

WEST
DUNBARTONSHIRE
COUNCIL

Strategic Plan 2017 - 2022



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Foreword from the Leader of the Council



Significant progress has been made over the past ten years in West Dunbartonshire and we owe thanks to all those officers and elected members, past and present, who have contributed to what has been a huge positive change.

Going forward, this Council will build on those achievements and tackle areas requiring further improvement to deliver the quality public services our constituents need. This Administration wants to see West Dunbartonshire Council continue to deliver high quality services to our constituents, led by priorities identified by them, in an open and transparent way.

The role of Councillors and Council Officers is to serve and support our citizens. They are not 'Customers' and we will stop referring to them as such. The Council also needs to be accessible, friendly and open to our residents, and so we must use easy to understand language in everything we do; whether that's a letter, an online transaction, a community consultation or public documents like committee reports.

We will be a listening and caring Council, listening to and caring about our communities and exchanging ideas with our valued employees. We will continue to improve the way in which we consult with our citizens and engage with our workers; West Dunbartonshire Council recognises that ideas from the workforce will be vital in developing policy that will bring about positive changes, enabling us to deliver better services for our communities.

This Strategic Plan will set the vision and direction for Council services over the next five years. It will inform the delivery of Council services and provide a context for decision-making at a service level.

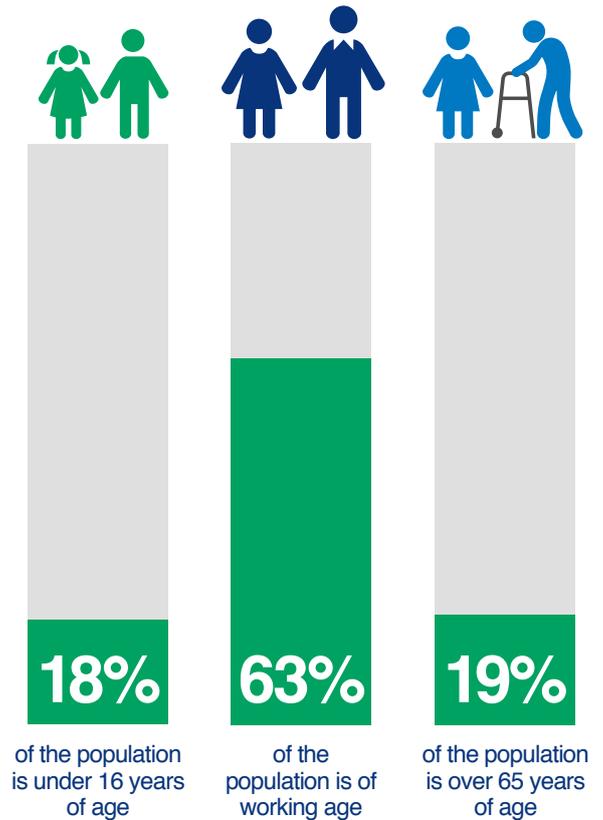
A handwritten signature in black ink, which appears to read 'J McColl'.

