

Appendix 1: Regulatory & Regeneration Delivery Plan 2022/23 - Year-end Progress

P Our communities

Ob Our residents health and wellbeing remains a priority

Performance Indicator	2021/22	2022/23					Owner	
	Value	Status	Value	Target	Short Trend	Long Trend		Note
% 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%			Target met with all monitoring stations complying with the national objective.	Mark Walsh
Percentage of highest priority pest control service requests responded to within 2 working days	98%		98%	95%			Target met. 1,148 service requests received. 1,123 responded to within target.	John Stevenson
Percentage of service users (businesses) very satisfied or fairly satisfied with the service they received from environmental health	100%		100%	95%			Target met with all businesses surveyed reporting high satisfaction levels.	Eilidh Paton
Percentage of service users (citizens) satisfied or very satisfied with service received from environmental health	92.3%		88%	85%			Target met. Of the 85 service users surveyed during the year 75 advised that they were satisfied or very satisfied with the service.	John Stevenson

Performance Indicator	2021/22	2022/23					Owner	
	Value	Status	Value	Target	Short Trend	Long Trend		Note
Percentage of businesses and activities regulated by environmental health who are substantially compliant with legislative requirements	95%		92%	75%			Target met. 1,224 businesses and other non- commercial establishments were inspected during the year and 1,126 were found to be substantially compliant with legislative requirements.	John Stevenson
Total annual redress won for consumers by Trading Standards Group (£)	£15,509	N/A	£27,580	N/A			Value of redress is up from previous year. Most consumer advice is dealt with in the first instance by our partner Consumer Advice Scotland. In general, only the more complex complaints or those involving criminal allegations come to Trading Standards.	Annemarie Clelland
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	100%		100%	100%			All highest risk businesses were inspected within target as per Food Law Code of Practice.	Eilidh Paton
Food Law: Percentage of food businesses in the high risk category (12 monthly inspections by Food & Business Group) that were inspected on time	56%		95%	60%			All high risk businesses were inspected within target as per Food Law Code of Practice. While some businesses have still to be rated under the new Food Law Rating Scheme, these were in the lower risk category under the	Eilidh Paton

Performance Indicator	2021/22	2022/23					Owner	
	Value	Status	Value	Target	Short Trend	Long Trend		Note
							previous rating system, or they are newly registered premises. The suspension of programmed food safety inspections from mid-March 2020 until 1 October 2021 resulted in a backlog which had an impact on Environmental Health staff resources in 2022/23 which will continue in 2023/24. A number of factors exacerbated this, including the increased demands of the new Food Law Rating Scheme (in terms of frequency and scope of intervention), and a deficit of 2.89 Full Time Equivalent posts within the Food Business Group over the period. So, while staff performance has resulted in the target of 60% being exceeded this year, we remain cautious, raising the target to 80% for 2023/24 due to the deletion of two vacancies and a further reduction in staffing levels from September 2023. This target will still be challenging.	
Number of reports of bogus/cold callers	59	N/A	31	N/A			This figure shows a reduction on 21/22 which is welcome and returns closer to figures that we've	Annemarie Clelland

Performance Indicator	2021/22	2022/23					Owner
	Value	Status	Value	Target	Short Trend	Long Trend	
							seen pre pandemic. Often issues of cold calling involve some of our most vulnerable and elderly residents and as such can go unreported due to embarrassment. Proactive work on Scams/cold calling and the promotion of our Trusted Trader Scheme all impact on the volume of complaints we receive.

Action	Status	Progress	Due Date	Note	Owner
Conduct property inspections of host properties identified through the Super Sponsor Scheme (Homes for Ukraine)		 100%	31-Mar-2023	Completed 60 inspection checks of host properties to ensure they are safe and fit for habitation.	John Stevenson
Commence implementation of the Shaping Places for Wellbeing pilot in Clydebank		 100%	31-Mar-2023	A steering group has been established and priorities and actions have been identified to be taken forward in 2023/24.	Pamela Clifford

