

Regulatory Delivery Plan 2018/19

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1 Key Priorities for 2018/19

Regulatory Services are at the heart of all the Councils services, whether through supporting and facilitating good governance, supporting front line services to deliver quality services or providing front-line services which make a difference to the long term prospects of the people living and working in the area. As such we are uniquely placed to influence both the current and future prospects of West Dunbartonshire in a range of areas. Our aim for the year ahead will focus on making a positive difference to the lives of people living and working within West Dunbartonshire. Our key priorities for the year ahead have been developed to support this aim.

Our 2018/19 key priorities are:

- Prioritise work to improve West Dunbartonshire as a place to live and work by supporting the strategic aim of a strong local economy and improved local opportunities. We will do this through supporting regeneration projects through the work of our services, engaging with developers to secure investment and embedding place and design within the Planning Process with the establishment of the Place and Design Panel.
- Continue to work to ensure we have policies and plans in place supportive of legislative objectives through the development of a new Statement of Licensing Policy, a Statement of Gambling Principles and the continuing development of the revised Local Development Plan.
- Provide leadership to Council services to facilitate the Council complying with the demands of the General Data Protection Regulation.
- Focus Environmental Health and Trading Standards Services regulatory services on protecting and enhancing the community through risk based and intelligence led enforcement, working with businesses to improve standards, facilitating improvements to housing, addressing pollution and protecting the vulnerable from criminal behavior.

2 Overview & Profile

Overview

Regulatory comprises a wide range of services covering legal, planning and building standards, democratic services, environmental health and trading standards.

With 100 employees (91.75 full time equivalents) and a net budget of £2.63m, it is one of 8 strategic areas with responsibility for delivering the Council's Strategic Plan.

This Plan sets out key actions to help deliver the Strategic Plan. It outlines the performance indicators we will monitor to measure our success, provides an overview of services and resources, including employees and budgets, and considers the relevant risks.

Progress will be monitored and managed on a regular basis at Regulatory management team meetings and reported twice yearly to Corporate Services Committee, at mid-year and year end.

Regulatory also reports to the Licensing Committee and the Planning Committee as well as the Licensing Board and Local Review Body.

Profile

Brief details of each service are outlined below and a structure chart is set out at Appendix 1.

Legal Services

The Legal Services team provides comprehensive advice, representation, support, governance and regulation covering the full range of Council services and is responsible for the delivery of the Council's Licensing and Trading Standards functions. It comprises four key functional areas: Legal, Trading Standards, Licensing, and Records Management.

Planning and Building Standards

Planning and Building Standards comprises four teams: Forward Planning, Development Management, Building Standards, and Technical Support. The team is responsible for the preparation of the Local Development Plan, providing input into the Strategic Development Plan, determining planning applications, providing advice, and undertaking statutory duties under the Building (Scotland) Act.

Environmental Services

Environmental Services deliver a range of statutory functions protecting public health, wellbeing and vulnerable citizens as well as aligned non-statutory services like pest control and food hygiene training for communities and businesses. It comprises three specialist groups: Food & Business, Environmental Pollution and Community Health Protection.

Democratic Services

The Democratic Services team provides a diverse range of services to internal and external service users and clients. It comprises four functional areas: Committee Services, Members' Services, Leadership Support and the Registration Service. These areas are responsible for supporting council and committee meetings, administration and management of all elections, providing secretarial and clerical support to elected members including the Provost, direct secretarial support to the Council's Strategic Directors and Leads, support to the Lord Lieutenancy of Dunbartonshire, and the recording of Births, Still Births, Deaths, Marriages and Civil Partnerships on behalf of the National Records Office for Scotland.

3 Performance Review

The Regulatory management team completed a detailed performance review of 2017/18. As well as highlighting key achievements, it identified a number of performance issues to be addressed in 2018/19.

Key Achievements

The key achievements highlighted by the performance review are set out below.

Legal Services

- Negotiated the sale to the Council of the first development plot on the Queens Quay regeneration site which will secure new social rented housing as a cornerstone of the Queens Quay Project.
- Signed Heads of Terms with Esso Petroleum in respect of the former Exxon Site at Bowling.
- Successfully defended a challenge to Statement of Licensing Policy
- Successfully took over responsibility for the Night Zone over the festive period with Taxi Marshall deployment in main town centres.

Planning and Building Standards

- Double award winner in the Scottish Government's 'Scottish Awards for Quality in Planning' in the Place category for developments at Bowling Basin and the former Kippen Dairy site in Alexandria.
- Decision making timescales for planning applications very favourable and making good progress with regeneration, development and school projects from a planning and building standards perspective .
- Main Issues Report of the Local Development Plan issued for consultation within the agreed tight timescales.
- Antonnine Wall Heritage Lottery Fund Project and Place & Design Panel successfully launched.

Democratic Services

- Winners of the 2018 Employee Recognition Team of the Year award for having the highest degree of accuracy in Scotland and exceptional customer service, particularly to people at difficult times. The team has consistently improved their accuracy over the last five years for registering births, deaths and marriages, with 96% of residents they served confirming they were very satisfied with the service provided.

- Best performing Registration Service in Scotland in terms of accuracy with 99.48% accuracy rate for all events registered in 2015 (National Records of Scotland), the most recent records available.
- Successfully implemented the West Dunbartonshire Local Government Elections, implemented the new Council and Administration, and the snap UK Parliamentary General Election which collectively was extremely demanding and challenging for the small team of officers involved.

