

2021-22 DELIVERY PLAN

REGULATORY & REGENERATION



Contents

1.	Overview	2
2.	Performance Review	3
	Performance Review	3
	Key Achievements in 2020/21	4
	Challenges in 2020/21	8
3.	Strategic Assessment.....	11
	Key Factors	11
	Action Plan	16
4.	Risks.....	17
	Appendix 1 - Structure Chart & Service Profiles.....	20
	Appendix 2 - Action Plan	23
	Appendix 3 - Performance Review	23
	Appendix 4 - Quality Standards.....	32
	Appendix 5 - Resources	34

1. Overview

Regulatory & Regeneration (R&R) comprises a wide range of services covering legal, trading standards, licensing, records management, planning, building standards, environmental health, democratic and registration services, and economic development. It has a gross revenue budget of £5.719m, a net revenue budget of £3.098m and a capital budget of £7.488m. A structure chart and service profiles are set out in Appendix 1.

It is one of 8 strategic areas responsible for delivering the Council's Strategic Plan. Key actions to help achieve that are set out in this Delivery Plan, together with actions to address the performance issues and service priorities identified in the planning process. This Plan also provides an overview of services and resources, including employees and budgets, sets out the performance indicators we will use to monitor our progress and considers the relevant risks.

Progress will be monitored and managed at management team meetings and reported to Corporate Services Committee twice yearly, at mid-year and year-end. Actions for the Economic Development Service will also be reported to IRED committee at mid-year and year-end. In addition, R&R reports to the Licensing Committee, Planning Committee and Cultural Committee, as well as the Licensing Board.

2. Performance Review

The management team completed a detailed review of performance in 2020/21. This highlighted our key achievements in 2020/21 as well as a number of performance challenges to be addressed in 2021/22.

Performance Review

2020/21 Delivery Plan

Monitoring and analysing performance indicators (PIs) over time helps us to identify trends and highlight areas we need to improve in order to meet our objectives and priorities. Where available at the time of writing, year end data for the PIs in our 2020/21 Delivery Plan is set out in Appendix 2.

The full year-end progress report on the 2020/21 Delivery Plan, which also includes actions and risks as well as PIs, was submitted to Committee in May and is available [here](#).

Benchmarking

Within R&R, benchmarking is primarily carried out via the Local Government Benchmarking Framework (LGBF), and Association for Public Service Excellence (APSE).

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 2021 and relates to the period 2019/20. Details are set out in Appendix 3.

Association for Public Service Excellence (APSE)

Environmental Health participates in an annual benchmarking exercise managed by APSE performance networks. This large, voluntary public sector benchmarking service covers England, Scotland, Wales and Northern Ireland and is used by over 200 local authorities.

The most recent comparative data was published in November 2020 and relates to 2019/20. This [APSE publication](#) sets out the details of the indicators for Environmental Health.

User Feedback

The Council has a clear focus on learning from the feedback we receive from our service users. Complaints data and a range of other feedback mechanisms, including the Citizens' Panel and monthly telephone survey, provide invaluable feedback to help us improve our services. Details for R&R are set out in Appendix 3.

Continuous Improvement

To support continuous improvement, the Council has embarked on a programme of Fit for Future service reviews. Information is gathered and reviewed from a range of sources including how users interact with the service, feedback from employees, processes and data, ICT technology and systems, and structures and roles. This output informs a set of recommendations for implementation.

The programme for 2021/22 has yet to be confirmed but it is likely that Trading Standards and Records & Information Management will participate in 2021/22.

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 quality standards for R&R are set out in Appendix 4 and our performance report for 2020/21, which was submitted to Committee in May, is available [here](#).

Key Achievements in 2020/21

Listed below are some of the major achievements in each service area that were particularly challenging or unusual such that they cannot be reasonably regarded as typical of a normal year. All services achieve many other fantastic outcomes for the Council and its residents throughout the year which are not recorded here but are often as important.

Cross Service

- Services across R&R responded admirably to the challenges posed by COVID-19. They adapted quickly to meet the significant additional demands of the pandemic and the national and local response to it. This included:
 - adapting Registration services to meet the vastly altered workload;
 - supporting compliance with COVID-19 legislation and guidance across West Dunbartonshire through Environmental Health, Licensing and Trading Standards;
 - adapting committee procedures to allow transparent democratic decision making to continue;
 - providing extensive advice to businesses and the public in relation to available support, for example, business grants through Business Support;

- providing support, particularly through legal services, to other Council services, including Education and Social Work, to meet the challenges of the pandemic and ever changing legislation and guidance.

In addition, we ensured the safe continuation of front line services, particularly Registration, Environmental Health, Trading Standards, Licensing, Planning & Building Standards and Business Support. The move to home working was also very successful. While there was some impact on some service delivery given the scale of the change in how services were provided, the impact was minimal.

- Strong collaborative working by Regeneration, Planning, Building Standards, Environmental Health and Legal Services on key regeneration sites with infrastructure works complete on Queens Quay. This has enabled the completion of the District Heating Energy Centre and the new Care Home, which is now receiving residents, and the construction work continues on the new Clydebank Health Centre and 146 affordable homes on the site with occupation due in late 2021/22. The Council has agreed missives for the acquisition of the Exxon site with planning permission recently granted for commercial/ industrial floor space, a new link road and major infrastructure upgrades to the A82 and A814 on this brownfield site.

Legal Services

- The Depute Clerk and Licensing Standards Officers along with the Chair of the Licensing Board and colleagues in Police Scotland conducted an extensive programme of daytime and evening visits to licensed premises offering advice and ensuring compliance with COVID-19 legislation, Scottish Government Guidance and best practice.
- Trading Standards have continued to operate in the community providing guidance on COVID-19 compliance and supporting colleagues in other services and Police Scotland.
- Legal Services have supported the Council's ambitious New Homes Project, which aims to provide new social rented homes within West Dunbartonshire by 2021 on a number of sites, through site acquisition and development of contractual frameworks. They concluded the negotiation of a highly complex suite of interrelated contracts for the landmark Queens Quay Social Housing Project which will be the first housing built on this key regeneration site. They have also contributed to the supply of housing for sale, by the sale of the large scale housing sites to private developers.
- Negotiated construction contracts at Renton Primary school worth circa £15M.
- Provided legal support to Procurement/HSCP for social care contracts circa £10M for several hundred individuals in care.
- The establishment of West Dunbartonshire Energy LLP, the Council owned energy supply company for the Queens Quay District Heating Network.
- Supported departments and services to adapt the delivery of services under COVID-19 regulations and guidance, particularly in relation to advice offered in respect of Education, Care and Protective Services and Construction Contracts.

Planning & Building Standards

- Adopted Local Development Plan 2 with the Building with Nature Excellence accreditation - the first Plan in the UK to receive it.
- Selected from thousands of entries, the 'Rediscovering the Antonine Wall' project was the only UK heritage project chosen to be included in the European Guide for Cultural Heritage in Action as an example of best practice of cultural heritage in action with the EU.
- Approval of the Design Codes ensuring a high standard of design quality and sustainability is achieved for the Queens Quay site.
- Improvement in Building Standards performance and Planning Application performance.
- Processed similar number of planning applications as previous year despite the challenges of the pandemic.

