

Regulatory Delivery Plan 2019-20

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1. Overview & Profile

Overview

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

It is one of 8 strategic areas with responsibility for delivering the Council's Strategic Plan.

This Plan sets out key actions to help deliver the Council's priorities (as described in strategic documents such as the Strategic Plan 2017-2022 and Equality Outcomes & Mainstreaming Report 2017-2021) and the performance issues and service priorities identified in our planning process. It outlines the performance indicators we will monitor to measure our success, provides an overview of services and resources, including employees and budgets, and considers the relevant risks.

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

Regulatory also reports to the Licensing Committee, Planning Committee and Cultural Committee (Town Twinning) as well as the Licensing Board and Local Review Body.

Profile

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

Legal Services (including Trading Standards)

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

Planning and Building Standards (including 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 and the Place and Design Panel.

In addition, Environmental Health Services sits within the Planning & Building Standards structure. It delivers a wide range of statutory functions, protecting and improving the public health and wellbeing of West Dunbartonshire communities through regulation of food law, health and safety, environmental pollution (land, air and water), public health and housing regulation. Alongside these statutory functions, Environmental Health delivers a pest control and food hygiene training for communities and businesses. It comprises three specialist groups: Food & Business, Environmental Pollution and Community Health Protection.

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 Strategic Directors and Leads and the recording of Births, Still Births, Deaths, Marriages and Civil Partnerships on behalf of the National Records Office for Scotland.

2. Performance Review

The Regulatory management team completed a detailed performance review of 2018/19, looking at:

- current and previous performance;
- how our performance compares with other local authorities (known as benchmarking);
- feedback from service users gathered through our Citizen Panel survey, monthly telephone surveys, internal surveys, and complaints; and
- self-evaluations and external validations.

The performance review highlighted our key achievements in 2018/19 as well as a number of performance challenges to be addressed in 2019/20.

Key Achievements

Cross Service

- Strong collaborative working by Planning, Building Standards, Environmental Health and Legal Services on the area's key regeneration sites. For example, key milestones reached on Queens Quay with work commenced on the physical infrastructure and District Heating System.
- Further digitisation of the service including: Committee Services successfully introduced audio-streaming of Council meetings to enable wider public access; further streamlined e-planning to provide a more customer focused and efficient service; a more robust GIS system being procured; introduced a mobile working solution for Environmental Health staff delivering business regulation and pest control which provides a more efficient streamlined service delivery; and expanded Planning's social media presence in order to communicate key projects and raise the profile of the service.
- Engaged in both the response to and the major investigation of a double fatality in a leisure facility along with Police Scotland, the Crown Office and Procurator Fiscal service and other partners, including substantial Environmental Health resources being committed to the Major Investigation Team.
- Significant cross service collaboration to ensure the Council's timeous entry into new Church Street offices.

Legal Services

- Negotiated a number of agreements around the Council's Queens Quay Regeneration and District Heating Projects including the acquisition of the Care

Home Site and the letting of the Care Home, Roads Infrastructure and District Heating Centre construction contracts.

- Led the successful transition to the General Data Protection Regulations / Data Protection Act 2018 for the Council, with minimum disruption to services.
- Successfully acquired the Dumbarton Harbour new build Housing site at very short notice, contributing to the Council's ambitious housing plans.
- Agreed the terms and conditions with the chosen principal contractor for the Council's ambitious £80M new build housing programme.
- Completed key licensing policies (licensing, overprovision and gambling).
- Successfully managed a significant increase in complex employment and child protection cases.

Trading Standards

- Following a pilot, the Community Watch alert system was rolled out to the whole of West Dunbartonshire. Residents who register receive notifications of current issues such as doorstep criminals operating locally.
- Following a successful growth bid, capital funds were used to procure telephone call blockers, which prevent scam and nuisance calls, in the homes of vulnerable residents, and in particular sufferers from dementia and similar diseases who are highly susceptible to phone fraud.
- Intelligence led operations were also carried out, including in retail premises in Dumbarton and Alexandria which resulted in the removal from the market of a large quantity of vape liquids which did not meet safety and labelling requirements.

Planning & Building Standards

- Double award winners at Scottish Awards in Quality in Planning 2018 for the elected member briefing at the pre application stage and Clydebank Leisure Centre. Recognised by the Minister for Local Government, Housing and Planning for putting "place" at the heart of our decisions. Committee Services were recognised for their input into the planning pre application stage.
- Presented a wide range of projects to the Place and Design Panel, raising the quality of development and playing an integral role at the pre application stage. Recognised at a national level and by other Planning Authorities as good practice, with developers now asking for their development to be reviewed by the Panel.
- Key managing role in securing £2.1 m for the next 3 years for Rediscovering the

Antonine Wall project. West Dunbartonshire Council are the host authority, in partnership with five local authorities working collaboratively with Historic Environment Scotland.

- The Local Development Plan Proposed Plan representation period has been completed and will be submitted for committee approval.

Environmental Health

- Highest possible rating by Food Standards Scotland for audit of food law enforcement service. Recognised nationally for controls being robust and “well managed” together with highlighted areas of good practice.
- Part of the implementation group combining Food Hygiene and Food Standards inspections into a single Food Law inspection, in order to focus resources on the highest risk food businesses. Working in partnership with Food Standards Scotland and a number of local authorities.
- Delivered a maintenance scheme for private tenement properties following receipt of many missing share enquiries. The threat of missing share (debt and charges) recovery has facilitated several property owners securing repairs which would otherwise have been delayed or prevented.
- Developed enhanced joint working arrangements and sharing information on serious dog attack cases with Police Scotland and Procurator Fiscal (PF) Service for dangerous and out of control dogs.
- Significant uptake in use of pest control service following a review of fees.
- Glasgow Airport agreed to provide Noise Insulation Scheme in areas most affected by aircraft noise following Environmental Health EPG’s collaborative work with community group and local MSP.