Environmental Health

Community Health Protection Group

- Approval of a new policy for the payment of missing shares to improve local house conditions in the private sector.
- Lead in water sampling initiative undertaken in all Council educational establishments to provide reassurance to Scottish Government Ministers into the quality of drinking water in our schools estate.

Food & Business Group

- In partnership with Food Standards Scotland and 9 Local Authorities, completed a pilot project to review Annex 5 of the Food Law Code of Practice Scotland and combined Food Hygiene and Food Standards inspections to a single Food Law inspection to support legitimate business and focus resources on the highest risk food businesses and their activities.
- In partnership with Working4U, delivered a community training initiative to citizens of West Dunbartonshire to improve their skill base.

Trading Standards Group

- Following initial work and the securing of funding in 2016/17, West Dunbartonshire Community Watch was launched in June 2017. A key objective of Community Watch is the prevention of doorstep crime and the initiative has been led by Trading Standards working in partnership with the police and Neighbourhood Watch. Local residents can sign up to receive “alerts” when criminal activities may be taking place in their local area.
- Participated in a national project examining pricing practices and levels of compliance with new guidance issued by the Chartered Trading Standards Institute. Participating authorities concentrated on particular business sectors, in our case food and drink.

Environmental Pollution Group

- The 2016 Air Quality Report was submitted to the Scottish Government and SEPA ahead of deadline and subsequently approved without comment.
- A programme of Waste Duty of Care inspections for commercial premises has been rolled out, improving compliance through education and advice.
- A programme of inspection of high risk areas to enforce the idling engine measures of the Road Traffic (Vehicle Emissions)(Fixed Penalty)(Scotland) Regulations 2003 was introduced.

Administrative Support

- Successful undertaking of the Corporate Administrative Support Project bringing the majority of Administrative Support within the Council into the one service and saving £500,000 in total to date.

Challenges

Planning & Building Control Budgets

One of the main challenges has been the planning and building control budgets, where we have limited control over income, and for much of the year it was projected that income would be well short of what was anticipated through the budget. Given the large sums of money involved and the huge difference in income that a very small number of planning applications can make, the impact on the whole service was significant. It is likely this will continue to be a challenge in the year ahead.

Resources

It has been a challenge to maintain performance in key areas when operating with reduced staff or higher priorities intervene. So for example literally weeks of officer hours has and continues to be spent dealing with the tragic Cameron House fire and that has had an impact on performance within both Environmental Services and Building Control.

Communication Processes

Feedback from the self-evaluations we have carried out over the past year has highlighted the need to improve how we inform citizens about the services we provide and how we update them on the progress of their issues. We will look to improve in this area during the period of this plan.

Service Users' Feedback

The Council has a clear focus on learning from the feedback we receive from our service users. Complaints data, monthly telephone surveys and a range of other mechanisms provide invaluable feedback to help us improve our services.

Complaints

Between 1 April and 31 December 2017, a total of 14 complaints were received, comprising 11 Stage 1 and 3 Stage 2 complaints. During the same period, 14 complaints were closed, 11 at Stage 1 and 3 at Stage 2.

Of the 11 complaints closed at Stage 1, 8 (73%) met the 5 working days target set for resolving Stage 1 complaints, with an average of 4 working days to resolve all complaints closed at Stage 1. Of the 3 complaints closed at Stage 2, 1 (33%) met the

20 working days target, and 2 exceeded this, with an average of 25 days for all complaints closed at Stage 2.

Two complaints closed at Stage 1 were upheld (18%) and one at Stage 2 (33%).

In addition to the specific actions we took in response to complaints, we will continue to ensure that all relevant staff undertake customer services standards training and we will continue to review complaints to identify and address any issues that emerge.

Telephone Survey

A monthly telephone survey of 100 residents is carried out to gauge satisfaction levels with a range of Council services. Within Regulatory, this covers the Licensing Service.

For the calendar year January to December 2017, satisfaction is again very high at 97%, up significantly from 87% in 2016 and 93% in 2015.

Continuous Improvement

Self-Evaluation Programme

The Council agreed a three year self-evaluation programme using a checklist approach that is implemented through an online survey. Over the three year programme, all Council services that are not subject to external evaluation will undertake self-evaluation.

In the first year of the programme (August 2016 to July 2017), two self-evaluations were carried out within Regulatory - Planning & Building Standards and Regulatory Services. The improvement actions arising from these self-evaluations are now being implemented and once completed, follow up surveys will determine their impact.

Over the period of this Delivery Plan, two further self-evaluations within Regulatory will take place. Legal Services' self-evaluation will begin in May 2018 with a target completion date of July 2018. Democratic Services self-evaluation will begin a few months later in October 2018 with completion by December 2018.

Local Government Benchmarking Framework (LGBF)

All 32 councils in Scotland measure a common set of performance indicators called the Local Government Benchmarking Framework. It comprises service delivery, cost, and satisfaction indicators covering all major council service areas, including education, housing, social work, and leisure.

Using the same indicators across all councils allows us to compare our performance so that we can identify best practice, learn from each other, and improve what we do.

The most recent comparative data for all councils was published in February 2018 and relates to the period 2016/17. All four Regulatory indicators improved year on year and three improved their comparative position with other local authorities. There was no change in ranking for the fourth indicator but this remains highly placed in the top performing councils.