Environmental Health

- Pest Control, Dog Control and Nuisance investigation continued to operate safely during the pandemic with comprehensive risk assessments carried out.
- Implemented a joint working protocol for COVID-19 enforcement with Police Scotland, Licensing and Trading Standards to support business trading during the COVID-19 restrictions.
- Played a lead role in Test & Protect contact tracing during the pandemic, working collaboratively with NHS Public Health Scotland. Provided public health advice to other services, managed COVID-19 clusters, investigated outbreaks in community settings and led in Test & Protect case assessment and contact tracing for the Education service.
- Led in developing Community Testing for WDC and providing public health input to Council resilience during the pandemic, including additional death planning.

Democratic & Registration Services

- The Registration Service has continued to operate safely throughout the COVID-19 pandemic due to the effective introduction of remote registrations and adaptations to the work processes and office design. This has been a particularly difficult time for registration staff who have had to cope with the emotional stress caused by registering so many more upsetting death registrations than they are used to in addition to the impact of dealing with upset couples who have been asked to reduce the number of guests invited to their marriage and civil partnership ceremonies. In addition, with birth registrations being suspended at the start of the pandemic and then re-started face to face in July, the registration team also had the significant challenge of working through almost 4 months' of postponed birth registrations which they successfully registered earlier than the recommended timeframe given by the National Records of Scotland. They did this along with continuing to register deaths and conduct marriage and civil partnership ceremonies.

- The Committee team has successfully introduced remote Council and committee meetings during the pandemic, including providing additional support for the chair of meetings, and have continued to live stream Council and committee meetings remotely from home thereby providing transparency of decision making to public and press.
- The Members' Services Team has supported Elected Members in the use of various online platforms to allow contact with constituents to continue.
- LST were restructured successfully despite working in unprecedented times, adapting and responding to fast paced changes with extra responsibilities and new ways of working. This was achieved by building upon and developing new relationships with the senior leadership team to assist them in delivering services to respond to the challenges posed by the COVID-19 pandemic.
- The election team has successfully completed an interim review of polling districts and polling places in time for publication of the electoral register in February 2021.

Economic Development

- The Business support team delivered the Business Gateway service achieving a reduced range of agreed targets during the pandemic period in 2020. Together with a series of workshops and business engagements and grant support, the service functioned successfully in a virtual environment.
- The particular focus of the Business Support team has been the delivery of Scottish Government Grants, which as of early March 2021, equated to more than £22m of funding to more than 1,800 organisations with a range of grants continuing to be provided throughout 2021.
- Developed and launched the Council's Climate Change Strategy – a route map for a net zero future.
- In Alexandria, the Regeneration team developed a new Town Centre Masterplan, progressed Town Centre funding and worked with the community on successful RCGF grant for St Andrew's Church. Mitchell Way with a Lidl store continuing to be progressed.
- Dumbarton Town Waterfront saw significant developments with the Cullross development and new Lidl store with associated waterfront pathway completed up to the Turnberry boundary
- In Clydebank, the £15.62m investment at Queens Quay was completed successfully along with the £20m district heating network with heat on in 2020. Melfort Bio-diversity park was completed in early 2021 and south Sylvania way public realm works was also completed successfully.
- The Exxon project, as part of our £34.05m City Region Deal project, has secured Planning permission in principal and a commercial deal with site owners was also completed. A North Clyde Riverbank NPF4 was submitted to Scottish Government.
- Carless site secured £2m from Clyde Mission Catalyst Fund to commence development of the Malin Group's Scottish Marine Technology Park.

Challenges in 2020/21

Along with the achievements noted above, there were significant challenges in 2020/21, not least the COVID-19 pandemic.

COVID-19 Pandemic

As with other Council services, the principle challenge over the last year has been the COVID-19 pandemic. Challenges faced were a mixture of: being at the forefront of the Council's response to the pandemic through Environmental Health in their public health roll and Registration; ensuring services continued safely during the pandemic; reacting to ever changing legislation and guidance, both in respect of assistance to local businesses (particularly through Trading Standards, Licensing and Environmental Health) and also in providing legal assistance and advice to other front line services, particularly, but far from exclusively, Education and Social Work, to enable services to continue and react to the changing environment; and ensuring the democratic process continued to operate when physical meetings were no longer possible. The pandemic led to a large number of construction contract disputes for COVID related delays which legal worked on. Planning for major civic events such as Remembrance Sunday and the 80th Anniversary of the Clydebank Blitz was extremely difficult due to the high level of uncertainty and risk associated with the organisation of such high profile events during a pandemic. There was also an increase in unauthorised development, which had to be addressed within existing resources. All services required to adapt quickly to these challenges, working from home (in the main) with minimal impact on the service provided both internally and externally.

Recruitment within Planning, Building Standards, Environmental Health and Trading Standards

There continues to be a national shortage of qualified and experienced officers in Planning, Environmental Health, Trading Standards, and in particular, Building Standards. The age profile of the existing pool of officers is also increasing. There are a number of reasons for this including a lack of specific courses in Scotland and a lack of training places.

In relation to Building Standards, the Scottish Government has launched the National Building Standards Workforce Strategy to address these issues. We have also introduced mentoring at West Dunbartonshire, giving less experienced officers on the job training in order to broaden their experience and skills. While this has placed additional pressure on experienced officers in the short term, it is anticipated that it will provide resilience and additional support in the medium to long term.

In relation to Trading Standards, the Society of Chief Officers of Trading Standards in Scotland (SCOTSS) is updating its Workforce Strategy highlighting the issues for presentation to the Scottish Government regarding funding options for trainees.

Economic Development COVID Challenges

The pandemic and phases of grant support have presented challenges in terms of staff resources and work styles and patterns. The Scottish Government have decided to provide additional resource to assist with the response to the pandemic recovery grant support process. The short notice from Scottish Government in establishing and delivering COVID business support grants into our communities was a significant challenge for the team. We received 500 applications in the first four days while our typical level of grants is about 100 per annum. The team pulled together additional service support in the immediate challenging period and rose to the challenge very well.

Other challenges have been in relation to the “normal” work of the Team which has inevitably had to take a lower priority in the face of the pandemic. Our track record of delivery, helping hundreds of business to start up and grow and delivering our mainstream business support grants, has demonstrated the effectiveness of the team in this regard.

Progressing our projects against the backdrop of COVID-19 has been the biggest challenge this last year not least due to the challenges of remote working. This particularly affected Clydebank Can on the Canal, the development of Alexandria masterplan and the Town Centre Fund building refurbishment projects in Alexandria.

Continuing to support delivery and achieve Business Gateway targets in particular following the pandemic and delivering annual business awards (tentatively moved to May 2021) and Business Week of events/workshops will stretch the team resources and the need to continue to carry out effective project planning will be important. Promoting our ‘love local’ campaign as the business community recover from the pandemic and the economic challenges faced by our Town Centres will be significant.