Jonathan McColl
Council Leader, West Dunbartonshire
Council

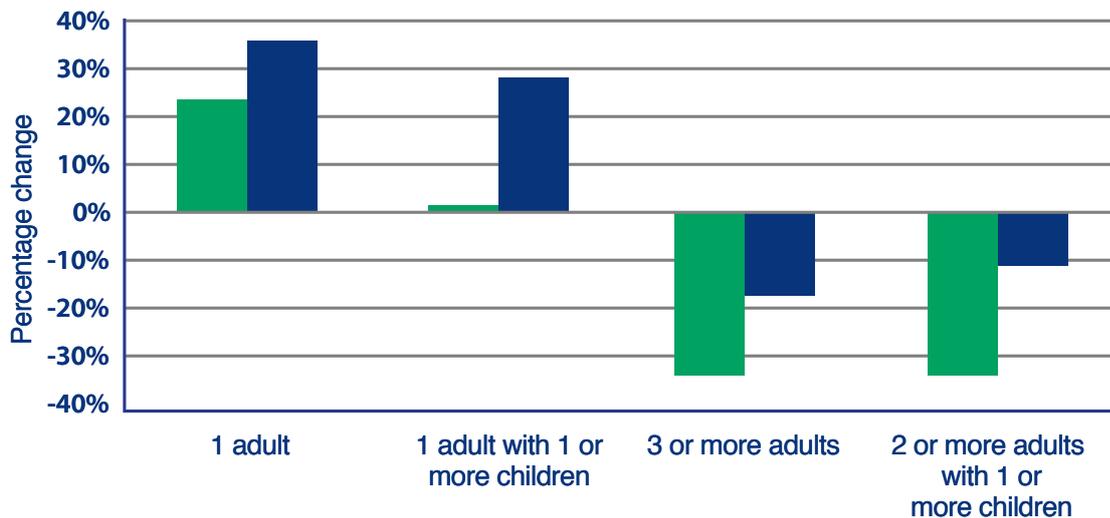
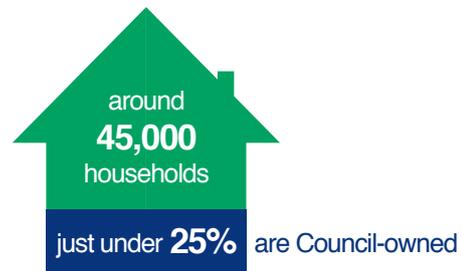
Strategic Plan in context

West Dunbartonshire is a diverse area with a rich industrial heritage still evident in our local communities today. Across the three main areas of Clydebank, Dumbarton and the Vale of Leven we see diversity from the densely populated urban centre of Clydebank to the more rural setting of the Loch Lomond and Trossachs National Park, sitting in and beyond the northern edge of the Authority.

Estimated population - age split (WD) 2015

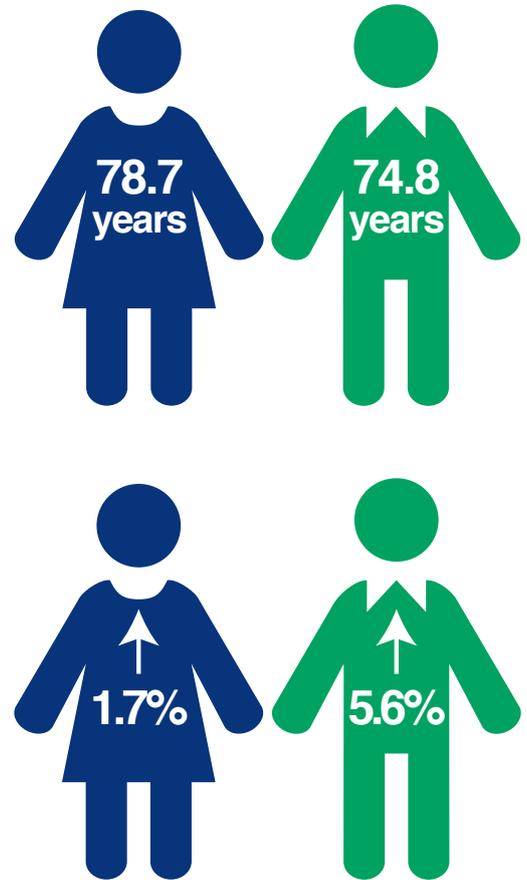


West Dunbartonshire has around 45,000 households; and just less than 25% of these homes are Council owned. Over the next 20 years it is estimated that households headed by over 60s will increase, as will the number of lone person households. At the same time, the number of larger households is projected to fall.



