

Appendix 3: Regulatory Delivery Plan 2020/21

2020-21 DELIVERY PLAN

REGULATORY



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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 progress will be reported to Corporate Services Committee at year end.

In addition to corporate committees, Regulatory also reports to the Licensing Committee, Planning Committee and Cultural Committee, as well as the Licensing Board.

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. It is also 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 as well as the Place and Design Panel.

Environmental Health Services sits within the Planning & Building Standards structure. It delivers a wide range of statutory functions to protect and improve the health and wellbeing of West Dunbartonshire's communities and works with public health partners to contribute to a whole systems approach to public health. It uses statutory regulation in food law, health and safety, environmental pollution (land, air and water), public health and housing regulation for public health protection and improvement. Alongside these statutory functions, Environmental Health delivers 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. The Leadership Support Team provides a vital support service to senior officers enabling them to concentrate on strategic matters.

2. Performance Review

The Regulatory management team completed a detailed performance review of 2019/20, looking at:

- current and previous performance;
- how our performance compares with other local authorities (known as benchmarking);
- feedback from service users; and
- self-evaluations and external validations.

The performance review highlighted our key achievements in 2019/20 as well as a number of performance challenges to be addressed in 2020/21.

Key Achievements

Listed below are some of the major achievements in each service area that were particularly challenging or unusual such that they cannot be reasonably regarded as typical of a normal year. All services achieve many other fantastic outcomes for the Council and its residents throughout the year which are not recorded here but are often as important.

Cross Service

- Strong collaborative working by Planning, Building Standards, Environmental Health and Legal Services on the area's key regeneration sites with infrastructure works complete. This has enabled work to commence on the health centre, energy centre and care home on Queens Quay along with enabling the building of 146 affordable homes on the site.
- Successfully transferred the Committee Management Information System (CMIS) onto a cloud based server, improving business continuity, increasing storage capacity, and automating software upgrades.
- Further digitisation across the service: implemented a new mapping system to take advantage of rapidly evolving Geographical Information Systems; introduced a mobile pest control service, the first authority to do so; implemented further digitisation of planning and building standards to provide a more customer focused and efficient service; and expanded social media presence in order to communicate key projects and raise the profile of the service.

Legal Services

- Legal Services (along with colleagues in Regeneration Services, and Planning) have successfully negotiated the terms of the legal agreements required to deliver

key regeneration and community infrastructure projects including the Queens Quay Roads and Marine Infrastructure, the Clydebank Health Centre and the soon to be commissioned Queens Quay District Heating Network which is Scotland's first large scale water source heat pump scheme. This sector leading development will generate over 60% less carbon than burning gas and 100% less local NOx. Importantly, it will pave the way for national and local initiatives aimed at alleviating Fuel Poverty.

- Legal Services have supported the Council's ambitious New Homes Project, which aims to provide new social rented homes within West Dunbartonshire by 2021 on a number of sites throughout the Council area through site acquisition and development of contractual frameworks. They have recently concluded the negotiation of a highly complex suite of interrelated contracts for the landmark Queens Quay Social Housing Project which will be the first housing built on this key regeneration site. They have also contributed to the supply of housing for sale, by the sale of the large scale housing sites to private [and third sector] developers.
- Construction contracts at Renton Primary school worth circa £15M.
- Provided legal support to Procurement/HSCP for social care contracts circa £10M for several hundred individuals in care.

Licensing

- Concluded taxi fare reviews which included successfully defending an appeal to the traffic commission with regard to the Clydebank Fare Review.
- Implemented new advertising requirements for temporary licence applications for funfairs, fireworks and live amplified music in June 2019. Following significant efforts by the team to raise awareness with the trade the team successfully completed the renewal process for personal licences.

Trading Standards

- Participated in Shut Out Scammers, a national initiative coordinated by Police Scotland and Trading Standards Scotland to educate and prevent residents falling victim to scams, doorstep crime and consumer fraud. Activities included information stalls in Clydebank and Dumbarton, social media, and the distribution of door stickers to deter cold callers. Further partnership work with Police Scotland included joint visits to all banks in West Dunbartonshire to promote to staff the banking protocol under which they are trained to report any suspicion of customers being scammed.
- In September, Trading Standards participated in the first SCOTSS Trading Standards Week which promotes the variety of functions of the profession and how the service works with businesses and consumers. Social media messages were

sent out over the week covering topics such as product safety, tobacco and weights and measures and an information stand was provided at the Golden Jubilee Hospital.

Planning & Building Standards

- Award winners at Scottish Awards in Quality in Planning 2019 for 16 Church Street Dumbarton and visit of the Minister of Housing, Planning and Local Government to hear about the work of the Place and Design Panel and visit the Queens Quay site. Hosted the 10th Anniversary of the Scottish Government Designing Places Student Competition on Queens Quay.
- Results in raising the quality of development proposals through the Place and Design Panel. 11 Panels held in 2019/20 reviewing 15 projects with better consideration of materials, landscape, inclusive design, connectivity and health and well being.
- A smooth and successful Examination process of the Local Development Plan with few requests for further information and no hearings.
- Reappointment of the Building Standards verification until April 2023.

Environmental Health

- Successfully implemented a single Food Law inspection in order to focus resources on the highest risk food businesses. Working in partnership with Food Standards Scotland and other local authorities.
- As part of the Deter Strand of Scotland's Serious Organised Crime Strategy, worked closely with Police Scotland on a number of local cases with potential links to human trafficking.
- Delivered a pilot study for improving noise insulation within areas most affected by noise from aircraft in conjunction with Housing Operations and Glasgow Airport.
- Celebrated Clean Air Day 2019 "Leave the car at home day" with a Bike versus Electric Car Challenge involving 30 volunteers from services across the council and gaining widespread media publicity both nationally and locally.

