

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

	Our communities
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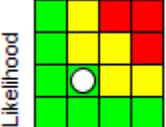
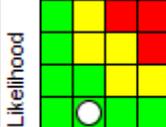
	Our residents health and wellbeing remains a priority
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Action	Status	Progress	Due Date	Note	Owner
Conduct property inspections of host properties identified through the Super Sponsor Scheme (Homes for Ukraine)		<div style="border: 1px solid black; width: 80px; height: 20px; background-color: #ADD8E6; display: flex; align-items: center; justify-content: center;">33%</div>	31-Mar-2023	45 inspections undertaken. 41 properties passed the physical checks and 4 failed. 29 hosts withdrew from the scheme and 22 hosts did not respond. Two remaining milestones are on track and are due at year-end.	John Stevenson
Commence implementation of the Shaping Places for Wellbeing pilot in Clydebank		<div style="border: 1px solid black; width: 80px; height: 20px; background-color: #ADD8E6; display: flex; align-items: center; justify-content: center;">75%</div>	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
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	Our resources are used in an environmentally sustainable way
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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="border: 1px solid black; width: 80px; height: 20px; background-color: #ADD8E6; display: flex; align-items: center; justify-content: center;">75%</div>	31-Mar-2023	<p>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 (CCAG). The most recent progress report was submitted to the Recovering & Renewal Board in December 2022.</p> <p>In summary, 11 actions are progressing as planned and 7 are complete. Four PI's are currently not on track for achieving their targets. These will continue to be monitored and reported at year-end.</p>	Adam Armour - Florence

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	 <p style="text-align: center;">Likelihood Impact</p>	 <p style="text-align: center;">Likelihood Impact</p>	05-Oct-2022	<p>The Council's carbon footprint for 2021/22 is 24,022 tonnes of CO2e against a target of 22,803. This means we have increased our carbon emissions by 1.2% rather than reduced them by 3.5% over the previous financial year. Challenges related to the following:</p> <p>New Carbon Reduction Targets - Stricter carbon reduction targets set by the Climate</p>	Adam Armour - Florence

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
	Scottish Government in light of the Climate Emergency.				<p>Change Strategy mean that annual reductions will be more challenging to achieve net zero by 2045. However, it should be expected that there will be fluctuations on our carbon reduction journey towards 2045.</p> <p>COVID 19 Pandemic - The pandemic had an unprecedented impact on our Council operations and residents. More staff work remotely and as a result we have had to add carbon emissions from homeworking to the Council's overall carbon footprint. Emissions relating to energy, waste and travel have also increased because, like the whole world, West Dunbartonshire is 'bouncing back' from the pandemic.</p> <p>Waste Streams – Waste and recycling make up almost 52% of the Council's carbon footprint. Waste levels, particularly from residents, have been increasing since 2012/13, with the highest recorded emissions occurring in 2021/22. Since waste is the largest proportion of Council emissions, improvements to emissions from other sources do not have as much of an impact on our carbon footprint.</p> <p>Heating – Heating makes up about 20% of the Council's carbon footprint. Whilst carbon emissions for heating have decreased slightly, the benefits of our energy efficiency interventions have been impacted by ventilation requirements in schools as a result of the pandemic. Heating will work harder and go on for longer as a result of windows and doors having to be open across all of our schools.</p>	

Ob Our neighbourhoods are sustainable and attractive

Action	Status	Progress	Due Date	Note	Owner
Provide further legal and planning support to the delivery of the new affordable housing programme		<div style="width: 50%;"><div style="background-color: #4F81BD; height: 15px; width: 100%;"></div></div> 50%	31-Mar-2023	Ongoing support has been provided for the More Homes programme.	Alan Douglas
Promote the next phase of Queens Quay Housing		<div style="width: 75%;"><div style="background-color: #4F81BD; height: 15px; width: 100%;"></div></div> 75%	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

P Our Economy

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

Action	Status	Progress	Due Date	Note	Owner
Deliver key regeneration sites across West Dunbartonshire		<div style="width: 66%;"><div style="background-color: #4F81BD; height: 15px; width: 100%;"></div></div> 66%	31-Mar-2023	<ul style="list-style-type: none"> Exxon site - Council (in August 2022) and Glasgow City Region (in November 2022) agreed to defer the 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 in early 2023. 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		<div style="width: 75%;"><div style="background-color: #4F81BD; height: 15px; width: 100%;"></div></div> 75%	31-Mar-2023	<ul style="list-style-type: none"> A funding application was 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 May 2023. A feasibility study for redevelopment is also underway. 	Gillian McNamara; Magda Swider
Support Town Centre Recovery		<div style="width: 66%;"><div style="background-color: #4F81BD; height: 15px; width: 100%;"></div></div> 66%	31-Mar-2023	<p>Multi-year projects include:</p> <ul style="list-style-type: none"> 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 	Gillian McNamara; Magda Swider

