



COMMUNITY PLANNING WEST DUNBARTONSHIRE MANAGEMENT BOARD

At a Meeting of the Community Planning West Dunbartonshire Management Board held in Committee Room 3, Council Offices, Garshake Road, Dumbarton on Wednesday, 4 March 2015 at 10.00 a.m.

Present: Councillors Martin Rooney and Gail Casey; Angela Wilson, Executive Director of Corporate Services; Keith Redpath, Director of West Dunbartonshire Community Health & Care Partnership; Terry Lanagan, Executive Director of Educational Services; Richard Cairns, Executive Director of Infrastructure and Regeneration; David Cowley, Group Commander – West Dunbartonshire, Scottish Fire & Rescue; Chief Superintendent Helen Swann, Police Scotland; Superintendent Gail McClymont, Operations, Police Scotland; Chief Inspector Mark Lundie, Area Commander, Police Scotland; Linda Hanna, Director of Strategy & Economics, Scottish Enterprise; Selina Ross, Chief Officer, West Dunbartonshire Community Volunteering Service; Liz Connolly, Vice Principal, West College Scotland; Tony McInnes, Head of Commercial Development, Loch Lomond and the Trossachs National Park; John Anderson, West Dunbartonshire Leisure Trust and Danny Logue, Skills Development Scotland.

Attending: Peter Barry, Head of Customer & Community Services; Amanda Coulthard, Corporate & Community Planning Manager; and Craig Stewart, Committee Officer, Legal, Democratic and Regulatory Services, West Dunbartonshire Council.

Apologies: Apologies for absence were intimated on behalf of Councillor Jonathan McColl; Joyce White, West Dunbartonshire Council; Audrey Cumberland, West College Scotland; Gordon Watson, National Park Authority; Richard Millar, Scottish Canals; Nick Allan, Dunbartonshire Chamber of Commerce; John Binning and Bruce Kiloh, SPT.

Councillor Martin Rooney in the Chair

DECLARATIONS OF INTEREST

It was noted that there were no declarations of interest in any of the items of business on the agenda at this point in the meeting.

MINUTES OF MEETING OF COMMUNITY PLANNING WEST DUNBARTONSHIRE MANAGEMENT BOARD OF 26 NOVEMBER 2014

The Minutes of the previous meeting of the Community Planning West Dunbartonshire Management Board held on 26 November 2014 were submitted and approved as a correct record.

LOCAL POLICE & FIRE SCRUTINY

Reports were submitted by the Group Commander – West Dunbartonshire, Scottish Fire and Rescue Service (SFRS) and Divisional Commander, Police Scotland providing quarterly performance reports on local fire and police plan delivery for scrutiny. The quarterly performance report on the local fire plan for 2014/15 was considered first by Members.

After discussion and having heard Group Commander Cowley, SFRS in further explanation and in answer to Members' questions, the Board agreed:-

- (1) to note that the local fire plan performance report would be reformatted in future to give more comprehensive and detailed information and to accord more with the layout and content of the local police quarterly performance report; and
- (2) otherwise to note the contents of the report.

The quarterly performance report on the local police plan for 2014/15 was then considered by Members.

After discussion and having heard Chief Superintendent Swann, Police Scotland in further explanation and in answer to Members' questions, the Board agreed to note the contents of the report.

Councillor Rooney, Chair, thanked both Group Commander Cowley and Chief Superintendent Swann for their comprehensive presentations on their respective reports and for the answers provided in relation to the robust scrutiny and questioning by Members.

DELIVERY & IMPROVEMENT GROUP (DIG) HIGHLIGHT REPORTS

A report was submitted by the Corporate and Community Planning Manager presenting a summary of key achievements and issues, or areas for concern for each of the following Delivery and Improvement Group (DIG) and progress towards outcomes:-

- (a) Children & Families
- (b) Employability & Economic Growth
- (c) Older People
- (d) Safe, Strong & Involved Communities

After discussion and having heard the relevant DIG Chairs in elaboration and in answer to Members' questions, along with the Executive Director of Corporate Services, the Corporate and Community Planning Manager and the Head of Customer and Community Services, the Board agreed:-

- (1) to note the terms of the discussion that had taken place on the good and satisfactory progress made in achievement of outcomes, key achievements outlined and any identified areas of concern, e.g. Corporate Parenting; and
- (2) otherwise to note the contents of the report.

DELIVERY & IMPROVEMENT GROUP ACTION PLANS

A report was submitted by the Corporate and Community Planning Manager presenting action plans on each of the 4 priority action areas for agreement.

After discussion and having heard the Executive Director of Corporate Services and the Corporate and Community Planning Manager in further explanation of the report, the Board agreed to approve the action plans appended to the report.

COMMUNITY PLANNING WEST DUNBARTONSHIRE (CPWD) INVESTMENT 2015/16

A report was submitted by the Corporate and Community Planning Manager providing an update on CPWD investment for 2015/16, with additional investment specifically to focus on the local outcome on enhancing the safety of women and children.

After discussion and having heard the Executive Director of Corporate Services in elaboration and the Corporate and Community Planning Manager in answer to a Member's questions, the Board agreed to note the allocation of CPWD investment monies for 2015-16 including an additional £150,000 for enhancing the safety of women and children.

The meeting closed at 12 noon.



**Report by the Divisional Commander, Police Scotland and Local Senior
Officer, SFRS**

Management Group 3 June 2015

Subject: Local Police & Fire Scrutiny

1. Purpose

- 1.1 The purpose of this report is to:
- provide a performance report on both the local fire and police plans delivery for scrutiny

2. Recommendations

- 2.1 The CPWD Management Group is asked to scrutinise performance based on the contents of this report.

3. Background

- 3.1 As part of the Police & Fire Reform (Scotland) Act 2013 new arrangements were put in place for local scrutiny and engagement. These arrangements place a requirement on Local Authorities to scrutinise local police and fire and rescue services. In West Dunbartonshire, as with many Local Authorities, a decision was taken to transfer this accountability to the Community Planning Partnership.
- 3.2 Local scrutiny arrangements are based on fire and police plans being reported through the CPP, with regular performance reports brought to the management group.
- 3.3 West Dunbartonshire specific plans have been prepared from both a fire and police perspective in consultation with communities and partners, in line with national guidance from each organisation.

4. Main Issues

- 4.1 The report attached at appendix 1 is the most recent performance report on the local fire plan for 2013/14.

4.2 The report attached at appendix 2 is the most recent performance report the local police plan for 2013/14.

4.3 The reports highlight key statistical information alongside contextual information and updates on delivery of key outcome areas.

5. People Implications

5.1 There are no personnel issues.

6. Financial Implications

6.1 The commitments made in the local plans will be delivered within available resources.

7. Risk Analysis

7.1 There may be risks associated with not taking actions to deliver on the key priority areas as detailed in the plans. These are picked up through the strategic risk register of SFRS and Police Scotland.

8. Equalities Impact Assessment (EIA)

8.1 Any equalities impacts arising from this report, and associated Equalities Impact Assessment, will be carried out through SFRS and Police Scotland

9. Consultation

9.1 The performance report is presented for discussion and review. Both local plans were developed in consultation with communities and key partner agencies.

10. Strategic Assessment

10.1 This report details performance and local actions taken by SFRS and Police Scotland in relation to priority areas for West Dunbartonshire CPP.

Communication Bulletin

Local scrutiny arrangements are firmly in place in West Dunbartonshire for local fire and police plans, which have been prepared in consultation with communities and partners in line with national guidance from each organisation. Through Community Planning West Dunbartonshire, quarterly performance reports are brought to the management group for scrutiny.

Jim Hymas
Local Senior Officer –
West Dunbartonshire, SFRS

Helen Swann
Divisional Commander,
Police Scotland

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Appendices: Appendix 1: Local Fire plan performance report
Appendix 2: Local Police plan performance report

Background Papers: None

Wards Affected: All



Service Delivery Area –West

West Dunbartonshire Local Fire and Rescue Plan

Performance Report (April 2014 – March 2015)

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Foreword

This is the local performance report for West Dunbartonshire which covers the reporting year; April 2014 – March 2015 inclusively.

The Local Fire Plan 2014 – 17 sets out the priorities for the next 3 years in order that the Fire and Rescue Service will meet the objectives of the West Dunbartonshire Single Outcome Agreement 2014 - 17. This has seen the creation of Local Performance Indicators (LPI) that provides a focus on delivering these priorities and has been set at a challenging level intended to deliver a meaningful difference to our communities and staff alike.

It is pleasing to report, following analysis of the LPI's, that the overall trend is one of a reducing fire risk profile. Of the 8 KPI's, **all** have been assessed as Green, None have been assessed as Red.

There has been a reduction in dwelling house fires and it is pleasing to report no fire fatalities occurred during the first half of this reporting period and fire casualties, who have suffered minor effects from fires in dwellings, remains relatively low.

Responses and attendance at Automatic Fire Alarms (AFA) calls remain at a high level however, through our policies and procedures we are beginning to see a slight decrease on numbers previously reported.

The heart of our campaign for safer communities is our FREE Home Fire Safety Visits initiative. These are carried out by our staff to reduce the number of fires and casualties within the home. We will continue to target those homes which are deemed to be at the highest risk and we believe that partnership is key to the improved safety of our community.

James Hymas
LOCAL SENIOR OFFICER

Section 1 Introduction

This report provides detail on the performance of the Scottish Fire and Rescue Service in the West Dunbartonshire area. In doing so it outlines our progress in the delivery of local priorities as set out within the Local Fire and Rescue Plan and the Scottish Fire and Rescue Service framework document.

The outcomes and measures provided in this report details a blend of quantitative and qualitative information to support committee members in their local scrutiny role.

The Service aspires to deliver very high standards to our communities and our current performance is testament to the commitment, professionalism and dedication of our staff and the positive local partnerships embedded within the West Dunbartonshire Community Safety working groups.

However, we recognise that wherever our performance falls short of expectations we will respond promptly to address the areas of concern.

The report contains a series of Local Performance Indicators (LPI) that provides an assessment of the fire risk within West Dunbartonshire by:

- Subdividing the various fire related incidents into meaningful categories
- Setting out our direction of travel in reducing that risk
- Contextualising the fire risk profile
- Confirming the continued proactive measures that the Scottish Fire and Rescue Service are implementing.

Section 2 Performance Criteria

Each LPI has been set a challenging performance target which aims to deliver continuous improvement.

Our current suite of targets is not necessarily permanent and will be kept under continual review to reflect that risk reduction is a continual and dynamic process in an ever changing environment

Local Performance Indicator Target

LPI 1	Accidental Dwelling Fires	<i>comparing a three year rolling average deliver a reduction</i>
LPI 2	Deliberate Dwelling Fires	<i>comparing a three year rolling average deliver a reduction</i>
LPI 3	Fatalities Dwelling Fires	<i>comparing a three year rolling average deliver a reduction</i>
LPI 4	Non-Fatal Fire Casualties	<i>comparing a three year rolling average deliver a reduction</i>
LPI 5	Deliberate Fire Setting	<i>comparing a three year rolling average deliver a reduction</i>
LPI 6	Casualties - Non Fire Emergencies	<i>comparing a three year rolling average deliver a reduction</i>
LPI 7	Automatic Fire Alarms	<i>comparing a three year rolling average deliver a reduction.</i>
LPI 8	Home Fire Safety Visits	<i>Deliver to target as set by Protection and Prevention Directorate</i>

We have employed a Red, Amber, and Green (RAG) performance status measure that is primarily based against the previous rolling average of three years incident data.

This allows us to take into account seasonal and yearly fluctuations within each LPI by allowing for deviation from normal activity levels.

The Service has not used a percentage criterion for its RAG assessment. This is due to a number of the LPI's already having a relatively low baseline in terms of number of incidents i.e. a reduction from eight to four incidents within a limited timescale would show a 50% decrease and not necessarily provide a true reflection of the risk level.

Detailed below is an explanation of the RAG rating:

Red:	The risk level is greater than our target over the three year period
Amber:	The risk level is marginally outwith our target over the three year period
Green:	The risk level is in line or better for our target over the three year period

Alongside each LPI in Section 3 we have provided further context within a situational assessment that provide the necessary information for the committee to scrutinise the Service's current performance.

Section 3 Performance Outcomes & Measures

Determining how successful the Service is in reducing the fire risk profile within West Dunbartonshire is a complex task.

There are many factors that may impact on our ability to reduce fire risk. External environmental factors such as deprivation, substance dependency and lifestyle to name but a few can influence the fire risk profile within the area.

In recent years, positive progress has been delivered in reducing the fire risk profile and our task remains to continuously improve these risk levels further.

The current Service approach to risk reduction is to pro-actively focus our activities on our neighbourhoods whom statistically are at higher risk from fire and identifying vulnerable persons within our communities.


Working locally with our partners is a key element in delivering improved safety outcomes.

The RAG assessment highlights the continual improvements that have been made during this reporting period and identifies areas where future work is required to be carried out.


Local Performance Summary Table		
LPI	Risk	RAG status
01	Accidental Dwelling Fires	
02	Deliberate Dwelling Fires	
03	Fatalities from Dwelling Fires	
04	Non-Fatal Fire Casualties	
05	Deliberate Fire Setting	
06	Casualties from Non Fire Emergencies	
07	Automatic Fire Alarms	
08	Home Fire Safety Visits	

Detailed below is an outline of each LPI with an assessment of progress against the risk reduction target and outcome we are seeking to deliver with a situational analysis sets out the response to the assessment.

