

Appendix 2: Regulatory & Regeneration Delivery Plan 2023/24

**2023/24**

**DELIVERY PLAN**

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**REGULATORY &  
REGENERATION**



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## **1. Introduction**

Regulatory & Regeneration comprises a wide range of services covering legal, trading standards, licensing, records management, planning, building standards, environmental health, democratic and registration services, and economic development. It is one of eight strategic areas responsible for delivering the Council's Strategic Plan. Key actions to help achieve that are set out in this Delivery Plan, together with actions to address any performance issues and service priorities identified in the planning process.

The progress of this Plan will be monitored and managed by the management team and reported to Corporate Services Committee and Infrastructure, Regeneration & Economic Development Committee (economic development elements only) twice yearly, at mid-year and year-end.

## **2. Performance Review**

The management team completed a detailed review of 2022/23 performance, focusing on the following:

- 2022/23 Delivery Plan year end progress;
- Local Government Benchmarking Framework comparative data;
- Association for Public Service Excellence comparative data;
- Planning Performance Framework;
- Building Standards Performance Report;
- Citizens' Panel feedback;
- Telephone Survey feedback;
- Complaints; and
- Continuous Improvement (Fit for Future reviews).

This review highlighted our key achievements in 2022/23 as well as the challenges to be addressed in 2023/24. These are summarised below.

## **Key Achievements in 2022/23**

Listed below are some of the major achievements in each service area that were particularly challenging or unusual. 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**

- Expansion of the Queens Quay District Heating Network continued, with Clydebank Town Hall and Library now connected and the first domestic customers benefitting from low cost, low carbon energy.
- Preferred developer appointed for the Playdrome site, one of the early phases of the Clydebank Town Centre Development Framework.
- Project Board set up in partnership with the Malin Group to oversee the development of the Scottish Marine Technology Park. Malin Group using Clyde Mission funding to implement the flood mitigation works and the early phases of the quay development.
- First phases of the Levelling Up Fund programme of work in Dumbarton town centre underway.
- Successfully awarded £1.25million of Scottish Government funding to help transform a vacant site into a development of eco-friendly homes as part of stage two of the Vacant and Derelict Land Investment Programme.

### **Democratic & Registration Services**

- Successfully conducted the local government elections, resulting in the election of eleven new councillors and a change of administration. This also involved the implementation of the new Council plan which included setting up a new committee timetable and training and equipping new elected members to enable them to fulfil their roles as councillors.
- Successfully conducted community council elections with a new member of the committee team.
- Introduced remote birth registration and an on-line application for extract certificates of death, birth, marriages and civil partnerships, making the service more accessible to the public and reducing the need to travel to the office (with the potential to reduce carbon emissions).

### **Legal Services & Trading Standards**

- Produced and implemented a Licensing Policy for Short Term Lets within an exceedingly challenging statutory timescale.
- Identified weights and measures issues regarding food items supplied by a national retailer resulting in large scale consumer detriment across the UK. This resulted in the business being brought into compliance by the implementation of advice from West Dunbartonshire trading standards officers.
- Successfully undertook tobacco enforcement work, removing illicit tobacco from a retailer and imposing financial penalties on another. In undertaking this work, we worked with partner agencies such as Police Scotland and HMRC.

### **Planning, Building Standards & Environmental Health**

- Excellent Building Standards Key Performance Indicators led to the Building Standards Verification Role being approved by the Scottish Government for a 6 year period.
- Development of an innovative mapping tool which seeks to measure our residents' access to critical services in accordance with the principles set out by 20 Minute Neighbourhoods. The tool is supporting multiple service areas to inform better decision making, and has been recognised at a regional and national level.
- Successful completion of the 'Rediscovering the Antonine Wall' Project with five Roman themed play parks, distance stones, murals and 2 large Roman Head Sculptures in the 5 partner local authorities areas, a refugee outreach project, Anthology of Roman stories, Magic Torch comics and a film of "Walk the Wall".
- Completed 60 inspection checks of host properties as part of the Scottish Governments Ukrainian refugee sponsorship scheme to ensure they are safe and fit for habitation.
- Reintroduced food hygiene training and successfully delivered several courses to catering and facilities management colleagues.

### **Economic Development**

- Provided support to 205 new business start-ups and held 56 free business skills webinars with 346 attendees to support businesses during a very challenging time.
- Developed a new Economic Development Strategy for 2022 to 2027, providing a clear strategic approach to economic development and resource allocation to improve economic performance.
- Secured funding totalling £750,000 through the UK Shared Prosperity Fund to provide a range of support interventions to local businesses.
- First projects within the Alexandria Masterplan implemented.

## **Key Challenges in 22/23**

### **Cross Service**

- The loss, recruitment and training of key staff across Regulatory & Regeneration continued to be a challenge in 2022/23 when demands on all services continued to be high.
- The national skills shortage of qualified and experienced officers in Planning, Environmental Health, Trading Standards and Building Standards continued in 2022/23, resulting in reduced staff complements across many services and increased demands on existing and inexperienced staff. This is a challenge experienced by most local authorities and has resulted in alternative service delivery models, including the use of agency staff and initiatives being led at a national level such as Future Planners Project and Building Standards hub.

