




Appendix 1: Regulatory & Regeneration Delivery Plan 2024/25 - Mid-year Progress

P 1. Our communities

Ob Our residents' health and wellbeing remains a priority

Action	Status	Progress	Due Date	Note	Owner
Scope out the next phase of the Shaping Places for Wellbeing Programme and how the health and wellbeing and reduction of inequalities outcomes can be taken forward		<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e0e0e0; position: relative;"><div style="position: absolute; left: 0; top: 0; bottom: 0; background-color: #4f81bd; width: 15%;"></div></div> 15%	31-Mar-2025	Progress on this action has been impacted by vacancies within the service, including service manager. This post is now filled and discussions are taking place with the Places for Wellbeing Partnership lead to take forward this action.	Michael Mulgrew
Undertake proactive weights and measures work in a variety of retail premises, with a specific focus on everyday food and necessities such as heating fuel and petroleum		<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e0e0e0; position: relative;"><div style="position: absolute; left: 0; top: 0; bottom: 0; background-color: #4f81bd; width: 33%;"></div></div> 33%	31-Mar-2025	Progressing as planned. This work continues, with officers routinely undertaking weights and measures checks in a variety of different premises. UK wide research suggests that local authorities across the UK all reported a rise in 'short weight' transactions for the year 2023/24 which confirms that this work is still of value.	Annemarie Clelland
Identify premises which sell vapes to underage children and conduct integrity testing where required		<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e0e0e0; position: relative;"><div style="position: absolute; left: 0; top: 0; bottom: 0; background-color: #4f81bd; width: 33%;"></div></div> 33%	31-Mar-2025	Premises that continue to sell vapes to children have been identified, with one moving out of the area following disrupt techniques including a Tobacco Banning Order, granted in May 2024, repeated visits by Trading Standards Officers to the premises and some joint working with other agencies. However, we continue to have problems recruiting volunteers of the correct age, hence the delay at mid-year. This may also impact the completion of this action at year-end. In addition, Trading Standards staffing levels continues to be an issue with this work.	Annemarie Clelland

P 2. Our Environment

Ob Our resources are used in an environmentally sustainable way

Action	Status	Progress	Due Date	Note	Owner
Co-ordinate, monitor and report the progress of the Council's Climate Change Action Plan for 2024/25			31-Mar-2025	Progressing as planned. A detailed delivery plan for 2024/25 has now been added to our performance management system, setting out actions and milestones. Delivery of this plan is monitored on an ongoing basis and formally on a quarterly basis by the Climate Change Action Group.	Rachel Moir
Develop a Local Heat and Energy Efficiency Strategy and Delivery Plan			31-Mar-2025	Progressing as planned. Public consultation on the draft strategy closed in June 2024. The strategy, with outline delivery plan, was published at the end of September 2024. Work is ongoing to develop a detailed delivery plan, with publication due March 2025.	Rachel Moir

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.	<p>Likelihood</p> <p>Impact</p>	<p>Likelihood</p> <p>Impact</p>	26-Sep-2024	The risk of non-delivery of carbon emissions targets remains moderate. Progress is being made through the delivery of the Climate Change Action Plan, however, pace of delivery has been, and will continue to be, impeded due to a lack of internal resource and additional funding to deliver.	Gillian McNamara

Ob Our neighbourhoods are sustainable and attractive






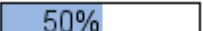




Action	Status	Progress	Due Date	Note	Owner
Promote the next phase of Queens Quay Housing		<div style="width: 50%;"><div style="background-color: #4f81bd; height: 10px; width: 50%;"></div></div> 50%	31-Mar-2025	Under the terms of the Joint Venture agreement, the owner and agent of Queens Quay are responsible for the commercial discussions on future housing development. The Council meets with the owner and agent regularly to review progress. There is some frustration, and also some valid reasons, for lack of progress but options to accelerate progress are being considered.	Alan Douglas; Gillian McNamara


P 3. Our Economy

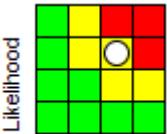
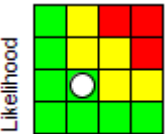


Ob Our area has the infrastructure for sustainable and inclusive growth where businesses can flourish

Performance Indicator	Q1 2024/25					Q2 2024/25					Owner	
	Status	Value	Target	Short Trend	Long Trend	Status	Value	Target	Short Trend	Long Trend		Note
Number of businesses given advice and assistance to start up through Business Gateway		47	45				56	45			Q1 and Q2 targets exceeded and on track to meet year-end target.	Gillian Scholes