LPI 01 – Accidental Dwelling Fires

<p>LPI Assessment: The same Year to Date (YTD) period average over the previous three years confirms a downward trend in relation to the number of accidental dwelling house fires.</p> <p>The average over the last three years is 102 whilst 2014/15 there has been 82 accidental dwelling house fires.</p>	
<p>Situational Analysis: We are taking a proactive approach to reducing the fire risk by targeting higher risk areas and identifying, with support from our partners, high risk individuals. This is the main theme of our Home Fire Safety Visit initiative and is key to reduce fires and fire deaths in our communities.</p> <p>Operational crews and Community Action Teams (CAT) are increasing the number of home fire safety visits in our relatively higher risk neighbourhoods with a view to reducing the risk of fire within the home.</p> <p>Operational personnel and partner agencies continue to refer higher risk vulnerable persons and are subject to a multi-agency case conference to ensure individuals and the community remain safe from fire.</p> <p>Whilst it is pleasing to note the lowest ever (YTD) figures for West Dunbartonshire, these are from a starting point of West Dunbartonshire having some of the highest recorded figures per head of population in Scotland.</p>	

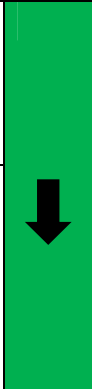
LPI 02 – Deliberate Dwelling Fires

<p>LPI Assessment: The same YTD period average over the previous three years confirms a downward trend in relation to the number of deliberate dwelling fires.</p> <p>The average over the last three years is 40 whilst 2014/15 there has been 15 deliberate dwelling house fires.</p>	
<p>Situational Analysis: This number is relatively low when compared to other Local Authority areas; we will continue to work with our partners in Police Scotland to ensure that it remains low by ensuring all incidents are fully investigated as to the cause and origin.</p>	


LPI 03 – Fatalities Dwelling Fires

<p>LPI Assessment: It is disappointing to report that there has been one fatal fire casualty in 2014/15.</p>	
<p>Situational Analysis: This incident involved a Non Preventable fatality that occurred in Clydebank Police Station, Montrose Street. We are working closely with partners to ensure appropriate referral pathways are in place and effective interventions are made at the right time. Fire fatalities that are considered preventable remain at zero for the year.</p>	


LPI 04 – Fire Casualties

<p>LPI Assessment: The same YTD period average over the previous three years confirms a downward trend in relation to the number of Non-Fatal Fire Casualties.</p> <p>The average over the last three years is 20 casualties and this YTD there have been 6 Fire Casualties</p>	
<p>Situational Analysis: To place into context it is worth highlighting the difference between frequency and severity. All of the fire casualties recorded required only minor first aid treatment at the scene with 3 casualties attending hospital for treatment.</p> <p>This highlights the effective use of smoke detectors in alerting occupants to the situation and also to the speed and weight of attack of fire and rescue resources available.</p>	

LPI 05 – Deliberate Fire Setting

<p>LPI Assessment: The same YTD period average over the previous three years confirms a downward trend in relation to Deliberate Fire Setting.</p> <p>The average for Deliberate Primary Fire Setting over the last three years is 114 whilst 2014/15 there has been 52 Deliberate Primary Fires</p> <p>The average for Deliberate Secondary Fire Setting over the last three years is 472 whilst 2014/15 there has been 313 Deliberate Secondary Fires.</p>	
<p>Situational Analysis: This LPI includes deliberate primary and secondary fires. A primary fire is designated as a fire that involves a building or property and a secondary fire is defined as a fire in refuse or on grass or heathland. These are an indication of Anti-Social Behaviour and/or criminal acts</p> <p>To reduce the risk of deliberate other building fires we are utilising the support of our partners working within the CPP to identify derelict or vacated properties and make them secure or recommend demolition at an early stage.</p> <p>Operational crews are engaging in a variety of multi-agency youth diversionary projects through schools programmes and initiatives such as Young Firefighters Schemes and FireReach programmes.</p>	

LPI 06 – Casualties from Non Fire Emergencies

<p>LPI Assessment: The same YTD period average over the previous three years confirms a static trend in relation to Casualties from Non-Fire Emergencies.</p> <p>The average for Casualties from Non-Fire Emergencies over the last three years is 23 whilst 2014/15 there has been 16 Casualties from 33 Road Traffic Collisions (RTC).</p> <p>It was pleasing to note that there were no casualties recorded for other non-fire emergencies attended.</p>	
<p>Situational Analysis: This LPI includes casualties from emergencies that do not include fire i.e. RTC, flooding and other forms of entrapment. These forms of emergencies are known as Special Services.</p> <p>Our performance in the YTD has seen a slight reduction overall in the number of Special Services</p>	

attended to **175** incidents in 2014/15 down from a 3 year average of 208.

It is pleasing to report that previous hot spots for activity such as the Erskine Bridge have been dramatically reduced due to preventative measures and strategies.

LPI 07 – Automatic Fire Alarms

LPI Assessment:

The same YTD period average over the previous three years confirms a **downward** trend in relation to Automatic Fire Alarms.

The average for Automatic Fire Alarms over the last three years is **655** whilst 2014/15 there has been **614** Automatic Fire Alarm actuations.

It was also pleasing to note that malicious calls to the Service were at their lowest ever recorded with only **26** reported for 2014/15 from an average of **54** in the previous three years.

Situational Analysis:

The Service aims to focus on reducing the number of AFA's during 2015-16 supported by applying national policy and process to assure a consistent approach. This direction of travel is pleasing to note.

Malicious calls will continue to be investigated and prosecuted where necessary.



LPI 08 – Home Fire Safety Visits

LPI Assessment:

The same YTD period average over the previous three years confirms a slightly **upward** trend in relation to number Home Fire Safety Visits completed.

The SFRS have set a challenging target of increasing the number and quality of Home Fire Safety Visits within the West Dunbartonshire area in this reporting year.

In 2014/15 our operational crews and Community Action Teams have carried out **1142** home visits, from these visits **699** homes were deemed as high risk, **343** at medium risk and **100** at low risk.

Situational Analysis:

Home Fire Safety Visits are free for everyone within our communities, they remain our prime means of contacting the public to ensure that they are safe from fire and other hazards in the home and we urge all partners to assist in the process of referring people for a Home Fire safety Visit.

We will continue to target those deemed at highest risk within our community.





**POLICE
SCOTLAND**
Keeping people safe

West Dunbartonshire Local Policing Plan 2014 – 2017

Quarterly Report / Q4 – 2014/2015

West 
Dunbartonshire
COUNCIL

LOCAL POLICE COMMANDER, CHIEF SUPERINTENDENT HELEN SWANN

As Divisional Commander for Argyll & West Dunbartonshire Division I am pleased to present the final quarterly report for West Dunbartonshire for the 2014/15 performance year. This report details crime levels over the full 12 month period, highlights crime issues identified over the previous 3 months and sets out our priorities for the forthcoming period.

As outlined in the Local Policing Plan for West Dunbartonshire our focus - **Keeping People Safe** – and the policing principals which it encapsulates continues to be at the centre of all police activity carried out across West Dunbartonshire. Public consultation, partnership working and our own detailed crime analysis has determined that the priorities for local police during 2015 will be as follows:-

- ***Violence, Disorder & Antisocial Behaviour***
- ***Road Safety & Road Crime***
- ***Public Protection***
- ***Major Crime and Counter Terrorism***
- ***Acquisitive Crime***

These priorities are aligned to the West Dunbartonshire Single Outcome Agreement 2014 – 2017. National performance frameworks have been developed in order to measure progress, monitor activity, identify key areas where resources need to be focused and demonstrate how successful we are in meeting our key priorities and objectives. Policing plans implemented for all Multi Member Wards within West Dunbartonshire are continually being reviewed to ensure new and emerging issues occurring within local communities continue to be prioritised and addressed.

Integrity, Fairness and Respect are our policing values and the touchstones for all our interactions, forming the basis of everything we do and every decision we reach. By applying our values, we continue to receive public consent through improved relevancy, trust and support.

INTRODUCTION

West Dunbartonshire continues to experience significant reductions in crime levels across most crime categories most notably violence, antisocial behaviour (ASB) and acquisitive crime. The total number of crimes recorded has reduced by 18.2% compared to 2013/14 which is 24.8% below the five year average figure.

Local Area Commander, Chief Inspector Mark Lundie, has responsibility for addressing these crime issues and concerns as they arise on a day to day basis across all six multi-member wards encompassed within West Dunbartonshire: Clydebank Central, Clydebank Waterfront, Dumbarton, Lomond, Leven and Kilpatrick. He is supported by Inspectors Natalie Docherty (Clydebank) and Neil Smith (Dumbarton) who lead the local Community Policing Teams and ensure our efforts and attention remain focused on the needs and expectations of the local community.

In addition to day to day policing carried out by Community Investigation Units and Response Policing officers within West Dunbartonshire Command Area, officers also respond to developing events and seasonal demands that require additional attention and policing. Over this period, additional officers have been deployed to address this increased demand in response to events such as a republican parade and football matches where there is clearly the increased potential for antisocial and violent behaviour to occur. Dumbarton Football Club has recently encountered a number of high profile opponents including Hearts, Hibernian and Rangers at the Bett Butler Stadium in Dumbarton however these have passed without disruption to the local community due to the effective and robust planning undertaken prior to the events.

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VIOLENCE, DISORDER AND ANTISOCIAL BEHAVIOUR

Overall crimes of violence and disorder continued in a downward trend through the final quarter of the 2014/15 performance year. Whilst the total number of Group 1 crimes remains relatively low, the total figure recorded in 2014/15 remains higher than in the previous year. This increase is primarily due to an increase in the number of Serious Assaults and crimes relating to the Children & Young Persons (S) Act 1937 s. 12. Similarly detection rates remain high albeit slightly below our target of 90% for both Serious Assault and Robbery.

The table provided below shows our performance for 2014/15 with a comparative figure for the previous year:-

	Apr 2014 - Mar 2015	Apr 2013 - Mar 2014	Victims	% Chang e
Total No Group1: Crimes of Violence	143	140	3 more	2.1%
Murder	2	1	1 more	100.0%
Attempted Murder	4	6	2 fewer	-33.3%
Culpable Homicide (common law)	0	0	None	-
Culpable Homicide (other)	1	2	1 fewer	-50.0%
Serious Assault detection rate	85.7%	96.2%		-10.5%
Serious Assault	56	52	4 more	7.7%
Robbery detection rate	80.0%	86.4%		-6.4%
Robbery	25	22	3 more	13.6%
Common assault detection rate	73.6%	73.6%		0.0%
Common assault	886	997	111 fewer	-11.1%
Number of complaints regarding disorder	4,985	5,967	982 fewer	-16.5%

There has been a marked reduction in the volume of crimes pertaining to lower level violence, antisocial behaviour and disorder. In addition to an 11.1% reduction in the number of Common Assaults, which equates to 111 fewer victims, disorder complaints have also reduced by 16.5% and antisocial behaviour incidents reported by members of the public have decreased by 13.4% from 7499 to 6497.

Effective use of the Divisional Violence Prevention Strategy and Directed Policing Plans, which are informed by analytical products produced at a local level, continues to ensure local officers successfully manage the threat and risk posed by specific individuals and identified problematic locations.

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Police Scotland continues to work towards achieving the objectives set out in the West Dunbartonshire Local Policing Plan to reduce violence, disorder and antisocial behaviour:-

- ***To reduce the number of victims of violent crime.***
- ***To reduce the number of reported incidents of antisocial behaviour.***
- ***To impact on alcohol related violence, antisocial behaviour and disorder with particular emphasis in and around licensed premises.***
- ***To increase the number of people detected for violent and domestic crime.***

Focused Police Activity

Multi Agency Response to increased ASB in O'Hare, Alexandria

Through the West Dunbartonshire ASB Tasking and Coordination Group, it was recently identified that there has been an increase in levels of antisocial behaviour and violence in the O'Hare area of Bonhill, Alexandria. As soon as this issue was identified, a multi-agency response commenced which involved joint working between police and a variety of local authority departments. This joint approach enabled the group to focus on reducing the threat, risk and harm to the community through a co-ordinated and concentrated multi agency approach. High visibility patrols, intervention from WD Housing, mediation and proactive joint patrols allowed the group to identify offenders, increase direct action against the perpetrators and reduce antisocial behaviour and disorder in this area.

Test Purchasing

In West Dunbartonshire there has been 10 test purchase operations carried out. During these operations various off sales premises were subject to test purchase with no failures being recorded.

In addition to this the Helensburgh and Dumbarton Pubwatch schemes have resulted in several persons being issued with bans. This has prevented these individuals entering licensed premises in West Dunbartonshire and committing crimes of violence and disorder.

Agent Purchase

Police Scotland are working with premises and licensing standards officers to prevent the purchase of alcohol by persons on behalf of children. This includes education and awareness training for off sales staff, promotion of the "Challenge 25" scheme and where appropriate additional patrols were carried out in the vicinity of these premises.

Body Worn Cameras

Selected officers across the West Dunbartonshire Council area have been using Body Worn Cameras for a number of months now as part of their

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operational equipment. The cameras have been received positively by members of the public and have been used at a variety of incidents across the area. Feedback from officers utilising the new equipment is also positive due to the high quality and efficiency of the system and information received suggests that there is a marked difference in offender behaviour when the individual learns that he/she is being recorded.

ROAD SAFETY & ROAD CRIME

Year on year the number of persons killed and seriously injured on the road network within West Dunbartonshire has reduced. Across the full 12 month period, there has sadly been one fatality recorded compared to three in the previous year and this was the result of a pedestrian collision on the A82 near Duck Bay Marina in November 2014.

The table below provides figures at the end of the previous performance year:-

Road Traffic Casualty Statistics		Apr 2014 - Mar 2015	Apr 2013 - Mar 2014	Victims	% Change
People Killed		1	3	2 fewer	-66.7%
People Seriously injured		27	29	2 fewer	-6.9%
People Slightly Injured		193	201	8 fewer	-4.0%
Children (aged<16) Killed		0	0	None	-
Children (aged<16) Seriously Injured		3	7	4 fewer	-57.1%
Road Safety & Road Crime		Apr 2014 - Mar 2015	Apr 2013 - Mar 2014	Victims	% Change
Dangerous driving		46	67		-31.3%
Speeding		545	1,106		-50.7%
Disqualified driving		10	21		-52.4%
Driving Licence		166	174		-4.6%
Insurance		384	448		-14.3%
Seat Belts		250	751		-66.7%
Mobile Phone		493	1,112		-55.7%

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*Produced by Police Scotland Analysis & Performance Unit on 19th January 2015.
All statistics are provisional and should be treated as management information. All data are sourced from Police Scotland internal systems and are correct as at 2nd January 2015.*

Not Protectively Marked

Keeping People Safe on the roads within West Dunbartonshire remains a key priority and local officers continue to work towards achieving the objectives set out:-

- ***To reduce the number of people killed and seriously injured on the roads of West Dunbartonshire.***
- ***To improve road safety through enhanced partnership working and preventative initiatives within the community.***

Regular road checks are carried out by Divisional Road Policing crews as part of daily operational policing. These checks focus on vehicle road worthiness, speeding, documentation, drivers/occupants of vehicles involved in criminality. Speed checks are focused on prominent crash locations and areas that have been identified as potential risks through excessive speed. These areas can be identified through complaints, traffic management surveys and proactive patrolling.