### **Democratic & Registration Services**

- It was a very challenging year for the Leadership Support Team due to difficulties in recruiting suitable staff to fill vacancies. This placed additional pressure on a small team of staff who had to cover the gaps while fulfilling their own duties. This was partly due to a national shortage of external candidates with the relevant secretarial skills (source: recruitment agency) and partly due to the lack of suitable internal applicants able and willing to undertake the demanding tasks required of the team.

### **Legal Services & Trading Standards**

- Reduced scope for inspection of premises by Trading Standards during and immediately post lockdown and Covid restrictions appears to have led to an increase in instances of the sale of unsafe and counterfeit goods. This was addressed as visits resumed but remains a challenge.
- The loss through retirement and delayed and non-filling of a key senior post saw a significant period of uncertainty and adjustment for staff and strain on resources as projects and contracts which had been delayed due to the impact of Covid-19 came back online.
- Increased requirement for specialist construction contracts associated with infrastructure and regeneration priorities impacted on the Contracts and Property Section's workload, changing the skills dynamic required to meet client requirements.

### **Planning, Building Standards & Environmental Health**

- There were resource implications associated with the implementation of the development planning provisions of the Planning (Scotland) Act 2019, which introduced a new development planning system and several additional duties on local planning authorities.

- Challenging timescales to process the detailed Exxon infrastructure application and the Carless Planning In Principle application for the masterplan of the site.
- Environmental Health continued to progress work through the food inspection Covid recovery programme. There are 915 registered food businesses within West Dunbartonshire and work was undertaken on a risk based approach to target food premises inspections.
- Environmental Health worked closely with Planning colleagues and the Developers of the Exxon and Carless sites to ensure agreement regarding environmental/contaminated land issues.

### **Economic Development**

- Delivering private sector homes at Queens Quay continued to be a challenge in 2022/23 but we meet with our commercial partner regularly to monitor and encourage development interest.
- Securing Scottish Government Heat Network funding to connect the NHS Golden Jubilee and Dalmuir/Littleholm flats to the District Heating Network has been a long and challenging process but we continue our efforts in anticipation of a positive outcome in 2023/24.
- Businesses continued to face many economic challenges in 2022/23, including rising inflation and energy costs. The business interventions approved through the UK Shared Prosperity Fund and the on-going advice and support available through Business Gateway will continue to provide assistance to help them recover and grow in the year ahead.
- Delivery of the Levelling Up Fund programme of works in Dumbarton town centre against tight funding timescales was challenging given the multi-disciplinary support required to deliver projects of this nature.

### **3. Strategic Assessment**

The Regulatory & Regeneration management team completed a detailed strategic assessment to determine the major influences on service delivery and priorities in 2023/24 and beyond. This covered a review of local and national political priorities, new legislation and technology, Council policies, and our continued recovery from the pandemic, cost of living crisis and the financial challenges facing the Council. The key issues are outlined below.

#### **Key Factors**

##### **Financial Challenges**

The entire public sector is continuing to face significant financial challenges due to a range of factors including inflationary cost increases, rising utility costs and insufficient funding to support the delivery of front line and back office services. The Council are currently faced with an estimated cumulative funding gap in 2024/25 of £9.7m rising to £29.5m by 2027/28. We will continue to monitor the overall financial position of the Council and updates on estimated future budget gaps will be reported to Elected Members throughout 2023/24.

These challenges mean further action is required to balance our budget and protect services for residents. This will mean that within Regulatory & Regeneration, available funding will be reduced over time and we will need to reconfigure how we work, what we do, where we work, 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.

##### **Budget Sensitivity Analysis**

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.

In Regulatory and Regeneration there were no budgets identified as being more susceptible to fluctuations. However, on a more Council-wide basis, the Council's cost of borrowing is susceptible to fluctuations in the bank interest rate due to the level of the Council's short-term borrowing.

## Economic Development Action Plan

A new Economic Development Strategy for 2022/27 was approved by IRED Committee in November 2022. It sets out the vision and priorities for delivering economic growth and improved well-being in West Dunbartonshire's communities and is aligned to the new Strategic Plan 2022/27, the Glasgow City Region Economic Strategy and the Scottish Government's National Strategy for Economic Transformation.

An action plan to deliver the strategy has been developed for implementation in 2023/24. It focuses on delivering key regeneration sites, developing the Queens Quay site, identifying and developing commercial opportunities, supporting business recovery, and supporting town centre revitalisation (details below). The action plan will be implemented throughout 2023/24 and progress monitored and reported to IRED.

Action: Produce, implement, monitor and report the progress of the 2023/24 Economic Development action plan

## Deliver Key Regeneration Sites

A number of key regeneration projects, which span multiple years, will continue to be taken forward in 2023/24. These include:

- the Exxon project, with detailed design works and final business case due in 2023/24;
- Alexandria Masterplan and Clydebank Development Framework, both of which aim to develop their respective town centres;
- the Scottish Marine Technology Park (SMTP) at the Carless site which will be submitting a Planning In Permission application for the masterplan of the site which will indicate how the various parts of the site are to be remediated and developed; and
- a range of projects funded through the £20m Levelling Up fund, including the redevelopment of Glencairn House, the regeneration of the Artizan Shopping centre, and connecting Dumbarton Central to the Town Centre, all of which will have a significant impact on Dumbarton and the town centre vibrancy.