				<ul style="list-style-type: none"> agreed first stage improvement plan for the Artizan Centre, with works soon underway. 	
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 is currently being developed for implementation from 1 April 2023.	Gillian McNamara; Gillian Scholes
Ensure regeneration sites are progressed to enable high quality development to be achieved on the ground			31-Mar-2023	<p>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.</p> <ul style="list-style-type: none"> The Queens Quay – Clydebank Health and Care Centre has opened and 146 flatted dwellings complete and occupied. Clydebank town centre – detailed pre-application discussions held with developer of Playdrome site, with planning application submission expected soon. Carless – pre-application discussions continue re submission of Malin Group PPP application. Remediation works ongoing. Exxon – remediation work ongoing. Bid submitted for Vacant and Derelict Land Improvement Programme funding for green infrastructure elements of development. Dumbarton town centre – working closely with consultants on proposals for Artizan Centre. Glencairn House planning application has been submitted. Alexandria town centre – Prior approval for demolition works has been issued and Lidl application has been submitted. 	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 to ensure they comply with approved consent is ongoing 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.	<p>Likelihood</p> <p>Impact</p>	<p>Likelihood</p> <p>Impact</p>	15-Dec-2022	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 the return on investment and the business case for the District Heating Network.	<p>Likelihood</p> <p>Impact</p>	<p>Likelihood</p> <p>Impact</p>	15-Dec-2022	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
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.	Likelihood: High, Impact: High	Likelihood: Medium, Impact: Medium	15-Dec-2022	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	Progress based on interim monitoring. The following are of note: <ul style="list-style-type: none"> Employee absence rates remain significantly lower than Council average. Be-the-best conversations conducted regularly with information linking to improved employee engagement, recognition, personal and professional development 	Management Team
Develop and implement employee life cycle plans in line with the People First Strategy to attract and retain the workforce.			31-Mar-2023	Progress based on interim monitoring. The following are of note: <ul style="list-style-type: none"> Senior Democratic services Officer recruited early to allow for handover and e.g. Early attendance at Council meeting. Officers in acting up positions have been successful in achieving promotion within the service. Full participation and leadership of Project Boards ensure that our employees' skills are shared and they in turn benefit from the skills and experience of others. Internal growth opportunities reflected in Planning and Building Standards and Trading Standards whereby Apprentices and Trainees have progressed to management positions. 	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			31-Mar-2023	Progress based on interim monitoring. The following are of note: <ul style="list-style-type: none"> Fit For Future Review being implemented in Planning & Building Standards. Involvement in Local and National development of Digital and Spatial Planning. 	Management Team
Develop and implement training plans and development opportunities to improve capabilities and resilience within the workforce.			31-Mar-2023	Progress based on interim monitoring. The following are of note: <ul style="list-style-type: none"> The service demonstrates well-developed leadership skills linked to succession planning and Service Delivery Needs. Collaborative and improved working practices. Participation in the 4D Quantum Programme. 	Management Team