Resources

It has been a challenge to maintain performance in key areas when operating with reduced staff or higher priorities intervene. Planning, Building Standards, Environmental & Public Protection Group of Environmental Health and Legal Services continue to be extremely challenged by the volume and complexity of development being proposed in the area which often requires complex issues to be addressed at short notice and, particularly (but not exclusively) in the case of Legal Services, a requirement to participate in extremely lengthy and complicated negotiations. This has continued together with the added complication of remote working due to COVID-19.

For Environmental Health, delivering public health protection measures during the pandemic has been resource intensive. The national suspension of the food law intervention programme helped but this is scheduled to restart in 2021. This will present a significant resource challenge to Environmental Health while the pandemic continues.

Services continue to monitor the resource implications of the continued emphasis on regeneration, local infrastructure and housing. Discussions are ongoing with client departments to ensure appropriate resources and funding is committed to ensure project delivery.

Working from home

Services adapted to remote working during the pandemic whilst ensuring minimal disruption to services for citizens and businesses. Technology was quickly rolled out to support service delivery and staff worked throughout the changes to provide high quality public service in changing and challenging times. Staff have adapted to the changes, supported through remote technology and Corporate Workforce updates.

3. Strategic Assessment

The R&R management team completed a strategic assessment to determine the major influences on service delivery and priorities going forward into 2021/22. As a result of this assessment, a range of key factors were recognised as significant.

Key Factors

Financial Challenges

The entire public sector is facing significant financial challenges. When the 2021/22 budget was set in March 2021, the Council was predicting cumulative funding gaps in 2022/23 and 2023/24 of £4.890m and £10.422m respectively. Funding pressures relating to COVID-19 continue into 2021/22, and with costs related to COVID-19 difficult to predict and some funding from the Scottish Government already announced, we will continue to monitor the overall financial position of the Council. The long term finance strategy is due to be reported to Council later in 2021, together with a draft 3-year detailed budget position. This means that further action continues to be required to balance our budget and protect services for residents.

This will undoubtedly mean that within R&R, available funding will be reduced over time and we will need to change how we do our jobs, what we do, where we work, and potentially 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.

Delivery of Key Regeneration Sites

The Exxon city region Deal project has a budget of £34.05m. The Missives governing the land transfer from ExxonMobil to the Council were concluded in September 2020 with the final business case due to be submitted in late 2021/22. Considering how the potential of this significant site can be realised within a wider North Clyde Riverbank plan is a priority for 2021/22. One of the key factors during 2021/22 is to resolve the sale of land with 3rd party land owners to allow the project to progress on programme.

From 2021/22, we will further develop the principles set out in the Council's North Clyde Riverbank NPF4 bid to Scottish Government, which elevates the Exxon and surrounding sites to a national development opportunity. North Clyde Riverbank is an ambitious long term vision to promote the redevelopment of our riverside sites from Clydebank to Dumbarton.

Commercial Opportunities

The regeneration team will seek to identify commercialisation opportunities for new development opportunities in conjunction with the private sector. We will seek to progress discussions with developers who may wish to enter a partnership with the Council to achieve joint benefits from a commercial, housing and low carbon perspective. The Regeneration Capital Fund with £12.77m and external funding of £2m will need to be allocated across a number of projects. The Fund's key operating

principles and allocations to specific projects agreed by IRED Committee will be progressed.

During this period development of projects includes projects linked to the Carless site regeneration for a Marine Technology Park and importantly, the expansion of the District Heating Network to the Golden Jubilee Hospital and beyond.

Mission Clyde is the Scottish Government's latest flagship infrastructure approach to Regeneration along the length of the River Clyde. West Dunbartonshire sits well in term of potential areas for consideration of Mission Clyde funding going forward with sites such as Exxon project, Carless, the Golden Jubilee Hospital and Queens Quay already being seen as main contributors to the Mission. Officers have secured funding of £2m for the Carless site in partnership with the Malin group and Ceminneral have secured £179k to developed there cement handling facility at Rothesay dock.

Supporting Business Recovery

Assisting town centres to recover from the pandemic will continue to be a focus in 2021/22, and we will prioritise support for High Street businesses. An unexpected benefit of the pandemic is people demanding more from their local areas and town centres, so we will continue to develop projects to make our town centres attractive places, and take advantage of further Town Centre Fund that may be provided by Scottish Government.

Underpinning the delivery of our Town Centre Recovery Plan and Masterplanning of Towns is the Scottish Government's policy driver on creating '20 minute neighbourhoods'. We will begin masterplanning Clydebank town centre including the redevelopment of the former Playdrome site, a transport hub at Clydebank Station, improved connections between the town centre and Queens Quay, and related community-led activity, such as Clydebank Can on the Canal, into a cohesive plan for Clydebank.

Scottish Parliamentary Elections

The successful organisation of the Scottish Parliamentary Elections in May 2021 will be more challenging due to additional measures required to run an election during a pandemic. The election team will need to review all approved polling places to assess their suitability in light of the requirement to ensure social distancing and, where possible, the introduction of one way systems to increase the safety of voters. If necessary, the team will need to identify suitable contingency polling places and recruit additional staff to conduct the poll. This task is made more difficult with many of the normal places being closed due to COVID-19 restrictions. Plans will also need to be put in place to cope with an estimated 300% increase in the number of postal votes received and also for counting the votes which may take more than one day to complete due to space restrictions and social distancing requirements. Collectively, all of these issues will mean that this will be one of the most complex and difficult set of elections to deliver as the risk of failure is higher than ever before.

Corporate Data Information Management System (MAGIC)

The new mapping system that we have implemented takes advantage of rapidly evolving data technology to give better service delivery. Fundamental to the new system is ease of data sharing and that it integrates with other systems and supports mobile/ flexible working. The Service is working collaboratively with a number of other services and Data Ambassadors have been designated in various services who could benefit from the new mapping system such as Roads, Waste, Greenspace, HSCP, Elections, and Education in order to maximise its use as a corporate resource. It has recently been used to plot vaccination centres and will be used in the pandemic recovery plans.

UN Climate Change Conference (also known as COP26)

The Council will progress our ambition to play a role in the November COP26 International Conference taking place in Glasgow in 2021. With our world class water sourced District Heating network at Queens Quay in Clydebank, we will seek to promote this carbon savings district heating system and support the Government and Council Climate Change Challenge. The newly established West Dunbartonshire Energy LLP will progress the district heating network at Queens Quay and the role that can be played at COP26.

Climate Change Strategy

To contribute towards meeting Scotland's national net zero target by 2045, the Council have developed a new 'Climate Change Strategy' as a route map for 2021/22 and beyond. Our vision is an overarching Strategy that will set the foundation for a plan of action and response to Scotland's Climate Emergency and 2045 net zero carbon reduction target. To deliver this strategy, the Council is currently developing a Climate Change Action Plan to ensure environmental actions are devolved to relevant service areas and Climate Change action is mainstreamed across council policies, operations and the wider public.