Description	2015/16 (rank)	2016/17 (rank)	2016/17 Scotland	Change in Rank (+/-)
Cost of trading standards, money advice and citizens advice per 1,000 population	£3,560.67 (7)	£3,227.24 (7)	£5,438.54	No Change
Cost of environmental health per 1,000 population	£15,849.98 (20)	£14,967.73 (17)	£16,117.25	Better (+3)
Cost per planning application	£5,634.31 (23)	£4,809.28 (19)	£4,635.61	Better (+4)
Average time taken to deliver a commercial planning application decision	10.21 (18)	8.46 (12)	9.31	Better (+6)
CORP1 Support services as a % of total gross expenditure	4.09% (5)	4.02% (9)	4.92%	Worse (-4)

In relation to LGBF PIs, the focus in 2018/19 will be on maintaining good performance in determining commercial planning applications.

West Dunbartonshire's Benchmarking Programme

As well as participating in the Scotland wide LGBF programme, the Council has embarked on a three year programme to ensure that all services are engaged in benchmarking performance in relation to service delivery, cost and customer satisfaction measures. The first step is to identify any gaps in our current benchmarking activity in relation to service areas and/or measures. Where gaps are identified, we will consider how they might be addressed, working with other councils and organisations to develop this.

Over the period of this plan, Legal Services and Democratic Services will review and develop their benchmarking approach and any improvement actions that arise from the benchmarking activities that follow will be included in future delivery plans and reported to committee. The remaining services are already engaged in benchmarking activity in relation to service delivery, cost and customer satisfaction.

Employee Survey 2017

97% of Regulatory employees completed the Employee Survey and the results were published in December 2017. The management team has reviewed the results for the Regulatory strategic area as a whole, their individual service areas, and the feedback from the focus groups. Actions to address key issues are being considered and will be consulted upon with staff.

Quality Standards

Quality standards help to define what users of our services can expect to receive, and remind both the organisation and our employees of the challenges and obligations they face in delivering best value services.

The organisation is committed to developing and publishing appropriate quality standards across all service areas where they do not already exist. In a number of services, these quality standards are being detailed in this way for the first time, and therefore the roll out will be phased to focus on those standards that fit best with strategic priorities or relate most to those areas residents highlight as important. This will be taken forward as part of the Continuous Improvement activity across the Council and quality standards will be incorporated into delivery plans as they are developed. Once in place, they will be monitored and managed by the management team on a regular basis and reported annually to committee.

4 Strategic Assessment

The Regulatory management team completed a detailed strategic assessment to determine the major influences on service delivery and priorities in 2018/19 and beyond. This covered a review of the financial context, local and national political priorities, new legislation and technology, and Council policies among others. The following factors were identified as significant.

Key Factors

Financial Challenges

The entire public sector is facing significant financial challenges. The Council is predicting cumulative funding gaps in 2018/19, 2019/20 and 2020/21 of £nil, £7.646m and £13.806m respectively. This means that action has to be taken to balance our budget and protect services for residents.

This will undoubtedly mean that within the Regulatory strategic area, available funding will be reduced and we will need to change how we do our jobs, what we do, where we work, and reduce the number of people employed. In this context, we will aim to continue to provide a sustainable quality service to internal clients and the public.

Livestreaming of Council Meetings

It has been agreed that the Council should livestream Council and committee meetings to give access to a wider audience without the need to attend in person.

This will have an impact on the resources required to service Council and also work in preparing guidelines for officers and members to ensure there is an understanding of standards expected in the Chamber and how behaviours can impact on the reputation of the Council.

We will procure and introduce an audio-casting system as well as prepare the necessary procedures for implementation.

Statutory Review of Polling Districts and Polling Places

The Council is required to review its polling districts and polling places in 2018. This is essential to ensure that the polling scheme is up-to-date and fit for purpose following recent changes to ward boundaries and availability of polling places.

We will begin this review in 2018/19 by submitting a proposed timetable to Council for approval. This will include preparing Returning Officers' Representations for consultation and carrying out a full public consultation.

UK Parliamentary Boundary Review

Following the Review of the UK Parliamentary Boundary Review it will be necessary to identify additional voters from the Bearsden/Milngavie area who will transfer to the new Dunbartonshire West Constituency.

In 2018/19, we will implement the outcome of the review beginning with agreeing the new boundary line with planning officers.

New Planning Bill

The new Planning Bill was presented to Parliament on 4th December 2017. The terms of the Bill will have significant implications on how planning is delivered at a regional and local level for all Councils.

In 2018/19 we will assess the implications of the requirements of the new Bill and will implement the changes brought about by secondary legislation in 2018 and 2019.

Local Development Plan - Proposed Plan

The Local Development Plan guides the future use of land in West Dunbartonshire taking into account social, economic and environmental issues. It indicates where development should and should not happen and highlighting opportunities for investors and communities. The Main Issues Report is the first stage in the preparation of the Local Development Plan and it focuses on the key changes which have occurred since the previous plans. Following extensive consultation, the representations received are being considered and will be used in the preparation of the Proposed Plan.

In 2018/19, the Local Development Plan - Proposed Plan will be publicised for consultation. Following the end of the consultation period the Proposed Plan will be submitted to the Scottish Government for examination by the end of 2018.

