

Assurance and Improvement Plan – Summary of Ongoing Activity in “Green” Category Areas

Area	Comments
Outcome areas	
1. Safe & strong	New approach to this thematic area described in draft Single Outcome Agreement (SOA) 2011 – 2014.
2. Sustainable & attractive living environments	<p>This thematic group has delivered a range of programmes/projects during 2010/11, including a partnership with Strathclyde Fire and Rescue that dealt with the removal of waste fires that could cause death or serious injury. This project averted 150 potential incidents and has been included as a mainstream service in 2011/12. A partnership project with the Environment Trust has delivered substantial improvement to play areas and open space connectivity and has assisted in providing job opportunities for unemployed members of the community obtaining training and development.</p> <p>Going forward this group has been awarded £280k for 2011/12 to continue with the partnership working with the Environment Trust and to continue community volunteering/development. This will deliver schemes that will enhance and improve local communities that have been designed and developed to meet there needs and aspirations.</p>
3. Health & Wellbeing	This thematic group has delivered a range of programmes projects during 2010/11 under the leadership of the CHCP, its focus being on programmes concerned with tobacco control, physical activity and nutrition. A notable component of the tobacco programme has been the considerable work associated with the national Equally Well tobacco test-site within the

	<p>Whitecrook area (e.g. achievement of Smoke Free School Awards within local primary schools), the outputs of which have contributed to the national evaluation of the overall Equally Well programme. The thematic group has pro-actively contributed to the development of the new Single Outcome Agreement (SOA 2011-14), working with other thematic groups to ensure agreed "health" indicators included within that new document's three strategic priorities. The refreshed approach to this thematic area is articulated within the new SOA.</p>
<p>4. Education & Lifelong learning</p>	<p>Two of the key programmes within the theme, Support to Children and Families and MCMC, have continued to develop effective partnership working and to show improved outcomes for children and young people. They make a significant contribution to meeting local outcomes within the SOA.</p> <p>Support to Children and Families describes a complex, multi-agency approach to supporting the most vulnerable children and families through increased capacity within universal services and clear inter-agency working with more specialist services. The progress of individual children is monitored and recorded using a variety of well being measures. The overall effectiveness of the interventions is tracked using higher level indicators like school attendance, exclusion from school and use of residential provision.</p> <p>There has been a steady improving trend in relation to school attendance, reduced levels of exclusion, fewer referrals to the Children's Reporter and reduction in the number of children requiring to be looked after away from home.</p> <p>This progress with interagency and partnership working provides a good foundation for implementing the national policies, Getting it Right for Every Child and the Early Years Framework within West Dunbartonshire.</p> <p>The MCMC partnership is well established and has worked effectively to move West Dunbartonshire from a NEET 'hot spot' to be one of the most improved Council areas in</p>

	<p>relation to positive school leaver destinations in 2009/10. Against a harsh national economic backdrop and a very challenging local economic situation, there was a 5.1% increase in positive school leaver destinations.</p> <p>In addition, as a pilot authority for Activity Agreements, our approach has supported around 200 young people through the activity agreement approach, with over 60% moving onto a positive destination. The learning from the pilot will allow us to further develop our approach to the most vulnerable school leavers to provide a sustainable support structure in partnership with SDS.</p>
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Area	Comments
Services	
5. Education	<p>The Service Plan and Statement of Improvement Objectives 2011-15, presented to the Education and Lifelong Learning Committee on 15 June 2011, details the department's strategic vision for the next five years. It includes an analysis of strategic and departmental risks and lists Covalent actions designed to mitigate these risks.</p> <p>Strategies and plans for the delivery of the service exist which will mitigate risks identified. The Council's Performance Management system will monitor the process with updates being recorded throughout the year.</p> <p>In addition, the department aims to maintain its 100% record of "positive" inspections of schools and pre-five establishments as defined by Her Majesty's Inspectorate of Education (HMIE). The Executive Director has also agreed with the District HMIE that the department will be involved in Validated Self Evaluation in the course of 2012.</p>