Implementation of the Planning Act 2019

As part of the implementation of the Planning Act (Scotland) 2019, the Scottish Government will be consulting on secondary legislation for local place plans and development planning in the first half of 2021, and National Planning Framework 4 (including Scottish Planning Policy) in the summer of 2021. We will also be closely involved with Clydeplan and the 8 city region authorities in the preparation of the Regional Spatial Strategy for the city region which is to be prepared for June 2021 for submission to the Scottish Government. As a result of the pace of the implementation of the 2019 Act, we will be undertaking preparatory work for Local Development Plan 3, of which, the first piece of work is the production of an Urban Capacity Study for West Dunbartonshire. We will also consider the impact on resources on an on-going basis as the Act is implemented.

Legal and Planning Input to the New Affordable Housing Programme

The Council has undertaken an ambitious programme to develop 356 new affordable homes for rent by the end of 2021/22. This programme will make a significant contribution towards meeting currently unmet housing demand, halt population decline and promote West Dunbartonshire as a place to live. As such, it is one of the Council's strategic priorities. The Housing Service is preparing a new Local Housing Strategy and Planning are a key partner within it.

As part of this programme, a number of construction and services contracts will require to be entered into. Legal Services will provide further assistance in 2021/22 in the negotiation and completion of the requisite legal agreements.

West Dunbartonshire Energy LLP

The District Heating System provides low carbon heating and cooling solutions to the Queens Quay regeneration site and will provide the base from which to develop a larger network. It aims to significantly reduce fuel poverty and deprivation within some of the poorer neighbourhoods of West Dunbartonshire and, crucially, contribute to key climate change targets.

The establishment of West Dunbartonshire Energy LLP has been completed as an arms length, but wholly owned, entity. This involved the formal constitution of the body. Legal Services will support the establishment of the Strategic and Management Board through the development of rules surrounding the interaction of members, as well as providing day to day legal advice once the board is able to meet in early 2021/22.

Queens Quay

Following completion of the infrastructure works in 2020/21, the focus for the development will be securing housing developments across the site in partnership with site owner CRL Ltd. The site wide design code elements are complete and efforts to promote and market the plots will be critical to ensure the Council's investment sees economic as well as commercial returns as per the development agreement.

Food Law Regulation

A resource intensive restart of planned inspection of all food businesses will be delivered in 2021/22, incorporating the expected new codes of practice. New Individual Codes of Practice publications are expected from Food Standards Scotland in 2021/22 in relation to Service Planning and Administration and Enforcement Sanctions, including food information matters.

Public Health Scotland & Public Health Reform

Environmental Health has maintained close contact with Public Health Scotland (PHS) throughout the pandemic and will engage with them directly in 2021/22 to

ensure the whole system approach is supported with effective strategy, policy, collaborative working and effective targeting of resources in public health priority areas for the communities of West Dunbartonshire. Planning will also work closely with PHS to ensure public health priorities are delivered through the planning system. At a more local level, an officer from HSCP will be seconded for 2.5 days per week to work with Planning Officers to ensure that health outcomes are addressed at a local level.

Effects of UK Exit from the EU

Export Health Certification for food going to the EU will be implemented in 2021, mitigating the negative effects of EU exit for that sector. Work will continue with DEFRA and partners to streamline the process and reduce negative impacts. Environmental Health will continue to work with national and regional stakeholders to mitigate against the consequences of EU exit and maximise any opportunities for local businesses.

Clydebank Town Hall Improvement Programme

The Cultural Committee agreed a programme of works to improve the Town Hall in Clydebank, including the refurbishment of the Civic Areas, particularly the Council Chamber, and Members' corridor and stairwell. This work was needed to improve the overall appearance of the chamber which has not been decorated for some time.

Due to be completed in 2020/21, progress was delayed as a result of the COVID-19 pandemic. We will work closely with the Asset Management Team to facilitate these works being completed to a high standard in 2021/22 and take advantage of the Energy Centre connection to provide Heat.

80th Anniversary of Clydebank Blitz

This event was scheduled to take place in Clydebank Town Hall in March 2021 but due to the COVID-19 restrictions on live performances it has been postponed until November 2021.

Budget Sensitivity Analysis

In reviewing the service budget projections, consideration has been given to the sensitivity of these budgets, in particular for higher risk/ higher value budgets which may have a significant impact on budgetary control and future budget projections. The analysis has considered sensitivity around demand, costs and charges, and income levels.

Within this service, budgets which have been identified as being more susceptible to fluctuations include:

- Planning and Building Standards Income – 2021/22 budget £0.87m
- Licencing Income – 2021/22 budget £0.22m

Income levels have been affected in the current year by the COVID-19 pandemic and in other years by local and national economic activity and is difficult to project with accuracy due to the income being demand led and whether income will recover to its pre pandemic level. As a direct result of the pandemic some licences have only recently been renewed, leading to a budget reduction in expected income of £167k.

Equality Outcomes

The Council is committed to ensuring equalities underpin all of the work that we do. Over the last year it has set out a range of equality outcomes for 2021/25 in line with its statutory duty. By focusing on outcomes, the Council aims to bring practical improvements to the life chances of those who experience discrimination and disadvantage. R&R will support the delivery of any equality outcomes that relate to our services as well as those that pertain to all Council services.

Action Plan

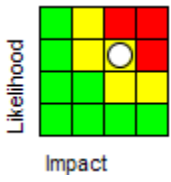
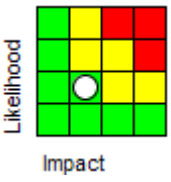
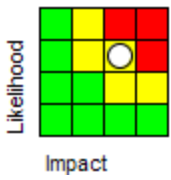
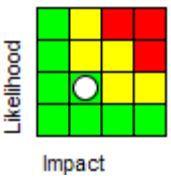
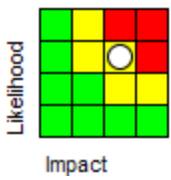
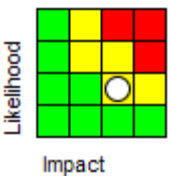
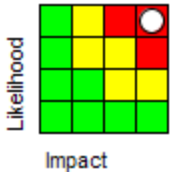
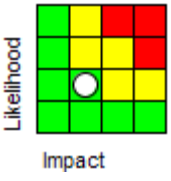
The challenges and issues identified in the performance review and strategic assessment sections have informed R&R priorities for 2021/22. The management team has developed an action plan to address them (Appendix 2), supported by a range of performance indicators to enable progress to be monitored and reported to stakeholders. Progress will be monitored and managed on a regular basis and reported twice yearly to Committee, at mid-year and year end.

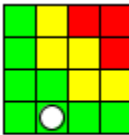
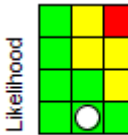
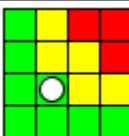
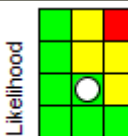
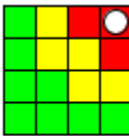
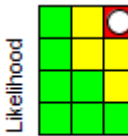
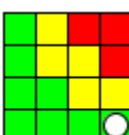
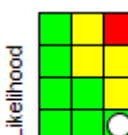
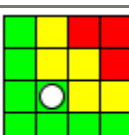
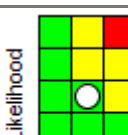
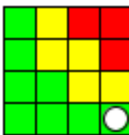

4. Risks

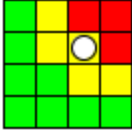
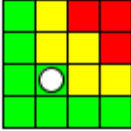
The Council has identified risks at both a strategic and service level. Strategic risks represent the potential for the Council to take advantage of opportunities or fail to meet stated strategic objectives and those that require strategic leadership. Service risks relate to service delivery and represent 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 2021/22, the R&R management team considered the Council's strategic risks and identified risks specific to the service including risks relating to the pandemic. These are set out in the table below. Actions to mitigate these risks are included 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.