Action	Status	Progress	Due Date	Note	Owner
Implement, monitor and report the progress of the 2024/25 Economic Development Action Plan		<div style="width: 50%;"><div style="background-color: #4f81bd; height: 10px; width: 50%;"></div></div> 50%	31-Mar-2025	Progressing as planned. The Action Plan, which relates to the Economic Development Strategy 2022-27 and provides the annual direction for the Regeneration and Business Support teams, is progressing as planned.	Gillian McNamara


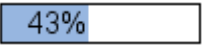



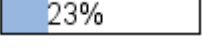


Action	Status	Progress	Due Date	Note	Owner
Deliver key regeneration sites across West Dunbartonshire			31-Mar-2025	Progressing as planned. Key regeneration sites across the Council area include the three town centres, and the strategic sites of Queens Quay, Exxon and the Carless site. Milestones relating to the Scottish Marine Technology Park, Exxon Infrastructure Project and our three town centres are progressing as planned and due for completion in the second half of the year.	Gillian McNamara
Ensure regeneration sites are progressed to enable high quality development to be achieved on the ground			31-Mar-2025	Progressing as planned. Remains a key service priority. Recruitment under way to vacant Placemaking Co-Ordinator and Development Planning Team Leader posts. Recruitment to also take place to fill vacant Lead Planner Post to support delivery of development.	Michael Mulgrew
Monitor the development of the key regeneration sites to ensure they comply with the approved consent			31-Mar-2025	Progressing as planned. Recruitment of vacancies within the planning teams is underway which will support the delivery of the key sites and a monitoring regime to be undertaken.	Michael Mulgrew
Explore commercial opportunities in our town centres and wider regeneration sites			31-Mar-2025	Completed. Artizan masterplan planning application was submitted in July. The Long Term Plan and the accompanying 3 Year Investment Plan have been mostly completed and reviewed by the Town Board. Some final edits remain before the plans are submitted to the UK Government in October/November.	Magda Swider
Develop and implement business support interventions through the UK Shared Prosperity Fund			31-Mar-2025	Progressing as planned. UK Shared Prosperity Fund interventions have been developed and widely promoted through the Council website, social media, partner organisations and directly to eligible businesses. The Business Support team are continuing to promote the grant support and appraise applications.	Gillian Scholes

Action	Status	Progress	Due Date	Note	Owner
Support town centre revitalisation		<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #add8e6; position: relative;"> 25% </div>	31-Mar-2025	Progressing as planned with projects on track.	Magda Swider







Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
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.			20-Sep-2024	Risk remains unchanged. Focus continues on landowner agreeing a housing proposal with the developer. Delivery embedded into planning workstreams to promote development at site.	Gillian McNamara; Michael Mulgrew
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.			20-Sep-2024	Risk remains unchanged. Individual projects continue to progress, reducing the likelihood of undesirable outcomes. Embedded into planning workstreams to ensure sufficient resource to support delivery of projects within required timescales.	Michael McDougall; Gillian McNamara; Michael Mulgrew




P 4. Our Council


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


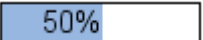

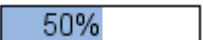

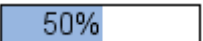
Action	Status	Progress	Due Date	Note	Owner
Workforce Planning: Develop and implement wellbeing, employee engagement, equality, and learning and development plans to enable capabilities, improve resilience and promote a diverse workforce			31-Mar-2025	Progressing as planned across services.	Alan Douglas
Workforce Planning: Develop and implement employee life cycle plans in line with the People First Strategy to attract and retain the workforce			31-Mar-2025	Progressing as planned across services.	Alan Douglas
Workforce Planning: 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-2025	Progressing as planned across services.	Alan Douglas
Workforce Planning: Develop and implement learning and development plans and development opportunities to improve capabilities and resilience within the workforce			31-Mar-2025	Progressing as planned across services.	Alan Douglas


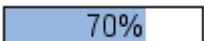



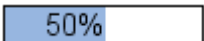



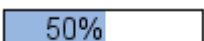
Ob Our Council is adaptable and focused on delivering best value for our residents



Performance Indicator	Q1 2024/25					Q2 2024/25					Owner	
	Status	Value	Target	Short Trend	Long Trend	Status	Value	Target	Short Trend	Long Trend		Note
Percentage of contract award notices published within 30 calendar days from award letter being sent		57.1%	100%					100%			In Q1, four of seven contract award notices were published within the target time period, with the remaining three missing the deadline due to factors out with the Council's control. These included delays in returning contract documentation to the Council and an extended standstill period (i.e. time for suppliers to request further feedback or any concerns around the evaluation process). Q2 data available mid-November.	Laura Adams; Angus Cameron
Percentage of building warrant applications responded to within 20 working days		97%	95%					95%			Q1 target met. Agency staff helped maintain good performance in Q1, although expecting a dip in Q2 due to staff absences. Q2 data available early November. Service currently relies on agency support due to hard to fill vacancies.	Judi Ferguson