Democratic & Registration Services

- Successfully administered the snap UK Parliamentary General Election in December 2019 and unplanned European Election in May 2019.
- Developed a marketing strategy to promote the registration service with assistance from the Marketing Officer which will involve updating the website to include a

promotional video of the various wedding locations and ceremonies provided by Registrars in West Dunbartonshire and updating other promotional materials with new images.

Challenges

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

Recruitment and other challenges within Planning & Building Standards

Planning and Building Standards have been affected by the national shortage of experienced officers. There is only a small pool of experienced officers and with all Councils competing, it has been very difficult to recruit experienced building standards and planning officers. In particular there is a shortage of building standards surveyors on a national scale as there are no specific degree courses in Scotland.

There have also been significant issues brought about by a loss of capacity in administrative support combined with an increasing workload. As a result, the administrative support for Planning and Building Standards has been reorganised to facilitate delivery of performance targets with swifter registration of applications and issue of decisions.

These issues have resulted in a reduction in planning and building standards performance due to staffing vacancies and increased pressure on existing officers.

To address this, we have recruited inexperienced officers and we are providing 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. This year, one of the support officers has enrolled on the Building Surveying course at Glasgow Caledonian University to become a building standards surveyor.

Supply of Environmental Health and Trading Standards Officers

Environmental Health and Trading Standards Officer age profile and a lack of training places provided by Local Authorities have led to an identified crisis in supply of Environmental Health and Trading Standards Officers to meet future Local Authority requirements.

Resources

It has been a challenge to maintain performance in key areas when operating with reduced staff or higher priorities intervene. Planning, Building Standards, Contaminated Land Team and Legal Services have been extremely challenged by the volume and complexity of development being proposed in the area which often requires complex issues to be addressed at short notice and, particularly (but not

exclusively) in the case of Legal Services, a requirement to participate in extremely lengthy and complicated negotiations.

In addition, the volume of 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. To assist with demand in this area the team has been supplemented by an additional Contaminated Land Officer on a fixed contract for 3 years.

The additional workload involved in the administration of national elections cannot be underestimated but this challenge becomes even greater when such elections are unplanned and therefore have to be delivered in relatively short timescales. In 2019, the election team, which comprises mainly of staff from Legal and Democratic Services, had to deal with two unplanned elections while still ensuring that their ordinary workload was dealt with satisfactorily. An increase in the work required for Civic Events (signing ceremony for Letterkenny Friendship Agreement and Armed Forces Day event held in Church Street) put further strain on the team.

Services continue to monitor the resource implications of the continued emphasis on regeneration, local infrastructure and housing. Discussions are ongoing with client departments to ensure appropriate resources and funding is committed to ensure project delivery.

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.

Complaints

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.

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 Stage 1. 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 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:

Table 1:

Service Area	Upheld Stage 1	Upheld Stage 2
Regulatory Services - Pest Control	1	0
Planning & Building Standards	2	1
Forward Planning	1	0
Total	4	1

Table 2:

Complaint Category	Upheld Stage 1	Upheld Stage 2
Citizen expectation not met - quality of service	1	0
Citizen expectation not met – timescales	2	1
Employee behaviour	1	0
Total	4	1

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

Surveys of Service Users

Internal Service Users

Regulatory supports other Council services to deliver services to residents. A survey of these internal service users was carried out in January 2020, focusing on those who had used Regulatory services in the last twelve months.

The results for Legal and Democratic services are set out below. Each manager will review the more detailed results for their respective service and, where necessary, identify actions to address any issues that have emerged.

We will continue to seek feedback from our service users to help us continuously improve our services.

Service: Percentage of respondents who are satisfied or very satisfied with:	Legal 19 responses	Democratic	
		Officers 10 responses	Elected Members 4 responses
Subject knowledge	84%	93%	100%
Helpfulness	84%	93%	100%
Understanding of support requirements	91%	93%	100%
Response time for requests	77%	86%	100%
Respondents who found the on line data protection training useful	88%	N/A	N/A
Overall satisfaction rate	84%	91%	100%
Respondents who would recommend service to others	95%	90%	100%

Continuous Improvement

Self-Evaluation Programme

The Council has a three year self-evaluation programme using a checklist approach implemented through an online survey. In the first three year cycle, all Regulatory services completed a self evaluation. The improvement actions arising from these self-evaluations have almost all been fully implemented, with only one action remaining. Follow up surveys have been carried out to determine their impact.

Now that the first three year programme is complete, we are reviewing the process to inform the development self-evaluation going forward.

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 January 2020 and relates to the period 2018/19. The indicators for Regulatory are set out in the table at Appendix 5.

Association for Public Service Excellence (APSE)

Trading Standards and Environmental Health participate in an annual benchmarking exercise managed by APSE performance networks. This large, voluntary public sector benchmarking service covers England, Scotland, Wales and Northern Ireland and is used by over 200 local authorities.

The most recent comparative data was published in November 2019 and relates to 2018/19. The APSE publications (hyperlink when published) set out the details of the indicators for Trading Standards and Environmental Health.