Actions: Deliver key regeneration sites across West Dunbartonshire; Ensure regenerations sites are progressed to enable high quality development to be achieved on the ground; and Monitor the development of the key regeneration sites to ensure they comply with the approved consent

## Queens Quay

Infrastructure works for this 80 acre residential waterfront development were completed in 2020/21. In the year ahead, the focus on securing housing developments across the site in partnership with site owner Clydeside Regeneration Ltd. will continue. The site wide design codes, which set out a vision for the Clydebank site and ensure all new developments meet the same high standards, are complete and efforts to promote and market the plots will be critical to ensure the Council's investment sees economic as well as commercial returns. This continues to be a challenge, particularly in relation to flatted private homes which the market is finding difficult to make commercially viable.

Action: Promote the next phase of Queens Quay Housing

## Deliver Key Commercial Opportunities

Identifying commercial opportunities in conjunction with the private sector will continue to be a priority. Discussions with developers who may wish to enter a partnership with the Council to achieve joint benefits from a commercial, housing and low carbon perspective will be progressed. The Regeneration Capital Fund with £12.77m has been allocated across a number of projects. The Fund's key operating principles and allocations to specific projects agreed by Committee will be progressed. Opportunities include:

- Exxon – as infrastructure works progress, the Council will consider how to promote and deliver the best uses for the site and, working with the City Region and Scottish Enterprise, will encourage developer interest in the site to meet the growth targets set out in the City Deal business case.
- NHS Golden Jubilee – our strong partnership will continue as we collaborate on the extension of the District Heating network to the hospital and explore opportunities presented by the expansion of the hospital for development and regeneration of Queen Quay and Clydebank, generally.
- Scottish Marine Technology Park – we will continue to work with the Malin Group in their ambition to deliver the Scottish Marine Technology Park at the former Carless site near Old Kilpatrick, and assist them in attracting business and funding to the site. A project board has been established to provide support and direction as the Malin Group progress the development through the planning and infrastructure implementation stages.

Action: Explore commercial opportunities in our town centres and wider regeneration sites

## Supporting Business Recovery

In April 2022 the UK government launched the UK Shared Prosperity Fund, a central pillar of the UK government's Levelling Up agenda, providing funding for local investment across the UK by March 2025. A Local Investment Plan has been developed and approved by the UK Government as part of a wider Glasgow City Region Investment Plan through the Fund. The business support proposals within the Investment Plan will be available from April 2023 to support business recovery and include a Business Recovery & Growth fund, Early Stage Growth grants, Towards Net Zero Grant, Enhancing Tourism Events & Attractions Fund, Business Gateway Expert Help and Shopfront & Small Business Improvement Grants.

Action: Develop and implement business support interventions through the UK Shared Prosperity Fund

## Supporting Town Centre Revitalisation

Assisting town centres to recover from the pandemic and cost of living crisis will continue to be a focus in 2023/24, with support for high street businesses a key priority and in response to community needs. We will continue to develop projects to make our town centres attractive places and take advantage of the Place-Based Investment Programme funds provided by Scottish Government.

- The approved Clydebank Development Framework includes the disposal and development of the former Playdrome site, a transport hub at Clydebank Station, improved connections between the town centre and Queens Quay, with a linear green park from Canal south to Transport Interchange, and related community-led activity, all as part of a cohesive plan for Clydebank. We will look for ways to deliver these improvements including securing funding and attracting commercial and other development interest.
- In Dumbarton, the focus for the next year and beyond will be the Levelling Up Fund programme of works including Connecting Dumbarton which will be completed during 23/24; the refurbishment and reuse of Glencairn House as library and museum and the revitalisation of the Artizan Centre.
- In Alexandria the next phase of the 2021 Masterplan will be implemented with an emphasis of place based funded projects. This will include improved walking and cycling routes, town centre building improvements and projects that directly respond to local community and business priorities

Action: Support town centre revitalisation

## **Climate Change Action Plan**

The Council developed a Climate Change Strategy in response to the climate emergency and to provide a route map towards meeting Scotland's national net zero carbon target by 2045. This Strategy informs annual action plans, with actions devolved to relevant service areas. Progress against the 2023/24 action plan will be monitored and reported to senior management and Council on a regular basis.

Action: Co-ordinate, monitor and report the progress of the Council's Climate Change Action Plan for 2023/24

## **Local Heat and Energy Efficiency Strategy (LHEES)**

The Council will develop a Local Heat and Energy Efficiency Strategy (LHEES) which will set out the long-term plan for heat decarbonisation and improved energy efficiency of buildings throughout the Council area. Scotland's statutory greenhouse gas emissions reduction and fuel poverty targets will be the drivers of this area-based approach. The Strategy will set out the changes needed to each sector of buildings stock, identify strategic heat decarbonisation zones and prioritise delivery areas. A Delivery Plan will accompany the LHEES, developed in partnership with key stakeholders.

Action: Develop Local Heat and Energy Efficiency Strategy

## **Registration Service Re-design**

Re-design Registration Service in Clydebank in light of impact of savings proposals. The Council has agreed to close the Clydebank Town Centre Office and accordingly the registration office will need to transfer to another suitable location, with good public transport links, which is accessible for all. A number of alternatives will be considered before the service transfers to the new location which might require some physical alterations to be carried out.

