



## COMMUNITY PLANNING WEST DUNBARTONSHIRE MANAGEMENT BOARD

At a Meeting of the Community Planning West Dunbartonshire Management Board held in the Committee Room 3, Council Offices, Garshake Road, Dumbarton on Wednesday, 20 August 2014 at 10.00 a.m.

**Present:** Councillors Martin Rooney, Jonathan McColl and Gail Casey; Joyce White, Chief Executive, West Dunbartonshire Council; Angela Wilson, Executive Director of Corporate Services; Keith Redpath, Director of West Dunbartonshire Community Health and Care Partnership; Terry Lanagan, Executive Director of Educational Services, Jim McAloon, Head of Regeneration & Economic Development; Stuart McLean, Group Commander, Scottish Fire & Rescue Service; Jim Devaney, Watch Commander, Scottish Fire & Rescue Service; Janice Kennedy, Senior Executive, Scottish Enterprise; Eleanor Emberson, Director of Financial Strategy, Scottish Government; Chief Superintendent Barry McEwan, Police Scotland; Selina Ross, Chief Officer, West Dunbartonshire Community Volunteering Service; Annie McVey, Jobcentre Plus; Liz Connolly, Vice Principal, West College Scotland; Bruce Kiloh, Head of Policy & Planning, SPT; ; Carol Dutch, Deputy District Manager West of Scotland, DWP; Danny Logue, Skills Development Scotland.

\*Attended later in the meeting.

**Attending:** Peter Barry, Head of Customer & Community Services; Amanda Coulthard, Corporate and Community Planning Manager; Jackie Irvine, Head of Children's Health, Care & Criminal Justice; Helen Weir, ADP Lead Officer, CHCP; Suzanne Greer, Community Planning Co-ordinator; and Craig Stewart, Committee Officer, Legal, Democratic and Regulatory Services, West Dunbartonshire Council.

**Also**

**Attending:** Chief Superintendent Helen Swann, Police Scotland.

**Apologies:** Apologies for absence were intimated on behalf of Fiona Logan, National Park Authority; Linda Hanna, Scottish Enterprise; Steve Dunlop and Richard Millar, Scottish Canals; Audrey Cumberland, West College Scotland; John Anderson, West Dunbartonshire Leisure Trust; Paul Connelly, Scottish Fire & Rescue Service; Nick Allan, Dunbartonshire Chamber of Commerce.

**Councillor Martin Rooney in the Chair**

## **CHAIR'S REMARKS**

Councillor Rooney, Chair, welcomed everyone, and informed the meeting that Divisional Commander Chief Superintendent Barry McEwan had intimated that he would shortly be taking up a national role with Police Scotland and, on behalf of the partnership, Councillor Rooney thanked Chief Superintendent McEwan for the excellent working relationship and significant contribution he had made to the Community Planning Partnership, and wished him well for the future.

Councillor Rooney, welcomed Chief Superintendent Helen Swann, who is taking over as Divisional Commander for Argyll and West Dunbartonshire and looked forward to enjoying the same working relationship with her as her predecessor.

## **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 PARTNERSHIP MANAGEMENT BOARD OF 28 MAY 2014**

The Minutes of the previous meeting of the CPP Management Board held on 28 May 2014 were submitted and approved as a correct record.

## **CHILDREN & FAMILIES DELIVERY & IMPROVEMENT GROUP HIGHLIGHT REPORT**

A report was submitted by the Chair, Children and Families Delivery and Improvement Group (DIG) presenting an overview of various issues contained within the Children & Families DIG.

After discussion and having heard Terry Lanagan, Executive Director of Educational Services and the Chief Executive, West Dunbartonshire Council in elaboration and in answer to Members' questions, the Board agreed:-

- (a) to note the contents of the report, including what was working well and key achievements in relation to 1) Integrated Children's Services Plan (ICSP); 2) Preparation for Joint Inspection; 3) Corporate Parenting Strategy development; 4) Getting It Right for Every Child; 5) Family Learning in West Dunbartonshire; and 6) Extended nursery provision; and
- (b) otherwise to note the terms of the discussion that had taken place in relation to this matter.

## **WEST DUNBARTONSHIRE CPP INTEGRATED CHILDREN'S SERVICES PLAN (ICSP) 2015-18**

A report was submitted by the Children and Families Delivery and Improvement Group presenting the re-draft of West Dunbartonshire Community Planning Partnership (CPP) Integrated Children's Services Plan (ICSP) 2015-18 following agreement at the Children and Families Delivery and Improvement Group.