 Our Environment

 Our local environment is protected, enhanced and valued

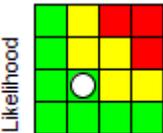
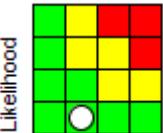
Performance Indicator	2021/22	2022/23					Owner	
	Value	Status	Value	Target	Short Trend	Long Trend		Note
Air Quality: PM10 Concentration	8.7		10	18			The year-end value is well within the national target of 18ug (micrograms) although both the short and long trends have declined slightly.	Mark Walsh

 Our resources are used in an environmentally sustainable way
--

Performance Indicator	2021/22	2022/23					Owner
	Value	Status	Value	Target	Short Trend	Long Trend	
Tonnage of carbon dioxide emissions from Council operations and assets	24,022	2022/23 data available end of August 2023 when all utilities bills and waste figures are validated in advance of preparing our annual mandatory climate change report for submission to Scottish Government in November 2023.					Gillian McNamara

Action	Status	Progress	Due Date	Note	Owner
Co-ordinate, monitor and report the progress of the Council's Climate Change Action Plan for 2022/23		<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>	31-Mar-2023	The Climate Change Action Plan continues to be monitored regularly and progress reported quarterly to the Recovering & Renewal Board via the Climate Change Action Group. The most recent progress report was submitted to the Recovering & Renewal Board in	Gillian McNamara

Action	Status	Progress	Due Date	Note	Owner
				December 2022. At that point, 7 actions were complete, 11 actions were progressing as planned, and 4 PI's were off-track. The year-end position will be available in August and reported to IRED.	

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
Inability to reduce carbon footprint in line with targets	The risk that the Council will be unable to achieve net zero emissions by 2045, both in relation to mitigating carbon emissions and adapting to the impacts of climate change. Net zero refers to achieving an overall balance between emissions produced and emissions taken out of the atmosphere. This target has been developed in a way that mirrors the emission reduction trajectory set by the Scottish Government in light of the Climate Emergency.			11-Apr-2023	Until all carbon emissions data becomes available in August 2023 and analysed, the risk profile will remain the same.	Gillian McNamara

Ob Our neighbourhoods are sustainable and attractive

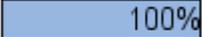
Performance Indicator	2021/22	2022/23					Owner	
	Value	Status	Value	Target	Short Trend	Long Trend		Note
Percentage of private landlord applications administered and processed within 21 days	99%		99%	95%			Target met. 487 applications received during 2022/23 and 481 were processed within the 21 day target	John Stevenson

Action	Status	Progress	Due Date	Note	Owner
Provide further legal and planning support to the delivery of the new affordable housing programme			31-Mar-2023	Support has been provided for the More Homes programme throughout the year, addressing changing priorities.	Alan Douglas
Promote the next phase of Queens Quay Housing			31-Mar-2023	Regular meetings are taking place with the owner and development agent of the site to discuss the next housing phase for Queens Quay. The Council are investigating ways of supporting the provision and implementation of further housing on Queens Quay.	Pamela Clifford; Gillian McNamara

 Our Economy

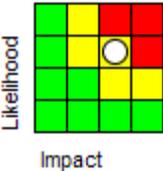
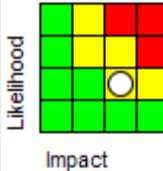
 Our area has the infrastructure for sustainable and inclusive growth where businesses can flourish
--

Performance Indicator	2021/22	2022/23					Owner	
	Value	Status	Value	Target	Short Trend	Long Trend		Note
Number of businesses given advice and assistance to start up through Business Gateway	201		205	200			During 2022/23, 205 business start-ups were supported through the Business Gateway service which slightly exceeded the target of 200.	Gillian Scholes
No of business gateway start-ups per 10,000 population	22.9	2022/23 data for Local Government Benchmarking Framework indicators available first quarter of 2024 following publication by the Improvement Service.					Gillian Scholes	
Cost of Economic Development & Tourism per 1,000 population	154,517	2022/23 data for Local Government Benchmarking Framework indicators available first quarter of 2024 following publication by the Improvement Service.					Gillian Scholes	
Proportion of properties receiving superfast broadband	98%	2022/23 data for Local Government Benchmarking Framework indicators available first quarter of 2024 following publication by the Improvement Service.					Gillian Scholes	
Town Vacancy Rates	14.4%	2022/23 data available June 2023 following the annual survey.					Alan Williamson	
Immediately available employment land as a % of total land allocated for employment purposes	38.95	2022/23 data available June 2023 following the annual survey.					Alan Williamson	

