

**WEST DUNBARTONSHIRE COUNCIL****Report by Strategic Lead - Regulatory****Committee: Corporate Services Committee 11 November 2020**

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**Subject: 2019/20 Regulatory Delivery Plan Year-end Progress & 2020/21 Delivery Plan****1 Purpose**

- 1.1** This report provides members with the final position against the 2019/20 Delivery Plan and presents the 2020/21 Delivery Plan.

**2 Recommendations**

- 2.1** It is recommended that Committee notes both the year-end position for 2019/20 and the plan for 2020/21.

**3 Background**

- 3.1** Each Strategic Lead develops an annual Delivery Plan. This sets out actions to help meet the Council's priorities and address the key service challenges identified through the planning process. The plan outlines performance indicators to measure progress, provides an overview of services and resources, including employees and budgets, and considers the relevant risks.
- 3.2** Delivery Plans are traditionally shared through relevant service committees in the spring (May/June) with a mid-year progress report presented in winter (November). However, as a result of the COVID-19 pandemic, work to finalise Delivery Plans for reporting in spring was paused. This reflected the need to focus on the immediate resilience response for our communities. It also gave Strategic Leads the time to analyse the COVID-19 impact and the likely recovery position for the remainder of the 2020/21 year and factor this in to drafted delivery plans.

**4 Main Issues**2019/20 Year-end Performance

- 4.1** The 2019/20 Delivery plan was presented to Corporate Services Committee on 22 May 2019, and mid-year progress on 13 November 2019.
- 4.2** Full details of year-end progress are set out at Appendix 1. Of the 17 actions due to be completed by 31 March 2020, 12 (71%) were completed as planned with 5 (29%) outstanding. These are:
- 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 forward the Affordable Housing Programme - 80% completed. Contractual discussions were hindered at year end due to coronavirus. This was carried forward to 2020/21.

- 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 - 90% completed. This was carried forward to 2020/21 with a report on the establishment of ESCo submitted to Council in June 2020.
- Implement the new geographic information system (GIS) - 83% completed. The new GIS system went live in March 2020. 5 of the 6 milestones were completed. The final milestone relating to the launch of the new system was delayed due to restrictions on gatherings imposed as a result of the coronavirus. Ongoing development and training will be rolled out in 2020/21.
- Implement the Registration Marketing Plan - 90% completed. The production of a promotional video was initially delayed until better weather, then latterly due to the coronavirus. The video will now be produced in 2020/21.
- Ensure implementation of Improvement Action Plans arising from the self-evaluation process - 96% completed. All self-evaluation Improvement Plans were reviewed regularly throughout the year. All actions have been implemented with the exception of one action for Legal Services relating to an annual whole team meeting. The preparation for this has been completed and the meeting will be rescheduled once the coronavirus restrictions have been lifted.

**4.3** Of the 18 performance indicators where year end data is available, 13 (72%) achieved their year end targets, 2 (11%) just missed their targets, and 3 (17%) were significantly adrift of their targets.

**4.4** Of the latter category, all three relate to planning applications covering householder, local development, and commercial. A high volume of applications combined with staffing issues, including a vacant Lead Planning Officer post and a Lead Planning Officer on maternity leave, contributed to the following performance:

- Planning applications (householder): The average number of weeks to a decision was 12.7 against a target of 7.
- Planning applications (local development, excluding householder): The average number of weeks to a decision was 16 against a target of 12.
- Average time taken to deliver a commercial planning application decision: The average number of weeks to a decision was 13.5 weeks against a target of 8.5.

**4.5** With the Lead Planning Officer post filled in January 2020, improved performance is anticipated going forward. However, with a planning officer

vacancy since February 2020, this is likely to have some impact on performance in relation to householder and local applications.

Complaints: 2019/20 Year-end and 2020/21 Mid-year

- 4.6** A key focus in the development of delivery plans is ensuring that feedback from stakeholders informs learning and improvement. One of the key sources of robust feedback is complaints data.
- 4.7** Between 1 April 2019 and 31 March 2020, Regulatory received a total of 33 complaints, comprising 26 Stage 1 and 7 Stage 2 complaints. During the same period, 30 complaints were closed, 23 at Stage 1 and 7 at Stage 2.
- 4.8** Of the 23 complaints closed at Stage 1, 18 (78%) 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 this stage. Of the 7 complaints closed at Stage 2, 3 (43%) met the 20 working days target, with an average of 23 days to resolve all Stage 2 complaints.
- 4.9** 4 of the complaints closed at Stage 1 were upheld and 1 at Stage 2. These are shown in tables 1 and 2 below by service area and by complaint category respectively.
- 4.10** In the first half of this year (1 April to 30 September), Regulatory received a total of 5 complaints, all at Stage 1. During the same period, 3 complaints were closed, all at Stage 1.
- 4.11** Of the 3 complaints closed at Stage 1, 2 (67%) met the 5 working days target set for resolving Stage 1 complaints, with an average of 5 working days to resolve all complaints closed at this stage.
- 4.12** One of the complaints closed at Stage 1 was upheld. This is shown in Tables 1 and 2 below by service area and by complaint category respectively.