DRPU have carried out joint road checks with the Driver and Vehicle Standards Agency at Mid Ross on the A82 and Clydebank town centre aimed at safety involving commercial goods vehicles. This has proven to be successful with prosecutions for drivers exceeding driving hours and the detection of serious defects resulting in prohibition of use of the vehicles.

Local officers remain committed to detection of offenders who persist in driving without valid licences, insurance or vehicle test certificates, with regular insurance offence detection and seizures of the offender's vehicle. Recent DRPU road checks in West Dunbartonshire have also led to the detection of persons actively involved in the distribution and supply of controlled drugs with significant seizures of drugs.

Focused Police Activity

Operation Zenith

Operation Zenith is a national operation which will take place from the start of April to the end of September 2015 and aimed at motor cycle safety and reducing the number of motorcyclists killed and seriously injured on Scotland's Roads.

West Dunbartonshire has long been a favourite with motorcyclists, with the A82 seen as a road which links the west coast of Scotland with the open rural roads of Argyll which are favoured by motorcyclists. The Divisional Road Policing Unit (DRPU) is fully committed to Operation Zenith and this forms part of our action plan every week. The A82 in particular lends itself to the education of motorcyclists in terms of driving safely, however enforcement is also a useful tool. Riders have previously been detected on this arterial route riding well in excess of 100 mph and have subsequently been reported for speeding and dangerous driving offences.

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Not Protectively Marked

Pedestrian Safety

Pedestrian safety, particularly in the Clydebank area, has been an identified threat for some time. The Divisional Road Policing Unit (DRPU) has continued to support the West Dunbartonshire Transport Safety Group with education and awareness to vulnerable groups, media and advertising as well as increased enforcement in and around bus and pedestrian locations.

Between 4th to the 10th May was the Vulnerable Road User Action Week and national and local action plans were in place to look at pedestrian and child safety in particular. Part of this plan was to conduct continued checks in and around schools focusing on speed, manner of driving, seatbelts, use of mobile phones and dangerous parking/obstruction.

The future elements of the Campaign include focusing attention around open spaces, play parks and other recreational locations during the summer holidays before returning to the educational establishments prior to the Festive Drink Driving Campaign commencing.

PROTECTING VULNERABLE PEOPLE

Protecting those most vulnerable within the communities of West Dunbartonshire remains at the heart of our commitment to Keep People Safe. The following table details our performance YTD as at the end of March 2015:-

	Apr 2014 - Mar 2015	Apr 2013 - Mar 2014	Victims	% Change
Number of Group 2 - Crimes of Indecency	174	115	59 more	51.3%
Group 2 crimes detection rate	77.0%	62.6%		14.4%
Rape detection rate	81.6%	72.7%		8.9%

As highlighted previously, the total number of Group 2 crimes increased significantly year on year. Increased crime levels are primarily due to a noticeable increase in the number of historical crimes being reported as well as an increase in the number of rape crimes. The majority of rape crimes have occurred within residential dwellings and as such the victim also knew the offender in a high proportion of crimes recorded. As shown above detection rates for both rape and Group 2 crimes remain high and above the target of 75% and 76.5%, respectively.

As set out in the Local Policing Plan 2014 – 2017, our key objectives for the forthcoming period in terms of Protecting Vulnerable People remain :-

- ***To work with our partners to identify those children, young people and vulnerable adults who are most at risk and through joint action reduce that risk.***

Not Protectively Marked

8

Not Protectively Marked

- *To continue to develop proactive strategies to deal with managed offenders, particularly those that present the greatest threat, risk and harm.*
- *To increase the number of persons detected for sexual crimes.*
- *Together with partner agencies, strive to provide a better quality of service to the victims of sexual crime.*

Focused Police Activity

National Child Abuse Investigation Unit

On Monday 20 April, Police Scotland launched the National Child Abuse Investigation Unit (NCAIU), a specialist unit to support the investigation of child abuse and neglect across Scotland. The NCAIU is a unit of specially trained officers located across the country. They provide local policing teams with consistent, high quality support for robust investigations into reports of complex child abuse and neglect, including child sexual exploitation and on-line child abuse.

Risk & Concern Hub

The re-offending rate for young persons across West Dunbartonshire is 10% which is significantly lower than the national average of 35% and demonstrates the success of the Risk & Concern Hub and partner agencies working well together. A Missing Person Co-ordinator has recently been appointed as part of the hub. PC McKay will work closely with the EEI team and the Local Authority Residential and Adult Care Home establishments in relation to missing children and vulnerable adults.

Domestic Abuse

The threat/risk posed by those involved in crimes relating to Domestic Abuse remains a very high priority. The Divisional Domestic Abuse Unit and Divisional Rape Investigation Unit recently worked together in relation to identifying a serial perpetrator of domestic abuse. They established that his pattern of behaviour was widespread, involving multiple partners and crimes. He has been charged with several offences and is currently awaiting trial.

MAJOR CRIME AND COUNTER TERRORISM

Keeping people safe by reducing the threat posed from organised crime groups and terrorism across West Dunbartonshire remains a very high priority for Police Scotland. Recent events in other countries highlight the necessity for vigilance at all times. Police Scotland continues to target and disrupt the activities of those involved at a local level through focused and robust interventions based on the objectives set out in the local policing plan:-

- ❖ ***To disrupt organised crime groups by targeting individuals, the businesses they operate and their access to public contracts.***
- ❖ ***To target those individuals who are intent on supplying drugs.***
- ❖ ***Through education and partnership, reduce the impact that serious and organised crime and terrorism has on our communities.***
- ❖ ***Through the Multi-Agency Serious and Organised Crime and Contest Groups, raise awareness and improve information sharing between agencies.***

The end of year Serious and Organised Crime (SOC) intelligence assessment indicates that the threat and risk posed to the communities within West Dunbartonshire remains relatively unchanged. There continues to be 3 main SOC groups in operation, all of which are now assessed to be Medium Risk and fall within the top 20% highest risk in Scotland. These groups continue to be closely monitored through a robust internal governance group which manages and directs activity in relation to actionable intelligence to ensure police activity is focused on those individuals that pose the greatest threat, risk and harm.

Given that the supply and distribution of controlled drugs continues to be the primary function of these groups, confiscation of drug commodity remains pivotal in disrupting their activities. Furthermore, drug dealing and misuse continues to be a high priority for the local communities within West Dunbartonshire. Increased levels of police activity in this area of criminality are reflected by the drug supply figures recorded year on year:-

	Apr 2014 - Mar 2015	Apr 2013 - Mar 2014	% Change
Number of detections for drugs supply, drugs productions, drugs cultivation	182	128	42.2%
Number of detections for Consuming Alcohol in a designated place (where appropriate byelaws exist)	632	706	-10.5%

Focused Police Activity

Enforcement Activity

Recent police operations have led to the arrest of several individuals linked to the SOC Groups suspected to be operating within West Dunbartonshire. Indeed, across the entire 12 month period, around 12% of those arrested for drug supply are believed to be involved in Serious and Organised Crime.

John Brady RFB Parade – Alexandria – Saturday 25th April 2015

On Saturday 25 April 2015, a parade took place in the Alexandria area involving the John Brady RFB and two other bands. The parade itself passed without incident, however at the conclusion of the parade a 49 year old male was arrested as a consequence of comments made by him.

Dunbartonshire LRP – Site Operators Meeting – Tuesday 3rd February 2015

A new site-operators sub group met on Tuesday 3rd February 2015 to ensure familiarity with planning contacts and provide a forum to discuss any developments or concerns in relation to resilience issues affecting **COMAH** and other site operators in East and West Dunbartonshire. The meeting proved very effective with new contacts being established between the operators, emergency services, local authority and other partners. One of the first agreements and actions was the creation of **MAIRG's** (Multi Agency Response Incident Guides) for all the sites in both West and East Dunbartonshire.

ACQUISITIVE CRIME

Police Scotland remains committed to achieving the objective set out in the Local Policing Plan in relation to acquisitive crime. These are as follows:

- **To reduce the number of housebreakings and improve detection rates.**
- **To target individuals involved in doorstep crime and support the victims through partnership working.**

The following table shows our performance in 2014/15 compared to the previous year:-

	Apr 2014 - Mar 2015	Apr 2013 - Mar 2014	Victims	% Change
Theft by housebreaking (including attempts) detection rate	16.4%	23.7%		-7.3%
Theft by housebreaking (including attempts)	177	296	119 fewer	-40.2%
Doorstep / Bogus Crimes	5	12	7 fewer	-58.3%

Not Protectively Marked

Across the year to date period acquisitive crime levels have continued in a downward trend reducing by around 10% compared to the same comparative period last year. Domestic housebreaking crimes in particular have reduced considerably (40.2%) while the total number of vehicle related crimes has also reduced by 17.8%. Similarly bogus crimes and crimes involving theft (not elsewhere classified) have also reduced. To date around 16.4% of all housebreaking crimes reported have been detected, this improves to 22.4% for crimes occurring at domestic dwelling houses.

Focused Police Activity

Operation Quarterlight

The national operation, Quarterlight, aimed at tackling vehicle theft across the country currently has particular focus in 6 divisions around Scotland – C (Forth Valley), E (Edinburgh), L (Argyll & West Dunbartonshire), G (Greater Glasgow), N (Highlands & Islands) and U (Ayrshire). The operation has taken a two-pronged approach – detection and prevention.

Since its launch in November 2014, nearly 900 vehicle related crimes have been detected, with detection rates increasing across most of the country. More than 350 people have been charged with a number of vehicle related crimes in that time, including theft & attempted theft of motor vehicles, also housebreaking with intent to steal vehicles.

At a local level officers continue to proactively target those involved in this form of criminality working alongside Roads Policing officers and through Crimebreaker and Horizon operations. Social media continues to be utilised in order to reinforce preventative measures.

CONCLUSION

As Police Commander, I am delighted to present this update on our Local Policing Plan for West Dunbartonshire 2014-17. We are continuing to meet the challenges we face and while our policing performance continues to be strong we will always strive to improve across all areas.

I am happy with our achievements so far and thank our partners from across West Dunbartonshire for their support and contribution.

Keeping People Safe is and will remain what we are all about as we continue to deliver the highest possible level of service to the communities of West Dunbartonshire.

Helen Swann
Chief Superintendent
Local Police Commander



**Report by the Chief Officer, North Strathclyde Community Justice Authority
and Director, West Dunbartonshire CHCP**

Management Group

Wednesday 3 June 2015

Subject: Community Justice Redesign

1. Purpose

- 1.1** The purpose of this report is to brief members of CPWD on the progress of the national Community Justice Redesign Project.

2. Recommendations

- 2.1** Community Planning West Dunbartonshire is asked to
- note the progress as outlined in the report
 - agree proposals for the use of the community justice transitional fund made available to all Community Planning Partnerships.

3. Background

- 3.1** The Government published its response to its consultation, the “Future Model for Community Justice in Scotland” on 15 December 2014. The main features of the proposals include:
- Community Planning Partnerships (CPPs) are to be central to the new arrangements. The focus will be on delivering community solutions to the issues of reducing re-offending and offender management. There is no requirement on CPPs to establish distinct community justice partnerships. There will local flexibility in how these new duties are discharged.
 - The timescales suggest CPPs assume responsibility under the new model from 1 April 2016, with full responsibility being conferred from 1 April 2017. Community Justice Authorities (CJAs) will be formally disestablished on 31 March 2017. CPPs will have a duty to prepare and publish a local plan to deliver improved outcomes for community justice in their area and to report annually on their assessment as to what has

been achieved. The first plan for the shadow year of 2016/17 must be made available to Scottish Government by January 2016.

- A new national body, Community Justice Scotland, will be established in the latter part of 2016/17. CPPs will not be accountable to the national body (Community Justice Scotland) for their performance. A hub for innovation and learning will also be developed, with functions determined by Community Justice Scotland.
- The Scottish Government will develop a national framework for outcomes, performance and improvement, jointly with key partners and stakeholders. It is against this framework that CPPs will be expected to plan and report.
- Transitional funding of £1.6 million per annum is being made available from 2015/16, for 3 years ending in 2017/18. The criteria for the allocation of this funding were agreed through the COSLA Distribution and Settlement Group. Each CPP will receive £50,000pa over the period.

3.2 Community Justice Authorities have been asked by Scottish Government to support the transition arrangements within local areas. A national Community Planning Partnership Community Justice event was held in early April to share progress with key community planning contacts.

3.3 Locally there is a formal strategic and operational partnership in place between West Dunbartonshire, Argyll and Bute and East Dunbartonshire Councils with regard to the planning and delivery of Criminal Justice Social Work. They share a single strategic partnership manager, single budget, and deliver common outcomes within a joint planning and performance framework and commissioning strategy. This partnership service reports to a joint committee with delegated powers with regard to local authority functions in respect of Criminal Justice Social Work. These arrangements have been in place since 2002 and support a range shared services, cross authority service delivery and business support arrangements.

4. Main Issues

Legislative Framework

4.1 The Community Justice (Scotland) Bill 2015 is at its final draft stage and is ready for its introduction to Parliament. Before that, the Financial Memorandum and explanatory notes, both of which have to accompany the Bill, require to be detailed, work has begun on both. CJAs are assisting with gathering information for the Financial Memorandum.

4.2 If all progresses as planned with the passage of the Bill through Parliament, there will be a shadow year for Community Planning Partnerships during

2016/17 prior to them taking on their new duties and responsibilities on 1st April 2017. To prepare for this, CPPs will be required to submit a shadow/transition plan to the Scottish Government by the end of January 2016 for Ministerial approval. They will then be expected to implement the plan along with partners during the shadow year and report back to the Scottish Government on the progress they have made, likely to be required in Summer 2017.

Funding

- 4.3** To assist CPPs in the shadow year and for two years thereafter, the Scottish Government have provided an extra £1.6 million to be shared across all 32 CPPs. The allocation of the extra funds was agreed first at the COSLA Distribution and Settlement Group and then approved by The Leaders Group to provide £50,000 to each CPP from 2015-18. In addition, the Scottish Government has provided £50,000 to the Justice Third Sector Forum to assist them to prepare for engagement with the new structure.
- 4.4** In order to make best use of the transitional funding from the Scottish Government it is proposed that West Dunbartonshire, East Dunbartonshire and Argyll & Bute pool the resources made available to them for this transitional work. This would create a fund to the value of £150,000 per year and permit the creation of dedicated capacity and resource to take forward the work critical to the success of transition.
- 4.5** The relative advantages of scale and capacity already afforded by working in partnership to deliver Criminal Justice Social Work services apply equally to the planning and delivery of community justice under the auspices of Community Planning. For instance in relation to engagement with national statutory and third sector organisations, and in the present context developing a strategic approach to transition and associated planning activity.