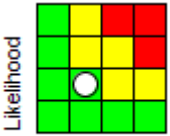
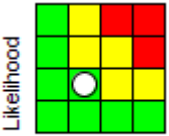
Performance Indicator	H1 2024/25					Owner	
	Status	Value	Target	Short Trend	Long Trend		Note
Cash savings achieved from procurement activity		£1,253,645	£400,000 (year-end target)			Target exceeded. Cash savings from procurement activity in the first half of 2024/25 exceeded the annual target due to a large contract being put in place for the Provision of Multi-Function Devices and results from other tender activities.	Laura Adams; Angus Cameron
Planning applications (major developments) - average number of weeks to decision			16			Data for the first half of the year available November.	Michael Mulgrew
Planning applications (householder) - average number of weeks to decision			8			Data for the first half of the year available November.	Michael Mulgrew
Planning applications (local development, excluding householder) - average number of weeks to decision			12			Data for the first half of the year available November.	Michael Mulgrew

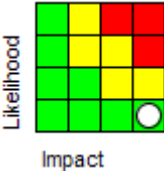
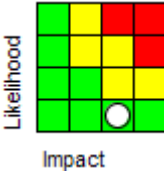
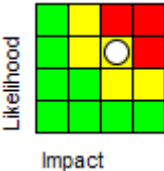
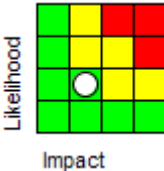
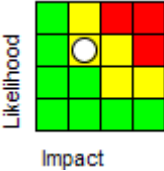
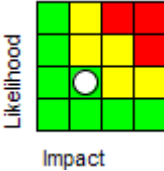
Action	Status	Progress	Due Date	Note	Owner
Monitor and review the impact of budget savings		<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #4F81BD; color: white; display: flex; align-items: center; justify-content: center;">50%</div>	31-Mar-2025	Progressing as planned. The impact of budget savings on services continues to be monitored on an on-going basis.	Alan Douglas

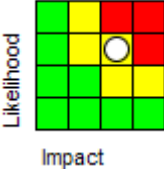
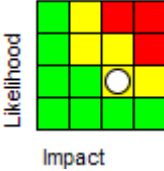
Action	Status	Progress	Due Date	Note	Owner
Provide legal services to the Council and West Dunbartonshire Energy Limited Liability Partnership (LLP) in relation to heat supply agreements and network supply contracts			31-Mar-2025	Progressing as planned. Legal services are providing advice to the Council and West Dunbartonshire LLP in relation to connecting a new client to the network.	Michael McDougall
Continue to provide high quality and timely legal support across all Council services			31-Mar-2025	Progressing as planned. Support has been provided to all Council services as well as the Health & Social Care Partnership and the Leisure Trust in relation to a number of matters that contribute towards the Council's strategic priorities as well as protecting the Council's interests in a range of matters. For example: <ul style="list-style-type: none"> • facilitating the progress of the regeneration project at ExxonMobil site in Bowling • completing the sale of the Playdrome site in Clydebank and • advising on a complex and novel agreement with Glasgow City Council in relation to co-operation towards net zero. 	Michael McDougall
Continue to develop the 20-minute mapping tool for use at both local and regional levels			31-Mar-2025	Progressing as planned. Previously vacant Geographic Information System Officer post has now been filled and recruitment underway to vacant Placemaking Co-Ordinator and Development Planning posts. Once posts are filled, the three posts will work together to continue the development of this tool.	Michael Mulgrew