Democratic & Registration Services

- The Registration Service won the Council’s team of the year award in recognition of its continuous high levels of accuracy and high levels of customer satisfaction in recent years.
- Democratic Services successfully conducted a statutory review of polling districts and places with the assistance of officers from planning services.
- Leadership Support Team achieved high satisfaction rates in a recent customer survey with 90% of the Senior Leadership Group who responded being either satisfied or very satisfied with the service provided.

- Committee services achieved high satisfaction rates in a recent customer survey with 84% of officers and 100% of elected members who responded being very satisfied with the service provided.
- Successfully delivered friendship agreement with Letterkenny, Donegal, Ireland.

Challenges

The challenges identified by the performance review are set out below:

Recruitment within Planning & Building Standards

It has been very difficult to recruit experienced building standards officers and planning officers. There is a shortage of building standards surveyors on a national scale as there are no specific degree courses in Scotland. In Planning, smaller authorities are being affected by a targeted recruitment campaign in large authorities; who have advertised for a number of posts on enhanced grades.

This issue has resulted in a reduction in building standards performance due to staffing vacancies and increased pressure on existing officers.

To address this, we have recruited inexperienced graduates and we will provide on the job training. 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.

Resources

It has been a challenge to maintain performance in key areas when operating with reduced staff or higher priorities intervene. By way of example, several weeks of officer hours has and continues to be spent dealing with the tragic Cameron House fire and that has had an impact on performance within both the Environmental Health Service and Building Standards. Similarly, legal services have been extremely challenged by the quantity of capital work and increased procurement activity.

In addition, the volume of planning applications for key developments where contaminated land was a material consideration caused a considerable strain on the Environmental Protection Group, as did the needs of other Council services requiring support for key projects.

Service Users' 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 mechanisms provide invaluable feedback to help us improve our services.

Between 1 April and 31 December 2018, the Regulatory service area received a total of 19 complaints, comprising 14 Stage 1 and 5 Stage 2 complaints. During the same period, 18 complaints were closed, 13 at Stage 1 and 5 at Stage 2.

Of the 13 complaints closed at Stage 1, 10 (77%) met the 5 working days target set for resolving Stage 1 complaints, with an average of 4 working days to resolve all complaints closed at that stage. Four of the 5 complaints closed at Stage 2 (80%) met the 20 working days target, with an average of 11 days for all complaints closed at Stage 2.

Two of the 13 complaints closed at Stage 1 were upheld (15%) and none at Stage 2.

The complaints received were categorised as follows:

- citizen expectation not met (quality of service) - 13 complaints, one upheld;
- Council policy (charges) - 1 complaint;
- employee behaviour - 4 complaints, one upheld; and
- failure to deliver the service - 1 complaint.

We will continue to review complaints on a regular basis to identify and address any issues that emerge.

Continuous Improvement

Self-Evaluation Programme

In 2016 the Council agreed a three year self-evaluation programme using a checklist approach implemented through an online survey. Over the three year programme, all Council services that are not subject to an external evaluation will undertake self-evaluation.

In the first year of the programme, two self-evaluations were completed within Regulatory - Planning & Building Standards and Regulatory Services. The improvement actions arising from these self-evaluations have now been fully implemented and follow up surveys have been carried out to determine their impact.

In the second year of the programme one further self-evaluation was carried out within Legal Services and the improvement plan arising from this is now being implemented.

In the third and final year of the programme, the last self-evaluation within Democratic and Registration Services was completed in November 2018 and the action plan will be implemented throughout 2019.

Benchmarking

The Council has a three year programme to ensure that all services benchmark their performance in relation to service delivery, cost and user satisfaction. This is carried

out through national or local benchmarking groups. Where no groups currently exist for some services, benchmarking will be contingent on identifying organisations willing to participate in this process. Within Regulatory, 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 2019 and relates to the period 2017/18. The indicators for Regulatory are set out in the table at Appendix 5. In summary, year on year performance improved for three of the four PIs, resulting in a higher ranking for two of the PIs and a consistent ranking for the third PI. All four PIs compare favourably to the Scotland figure.

Association for Public Service Excellence (APSE)

Trading Standards participates in an annual benchmarking exercise managed by APSE performance networks, a large voluntary public sector benchmarking service covering England, Scotland, Wales and Northern Ireland that is used by over 200 local authorities.

The most recent comparative data for Trading Standards was published in January 2019 and relates to 2017/18. The APSE 'Performance at a Glance' publication sets out the details ([hyperlink when published](#)). In summary, 3 of the 9 Trading Standards indicators have improved year on year, 2 have declined and 4 are within 5% of their previous 2016/17 values. In comparison with benchmarking partners, 4 indicators are better than the family group average, 2 are within 25% of the family group average and 3 are below the family group average.

Our performance in relation to tobacco enforcement has declined and is below the Scottish average. Our activity in this area is largely intelligence led, based on complaints from consumers and other information received that suggests non-compliance. It may be that other authorities carry out more "routine" activity in these areas, not prompted by specific information, and that this accounts for our relative position.

An APSE benchmarking pilot covering a range of corporate services, including democratic, registration and legal services, was carried out in 2018. While we participated in the pilot, a corporate decision was taken to withdraw due to low

participation from Scottish authorities. This issue has been raised with the Improvement Service to endeavour to develop appropriate measures through the LGBF.

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.

