

WEST DUNBARTONSHIRE COUNCIL

Report by the Executive Director of Infrastructure and Regeneration

Housing, Environment and Economic Development Committee: 7 May 2014

Subject: Housing, Environmental and Economic Development Strategic Plan 2014 - 2018

1. Purpose

- 1.1** The purpose of this report is to seek approval of the Housing, Environmental and Economic Development Strategic Plan 2014-2018, which is attached at Appendix 1.

2. Recommendations

- 2.1** The Housing, Environmental and Economic Development Strategic Plan 2014/18, sets out the key priorities and strategic performance scorecard to help deliver the corporate and departmental objectives over the coming years. It is recommended that the Committee approve the Housing, Environmental and Economic Development Departmental Plan 2014 - 2018.

3. Background

- 3.1** The Housing, Environmental and Economic Development Strategic Plan (Appendix 1) reflects the responsibilities and relevant contribution the department makes to the current priorities and objectives set out in the WDC Strategic Plan 2012-17.
- 3.2** The Executive Director and Heads of Service participated in reviewing the major issues for the department in 2014/15 and developed key strategic priorities for this departmental plan. Heads of Service have also led in creating both divisional and operational plans for each of their service areas which has provided an opportunity, consistent with previous years, to involve employees across the directorate in the planning process

4. Main Issues

- 4.1** The Strategic Plan 2014-18 sets out the priorities of the department over the coming years and specifically identifies the major issues that will be addressed during 2014-15. The Strategic Plan also includes corporate indicators which are the responsibility of Housing, Environmental and Economic Development.

- 4.2** The Plan presents details of some of the key achievements made by Housing, Environmental and Economic Development in 2013-14. The narrative also provides information on our priorities and how we will measure our success. There are a number of targets where the outturn performance for 2013/14 will not be known until June 2014. It would therefore be the intention to send out to members our overall performance achievement in July 2014.
- 4.3** A performance review allowed the department to identify what had been achieved in 2013/14. This review has informed the proposed work of the Department over the next year.
- 4.4** To inform and support the development of the departmental plan, a divisional plan for each area within the department has been prepared. The 3 Divisional Plans areas are:-
- Regeneration and Economic Development;
 - Neighbourhood Services; and
 - Housing and Community Safety.
- 4.5** To inform and support the development of the divisional plans, an operational plan for each service area within the department has been prepared. These include:-
- Facilities Management;
 - Roads and Transportation;
 - Fleet and Waste Services;
 - Greenspace;
 - Planning and Building Standards;
 - Corporate Asset Management;
 - Capital Investment
 - Economic Development;
 - Strategy and Improvement (directorate);
 - Maintenance and Repairs;
 - Homelessness and Allocations;
 - ASB and Estate Management; and
 - Policy, Strategy and Continuous Improvement (Housing).
- 4.6** The development of these operational plans has helped to identify areas the individual services will be required to address in 2014/15. A number of major actions identified in the operational plans also feature in the divisional plans and will be monitored by the SMT through the performance management framework.
- 4.7** The process of performance review, strategic assessment and consideration of strategic planning within the department has facilitated the creation of clear priorities and objectives for 2014/18 with relevant actions and performance indicators to meet those objectives.

- 4.8** The progress of the plan will be monitored, managed, and reported in accordance with the performance reporting framework.

This framework sets out how departmental plans will be considered at directorate, management team, Corporate Management Team, and Elected Member levels, providing opportunities to scrutinise performance and pro-actively manage it through taking corrective action where necessary and possible.

5. People Implications

- 5.1** There are no personnel issues relating to this report.

6. Financial Implications

- 6.1** The actions set out in the HEED Strategic Plan 2014-18, reflect the activities of the department over the coming year and will be met from departmental budgets.

7. Risk Analysis

- 7.1** There is a risk that without departmental priorities being approved by Committee, the strategic and operational direction of the department will be compromised.
- 7.2** The Strategic Plan 2014 -18 identifies its own risk register which in turn will assist in mitigating the risks relating to the delivery of the plan.

8. Equalities Impact Assessment (EIA)

- 8.1** No significant issues were identified in relation to equality impact of this report.

9. Consultation

- 9.1** Staff have been given an opportunity to be involved in the development of the Plan. The Executive Director, Heads of Service and staff took part in workshops during March 2014 to work with staff to identify and confirm the key strategic priorities for the Plan.

10. Strategic Assessment

10.1 The actions contained within the Plan support the Council's strategic priorities:-

- improve economic growth;
- improve life chances for children and young people;
- improve care for and promote independence with older people;
- improve local housing and environmentally sustainable infrastructure; and
- improve the wellbeing of communities and protect the welfare of vulnerable people.

Richard Cairns
Executive Director of Infrastructure and Regeneration
Date: 20 March 2014

Person to Contact: Emma Crocker - Strategy & Improvement Co-ordinator,
Council Offices, Garshake Road, Dumbarton, G82 3PU,
telephone:01389 737701, e-mail:
emmalouise.crocker@west-dunbartonshire.gov.uk

Appendix: Appendix 1: HEED Strategic Plan 2014-18
Appendix 2: Workforce Plan 2014/18

Background Papers: West Dunbartonshire Council Strategic Plan 2012-17
Housing, Environmental and Economic Development
Revised Performance Management Framework

Wards Affected: All

.