Service Risks

Title	Description	Current Risk Score	Target Risk Score	Assigned To
Failure to deliver Queens Quay Masterplan	Following completion of Council investment there is a risk the housing plot sales do not materialise in the next 3-7 years.			Michael McGuinness
Exxon City Deal Project	There is a risk that the affordability of delivering the City Deal Exxon project is beyond the resources being made available from Glasgow City Region City Deal.			Michael McGuinness
Inability to meet demands of Council to progress regeneration projects within desired timescales	The number and complexity of regeneration projects is putting considerable strain on the resources available which can be exacerbated by delays outwith the control of the service and when pinch points on different projects occur at roughly the same time.			Pamela Clifford; Alan Douglas; Michael McGuinness
Failure to organise elections well, particularly during the COVID-19 pandemic, resulting in	COVID- 19 Additional risks associated with spread of infection, availability of suitable premises, and availability of experienced polling staff will increase risk of election being poorly run.			George Hawthorn

Title	Description	Current Risk Score	Target Risk Score	Assigned To
reputational damage to the Council	Election risk register will highlight and record the various mitigations to reduce risk.			
Regulatory & Regeneration COVID-19 risk on Workforce	Regulatory & Regeneration is faced with significant workforce demands in relation to absence, reduction, recruitment and wellbeing.	 Likelihood Impact	 Likelihood Impact	Peter Hissett
Regulatory & Regeneration COVID-19 risk on Service Delivery	Regulatory & Regeneration is faced with significant delivery demands in relation to moving services online, disruption, reduction and quality.	 Likelihood Impact	 Likelihood Impact	Peter Hissett
Income for services continues to be dramatically reduced as a result of the COVID-19 pandemic	Relates to registration, licensing, planning and building control which have been impacted as a result of the COVID-19 pandemic.	 Likelihood Impact	 Likelihood Impact	Peter Hissett
Failure to adequately respond to an emergency situation such as a multiple fatality workplace accident, outbreak of food borne communicable disease, a major public health incident or pandemic	There is a national shortage of qualified staff in Environmental Health, across Scotland. This impacts on West Dunbartonshire Council. Vacancy levels at WDC might impact on our ability to respond to emergencies.	 Likelihood Impact	 Likelihood Impact	Martin Keeley
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 and licensing laws.	 Likelihood Impact	 Likelihood Impact	Martin Keeley
Post EU exit risk for Environmental Health	WD is a port health authority. It does not have status as a Designated Point of Entry / Border Control Post [DPE/BCP] for food imports. BCPs are	 Likelihood Impact	 Likelihood Impact	Martin Keeley

Title	Description	Current Risk Score	Target Risk Score	Assigned To
	targeted for development in Scotland in advance of the end of the transition period covering imports in 2021 including inland control areas. An Environmental Health presence will be required for these control areas. The lack of food import physical and regulatory infrastructure and regulatory capacity could negatively affect the food market and bring a heightened food fraud risk.			
Inability to recruit successfully to enable performance to be maintained	There is a current issue with recruitment of qualified staff in various parts of the service.	 <p>Likelihood</p> <p>Impact</p>	 <p>Likelihood</p> <p>Impact</p>	Pamela Clifford

Appendix 1 - Structure Chart & Service Profiles

REGULATORY & REGENERATION

CHIEF OFFICER



CHIEF OFFICER - REGULATORY & REGENERATION
 Monitoring Officer
 Clerk to the Licensing Board
Peter Hessett
 Leadership Support
 Charlene Tannock



Legal Services

Legal Services comprises five key functional areas: Litigation, Contracts & Property, Trading Standards, Licensing, and Records Management. It provides comprehensive legal advice, representation, support, governance and regulation covering the full range of Council services. It is also responsible for the delivery of the Council's Licensing and Trading Standards functions as well as overseeing Records Management, Freedom of Information and Data Protection compliance.

Planning, Building Standards & Environmental Health Services

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. The team also manages the 'Rediscovering the Antonine Wall' project for 5 Local Authorities and Historic Environment Scotland as well as the Place and Design Panel.

Environmental Health Services sits within the Planning & Building Standards structure and comprises three specialist groups: Food & Business; Environmental & Public Protection; and Community Health Protection. It delivers a wide range of statutory functions to protect and improve the health and wellbeing of West Dunbartonshire's communities and works with public health partners to contribute to a whole systems approach to public health. It uses statutory regulation in food law, health and safety, environmental pollution (land, air and water), public health and housing regulation for public health protection and improvement. Alongside these statutory functions, Environmental Health delivers pest control and food hygiene training for communities and businesses. During the COVID-19 pandemic, it provides outbreak management and a wide range of public health interventions on related matters. It supports the Education Service for case and close contact assessment as well as staffing Test & Protect contact tracing and COVID-19 compliance regulation for business as well as providing public health advice to council services.

Democratic and Registration Services

The Democratic and Registration 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 and the Leader of the Council, direct secretarial support to the Council's Chief Officers and recording of births, still births, deaths, marriages and civil partnerships on behalf of the National Records Office for Scotland. The Leadership Support Team provides a vital support service to senior officers enabling them to focus on strategic matters.

Economic Development

The Economic Development Service has responsibility for a range of strategic regeneration initiatives, for contributing to the sustainable economic growth of West Dunbartonshire, and for energy and compliance. It comprises three service areas: Business Support, Regeneration, and Energy & Compliance.

Business Support provides advice and support through a range of discretionary grants, loans and bespoke business support interventions offering flexible assistance to local businesses, including the delivery of Business Gateway. The overall objective is to increase employment and to help create sustainable economic wellbeing within the local economy.

Regeneration focuses on unlocking key strategic sites of both the Council and others to create the opportunity to secure economic growth through regeneration across the Council area and with a number of strategic partners. Delivering the Capital projects with the Local Economic Development budget and the Regeneration Fund, the Town Centre Fund, completion of Queens Quay and actions from the various Charrettes events over the last few years, the small team lead on significant regeneration projects right across the authority area.

Energy & Compliance ensures the effective provision of energy services and the Council's response to the climate change agenda by way of a comprehensive sustainability, carbon reduction and energy management regime. It also currently leads on supporting all service areas in delivering actions to achieve net zero emission by 2045, as set out by our Climate Change Strategy and Action Plan. Compliance is a key component of this team and includes compliance, training, development and monitoring areas such as asbestos and legionella.