Quality standards for Regulatory are set out in Appendix 3. These will be monitored and managed by the Regulatory management team on a regular basis and reported annually to Corporate Services Committee.

3. Strategic Assessment

The Regulatory management team completed a detailed strategic assessment to determine the major influences on service delivery and priorities in 2019/20 and beyond. This covered a review of the financial context, local and national political priorities, new legislation and technology, and Council policies among others. The factors below were identified as significant.

Key Factors

Financial Context

The entire public sector is facing significant financial challenges. The Council is predicting cumulative funding gaps in 2020/21 and 2021/22 of £9.816m and £16.930m respectively. This means that action has to be taken to balance our budget and protect services for residents.

This will undoubtedly mean that within the Regulatory strategic area, over time, available funding will be reduced and we will need to change how we do our jobs, what we do, 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

Work has commenced on a number of our key regeneration sites - Queens Quay and Dumbarton Waterfront. On Queens Quay, construction work has commenced on the District Heating energy centre, care home, health and care centre and affordable housing. Exxon and Carless sites continue to be progressed. Planning and Environmental Health will use additional resources in 2019/20 to monitor and inspect the developments on these key regenerations sites. All this regeneration activity will continue to require very significant cross service input in 2019/20.

Implementation of Corporate Geographical Information System (GIS)

Widely used by Planning and Building Standards as well as other Council Services for storing, analysing and mapping data, the provision of a new GIS system will provide an integrated and modern mapping system for the efficient and effective use of data. This will be of benefit to Planning and Building Standards as well as other Council services.

The new system will support ease of data sharing, integrated with other systems, and support mobile and flexible working. Integration with the Council's Digital Transformation team, who are giving residents and citizens greater access to wider Council services such as school catchment areas, Council tax accounts and street lighting faults, will be developed and progressed. Training will be provided to all Council users in order to allow maximise use of the new mapping and data system.

Implementation of the Planning Bill

The new Planning Bill may bring new responsibilities and duties on councils in terms of local place plans, land value capture, and infrastructure provision. As at 28 March 2019, at least 66 of the agreed amendments fall on Local Authorities and these have not been funded. Should the Bill be passed without significant alterations, the cumulative impact of these changes on the Council is of extreme concern. The re-engagement with the Scottish Government regarding planning fees is welcomed especially in light of the likely proposed changes.

Local Development Plan Examination

The Local Development Plan sets out the Council's strategy for the development and use of land in the Council area and is at Proposed Plan stage. A total of 778 representations on the Proposed Plan have been received. Responses to representations will be presented to the May Planning Committee for consideration. If there are unresolved representations, the Council will submit the plan to the ministers for examination. Ministers will appoint reporters to carry out an examination of the plan, after which a report will be submitted to the Council with the recommendations on changes to the plan. The examination of the Local Development Plan is likely to take place during the summer of 2019.

Evaluation of the Place & Design Panel

The Place and Design Panel was set up to elevate the standard of design of our built environment and public realm and more specifically on Queens Quay. The Panel is making a substantial impact on the quality of development and surrounding public space and is being recognised on a national level of putting quality development at the heart of our decisions. A monitoring board has been set up which will provide an evaluation of the impact that the Panel has made on the quality of development. A cost-benefit analysis will also be undertaken to determine whether the benefits of the Panel outweigh its costs. A Place & Design Officer is facilitating collaborative working between Housing, HSCP, and Education.

Renewal of the Building Standards Verification

The Scottish Ministers reappointed this Council to carry out the building standards verification function in terms of the Building (Scotland) Act 2003 and to grant building warrants when satisfied work meets our requirements. The 3 year appointment period is up for reappointment this year and the Council will need to demonstrate that it is meeting the verification performance framework in terms of professional expertise and technical processes, quality customer experience and operational and financial efficiency. There has been investment in the Building Standards service with an additional graduate officer recruited to assist the lead building standards surveyors in terms of inspecting the development sites. Queens Quay will have four sites under construction which all require to be inspected and serviced by Building Standards.

Legal and Planning Input to the New Affordable Housing Programme

The Council has undertaken an ambitious programme to develop 321 new affordable homes with a value of approximately £47.52m in West Dunbartonshire by the end of 2020/21. As part of this programme a number of construction and services contracts will require to be entered into.

The 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.

In 2019/20, Legal Services will continue to provide assistance in the negotiation and completion of the requisite legal agreement and will assist colleagues in other departments to develop the knowledge to take the programme forward. Planning Services and the Place and Design Panel have been working very closely with Housing Services to achieve high quality affordable houses.

Establishment of Energy Supply Company (ESCo) for the District Heating System

The District Heating System will provide low carbon heating and cooling solutions to the Queens Quay regeneration site in the first instance 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.

When the District Heating System has sufficiently advanced, a Limited Liability Partnership or Company will be formed to operate the Queens Quay District Heating Network on behalf of the Council. This will involve the formal constitution of the body with rules surrounding the interaction of members, membership of its management board and the establishment of its powers and obligations.

The establishment of the ESCo is the final stage of development before the system becomes operational. It will address the Council's requirements for member involvement in the ongoing running of the District Heating project which were established when the Council approved the project.

In 2019/20, we will establish the ESCo, develop governance rules for its operation and formally constitute it as an arms length but wholly owned entity.

Registration of the River Leven

The Council owns large parts of the River Leven. We will formally register the Council's ownership of the solum of the River Leven from Loch Lomond to Dumbarton in the Land Register of Scotland. This will better allow the Council to assert its ownership of the river against third party claims. It will also assist with any improvement work to the

river and Dumbarton Harbour, permitting environmental and economic aims to be more easily addressed.