Life expectancy

Life expectancy at birth - WD

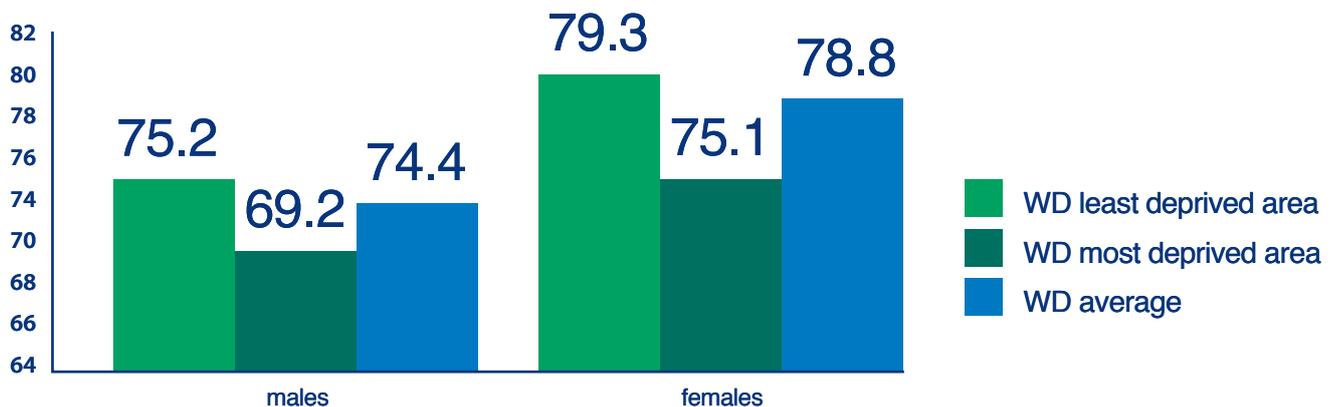


Based on the most recent figures available (2013-2015) female life expectancy is greater than male life expectancy, but both were lower than the Scottish average. Male life expectancy at birth in West Dunbartonshire is improving faster than female life expectancy.

The overall picture however is showing some improvement, with the percentage change in life expectancy at birth in West Dunbartonshire improving by 5.6% for males and 1.7% for females over the last 12 years.

The effect that poverty has on life expectancy can be seen when comparing life expectancy rates in the least and most deprived areas of West Dunbartonshire. Such inequalities represent a longstanding and long-term challenge in West Dunbartonshire, just as in other parts of Scotland; for example, it took until 2016 for those living in the most deprived areas to experience the levels of life expectancy that less-deprived communities enjoyed in 1990. The chart below looks at current life expectancy rates by levels of deprivation.

Life expectancy in WD by deprivation, 2009-2013



Our vision, values and ethos

“ West Dunbartonshire Council will deliver high quality services, led by priorities identified by the communities of West Dunbartonshire, in an open and transparent way ”

As a Council we want every employee to have **PRIDE** in the services they deliver:

**Personal
Responsibility
In
Delivering
Excellence**

This ethos reflects the personal stake that every one of us has in delivering our Council's priorities and underpins our commitment to the values we have adopted as a Council:

**Ambition
Confidence
Honesty
Innovation
Efficiency
Vibrancy
Excellence**

At the core of what we do as a Council is a commitment to reduce inequality and tackle root causes of poverty. The strategic priorities we have adopted are focused on improving the lives of the people of West Dunbartonshire, by promoting equality for all.

Underpinning our strategic priorities are key cross cutting principles, which inform all the work that we do. We will be:

- **a listening Council**
- **an accessible Council**
- **a responsive Council**
- **an open Council**

Our strategic priorities

The strategic priorities of the Council, as detailed in this plan, explain how the Council will work to improve the lives of residents. The priorities are guided by the Administration's election commitments, and support delivery of Community Planning West Dunbartonshire's (CPWD) Local Outcome Improvement Plan.