Action: Re-design Registration Service in light of closure of the Clydebank Town Centre Office and identify suitable accommodation to relocate.

## **Review of Polling Places and Polling Districts**

The Council is required to review its polling districts and polling places every five years and carry out a full public consultation on its proposals. The review will need to take account of the changes required to the layout of polling places as a result of the Election Act 2022 and the impact of closures by the Church of Scotland and the Council on premises currently used to conduct polls in this area.

Action: Conduct statutory review of polling places and polling districts, including a full public consultation

## **Review of UK Parliamentary Boundaries**

A review of UK Parliamentary boundaries will take place in 2023 across the UK to ensure that constituencies contain similar numbers of eligible voters and borders are aligned with those of local government as far as possible. In the past, boundaries were reviewed every five years. However, the Parliamentary Constituencies Act 2020 increased this to every eight years from 2023 onwards.

In order to increase the electorate of the West Dunbartonshire County Constituency boundary to meet the new minimum requirements set by the Commission, it has been proposed that the boundary be expanded to include additional electors from the Glasgow City area. This will involve identifying suitable polling place(s) for additional electors from the Glasgow area and plan for general increase in electorate and postal voters.

Action: Identify suitable polling place and plan for increase in electorate and postal voters

## **Elections Act 2022**

The Elections Act 2022 made changes to the UK electoral system in terms of the security, accessibility and transparency of elections and campaigning. It applies to UK Parliamentary elections and includes the requirement for voters to show photo ID at polling stations and additional support for people with disabilities to make voting easier. The changes introduced will need to be well planned and in place for the UK Parliamentary election in 2024.

Action: Implement the requirements of the Elections Act 2022

## **Legal and Planning Support to the New Affordable Housing Programme**

The Council has undertaken an ambitious programme to develop hundreds of new affordable homes for rent by the end of 2023/24. This programme will make a significant contribution towards meeting currently unmet housing demand, halt population decline and promote West Dunbartonshire as a place to live. This is complemented by legal support for the Council's Buy Back Scheme, where former Council properties sold under the Right to Buy are purchased by the Council.

The New Affordable Housing Programme will continue to be supported by Legal Services in the form of contractual and conveyancing advice and support. Planning Services will continue to support the provision of quality affordable housing, adopting a place-based approach through engaging in pre application advice, with support from the Placemaking Co-ordinator and the Place and Design Panel, and identifying new opportunities with the use of 20 minute neighbourhood mapping tool.

Action: Provide further legal and planning support for the delivery of the new affordable housing programme

## **District Heating Network**

The District Heating Network provides low carbon heating and cooling solutions to the Queens Quay regeneration site. 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. As the District Heating Network matures, it is anticipated that new customer and expansion opportunities will arise.

Legal services will negotiate heat supply agreements and network expansion agreements with customers and suppliers as the expansion progresses. In particular, along with Economic Development, we would expect to progress agreements with West College Scotland, Clydebank Health & Care Centre and subject to agreement of Scottish Government funding, NHS Golden Jubilee.

Action: Provide legal services to the Council and West Dunbartonshire Energy LLP in relation to heat supply agreements and network supply contracts

## **Legal Services Recruitment and Redesign**

Legal Services will require to recruit a new Legal Services Manager and implement a new structure within the Legal Services Section reflecting the removal of one Section Head post under March 2023 Management Adjustment..

Action: Recruit Legal Services Manager and implement new structure

## **National Care Service**

An independent review of adult social care, published in February 2021, recommended the creation of a National Care Service to deliver social care in Scotland. This was followed by a public consultation by the Scottish Government on creating a more comprehensive community health and social care service that supports people of all ages. Feedback from the consultation has informed legislation, with a National Care Service anticipated by 2026.

Legal Services will continue to provide advice, guidance and support in any arrangements associated with the transition to a national care service.

Action: Provide legal advice, guidance and support on the emerging National Care Service

## **West Dunbartonshire Licensing Board Statement of Licensing Policy**

West Dunbartonshire Licensing Board is responsible for regulating the sale of alcohol in West Dunbartonshire. The Board must consult on and agree a new Statement of Licensing Policy (including an assessment of overprovision) by November 2023. This Policy will set out the Board's expectations when considering grant and variation applications for premises licences, for example, licensed hours and what areas of West Dunbartonshire are overprovided for in terms of licensed premises.

The Board has recently concluded a pre-consultation exercise that will inform what particular areas of its Policy will be reviewed and what localities within West Dunbartonshire are overprovided for in terms of licensed premises. Once the Board agrees areas for review and localities of overprovision, it will consult on proposals with the public and stakeholders. The new Policy will give confidence to the public and businesses by setting out what the Board's expectations are when exercising its functions.

Action: Consult and agree a new Statement of Licensing Policy

## **Sale of Nicotine Vapour Products (Vapes) to Underage Children**

Vapes were originally introduced as a smoking cessation device, a safer alternative to traditional tobacco for adults. They carry the same age restriction for purchase as tobacco of 18 years or over. The introduction of flavoured Vapes with bright colours and child-appealing flavours has led to a growing trend of underage young people purchasing them for their own use.

In West Dunbartonshire, complaints have been received from concerned parents, teachers and local residents about shops selling Vapes to underage children. The health implications for young people are complex and still not fully known but most Vapes contain nicotine which is highly addictive. In addition, the sale of Vapes often leads to anti-social behaviour as young people gather at shops willing to sell to them, an issue that is replicated across the country.