<p>6. Social Work (know locally as West Dunbartonshire Community Health and Care Partnership (CHCP))</p>	<p>The CHCP new (and first) integrated Strategic Plan sets out its key commitments moving forward through the first full year of its operation, addressing both its WDC and NHSGGC responsibilities in a coherent manner. This Strategic Plan includes explicit actions that build on the agreed recommendations of the CHCP Community Engagement Review and the previous year's activities to improve citizen's perceptions of specifically the WDC Social Work and health Department as it was previously constructed. It is important to note that action going forward is now reflective of the integrated arrangements for health and social care that the CHCP is representative of.</p>
<p>7. Housing</p>	<p>Since receiving its inspection report in March 2010 the Council has continued to build upon the progress reflected at that time. Year One of the Improvement Plan has been implemented with good progress on all items being achieved. Importantly, integrated management arrangements for Housing Services as a whole were introduced in late 2010 with a new Head of Housing & Community Safety taking up post in January 2011. These changed arrangements are designed to support further improvement in leadership through the service and importantly provokes cohesive / coherent strategic and business planning drives forward further improvements at a pace consistent with the Council's ambition. Investment of resources in key areas will support future plans for improved outcomes across all aspects of the service including Estate Management, Housing Management, Forward Planning, Repairs and Homelessness.</p> <p>The temporary accommodation service is currently under review and it is anticipated that a range of targeted supported accommodation will be developed in 2011-12. Underpinning all the activity of the Housing & Community Safety service is the Local Housing Strategy which will be available in November 2011. This is an umbrella strategy which incorporates the Homelessness Strategy, the Tenant Participation Strategy and Fuel Poverty, and will provide strategic direction for the future development of services.</p>

8. Environmental services	<p>The waste management service for household and commercial waste is delivered as part of a range of services within Neighbourhood Services.</p> <p>Significant progress has been made in developing these services in recent years with Government targets set for recycling and waste diversion from landfill consistently achieved through the implementation of a programme of service delivery change augmented by intensive education and awareness raising campaigns. Service development planning is currently underway to further to improve recycling and waste diversion performance. Principally this will involve developing an appropriate service delivery model to capture a greater range of recyclable waste through the existing kerbside & doorstep collection infrastructure and securing a suitable waste treatment technology for residual waste.</p>
9. Regulatory services	<p>All sections of Regulatory Services have prepared individual service plans with objectives and performance will be monitored against these.</p>
10. Cultural services	<p>The Executive Director of Educational Services is the lead officer on the Council's Corporate Cultural Sub-Committee. This sub-committee scrutinises the Council's corporate cultural activities and the budget assigned to them. Much of the sub-committee's work centres around major events and the Council's twinning and international friendship arrangements.</p> <p>Within Educational Services, a significant restructure was carried out in the course of 2010-11, involving the amalgamation of the department's Libraries and Cultural sections into a new section of Libraries and Museums. The result is a more dynamic, integrated service whose priorities link more closely to the SOA and to departmental and corporate plans. The amalgamation was carried out following extensive consultation with staff and public and the process received widespread commendation for its transparency and fairness from trade unions and others. Part of the process involved the closure of three small branch libraries and this should ensure a more efficient management of the seven remaining libraries and</p>

two mobile libraries and their stock going forward. In the course of 2010-11, the Library Service also received a very positive Public Libraries Quality Improvement Matrix inspection report.

In the course of 2010-11, Clydebank Museum was awarded four star status by the Scottish Museums Service. This is a higher rating than many larger and better known museums elsewhere. The Museum is currently closed as part of the major refurbishment of Clydebank Town Hall in which the Museum is situated. Plans are in place for a new, improved museum service, making full use of the extended space which will be available when the Town Hall reopens in 2012.

Within leisure services, the Council has taken the strategic decision to transfer the 3 main leisure facilities, community facilities and sports development activity to a leisure trust. This decision was taken through the Council's Housing, Environment and Economic Development committee, and the development work to create the Trust is ongoing with a "go live" date of 1 April 2012 agreed. The Governance arrangements have been agreed which will result in a Board of Trustees, consisting of 3 councillor representatives and 6 outside body / community representatives.