Details of the title to the River Leven will be pulled together and discussion will be continued with the Keeper of the Registers of Scotland to determine how best to progress the Voluntary Registration of Title. This is a complex and resource intensive process.

Food Law Regulation

A revised Food Law Rating Scheme is being implemented from April 2019 following the success of an early adopter implementation scheme during 2018/19. The revised scheme of food law rating places a greater focus on full spectrum food law compliance – hygiene, standards (composition and labelling) and fraud. Resources will be committed to ensure compliance with the enhanced requirements of the code. Officers will be trained to meet competence under the code and the outcomes from food law regulatory activities will be measured annually to ensure consistency and quality and provide the required measure of assurance and protection to West Dunbartonshire residents and visitors to the area.

Public Health Reform - Development of Public Health Scotland

Public Health Scotland is scheduled to be a national public health body in December 2019. Public Health Scotland will ensure that the programme deliverables of public health reform are taken forward with partners. Environmental Health has been designated as core public health workforce and will have some responsibility for service delivery against public health priorities for communities of West Dunbartonshire. This will require allocation of resources.

Environmental Health will engage with the newly formed Public Health Scotland to ensure collaborative working and effective targeting of resources in public health priority areas within West Dunbartonshire.

Landlord Registration Applications

Environmental Health will be required to implement the revised scheme to expand the information that must be provided in an application, and to signpost applicants to further information about the legal duties relating to letting houses, including:

- tolerable condition/repair standard;
- gas, electrical, fire, and carbon monoxide safety;
- Energy Performance Certificate;
- common repairs and buildings insurance for tenement properties;
- House in Multiple Occupation Licence (HMO);
- legionnaire's disease risk assessment; and
- tenancy deposit protection.

The system of registration for landlords and the applicable fees will be revised in 2019. The revised system with enhanced data collection for over 3,000 landlords and 4,500 West Dunbartonshire properties, together with revised fees, will be implemented during the 2019/20 period.

Implications of BREXIT on Food Export Health Certification and Food Imports

The effect of exit of the UK from the EU without an agreement on the import to the EU of food and goods from the UK could result in the imposition of food import controls - a requirement to certificate food for export to the EU from UK territories. In the event of such a requirement, there is a lack of capacity nationally in Environmental Health to provide this certification service. Currently, such movement of food is managed without certification under the free movement of goods inside the EU. Import of goods from the EU also currently occurs without trade barriers. This may also be significantly affected in the event of a no deal exit from the EU and the imposition of border controls. Development of port health capacity for food import is one of a range of matters receiving attention at a local, regional and national level. Environmental Health has been fully engaged in the preparation and development of systems to assist food trade with the EU in the event of a UK no deal exit from the EU.

In 2019/20, we will continue to work with national and regional stakeholders to prepare for a worst case scenario. In such an event, additional professional staff resource and administration would be necessary to provide for the required food control and certification needed to facilitate trade. The service will monitor demand and provide a paid for service to provide for the necessary trade with the EU.

Transfer of Committee Management Information System (CMIS) to Cloud

Transferring CMIS from a Council server to one provided and supported by Astech (the supplier) will improve business continuity if the server fails as the cloud option is supported by a mirror server which can be brought into operation with very little delay. The cloud option will also have unlimited storage capacity unlike the Council server which requires additional space to be added from time to time and eventual replacement. This will result in reduced capital costs to the Council over the long term. Software upgrades will be carried out automatically without Astech needing to access Council servers so less administration involved in maintenance of CMIS.

We will work with our supplier in 2019/20 to transfer CMIS to a cloud based server.

Implement the Registration Marketing Plan

A marketing plan has been devised to raise the profile of the registration service and increase income. It will focus on promoting the service via modern technology by maximising the benefits of social media via Facebook and/or Twitter and by updating existing resources such as the ceremony brochure and webpages.

Action Plan

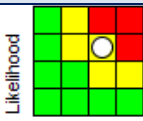
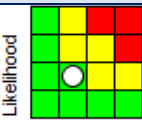


The challenges and issues identified in the performance review and strategic assessment sections have informed Regulatory priorities and outcomes for 2019/20. The management team has developed an action plan to address them (Appendix 2), supported by a range of performance indicators to enable progress to be monitored and reported to stakeholders. Progress will be monitored and managed on a regular basis and reported twice yearly to Corporate Services Committee, at mid-year and year end.

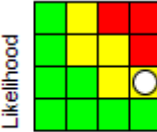
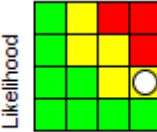
4. Risks

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 2019/20, the Regulatory management team considered the Council's strategic risks and identified additional risks specific to the service (below). Actions to mitigate these risks are set out in our delivery plan at Appendix 2 or in our operational plans, with the aim of improving or maintaining the current position (i.e. the current risk score). The current risk scores reflect current actions taken to reduce the risks.