As well as clearly defining a set of Council priorities which directly support and empower residents in line with the long-term aspirations of the Community Planning Partnership, the Council has agreed two organisational priorities to inform how services are run. This will ensure the Council is able to deliver on its overarching aspiration to reduce inequality for the people of West Dunbartonshire.

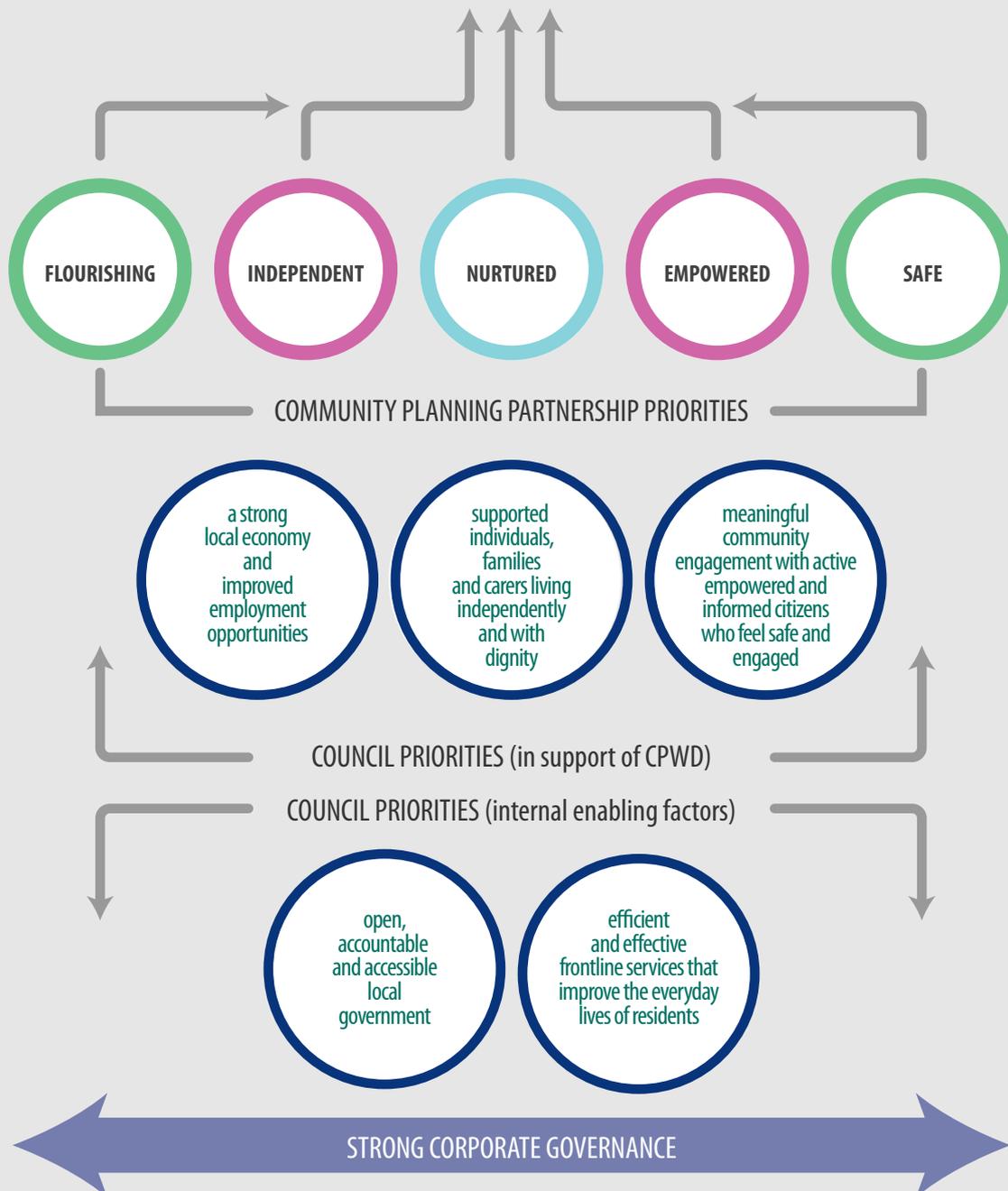
Our priorities will be delivered through the Council's strategic Delivery Plans and those of our Strategic Partners in CPWD. Delivery plans provide detail on actions to be taken while also reflecting the context and challenges facing services and the organisation as a whole. This will include factors such as the increasingly challenging financial landscape for the public sector in Scotland, deprivation across our communities and areas where investment is required to accelerate outcome improvements, including national policy directives and targets such as those on climate change.