Action	Status	Progress	Due Date	Note	Owner
Deliver key regeneration sites across West Dunbartonshire		 100%	31-Mar-2023	Exxon site - Council (August 2022) and Glasgow City Region (November 2022) agreed to defer Final Business Case that unlocks capital funding for the infrastructure at the Exxon site until June 2023. Carless site - Officers are working with the Malin Group to progress the Scottish Marine Technology Park at Carless. Malin Group are creating flood storage to enable development and working towards submitting a planning application. Lomondgate site - Strathleven Regen Community Interest Company are negotiating the sale of the final sites for development at Lomondgate and considering options for a successor company.	Gillian McNamara
Explore commercial opportunities in our town centres and wider regeneration sites		 100%	31-Mar-2023	Funding application submitted to the Scottish Government's Green Growth Accelerator fund in early December to expand the infrastructure and capacity of the District Heating Network. Progressing the first phase of the Artizan redevelopment. Early intervention works were approved by IRED in September 2022 with demolition of the vacant building to the rear commencing in mid-2023. A feasibility study for redevelopment is also underway.	Gillian McNamara; Magda Swider
Support Town Centre Recovery		 100%	31-Mar-2023	Multi-year projects include: first phase of Alexandria Masterplan, including Smollett Fountain roadworks, which is now complete; first phase of the Clydebank Town Centre Framework, including a Levelling Up Fund funding application for the proposed transportation hub and planning for the development of the Playdrome site; and agreed first stage improvement plan for the Artizan Centre, with works soon underway.	Gillian McNamara; Magda Swider

Action	Status	Progress	Due Date	Note	Owner
Develop a new Economic Development Strategy and action plan			31-Mar-2023	The Economic Development Strategy 2022/27 was approved at IRED Committee on 2 November 2022. The supporting action plan has been developed and commenced implementation 1 April.	Gillian McNamara; Gillian Scholes
Ensure regeneration sites are progressed to enable high quality development to be achieved on the ground			31-Mar-2023	Support continues for the key regeneration to ensure that the best development is achieved by extensive pre application discussions, the Place and Design Panel, Elected Member Briefings and through the planning application process and discharge of conditions.	Pamela Clifford
Monitor the development of the key regeneration sites to ensure they comply with the approved consent			31-Mar-2023	Monitoring key regeneration sites ensured they complied with approved consent and this will continue in 2023/24 in terms of Exxon, Carless/ Scottish Marine Technology Park, Queens Quay sites and other key development sites.	Pamela Clifford

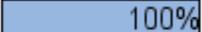
Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
Affordability of the Exxon City Deal Project	There is a risk that the affordability of delivering the City Deal Exxon project is beyond the resources being made available from Glasgow City Region City Deal.	 Likelihood Impact	 Likelihood Impact	13-Apr-2023	Risk remains unchanged. The project board is looking at savings options during the design development to mitigate rising costs.	Gillian McNamara
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, with implications for	 Likelihood Impact	 Likelihood Impact	05-Apr-2023	Risk remains unchanged. Focus continues on landowners securing new housing developments for the site.	Pamela Clifford; Gillian McNamara

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
	the return on investment and the business case for the District Heating Network.					
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 out with the control of the service and when pinch points on different projects occur at roughly the same time.			05-Apr-2023	Risk remains unchanged. Individual projects continue to progress, reducing the likelihood of undesirable outcomes.	Pamela Clifford; Alan Douglas; Gillian McNamara

P Our Council

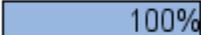
Ob Our workforce is resilient and skilled where digital technology supports service delivery for our residents