The Council has 38 premises registered to sell Vapes and 84 selling both tobacco and Vapes. Complaints and intelligence logs will be analysed to identify premises which sell Vapes to underage children and integrity testing carried out where required. In addition, all intelligence relating to the sale of illicit tobacco will be compiled to identify premises which require action.

Action: Identify premises which sell Vapes to underage children and conduct integrity testing where required
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## **Accurate Measurement of Goods for Sale**

The accurate measurement of goods for sale is at the heart of Trading Standards work. When households are struggling with the rising cost of living, it is particularly important that they are not also suffering consumer detriment as a result of short measurement.

Short measures means consumers don't get what they pay for, which in turn has an effect on compliant businesses, making it difficult for consumers to accurately compare prices to get the best deal. Ultimately, it leads to poor consumer confidence. West Dunbartonshire is an area of high deprivation and it's important that we do all we can to empower consumers, ensuring a fair market place that allows them to make confident, well informed choices.

To achieve this, officers will undertake a series of routine weight checks in a variety of retail premises, sharing the results with other Scottish Authorities to build a picture of the market as a whole. Specific regard will be given to every day food items and 'high' value necessities such as heating fuel and petroleum.

Action: Undertake proactive weights and measures work in a variety of retail premises, with a specific focus on every day food and necessities such as heating fuel and petroleum

### **Scottish Marine Technology Park (SMTP)**

The Scottish Marine Technology Park will provide a unique environment for world-leading innovators in the marine industry to co-locate and collaborate to reinvigorate shipbuilding and renewable industries on the banks of the River Clyde, bringing hundreds of new, high-quality jobs to the local area.

Developed by the Malin Group in partnership with West Dunbartonshire Council, the Scottish Government and the private sector, work has commenced at the site including early stage remediation works and a flood compensatory storage pond.

In order to deliver these early phases, Legal Services will negotiate a funding agreement compliant with the Subsidy Control Act 2022, which will secure the Council's agreed £2m investment and provide for the construction of vital infrastructure and the sharing of income by the site's owners.

Action: Lead on negotiation and documentation of the development agreement for Scottish Marine Technology Park

### **20 Minute Mapping Tool**

The new 20 Minute Mapping tool that we have implemented takes advantage of rapidly evolving data technology to provide better service delivery. It provides an evidenced way of understanding our residents access to critical services using the available walking and wheeling network. As such, the tool will seek to support multiple services to inform better decision making in accordance with this key national policy. It will also play a critical part in supporting the development and delivery of a new Local Development Plan, ensuring that proposed new development supports this spatial concept and in turn our communities as well as other service areas. Beyond a focus at a local level, the tool will be used to inform research across the city region, supported by partners within Clydeplan and other local councils. The aspiration is to introduce a consistent baseline measurement of service access to ensure a clear and coherent strategy across the region.

Action: Develop the 20 minute mapping tool for use at both local and regional levels

## **Reimagining the Antonine Wall**

This Project has brought together five local authorities with Historic Environment Scotland to increase awareness, understanding and engagement with the Antonine Wall World Heritage Site and to better connect communities and visitors to the Wall. The project has been immensely successful in raising the profile of the Wall due to the creation of new and interesting attractions in areas that were harder to understand and appreciate and had little interpretive content to attract visitors other than those with a particular interest in Roman heritage. Sculptures, distance stones, murals and play parks in particular, are helping less traditional audiences to actively engage with, explore and understand the heritage of the Wall and the Roman occupation of Scotland. The first phase of the Project was completed in March 2023, with work commencing on the second phase, 'Reimagining the Antonine Wall', which will explore regeneration, reinterpretation, access, and commercial opportunities and improved visitor offers at key locations. It will also look at properties currently on the Buildings at Risk Register and potential targeted development for the 5 partner local authority areas (West Dunbartonshire Council is the host authority for the project/s). The Project Manager will be scoping out Phase 2 in 2023/24 and identifying funding sources.

Action: Develop the Reimagining the Antonine Wall project

## **Shaping Places for Wellbeing Programme**

The Shaping Places for Wellbeing Programme is a delivery partnership between the Improvement Service and Public Health Scotland, funded and supported by the Health Foundation and Scottish Government with the support of COSLA. Clydebank is one of 6 pilot community areas selected with the ambition of improving wellbeing and reducing inequalities. Planning and the Health & Social Care Partnership (HSCP) are working together with a Project Officer and Community Lead from the Programme and officers from Public Health Scotland. Information derived from the pilot will influence spatial policies, land use, future projects and funding allocation. The Project Officer and Community Lead are contributing to the Open Space Strategy and key Council documents such as Clydebank Development Framework and HSCP Strategic Plan.

Action: Implement the focus on health and wellbeing and reduction of inequalities outcomes in the Open Space Strategy and key Council documents

## **Full IDOX Electronic Document Management System**

Planning and Building Standards strive to continuously improve service quality and performance and, like most Scottish local authorities, we are on a digital transformation journey to support this.

Moving in line with all other 31 local authorities, a business case is being prepared to move from our current system to full IDOX electronic document management. This involves working very closely with ICT and setting up a Project Board to progress implementation. A recent Fit for Future service review has highlighted that this will streamline our processes, save time and in turn increase our performance, bring savings and improve customer delivery and satisfaction. This will work together with the Scottish Government Digital Planning Programme.