The diagram on the next page details how the Council priorities link to and support the Local Outcome Improvement Plan long-term aspirations.

COMMUNITY PLANNING WEST DUNBARTONSHIRE

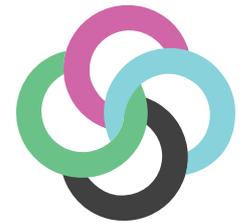


Overarching priority: REDUCING INEQUALITIES FOR THE PEOPLE OF WEST DUNBARTONSHIRE



Priorities & outcomes

in support of Community Planning West Dunbartonshire



STRATEGIC PRIORITY

A strong local economy and improved job opportunities

SUPPORTING OUTCOMES	WHAT DOES SUCCESS LOOK LIKE?
Increased skills for life & learning	<ul style="list-style-type: none"> ● A narrowing of the poverty related attainment gap for all children and young people in West Dunbartonshire ● Improved outcomes for all learners in our community - with a priority on schools and Early Learning & Childcare
Increased employment and training opportunities	<ul style="list-style-type: none"> ● Improved support to and outcomes for residents from our employment and business supports - Working4U and Working4Business ● Improved outcomes when creating and supporting positive destinations for our young people
A growing economy	<ul style="list-style-type: none"> ● Continued long-term investment in local regeneration which takes account of the environment and sustainability ● Investment in the growth and development of small and medium-sized enterprise locally

We will do this by:

**2021/22
target**

Improving attainment across all levels (measured by most deprived (quintile 1) to least deprived (quintile 5))	↑
Increasing the percentage of school leavers in positive and sustained destinations	↑
Decreasing the percentage of households that are workless	↓
Improving the West Dunbartonshire Employment Rate	↑
Increasing the number of new start businesses supported	↑
Increasing the percentage of procurement spent on local small/medium enterprises	↑





STRATEGIC PRIORITY

Supported individuals, families and carers living independently and with dignity

SUPPORTING OUTCOMES	WHAT DOES SUCCESS LOOK LIKE?
More affordable and suitable housing options	<ul style="list-style-type: none"> Increased investment in our housing stock to create sustainable and flexibility for residents and tenants Ensure future housing developments are sustainable, accessible and adaptable to meet the changing needs of our population Increasing the mixed economy of housing to create attractive places
Enhanced life chances	<ul style="list-style-type: none"> Innovation in early learning and childcare to meet the needs of our communities Residents are provided with comprehensive information and support which assists them in their life choices
Improved wellbeing	<ul style="list-style-type: none"> Our communities have improved health outcomes Unpaid carers' needs are supported Residents are able to access learning and support which enables them to fully participate in their local community

We will do this by:

2021/22 target

Decreasing the percentage of children living in poverty	↓
Increasing the availability of early years placements	↑
Reducing the rent income lost due to empty properties	↓
Increasing the percentage of reactive repairs completed right first time	↑
Increasing the percentage of Council housing stock which meets the Scottish Housing Quality Standard	↑
Increasing the percentage of citizens who are supported through advice services to sustain or increase income through benefit maximisation	↑
Increasing the availability of social housing	↑
Reducing the percentage of households in fuel poverty	↓



STRATEGIC PRIORITY

Meaningful engagement with active, empowered and informed citizens who feel safe and engaged