Appendix 2 - Action Plan

Priority	A strong local economy and improved job opportunities
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Objective	A growing economy
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Performance Indicator	2019/20		2020/21		2021/22	Assigned To
	Value	Target	Value Empty cell = not yet available	Target	Target	
Number of businesses given advice and assistance to start up through Business Gateway	206	200	123	100	200	Gillian Scholes
No of business gateway start-ups per 10,000 population	23.16	22.44	13.83	10.99	22	Gillian Scholes
Cost of Economic Development & Tourism per 1,000 population	242,427	150,000		150,000	150,000	Michael McGuinness
Proportion of properties receiving superfast broadband	98.8%	100%	99.3%	100%	100%	Michael McGuinness
Town Vacancy Rates	14.83%	11.4%		11.4%	11.4%	Antony McGuinness
Immediately available employment land as a % of total land allocated for employment purposes	43.63	43.63	43.63	42.5	42.5	Antony McGuinness

Action	Start Date	Due Date	Assigned To
Ensure key regeneration sites are progressed to enable high quality development to be achieved on the ground	01-Apr-2021	31-Mar-2022	Pamela Clifford

Action	Start Date	Due Date	Assigned To
Monitor the development of the key regeneration sites to ensure they comply with the approved consent	01-Apr-2021	31-Mar-2022	Erin Goldie
Deliver key regeneration sites across West Dunbartonshire	01-Apr-2021	31-Mar-2022	Michael McGuinness
Explore commercial opportunities in our town centres	01-Apr-2021	31-Mar-2022	Michael McGuinness
Deliver the Town Centre Recovery Plan	01-Apr-2021	31-Mar-2022	Michael McGuinness

Priority	Supported individuals, families and carers living independently and with dignity
Objective	Improved wellbeing

Performance Indicator	2019/20		2020/21		2021/22	Assigned To
	Value	Target	Value Empty cell = not yet available	Target	Target	
Air Quality: PM10 Concentration	10	18		18	18	Martin Keeley
% 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%		100%	100%	Martin Keeley
Percentage of highest priority pest control service requests responded to within 2 working days	95%	95%	98%	95%	95%	John Stevenson
Percentage of businesses satisfied or very satisfied with the service they received from environmental health	99%	95%		95%	95%	Martin Keeley
Percentage of customers satisfied or very satisfied with the service they received from environmental health	86%	85%		85%	85%	Martin Keeley

Performance Indicator	2019/20		2020/21		2021/22	Assigned To
	Value	Target	Value Empty cell = not yet available	Target	Target	
Percentage of businesses and activities regulated by environmental health who are substantially compliant with legislative requirements	89%	75%		75%	75%	Martin Keeley
Total annual redress won for consumers by Trading Standards Group (£)	£16,118	N/A	£5,030	N/A	N/A	Tony Cairns
Food Law: Percentage of food businesses in the highest risk category (1 to 6 monthly inspections by Food & Business Group) that were inspected on time	New for 20/21			100%	100%	Martin Keeley
Food Law: Percentage of food businesses in the high risk category (12 monthly inspections by Food & Business Group) that were inspected on time				100%	100%	Martin Keeley
Percentage of service users satisfied or very satisfied with the service they received from trading standards	87%	80%	100%	80%	80%	Tony Cairns
Percentage of businesses satisfied or very satisfied with the service they received from trading standards	N/A	80%	100%	80%	80%	Tony Cairns
Cost of trading standards per 1,000 population £	£3,407	£3,227		£3,227	£3,227	Tony Cairns
Cost of environmental health per 1,000 population £	£12,414	£14,968		£14,968	£14,968	Martin Keeley
Number of reports of bogus/cold callers	25	N/A	14	N/A	N/A	Tony Cairns

Action	Start Date	Due Date	Assigned To
Work with Public Health Scotland to ensure the whole system approach is supported with effective strategy, policy, collaborative working and effective targeting of resources in public health priority areas	01-Apr-2021	31-Mar-2022	Martin Keeley

Action	Start Date	Due Date	Assigned To
Work with national and regional stakeholders to mitigate the negative effects of BREXIT on food trade	01-Apr-2021	31-Mar-2022	Martin Keeley
Implement changes to Service Planning and Administration and Enforcement Sanctions following the issue of new code/s of practice from Food Standards Scotland	01-Apr-2021	31-Mar-2022	Martin Keeley

Objective	More affordable and suitable housing options
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Performance Indicator	2019/20		2020/21		2021/22	Assigned To
	Value	Target	Value	Target	Target	
Percentage of private landlord applications administered and processed within 21 days	98%	95%	99%	95%	95%	John Stevenson

Action	Start Date	Due Date	Assigned To
Provide further legal assistance in the negotiation and completion of the requisite legal agreements in relation to the new affordable housing programme	01-Apr-2021	31-Mar-2022	Alan Douglas
Ensure the next phase of Queens Quay Housing is delivered	01-Apr-2021	31-Mar-2022	Michael McGuinness

Priority	Meaningful engagement with active, empowered and informed citizens who feel safe and engaged
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Objective	Fully consulted and involved citizens who are able to make full use of the Community Empowerment Act
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Performance Indicator	2019/20		2020/21		2021/22	Assigned To
	Value	Target	Value	Target	Target	
Average score for respondents who state they feel a sense of control and influence in relation to Council decision-making and service	5.4	5.4	5.4	5.4	6.2	Antony McGuinness

Performance Indicator	2019/20		2020/21		2021/22	Assigned To
	Value	Target	Value	Target	Target	
delivery						

Priority	Open, accountable and accessible local government
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Objective	Equity of access for all residents
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Performance Indicator	2019/20		2020/21		2021/22	Assigned To
	Value	Target	Value	Target	Target	
% of committee agendas published within standing order timescales	100%	98.4%	100%	98.6%	99%	George Hawthorn; Christine McCaffary

Priority	Efficient and effective frontline services that improve the everyday lives of residents
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Objective	A continuously improving Council delivering best value
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Performance Indicator	2019/20		2020/21		2021/22	Assigned To
	Value	Target	Value Empty cell = not yet available	Target	Target	
Planning applications (major developments) - average number of weeks to decision	14.8	20	11.2	20	20	Erin Goldie
Planning applications (householder) - average number of weeks to	12.7	7	9.5	7	7	Erin Goldie

Performance Indicator	2019/20		2020/21		2021/22	Assigned To
	Value	Target	Value Empty cell = not yet available	Target	Target	
decision						
Planning applications (local development, excluding householder) - average number of weeks to decision	16	12	12.7	12	12	Erin Goldie
Percentage of Environmental Health Service customer service requests first responded to within 2 working days	94%	90%	97%	90%	90%	Martin Keeley
Percentage of building warrant applications responded to within 20 working days	71%	80%	82%	80%	80%	Karen Bacchetti
Overall time taken to issue building warrant (weeks)	13	16	15.1	16	16	Karen Bacchetti
Cost per planning application	£6,628	£4,800		£4,800	£4,800	Pamela Clifford
Average time taken to deliver a commercial planning application decision	13.5	8.5		8.5	8.5	Erin Goldie

Action	Start Date	Due Date	Assigned To
Support the establishment of the West Dunbartonshire Energy LLP Strategic and Management Board through the development of rules surrounding the interaction of members, as well as providing day to day legal advice	01-Apr-2021	31-Mar-2022	Alan Douglas
Designate and train service data ambassadors for the Corporate Data Information Management System (MAGIC) system	01-Apr-2021	31-Mar-2022	Pamela Clifford
Assess the implications of the new measures being introduced by the Scottish Government in relation to the Planning Act (Scotland) 2019	01-Apr-2021	31-Mar-2022	Pamela Clifford