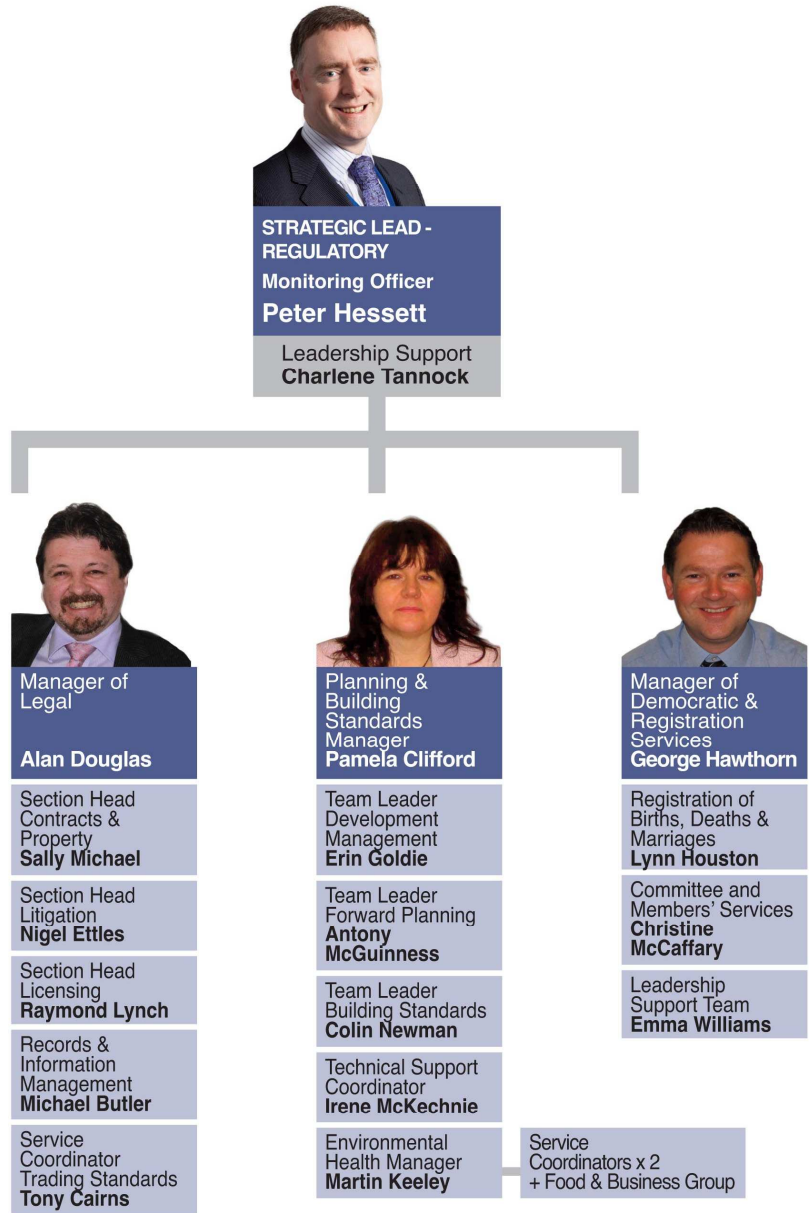
Service Risks

Risk	Description	Current Risk Score	Target Risk Score
Failure to monitor and enforce regulatory areas with public risk	The Council fails to comply with statutory regulatory duties in respect of environmental health, trading standards, licensing, and planning and building standards.	 Likelihood Impact	 Likelihood Impact
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 (human or animal disease or environmental incident)	As a result of reduced management in Environmental Health, reduced staff and financial resources in both Environmental Health and Trading Standards, and ongoing, increased and competing regulatory demand, workforce planning issues (high age profile and a national shortage of qualified staff), Environmental Health and Trading standards are at risk of not being able to competently respond to emergency situations.	 Likelihood Impact	 Likelihood Impact

Risk	Description	Current Risk Score	Target Risk Score
<p>No deal BREXIT risk for Environmental Health</p>	<p>WD is a port health authority. It does not have status as a Designated Point of Entry / Border Inspection Post [DPE/BIP] for food imports. None exist in Scotland. These may be required post Brexit in a reasonable worst case scenario (RWCS). If required, an Environmental Health presence will be required. The lack of food import physical and regulatory infrastructure and regulatory capacity could result in food shortages and food price rises in the short and medium term and a heightened food fraud risk.</p> <p>Environmental Health is responsible for food law inspection and certification of food for export. In a RWCS, food export certification to the EU will be required. The extent of this inspection and certification is dependant on EU requirements and differs for products of animal origin and products of non animal origin. The national need and infrastructure to support business is encompassed in national work streams and scoping to ensure national needs are met, including expanding EH resource, charging regimes, logistics and infrastructure. WDC Environmental Health is engaged with work streams and contingency planning. There could be significant impact / disruption to statutory service provision (Food Law, Health and Safety and Public Health Protection) in dealing with import / export demands.</p>	<p>Likelihood</p>  <p>Impact</p>	<p>Likelihood</p>  <p>Impact</p>

Appendix 1 – Structure Chart

TRANSFORMATION & PUBLIC SERVICE REFORM
STRATEGIC LEADS



Appendix 2 - Action Plan

P	A strong local economy and improved job opportunities
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Ob	Increased employment and training opportunities
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Title	Start Date	Due Date	Assigned To
Continue to work to ensure that the key regeneration sites are progressed on site and high quality development is achieved on the ground	01-Apr-2019	31-Mar-2020	Pamela Clifford
Monitor development on the key regeneration sites to ensure that they comply with the approved consent	01-Apr-2019	31-Mar-2020	Erin Goldie
Participate in the examination of the Local Development Plan	01-Jun-2019	31-Mar-2020	Pamela Clifford
Evaluate the Place & Design Panel	01-Apr-2019	31-Mar-2020	Pamela Clifford