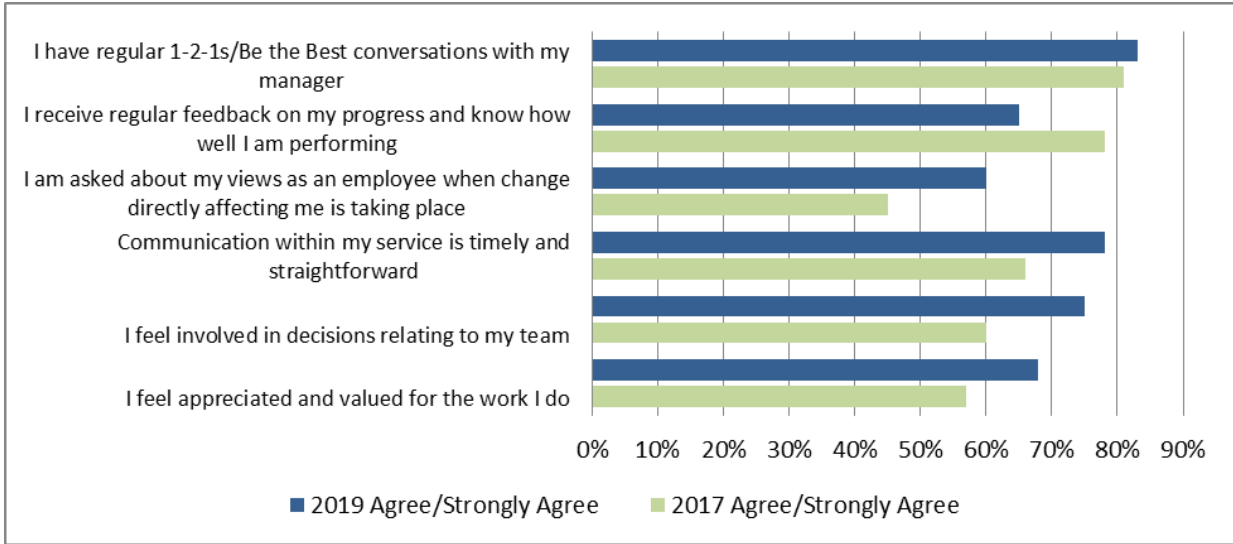
Employee Survey 2019

69% of Regulatory employees completed the Survey and the results were published in November 2019. Comprising nineteen questions covering My Role, My Service, and Communication & Consultation, the results highlighted the following positive feedback across Regulatory as a whole:

- 75% or more respondents reported satisfaction or high satisfaction with fourteen of the nineteen indicators;
- Four indicators recorded improvements of more than 10 percentage points (pp) including:
 - I feel involved in decisions relating to my team (up 15pp to 75%)
 - I am asked about my views as an employee when change directly affecting me is taking place (up 15pp to 60%)
 - Communication within my service is timely and straightforward (up 12pp to 78%)
 - I feel appreciated and valued for the work that I do (up 11pp to 68%)
- With the exception of one, all indicators were above the Council average, with seven recording at least 10pp above. One of those, I have regular 1-2-1/Be the Best conversations with my manager, was 25pp above Council average.

The results also highlighted areas for improvement. For example, while the SLA as a whole reported a slight increase in Be The Best conversations, within some service areas this was not as high as it should have been. Accordingly the importance of carrying out Be The Best discussions has been reiterated to service management and also the importance of ensuring there is sufficient formality around the discussions to ensure that all staff are aware and acknowledge that they are in fact Be The Best conversations.

Indicators recording significant improvement and areas of focus are set out below:



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 2020/21 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 Challenges

The entire public sector is facing significant financial challenges. When the 2020/21 budget was set in March 2020, the Council was predicting cumulative funding gaps in 2021/22 and 2022/23 of £6.051m and £13.067m respectively. Since last reported, the Council's likely financial projections have changed, with the projected level of available reserves held by the Council and the unknown longer term cost outcomes associated with COVID-19 both increasing the likely gaps. The long term finance strategy is due to be reported to Council in November 2020, together with a draft 3-year detailed budget position. This means that further action continues to be required 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 continues on our key regeneration sites - Queens Quay and Dumbarton Waterfront. On Queens Quay, the infrastructure work is nearing completion, the care home will soon be occupied and the energy centre should be operational by August 2020. Construction work has commenced on the health and care centre and affordable housing. Private housing development is coming forward for the remaining part of the site. Sections of Dumbarton waterfront are complete with a new Lidl and affordable housing and parts of Dumbarton waterfront path constructed. Exxon and Carless sites continue to be progressed with an outline application for Exxon expected in 2020/21 and plans for the remaining parts of the Carless site taken forward. These regeneration activities will continue to require very significant cross service input in 2020/21.

Corporate Geographical Information System (GIS)

The new mapping system implemented takes advantage of rapidly evolving GIS technology to give better service delivery. Fundamental to the new system is ease of data sharing and that it integrates with other systems and supports mobile/ flexible working. Discussions are taking place with the Council's Customer Transformation Team to allow the new mapping system to give residents and customers greater access to wider Council services such as school catchment areas, Council Tax accounts and street lighting faults. This will be developed and progressed in 2020/21 as will training on the new system in order to maximise its use.

Implementation of the Planning Act 2019

The Planning (Scotland) Act 2019 received Royal Assent on 25 July 2019 and amends the Town and Country Planning (Scotland) Act 1997. The Act makes substantial and significant changes to the planning system in Scotland.

Provisions of the 2019 Act require secondary legislation to be prepared and enacted on a wide range of issues including development planning, development management, performance and fees. The 2019 Act also includes new requirements for statutory guidance on a number of matters including regional spatial strategies, community engagement and the role of the Chief Planning Officer.

Much of the critical and fundamental detail that will guide the implementation of the Act is currently unknown; however, the Scottish Government published their work programme on 30th September 2019, which provides greater clarity on the timeframe for the implementation of secondary legislation and transitional arrangements.

Initial discussions between the 8 authorities within Glasgow and Clyde Valley Strategic Development Authority area have been ongoing about the governance and preparation of a Regional Spatial Strategy. Indicative Regional Spatial Strategies require to be prepared in summer 2020 with full Regional Spatial Strategies required to be completed by summer 2021.

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. The examination report for the Local Development Plan is expected early 2020 with a report to Planning Committee in June 2020 to agree adoption of the plan. This will give an up to date local development plan. Supplementary guidance will be adopted thereafter.

Reappointment of 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 Council were reappointed as verifiers until April 2023 with an improvement plan put in place to address first reports being issued within 20 days to meet 95% target, Building Warrants and amendments being issued within 10 days from receipt of all satisfactory information to meet 90 % target and carrying out a review of the process to ensure that all aspects of the Building Warrant process is done electronically from Plan checking to Verification during construction and completion. This Council has contributed to the national Building Standards Workforce Strategy produced in response to the national shortage of building standards officers and will be responsible, together with other Councils and the Scottish Government, in its implementation.