After discussion and having heard Terry Lanagan, Executive Director of Educational Services in further explanation and in answer to Members' questions, the Board agreed:-

- (1) to endorse the local CPP ICSP following presentation and agreement at the Children and Families Delivery and Improvement Group; and
- (2) to re-affirm its commitment to the four priorities within the ICSP across West Dunbartonshire Community Planning Partners, being 1) Early Intervention and prevention, most notably in relation to the Early Year's Collaborative programme; 2) Embedding Getting It Right For Every Child (GIRFEC) across all services and all providers; 3) Child Protection, as led and overseen by the Public Protection Chief Officers' Group on behalf of community planning partners; and 4) Self-evaluation within and across services and providers (in anticipation of the new joint external inspection regime across all children's services).

## **EDUCATION WORKING FOR ALL!: THE FINAL REPORT OF THE WOOD COMMISSION FOR DEVELOPING SCOTLAND'S YOUNG WORKFORCE**

A report was submitted by the Children and Families Delivery and Improvement Group:-

- (a) summarising the findings of "Education Working for All!" the final report of the Wood Commission for Developing Scotland's Young Workforce;
- (b) outlining the actions being undertaken at national level to begin to implement the recommendations in the report; and
- (c) indicating the priorities for West Dunbartonshire Council in implementing the recommendations.

After discussion and having heard Terry Lanagan, Executive Director of Educational Services, the Chief Executive of West Dunbartonshire Council and relevant officers in further explanation and in answer to Members' questions, the Board agreed:-

- (1) to note the contents of this report and the priorities for West Dunbartonshire in ensuring the recommendations in "Education Working for All!" are implemented;

- (2) to the development of an action plan involving all relevant partners once the Scottish Government's implementation plan was known; and
- (3) to note that in order to get discussion and/or feedback, a regular item concerning the Action Plan would be placed on the agenda for the DIG's Chair's meeting (specifically in relation to Children & Families / Employability & Economic Growth DIG's).

### **PROGRESS REPORT ON IMPLEMENTATION OF GETTING IT RIGHT FOR EVERY CHILD IN WEST DUNBARTONSHIRE**

A report was submitted by the Children and Families Delivery and Improvement Group advising of the progress to date in respect of implementing and embedding the policy and practice of Getting It Right For Every Child (GIRFEC).

After discussion and having heard Terry Lanagan, Executive Director of Educational Services and the Head of Children's Health, Care and Criminal Justice Services and Chief Social Work Officer in further explanation and in answer to Members' questions, the Board agreed:-

- (1) to note the contents of this report and the work plan and recent self-assessment return to the Scottish Government; and
- (2) to note that this work was being taken through the GIRFEC Core Group and Reference Group.

### **COMMUNITY ALLIANCE MEMBERSHIP**

A report was submitted by the Corporate and Community Planning Manager:-

- (a) providing an update on the Community Alliance; and
- (b) seeking agreement for a change to membership of the Community Alliance.

After discussion and having heard the Corporate and Community Planning Manager, the Chief Executive, West Dunbartonshire Council and the Head of Customer and Community Services in further explanation and in answer to Members' questions, the Board agreed:-

- (1) that Elected Member representation be the same as for Community Planning West Dunbartonshire Management Board, with substitute representation being the same and with Councillor Gail Casey being the Chair of the Community Alliance;
- (2) to note that the Vice-Chair of the Community Alliance would be a community representative, as appointed by the Community Alliance with the Chair and Vice-Chair rotating in August each year; and

- (3) otherwise to note the terms of the discussion that had taken place in respect of this matter.

### **NEIGHBOURHOOD MANAGEMENT & ENGAGEMENT – PROGRESS UPDATE**

A report was submitted by the Corporate & Community Planning Manager providing a regular update on activity around neighbourhood management and the development of a pilot for neighbourhood management.

After discussion and having heard the Corporate and Community Planning Manager and relevant officers in elaboration and in answer to Members' questions, the Board agreed:-

- (1) to note that this was a Standing Item on the agenda of the Community Planning West Dunbartonshire Management Board;
- (2) to note that schools consultation would be built in to ensure proper 2 way engagement with the pilot area of Alexandria; and
- (3) otherwise to note the terms of the discussion that had taken place and note the contents of the report.