Major Regeneration Sites

The key regeneration sites will be progressing on site. On Queens Quay, the Infrastructure and District Heating System will be on site with applications for the affordable housing and healthcare development being submitted in 2018/19. Development on Dumbarton Waterfront will be underway with construction started on the new river path linking the Castle to the town centre and the implementation of new affordable housing adjacent to the town centre (Culross site). An application is expected for Mitchell Way in Alexandria and development proposals will be progressing for the Playdrome site in 2018/19.

Planning and Building Standards will continue to work to ensure that planning and building warrants are processed within agreed timescales, that conditions are met and high quality development is achieved on the ground.

Place and Design Panel

The Place and Design Panel is a new vehicle to assist the Council to deliver regeneration, increase economic vitality and raise aspirations around achieving better places and improving the design quality of the built environment in West Dunbartonshire.

In 2018/19 we will establish the Place and Design Panel and integrate same within the planning and development process. We will also establish a Monitoring Board to assist on reflecting on the activities of the Panel and ensure it is meeting its objectives.

Geographic Information System (GIS)

A Geographical Information System (GIS) is used for storing, analysing and mapping data. The present GIS system is no longer fit for purpose. With the introduction of new technologies and the lack of development by the supplier, it has been agreed to implement a new GIS system in 2018/19 by implementing a modern, future proof, mapping and data analysis system for users.

Private Water Supply Legislation

The Water Intended for Human Consumption (Private Supplies) (Scotland) Regulations 2017 will place additional demands on the Community Health Protection (CHP) team in relation to additional sampling, a revised public register, changes to the risk assessment process, increased investigation and remedial action for failures, greater enforcement powers, greater reporting and display of information requirements at each premises.

To address this, the team will develop processes in 2018/19 to ensure we are able to respond to the additional demands.

European Noise Directive

The objectives of the Environmental Noise Directive 2002/49/EC are to:

- Determine the noise exposure of the population through noise mapping
- Make information available on environmental noise to the public
- Establish Action Plans based on the mapping results, to reduce levels where necessary, and to preserve environmental noise quality where it is good.

West Dunbartonshire Council is a member of the Glasgow Agglomeration Working Group (GAWG). The group has to identify potential Noise Management Areas and Quiet Areas and will deliver an Action Plan every 5 years.

As part of the GAWG, we will be looking at the third round of noise mapping to identify Candidate Noise Management Areas and Candidate Quiet Areas for road and rail noise.

Review of Food Law Code of Practice

West Dunbartonshire Council (WDC) as a food authority works in partnership with Food Standards Scotland (FSS). FSS is undertaking a review of the statutory Food Law Code of Practice Scotland which is part of a development of a Regulatory Strategy Programme which includes 10 work streams and approximately 30 projects under the following headings

- Enhanced registration / prior approval
- Information & data sharing
- Understanding & enabling business compliance
- Penalties & sanctions
- Future delivery & assurance
- Future meat controls
- Sustainable funding
- Regulatory powers & decision making
- Appeals & complaints

The Food Law Code of Practice Review has been phased by Food Standards Scotland and has the following phases and periods-

Phase 1 (2017-18) an agreed updated Consolidated Code of Practice

Phase 2 (2018-19) Interventions Code of Practice and Associated Guidance

Phase 3 (2020 Onwards) Further Production of Individual Code Publications

The Food Law Code of Practice (Scotland) – Review Project includes a review to Annex 5 of the Code relating to risk assessment of food businesses for food law inspection. WDC were part of a group of 10 Food Authorities in the Annex 5 pilot project. The output from the pilot project group is being taken forward by FSS to produce a new Annex to the code for Food Authorities that will combine food safety and food standards risk assessment activities into a single food law risk rating and focus regulatory activities on areas of greatest need.

WDC being a Food Authority and a pilot authority under the Annex 5 review project will continue with a revised food law risk rating system (alongside the existing system) ahead of full implementation by Food Authorities not in the pilot project group. While this places a demand on the service and its valuable resource, it gives the benefit of shaping the future delivery of the service and prioritisation methods for food law inspection of businesses in West Dunbartonshire.

Another project under the Food Law Code of Practice Review that will impact on service delivery is the change to the approvals process for food business subject to approval under EC Regulation 853.2004. The methodology for approval was revised in 2017 and an Approved Establishments Scottish National Protocol was produced. Local Authorities are responsible for all food businesses except those where an official veterinarian is required e.g. slaughter houses, game handling establishments and cutting plants which fall to Food Standards Scotland. WDC as a Food Authority is responsible for a large number of food businesses including a number of approved

establishments and for implementing the protocol in the WDC area. Enhanced competence and training is required for implementation of the protocol as is an increased demand on officer time and recording of interaction and outcomes with this business sector. Food Standards Scotland training for Officers is planned for 2018 and WDC Environmental Health Officers from the Food and Business Group are earmarked for training during the period.

WDC will continue to work with Food Standards Scotland on the related work streams and projects over the indicative 2 year period of the review of the Statutory Food Law Code of Practice in Scotland.

Development of Licensing Policy

2018/19 will require the two major Licensing Policy Statements to be prepared and approved by the Licensing Board. Substantial work has already started in 2017/18 on the Statement of Licensing Policy including overprovision assessment which will require to be in place by November 2018. An updated statement of Gambling Policy will also be required by 31 January 2019. Further it is anticipated that new legislation for the Licensing of Sexual Entertainment Venues will come into force during the year requiring preparation of a policy statement.