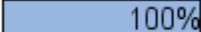
Action	Status	Progress	Due Date	Note	Owner
Develop and implement wellbeing, employee engagement, equality and training plans to enable capabilities, improved resilience and promotion of a diverse workforce.			31-Mar-2023	Completed as planned. The following are of note: employee absence rates remain significantly lower than Council average at year-end; Be-the-best conversations conducted regularly with information linking to improved employee engagement, recognition, personal and professional development.	Management Team

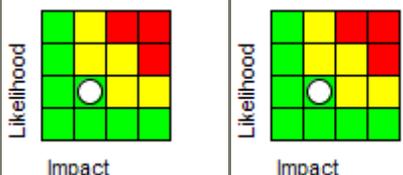
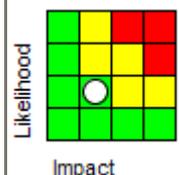
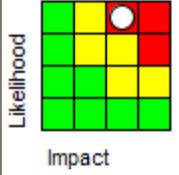
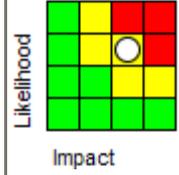
Action	Status	Progress	Due Date	Note	Owner
Develop and implement employee life cycle plans in line with the People First Strategy to attract and retain the workforce.		 100%	31-Mar-2023	Completed as planned. Senior Democratic services Officer fully integrated into the Democratic Services Team successfully.	Management Team
Implement service review process including role design, use of new technology and new ways of working to add resilience, address gaps, and establish opportunities for efficiencies		 100%	31-Mar-2023	Completed as planned. In relation to Planning & Building Standards Fit for Future review, actions in the Improvement Plan due in 2022/23 have been completed, including those to improve customer service and streamline electronic processes.	Management Team
Develop and implement training plans and development opportunities to improve capabilities and resilience within the workforce.		 100%	31-Mar-2023	Completed as planned. The following are of note: The service demonstrates well developed leadership skills linked to succession planning and service delivery needs; collaborative and improved working practices; and participation in the 4D Quantum Programme.	Management Team

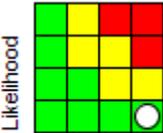
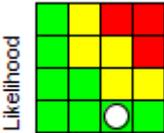
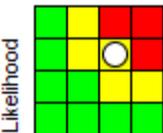
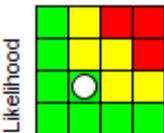
Ob Our Council is adaptable and focused on delivering best value for our residents

Performance Indicator	2021/22	2022/23						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
Planning applications (major developments) - average number of weeks to decision	10.3	2022/23 data available end of May.						Pamela Clifford
Planning applications (householder) - average number of weeks to decision	8.5	2022/23 data available end of May.						Pamela Clifford
Planning applications (local development, excluding householder) - average number of weeks to decision	12.5	2022/23 data available end of May.						Pamela Clifford
Percentage of Environmental Health service requests from citizens first responded to within 2 working days	97%		93%	90%			Target met. Of the 3,038 service requests received , 2,813 were responded to within target	John Stevenson
Percentage of building warrant applications responded to within 20 working days	87%		92%	90%			Target met. The target for this PI was increased to reflect improving performance in previous years. However, we are still facing staffing level challenges which may impact future performance.	Judi Ferguson

Action	Status	Progress	Due Date	Note	Owner
Provide legal services to West Dunbartonshire Energy LLP in relation to heat supply agreements and network supply contracts			31-Mar-2023	Support continued to be provided to the Energy LLP throughout the year.	Alan Douglas
Complete business case and seek Council capital funding for IDOX Electronic Document Management System for Planning & Business Standards			31-Mar-2023	The officer leading the project was on maternity leave for a significant part of the year resulting in delay to the project. Officers met with ICT in January 2023 to review business case, identify project group and seek comments before proceeding to prepare growth bid. This action will be carried forward for completion in 2023/24.	Pamela Clifford
Provide legal advice, guidance and support on the emerging National Care Service			31-Mar-2023	Legal advice has been provided on the Scottish Parliament consultation. Advice provided on an ongoing basis to the Council and Short Life Working Group. Further progress against this action in 2023/24 will depend on Parliamentary timescales.	Alan Douglas
Designate and train service data ambassadors for the Corporate Data Information Management system (MAGIC) and evaluate its use			31-Mar-2023	Training was rolled out to all relevant services and evaluated.	Pamela Clifford
Implement Fit for Future improvement plan for Building Standards			31-Mar-2023	Actions in the Improvement Plan due in 2022/23 have been completed, including those to improve customer service and streamline electronic processes.	Pamela Clifford
Complete the Rediscovering the Antonine Wall Project and start preparation for Phase 2: Re-imagining the Antoine Wall			31-Mar-2023	The Rediscovering the Antonine Wall Project has been completed as planned and preparation for Phase 2: Re-imagining the Antoine Wall is underway for completion 2023/24.	Pamela Clifford