### **1000 JOBS – THE NEXT PHASE**

A report was submitted from the Executive Director of Corporate Services providing an update on the progress on the Council's "1000 jobs in 1000 days" initiative.

After discussion and having heard the Head of Customer and Community Services and Chief Executive, West Dunbartonshire Council in further explanation and in answer to Members' questions, the Board agreed:-

- (1) to commit to this initiative; and
- (2) to note the terms of the very positive and encouraging discussion in respect of this matter.

### **WEST DUNBARTONSHIRE ADP ANNUAL REPORT 2013/14 AND QUALITY IMPROVEMENT FRAMEWORK 2013/14**

A report was submitted by the Chair, West Dunbartonshire Alcohol and Drug Partnership presenting the Alcohol and Drug Partnership's (ADP) Annual Report 2013/14.

After discussion and having heard the ADP Lead Officer and the Director of West Dunbartonshire Community Health & Care Partnership in further explanation and in answer to Members' questions, the Board agreed:-

- (1) to refer the information contained within the ADP's Annual Report and Quality Improvement Framework for the fiscal year 1<sup>st</sup> April 2013 - 31<sup>st</sup> March 2014 to Members of the Community Alliance to enable their feedback to be obtained; and
- (2) to note that both documents will be presented for approval to the ADP at its meeting on 27<sup>th</sup> August 2014 and thereafter submitted to the Scottish Government prior to its deadline date of 15<sup>th</sup> September 2014.

#### **ADDITIONAL ITEM —PROPOSED COMMUNITY AWARDS**

After hearing the Corporate and Community Planning Manager, the Board agreed to give agreement in principle to the following proposal:-

- (1) to enable relevant officers to proceed with this initiative in conjunction with the Lennox Herald;
- (2) to note that benefits of such an initiative included positive coverage, on Community focussed awards recognising the efforts and achievements of specific groups;
- (3) co-ordination with interested local businesses for possible sponsorship of various award categories; and
- (4) to note that the Community Planning West Dunbartonshire Management Board would review nominations, with a view to determining the winner(s) of the various award categories.

The meeting closed at 11.58 a.m.



## Report by the Corporate & Community Planning Manager

Management Group 26 November 2014

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**Subject: Community Alliance**

### **1. Purpose**

- 1.1 The purpose of this report is to:
- Seek agreement for a change to the chair of the Community Alliance

### **2. Recommendations**

- 2.1 CPWD members are asked to agree a revision to the role of Chair of the Community Alliance as detailed in the report.

### **3. Background**

- 3.1 As part of a new approach to community engagement in West Dunbartonshire, the CPP agreed in June 2013 that the Community Participation Committee (CPC) should be developed to become a wider Community Alliance, operating as an umbrella structure for relevant community activity. This Alliance would act as the community voice supporting Community Planning at a strategic level, informing discussion and planning on key priorities and outcomes for the local area and providing a direct route to engagement with communities.
- 3.2 Development work has been taking place and feedback from this linked well with a review of committee structures already underway within the Council. This led to a decision at Council in April to rename the Community Participation Committee as the Community Alliance. Agreement was given to this and to developing the Community Alliance into a key engagement structure rather than a Committee.
- 3.3 At the August meeting of CPWD members discussed further refinements of membership to the Community Alliance, including reducing the number of elected members in attendance, and agreed to Councillor Casey taking the chair for the first year of the Alliance.

#### **4. Main Issues**

- 4.1 Following the decision made at August CPWD, Councillor Casey notified the chair of CPWD that, following a review of her commitments, she did not feel she could make a commitment to chairing the Community Alliance. Councillor Rooney stepped in to the Chair for the first meeting of the Community Alliance in October and explained the situation to members.
- 4.2 It is necessary to select a new permanent chair for the Community Alliance from the elected members who represent both the Council and CPWD on the Alliance, with Councillor Rooney happy to assume this role.
- 4.3 As was agreed in August and communicated to Community Alliance members in October, work will take place over the next two months to seek nominations for a vice chair of the Community Alliance from the community member representation. The roles of chair and vice chair will then rotate on a rolling basis.

#### **5. People Implications**

- 5.1 There are no personnel issues.

#### **6. Financial Implications**

- 6.1 There are no financial or resource implications from the recommendation made in this paper.