Action: Complete business case and seek Council capital funding for IDOX Electronic Document Management System for Planning & Business Standards
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## **New Development Planning System**

Work will commence on the Council's next Local Development Plan (LDP3) in 2023/24. This will be a new style plan following the development planning provisions of the Planning (Scotland) Act 2019 coming into effect. Associated with the preparation of LDP will be the preparation of an open space strategy and play sufficiency assessment. The open space strategy process involves an audit of all relevant open spaces within the authority area, an assessment of current and future requirements, and the preparation of a strategy including policies about the development, maintenance and use of open spaces. The play sufficiency assessment is to include statements relating to the quality, quantity and accessibility of play opportunities in the planning authority area. The Planning Service will also invite and support communities to prepare local place plans, which relate to the development or use of land, and may also identify land and buildings that the community body considers to be of particular significance to the local area.

Action: Commence work on Local Development Plan 3, Open Space Strategy, Play Sufficiency Assessment and Local Place Plans.
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## **Supporting the Homes for Ukraine Scheme**

The Homes for Ukraine scheme, set up by the UK government in March 2022, allows hosts to sponsor people fleeing from the conflict by offering them accommodation. The Scottish Government's Super Sponsor Scheme, which acts alongside Homes for

Ukraine, removes the need for applicants to be matched to a host before they are permitted to travel to Scotland, with applicants matched via a public sector matching service upon arrival.

As part of the process, local authorities are required to undertake a number of checks including person checks, identity checks, safe guarding checks and property inspection checks. This work is undertaken jointly with a number of Council services, with Environmental Health responsible for inspecting host properties to ensure they meet minimum safety and habitation standards. Inspections were carried out in 60 properties in 2022/23 and this work will continue in 2023/24 as the Scottish Government launched its rebranded Offers of Accommodation Scheme in November 2022 to identify further hosts willing to accommodate refugees.

Action: Conduct property inspections of host properties identified through the Offers of Accommodation Scheme (Homes for Ukraine)
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### **Food Law: Official Control Verification**

In order to ensure consistency in the application of food law, Scottish Local Authorities developed an enhanced system for official food control interventions based on the principles of Official Control Verification (OCV). This applies to specific food manufacturing premises of which there are several within West Dunbartonshire. The OCV guidance provides a framework to ensure a methodical and consistent approach that meets the legislative requirements and secures a high level of public health protection and protects the reputation of food businesses. This new approach will be implemented in all local Approved Establishments in 2023/24.

Action: Undertake official food control inspections of six local food manufacturing premises in line with the new OCV guidance
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### **Action Plan**

The challenges identified in Section 2 and the key factors identified in Section 3 have informed Regulatory & Regeneration priorities for 2023/24. Appendix 1 sets out the action plan to address them. It also includes:

- performance indicators that will enable progress to be monitored and reported to stakeholders;
- strategic workforce actions to address workforce issues identified in the planning process; and
- strategic and/or service risks.

In relation to the latter, 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 identifying the relevant risks for 2023/24 and actions to mitigate them, we aim to improve or maintain the current position (i.e. the current risk score) set out in the appendix.

## 4. Resources

### Finance

Regulatory & Regeneration has a net revenue budget of £3.196m and a capital budget of £0.079m in 2023/24. A breakdown by service area is set out 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.

<b>Service Area (Figures subject to ongoing verification)</b>	<b>Gross Expenditure 2023/24 (£m)</b>	<b>Gross Income 2023/24 (£m)</b>	<b>Net Expenditure 2023/24 (£m)</b>	<b>Capital Budget 2023/24 (£m)</b>
Democratic & Registration	0.948	0.121	0.827	0.000
Environmental Health	1.120	0.375	0.744	0.000
Licensing	0.317	0.467	-0.149	0.000
Legal Services & Trading Standards	1.030	0.191	0.839	0.033
Building & Planning	1.363	0.615	0.748	0.000
Economic Development	1.391	1.204	0.187	0.046
<b>Total</b>	<b>6.169</b>	<b>2.973</b>	<b>3.196</b>	<b>0.079</b>

### Employees

#### Employee Numbers

The headcount and full time equivalent (FTE) staff in each service area (as of 31<sup>st</sup> March 2023) are as follows:

<b>Regulatory and Regeneration</b>	<b>Headcount</b>	<b>FTE</b>
Democratic Services	26	21.86
Economic Development	20	17.94
Legal Services	23	22.01
Planning, Building Control	44	41.80
Regulatory Management	2	2.00
<b>TOTAL</b>	<b>115</b>	<b>105.61</b>

### **Absence**

The 2022/23 quarterly absence figures for Regulatory & Regeneration are shown below together with the Council average for the same periods for comparison. Absence was significantly lower than the Council average throughout 2022/23:

<b>Absence in 2022/23</b>	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>Annual FTE days lost per FTE employee</b>
<b>Regulatory &amp; Regeneration</b>	1.69	1.52	1.68	0.73	5.06
<b>COUNCIL WIDE TOTAL</b>	3.86	3.28	4.42	4.02	14.00