National Planning

- 4.6** The national Transition Group has representatives from CPPs, COSLA, Scottish Government, Scottish Prison Service, CJAs and the third sector. The group plans to hold a series of national and regional events to help CPPs prepare for their new duties. This will include transferring knowledge currently held by CJAs to the CPPs to assist in their strategic planning and understanding of the community justice landscape. The first national event was held on 2nd April 2015 in Edinburgh and was targeted at CPP Managers.
- 4.7** CPPs will be expected to develop their local strategic plans in large part to deliver the National Community Justice Strategy in their areas. Work will begin shortly to create a first draft and this is a process which will involve considerable consultation with all partners.

- 4.8** In terms of Criminal Justice Social Work arrangements, the Scottish Government state that this is a matter for those taking forward the joint working arrangements for health and social care integration locally and that the proposed model for community justice will encompass any type of structural arrangement in place locally. This includes the maintenance or development of existing partnership arrangements.
- 4.9** The current financial, organisational and constitutional arrangements for the local partnership authorities referred to in 3.3 above are currently being reviewed in light of the new arrangements. This will ensure that there are clear lines of accountability and governance in place with regard to outcome delivery, resource issues, performance management and commissioning. The partnership review will also fully explore opportunities for shared services and appropriate protocols developed.

5. People Implications

- 5.1** At present there are no people implications.

6. Financial Implications

- 6.1** As noted above, from 2017-18 section 27 funding will be allocated directly to Local Authorities. The precise formula by which this will be achieved is yet to be determined which consequently makes accurate predictions with regard to future funding levels challenging. Funding arrangements for core statutory services are based on historical activity and local need (unemployed males between 16 and 24 years and proportion of court business) rather than successful outcomes. There is in addition, non-core funding, allocated to support national and local non-statutory initiatives. The section 27 allocation to the CJA and consequently to the CJSW partnership has declined in value when set against the real costs of delivering CJSW services in recent years.
- 6.2** The Scottish Government has made transitional funding available from 2015 – 2016 for three years up to and including 2017-18. The funding is specifically intended to support partners to build their capability and capacity to work together on the achievement of improved outcomes for community justice.

7. Risk Analysis

- 7.1** It is important the CPWD is in a position to assume responsibility for Community Justice outcomes in April 2016 (shadow year) in line with Community Justice legislation. The transition plan and work outline will allow this to happen, failure to progress this work would lead to a risk that CPWD could not respond to legislative changes.

8. Equalities Impact Assessment (EIA)

8.1 There are no equalities issues identified at present. However, the equalities impact of recommendations and actions arising from any changes identified in the course of the various work-streams will be considered prior to implementation.

9. Consultation

9.1 The re-design of community justice was and continues to be the subject of extensive consultation sponsored by the Scottish Government and has involved a wide range of agencies services and individuals with a stake in the criminal justice system.

10. Strategic Assessment

10.1 West Dunbartonshire and CJSW partner authorities recognise that the current partnership arrangements have enabled the establishment of common systems, processes and procedures at a strategic and operational level and permitted a degree of resilience in relation to planning, performance improvement and management across and between the three authorities.

10.2 The review, noted above, of current arrangements will help to determine recommendations for the future shape of partnership working and help shape the transition

Communication Bulletin

The CPP Management group were advised of current work underway in establishing new arrangements for community justice and the delivery of Criminal Justice Services within West Dunbartonshire, following the Scottish Government review and redesign of Community Justice across Scotland.

Keith Redpath
Director, WDCHCP
7 May 2015

Person to Contact: Norman Firth, Partnership Manager, 07787 596 255
Norman.Firth@wdc.gcsx.gov.uk

Appendices: None

Background Papers: None

Wards Affected: All



Report by the Executive Director of Corporate Services

Management Group

Wednesday 3 June 2015

Subject: Joint Planning & Resourcing

1. Purpose

- 1.1 The purpose of the report is to update members on work currently underway focused on joint planning and resourcing across Community Planning West Dunbartonshire.

2. Recommendations

- 2.1 Members are asked to note the content of the report and agree to further updates being provided on this work.

3. Background

- 3.1 Since its establishment, the National Community Planning Group (NCPG) has focused on taking a whole systems approach to joint planning and resourcing. This intention of this approach is to integrate decision making and bring the totality of partners' resources to bear on addressing priorities in the area.
- 3.2 There has been significant discussion at a local and national level on how best to implement this approach, with no consistent or clear approach developed. The nature of Community Planning in Scotland brings a complex and diverse range of funding arrangements and governance structures from partners involved.

4. Main Issues

- 4.1 Scoping work has been undertaken to understand current resourcing in each of the Delivery & Improvement Groups (DIG). The template questionnaire used to gather this information can be found at appendix 1.
- 4.2 This scoping work is being used as a basis for further discussions at DIG level about understanding the resources available for the priorities set out in the Single Outcome Agreement (SOA).

- 4.3 Initial findings from the scoping work, at appendix 2, show that we have a broad understanding across some key partners of the total resource available to West Dunbartonshire. However, we should broaden our net to other partners working and delivering in the area in order to fully understand the totality of the resources at the disposal of CPWD.
- 4.4 It is important that we also recognise the innovative work currently being delivered by community planning partners which is clearly jointly planned and resourced. Finance colleagues across the partners are currently working on a clear picture of current multi agency, partnership spend on key projects and initiatives such as West Employability Hub and the Single Employer Offer.
- 4.5 Work is also currently underway to scope the potential joint resourcing of the 'Your Community' model of neighbourhood management. This approach involves a range of partners focused on the joint planning and resourcing of local designed and responsive services.

5. People Implications

- 5.1 None

6. Financial Implications

- 6.1 None

7. Risk Analysis

- 7.1 Joint planning and resourcing is a key priority for the NCPG, failure to deliver a West Dunbartonshire approach to this would risk damaging the reputation of CPWD.

8. Equalities Impact Assessment (EIA)

- 8.1 An EIA is not required for a scoping project.

9 Consultation

- 9.1 This is an update on scoping work. Consultation will be taken forward through each DIG.

10. Strategic Assessment

- 10.1 Progressing work as outlined in this report ensures CPWD can deliver on the outcomes set in the Single Outcome Agreement and the requirements of the NCPG.

Angela Wilson
Executive Director of Corporate Services
7 May 2015

Person to Contact: Amanda Coulthard, Corporate & Community Planning
Manager, 01389 73(7271),
Amanda.coulthard@west-dunbarton.gov.uk

Appendices: Appendix 1 - Response template
Appendix 2 – Summary of responses

Background Papers: None

Wards Affected: All



Joint Resourcing Questionnaire

As you are aware, the Scottish Government published an [“Agreement on Joint Working on Community Planning and Resourcing”](#) in September 2012. This Agreement places expectations on all community planning partners to draw upon the totality and breadth of their resources in order to improve local outcomes for communities, and in particular to:

- Ensure the SOA is the focal point for the planning and deployment of resources locally;
- Share budget, investment and resource planning information through the CPP, at an early stage in the decision-making process, including setting out the broad financial parameters they are working to, key milestones, and how resources already do, and can further support SOA delivery;
- Agree how total resources can most effectively be deployed and aligned between partners to achieve the outcomes set out in the agreed SOA and ensure this deployment and alignment in practice;
- Demonstrate commitment and adherence to the Agreement through their engagement with CPPs and in relevant governance and budget making processes, including in final budget documents, delivery plans and subsequent accountability arrangements.

We have been asked as partnerships to gather budget, investment and resource planning information from each partner organisation. The purpose of this questionnaire is to obtain this information.

Once we have received all completed questionnaires, the responses will be analysed and collated. We will then organise a workshop for all partner organisations to present the findings from the survey and use the information obtained to discuss we move forward with the implementation of joint resourcing.

I would like to thank you for your co-operation and I look forward to receiving your completed questionnaire.

Councillor Martin Rooney

Chair

Community Planning West Dunbartonshire

Contact Details

Name of Organisation:

Name and Contact Details of Finance Officer or key contact:

About your Organisation's Budget

Q1. When is the budget setting process for your organisation, is there a consultation period as part of this?

Q2. How long is your budget set for? If it is longer than One year is it reviewed mid term?

Q3. What is the overall budget of your organisation?

Q4a. Does your organisation have a specific West Dunbartonshire budget?

Yes

No

Q4b. If yes, what is your West Dunbartonshire budget?

How does your Organisation set its Budget?

Q5 What data does your organisation use to inform its budget?

Q6 What are your key priority areas when setting your budget?

Q7a *Does your organisation take the outcomes in the SOA into account when setting its budget?*

Yes

No

Q7b If yes, how does your organisation go about taking the SOA outcomes into account?

Q8 Do you have any suggestions regarding how Community Planning West Dunbartonshire could go about implementing joint resourcing?



Thank you for taking the time to complete this questionnaire.

**Please email your completed questionnaire to Suzanne Greer
(Suzanne.Greer@west.dunbarton.gov.uk) or Alice Morrison
(Alice.Morrison@wdc.gcsx.gov.uk)**

by 8th May 2015

Joint Planning & Resourcing Questionnaire Responses – Summary

	Summary responses
When is the budget setting process for your organisation, is there a consultation period as part of this?	Budget setting begins in Autumn for most organisations and is concluded in February March. For regional and national organisations budget is set centrally and cascaded.
How long is your budget set for?	Detailed budget is set annually 3 year indicative context for some
What is the overall budget of your organisation?	For initial responses total budget varies from £55m to £1.1bn
Do you have a specific WD budget?	Regional and National organisations do not have a WD specific budget. Some are able to estimate spend in the area This requires further interrogation with finance colleagues
What data does your organisation use to inform its budget?	Agency specific frameworks, SG priorities, resource allocation models, demographic info, demand, policy direction, resident feedback, Service performance, officer intelligence, national and local policy priorities, consultation feedback
<i>Does your organisation take the outcomes in the SOA into account when setting its budget? If yes, how does your organisation go about taking the SOA outcomes into account?</i>	Yes, organisational priorities are aligned to SOA, and SG priorities
Do you have any suggestions regarding how Community Planning West Dunbartonshire could go about implementing joint resourcing?	Employability hub, consider how we are already aligned MA process, Employability fund/ local employability partnerships Alcohol and Drug Partnership Early Years Collaborative Look at current examples such as SEO, Hub, OSS co-location, Your Community



Report by the Executive Director of Corporate Services

Management Group

Wednesday 3 June 2015

Subject: Community Planning Update

1. Purpose

- 1.1** The purpose of the report is to update members on a range of issues, projects and initiatives currently underway within the partnership.

2. Recommendations

- 2.1** Members are asked to note the content of the report

3. Background

- 3.1** The community planning landscape in Scotland continues to change and evolve. New legislation related to both Community Justice and Community Empowerment is currently before Parliament. The Bills both change the context for partnership working and place increased responsibilities on CPPs.
- 3.2** At the same time Community Planning Partnerships are being invited to work alongside the Scottish Government and other national organisations on projects and initiatives which will support delivery of the legislation.
- 3.3** Community Planning West Dunbartonshire has recently expressed an interest in working alongside Scottish Government on two key initiatives – What Works Scotland (WWS) and Participatory Budgeting (PB). These expressions of interest were successful, with CPWD selected as a case study area for the What Works Scotland programme and receiving funding for a PB training programme.

4. Main Issues

What Works Scotland

- 4.1** WWS is a new initiative focused on improving the way evidence is used to make local decisions about public service development and reform. The initiative is jointly delivered by Glasgow and Edinburgh Universities with support from the Scottish Government and the Economic and Social Research Council (ESRC).
- 4.2** The WWS team are working with four community planning partnerships to
- Explore learning about what does and doesn't work in the local area
 - Support collaborative learning
 - Promote the use of evidence in planning and service delivery
 - Help build skills around the use of evidence.
- 4.3** As well as West Dunbartonshire, WWS is working in Aberdeenshire, Fife and Glasgow. In CPWD the team will be focusing on neighbourhood management, in work poverty and inequalities for children. Regular meetings are taking place with the WWS team to explore the detail within these areas.

Participatory Budgeting

- 4.4** PB is recognised internationally as a way for local people to have a direct say in how, and where, public funds can be used to address local requirements. The Scottish Government supports PB as a tool for community engagement, and has been raising awareness of the initiative and setting the conditions for it to be delivered in a meaningful and sustainable way across Scotland.
- 4.5** Scottish Government is part-funding PB consultancy support for local authorities. CPWD has secured funding for a 10 day consultancy and training package of support. Scottish Government will contribute 75% of the cost of the programme (£5,250) with the remaining 25% (£1,750) coming from CPWD.
- 4.6** The first session on PB in West Dunbartonshire has been held, raising awareness with key officers across the partnership. Further work is currently being explored to support the roll out of this project over the remainder of 2015/16.

Community Planning Outcomes Profiles

- 4.7** The Improvement Service (IS) is currently working with the Scottish Government on the development of a local profile of common indicators for all community planning partnerships in Scotland. The intention is to develop a core suite of indicators which can be used to share best practice across partnerships and improve overall outcome delivery.

- 4.8** CPWD has been fully involved in the development of this high level outcomes profile, attending a number of engagement and consultation events hosted by IS. The template profile is currently being developed and discussed with community planning managers across Scotland and will soon be consulted on more widely.

Community Empowerment (Scotland) Bill

- 4.9** The Community Empowerment (Scotland) Bill was laid before Parliament in June 2014 and has now entered stage 3 of the scrutiny process. A number of amendments have been made of the consideration of the Bill, and work is underway to detail the financial memorandum which supports its implementation as legislation.

Community Justice (Scotland) Bill

- 4.10** The Community Justice (Scotland) Bill was introduced to Parliament on 8 May 2015 and will be considered at stage one over the next few months. This legislation places the responsibility for the delivery of Community Justice with community planning partnerships while also dissolving Community Justice Authorities.
- 4.11** The development of this work and the transition of responsibility for these outcome areas is being supported by a Scottish Government led project board. Community Planning West Dunbartonshire is represented on two specific workstreams of this project by the Corporate and Community Planning Manager. Work is also underway locally, and in partnership with East Dunbartonshire and Argyll & Bute CPPs, to plan for this transition. A separate paper on Community Justice has been submitted to this meeting.