#### **7. Risk Analysis**

- 7.1 There may be risks associated with not ensuring consistent leadership of the Community Alliance.

#### **8. Equalities Impact Assessment (EIA)**

- 8.1 Any equalities impacts arising from this report, and associated Equalities Impact Assessment, will be carried out as required.

#### **9. Consultation**

- 9.1 The development of the Community Alliance has been discussed through formal meetings of the group and also through development and consultation events with wider stakeholders.

#### **10. Strategic Assessment**

- 10.1 This report details proposals to strengthen the Community Alliance.

## Communication Bulletin

CPWD supports the ongoing improvement and development of Community Engagement at a strategic level through the new look Community Alliance. The decision to revise membership reflects our desire to respond to our community voices and ensure a robust and democratic process of engagement and involvement.

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**Amanda Coulthard,  
Corporate & Community Planning Manager**

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**Appendices:** None

**Background Papers:** None

**Wards Affected:** All



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

**Management Group 26 November 2014**

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**Subject: Local Police & Fire Scrutiny**

**1. Purpose**

- 1.1 The purpose of this report is to:
- provide a quarterly performance report on local fire and police plan 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 quarterly performance report on the local fire plan for 2013/14.

4.2 The report attached at appendix 2 is the quarterly 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.

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**Paul Connelly**  
**LSO – West Dunbartonshire, SFRS**

**Helen Swann**  
**Divisional Commander, Police**  
**Scotland**

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**Appendices:** Appendix 1: Local Fire quarterly performance report  
Appendix 2: Local Police quarterly performance report

**Background Papers:** None

**Wards Affected:** All



Service Delivery Area –West

West Dunbartonshire Local Fire and Rescue Plan

**Performance Report (April – September 2014)**

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## **Foreword**

This local performance report for West Dunbartonshire covers the first half of the reporting year; April – September 2014 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, **7** have been assessed as Green, and **1** at Amber, 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.

Paul Connelly  
**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	Green
02	Deliberate Dwelling Fires	Green
03	Fatalities from Dwelling Fires	Green
04	Non-Fatal Fire Casualties	Green
05	Deliberate Fire Setting	Green
06	Casualties from Non Fire Emergencies	Yellow
07	Automatic Fire Alarms	Green
08	Home Fire Safety Visits	Green

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><b>LPI Assessment:</b> The same Year to Date (YTD) period average over the previous three years confirms a <b>downward</b> trend in relation to the number of accidental dwelling house fires.</p> <p>The average over the last three years for Q1 &amp; Q2 is 50 whilst this YTD there have been <b>33</b> accidental dwelling house fires.</p>	
<p><b>Situational Analysis:</b> 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 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 half year 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>	

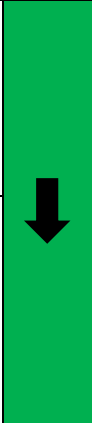
### LPI 02 – Deliberate Dwelling Fires

<p><b>LPI Assessment:</b> The same YTD period average over the previous three years confirms a <b>downward</b> trend in relation to the number of deliberate dwelling fires.</p> <p>The average over the last three years for Q1 &amp; Q2 is 21 and this YTD there have been <b>8</b> deliberate dwelling house fires.</p>	
<p><b>Situational Analysis:</b> 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>	

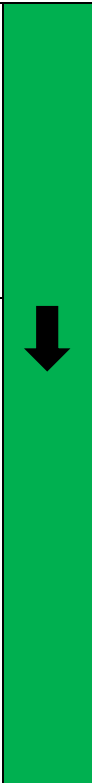
### LPI 03 – Fatalities Dwelling Fires

<p><b>LPI Assessment:</b> It is pleasing to report that there have been <b>no</b> fatal fire casualties in this YTD.</p>	
<p><b>Situational Analysis:</b> Although the zero fire fatalities is pleasing to note the Service is not being complacent. We are increasing our community safety activities within areas where there is the highest risk of a dwelling house fire occurring.</p>	