General Data Protection Regulation May 2018

The General Data Protection Regulation (GDPR) is replacing the Data Protection Act 1998 and coming into effect in May 2018. There are a number of new requirements contained within the legislation that will have a major impact on the way that personal data is processed and stored within the Council.

The Records Management Section of Legal Services will provide leadership and assistance to services in meeting the new requirements.

Action Plan

The challenges and issues identified in the performance review and strategic assessment have informed Regulatory priorities for 2018/19. The management team has developed an action plan to address them, supported by a range of performance indicators to enable progress to be monitored and reported to stakeholders (Appendix 2).

In accordance with the current Performance Management Framework, progress will be monitored and managed on a regular basis by the Regulatory management team and reported twice yearly to Corporate Services Committee, at mid-year and year end.

5 Corporate Information

Staff Absence 2017/18

At 3.75 days sickness absence per employee in 2017/18, Regulatory was well within its annual target of 6 days. Monthly absence was also significantly lower than the Council average over 2017/18 as set out below:

Service	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Year End
Regulatory	0.46	0.53	0.68	0.71	0.43	0.52	0.46	0.45	0.47	0.52	0.28	0.3	3.75
Council Wide	0.88	0.94	0.85	0.72	0.75	0.92	0.93	0.98	1.10	1.18	1.05	1.17	10.67

The strategic area recognises the importance of getting the right balance between managing absence efficiently and providing support and help to an employee who has health problems or is experiencing personal difficulties. The Council's Wellbeing Strategy aims to maximise employee wellbeing, recognising the benefits to the organisation and its employees of such an approach. Linked to this, work will be undertaken with managers and trades union partners to embed a 'safety culture', fostering increased ownership and accountability across the organisation as a whole.

Equalities

The Council has set out a range of equality outcomes for 2017/21 in line with its statutory duty, each led by a relevant strategic lead area. By focusing on outcomes, the Council aims to bring practical improvements to the life chances of those who experience discrimination and disadvantage.

While Regulatory is not leading on any specific equality outcome, we will continue to comply with the four council wide equality outcomes for 2017/21, relating to community participation, employment diversity, disability pay gap, and occupational segregation.

6 Resources

Financial

The 2018/19 revenue budget for Regulatory is £2.63m net. A breakdown by service area is given below. We will make the best use of the resources available to deliver on key priority areas and secure external/match funding where this is possible.

	Gross Expenditure 2018/19 (£)	Gross Income 2018/19 (£)	Net Expenditure 2018/19 (£)
Democratic & Registration	0.78m	0.12m	0.66m
Environmental Health	0.94m	0.23m	0.71m
Licensing	0.20m	0.38m	-0.17m
Legal & Trading Standards	1.08m	0.18m	0.90m
Planning & Building	1.16m	0.63m	0.53m
Total	4.17m	1.54m	2.63m

Employees

The headcount and full time equivalent staff in each service area is as follows:

Service Area	Headcount	FTE
Democratic Services	26	22.10
Environmental Health & Trading Standards	28	25.44
Legal Services	19	18.21
Planning & Building Standards	23	22.00
Regulatory Management	4	4.00
TOTAL	100	91.75

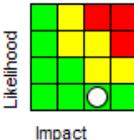
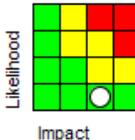
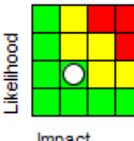
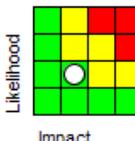
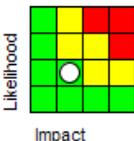
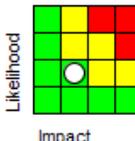
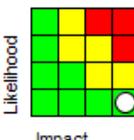
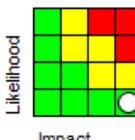
Workforce Planning

Workforce planning is a formal mechanism to define the workforce requirements of the service based on its key activities and the wider priorities of the Council. The Strategic Lead is responsible for reviewing the workforce plan each year to ensure that any key activities are identified at an early stage and planned for. Appendix 3 sets out the detailed Workforce Plan for Regulatory.