Action	Start Date	Due Date	Assigned To
Co-ordinate the refurbishment of civic areas of Clydebank Town Hall	01-Apr-2021	31-Aug-2021	George Hawthorn
Co-ordinate the organisation of remaining civic events to commemorate the 80th Anniversary of the Clydebank Blitz	01-Apr-2021	31-Dec-2021	George Hawthorn
Organise and implement the Scottish Parliamentary Election	01-Apr-2021	31-May-2021	George Hawthorn
Organise and implement Local Government by-elections (if required)	01-Jun-2021	01-Aug-2021	George Hawthorn

Objective	Sustainable & attractive local communities
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Performance Indicator	2019/20		2020/21		2021/22	Assigned To
	Value	Target	Value	Target	Target	
Tonnage of carbon dioxide emissions from Council operations and assets	24,394	27,997	Not yet available	25,478	24,000	Adam Armour - Florence; Craig Jardine; Michael McGuinness







Action	Start Date	Due Date	Assigned To
Develop a Climate Change Action plan to support the implementation of the Climate Change Strategy and ensure it is devolved and mainstreamed	01-Apr-2021	31-Mar-2022	Michael McGuinness
Ensure Council has positioned the Energy Centre to showcase best practice at COP26	01-Apr-2021	31-Mar-2022	Michael McGuinness

Appendix 3 - Performance Review

Benchmarking

LGBF

The most recent LGBF comparative data for all councils was published in February 2021 and relates to the period 2019/20:

Description	2018/19 Value	2018/19 Rank*	2019/20 Value	2019/20 Rank*	Scotland Value 2019/20	Change in Rank
Cost of trading standards, money advice and citizens advice per 1,000 population (ENV5a)	£3,138	5	£3,407	8	£5,952	
Cost of environmental health per 1,000 population (ENV5b)	£12,172	12	£12,414	18	£13,771	
Cost of planning and building standards per planning application (ECON02)	£6,028	26	£6,628	28	£4,385	
Average time per business and industry planning application (weeks) (ECON03)	10.62	25	14.53	27	10.54	
No of business gateway start-ups per 10,000 population (ECON05)	23.22	4	23.05	4	16.41	No Change
Cost of Economic Development & Tourism per 1,000 population (ECON06)	£281,480	31	£242,427	29	£103,194	
Proportion of properties receiving superfast broadband (ECON08)	98.70	2	98.80	2	93.27	No Change
Town Vacancy Rates (ECON09)	12.67	23	14.83	27	11.71	N/A
Immediately available employment land as a % of total land allocated for employment purposes (ECON10)	43.63	16	43.63	18	36.23	

*Rank based on 32 local authorities unless stated otherwise

Note: Cash values for 2018/19 have been updated in line with inflation to allow comparison with 2019/20 values.

User Feedback

Complaints

R&R received a total of 16 complaints between 1 April and 31 December 2020. The breakdown of complaints by service area is set out below:

Service Area	1 April 2020 - 31 December 2020				
	Total Complaints Received	Closed Stage 1	Closed Stage 2	Upheld Stage 1	Upheld Stage 2
Democratic Services	0	0	0	0	0
Legal and Admin - Insurance Claims	0	0	0	0	0
Licensing	1	1	0	0	0
Registrars	0	0	0	0	0
Regulatory Services - Environmental	1	1	0	0	0
Regulatory Services - Pest Control	2	1	0	1	0
Regulatory Services - Trading Standards	0	0	0	0	0
Planning & Building Standards	3	2	0	1	0
Forward Planning	6	1	0	0	0
Economic Development	3	2	1	0	0
Totals	16	8	1	2	0

The breakdown of complaints by complaint category is set out below:

Complaint Category	1 April 2020 - 31 December 2020		
	Total Complaints Received	Upheld Stage 1	Upheld Stage 2
Citizen expectation not met - quality of service	13	2	0
Citizen expectation not met – timescales	1	0	0
Error in Service Delivery	2	0	0
Total	16	2	0

The R&R management team will continue to review complaints and other sources of user feedback on a regular basis in order to identify and address any issues that emerge.

Appendix 4 - Quality Standards

West Dunbartonshire Council has a Good Governance Code based on guidance from CIPFA (Chartered Institute of Public Finance & Accountancy). It sets out a range of principles which the Council should adhere to, and details the behaviours and actions which demonstrate good governance in practice. The Council's compliance with this Code is reviewed each year and a supporting action plan is developed to improve compliance. As part of the Good Governance Code, we must consider our approach to quality standards.

The quality standards for 2021/22 are set out below. They will be monitored and managed by the management team and reported to Committee at year end together with the delivery plan.

Legal Services (including Trading Standards)

Quality Standard	How it will be measured	2021/22
		Target
We will acknowledge consumer complaints to Trading Standards within 2 working days	Percentage of consumer complaints first responded to within two working days	95%
We will acknowledge trading standards business advice requests within two working days	Percentage of business advice requests first responded to within two working days	95%
We will deal with trading standards business advice requests within 14 days of receipt	Percentage of trading standards business advice requests that were dealt with within 14 days	100%

Planning, Building Standards & Environmental Health

Quality Standard	How it will be measured	2021/22
		Target
We will issue a decision on valid householder planning applications within 8 weeks	Planning applications (householder) - average number of weeks to decision	7 weeks
We will respond to high priority planning enforcement breaches within 5 working days	Percentage of high priority planning enforcement breaches responded to within 5 working days	100%

Quality Standard	How it will be measured	2021/22
		Target
We will respond to building warrant applications within 20 working days	Percentage of building warrant applications responded to within 20 working days	80%
We will inspect food businesses in the highest risk category (1 to 6 monthly inspections by Food & Business Group) on time	Food Law: Percentage of food businesses in the highest risk category (6 monthly inspections by Food & Business Group) that were inspected on time	100%
We will inspect food businesses in the high risk category (12 monthly inspections by Food & Business Group) on time	Food Law: Percentage of food businesses in the high risk category (12 monthly inspections by Food & Business Group) that were inspected on time	100%
We will acknowledge Environmental Health service requests within 2 working days	Percentage of Environmental Health Service customer service requests first responded to within 2 working days	90%
We will respond to pest control requests that are categorised as the highest priority within 2 working days	Percentage of highest priority pest control service requests responded to within 2 working days	95%
We will administer and process private landlord applications within 21 calendar days	Percentage of private landlord applications administered and processed within 21 days	95%

Democratic & Registration Services

Quality Standard	How it will be measured	2021/22
		Target
We will produce minutes of council and committee meetings within 3 clear working days of the meeting.	Percentage of Council and Committee minutes produced within 3 clear working days of the meeting	98%
We will upload all committee actions onto Pentana within 3 clear working days of the draft minute being approved.	Percentage of all committee actions uploaded onto Pentana within 3 clear working days of the draft minute being approved	98%
We will publish council and committee agendas 10 clear	Percentage of committee agendas published within	99%

Quality Standard	How it will be measured	2021/22
		Target
working days before the date of the meeting.	standing order timescales	

Economic Development

Quality Standard	How it will be measured	2021/22
		Target
To be extracted from the Business Gateway national customer survey responses	National report from Business Gateway Customer Performance PIs	N/A

Appendix 5 - Resources

Finance

For 2021/22, Regulatory & Regeneration has a net revenue budget of £3.098m and a capital budget of £7.488m. 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.