Action	Status	Progress	Due Date	Note	Owner
Implement the provisions of National Planning Framework 4 for West Dunbartonshire's planning policies and priorities, adopt LDP 2 and commence work on LDP3			31-Mar-2023	NPF4 was adopted on 13th February 2023 and is now the statutory development plan for Scotland meaning that it is a significant material consideration in the determination of planning applications. Officers and elected members have received training on the provisions of NPF4.	Pamela Clifford
Complete the co-ordination of the refurbishment of civic areas of Clydebank Town Hall			31-Mar-2023	All works have now been completed.	George Hawthorn

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
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			12-Apr-2023	The recruitment of two additional Environmental Health Officer posts agreed at Council on 9/3/2022 was not taken forward following the Council decision on savings options on 21 December 2022. Any impact will be monitored.	Annemarie Clelland; Michael McDougall; John Stevenson
Income for services continues to be dramatically reduced as a result of the COVID-19 pandemic and subsequent cost of living crisis.	Relates to registration, licensing, planning and building control which have been impacted as a result of the COVID-19 pandemic and the cost of living crisis.			20-Apr-2023	Income reduction, particularly in planning and building standards, continues to be an issue as a result of the economic impact of COVID-19 and the cost of living crisis.	Alan Douglas

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
<p>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</p>	<p>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.</p>			<p>12-Apr-2023</p>	<p>While interim management arrangements are still in place for the Environmental Health Manager's post, the recruitment of two additional Environmental Health Officer posts agreed at Council on 9/3/2022 was not taken forward following the Council decision on savings options on 21 December 2022. Any impact will be monitored.</p>	<p>John Stevenson</p>
<p>Inability to recruit successfully to enable performance to be maintained</p>	<p>There is a current issue with recruitment of qualified staff in various parts of the service.</p>			<p>05-Apr-2023</p>	<p>The recruitment of two additional Environmental Health Officer posts agreed at Council on 9/3/2022 was not taken forward following the Council decision on savings options on 21 December 2022. Any impact will be monitored.</p>	<p>Pamela Clifford; John Stevenson</p>

Ob Our residents are engaged and empowered

Performance Indicator	2021/22	2022/23					Owner	
	Value	Status	Value	Target	Short Trend	Long Trend		Note
Percentage of Council and Committee minutes produced within 3 clear working days of the meeting	99.25%		100%	98%			All Council and committee minutes met the timescale.	Carol-Ann Burns
% of committee agendas published within standing order timescales	100%		100%	99%			All committee agendas were published within standing order timescales.	Carol-Ann Burns

Action	Status	Progress	Due Date	Note	Owner
Plan and conduct the Scottish Local Government Elections in May 2022			31-May-2022	Elections were conducted successfully with 22 members elected to serve on the new Council.	George Hawthorn
Implement the action plan to set up the new Council following the Local Government Elections			31-Mar-2023	The action plan has been completed. All new members have received induction training and equipment, the new committee timetable is in place and standing orders have been reviewed.	George Hawthorn
Plan and organise the nomination process for Community Councils and where necessary hold elections to identify successful candidates			31-Dec-2022	All nomination processes have been completed; no elections were required.	George Hawthorn

Action Status	
	Overdue
	Completed

PI Status		Long Term Trends		Short Term Trends	
	Target significantly missed		Improving		Improving
	Target narrowly missed		No change		No change
	Target met or exceeded		Getting worse		Getting worse

Risk Status	
	Alert
	Warning
	OK