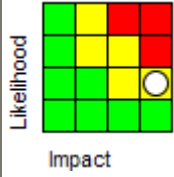
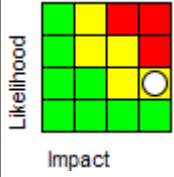
P	Supported individuals, families and carers living independently and with dignity
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Ob	Improved wellbeing
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Short Name	2017/18	2018/19		2019/20	Assigned To
	Value	Value	Target	Target	
% of air quality 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%	Pat Hoey
Percentage of highest priority pest control service requests responded to within 2 working days	95%	95%	95%	95%	John Stevenson
Percentage of businesses satisfied or very satisfied with the service they received from environmental health	New for 2018/19	96.4%	97.5%	95%	Martin Keeley
Percentage of customers satisfied or very satisfied with the service they received from environmental health	New for 2018/19	90.1%	88%	85%	Martin Keeley
Percentage of businesses and activities regulated by environmental health who are substantially compliant with legislative requirements	New for 2018/19	89%	75%	75%	Martin Keeley
Total annual redress won for consumers by Trading Standards Group (£)	£57,929.00	£16,376	Data only PI – no targets set		Tony Cairns
Food Safety: Percentage of premises in the highest risk category (6 monthly inspections by Food & Business Group) that were inspected on time	100%	100%	100%	100%	Martin Keeley

Short Name	2017/18	2018/19		2019/20	Assigned To
	Value	Value	Target	Target	
Food Safety: Percentage of premises in the high risk category (12 monthly inspections by Food & Business Group) that were inspected on time	100%	100%	100%	100%	Martin Keeley
Percentage of service users satisfied or very satisfied with the service they received from trading standards	New for 2018/19	85%	80%	80%	Tony Cairns
Percentage of businesses satisfied or very satisfied with the service they received from trading standards	New for 2018/19	100%	80%	80%	Tony Cairns
Cost of trading standards per 1,000 population £	£3,147.00	LGBF - Available 01/20	£3,227.00	£3,227.00	Tony Cairns
Cost of environmental health per 1,000 population £	£13,190.00		£14,968.00	£14,968.00	Martin Keeley
Number of reports of bogus/cold callers	56	38	Data only PI – no targets set		Tony Cairns

Title	Start Date	Due Date	Assigned To
Ensure compliance with the revised Food Law Rating Scheme due to be implemented in April 2019	01-Apr-2019	31-Mar-2020	Martin Keeley
Engage with the newly formed Public Health Scotland to ensure collaborative working and Environmental Health resources are effectively targeted in public health priority areas within West Dunbartonshire	01-Apr-2019	31-Mar-2020	Pamela Clifford
Review the implications of BREXIT on Food Export Health Certification and introduce any necessary measures	01-Apr-2019	31-Mar-2020	Martin Keeley

Title	Description	Current Risk Score	Target Risk Score	Assigned To
No deal BREXIT risk for Environmental Health	<p>WD is a port health authority. It does not have status as a Designated Point of Entry / Border Inspection Post [DPE/BIP] for food imports. None exist in Scotland. These may be required post Brexit in a reasonable worst case scenario (RWCS). If required, an Environmental Health presence will be required. The lack of food import physical and regulatory infrastructure and regulatory capacity could result in food shortages and food price rises in the short and medium term and a heightened food fraud risk.</p> <p>Environmental Health is responsible for food law inspection and certification of food for export. In a RWCS, food export certification to the EU will be required. The extent of this inspection and certification is dependent on EU requirements and differs for products of animal origin and products of non-animal origin. The national need and infrastructure to support business is encompassed in national work streams and scoping to ensure national needs are met, including expanding EH resource, charging regimens, logistics and infrastructure. WDC Environmental Health is engaged with work streams and contingency planning. There could be significant impact / disruption to statutory service provision (Food Law, Health and Safety and Public Health Protection) in dealing with import / export demands.</p>			Martin Keeley

	More affordable and suitable housing options
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Short Name	2017/18	2018/19		2019/20	Assigned To
	Value	Value	Target	Target	
Percentage of private landlord applications administered and processed within 21 days	99.4%	99%	95%	95%	John Stevenson

Title	Start Date	Due Date	Assigned To
Implement the revised scheme for landlord registration applications and fees that will be introduced in 2019	01-Apr-2019	31-Mar-2020	Martin Keeley
Provide legal assistance in the negotiation and completion of the requisite legal agreement and assist colleagues throughout the Council to develop the knowledge to take the programme forward Affordable Housing Programme	01-Apr-2019	31-Mar-2020	Alan Douglas
Establish an Energy Supply Company (ESCo) for the District Heating System, including governance rules for its operation, and formally constitute it as an arms-length but wholly owned entity	01-Apr-2019	31-Mar-2020	Alan Douglas

	Open, accountable and accessible local government
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	Equity of access for all residents
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Short Name	2017/18	2018/19		2019/20	Assigned To
	Value	Value	Target	Target	
% of committee agendas published within standing order timescales	98%	TBC	98.2%	98.4%	George Hawthorn; Christine McCaffary

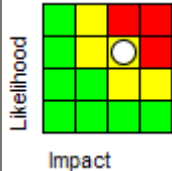
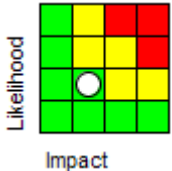
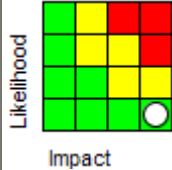
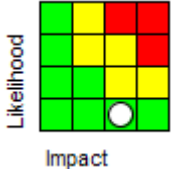
	Efficient and effective frontline services that improve the everyday lives of residents
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	A continuously improving Council delivering best value
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Short Name	2017/18	2018/19		2019/20	Assigned To
	Value	Value	Target	Target	
Planning applications (major developments) - average number of weeks to decision	18.2	TBC	20	20	Erin Goldie
Planning applications (householder) - average number of weeks to decision	7.1	TBC	7	7	Erin Goldie
Planning applications (local development, excluding householder) - average number of weeks to decision	11.7	TBC	12	12	Erin Goldie
Percentage of Environmental Health Service customer service requests first responded to within 2 working days	New for 2018/19	94%	90%	90%	Martin Keeley
Percentage of building warrant applications responded to within 20 working days	72%	TBC	80%	80%	Colin Newman