Service Area	Gross Expenditure 2021/22 (£m)	Gross Income 2021/22 (£m)	Net Expenditure 2021/22 (£m)	Capital Budget 2021/22 (£m)
Democratic & Registration	0.861	-0.119	0.742	0.012
Environmental Health	1.068	-0.392	0.676	0.000
Licensing	0.292	-0.220	0.072	0.000
Legal Services & Trading Standards	1.078	-0.151	0.927	0.055
Building & Planning	1.324	-0.872	0.452	0.010
Economic Development	1.097	-0.867	0.230	7.411
Total	5.719	-2.621	3.098	7.488

Employees

Employee Numbers

The headcount and full time equivalent staff in each service area (as of 31st March 2021) are as follows:

Service Area	Headcount	FTE
Democratic Services	30	22.51
Economic Development	13	12.88
Legal Services	26	24.92
Planning and Building Control	45	41.14
Regulatory Management	4	4
TOTAL	118	105.47

Absence in 2020/21

The quarterly absence statistics for Regulatory are shown below together with the Council average for the same periods for comparison. The figures for Regulatory have been significantly lower than the Council average throughout 2020/21:

Absence in 2019/20	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual FTE days lost per FTE employee
Regulatory	0.79	1.07	0.30	0.38	1.59
COUNCIL WIDE TOTAL	2.0	2.12	3.25	2.61	7.58

Please note Regulatory services was amended to Regulatory and Regeneration and from Quarter 4 Regeneration is included.

Workforce Plan

Workforce planning is integrated within the strategic planning process, highlighting the key workforce related activities for the year and reflecting the longer term strategic aims of the services. Each Chief Officer is responsible for the annual review of requirements for their respective service areas to ensure that any key actions are identified at an early stage. The workforce plan is set out below, with the Annual Action Plan for 2021/22.

Addressing the gap between current workforce supply and predicted future demand				
<p>Strategy 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 Standards 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)</p> <p>Expected Outcome Gap is addressed, whilst: . Protecting critical roles (and avoiding associated turnover) . Ensuring service priorities are met . Avoiding or minimising risk of voluntary or compulsory redundancy</p>				
Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Address impact of national reviews in relation to Public Health in terms of changes to the nature of roles	Workforce	One systems approach from Public Health Scotland with greater alignment with Environmental Health and Planning workforces	31-Mar-2022	Pamela Clifford; Martin Keeley
Consider opportunities that arise to share workforce resources across organisations	Workforce	Continued service meeting citizens and client needs	31-Mar-2022	Pamela Clifford; Alan Douglas; George Hawthorn;

				Michael McGuinness
Continue to support culture of continuous improvement, developing quality improvement skills across middle managers	Workforce	Improved skills, service improvements, improved project managements skills	31-Mar-2022	Pamela Clifford; Alan Douglas; George Hawthorn; Michael McGuinness
Identify and support relevant projects for continuous improvement	Workforce	Service improvements	31-Mar-2022	Pamela Clifford; Alan Douglas; George Hawthorn; Peter Hessem; Michael McGuinness
Continue to explore opportunities for cross organisational working in terms of place based approaches	Workforce	Better cross services working	31-Mar-2022	Pamela Clifford
Continue to embed succession planning. Includes consideration of trainee opportunities to supplement aging workforce.	Workforce	Self Evaluation	31-Mar-2022	Pamela Clifford; Alan Douglas; George Hawthorn; Peter Hessem; Michael McGuinness

Addressing the gap between current and required additional workforce capabilities

Strategy

Continued review and implementation of associated training plans to enable capabilities to be developed within existing workforce

Expected Outcome

Gap is addressed, whilst:

- . Ensuring value for money in terms of training solutions
- . Minimising requirement to recruit for new capabilities (and thereby avoiding or minimising risk of voluntary or compulsory redundancy)
- . Ensuring service priorities are met as a result of application of those new capabilities
- . Ensuring employees are encouraged to re-train and re-align to newer digital skills to allow the Council to reduce attrition while making jobs interesting

Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Ensuring staff are adequately trained on changing legislation. - Ensuring ability to keep pace with legislative developments. For example post COVID legislation, European Convention on Rights of Child and post Brexit legislation.	Financial for external training	Service delivery	31-Mar-2022	Pamela Clifford; Alan Douglas; George Hawthorn ; Michael McGuinness; Peter Hessett

Improving resilience within teams				
Strategy Develop and implement training plan in relation to critical roles				
Expected Outcome Improved resilience across teams and retention of knowledge and skills associated with critical roles				
Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Analysis of resilience risks within teams – identifying individual or team development needs	Workforce		31-Mar-2022	Pamela Clifford; Alan Douglas; George Hawthorn; Michael McGuinness
Develop mentoring and training within teams	Workforce	Be the Best conversations / Training plans	31-Mar-2022	Pamela Clifford; Alan Douglas; George Hawthorn ; Michael McGuinness
Review and promote available courses liaising with OD about approaches to meet this skills development either from internal or external sources	Workforce	Attendance and internal development opportunities; Be the Best	31-Mar-2022	Pamela Clifford; Alan Douglas; George Hawthorn; Michael McGuinness
Promote the Council’s leadership development framework to support the changing remits and spans of control	Workforce	Attendance and internal development opportunities. Be the Best/ Lean Six Sigma	31-Mar-2022	Pamela Clifford; Alan Douglas; George Hawthorn; Michael McGuinness
Continue support implementation of	Workforce	Improved employee engagement,	31-Mar-2022	Pamela Clifford;

Employee Wellbeing Strategy including providing representation on Employee Wellbeing Advocate and Managers' Group		maintain low sickness absence levels		Alan Douglas; George Hawthorn; Michael McGuinness
Embed 'Be the Best' conversations into organisational culture to ensure opportunities exist to recognise employee contribution, employee wellbeing and learning and development	Time	Improved employee engagement, communication and performance	31-Mar-2022	Pamela Clifford; Alan Douglas; Michael McGuinness

Improved use of technology and new ways of working

Strategy
Implement Workplace of the Future Strategy
Develop and implement workforce and organisational development solutions

Expected Outcome
Improved efficiency and effectiveness of service provision

Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Further improve the agility and flexibility of officers by provision of handheld mobile technology and the associated training	Financial – subject to resources	More efficient delivery of service and widen its use out to other service teams	31-Mar-2022	Pamela Clifford
Implement and develop hybrid meetings for Council meetings	Workforce	Effective council meeting using hybrid process	31-Mar-2022	George Hawthorn
Workforce deployment planning for post COVID environment	Workforce	Effective working post COVID environment	31-Mar-2022	Pamela Clifford; Alan Douglas; George Hawthorn; Michael McGuinness; Peter Hessel