Action	Status	Progress	Due Date	Note	Owner
Develop the Connecting the Antonine Wall project – Phase 2			31-Mar-2025	Progressing as planned. Various workstreams completed including a community map and storytelling case study project. Funding application being prepared to the National Heritage Lottery Fund to support programmes to engage, empower and build capacity with communities, improve wellbeing and improve access to the wall. Phase 2 has been renamed from Reimagining the Antonine Wall to better reflect the project that is now being developed.	Michael Mulgrew
Prepare a robust evidence report for submission for Gatecheck to Scottish Government Planning and Environmental Appeals Division			31-Mar-2025	Progressing as planned. This action is currently on track and public consultation was completed at the end of September.	Michael Mulgrew
Promote and support communities in the preparation of Local Place Plans			31-Mar-2025	Progressing as planned. Funding is in place and available to communities and a Local Place Plan "Easy Read" guide has been produced in partnership with Planning Aid Scotland. Level of financial support is under review to encourage further uptake (from within existing resources).	Michael Mulgrew
Develop a plan to ensure compliance with the Building Standards Service is implemented			31-Mar-2025	Progressing as planned. Work program is under way and tied to a national review of Building Standards Operating and Performance Frameworks.	Michael Mulgrew
Provide procurement advice, guidance and support on non-complex procurement for low contractual risk projects			31-Mar-2025	Progressing as planned with support provided to service areas as and when required.	Laura Adams; Angus Cameron













Action	Status	Progress	Due Date	Note	Owner
Continue to implement the key deliverables from the Procurement Improvement Plan			31-Mar-2025	Progressing as planned. New guidance for services has been produced and agreed in relation to direct awards over £50,000. Further milestones are on track for completion in the second half of the year including improvements to on-line guidance and forms and a review of opportunities as part of the contract strategy / tender in relation to the growth of suppliers through the electronic e-invoicing platform.	Laura Adams; Angus Cameron



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	18-Sep-2024	The risk assessment remains unchanged and low due to mitigating actions. Licensing Standards Officers continue to engage in a pro-active programme of inspections. Reactive work is driven by complaints and applications received. They also engage with the Society of Local Authority Lawyers, Licensing Forum and other bodies to assist with horizon scanning to identify emerging issues. Within Trading Standards, low staffing numbers and competing priorities continue to put pressure on the service. However, workloads are prioritised to ensure this is minimised. Our high-risk routine inspections continue, as does our reactive work into complaints and intelligence received but other areas of proactive work prove difficult to complete.	Annemarie Clelland; Michael McDougall; John Stevenson




Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
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 the Council might impact our ability to respond to emergencies.			18-Sep-2024	The risk remains unchanged. Interim management arrangements remain in place for the Environmental Health Manager's post. We will reassess once the new structure is implemented following budget savings proposal.	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.			18-Sep-2024	A skills shortage still remains across Environmental Health, Building Standards, and Planning. Embedded into service workstreams to review vacancies and hard to fill posts.	Michael Mulgrew; John Stevenson
Failure to secure best value of procurement spend and ensure compliance with financial regulations	Improved procurement management process, contract strategies, planning, monitoring and reporting in collaboration with services will continue to mitigate against non-compliant procurement spend.			19-Sep-2024	There are a number of actions and strategies in place to deliver best value in procurement. However, transferring low complexity procurement to service areas when utilising a framework agreement could increase the risk. The risk assessment therefore remains high. Between now and year-end, further training and guidance for services will mitigate this risk further.	Laura Adams; Angus Cameron









Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
Failure to continue to achieve increased savings from procurement activity	As second or third generation revenue contracts seldom deliver the same cost savings as first generation, the contract strategies need to focus on governance, operating models, total cost of ownership, service quality and innovation			19-Sep-2024	Reduction in staff due to Council measures to address the budget gap and global supply chain issues that impact directly on price means that risks to savings will increase.	Laura Adams; Angus Cameron



Ob Our residents are engaged and empowered

Performance Indicator	Q1 2024/25					Q2 2024/25					Note	Owner
	Status	Value	Target	Short Trend	Long Trend	Status	Value	Target	Short Trend	Long Trend		
Percentage of Council and Committee minutes produced within 3 clear working days of the meeting		100%	98%				80%	98%			While the Q1 target was met, minutes for two out of ten meetings in Q2 were not produced within 3 working days due to annual leave during the summer period.	Carol-Ann Burns
Percentage of committee agendas published within standing order timescales		100%	99%				100%	99%			Both Q1 and Q2 targets met with all committee agendas published within standing order timescales.	Carol-Ann Burns

Action	Status	Progress	Due Date	Note	Owner
Implement the various requirements of the Elections Act 2022 in time for the UK parliamentary Elections in 2024		<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>	31-Mar-2025	Completed. All requirements of the Elections Act 2022 were completed in time for the election.	George Hawthorn
Organise and implement the UK General Election for the new West Dunbartonshire Constituency		<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>	31-Mar-2025	Completed. Election organised and implemented successfully.	George Hawthorn

Action Status	
	Delayed
	In Progress and on track
	Completed

PI Status		Long Term Trends		Short Term Trends	
	Target significantly missed		Improving		Improving
	Target met or exceeded		No change		No change
			Declining		Declining

Risk Status	
	Warning
	OK