## Appendix 1: Action Plan

<b>P</b>	Our communities
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<b>Ob</b>	Our residents health and wellbeing remains a priority
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Performance Indicator	2023/24	Owner
	Target	
% 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%	Mark Walsh
Percentage of highest priority pest control service requests responded to within 2 working days	95%	John Stevenson
Percentage of service users (businesses) very satisfied or fairly satisfied with the service they received from environmental health	95%	Eilidh Paton
Percentage of service users (citizens) satisfied or very satisfied with the service they received from environmental health	85%	John Stevenson
Total annual redress won for consumers by Trading Standards Group (£)	N/A	Annemarie Clelland
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	100%	Eilidh Paton
Food Law: Percentage of food businesses in the high risk category (12 monthly inspections by Food & Business Group) that were inspected on time	80%	Eilidh Paton
Number of reports of bogus/cold callers	N/A	Annemarie Clelland

Action	Due Date	Owner
Implement the focus on health and wellbeing and reduction of inequalities outcomes into the Open Space Strategy and key Council documents	31-Mar-2024	Pamela Clifford

Action	Due Date	Owner
Conduct property inspections of host properties identified through the Offers of Accommodation Scheme (Homes for Ukraine)	31-Mar-2024	John Stevenson
Undertake official food control inspections of six local food manufacturing premises in line with the new Official Control Verification guidance	31-Mar-2024	Eilidh Paton
Identify premises which sell Vapes to underage children and conduct integrity testing where required	31-Mar-2024	Annemarie Clelland
Undertake proactive weights and measures work in a variety of retail premises, with a specific focus on every day food and necessities such as heating fuel and petroleum	31-Mar-2024	Annemarie Clelland
Consult and agree a new Statement of Licensing Policy	30-Nov-2023	Michael McDougall

 Our Environment
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 Our local environment is protected, enhanced and valued
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Performance Indicator	2023/24	Owner
	Target	
Air Quality: PM10 Concentration	18	Mark Walsh

 Our resources are used in an environmentally sustainable way
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Performance Indicator	2023/24	Owner
	Target	
Tonnage of carbon dioxide emissions from Council operations and assets	20,495	Gillian McNamara

Action	Due Date	Owner
Co-ordinate, monitor and report the progress of the Council's Climate Change Action Plan for 2023/24	31-Mar-2024	Gillian McNamara
Develop a Local Heat and Energy Efficiency Strategy	31-Dec-2023	Gillian McNamara

Risk	Description	Current Assessment	Target Assessment	Owner
Inability to reduce carbon footprint in line with targets	The risk that the Council will be unable to achieve net zero emissions by 2045, both in relation to mitigating carbon emissions and adapting to the impacts of climate change. Net zero refers to achieving an overall balance between emissions produced and emissions taken out of the atmosphere. This target has been developed in a way that mirrors the emission reduction trajectory set by the Scottish Government in light of the Climate Emergency.			Gillian McNamara

**Ob** Our neighbourhoods are sustainable and attractive

Performance Indicator	2023/24	Owner
	Target	
Percentage of private landlord applications administered and processed within 21 days	95%	John Stevenson

Action	Due Date	Owner
Promote the next phase of Queens Quay Housing	31-Mar-2024	Pamela Clifford; Gillian McNamara

Action	Due Date	Owner
Provide further legal and planning support in relation to the delivery of the new affordable housing programme	31-Mar-2024	Alan Douglas

 Our Economy
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 Our area has the infrastructure for sustainable and inclusive growth where businesses can flourish
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Performance Indicator	2023/24	Owner
	Target	
Number of businesses given advice and assistance to start up through Business Gateway	200	Gillian Scholes
Number of business gateway start-ups per 10,000 population	21.98	Gillian Scholes
Proportion of properties receiving superfast broadband	100%	Gillian Scholes
Immediately available employment land as a % of total land allocated for employment purposes	40	Alan Williamson

Action	Due Date	Owner
Produce, implement, monitor and report the progress of the 2023/24 Economic Development action plan	31-Mar-2024	Gillian McNamara
Deliver key regeneration sites across West Dunbartonshire	31-Mar-2024	Gillian McNamara
Ensure regenerations sites are progressed to enable high quality development to be achieved on the ground	31-Mar-2024	Pamela Clifford
Monitor the development of the key regeneration sites to ensure they comply with the approved consent	31-Mar-2024	Pamela Clifford
Explore commercial opportunities in our town centres and wider regeneration sites	31-Mar-2024	Gillian McNamara; Magda Swider

Action	Due Date	Owner
Support town centre revitalisation	31-Mar-2024	Gillian McNamara; Magda Swider
Lead on negotiation and documentation of the development agreement for Scottish Marine Technology Park	31-Mar-2024	Alan Douglas
Develop and implement business support interventions through the UK Shared Prosperity Fund	31-Mar-2024	Gillian Scholes

Risk	Description	Current Assessment	Target Assessment	Owner
Affordability of the Exxon City Deal Project	There is a risk that the affordability of delivering the City Deal Exxon project is beyond the resources being made available from Glasgow City Region City Deal.	 Likelihood Impact	 Likelihood Impact	Gillian McNamara
Failure to deliver Queens Quay Masterplan	Following completion of Council investment there is a risk the housing plot sales do not materialise in the next 3-7 years, with implications for the return on investment and the business case for the District Heating Network.	 Likelihood Impact	 Likelihood Impact	Pamela Clifford; Gillian McNamara
Inability to meet demands of Council to progress regeneration projects within desired timescales	The number and complexity of regeneration projects is putting considerable strain on the resources available which can be exacerbated by delays out with the control of the service and when pinch points on different projects occur at roughly the same time.	 Likelihood Impact	 Likelihood Impact	Pamela Clifford; Alan Douglas; Gillian McNamara