Legal and Planning Input to the New Affordable Housing Programme

The Council has undertaken an ambitious programme to develop new affordable homes with a value of approximately £47.52m 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 2020/21, Legal Services will provide further assistance in the negotiation and completion of the requisite legal agreements. They will further engage with Housing Services colleagues to identify an appropriate framework for the involvement of private sector development partners to deliver mixed tenure options on the Clydebank East housing site. 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 and crucially contribute to key climate change targets.

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.

In 2020/21, we will establish the ESCo, develop governance rules for its operation and formally constitute it as an arms length, but wholly owned, entity.

Food Law Regulation

Environmental Health is responsible for enforcing food law across West Dunbartonshire. Scotland's national body for food law, Food Standards Scotland, issues statutory codes for action by local authorities. In relation to this, the Food Law Rating Scheme came into being in May 2019, placing a greater focus on the full range of food law compliance including hygiene, standards (composition and labelling) and fraud. We have been implementing this over the last year with an increased resource allocation to ensure compliance with the enhanced code. This will continue in 2020/21 with compliance ensured through training and monitoring the outcomes of regulatory activities.

In 2020/21, Individual Codes of Practice publications are expected from Food Standards Scotland in relation to Approvals, Service Planning and Administration and Enforcement Sanctions. These will incorporate changes to food law and feed law as well as animal and plant health controls introduced under The Official Control Regulation (EU) 2017/625. We will implement the required changes following the issue of these new code/s in 2020/21.

Policy Development in Licensing

During 2020/21 we will review application forms for taxi licenses and make sure they are fit for purposes, taking into account best practice and legislative changes.

Public Health Reform - Development of Public Health Scotland

Public Health Scotland comes into being on 1 April 2020. This organisation will ensure that the programme of public health reform is taken forward with partners, including West Dunbartonshire Council. As part of a whole systems approach to public health, Environmental Health has been designated as a core public health workforce with key responsibility for service delivery against public health priorities for communities of West Dunbartonshire.

Environmental Health has been engaged with the specialist commissions developing Public Health Scotland. From 1 April, we will engage with Public Health Scotland directly to ensure the whole system approach is supported with effective strategy, policy, collaborative working and effective targeting of resources in public health priority areas within West Dunbartonshire.

Implications of BREXIT

The exit of the UK from the EU without an agreement on the import/export to/from 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 at the end of the 2020 transition period, there is an identified lack of capacity nationally in Environmental Health to provide this certification service. Development of port health capacity for food import is one of a range of matters receiving attention at a local, regional and national level. The Environmental Health Manager has been engaged in the preparation by the Council and partners, as well as development of systems to assist food trade with the EU in the event of no suitable agreement with the EU.

During the 2020 transition period whilst UK trade negotiations with the EU are ongoing, we will continue to work with national and regional stakeholders to prepare for a worst case scenario. The service will monitor demand and provide a paid for service to provide for the necessary trade with the EU.

Brexit is also likely to have implications for trading standards including consumer product safety, metrological matters, animal health and issues around intellectual property (for example, it may be easier for counterfeit goods to make their way into the UK). With significant divergence now more likely, officers will require to be trained and be competent with respect to new UK legislation.

Clydebank Town Hall Improvement Programme

The Cultural Committee has agreed a programme of works to improve the Town Hall in Clydebank. Part of this work will involve the refurbishment of the Civic Areas including the Council Chamber and Members' corridor and stairwell.

This work is needed to improve the overall appearance of the chamber which has not been decorated for some time. Given that there are a number of significant civic events planned for 2021, it is essential that the work is completed in 2020. We will work closely with the Asset Management Team to facilitate these works being completed to a high standard and within the agreed timescales.

80th Anniversary of Clydebank Blitz

March 2021 heralds the 80th Anniversary of the Clydebank Blitz and accordingly the Council will mark the occasion by hosting various civic events to commemorate the Blitz. Staff from Democratic Services will be involved in planning and delivering these events. We will lead and coordinate this high profile event which is likely to involve various internal and external partners.

Interim Review of Polling Scheme

The election team will conduct an interim review of the polling scheme in 2020 which will involve assessing the suitability of existing polling places and identifying new ones.

Community Empowerment Strategy

The West Dunbartonshire Community Empowerment Strategy was approved by Council in November 2019. It details the ambitions of the Council and its partners to deliver the Community Empowerment (Scotland) Act 2015. Informed by an engagement process with local community organisations and citizens, the strategy sets out objectives to be delivered in partnership with communities, underpinned by clear principles for empowerment.

To support the implementation of the strategy, a partnership and community owned delivery plan is being developed, setting out specific actions and ownership for taking forward. Regulatory will fully support the development of these actions and will, if appropriate, include empowerment related activity in future delivery plans to support community empowerment.

Action Plan

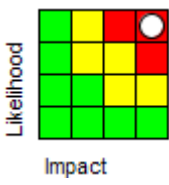
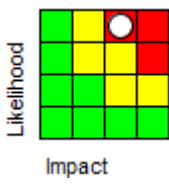
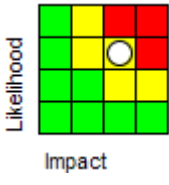
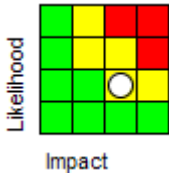
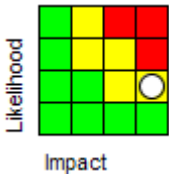
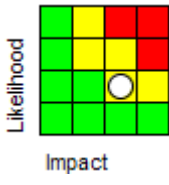
The challenges and issues identified in the performance review and strategic assessment sections have informed Regulatory priorities and outcomes for 2020/21. The management team has developed an action plan to address them (Appendix 2), supported by a range of performance indicators to enable progress to be monitored and reported to stakeholders. Progress will be monitored and managed on a regular basis and reported to Corporate Services Committee at year end.