## LPI 04 – Fire Casualties

<p><b>LPI Assessment:</b> The same YTD period average over the previous three years confirms a <b>downward</b> trend in relation to the number of Non-Fatal Fire Casualties.</p> <p>The average over the last three years for Q1 &amp; Q2 is 11 casualties and this YTD there have been <b>3</b> Fire Casualties</p>	
<p><b>Situational Analysis:</b> 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 only one casualty 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><b>LPI Assessment:</b> The same YTD period average over the previous three years confirms a <b>downward</b> trend in relation to Deliberate Fire Setting.</p> <p>The average for Deliberate Primary Fire Setting over the last three years for Q1 &amp; Q2 is 62 and this YTD there have been 26 Deliberate Primary Fires</p> <p>The average for Deliberate Secondary Fire Setting over the last three years for Q1 &amp; Q2 is 293 and this YTD there have been <b>206</b> Deliberate Secondary Fires.</p>	
<p><b>Situational Analysis:</b> 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> <p>A wetter spring time saw a reduction in the number of grass and heath fires experienced, this increased slightly through the summer, however it is pleasing to note that Q2 was still a reducing trend.</p>	

## LPI 06 – Casualties from Non Fire Emergencies

<p><b>LPI Assessment:</b> The same YTD period average over the previous three years confirms a <b>static</b> trend in relation to Casualties from Non-Fire Emergencies.</p> <p>The average for Casualties from Non-Fire Emergencies over the last three years for Q1 &amp; Q2 is 13 and this YTD there have been <b>12</b> Casualties from 13 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><b>Situational Analysis:</b> This LPI includes casualties from emergencies that do not include fire ie RTC, flooding and other forms of entrapment. These forms of emergencies are known as Special Services.</p>	

Our performance in the YTD has seen a slight reduction overall in the number of Special Services attended to **77** incidents in Q1 & Q2 down from a 3 year average of 105.

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 for Q1 & Q2 is 342 and this YTD there have been **336** Automatic Fire Alarm actuations.

It was also pleasing to note that malicious calls to the Service were at their lowest ever recorded with only **18** so far this reporting period from an average of 29 in previous years

#### Situational Analysis:

The Service aims to focus on reducing the number of AFA's during 2014-15 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 Q1 & Q2 our operational crews and Community Action Teams have carried out **705** home visits, from these visits 402 homes were deemed as high risk, 225 at medium risk and 78 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 / Q2 – 2014/2015**

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West   
**Dunbartonshire**  
COUNCIL

## **Local Police Commander, Chief Superintendent Helen Swann**

As the new Divisional Commander, I am pleased to present the second quarterly update for the West Dunbartonshire Local Policing Plan 2014/15. This report details crime issues identified over the second 3 month period. West Dunbartonshire has continued to experience a noticeable reduction in crime across most crime categories including Violence and ASB. This report sets out to review our priorities for the forthcoming period.

As outlined in the local policing plan for West Dunbartonshire our focus - **Keeping People Safe** – will continue 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 2014/15 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 currently being reviewed to ensure new and emerging issues occurring within local communities continue to be prioritised and addressed.

**Integrity, Fairness and Respect** are at the core of our policing values underpinning everything we do and all our interactions with our public and partners.

## **Introduction**

West Dunbartonshire has a population of just over 90,000 and spread over a mix of rural and urban communities. The area has a variety of social needs with some areas having high levels of deprivation and low levels of employment which requires strong working partnerships between the Police, the Community and the Council.

West Dunbartonshire Area Command is coterminous with the Local Authority boundary and has a dedicated Area Commander with responsibility for day-to-day policing functions which include leading our Community Policing Teams to meet the needs and expectations of local communities.

Chief Inspector Mark Lundie is the Area Commander for West Dunbartonshire and he is supported by Inspectors Natalie Doherty and Neil Smith who are responsible for Community Policing. Natalie is based at Clydebank Police Office and Neil operates from Dumbarton Police Office.

## **Violence, Disorder and Antisocial Behaviour**

Violence, Disorder and ASB, including drinking in public, will remain a high policing priority over the remainder of 2014/15. Year to date, the total number of Group 1 crimes reported has increased by 22.7% compared to the same period last year. This is predominantly due to an increase in the number of Serious Assaults being reported. Other crimes of violence including Robbery and Common Assault continue in a downward trend, as do complaints of disorder.

In the forthcoming period we will remain committed to achieving the objectives set out in the local policing plan:-

- ***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.***

Effective use of analytical product enables local officers to assess and manage threat and risk around individuals and areas within West Dunbartonshire. The use of Directed Policing Plans (DPP), specialist resource (Force and Divisional Violence Reduction Units), investigative techniques and a range of tactical options including stop and search, bail/curfew management and additional patrols reduce instances and victims of violent crime.