The move to the creation of a Leisure Trust will significantly reduce the current subsidy presently paid for leisure provision within the authority and offer the opportunity for the Trust to re-invest any business financial gains back into the provision of services and upgrading of premises.

There is also to be a comprehensive review of the pricing model to be reported back to committee by November which will review current charges and concessionary rates. The trust will have a key role to play in supporting the delivery of key outcomes and as such, robust SLA arrangements will be crucial.

11. Roads & street lighting	<p>The roads and street lighting service is delivered as part of a range of services within Neighbourhood Services. The roads and street lighting asset within the authority is seen as critical to ensure that “outcome areas” aims can be achieved. There is an in-house maintenance team that delivers the winter maintenance provision in conjunction with Greenspace and carries out routine roads maintenance and carriage way improvements. Street lighting maintenance is carried out by a private contractor who delivers a good service/responsive to any defects reported.</p> <p>The Council has made a committed capital sum of £1.5 million for major road improvements over the past 5 years and will continue this in 2011/12. The street lighting asset is being considered for upgrading through the Council’s securitisation project that will both improve the asset and reduce revenue costs.</p>
12. Corporate services	Corporate Services has outlined its key objectives and action plans for the next year within its departmental service plan and the actions outlined as a result of self evaluation (PSIF).

Area	Comments
Corporate Assessment	
13. Partnership working and community leadership	<p>Effective partnership working can be demonstrated through the Community Planning Partnership’s (CPP) structures and the management and delivery of CPP funded multi agency programmes. Community residents representing their local forums, and elected members are actively involved in all levels of CPP activity.</p> <p>Another visible example of strengthening of partnership arrangements is evidenced by the establishment by WDC and NHSGGC of West Dunbartonshire Community Health and Care</p>

	Partnership (CHCP). The CHCP Committee includes elected member representation as well as community representation (drawn from the Public Partnership Forum as per the approved CHCP Scheme of Establishment).
14. Community engagement	<p>Significant progress is being made in community engagement in West Dunbartonshire to deliver strategic and coordinated services. The CPP's Community Engagement Coordination Group has merged with the Council's Best Value Improvement Plan Community Engagement Workstream. This has led to the completion of a community engagement plan for the area and a partnership calendar of community engagement activity that evidences joined up approaches and information exchange.</p> <p>Community Forums are being supported to grow and develop. The Citizens Panel of 1400 residents continues to be a useful and effective check in mechanism. Again this has extended beyond the Council to be an active tool across the wider CPP. All elements of this community engagement approach are contributing towards achieving the National Standards for Community Engagement.</p>
15. Governance and accountability	<p>Regular reviews take place of Standing Orders and Financial Regulations. A review will be carried out to ensure that all corporate governance documents and structures are in place for new Council in May 2012.</p> <p>Regular reviews take place of the Business Irregularity Procedures and the Anti-Fraud & Corruption Strategies and these are put to the Audit & Performance Review Committee. An annual review of Corporate Governance arrangements in place is undertaken by Internal Audit and the Council's procedures are compared with the CIPFA Code of Practice.</p>
16. Use of resources – people management	The Council and each directorate have developed workforce plans to address any resourcing issues.

17. Use of resources – procurement	The Council's approach to procurement is subject to ongoing scrutiny by CMT and Members. An Improvement Plan from the last Procurement Capability Assessment has been implemented.
18. Use of resources - ICT	The Council has recently approved an updated 5-year Information and Communications Technology (ICT) Strategy and ICT Asset Management plan is under development. Restructure of ICT service focuses on establishing an environment where Service Level Agreements can be introduced and ICT Service can be benchmarked and subject to competitive testing. ICT are contributing to benchmarking and information gathering stages of CVSS.
19. Equalities	The Council is concerned to ensure that it meets with all legislative and policy expectations and ensures that best practice in equalities is embedded across all its service areas. This is reflected in a decision to create an additional temporary equalities post to review Equality Impact Assessments and wider equalities interventions and provide additional training and support where required.
20. Sustainability	Structural change in 2011 transferred responsibility for sustainability policy to the Housing, Environmental and Economic Development Directorate. This falls within the activity of the Asset Management Team and is being integrated to mainstream activity to support wider improvement being achieved.