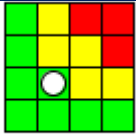
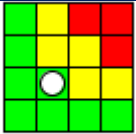
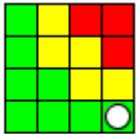
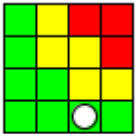
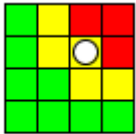
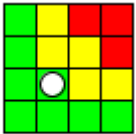
4. Risks

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 2020/21, 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

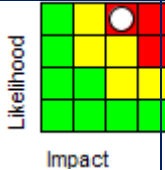
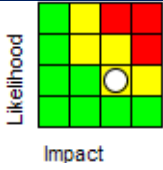
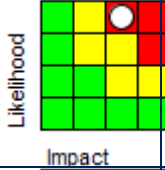
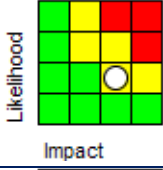
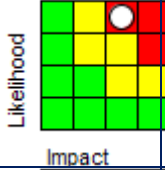
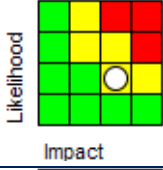
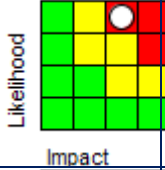
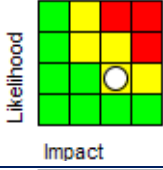
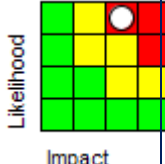
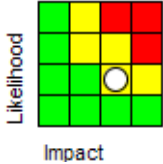
Risk	Description	Current Risk Score	Target Risk Score
Income for services is dramatically reduced as a result of the COVID-19 pandemic	Relates to registration, licensing, planning and building control which have been severely impacted as a result of the COVID-19 pandemic		
Inability to meet demands of 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 outwith the control of the service and when pinch points on different projects occur at roughly the same time.		
No deal BREXIT risk for Environmental Health	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		

	<p>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 & 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 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>		
<p>Failure to monitor and enforce regulatory areas with public risk</p>	<p>The Council fails to comply with statutory regulatory duties in respect of environmental health, trading standards and licensing laws</p>	<p>Likelihood</p>  <p>Impact</p>	<p>Likelihood</p>  <p>Impact</p>
<p>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)</p>	<p>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.</p>	<p>Likelihood</p>  <p>Impact</p>	<p>Likelihood</p>  <p>Impact</p>
<p>Inability to recruit successfully to enable performance to be maintained</p>	<p>There is a current issue with recruitment in various parts of the service but that has been particularly pronounced in Planning and, to an even greater extent, in Building Standards where there is a national shortage of qualified staff. There is also an issue with the age profile of Environmental Health staff and a national shortage which could be exacerbated</p>	<p>Likelihood</p>  <p>Impact</p>	<p>Likelihood</p>  <p>Impact</p>

	depending on the terms of any deal (or the lack of a deal) on food imports and exports after the transition period for the UK leaving the EU.		
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COVID-19 Risks

This table sets out the Council-wide risks associated with the COVID-19 pandemic. Over the coming months, we will consider the impact and likelihood of these risks for Regulatory services and mitigate them where possible.

Risk	Description	Current Risk	Target Risk
COVID-19 Significant Service and Workforce Disruption	The Council is faced with significant ongoing demands with disruption to service delivery, increasing PPE and workforce pressures as a result of COVID-19 and subsequent local and national outbreaks. This involves both responding to the crisis and from services returning to a new normality based on Response, Recovery and Renew guidance produced by Scottish and National Government. NB. Financial risk is also reflected in SR001		
Sub-risks – All COVID-19 sub risks are managed via operational risk register			
Workforce	The Council is faced with significant workforce demands in relation to absence, reduction, recruitment and wellbeing.		
Service Delivery	The Council is faced with significant delivery demands in relation to moving services online, disruption, reduction and quality.		
Protection	The Council is faced with significant demands for protection in relation to additional and constant changing legislation and guidelines, PPE requirements, supply chain, cost of PPE and ensuring workforce safety.		
Public Uncertainty	The Council is faced with significant demands around public uncertainty and leads to additional burdens upon services, seeking information, advice and support.		

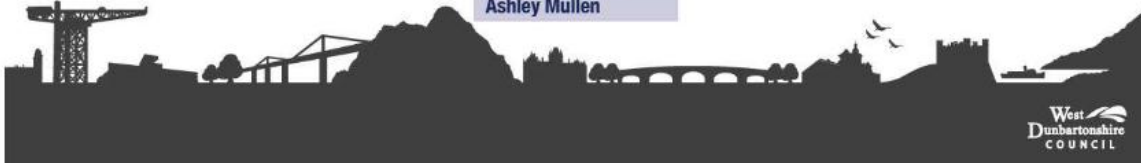
Appendix 1 – Structure Chart

CHIEF EXECUTIVE

STRATEGIC LEADS



STRATEGIC LEAD - REGULATORY
 Monitoring Officer
 Clerk to the Licensing Board
Peter Hessett
 Leadership Support
 Charlene Tannock



Appendix 2 - Action Plan



















	A strong local economy and improved job opportunities
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	Increased employment and training opportunities
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Action	Start Date	Due Date	Assigned To
Ensure key regeneration sites are progressed to enable high quality development to be achieved on the ground	01-Apr-2020	31-Mar-2021	Pamela Clifford
Monitor the development of the key regeneration sites to ensure they comply with the approved consent	01-Apr-2020	31-Mar-2021	Erin Goldie
Progress the Local Development Plan to adoption stage	01-Apr-2020	31-Mar-2021	Pamela Clifford