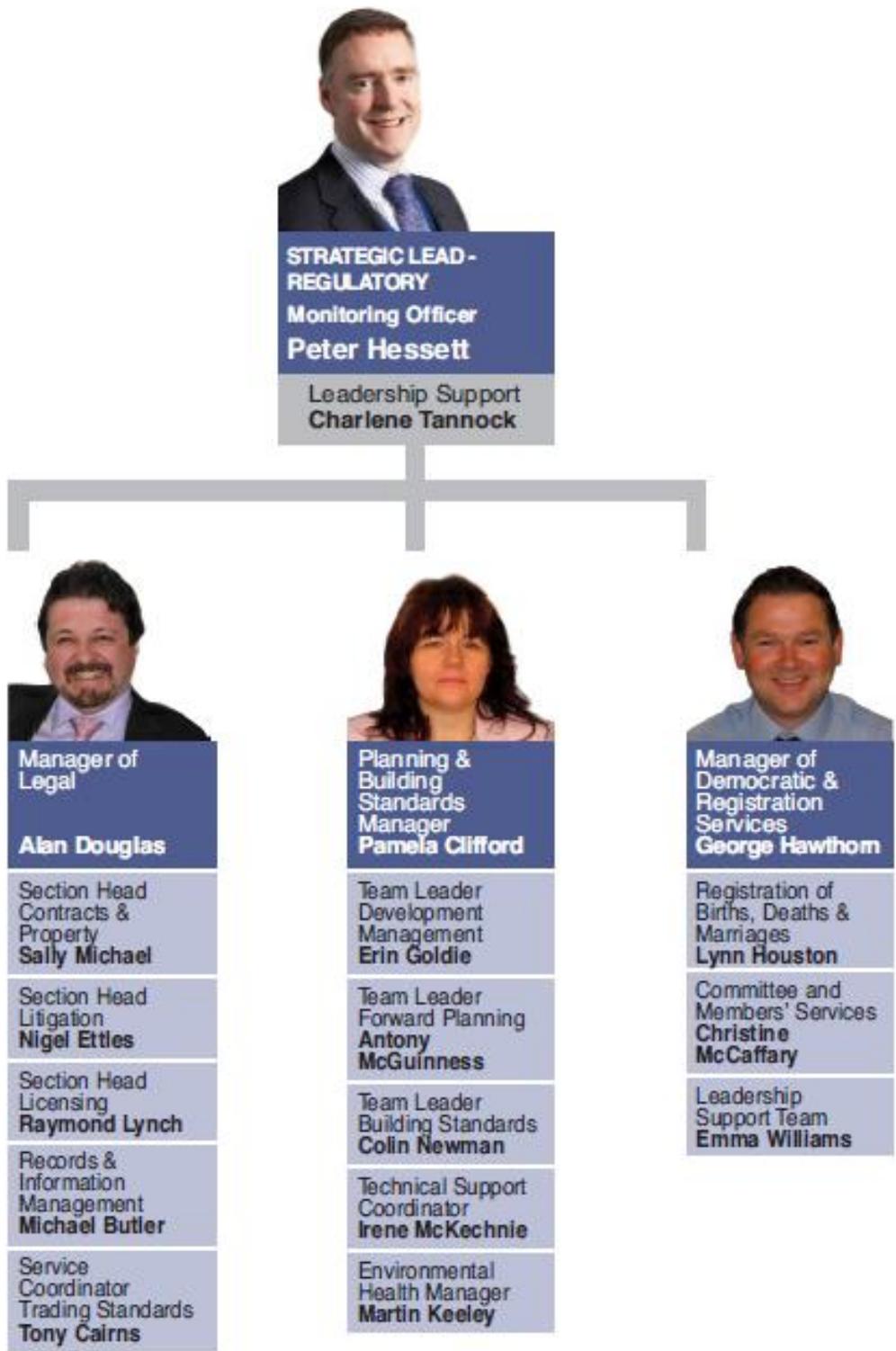
7 Risks

The Council has identified risks at both a strategic and service level. Strategic risks represent the potential for the Council to take advantage of opportunities or fail to meet stated strategic objectives and those that require strategic leadership. Service risks relate to service delivery and represent the potential for impact on individual services, or the experience of those who work within the services, i.e. employees, partners, contractors and volunteers, or service users and clients in receipt of the services provided.

In planning for 2018/19, the Regulatory management team considered the Council's strategic risks and identified additional risks specific to the service (below). Actions to mitigate these risks are set out in our delivery plan at Appendix 2 or in our operational plans, with the aim of improving or maintaining the current position (i.e. the current risk score). The current risk scores reflect current actions taken to reduce the risks.

Risk	Description	Current Risk Score	Target Risk Score
Service Risk: Failure to monitor and enforce regulatory areas with public risk	The Council fails to comply with statutory regulatory duties in respect of environmental health, trading standards, licensing, planning and building standards.		
Service Risk: Failure to design and operate appropriate data sharing controls	The design and operation of controls to ensure the sharing of personal data complies with the principles of the Data Protection Act 1998 and the good practice recommendations set out in the Information Commissioner's Data Sharing Code of Practice.		
Service Risk: Failure to follow appropriate records management processes	The processes in place for managing both electronic and manual records containing personal data. Includes controls in place to monitor the creation, maintenance, storage, movement, retention and destruction of personal data records.		
Service Risk: Failure of Council services to engage with Legal Services to ensure compliance the with General Data Protection Regulation	Council Services fail to engage with Legal Services to ensure that the Council fully implements the requirements of the new General Data Protection Regulation May 2018		

Appendix 1: Structure Chart



Appendix 2: Delivery Plan 2018/19

P	1. A strong local economy and improved job opportunities
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Ob	Increased employment and training opportunities
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Action	Start Date	Due Date	Assigned To
REGU/1819/001 Continue to work to ensure that the key regeneration sites are progressed on site and high quality development is achieved on the ground	01-Apr-2018	31-Mar-2019	Pamela Clifford
REGU/1819/002 Publicise the Local Development Plan Proposed Plan for consultation and then submit to the Scottish Government for examination	01-Apr-2018	1-Jan-2019	Antony McGuinness
REGU/1819/003 Establish the Place and Design Panel and integrate within the planning and development process together with the Monitoring Board to reflect on the activities of the Panel	01-Apr-2018	31-Mar-2019	Pamela Clifford