SUPPORTING OUTCOMES	WHAT DOES SUCCESS LOOK LIKE?
Strong and active communities	<ul style="list-style-type: none"> ● Citizens are more active in their local communities ● Reduced impact of antisocial behaviour in communities ● More Council resource directed by Communities
Fully consulted and involved citizens who are able to make full use of the Community Empowerment Act	<ul style="list-style-type: none"> ● A dedicated Community Empowerment Service helping the community to help themselves and supporting increased capacity in local areas ● Opportunities are created for services to work in partnership with citizens, to involve them in local decision-making ● More opportunities exist for involvement of our young citizens ● Increased communications with residents to ensure higher awareness and satisfaction

We will do this by:

2021/22
target

Maintaining the percentage of residents who feel safe/very safe in their local community	↔
Maintaining resident satisfaction with Council services overall	↔
Increasing the percentage of citizens who agree the Council listens to community views when designing and delivering services	↑
Increasing the percentage of residents who feel the Council communicates well with them	↑
Increasing the percentage of Council resources directed by communities	↑
Increasing the respondent reported sense of control and influence in relation to Council decision-making and service delivery	↑

Priorities & outcomes

*in support of West Dunbartonshire
(internal enabling factors)*



STRATEGIC PRIORITY

Open, accountable & accessible local government

SUPPORTING OUTCOMES

Equity of access for all residents

WHAT DOES SUCCESS LOOK LIKE?

- Residents can access Council meetings with opportunities to ask questions and present issues
- All Council publications are easy to read and understand
- Residents are supported to build and utilise digital skills
- Increased participation from under-represented groups
- Improved parental engagement across all schools

We will do this by:

2021/22 target

Increasing the percentage of citizens satisfied with the Council website	↑
Increasing the number of payment transactions undertaken online	↑
Increasing residents reported satisfaction with Council publications, reports and wider documents	↑
Increasing the percentage of committee agendas published within standing order timescales	↑
Increasing the percentage of Council buildings in which all public areas are suitable for and accessible to people with a disability	↑





STRATEGIC PRIORITY

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

SUPPORTING OUTCOMES	WHAT DOES SUCCESS LOOK LIKE?
A continuously improving Council delivering best value	<ul style="list-style-type: none"> ● Best use of technology, resources, assets and our estate to support service delivery ● All citizens able to access appropriate levels of service ● Key local policy priorities show improving performance ● Council generating new income through commercial opportunities to protect public services
A committed and skilled workforce	<ul style="list-style-type: none"> ● A workforce who feel valued and recognise the importance of the work they do ● Regular engagement with employees to learn from their experiences ● A workforce equipped to deliver services with access to training and development ● All employees have equity of support and opportunity
Sustainable & attractive local communities	<ul style="list-style-type: none"> ● Our public spaces are attractive, friendly and welcoming ● Our citizens feel pride in their local neighbourhood ● Recycling levels are improved across all communities ● Improved roads and pavements

We will do this by:

2021/22
target

Increasing the percentage of income due from Council Tax received by the end of the year	↑
Increasing the percentage of income generated as a percentage of the total revenue budget	↑
Increasing the proportion of operational buildings suitable for current use	↑
Improving attendance levels	↑
Increasing the percentage of employees satisfied with the Council as a place of work	↑
Increasing the percentage of Local Government Benchmarking Framework performance indicators prioritised by the Council that have improved locally	↑
Increasing the percentage of education establishment inspections in the year which are graded at 'satisfactory' or better	↑
Increasing the street cleanliness index score	↑
Increasing the percentage of total household waste that is recycled	↑
Improving the resident reported satisfaction level with local roads maintenance	↑
Increasing the number of attendances per 1,000 population for indoor sports and leisure facilities	↑



Contact us

For further information, please contact:

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Other formats

This document can be provided in large print, Braille or audio and can be translated into different community languages. Please contact us to request this.