5. People Implications

- 5.1** None

6. Financial Implications

- 6.1** None

7. Risk Analysis

- 7.1** As outlined above there is an increasing drive nationally for community planning partners to work at an increased pace to deliver outcomes for communities. This is evidenced through the range of work currently underway.
- 7.2** Failure to engage in this work and to respond to the new challenges being set for community planning in Scotland would not reflect well on CPWD and would risk performance against the national policy priorities set by Scottish Government.

8. Equalities Impact Assessment (EIA)

8.1 An EIA is not required.

9 Consultation

9.1 This is an update on areas of work. Consultation has been carried out relevant to each project and initiative, involving all appropriate partners.

10. Strategic Assessment

10.1 Progressing work as outlined in this report ensures CPWD can deliver on the outcomes set in the Single Outcome Agreement.

Communication Bulletin

Community Planning West Dunbartonshire were pleased to note the progress being made across a range of initiative underway in the partnership, focused on bringing decision making to local communities.

Members also noted the progress being made in the progress of relevant legislation through parliament and welcome the opportunity to support this work.

Angela Wilson
Executive Director of Corporate Services
7 May 2015

Person to Contact: Amanda Coulthard, Corporate & Community Planning Manager, 01389 73(7271), Amanda.coulthard@west-dunbarton.gov.uk

Appendices: None

Background Papers: None

Wards Affected: All



Report by the Corporate & Community Planning Manager

Management Group 3 June 2015

Subject: Delivery & Improvement Group (DIG) Highlight Reports

1. Purpose

1.1 The purpose of this report is to provide an update on progress within each Delivery & Improvement Group against agreed outcomes.

2. Recommendations

2.1 It is recommended that the management group note the progress to date.

3. Background

3.1 DIG Action plans for the 4 priority areas were approved by CPWD management group in May 2014. Regular highlight reports give an opportunity for members to scrutinise progress being made and discuss any further investment or activity required.

4. Main Issues

4.1 The highlight reports presented as appendices to this paper detail progress and challenges for each outcome area. These quarterly highlight reports will inform the Single Outcome Agreement Annual Report currently being developed for 2014/15.

4.2 Progress with DIG action plans and cross cutting issues are also discussed regularly at DIG Chairpersons meetings after each management group, and areas of overlap and joint working are identified.

4.3 From the content of the highlight reports it is clear that good progress has been made in supporting delivery of the priority outcomes agreed through the Single Outcome Agreement 2014-17.

4.4 It is important, however, to note the areas highlighted in each report where further work is required to ensure delivery of outcomes.

5. People Implications

5.1 There are no personnel issues.

6. Financial Implications

6.1 There are no resource implications.

7. Risk Analysis

7.1 There may be risks associated with not delivering on the priority areas identified in the action plans.

8. Equalities Impact Assessment (EIA)

8.1 An equalities impact assessment is not required as this report is a summary of progress being made.

9. Consultation

9.1 The highlight reports were produced by key members of each DIG.

10. Strategic Assessment

10.1 This report provides an update on progress on actions to be taken by each DIG in delivering on the local outcomes for each priority area as detailed in the SOA.

Communications Bulletin

Community Planning West Dunbartonshire noted the good progress being made by the Delivery & Improvement Groups across the 4 priority areas and discussed the areas of concern highlighted with a view to ensuring delivery of the outcomes set in the Single Outcome Agreement.

**Amanda Coulthard,
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Appendices: Appendix 1: Children & Families Action Highlight report

Appendix 2: Employability & Economic Growth Highlight report
Appendix 3: Older People Highlight Report
Appendix 4: Safe, Strong & Involved Highlight report

Background Papers: DIG Action plans

Wards Affected: All



**Children and Families
Delivery & Improvement Group (DIG)
Highlight Report**

CPWD Management Group: 3rd June 2015

Chair of DIG:

Terry Lanagan, Executive Director of Educational Services, West Dunbartonshire Council

What is working well?

- Curriculum for Excellence: first set of National Qualifications delivered; good progress on Developing Scotland's Workforce recommendations.
- The Early Years Collaborative (EYC) tests are progressing well and oversight is provided by the Executive Group.
- Children & Families self-evaluation is progressing well; evidence is being gathered and aligned.
- GIRFEC Preparation for shadow year from Aug 2015 progressing well
- Multi-Agency Parenting Strategy and delivery of programmes are progressing well.
- Revised EEI Domestic Abuse Process in place, data gathering methodology has been developed and actions against case will now be recorded within this agreed framework in order to track outcomes more closely.
- A Corporate Parenting event has been organised for 23 June with representation from all CPP Corporate Parents – services and agencies require to nominate their CP lead for this and ongoing commitments.
- Raising Attainment Strategy is showing very positive outcomes, especially for young people from the most deprived backgrounds; WDC will be one of 7 local authorities to benefit from very significant investment from the Scottish Government in the Scottish Attainment Challenge from August 2015.

Key achievements

- Triple P participation has risen from 28 parents in 11/12 to 140 in 12/13 and 247 in 13/14, with very positive evaluations.
- Incredible Years Parenting groups continue to be run with 7 different groups taking place during 14/15 with one group for the first time specialising in providing support to kinship carers.
- Parenting Review and Improvement Group (RIG – completed a self-evaluation of the work of the RIG which evaluated well and the self-evaluation report has been completed.
- Delivered joint training of early years and primary school practitioners

- GIRFEC training on the use of the National Practice Model and formulating a Child's Plan has been provided to all early years heads, including representation from - Community Health.
- All primary head teachers and learning support coordinators have participated in GIRFEC training.
- GIRFEC named person training to early year establishments, including representation from - Community Health.
- Health Visiting and School Nursing have implemented an electronic record system (EMIS) and the GIRFEC National Practice Model progressing well.
- GIRFEC local guidance: first draft in place. Further work is being developed.
- Child Protection self-evaluation and guidance pack has been issued to all GP Practices.
- Emotional Health and Well Being RIG has developed a document 'Guiding Through The Maze' to assist services, professionals and GPs to better understand the range of supports available to children and young people in respect of emotional health and well-being. This will be disseminated by the end of May.

Progress against local outcomes

- Good progress against all local outcomes

What needs to improve?

- Reporting on progress and challenges from DIGs to DIGs and wider Children's services
- Need to further develop local GIRFEC training; this is already under way, but there are challenges in terms of full delivery
- Preparation for implementation of Named Person Service (Education and CHCP) in time for August 2015.
- Our SLDR figures: Positive destinations have decreased by 0.8% from 90.9% in 2012/13 to 90.1% in 2013/14. Further analysis and reporting has been carried out in order for Schools and partnerships to discuss 16+ transitions for the individual young people who entered a negative destination 2013/14. We have identified that 20% of the young people who were recorded as negative had clinical Mental Health Problems, Depression or Anxiety. A robust Action Plan is now in place. Please contact Susie Byrne for further details.
- One of the areas for improvement in post school destinations is the need to improve school leavers entering the voluntary sector.
- Whilst our Post 16+ JAT partnership continues monthly and is proving successful in identifying young people not participating post 16+ and partnership working to engage and offer appropriate support, at the moment we have a gap in services who can deliver Engagement/ Outreach/Employability work for our hardest to reach young people., which will be an action to take forward with partners in 2015/16.
- Capacity building in Children's Services for the delivery of the Local Autism plan is required.

What support is required from other partners?

- This entire agenda can only be delivered through strong partnership working; relationships remain good across partners.



**Employability & Economic Growth
Delivery & Improvement Group (DIG)
Highlight Report**

Management Group: 3rd June 2015

Chair: Richard Cairns, Executive Director of Infrastructure and Regeneration

What is working well/Key achievements

- **Progress with 1000 jobs target**

Significant progress has been made towards achieving the second target of 1000 jobs in 1000 days and it is anticipated that 1000 jobs will be achieved in 441 days which will be confirmed after purdah. Key partners have been working together to deliver against this target.

- In 2015/16 the Council's Modern Apprentice programme will recruit and train approximately 51 Level 2 and 20 Level 3 apprentices to join the council's highly successful Modern Apprenticeship programme.
- Last year the Council supported 20 local companies to recruit 22 apprentices mainly within the Construction and Engineering sectors. The companies engaged were provided with an incentive of £4,000 to assist with the first years wage costs.
- In 2015/16 the Council will extend the support provided to small local companies to assist them to recruit 30 additional apprenticeship places. This will bring the total number of young people in 2015/16 recruited and supported by the council to enter an apprenticeship to over 100.
- During 2015/16 the Council will commence a Pilot Graduate/Internship Programme which is aimed at graduate's resident in West Dunbartonshire that are unemployed or under employed. The Council will employ 6 graduates for a period of 6 months. The graduate programme will involve full-time employment focused around mutually beneficial work or projects for the individual and the Council. This will provide the graduates valuable work experience and enhance their career development opportunities.
- European funding for WDC for 2014-20 to deliver an Employability Pipeline and Interventions to tackle Poverty and Social Inclusion is confirmed at £2.5m. This funding is expected to deliver programmes for a period of 5 years and 9 months, however the payment model has still to be finalised by Scottish Government.

- The Council will also have the opportunity to bid for an additional strand of European Funding in July 2015 known as Youth Employment Scotland Incentive which will be integrated into the Employability Pipeline.
- City Deal - Working Matters is an employability initiative that is likely to become operational during the summer of 2015 and will also be integrated into the Employability Pipeline. This funding is to support ESA claimants who have completed two years on the work programme and have not achieved a sustainable outcome. Targets have been set in relation to number of clients supported and number of job outcomes at 239 and 36 respectively. It is anticipated that 80% of referrals will come from Job Centre Plus and 20% will be generated from Council itself as a Working Matters provider. The funding package includes WDC match funding of £269,100 and City Deal funding of £237,480 which totals £506,580.

- **Single Employer Offer (SEO)**

The SEO is designed to provide a co-ordinated single gateway for employers to access products and services and is progressing well. The group continues to meet frequently with each meeting in a workshop format to move forward with the project and agreed actions taken away from each meeting. A project plan was developed outlining the key stages and this has been regularly updated with progress.

The group has commissioned an external provider to finalise the brochure and web portal. Branding sessions were held in April, involving key members of the group, which resulted in the brand name **Working4business** being selected. A communications plan has been developed and the group are now planning a launch for 4th June. The brochure and web page will be finalised in May prior to this launch.

Timescales were amended to allow sufficient time to finalise the content of the website and brochure, and also to take account of publishing timescales and purdah restrictions.

Progress is regularly reported via the Employability & Economic Growth DIG

- **Skills Development Scotland (SDS)**

SDS updated the DIG on the Regionals Skills Assessments (RSA) which has been disaggregated at a West Dunbartonshire level and also the School Leavers Destination Report (SDLR). This was discussed at the January meeting and there is some further analysis to be done and comparisons made with other similar local authority areas, and the results will be brought back to the next meeting of this DIG in July. SDS are working jointly with WDC Education services to take this forward and improve on this year's results.

- **West Employability Hub**

The West Employability hub has been operational since March 2014. During the first year, the focus of the Hub was on co-ordination of existing mainstream provision offering more effective and efficient services aimed at tackling youth unemployment (16-24) in Alexandria and Dumbarton.

In the first year: 329 young people entered employment. 93 young people accessed employability related provision, such as work experience, volunteering, employability skills training, DWP contracted provision, other contracted provision and sector based work academies.

Local employers have also benefited from the flexibility of support provided by all partner agencies working together to assist employers with their recruitment needs. The negotiations for the continuation of this initiative for a further 12 months concluded successfully and the age range has been extended to include the 25+ age group. The model is to be replicated in Clydebank once a suitable location is secured and established. Through collaborative working, the hub ensures that the best package of support and training is available to all unemployed people in West Dunbartonshire.

- **Youth Employment Scotland**

WDC secured £933k through the Youth Employment Scotland Programme to support 16-24 year olds into employment. The original target was to provide a wage subsidy for six months for 290 young people. The programme timeframe was extended until December 2014 and the target age range of the participants extended to 29 years of age. This extension increased the target from 290 to 350 individuals. The current number of young people supported through the programme to the end of December 2014 is 340 individuals. The Council successfully submitted a bid to the Scottish Government to support an additional 60 young people through the programme between January – March 2015. The DIG played an important role in working together to achieve this target. The current target has been exceeded with 366 young people supported through the Youth Employment Scotland initiative.

- **Business Gateway**

Following a Council Infrastructure Regeneration Economic Development (IRED) Committee on 18th March 2015, the Council has decided to bring the Business Gateway delivery in-house from 1st October 2015. This should bring improved integration with the employability services and other Council services and will also provide budget savings. This change will fit well with the proposed single employer offer initiative.

- **Charrettes: Clydebank & Dumbarton**

Charrettes were carried out for the Town Centre of Clydebank and for the Rock and Castle area of Dumbarton with the support of Scottish Government during February 2015. The response from the community was great with significant numbers attending and contributing. The results of the Charrettes and importantly the action plans that follow will be presented to the Council IRED committee in September

2015 for approval. The findings have also been presented to the DIG and will be followed up as part of the DIG agenda.

Progress against local outcomes

Progress with the actions outlined in the plan for the DIG is being progressed by the lead partners for each action and monitored via quarterly meetings of the DIG.

A new action plan has been produced focusing on the key priorities for the DIG in 2015/16. An action plan progress report on the 2014/5 plan will be presented at a future CPWD meeting.

What needs to improve?

- Closer working with partners and across DIGs, e.g. Growing Future Workforce (GFW), responding to Charrette plans.
- Wider input into agenda's, action plans and reports from partners.

What support is required from other partners?

- Partners need to take joint ownership of the group and making progress with key priorities identified in the action plan.
- Explore other options for collaborative working both in terms of contributing to the DIG and progressing specific projects e.g. single employer offer, business hub, Charrette outcomes.



DIG Highlight report

Date: 7th May 2015

Chair: Chris McNeill Head of Community Health and Care Services

What is working well?

We have been working for three years on the Reshaping Care for Older People workstream which connects across all areas of our community health and care services. We have been able to facilitate change across all of our statutory, third and independent sector services as a true partnership; being able to ensure connectivity between agencies and across specialist and generic services.

We have been able to analyse our data to target resources where there is most need for example developing our Community Hospital Discharge Team to support older people coming out of hospital; focusing resource on working closely with colleagues within the acute services and boosting our mental health officer capacity.

Our partnership between CHCP and West Dunbartonshire CVS has been multi-award winning including the prestigious COSLA Gold award.

The connectivity between workstreams allows us to support a co-production approach across all our communities; for example in the delivery of Dementia Friendly West Dunbartonshire.