P	2. Supported individuals, families and carers living independently and with dignity
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Ob	Improved wellbeing
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Performance Indicator	2016/17	2017/18	2018/19	Assigned To
	Value	Value	Target	
CS/EH/997 % of air quality monitoring stations complying with the national objective for nitrogen dioxide at the nearest building façades of residential properties , schools, hospitals and care homes (40ug/m3 NO2)	100%		100%	Pat Hoey
CS/EH/LPI001: Percentage of highest priority pest control service requests responded to within 2 working days	95%	95%	95%	John Stevenson
CS/LDRS-TS/003 Amount of redress won for consumers by Trading Standards Group (£)	£25,727.00		Data only PI so no target set	Tony Cairns
SPS1bii Food Safety: Percentage of premises in the highest risk category (6 monthly inspections by Food & Business Group) that were inspected on time	100%	100%	100%	Martin Keeley
SPS1cii Food Safety: Percentage of premises in the high risk category (12 monthly inspections by Food & Business Group) that were inspected on time	100%	100%	100%	Martin Keeley
REG/RS/001 Percentage of Regulatory Services customer service requests first responded to within 2 working days			95%	Martin Keeley
REGU/TS/001 Percentage of service users satisfied or very satisfied with the service they received from			80%	Tony Cairns

Performance Indicator	2016/17	2017/18	2018/19	Assigned To
	Value	Value	Target	
trading standards				
REGU/TS/002 Percentage of businesses satisfied or very satisfied with the service they received from trading standards			80%	Tony Cairns
SENV05a Cost of trading standards per 1,000 population £	£3,227.00		£3,227.00	Tony Cairns
SENV05b Cost of environmental health per 1,000 population £	£14,968.00		£14,968.00	Martin Keeley
SOA/14-17/2.6.4 Number of reports of bogus/cold callers	21		Data only PI	Tony Cairns

Action	Start Date	Due Date	Assigned To
REGU/1819/006 Continue to participate in initiatives to tackle door step crime and scams, including Community Watch and the provision of call-blockers to vulnerable residents (dependent on growth bid being successful)	01-Apr-2018	31-Mar-2019	Tony Cairns
REGU/1819/007 In response to the European Noise Directive, participate in the Glasgow Agglomeration Working Group to identify potential noise management areas and quiet areas in relation to road and rail noise and develop and deliver an action plan as necessary	01-Apr-2018	31-Mar-2019	Pat Hoey
REGU/1819/008 Work with Food Standards Scotland on the various work streams and projects in relation to the Review of Food Law Code of Practice, ensuring West Dunbartonshire Council maintains its reputation as a top performing food authority	01-Apr-2018	31-Mar-2019	Martin Keeley

Ob More affordable and suitable housing options

Performance Indicator	2016/17	2017/18	2018/19	Assigned To
	Value	Value	Target	
REG/RS-CHP/004 Percentage of private landlord applications administered and processed within 21 days			95%	John Stevenson

Action	Start Date	Due Date	Assigned To
REGU/1819/005 Implement the new missing share process, supporting tenants and residents by protecting the private sector housing stock	01-Apr-2018	31-Mar-2019	John Stevenson

P 4. Open, accountable and accessible local government

Ob Equity of access for all residents

Performance Indicator	2016/17	2017/18	2018/19	Assigned To
	Value	Value	Target	
SP/1722/12 % of committee agendas published within standing order timescales		98%	98.2%	George Hawthorn

Action	Start Date	Due Date	Assigned To
REGU/1819/010 Ensure all citizens who request services are kept informed and updated on our progress with dealing with their concern	01-Apr-2018	31-Mar-2019	Martin Keeley
REGU/1819/012 Implement UK Parliamentary Boundary Review	01-Apr-2018	31-Mar-2019	George Hawthorn

Ob Fit for purpose polling scheme (Service Outcome)

Action	Start Date	Due Date	Assigned To
REGU/1819/013 Review and revise polling scheme	01-Apr-2018	31-Mar-2019	George Hawthorn

Ob Improved access to Council meetings (Service Outcome)

Action	Start Date	Due Date	Assigned To
REGU/1819/011 Introduce livestreaming of Council and committee meetings	01-Apr-2018	31-Aug-2018	George Hawthorn

P 5. Efficient and effective frontline services that improve the everyday lives of residents

Ob A continuously improving Council delivering best value

Performance Indicator	2016/17	2017/18	2018/19	Assigned To
	Value	Value	Target	
H/PBS/19 Planning applications (major developments) - average number of weeks to decision	23.4	18.2	20	Erin Goldie
H/PBS/20 Planning applications (householder) - average number of weeks to decision	6.8	7.1	7	Erin Goldie
H/PBS/21 Planning applications (local development, excluding householder) - average number of weeks to decision	10	11.7	12	Erin Goldie
REG/P&BS/998 Percentage of building warrant applications responded to within 20 working days			80%	Colin Newman
REG/P&BS/999 Overall time taken to issue building warrant (weeks)			16	Colin Newman

Performance Indicator	2016/17	2017/18	2018/19	Assigned To
	Value	Value	Target	
SECON02 Cost per planning application	£4,809.30			Pamela Clifford
SECON03 Average time taken to deliver a commercial planning application decision	8.5	9.7		Pamela Clifford