Action	Status	Progress	Due Date	Note	Owner



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

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		<div style="width: 50%;"><div style="background-color: #4f81bd; height: 10px;"></div>50%</div>	31-Mar-2023	Support continues to be provided to the Energy LLP. Standard form Heat agreements provided for domestic properties and discussions ongoing on Commercial agreements.	Alan Douglas
Provide legal advice, guidance and support on the emerging National Care Service		<div style="width: 50%;"><div style="background-color: #4f81bd; height: 10px;"></div>50%</div>	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.	Alan Douglas
Complete business case and seek Council capital funding for IDOX Electronic Document Management System for Planning & Business Standards		<div style="width: 50%;"><div style="background-color: #4f81bd; height: 10px;"></div>50%</div>	31-Mar-2023	Meeting with ICT in January 2023 to review business case, identify project group and seek comments before proceeding to prepare growth bid.	Pamela Clifford
Implement Fit for Future improvement plan for Building Standards		<div style="width: 75%;"><div style="background-color: #4f81bd; height: 10px;"></div>75%</div>	31-Mar-2023	The focus on improving customer service has been successful. Good progress has been made with ICT actions, with implementation of automatic downloads and the implementation of Enterprise to follow in 2023. Work will continue on the outstanding actions of the Improvement Plan. In late 2022 the Scottish Government granted the verification role to Building Standards for another 6 years.	Pamela Clifford
Designate and train service data ambassadors for the Corporate Data Information Management system (MAGIC) and evaluate its use		<div style="width: 75%;"><div style="background-color: #4f81bd; height: 10px;"></div>75%</div>	31-Mar-2023	Training provided to Legal, Asset Management, Greenspace, Roads, Waste Services, Communications and Consultancy Services. Training of other services will continue.	Pamela Clifford
Complete the Rediscovering the Antonine Wall Project and start preparation for Phase 2: Re-imagining the Antoine Wall		<div style="width: 75%;"><div style="background-color: #4f81bd; height: 10px;"></div>75%</div>	31-Mar-2023	Progress continues on delivering the remaining elements of the project and all are on target for completion by 31 March 2023. The partners are committed to the development of the Reimagining project, with internal WDC and all partner workshops scheduled for January 2023 to shape the new Antonine Wall Management Plan and project ideas.	Pamela Clifford
Implement the provisions of National Planning Framework 4 for West Dunbartonshire's planning policies and priorities, adopt LDP 2 and commence work on LDP3		<div style="width: 75%;"><div style="background-color: #4f81bd; height: 10px;"></div>75%</div>	31-Mar-2023	The Scottish Parliament have agreed NPF4 and the Scottish Ministers will adopt and publish NPF4 on 13 th February 2023 meaning that it will be a significant material consideration in the determination of planning applications. No final decision has been taken on adopting LDP2. Preliminary background work has commenced on LDP3 but the relevant Regulations and Guidance have still to be published by the Scottish Government.	Pamela Clifford

Action	Status	Progress	Due Date	Note	Owner
Complete the co-ordination of the refurbishment of civic areas of Clydebank Town Hall		<div style="border: 1px solid black; width: 80px; height: 20px; background-color: #4f81bd; color: white; display: flex; align-items: center; justify-content: center;">66%</div>	31-Mar-2023	The wood panelling in the Chamber and Members' Corridor has been completed. Awaiting estimated costs and timescales for remaining works.	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.	Likelihood Impact	Likelihood Impact	14-Dec-2022	While approval was granted at the Council budget meeting on 9/3/2022 for the recruitment of an additional two EHO posts, both posts were recommended and accepted as a political savings option at Council 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	Relates to registration, licensing, planning and building control which have been impacted as a result of the COVID-19 pandemic.	Likelihood Impact	Likelihood Impact	14-Dec-2022	Income reduction as a result of the economic impact of COVID remains an issue.	Alan Douglas
Failure to adequately respond to an emergency situation such as a multiple fatality workplace accident, outbreak of food borne communicable disease, a major public health incident or pandemic	There is a national shortage of qualified staff in Environmental Health, across Scotland. This impacts on West Dunbartonshire Council. Vacancy levels at WDC might impact on our ability to respond to emergencies.	Likelihood Impact	Likelihood Impact	14-Dec-2022	While interim management arrangements are still in place for the Environmental Health (EH) Manager's post, the two EH Officer posts agreed at the Council budget meeting on 9/3/2022 are not to be taken forward based on the Council decision on savings options on 21 December 2022. Any impact will be monitored.	John Stevenson
Inability to recruit successfully to enable performance to be maintained	There is a current issue with recruitment of qualified staff in various parts of the service.	Likelihood Impact	Likelihood Impact	14-Dec-2022	The two EH Officer posts agreed at the Council budget meeting on 9/3/2022 are not to be taken forward based on the Council decision on savings options on 21 December 2022. Any impact will be monitored.	Pamela Clifford; John Stevenson

	Our residents are engaged and empowered
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Action	Status	Progress	Due Date	Note	Owner
Plan and conduct the Scottish Local Government Elections in May 2022		<div style="background-color: #4f81bd; color: white; padding: 2px; display: inline-block;">100%</div>	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		<div style="background-color: #4f81bd; color: white; padding: 2px; display: inline-block;">100%</div>	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		<div style="background-color: #4f81bd; color: white; padding: 2px; display: inline-block;">100%</div>	31-Dec-2022	All nomination processes have been completed; no elections were required.	George Hawthorn

Action Status	
	In progress and on track
	Completed

Risk Status	
	Alert
	Warning
	OK