Key achievements

2014 – 2015 has been the final year of the delivery of the Change Fund before we move to the Integrated Care Fund; below are listed some of the successes from 2014 – 2015 although this is not an exhaustive list but rather some examples.

We have developed a robust and effective network to support end of life care across all services; this manifests as palliative care, anticipatory care planning, SPAR (Supporting Palliative Care Action Register) and DNACPR (Do not attempt cardio-pulmonary resuscitation). This is delivered within the community and within care home settings to ensure people a positive end of life experience.

Joint working between CHCP prescribing /pharmacy and care at home services has supported many more individual's discharge planning and medicines management within the home.

CHCP Care at Home services have successfully delivered a reablement programme to older people within their own homes to maintain their independence and support them living at home; and therefore unnecessary avoid hospital admissions.

We have had success delivering the My Home Life programme across Council and Independent Sector care/residential homes which support managers from across both sectors to share good practice and more effectively support older people in a homely setting.

In line with our avoiding unnecessary hospital admission programme; an innovative respite service allows carers to seek more flexible options for respite as well as being able to access emergency respite at times of crisis; as such we are able to support carers in their caring role.

Progress against local outcomes

Working with Information Services Division (ISD) we have been able to demonstrate how effective the range of interventions have been across community health and care services to avoid unnecessary hospital admissions. However this success has to be caveated against the increased volume of older people and the decreasing financial envelope available across health and social care services.

In preparation for the implementation of the Joint Bodies Act; all our community health and care services are all fully integrated with robust management and supervision structures. The creation of the Community Older People's Team, Community Hospital Discharge Team and Community Adult Team has involved a range of organisational change programmes and facilitated staff sessions with practitioners employed by both the Council and by NHS Greater Glasgow and Clyde.

What needs to be improved?

We are reviewing our structures to streamline meetings to make better use of officer/manager time as well as more effective use of service user and carers' precious time.

We are developing robust systems for commissioning services across third and independent sector to support sustainability and co-production/community capacity building models across all our services and workstreams.

We are continuing to use self-evaluation tools to support continuous improvement across our teams within a construct of integration; as well as in preparation for the upcoming CPP adult services inspection which we expect next year.

What support is required from other partners?

Moving forward we will need to work closely with Housing services and Housing providers to ensure we have suitable and appropriate housing for our older people's population and those with long term conditions and complex physical disabilities.



Safe, Strong and Involved Communities DIG HIGHLIGHT REPORT MAY 2015

Date: 8 May 2015

Chair of DIG: Supt. Gail McClymont, Police Scotland

Local Outcomes:

- LO1: Reduce Violent Crime
- LO2: Improved Collaborative Working through Strong Partnerships - Counter Terrorism & Serious Organised Crime
- LO3: Enhanced Safety of Women & Children
- LO4: Enhanced Safety of Vulnerable Groups
- LO5: Reduce ASB & Disorder
- LO6: Improve Home, Fire & Transport Safety
- LO7: Reduce Impact of Alcohol & Drug Misuse on Communities
- LO8: Stronger, Confident & More Involved Communities

What is working well?

- Significant progress is being made in local arrangements for Community Justice re-design as required by the Scottish Government. Report to go to CPP Management Group in June. (LO3)
- ADP Planning event held on 11th March 2015 to inform the development of the ADP Delivery Plan 2015/18; high level and local outcomes have been identified; ADP Sub-Groups to confirm the detail of these outcomes and identify the SMART Actions sitting beneath them. (LO7)
- ASB Task Group continues to meet monthly and is well attended. Close multi agency co-operation between Police Scotland, WDC Estate Management and WDC Antisocial Behaviour Services has achieved good results (for example in relation to a local issue for the community in O'Hare) (LO5)
- Joint agency outreach initiatives put in place to tackle youth disorder and alcohol in Balloch, liaison with police established through Fisherswood problem solving group (LO5)
- Midnight Leagues continue to run and attract 150 – 200 young people every Friday (LO5)
- Indoor violence group established and working on improved information sharing in relation to noisy parties and problem locations (LO5)
- The inclusion of Violence against Women (VAW) outcomes in the SOA and in the SS&I Action Plan for the first time in 2014-15 is the culmination of the Partnership's long term aim of mainstreaming all VAW work in Community Planning WD. Acknowledgement of the leadership of the Violence against Women Partnership in assuring these outcomes are achieved presents the Partnership with an opportunity to refresh its role and function, aims, purpose and governance (LO3)
-

Key achievements

- Saturday evening recovery café, for addiction services users and their families, commenced on 7th March 2015 (LO7)
- Links with West Dunbartonshire Carers have been developed; this will facilitate the development of key supports for individuals who care for people with a drug and or alcohol problem. This includes young people who fulfil a caring role therefore dialogue includes representation from Y Sort It. (LO7)
- South Drumry Stage 7 Public Reassurance area report is very positive and area is put on 'watching brief' by ASB Task Group (LO5)
- New Public Reassurance area agreed for Radnor Park, Clydebank. Initial meetings with local police, housing providers and residents are positive. (LO5)
- Achieving the Scottish Housing Quality Standard (SHQS) - this has been a considerable achievement and the approval of a new Housing Capital Investment Programme will see an investment of over £127 million over 5 years (LO4)
- The Council's new build programme currently involves the development of 121 new build homes for social rent, which will be completed by summer 2015. These are the first new build council homes since 1988 and represent an investment of around £13million. During 2014/15 our £3.96million development at Bellsmyre was completed and further new development is due to be completed at Hill Street in Brucehill in summer 2015. (LO4)
- During 2014/15 we also reviews the service we provide to residents of our gypsy/traveler site at Dennystoun Forge and before the end of 2014/15 we aim to have established an agreed site standard in conjunction with residents which will be carried out via the Housing Capital Investment Programme (LO4)
- We also successfully achieved external accreditation for our approach to involving tenants in the improvement if housing services, receiving a silver rating from the Tenant Participation Advisory Service in March 2015 (LO4)
- Consultation has begun with all partners and other area Multi-agency Partnerships on a monitoring framework and data gathering process to create a baseline data set for SOA LO3.
- ASSIST services are now fully integrated into West Dunbartonshire's coordinated response to domestic abuse (LO3)
- Early and Effective Intervention (EEI) processes are being reviewed and consolidated through the EEI Steering Group in relation to children who are involved in domestic abuse incidents. This includes integration with Police Scotland Concern Hub processes now up and running in Dumbarton Police Office.(LO3)

Progress against local outcomes

- the number of ASB related incidents reported across West Dunbartonshire fell by 17.5% compared to last year and the number of ASB Crimes by 9.7% according to the ASB Task Group report March 2015 (LO5)
- the following outcomes have been achieved against Local Outcome 4:
 - Deliver the Scottish Social Housing Charter
 - Develop an approach for private sector owners
 - Develop and implement an Empty Homes Strategy which will seek to bring empty homes back into use in West Dunbartonshire
 - Develop and implement Customer Satisfaction Plan

- CITIZEN'S PANEL (March 2015). When asked how concerned about crime and ASB in your neighbourhood 46 % of respondents stated they were concerned about crime a 2S% reduction from 2013/14 and 50% stated they were concerned about ASB in their neighbourhood which although is quite high has reduced by 2% from the previous year.
- When asked about perception of levels of Crime and ASB; for crime 9% felt it had increased returning the same figure as 2013/14; for ASB this figure was 12% representing a 3% decrease from the previous year.
- When asked how they rated West Dunbartonshire as a place to live the response for very was 41% up 6% from 2013/14 and for fairly good 51% down 7% from the previous year. When combined this equates to 92% of people stating it was a very or fairly good place to live which is 2% lower than previous years

What needs to improve?

- In order to achieve its stated aims and deliver SOA LO3, membership of the Violence Against Women Partnership (VAWP) is being revised to include those individuals from within each partner agency who are key to ensuring delivery. Attendance at meetings has been low and consultations are underway with SS&I and others as to how this can be improved (LO3)

What support is required from other partners?

- Commitment from senior management in Violence Against Women Partnership (VAWP) member agencies to raise the profile and stress the importance of the Partnership as a delivery mechanism for SOA LO3 is essential.
- A commitment is needed to collaborate with other partners to identify and provide the relevant performance data as required by Community Planning in West Dunbartonshire (LO3)



Report by the Executive Director of Corporate Services

Management Group

Wednesday 3 June 2015

Subject: Neighbourhood Management

1. Purpose

- 1.1 The purpose of the report and presentation is to update members on the final evaluation of the neighbourhood management pilot and provide further information on the roll out of this approach.

2. Recommendations

- 2.1 Members are asked to note the content of this report.

3. Background

- 3.1 The review of Community Planning in West Dunbartonshire highlighted the need for improved coordination of local services and increased community involvement. This is consistent with Scottish Government guidance for CPPs to develop more localised engagement and planning of services based on 'place'. It also fit well within the context of new Community Empowerment legislation. Through the review it was agreed that community engagement will be driven through those groups which already exist to represent local neighbourhoods, such as community councils, local development trusts and tenants and residents organisations.
- 3.2 A Neighbourhood Management pilot was established to take this work forward, based in the Alexandria area. The pilot started in September 2014 and concluded in March 2015. A steering group was set up with representation from key services and agencies such as police, fire, and a range of council services including public reassurance, youth services, environmental services and estates management.
- 3.3 The pilot sought to improve the coordination and responsiveness of these local services based on the public reassurance model currently being delivered in the Alexandria area. The pilot made links to these key services, groups and individuals active in the area, to identify community assets and

begin work on developing a community led action plan. This builds on the strong relationships already built through the public reassurance work in the area with groups such as CATRA. The action plan will reflect both the local priorities for the Council and its partners, and what actions can be taken forward by communities themselves.

4. Main Issues

4.1 During the pilot period an officer group met regularly to discuss issues arising from information gathering. From this a number of areas were identified where a problem solving approach could be used to further explore the issue and find solutions. These issues have been developed into case study examples to give detail of neighbourhood management in practice.

4.2 The steering group also met fortnightly during this time and supported the development of a resource pack for Neighbourhood Management. These documents detail the specific stages of the intensive period of engagement and problem solving in an area, and identify the steps required by individual operational staff working as part of the approach. Details can be found as appendix 1 to this report.

4.3 The model will be rolled out across West Dunbartonshire in phases, with phase 1 including:

- Balloch & Haldane
- Dumbarton West
- Parkhall, North Kilbowie & Central

5. People Implications

5.1 None

6. Financial Implications

6.1 None

7. Risk Analysis

7.1 As outlined in the background section of this paper, there is an increasing drive nationally for community planning partners to work at a local community level on the design and delivery of services.

7.2 Neighbourhood management facilitates this within West Dunbartonshire. Failure to implement the approach detailed above, and in the appendices to this report, would result in the Council and partnership being unable to deliver on the requirements of national bodies and legislation.

7.3 Neighbourhood management also supports delivery of the strategic priorities of the Council and ensures we have an active and engaged community.

8. Equalities Impact Assessment (EIA)

- 8.1 An equalities impact assessment will be carried out on the approach now the pilot information gathering stage has concluded.

9 Consultation

- 9.1 The approach and supporting documentation have been developed in partnership with key services and agencies within West Dunbartonshire. Consultation was carried out with residents in the pilot area and further consultation will be carried out through the Community Alliance.

10. Strategic Assessment

- 10.1 Neighbourhood management supports delivery of the strategic priorities of West Dunbartonshire Council and supports delivery of the Single Outcomes Agreement for Community Planning West Dunbartonshire.

Communication Bulletin

Community Planning West Dunbartonshire considered the findings of the pilot of neighbourhood management and agreed next steps for progressing this exciting new partnership model of local planning and delivery of services.

Angela Wilson
Executive Director of Corporate Services
7 May 2015

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Appendices: Neighbourhood Management Resource Pack

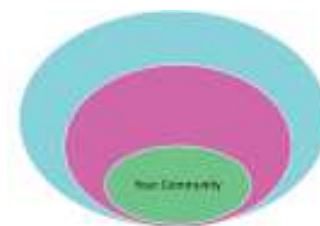
Background Papers: None

Wards Affected: All



**YOUR COMMUNITY
RESOURCE PACK**

DRAFT



Executive Summary

Background

A pilot exercise was carried out to develop a model for neighbourhood management, which can be applied in different communities across West Dunbartonshire with differing needs. Located in the Alexandria area, between September 2014 and March 2015, the pilot focused on two key elements:-

1. Improving the coordination and responsiveness of local services with an emphasis on efficiency
2. A longer term aspiration to support the development of empowered and engaged communities active in the design and delivery of services to the area, building community capacity and infrastructure

The pilot team carried out research and met with total place/neighbourhood practitioners from across Scotland, and a Scottish Government advisor. In November 2014, a range of information sessions were held for managers, and frontline staff. There has also been engagement with local community groups about the pilot and what it is aiming to achieve.

Key milestones were:

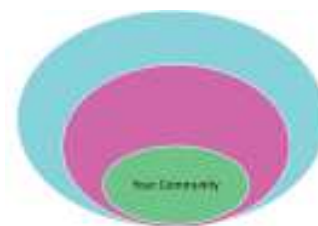
- Developing a strategic steering group to oversee the pilot and develop the model
- Developing a local operational group to work in the area, draft an action plan, explore quick wins, and longer term improvements
- Engagement with local groups to describe the process and invite them to get involved. Then subsequent work with community stakeholders to inform the community profile
- Gathering local intelligence from key services/ agencies
- Preparing a Community Profile based on partner agency data
- Developing a community survey based on community views and aspirations to add further detail to the community profile
- Developing an operational toolkit and process map for wider implementation

Developing the Local Model

The operational model for Neighbourhood Management is captured in the Officers' Toolkit document and process map. Feedback from communities suggests that the term Neighbourhood Management is not widely popular or understood. Instead it is proposed to refer to the Initiative as Your "Community". The name will change depending on the community involved e.g. *Your Brucehill* or *Your Dalmuir*.

Informed by community planning approaches integrated with community engagement and community development practice, the underpinning principles to ensure success are:

- Partners work together to deliver improved and co-ordinated local services, responsive to the needs of residents



- A focus on prevention, early intervention and specific targeted interventions
- Support and develop the skills of local people to take forward their own issues
- Robust joined up processes for involvement and engagement between communities and operational staff

The process will ensure that local communities have a stronger voice and increased opportunities to influence the way a wide range of services are delivered in their area. This evidence based approach allows us to allocate resources where they are most needed.