Short Name	2017/18	2018/19		2019/20	Assigned To
	Value	Value	Target	Target	
Overall time taken to issue building warrant (weeks)	16	TBC	16	16	Colin Newman
Cost per planning application	£4,718.00	TBC	£4,800	£4,800	Pamela Clifford
Average time taken to deliver a commercial planning application decision	9.08	TBC	8.5	8.5	Pamela Clifford

Title	Start Date	Due Date	Assigned To
Implement the changes required by the Planning Bill	01-Apr-2019	31-Mar-2020	Pamela Clifford
Ensure that processes and performance meets Scottish Government requirements to ensure that Building Standards verification is awarded	01-Apr-2019	31-Mar-2020	Colin Newman
Implement the new geographic information system (GIS)	01-Apr-2019	31-Mar-2020	Irene McKechnie
Formally register the Council's ownership of the solum of the River Leven from Loch Lomond to Dumbarton in the Land Register of Scotland	01-Apr-2019	31-Mar-2020	Sally Michael
Transfer of Committee Management Information System (CMIS) to a cloud based server	01-Apr-2019	31-Mar-2020	George Hawthorn
Implement the Registration Marketing Plan	01-Apr-2019	31-Mar-2020	George Hawthorn
Ensure implementation of Improvement Action Plans arising from the self-evaluation process	01-Apr-2019	31-Mar-2020	Peter Hessett

Title	Description	Current Risk Score	Target Risk Score	Assigned To
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			Martin Keeley
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 (human or animal disease or environmental incident)	As a result of reduced management in Environmental Health, reduced staff and financial resources in both Environmental Health and Trading Standards, and ongoing, increased and competing regulatory demand, workforce planning issues (high age profile and a national shortage of qualified staff), Environmental Health and Trading standards are at risk of not being able to competently respond to emergency situations.			Martin Keeley

Appendix 3: 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. Quality standards help to define what service users 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 Regulatory are set out below. They will be monitored and managed regularly by the management team and reported annually to the relevant service committee, together with this delivery plan.

Service Area	Quality Standard	How will the Quality Standard be measured?
Legal Services (including Trading Standards)	We will acknowledge consumer complaints to Trading Standards within 2 working days	CS/LDRS-TS/001 Percentage of consumer complaints first responded to within two working days
	We will acknowledge trading standards business advice requests within two working days	CS/LDRS-TS/002 Percentage of business advice requests first responded to within two working days
	We will deal with trading standards business advice requests within 14 days of receipt	SPS4b PS4biii: Percentage of trading standards business advice requests that were dealt with within 14 days
Planning & Building Standards (including Environmental Health)	We will acknowledge Environmental Health service requests within 2 working days	REG/EHS/005 Percentage of Environmental Health Service customer service requests first responded to within 2 working days
	We will respond to pest control requests that are categorised as the highest priority within 2 working days	CS/EH/LPI001: Percentage of highest priority pest control service requests responded to within 2 working days
	We will issue a decision on valid householder planning applications within 8 weeks	H/PBS/20 Planning applications (householder) - average number of weeks to decision
	We will respond to building	REG/P&BS/998 Percentage of building

Service Area	Quality Standard	How will the Quality Standard be measured?
	warrant applications within 20 working days	warrant applications responded to within 20 working days
	We will respond to high priority planning enforcement breaches within 5 working days	REG/P&BS/997 Percentage of high priority planning enforcement breaches responded to within 5 working days
	We will inspect food businesses in the <i>highest</i> risk category within 28 calendar days of their intervention date (determined by risk assessment)	SPS1bii Food Safety: Percentage of premises in the highest risk category (6 monthly inspections by Food & Business Group) that were inspected on time
	We will inspect food businesses in the <i>high</i> risk category within 28 calendar days of their intervention date (determined by risk assessment)	SPS1cii Food Safety: Percentage of premises in the high risk category (12 monthly inspections by Food & Business Group) that were inspected on time
	We will administer and process private landlord applications within 21 calendar days	REG/RS-CHP/004 Percentage of private landlord applications administered and processed within 21 days
Democratic & Registration Services	We will publish council and committee agendas 10 clear working days before the date of the meeting.	SP/1722/12 % of committee agendas published within standing order timescales
	We will produce minutes of council and committee meetings within 3 clear working days of the meeting.	REG/D&RS/001 Percentage of Council and Committee minutes produced within 3 clear working days of the meeting
	We will upload all committee actions onto Pentana within 3 clear working days of the draft minute being approved.	REG/D&RS/002 Percentage of all committee actions uploaded onto Pentana within 3 clear working days of the draft minute being approved

Appendix 4: Resources

Financial

The 2019/20 revenue budget for Regulatory is £2.57m net. A breakdown by service area is given below. We will make the best use of the resources available to deliver on key priority areas and secure external/match funding where this is possible.

Service Area	Gross Expenditure 2019/20 (£)	Gross Income 2019/20 (£)	Net Expenditure 2019/20 (£)
Democratic & Registration	0.831m	0.119m	0.712m
Environmental Health	1.013m	0.334m	0.679m
Licensing	0.213m	0.400m	-0187m
Legal & Trading Standards	1.127m	0.184m	0.943m
Planning & Building	1.250m	0.827m	0.423m
Total	4.434m	1.864m	2.570m

Employees

Absence in 2018/19

The monthly 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 2018/19:

	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Regulatory	0.24	0.79	0.49	0.36	0.23	0.27	0.11	0.08	0.13	0.37	0.37	0.25
COUNCIL WIDE TOTAL	0.83	0.92	0.84	0.69	0.80	0.93	1.00	1.20	1.23	1.18	1.10	1.07

Employee Numbers

The headcount and full time equivalent staff in each service area (as of 1 April 2019) is as follows:

Service Area	Headcount	FTE
Democratic Services	26	23.07
Legal Services & Trading Standards	25	23.93
Planning & Building Standards & Environmental Health	44	41.94
Regulatory Management	3	3
TOTAL	98	91.94

Annual 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 Strategic Lead 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 and includes a progress update on actions.