Table 1: Upheld complaints by service area

Service Area	1 April 2019 - 31 March 2020		1 April 2020 - 30 Sept 2020
	Upheld Stage 1	Upheld Stage 2	Upheld Stage 1
Regulatory Services - Pest Control	1	0	1
Planning & Building Standards	2	1	0
Forward Planning	1	0	0
<b>Total</b>	<b>4</b>	<b>1</b>	<b>1</b>

Table 2: Upheld complaints by complaint category

Complaint Category	1 April 2019 - 31 March 2020		1 April 2020 - 30 Sept 2020
	Upheld Stage 1	Upheld Stage 2	Upheld Stage 1
Citizen expectation not met - quality of service	1	0	1
Citizen expectation not met – timescales	2	1	0
Employee behaviour	1	0	0
<b>Total</b>	<b>4</b>	<b>1</b>	<b>1</b>

- 4.13** Each service area also developed a suite of quality standards which set out the level of service that users and stakeholders can expect to receive, and remind both the organisation and employees of the challenges and obligations they face in delivering best value services. Performance against these standards is set out at Appendix 2.

#### Delivery Plan 2020/21

- 4.14** The Regulatory Delivery Plan for 2020/21 is attached to this report as Appendix 3 and includes a detailed action plan for delivery as well as a workforce plan. The Plan reflects the immediate and longer term impact that COVID-19 will have on service delivery.
- 4.15** The delivery plan 2020/21 reflects those actions and priority areas which will be delivered over the remainder of the year. Key areas include: delivering sustainable, quality services within the context of significant financial challenges; delivering key regeneration sites; progressing the corporate geographical information system; implementing the provisions of the Planning Act 2019; completing the Local Development Plan examination stage; implementing the improvement plan arising from the Council's re-appointment as building standards verifier; providing legal and planning input to the new affordable housing programme; establishing an energy supply company for the District Heating System; responding to food law regulation and developments in Public Health Scotland; reviewing the implications of BREXIT, particularly in relation to Environmental Health and Trading Standards; reviewing the taxi licensing process; supporting the Clydebank Town Hall improvement programme; co-ordinating the planning of the 80<sup>th</sup> anniversary of Clydebank Blitz commemorations; and conducting an interim review of the polling scheme.
- 4.16** Progress against the action plan will be monitored monthly by the management team and scrutinised through quarterly performance updates to the Performance Monitoring & Review Group. Year-end performance will be reported to committee in spring 2021.

#### Workforce Planning

- 4.17** The Delivery Plan includes an annual workforce plan that sets out the key workforce issues which will or may arise over the year, together with actions to address them in order to fully support delivery of the plan.

**4.18** These workforce issues are anticipated to have implications in terms of organisational change, resource planning, resource profiling, skills mix, training and development and restructuring. The workforce plan sits within the appendices of the 2020/21 Delivery Plan.

## **5 People Implications**

**5.1** There are no direct people implications arising from this report.

## **6 Financial & Procurement Implications**

**6.1** There are no direct financial or procurement implications arising from this report.

## **7 Risk Analysis**

**7.1** Failure to deliver on the actions assigned to Regulatory may have a direct impact on the delivery of the Council's Strategic Plan. It is essential that remedial action is taken to ensure strategic delivery plans achieve the commitments detailed and approved.

## **8 Equalities Impact Assessment**

**8.1** Screening and impact assessments will be carried out on specific activities as required.

## **9 Consultation**

**9.1** The delivery plans were developed through consultation with officers from the strategic service areas.

## **10 Strategic Assessment**

**10.1** The delivery plans set out actions to support the successful delivery of the strategic priorities of the Council.

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**Date:** 14 October 2020

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**Appendix:** Appendix 1: Regulatory Delivery Plan 2019/20 - Year End Progress  
Appendix 2: Quality Standards - 2019/20 Performance  
Appendix 3: Regulatory Delivery Plan 2020/21

**Background Papers:** None

**Wards Affected:** All