Identifying Gaps and Challenges

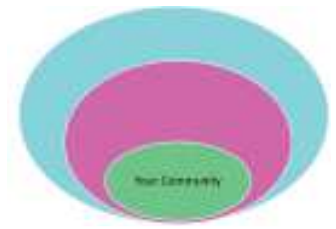
A number of key topic areas were identified that could contribute to improved neighbourhood services:-

- Integrated systems and information sharing needs to improve, particularly in relation to vulnerable residents
- Youth diversionary activity needs to continue
- Town centre safety is a priority issue in Alexandria
- Recycling and waste management is a priority issue
- Enhancing the local environment should be a key element

Lessons Learned

From the work of the pilot to date a number of key learning points have been identified by both staff and residents that will ensure success:-

1. Local solutions should be found to local problems. There is no 'one size fits all approach'.
2. Taking a problem solving approach to issues identified builds trust from all individuals and agencies involved. The process works when there is a trusting and credible relationship between communities and service providers.
3. The range of partners and services involved locally should be extended e.g. CHCP but with a recognition that not all services will be needed in every neighbourhood all off the time.
4. Ensuring that communities are engaged and informed throughout the process is critical. Effective communication and regular feedback is key to this.
5. The success of this approach depends on how well and cohesively services work together to achieve outcomes, and how well they work with local residents to coproduce desired outcomes.
6. The timescales for implementing neighbourhood management and moving through the process map may differ between areas. For example, where communities are more difficult to engage with, the process may take longer but where representative



groups are well established this may mean that our aims can be achieved more quickly.

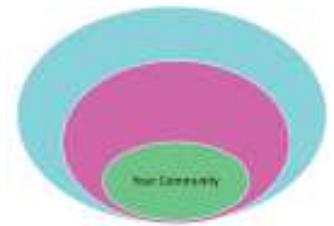
Benefit Realisation

The neighbourhood management process delivers benefits for services and agencies alongside benefits for the local neighbourhoods where it is being delivered.

1. Coordinated local partnership working is an effective response to feedback from residents suggesting that they often do not know which service or agency is responsible for resolving specific local issues. It also offers opportunities for efficiencies.
2. The process of neighbourhood management brings decision making and service delivery closer to local neighbourhoods and empowers operational service managers, within scope of their delegated authority, to find locally agreed actions and solutions to issues and challenges.
3. The local operational group established to progress the pilot in Alexandria has delivered real benefits in terms of how services are delivered locally, as described in the case studies. The operational group structure also ensures that local officers now have a forum for problem solving and working collaboratively among themselves and with the community.
4. Neighbourhood Management can deliver increased satisfaction levels reported by local residents through both the Citizens Panel and telephone survey and reduce complaints in key service areas.

Next Steps

1. Phased implementation across West Dunbartonshire, with those communities categorised as most deprived being targeted first:
 - Dumbarton West
 - Parkhall, North Kilbowie & central
 - Balloch & Haldane
2. Identification of key officers from under represented services to join both the strategic steering group and key operational groups throughout roll out
3. Development of a community led action plan in Alexandria
4. Awareness raising across key service areas



CASE STUDY OVERVIEW

Good Neighbour Project

Through consultation, residents in Alexandria decided that they would like to make better use of garden space and get to know their neighbours. A group of residents from Blue Triangle Housing Association formed a development plan following discussions and visits to similar projects in Bellsmyre and Levensgrove Park.

It is hoped that the Alexandria garden will

- Offer residents a relaxing communal area to socialise and be active
- Provide fruit & veg
- Improve diet through healthy eating of the produce grown
- Reduce carbon footprint
- Afford residents the opportunity to learn new, SQA accredited, skills
- Provide wider therapeutic and health rewards

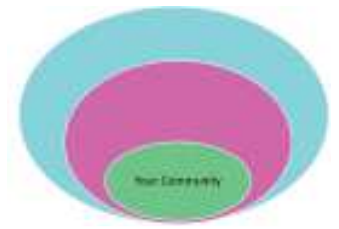
Further developments for the project include

- Obtain a shed to host information sessions and store tools
- Further visual improvements and improvements to the use of the space
- Distribute produce to local services / Gray St. sheltered housing / local Foodshare scheme/ contribute to hot meal initiatives.
- Be better neighbours.

The resident group planned what they wanted to achieve and took into consideration the feelings of local neighbours from the outset. Some examples of the local sensitivity of the project include the position of bins, shed and the creation of a trench to avoid weeds growing through from the communal garden to neighbours' gardens.

To some residents disappointment the option of keeping chickens was not taken forward at this early stage, but is the kind of issue that could be considered going forward.

Given that the original aim of the project has largely been achieved, there have been suggestions of creating an open garden that people can visit. In this way the project continues to evolve and has demonstrated improved links with the Council and the Community Payback Team in particular.



Public Reassurance / Anti-Social Behaviour

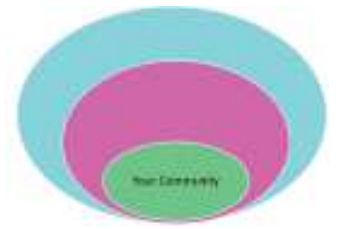
Through local engagement in the pilot area, the operational team became aware of an issue related to the perceived crime and anti-social behaviour in the Alexandria town centre area. Police Scotland data and intelligence suggested this was not an issue however local engagement highlighted a concern around crime and anti-social behaviour in the area.

To ensure that the issues being raised through local engagement were progressed and acted upon, the police Scotland representative on the operational group made a commitment to a 4 week programme of targeted activity in the area.

An action plan was developed to address any crime in the area and provide reassurance to local residents and business while increasing community confidence. Both highly visible uniform patrols and more discrete plain clothes patrols were targeted at hotspot areas as identified through the neighbourhood management pilot.

This proactive reassurance approach has been successful and has led to a notable increase in reporting of anti-social behaviour related activity. This has been supported by positive public engagement and favourable feedback from residents.

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Waste Services Engagement

Waste Services are a unique service within any local authority in that they engage with all householders. This resource is invaluable and must be utilised to its optimum.

We recently produced an updated recycling guide for all our 30,000 low rise householders, which also included a fire safety message and information on the neighbourhood management approach.

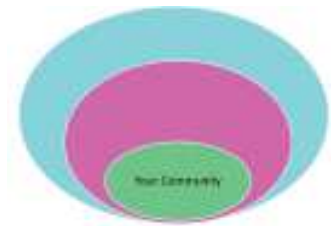
The vehicles we use for refuse collection have panels that can be utilised to promote recycling messages, recently other teams have utilised the panels to raise awareness of issues surrounding drug use and for promotion of anti-littering messages throughout the area.

Our waste services works with around 45,000 households in collecting and disposing of waste, using a variety of bin systems dependent on the type of property. Alongside this we also provide two Household Waste Recycling Centres and over 125 mini recycling points throughout West Dunbartonshire.

In order to achieve the Zero Waste target of no more than 5% of all waste to go to landfill by 2025 the service recognizes the need to work with individuals, communities and other services to address issues such as:

- Householders not recycling;
- Overfilled bins/excess waste/side waste;
- Build up of bulky waste in back courts;

These issues cause a build-up of waste within communities and lead to a negative view of the area and resident dissatisfaction. It can often lead to fly tipping and the general decline of an area. A targeted, community based, approach will be required to counteract these issues, working with other key services and householders themselves.



Recycling

Within the Alexandria area, the community of New Bonhill is hard to access for our current recycling fleet. Residents are keen to receive a service similar to that rolled out for waste and recycling in other communities neighbourhoods within West Dunbartonshire.

A review of the current service highlighted that collection in the New Bonhill area differs from the majority of similar housing types in the council area. A public consultation was carried out through a doorstep consultation exercise designed to:

- Review the existing recycling service provision;
- Gather opinions on a change in frequency for residual/landfill waste collections and the introduction of a new food waste recycling service; and in this context identify what recycling infrastructure would be most acceptable;
- Gather further opinions on the existing waste and recycling service provision.

The vast majority of householder's consulted rated the current recycling service very highly in terms of the reliability, professionalism of the collection staff, and overall satisfaction with the service.

From this it has been agreed that:

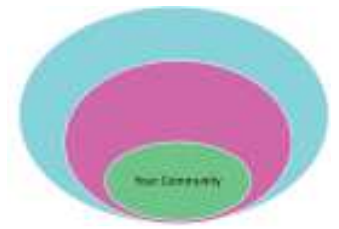
- a fortnightly collection service for residual/landfill waste will be introduced
- a new weekly food waste collection service will be rolled out
- current blue bag/ box system will be replaced with a wheeled bin service

Benefits

This will increase the weekly recycling capacity for each household and ensure residents of New Bonhill receive the waste and recycling service they both want and need, based on their own feedback.

From discussion it was agreed a widespread garden waste collection service was not needed in the area however a free of charge home composter will be offered to households wishing to recycle their garden waste.

The new improved service will commence in May 2015, this is an excellent example of how communities can influence their services.



Estate management & Waste Services Partnership

Experience of services is that a small number of householders in any community will not use waste collection services as they are designed to be used – not using recycling bins, overfilling bins, dumping household rubbish in common spaces or kerb side.

This can lead to conflict among households, particularly in flatted accommodation, and to a negative image of the Council, the community and wider area.

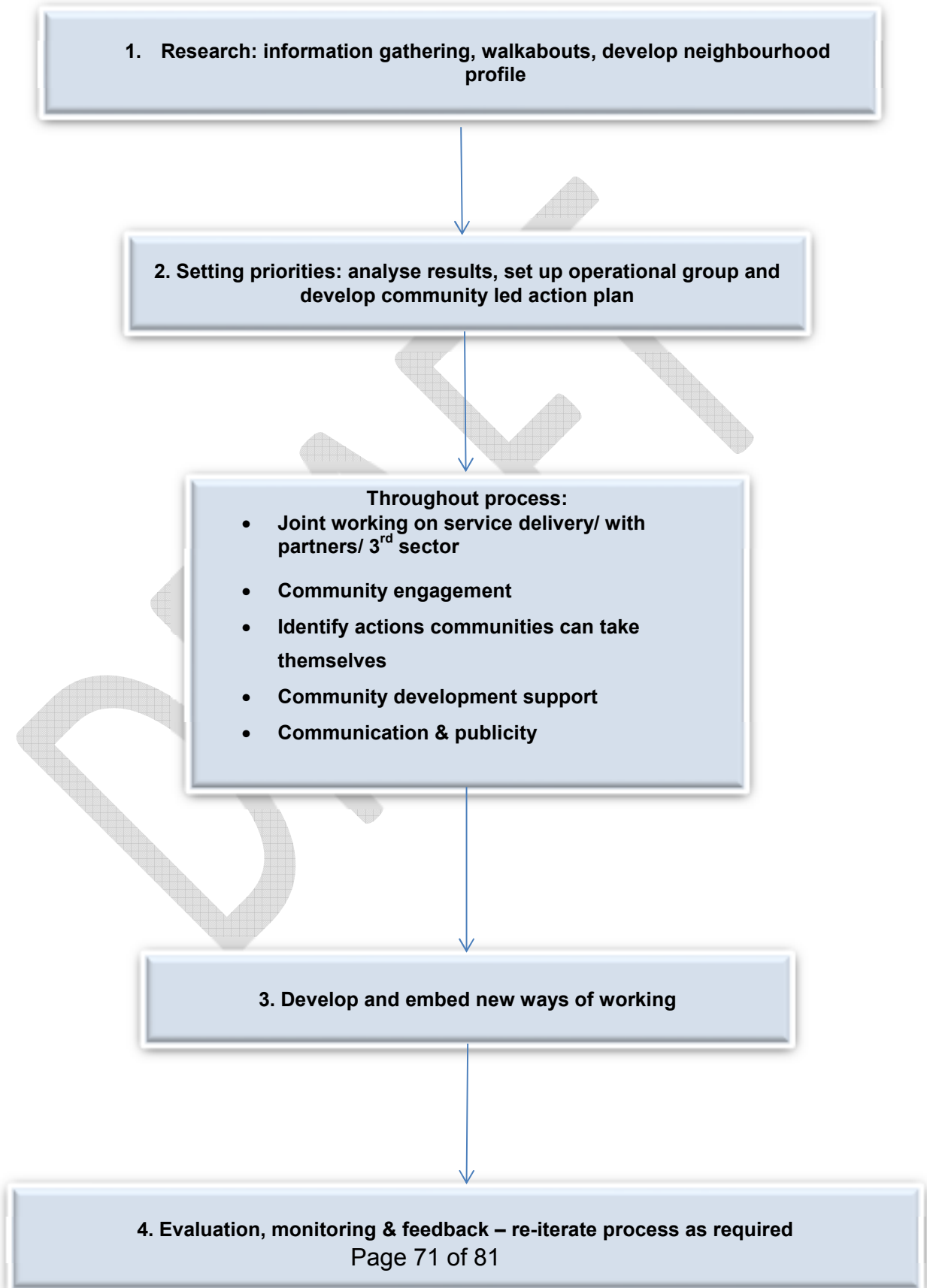
Visually it is unpleasant for residents and visitors as bins are not being emptied regularly, waste builds up in common space and fly tipping becomes an issue.

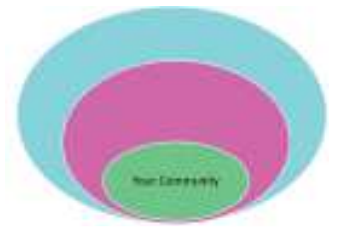
Following partnership problem solving it has been agreed to roll out a pilot project. This is focused on informing and education residents to support positive behaviour change in relation to waste and recycling. This project will be launched during the summer 2015 and will focus on a visit to all households in the target areas.

Council tenants will be visited jointly by the project team and estates management staff. During this visit the project team will outline the Council's approach to the collection of waste and recycling, and the need for residents to help this issue by taking more responsibility for their waste.



PROCESS MAP





“Your Community” Evaluation Report

National Context

The national policy context for community planning and engagement has significantly changed over the last few years, with key policy drivers such as the Christie Commission report, Statement of Ambition 2012 and Community Empowerment Bill.

All of these recently published framework documents share the aspiration to place local communities at the heart of decision making and service planning. Christie sees public services built around people and communities. The Statement of Ambition stressed the need for Community Planning Partnerships to plan for place. The Community Empowerment (Scotland) Bill focuses on opportunities for communities to shape and deliver better local outcomes, including increased ownership of assets.