	Supported individuals, families and carers living independently and with dignity
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	Improved wellbeing
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Performance Indicator	2019/20					2020/21	Assigned To
	Value	Target	Status	Long Trend	Short Trend	Target	
Air Quality: PM10 Concentration	10	18				18	Martin Keeley
% 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%	Martin Keeley
Percentage of highest priority pest control service requests responded to within 2 working days	95%	95%				95%	John Stevenson
Percentage of businesses satisfied or very satisfied with the service they received from environmental health	99%	95%				95%	Martin Keeley
Percentage of customers satisfied or very satisfied with the service they received from environmental health	86%	85%				85%	Martin Keeley
Percentage of businesses and activities regulated by environmental health who are substantially compliant with legislative requirements	89%	75%				75%	Martin Keeley

Performance Indicator	2019/20					2020/21	Assigned To
	Value	Target	Status	Long Trend	Short Trend	Target	
Total annual redress won for consumers by Trading Standards Group (£)	£16,118.00	Data only PI				Data only PI	Tony Cairns
Food Law: Percentage of food businesses in the highest risk category (1 to 6 monthly inspections by Food & Business Group) that were inspected on time	N/A	N/A	N/A	N/A	New for 20/21	100%	Martin Keeley
Food Law: Percentage of food businesses in the high risk category (12 monthly inspections by Food & Business Group) that were inspected on time	N/A	N/A	N/A	N/A	New for 20/21	100%	Martin Keeley
Percentage of service users satisfied or very satisfied with the service they received from trading standards	87%	80%				80%	Tony Cairns
Percentage of businesses satisfied or very satisfied with the service they received from trading standards	No survey responses received	80%	N/A	N/A	N/A	80%	Tony Cairns
Cost of trading standards per 1,000 population £	LGBF PI – Data available 1/21	£3,227.00	N/A	N/A	N/A	£3,227	Tony Cairns
Cost of environmental health per 1,000 population £	LGBF PI – Data available 1/21	£14,968.00	N/A	N/A	N/A	£14,968	Martin Keeley
Number of reports of bogus/cold callers	25	Data only PI				Data only PI	Tony Cairns

Action	Start Date	Due Date	Assigned To
Work with Public Health Scotland to ensure the whole system approach is supported with effective strategy, policy, collaborative working and effective targeting of resources in public health priority areas	01-Apr-2020	31-Mar-2021	Martin Keeley
Work with national and regional stakeholders to prepare for the implications of BREXIT on food trade	01-Apr-2020	31-Mar-2021	Martin Keeley
Implement changes to Environmental Health Approvals, Service Planning and Administration and Enforcement Sanctions following the issue of new code/s of practice from Food Standards Scotland	01-Apr-2020	31-Mar-2021	Martin Keeley

	More affordable and suitable housing options
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Performance Indicator	2019/20					2020/21	Assigned To
	Value	Target	Status	Long Trend	Short Trend	Target	
Percentage of private landlord applications administered and processed within 21 days	98%	95%				95%	John Stevenson

Action	Start Date	Due Date	Assigned To
Provide further legal assistance in the negotiation and completion of the requisite legal agreements in relation to the new affordable housing programme	01-Apr-2020	31-Mar-2021	Alan Douglas
Progress the establishment of the ESCo for the District Heating System	01-Apr-2020	31-Mar-2021	Alan Douglas

P Meaningful engagement with active, empowered and informed citizens who feel safe and engaged

Ob Fully consulted and involved citizens who are able to make full use of the Community Empowerment Act

Performance Indicator	2019/20					2020/21	Assigned To
	Value	Target	Status	Long Trend	Short Trend	Target	
Average score for respondents who state they feel a sense of control and influence in relation to Council decision-making and service delivery	5.4	5.4				5.4	Antony McGuinness

P Open, accountable and accessible local government

Ob Equity of access for all residents

Performance Indicator	2019/20					2020/21	Assigned To
	Value	Target	Status	Long Trend	Short Trend	Target	
% of committee agendas published within standing order timescales	100%	98.4%				98.6%	George Hawthorn; Christine McCaffary

P Efficient and effective frontline services that improve the everyday lives of residents

Ob A continuously improving Council delivering best value

Performance Indicator	2019/20					2020/21	Assigned To
	Value	Target	Status	Long Trend	Short Trend	Target	
Planning applications (major developments) - average number of weeks to decision	14.8	20				20	Erin Goldie
Planning applications (householder) - average number of weeks to decision	12.7	7				7	Erin Goldie
Planning applications (local development, excluding householder) - average number of weeks to decision	16	12				12	Erin Goldie
Percentage of Environmental Health Service customer service requests first responded to within 2 working days	94%	90%				90%	Martin Keeley
Percentage of building warrant applications responded to within 20 working days	71%	80%				80%	Karen Bacchetti
Overall time taken to issue building warrant (weeks)	13	16				16	Karen Bacchetti
Cost per planning application	LGBF PI – Data available 1/21	£4,800	N/A	N/A	N/A	£4,800	Pamela Clifford
Average time taken to deliver a commercial planning application decision	13.5	8.5				8.5	Erin Goldie

Action	Start Date	Due Date	Assigned To
Rollout the new GIS system across the Council and provide training	01-Apr-2020	31-Mar-2021	Pamela Clifford
In response to the Planning Act 2019, develop a Regional Spatial Strategy in conjunction with other local authorities in the Glasgow and Clyde Valley Strategic Development Authority	01-Apr-2020	31-Mar-2021	Pamela Clifford
Implement the improvement plan arising from the Council's reappointment as building standards verifier	01-Apr-2020	31-Mar-2021	Pamela Clifford
Co-ordinate the refurbishment of civic areas of Clydebank Town Hall	01-Apr-2020	31-Mar-2021	George Hawthorn
Co-ordinate the organisation of civic events to commemorate the 80th Anniversary of the Clydebank Blitz	01-Apr-2020	31-Mar-2021	George Hawthorn
Undertake interim review of Polling Scheme	01-Apr-2020	31-Mar-2021	George Hawthorn
Review the application process / forms for taxi licenses, taking account of best practice and legislative changes	01-Apr-2020	31-Mar-2021	Raymond Lynch
Complete the implementation of the Registration Marketing Plan	01-Apr-2020	31-Mar-2021	George Hawthorn
Seek to maximise income and minimise expenditure as far as possible to mitigate the impact of COVID-19 pandemic	01-Apr-2020	31-Mar-2021	Peter Hessett




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, together with performance in 2019/20 and targets for 2020/21. They will be monitored and managed regularly by the management team and reported annually to Corporate Services committee, together with this delivery plan.