Action	Start Date	Due Date	Assigned To
REGU/1819/004 Assess the implications of the requirements of the new Planning Bill for West Dunbartonshire and implement the changes brought about by secondary legislation in 2018 and 2019	01-Apr-2018	31-Mar-2019	Pamela Clifford
REGU/1819/014 Procure and implement a new geographic information system (GIS), ensuring systems compatibility across the Council	01-Apr-2018	31-Mar-2019	Irene McKechnie
REGU/1819/015 Review and develop benchmarking within Democratic Services in line with the Council's benchmarking framework	01-Apr-2018	31-Oct-2018	George Hawthorn
REGU/1819/016 Establish a specific licensing regime for Sexual Entertainment Venues (SEVs) and consider an appropriate Policy Statement and Resolution.	01-Apr-2018	31-Mar-2019	Raymond Lynch
REGU/1819/018 Prepare a Statement of Gambling Principles	01-Apr-2018	31-Mar-2019	Raymond Lynch
REGU/1819/019 Lead and assist services to meet the requirements of the General Data Protection Regulation May 2018	01-Apr-2018	31-Mar-2019	Alan Douglas
REGU/1819/020 Review and develop benchmarking within Legal Services in line with the Council's benchmarking framework	01-Apr-2018	31-Mar-2019	Alan Douglas
REGU/1819/021 Explore opportunities for the digital transformation of the service, focused on digital enablement and process improvement	01-Apr-2018	31-Mar-2019	Peter Hessett
REGU/1819/022 Ensure implementation of Improvement Action Plans arising from the self-evaluation process	01-Apr-2018	31-Mar-2019	Peter Hessett
REGU/1819/023 Further improve the agility and flexibility of officers by provision of enhanced handheld mobile technology which will reduce administrative and paper based processes	01-Apr-2018	31-Mar-2019	Pamela Clifford

Appendix 3: Workforce Plan – Action Plan 2018/19

1. Addressing the gap between current workforce supply and predicted future demand				
Strategy	<ul style="list-style-type: none"> Planned service reviews to address gap taking cognisance of opportunities to realise savings through voluntary turnover and consideration of management spans of control Address impact of national reviews in relation to Trading Standard and Public Health in terms of changes to the nature and number of corresponding job roles, taking specific action to address issues of supply of critical roles (as appropriate) 			
Expected Outcome	Gap is addressed, whilst: <ul style="list-style-type: none"> Protecting critical roles (and addressing any associated recruitment and retention risks) Ensuring service priorities are met Minimising risk of voluntary or compulsory redundancy 			
Actions	Person(s) Responsible	Resources Needed	Complete By	Measurement of outcome
Planned service reviews	All Service Heads / Managers	Workforce	Ongoing	Achievement of savings, streamlined and efficient processes
CAS review (2017)	P Hessett	Workforce	2017/18	Achievement of savings, streamlined and efficient processes
Restructure of Regulatory Services (2018)	P Hessett	Workforce	Mid-April 2018	Achievement of savings, streamlined and efficient processes
Address impact of national reviews in relation to Public Health in terms of changes to the nature of the roles	Environmental Services Manager	Workforce	Difficult to determine at this stage. Medium Term	Long term health improvement
Develop Succession Plans to attract and retain staff need to be developed to meet future needs of the service	All Service Heads / Managers ²⁵	Workforce		Monitor staff development and retention meeting future service needs
Explore opportunities to share workforce	All service Heads /	Workforce	Ongoing	Continued service meeting

resources across organisations	Managers	e		citizens and client needs
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2. Improving resilience within teams

Strategy	Ensure addressed in training plans as identified through the Be the Best process			
Expected Outcome	Improved resilience across teams and retention of knowledge and skills associated with critical roles			
Actions	Person(s) Responsible	Resources Needed	Complete By	Measurement of outcome
Analysis of resilience risks within teams – identifying individual or team development needs	All Managers	Workforce	Ongoing	
Develop mentoring and training within teams	All Managers	Workforce	Ongoing Should be embedded within teams	Be the Best conversations
Review and promote available courses liaising with OD about approaches to meet this skills development either from internal or external sources	Manager	Workforce	Ongoing	Attendance and internal development opportunities. Be the Best
Promote the Council's leadership development framework to support the changing remits and spans of control	Manager	Workforce	Ongoing	Attendance and internal development opportunities. Be the Best

3. Ensuring ability to keep pace with legislative developments resulting from Brexit

Strategy	Ensure timely and cost-effective mechanism is in place to support associated professional development requirements			
Expected Outcome	Council is responsive to legislative developments, thereby ensuring organisational compliance and mitigation of risk			
Actions	Person(s) Responsible	Resources Needed	Complete By	Measurement of outcome
Ensuring staff are adequately trained on changed legislation	All Managers	Financial for external training	Ongoing to at least medium term	Service delivery

4. Address gap in relation to ICT capability

Strategy	Ensure addressed in training plans as identified through the Be the Best process			
Expected Outcome	Employees are able to implement ICT capability to work more efficiently			
Actions	Person(s) Responsible	Resources Needed	Complete By	Measurement of outcome
Review current ICT capability against requirement for the future on an individual basis	All managers	Workforce	Ongoing	Be the Best Conversation
Further improve the agility and flexibility of officers by provision of handheld mobile technology and the associated training	Environmental Service Manager in the short term but to be considered by other managers in the long term	Financial – subject to resources	By March 2019 for ESM and ongoing for remainder of service	More efficient delivery service