1. Addressing the gap between current workforce supply and predicted future demand				
Strategy	<ul style="list-style-type: none"> Planned service reviews to address gap taking cognisance of opportunities to realise savings through voluntary turnover and consideration of management spans of control Address impact of national reviews in relation to Trading Standard and Public Health in terms of changes to the nature and number of corresponding job roles, taking specific action to address issues of supply of critical roles (as appropriate) 			
Expected Outcome	Gap is addressed, whilst: <ul style="list-style-type: none"> Protecting critical roles (and addressing any associated recruitment and retention risks) Ensuring service priorities are met Minimising risk of voluntary or compulsory redundancy 			
Actions	Person(s) Responsible	Resources Needed	Complete By/ Progress	Measurement of outcome
Planned service reviews	All Service Heads / Managers	Workforce	Ongoing	Achievement of savings, streamlined and efficient processes.
Restructure of Regulatory Services (2018)	P Hessett	Workforce	Mid-April 2018 – Now complete	Achievement of savings, streamlined and efficient processes
Address impact of national reviews in relation to Public Health in terms of changes to the nature of the roles.	Environmental Services Manager	Workforce	Difficult to determine at this stage. Medium Term	Public Health Scotland is established and Environmental Health is resourced and orientated to deliver on public health outcomes with its partners. Public Health

				Scotland is set for inception in December 2019. Public Health Commission work streams ran during 2018/19 and continue throughout 2019/20 and include Environmental Health as part of the 'core public health workforce'
Explore opportunities to share workforce resources across organisations	All service / heads / Managers	Workforce	Still an ongoing process	Continued service meeting citizens and client needs
Graduate recruitment for Planning and Building standards, to address the national skills shortage for qualified building standards surveyors. Developed a 'grow your own' programme to provide the resilience required.	Pamela Clifford	Workforce	31 st March 2018 and ongoing	Will be measured by the Success of this programme.
Training on the revised food law rating scheme			31 st March 2019 – complete	Competence is maintained and monitored for compliance through EH audit

2. Improving resilience within teams





Strategy	Ensure addressed in training plans as identified through the Be the Best process			
Expected Outcome	Improved resilience across teams and retention of knowledge and skills associated with critical roles			
Actions	Person(s) Responsible	Resources Needed	Complete By/ Progress	Measurement of outcome
Analysis of resilience risks within teams – identifying individual or team development needs.	All Managers	Workforce	Ongoing	
Develop mentoring and	All Managers	Workforce	Ongoing	Be the Best

training within teams			Should be embedded within teams.	conversations
Review and promote available courses liaising with OD about approaches to meet this skills development either from internal or external sources.	Manager	Workforce	Ongoing	Attendance and internal development opportunities. Be the Best
Promote the Council's leadership development framework to support the changing remits and spans of control	Manager	Workforce	Ongoing	Attendance and internal development opportunities. Be the Best
3. Ensuring ability to keep pace with legislative developments resulting from Brexit				
Strategy	Ensure timely and cost-effective mechanism is in place to support associated professional development requirements			
Expected Outcome	Council is responsive to legislative developments, thereby ensuring organisational compliance and mitigation of risk			
Actions	Person(s) Responsible	Resources Needed	Complete By/ Progress	Measurement of outcome
Ensuring staff are adequately trained on changed legislation	All Managers	Financial for external training	Ongoing to at least medium term	Service delivery
Potential for more resources required should there be a no deal Brexit and a subsequent requirement for food export health certification or a requirement to deal with food imports.		Professional and clerical staff	TBC	Service will monitor demand and provide a paid for service to provide for necessary trade with EU
4. Address gap in relation to ICT capability				
Strategy	Ensure addressed in training plans as identified through the Be the Best process			
Expected Outcome	Employees are able to implement ICT capability to work more efficiently			
Actions	Person(s) Responsible	Resources Needed	Complete By/ Progress	Measurement of outcome
Review current ICT capability against requirement for the future on an individual basis.	All managers	Workforce	31 st March 2019	Be the Best Conversation. The scope of this has now widened to the council wide digitalisation

				survey
Further improve the agility and flexibility of officers by provision of handheld mobile technology and the associated training	Environmental Service Manager in the short term but to be considered by other managers in the long term.	Financial – subject to resources	By March 2019 for ESM and ongoing for remainder of service	More efficient delivery service.

Appendix 5: Benchmarking Data

Local Government Benchmarking Framework (LGBF)

Description	2016/17 Value & Rank	2017/18 Value & Rank	Scotland	2017/18 Vs 2016/17 Performance
Cost of trading standards, money advice and citizens advice per 1,000 population (ENV5a)	£3,289 7	£3,147 5	£5,890	Lower cost 
Cost of environmental health per 1,000 population (ENV5b)	£15,252 16	£13,190 16	£15,496	Lower cost 
Cost per planning application (ECON02)	£4,901 19	£4,718 18	£5,087	Better 
Average time taken to deliver a commercial planning application decision in weeks (ECON03)*	8.46 12	9.08 20	9.34	Worse 

Rank based on 32 local authorities unless stated otherwise

*This indicator has been reviewed by the Improvement Service and new guidance will be provided for 2019/20 which will make it indicator more robust.