Legal Services (including Trading Standards)




Quality Standard	Performance Indicator	2019/20		2020/21
		Value	Status	Target
We will acknowledge consumer complaints to Trading Standards within 2 working days	Percentage of consumer complaints first responded to within two working days	99%		95%
We will acknowledge trading standards business advice requests within two working days	Percentage of business advice requests first responded to within two working days	93%		95%
We will deal with trading standards business advice requests within 14 days of receipt	Percentage of trading standards business advice requests that were dealt with within 14 days	96%		100%

Planning & Building Standards (including Environmental Health)

Quality Standard	Performance Indicator	2019/20		2020/21
		Value	Status	Target
We will respond to pest control requests that are categorised as the highest priority within 2 working days	Percentage of highest priority pest control service requests responded to within 2 working days	95%		95%
We will issue a decision on valid householder planning applications within 8 weeks	Planning applications (householder) - average number of weeks to decision	12.7		7
We will inspect food premises in	Food Safety: Percentage of premises in the highest risk category (6 monthly inspections by	100%		N/A

Quality Standard	Performance Indicator	2019/20		2020/21
		Value	Status	Target
the highest risk category (1 to 6 monthly inspections by Food & Business Group) on time	Food & Business Group) that were inspected on time (Revised for 2020/21 to 1 to 6 monthly inspections with a target of 100%)			
We will inspect food premises in the high risk category (12 monthly inspections by Food & Business Group) on time	Food Safety: Percentage of premises in the high risk category (12 monthly inspections by Food & Business Group) that were inspected on time (Revised for 2020/21 with a target of 100%)	98%		N/A
We will acknowledge Environmental Health service requests within 2 working days	Percentage of Environmental Health Service customer service requests first responded to within 2 working days	94%		90%
We will respond to high priority planning enforcement breaches within 5 working days	Percentage of high priority planning enforcement breaches responded to within 5 working days	100%		100%
We will respond to building warrant applications within 20 working days	Percentage of building warrant applications responded to within 20 working days	71%		80%
We will administer and process private landlord applications within 21 calendar days	Percentage of private landlord applications administered and processed within 21 days	98%		95%

Democratic & Registration Services

Quality Standard	Performance Indicator	2019/20		2020/21
		Value	Status	Target
We will produce minutes of council and committee meetings within 3 clear working days of the meeting.	Percentage of Council and Committee minutes produced within 3 clear working days of the meeting	100%		98%
We will upload all committee actions onto Pentana within 3 clear working days of the draft minute being approved.	Percentage of all committee actions uploaded onto Pentana within 3 clear working days of the draft minute being approved	100%		98%
We will publish council and committee agendas 10 clear working days before the date of the meeting.	Percentage of committee agendas published within standing order timescales	100%		98.6%

Appendix 4: Resources

Financial

The 2020/21 net revenue budget for Regulatory is £2.660m (updated following budget review on 01/09/20). 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 2020/21 (£)	Gross Income 2020/21 (£)	Net Expenditure 2020/21 (£)
Democratic & Registration	0.869m	-0.119m	0.750m
Environmental Health	1.038m	-0.392m	0.646m
Licensing	0.283m	-0.408m	-0.125m
Legal Services	0.763m	-0.149m	0.614m
Trading Standards	0.329m	-0.001m	0.328m
Building & Planning	1.334m	-0.887m	0.447m
Total	£4.616m	-£1.955m	£2.660m

In reviewing the service budget projections, consideration has been given to the sensitivity of these budgets, in particular for higher risk/ higher value budgets which may have a significant impact on budgetary control and future budget projections. The analysis has considered sensitivity around demand, costs and charges, and income levels.

Within this service, budgets which have been identified as being more susceptible to fluctuations include:

- Planning and Building Standards Income - 2020/21 budget £0.89m
Currently, due to the significant regeneration within the area, this income level has projected and out turned higher than historical levels. However it is unclear whether the current situation will continue in future years. Income levels have been affected in the current year by the COVID-19 pandemic and in other years by local and national economic activity and is difficult to project with accuracy due to the income being demand led, but the increased activity has a significant impact on staff resources. Based on experience in the last 3 years and current projected impact of COVID-19, it is anticipated that the income could range between £720k and £780k, with the higher position being the most likely scenario.

Employees

Absence in 2019/20

The quarterly 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 2019/20:

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual FTE days lost per FTE employee
Regulatory	0.44	0.55	0.51	0.31	1.09
COUNCIL WIDE TOTAL	2.83	2.54	3.50	3.35	10.25

Employee Numbers

The headcount and full time equivalent staff in each service area (as of 1 April 2020) are as follows:

Service Area	Headcount	FTE
Democratic and Registration Services	28	23.51
Legal Services	26	24.93
Planning & Building Standards & Environmental Health	49	45.64
Regulatory Management	3	3
TOTAL	106	97.09

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.