	Our Council
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	Our workforce is resilient and skilled where digital technology supports service delivery for our residents
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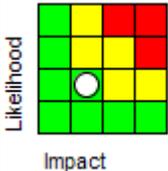
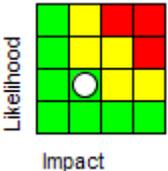
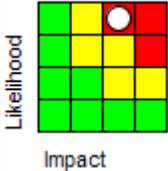
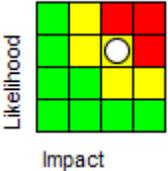
Action	Due Date	Owner
Develop and implement wellbeing, employee engagement, equality and training plans to enable capabilities, improved resilience and promotion of a diverse workforce.	31-Mar-2024	Management Team
Develop and implement employee life cycle plans in line with the People First Strategy to attract and retain the workforce.	31-Mar-2024	Management Team
Implement service review process including role design, use of new technology and new ways of working to add resilience, address gaps, and establish opportunities for efficiencies	31-Mar-2024	Management Team
Develop and implement training plans and development opportunities to improve capabilities and resilience within the workforce.	31-Mar-2024	Management Team

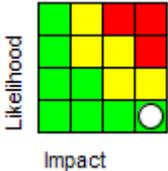
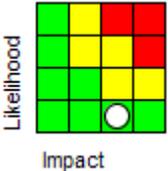
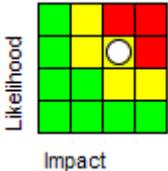
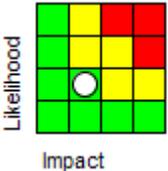
**Ob** Our Council is adaptable and focused on delivering best value for our residents

Performance Indicator	2023/24	Owner
	Target	
Planning applications (major developments) - average number of weeks to decision	16	Pamela Clifford
Planning applications (householder) - average number of weeks to decision	8	Pamela Clifford
Planning applications (local development, excluding householder) - average number of weeks to decision	12	Pamela Clifford
Percentage of Environmental Health service requests from citizens first responded to within 2 working days	90%	John Stevenson
Percentage of building warrant applications responded to within 20 working days	85%	Judi Ferguson

Action	Due Date	Owner
Re-design the Registration Service in light of impact of savings proposals and identify suitable accommodation to relocate	31-Mar-2024	George Hawthorn

Action	Due Date	Owner
Provide legal services to the Council and West Dunbartonshire Energy LLP in relation to heat supply agreements and network supply contracts	31-Mar-2024	Alan Douglas
Provide legal advice, guidance and support on the emerging National Care Service	31-Mar-2024	Alan Douglas
Develop the 20 minute mapping tool for use at both local and regional levels	31-Mar-2024	Pamela Clifford
Develop the Reimagining the Antonine Wall project	31-Mar-2024	Pamela Clifford
Complete business case and seek Council capital funding for IDOX Electronic Document Management System for Planning & Business Standards	31-Mar-2024	Pamela Clifford
Commence work on Local Development Plan 3, Open Space Strategy, Play Sufficiency Assessment and Local Place Plans	31-Mar-2024	Pamela Clifford

Risk	Description	Current Assessment	Target Assessment	Owner
Failure to monitor and enforce regulatory areas with public risk	The Council fails to comply with statutory regulatory duties in respect of environmental health, trading standards and licensing laws			Annemarie Clelland; Michael McDougall; John Stevenson
Income for services continues to be dramatically reduced as a result of the COVID-19 pandemic and subsequent cost of living crisis.	Relates to registration, licensing, planning and building control which have been impacted as a result of the COVID-19 pandemic and the cost of living crisis.			Alan Douglas

Risk	Description	Current Assessment	Target Assessment	Owner
Failure to adequately respond to an emergency situation such as a multiple fatality workplace accident, outbreak of food borne communicable disease, a major public health incident or pandemic	There is a national shortage of qualified staff in Environmental Health, across Scotland. This impacts on West Dunbartonshire Council. Vacancy levels at WDC might impact on our ability to respond to emergencies.			John Stevenson
Inability to recruit successfully to enable performance to be maintained	There is a current issue with recruitment of qualified staff in various parts of the service.			Pamela Clifford; John Stevenson

<b>Ob</b>	Our residents are engaged and empowered
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Performance Indicator	2023/24	Owner
	Target	
Percentage of Council and Committee minutes produced within 3 clear working days of the meeting	98%	Carol-Ann Burns
Percentage of committee agendas published within standing order timescales	99%	Carol-Ann Burns

Action	Due Date	Owner
Conduct statutory review of polling places and polling districts, including full public consultation on the proposals	31-Mar-2024	George Hawthorn
Identify suitable polling place and plan for increase in electorate and postal voters following the review of UK Parliamentary boundaries	31-Mar-2024	George Hawthorn
Implement the requirements of the Elections Act 2022	31-Mar-2024	George Hawthorn