Local Context

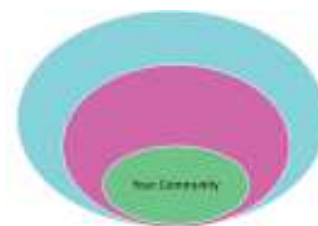
Locally the Community Planning West Dunbartonshire Single Outcome Agreement 2014 – 17 (SOA) builds on this policy context. It has outlined an explicit commitment to developing a neighbourhood based approach to service design and delivery, which supports communities to become more sustainable, thriving and aspirational. It states:

“A key element of our new approach to community planning is the development of the neighbourhood management agenda based around place. This will allow us to build an evidence base and respond collectively to the significant and varied inequalities issues facing different communities within West Dunbartonshire, while seeing local residents and third sector organisations involved in decision making about design and delivery of local services”.

As the model has progressed it has become clear that improving community resilience and capacity must be at the heart of this approach. This must be done through the provision of innovative and integrated local services that are responsive to local need and are developed with those that most need them, when, where and how they need them.

Developing the Local Model

Neighbourhood Management is Community Planning West Dunbartonshire’s response to the national policy drivers and local desire for more responsive and asset based services and approaches. There are two key elements:



1. Improve the coordination and responsiveness of local services delivered by community planning partners across the public and third sector
2. Support each identified neighbourhood to develop its own community led action plan, linking with local relevant services as needed to progress these actions.

The SOA 2014-17 refers to our new approach neighbourhood management pilot:

“This will focus on ensuring local communities are fully engaged and involved in local decision making, service design and delivery. It will build on the strengths, resources and energy already present in the area, with development support provided by key services. This way of working will be more responsive to issues which arise organically from communities and strengthen links with community groups and organisations which already exist, as opposed to an agency led approach.”

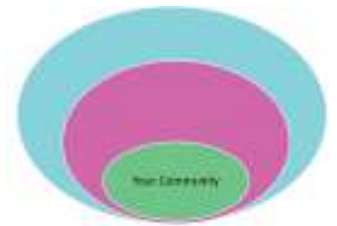
The operational model for Neighbourhood Management is captured in the Officers’ Toolkit document and process map. Feedback from communities suggests that the term Neighbourhood Management is not widely popular or understood. Instead it is proposed to refer to the Initiative as Your “Community”. The name will change depending on the community involved e.g. *Your Brucehill* or *Your Dalmuir*.

The approach will be informed by community planning approaches integrated with community engagement and community development practice. The underpinning principles to ensure success are:-

- Partners working together to deliver improved and co-ordinated local services, responsive to the needs of residents
- Supporting and developing the skills of local people to take forward their own issues
- A focus on prevention, early intervention and specific targeted interventions
- Robust joined up processes for involvement and engagement between communities and operational staff

The aspiration of the Council with our community planning partners is to deliver transformational change for and with local communities to make West Dunbartonshire a great place to live, work and visit.

We recognise that services and agencies must work collaboratively with communities to make best use of existing resources and assets already embedded in communities themselves. This will allow us to jointly target specific inequalities and issues unique to each neighbourhood area. Not all neighbourhoods will require the same level or type of intervention. A local agenda for the design and delivery of services ensures we make the best use of services and information to improve the lives of West Dunbartonshire’s residents.



Neighbourhood management will ensure that local communities have a stronger voice and increased opportunities to influence the way a wide range of services are delivered in their area. This evidence based approach allows us to allocate resources where they are most needed.

It is hoped this will contribute to longer term and sustainable improvements in community services, underpinned by more resilient and active communities and citizens. It should seek to nurture expectations that people and communities can do more for themselves.

West Dunbartonshire is also one of the case studies for What Works Scotland (WWS). WWS is a new initiative to improve the way local areas in Scotland use evidence to make decisions about public service development and reform. They are working with specific Community Planning Partnerships involved in the design and delivery of public services. The overall aim of WWS is to support evidence informed planning and deliver long term and transformative change to public services.

Neighbourhood management is one of the priorities for WWS in West Dunbartonshire and Council officers are working closely with the WWS team, to explore opportunities for collaboration and support in developing the neighbourhood management approach.

Neighbourhood Management Pilot

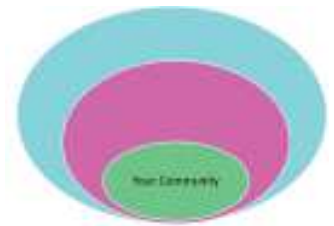
A pilot exercise was carried out to develop a model for neighbourhood management, which can be applied in different communities across West Dunbartonshire with differing needs. Located in the Alexandria area, between September 2014 and March 2015, the pilot focused on:-

- Developing a model for the implementation of Neighbourhood Management across West Dunbartonshire
- Research and information gathering with key groups, individuals and services in the area
- Building on what works well in the area
- Identifying areas for change and improvement

The pilot was informed by practice in other areas, notably Vibrant Communities in East Ayrshire and Total Neighbourhood/ Total Craigroyston in Edinburgh. The West Dunbartonshire model is deploying the best elements of other models and taking a holistic rather than a narrow thematic or service based approach.

The pilot has developed on the basis of two main strands of work, which are seen as critical to success. These are

1. Improving the coordination and responsiveness of local services with an emphasis on efficiency.



2. A longer term aspiration to support the development of empowered and engaged communities active in the design and delivery of services to the area, building community capacity and infrastructure

Existing information on community needs and aspirations was used to inform the direction of the pilot. By pulling all of this information together into a local intelligence profile the pilot team worked better together to respond more quickly to issues.

Key milestones were:

- Developing a strategic steering group to oversee the pilot
- Developing a local operational group to work in the area, draft an action plan, explore quick wins, and longer term improvements
- Meetings with local groups to describe the process and invite them to get involved
- Gathering local intelligence from key services/ agencies
- Preparing a Community Profile based on partner agency data
- Developing a community survey based on community views and aspirations to add further detail to the community profile
- Interviews and group work with 'stakeholders' (local groups, projects) which also informs the community profile

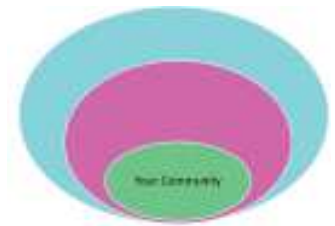
Involving Staff and Communities

Members of the pilot team have carried out research and met up with total place/ neighbourhood practitioners from across Scotland, and a Scottish Government advisor. In November 2014, a range of information sessions were held for managers, and frontline staff. There have also been discussions with local community groups about the pilot and what it is aiming to achieve.

These relationships are further strengthened by developing new or improved models of service delivery for community planning, community engagement and community development to assist with delivering the neighbourhood management and community empowerment agendas.

Identifying Gaps and Challenges

A number of key topic areas were identified that could contribute to improved neighbourhood services and that can be progressed as this initiative is implemented. Some topics are relevant across all of West Dunbartonshire and relate to how services and officers work together. Other topics are specific to the needs of individual neighbourhoods, such as Alexandria. They include:



- Integrated systems and information sharing, particularly in relation to vulnerable residents
- Youth diversionary activity
- Town centre safety
- Recycling and waste management
- Enhancing the local environment

The operational group has developed an action plan to address these issues, and this will inform the model as it is implemented across West Dunbartonshire.

Developing a case study approach, focusing on persistent issues that apply across other parts of the authority, has supported learning on the benefits of the NM model. At its core Neighbourhood Management should focus on developing and testing solutions to resolve key local issues and involving local communities in this.

Lessons Learned

From the work of the pilot a number of key learning points have been identified by both staff and residents.

1. The model must be flexible and responsive to local need to be effectively applied across West Dunbartonshire. It is important to recognise that this is not a 'one size fits all approach'.
2. While some issues identified are West Dunbartonshire wide, success comes from recognising the differing needs and aspirations of our diverse communities and using the framework as a mechanism for identifying and delivering effective *local* solutions.
3. Taking a problem solving approach to issues identified builds trust from all individuals and agencies involved
4. As Neighbourhood Management is developed further there is a need to extend the range of partners and services involved, with a recognition that not all services will be needed in every neighbourhood all of the time. A process such as neighbourhood management works only if there is a trusting and credible relationship between communities and service providers.
5. Ensuring that communities are engaged and informed throughout the process is critical. Communicating effectively and providing regular feedback is essential to ensure communities and individual residents are updated on progress and decisions.
6. The success of this approach is found in how well and cohesively services work together to achieve outcomes, and how well they work with local residents to coproduce desired outcomes.



7. The timescales for implementing neighbourhood management and moving through the process map may differ between areas. For example, where communities are more difficult to engage with, the process may take longer but where representative groups are well established this may mean that positive outcomes can be achieved more quickly.

Achievements and Case Studies

During the pilot in Alexandria a number of challenging community issues were highlighted which required a new approach in order to be addressed. Solutions to these issues - and the new ways of working developed as a result - are highlighted as key achievements of the pilot and captured in case studies which can inform work in other communities as this model is rolled out.

Case Study:

Issue:
A small number of householders in an community do not use waste collection services as they are designed to be used – not using recycling bins, overfilling bins, dumping household rubbish

Challenge:
This can lead to conflict among households and also to a negative image of the Council, the community and wider area. Bins overflow as they are not being emptied regularly, waste builds up in common space, fly tipping becomes an issue

Resolution:
A pilot project to inform, educate and promote behaviour change will be launched during the summer 2015. All households will be visited in the target areas.

Council tenants will be visited jointly by the project team and estates management staff, outlining the Council’s approach to the collection of waste and recycling, and our need for residents to help this issue by taking more responsibility for their waste.

Case Study:

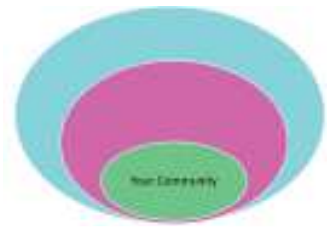
Issue:
Perceived crime and anti-social behaviour in the Alexandria town centre area

Challenge:
Data and intelligence suggested this was not an issue however local engagement highlighted a concern around crime and anti-social behaviour in the area.

Resolution:
A targeted action plan was developed to address any crime in the area and provide reassurance to local residents and business while increasing community confidence.

Both highly visible uniform patrols and more discrete plain clothes patrols were targeted at hotspot areas as identified through the neighbourhood management pilot.

This proactive reassurance approach has been successful and has led to a notable increase in reporting of anti-social behaviour related activity. This has been supported by positive public engagement and favourable feedback from residents.



Case Study:

Issue:

Residents in Alexandria decided that they would like to make better use of garden space and get to know their neighbours. A group of residents from Blue Triangle Housing Association formed a development plan following discussions and visits to similar projects in Bellsmyre and Levensgrove Park.

Challenge:

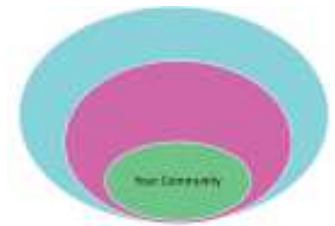
The resident group planned what they wanted to achieve and took into consideration the feelings of local neighbours from the outset. Some examples of the local sensitivity of the project include the position of bins, shed and the creation of a trench to avoid weeds growing though from the communal garden to neighbours' gardens.

Resolution:

Given that the original aim of the project has largely been achieved, there have been suggestions of creating an open garden that people can visit. In this way the project continues to evolve and has demonstrated improved links with the Council and the Community Payback Team in particular.

It is hoped that the Alexandria garden will

- Offer residents a relaxing communal area to socialise and be active
- Provide fruit & veg
- Improve diet through healthy eating of the produce grown
- Reduce carbon footprint
- Afford residents the opportunity to learn new, SQA accredited, skills
- Provide wider therapeutic and health rewards



Benefit Realisation

The neighbourhood management process delivers benefits for services and agencies alongside benefits for the local neighbourhoods where it is being delivered.

5. Coordinated local partnership working is an effective response to feedback from residents suggesting that they often do not know which service or agency is responsible for resolving specific local issues. It also offers opportunities for efficiencies.
6. The process of neighbourhood management brings decision making and service delivery closer to local neighbourhoods and empowers operational service managers, within scope of their delegated authority, to find locally agreed actions and solutions to issues and challenges.
7. The local operational group established to progress the pilot in Alexandria has delivered real benefits in terms of how services are delivered locally, as described in the case studies. The operational group structure also ensures that local officers now have a forum for problem solving and working collaboratively among themselves and with the community.
8. Neighbourhood Management can deliver increased satisfaction levels reported by local residents through both the Citizens Panel and telephone survey and reduce complaints in key service areas.

Longer Term Benefits are likely to include:

- Increased and improved tenancy sustainment rates
- Reduced crime and anti-social behaviour
- Improved perception of local area reported by residents
- Reduced complaints for service areas involved in the approach
- More person centred approaches being developed across services

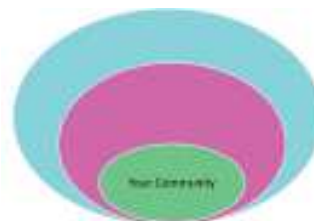
Next Steps

5. Phased implementation across West Dunbartonshire, with those communities categorised as most deprived being targeted first. It is proposed that the first phase will be targeted at
 - a. Dumbarton West



- b. Parkhall, North Kilbowie & Central
 - c. Balloch & Haldane
-
- 6. Identification of key officers from under represented services to join both the strategic steering group and key operational groups throughout roll out
 - 7. Development of a community led action plan in Alexandria
 - 8. Awareness raising across key service areas

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Phased Implementation Plan

Phase	Implementation Date	Your Community Areas	Services Involved (Indicative)	Community Groups / involved (Indicative)
One	May 2015	<ul style="list-style-type: none"> Balloch & Haldane Dumbarton West Parkhall, North Kilbowie & Central 	<ul style="list-style-type: none"> Antisocial Behaviour Community Development Customer Services Education Housing Libraries Planning Police Roads Waste 	<ul style="list-style-type: none"> Community Councils Community Development Trusts Parent & Child Groups Sports Clubs Tenants & Residents Associations Youth Groups
Two	August 2015	<ul style="list-style-type: none"> Bonhill & Dalmonach Clydebank East Dumbarton North 		
Three	November 2015	<ul style="list-style-type: none"> Bowling & Milton Linnvale & Drumry Renton 		
Four	February 2016	<ul style="list-style-type: none"> Dalmuir & Mountblow Dumbarton East & Central Faifley Kilmarnock 		
Five	May 2016	<ul style="list-style-type: none"> Duntocher & Hardgate Old Kilpatrick Silverton & Overtoun 		