1. Addressing the gap between current workforce supply and predicted future demand

Strategy

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 Standards 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:

- . Protecting critical roles (and avoiding associated turnover)
- . Ensuring service priorities are met
- . Avoiding or minimising risk of voluntary or compulsory redundancy

Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Planned service reviews	Workforce	Achievement of savings, streamlined and efficient processes	31-Mar-2021	Pamela Clifford; Alan Douglas; George Hawthorn
Restructure of Leadership Support Team	Workforce	Reduction of one post and review of processes resulting in more efficient and effective delivery of service to the Strategic Management Team. Date takes account of Covid-19 emergency but may have to be further delayed.	31-Mar-2021	George Hawthorn
Plan for replacement of vacancies arising from planned retirements in registration service	Workforce	Fill resulting vacancies via SWITCH or standard recruitment process. Put in place training plan for new Assistant Registrar.	31-Mar-2021	George Hawthorn
Address impact of national reviews in relation to Public Health in terms of changes to the nature of the roles	Workforce	One systems approach from Public Health Scotland with greater alignment with Environmental Health and Planning workforces	31-Mar-2021	Pamela Clifford; Martin Keeley
Explore opportunities to share workforce resources across organisations	Workforce	Continued service meeting citizens and client needs	31-Mar-2021	Pamela Clifford; Alan Douglas; George Hawthorn
Graduate recruitment for Planning and Building Standards, to address the national skills shortage for qualified building standards surveyors and planning officers. Developed a 'grow your own' programme to provide the resilience required.	Workforce	Will be measured by the Success of this programme. Support Officer is being supported through graduate degree course. Recruited 2 graduates in Building Surveying training as Building Standards Surveyors	31-Mar-2021	Pamela Clifford
Continue to support culture of continuous improvement, developing quality improvement skills across middle managers	Workforce	Improved skills, service improvements, improved project managements skills	31-Mar-2021	Pamela Clifford; Alan Douglas; George Hawthorn
Identify and support relevant projects for continuous improvement	Workforce	Service improvements	31-Mar-2021	Pamela Clifford; Alan Douglas; George Hawthorn; Peter Hessel

Continue to explore opportunities for cross organisational working	Workforce	Ongoing utilization of programmes	31-Mar-2021	Pamela Clifford; Peter Hesselst
Continue to embed succession planning and talent management programmes	Workforce	Self Evaluation	31-Mar-2021	Pamela Clifford; Alan Douglas; George Hawthorn

2. Addressing the gap between current and required additional workforce capabilities

Strategy

Continued review and implementation of associated training plans to enable capabilities to be developed within existing workforce

Expected Outcome

Gap is addressed, whilst:

- . Ensuring value for money in terms of training solutions
- . Minimising requirement to recruit for new capabilities (and thereby avoiding or minimising risk of voluntary or compulsory redundancy)
- . Ensuring service priorities are met as a result of application of those new capabilities
- . Ensuring employees are encouraged to re-train and re-align to newer digital skills to allow the Council to reduce attrition while making jobs interesting

Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Ensuring staff are adequately trained on changed legislation- Ensuring ability to keep pace with legislative developments resulting from Brexit	Financial for external training	Service delivery	31-Mar-2021	Pamela Clifford; Alan Douglas; George Hawthorn

3. Improving resilience within teams

Strategy

Develop and implement training plan in relation to critical roles

Expected Outcome

Improved resilience across teams and retention of knowledge and skills associated with critical roles

Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Analysis of resilience risks within teams – identifying individual or team development needs	Workforce		31-Mar-2021	Pamela Clifford; Alan Douglas; George Hawthorn
Develop mentoring and training within teams	Workforce	Be the Best conversations/ Building Standards Training Plan	31-Mar-2021	Pamela Clifford; Alan Douglas; George Hawthorn
Review and promote available courses liaising with OD about approaches to meet this skills development either from internal or external sources	Workforce	Attendance and internal development opportunities. Be the Best	31-Mar-2021	Pamela Clifford; Alan Douglas; George Hawthorn
Promote the Council's leadership development framework to support the changing remits and spans of control	Workforce	Attendance and internal development opportunities. Be the Best/ Lean Six Sigma	31-Mar-2021	Pamela Clifford; Alan Douglas; George Hawthorn





Continue support implementation of Employee Wellbeing Strategy including providing representation on Employee Wellbeing Advocate and Managers' Group	Workforce	Improved employee engagement, lower sickness absence rates	31-Mar-2021	Pamela Clifford; Alan Douglas; George Hawthorn
Embed 'Be the Best' conversations into organisational culture to ensure opportunities exist to recognise employee contribution, employee wellbeing and learning and development	Time	Improved employee engagement, communication and performance	31-Mar-2021	Pamela Clifford; Alan Douglas; George Hawthorn

4. Improved use of technology and new ways of working

<p>Strategy Implement Workplace of the Future Strategy Develop and implement workforce and organisational development solutions</p> <p>Expected Outcome Improved efficiency and effectiveness of service provision</p>

Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Further improve the agility and flexibility of officers by provision of handheld mobile technology and the associated training	Financial – subject to resources	More efficient delivery service. Being now used by Community Protection Team and will be developed for the Food Safety team in 2020-21	31-Mar-2021	Pamela Clifford

Appendix 5: Local Government Benchmarking Framework (LGBF)

Description	2017/18 Value & Rank*	2018/19 Value & Rank*	Scotland	2018/19 Vs 2017/18 Performance
Cost of trading standards, money advice and citizens advice per 1,000 population (ENV5a)	£3,207 5	£3,063 5	£5,890	
Cost of environmental health per 1,000 population (ENV5b)	£13,441 16	£11,882 12	£14,994	
Cost of planning and building standards per planning application (ECON02)	£4,808 23	£6,879 28	£4,439	
Average time per business and industry planning application (weeks) (ECON03)	9.08 20	10.62 25	9.09	

*Rank based on 32 local authorities unless stated otherwise

Note: Cash values for 2017/18 have been updated in line with inflation to make them comparable with 2018/19 values.