The connection between alcohol, violent crime and antisocial behaviour is recognised. The Divisional Licensing Department works in partnership with the Local Authority to effectively manage all licensed premises in accordance with current legislation. A proactive education and enforcement strategy is used by the Department when premises are identified as being linked to crime or antisocial behaviour.

Maintaining the high levels of detections reported in 2013/14 remains a priority. It is acknowledged that focused deployment of appropriate and specialist resource in response to crime and disorder coupled with early and effective evidence gathering is critical to successful detection. Page 24 of 120

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The table below shows our performance YTD as at Sept 2014:-

Violence, Disorder & Antisocial Behaviour			
	Apr 2014 - Sept 2014	Apr 2013 - Sept 2013	Victims
Total No Group1: Crimes of Violence	81	66	15 more
Murder	1	0	1 more
Attempted Murder	1	2	1 fewer
Culpable Homicide	1	0	1 more
Serious Assault	41	23	18 more
Robbery	7	12	5 fewer
Petty (common ) assault	434	551	117 fewer
Number of complaints regarding disorder	2,961	3,507	546 fewer
Number of detections for Consuming Alcohol in a designated place (where appropriate byelaws exist)	368	513	145 fewer

As highlighted previously, crimes reported across West Dunbartonshire involving 'serious' violence have increased. This is due to an increase in crimes involving Serious Assault. Analysis of crimes reported YTD indicates that 47% of crimes occurred within a private space and 53% in a public space. In around a third of crimes occurring in a public space, the victim knew the offender and whilst the nature of their relationship could not be ascertained in a further 30% (7 crimes), it is notable that the detection rate remains high (73.9%); 17 of the 23 crimes occurring in a public space have been detected. Furthermore, the overall detection rate for Serious Assault is 82.9%.

Spatial analysis of all Serious Assaults reported across the year to date (YTD), indicates no specific area has experienced a high concentration of crime however 46% have occurred within Clydebank Waterfront (10 crimes) and Leven (9 crimes) Multi-Member Ward areas. Similar to the finding in the previous report, in most cases where a weapon was used this would appear to have been improvised as opposed to routinely carried, hence the most common weapon type was a glass bottle. Knives were used in 7 crimes however 5 of these occurred within residential dwelling houses. Although no further crimes have occurred in/outside licensed premises it is notable that alcohol was assessed to be a contributing factor in over half of all crimes reported.

As indicated previously, effective targeting of Stop Search activity within identified 'hotspot' locations using our Right Place, Right Time, Right People, strategy has had a positive impact on the volume of crimes and incidents involving minor violence and antisocial behaviour. While there has been a decrease in the number of stop searches carried out, this targeted activity has resulted in an increase in the number of searches where weapons, alcohol or drugs were recovered. In addition, disorder complaints have reduced by 15.6%, common assaults by 21.2% and consuming alcohol in public by 28.3%.

Over the year to date period, Radnor Park continues to be the area that has experienced the highest concentration of antisocial behaviour related incidents. A slightly higher concentration has also occurred within Dumbarton Town Centre. Our

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proactive activity will continue to focus on the areas experiencing higher levels of violence and antisocial behaviour.

### Road Safety & Road Crime

Keeping People Safe on the roads of West Dunbartonshire remains a key priority. Year to date we have maintained reductions in the number of road casualties within West Dunbartonshire and importantly there has been no road fatalities. To ensure this downward trend continues, our priorities for tackling road safety issues remain unchanged:

- ***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.***

The following table details our performance in relation to Road Safety objectives as at Sept 2014:-

Road Traffic Casualty Statistics			
	Apr 2014 – Sept 2014	Apr 2013 – Sept 2013	Victims
People Killed	0	0	None
People Seriously injured	7	15	8 fewer
People Slightly Injured	51	68	17 fewer
Children (aged<16) Killed	0	0	None
Children (aged<16) Seriously Injured	1	5	4 fewer

Over the last few months policing activity has continued to focus on casualty prevention through the use of marked and unmarked patrols to proactively target the areas where collisions are most likely to occur, utilising education, encouragement and enforcement as appropriate.

Addressing pedestrian issues and targeting of young drivers through education has also been delivered through our partnership with the West Dunbartonshire Transport Safety Group, utilising pedestrian safety campaigns and "Safe Drive, Stay Alive" presentations to 5th and 6th year pupils of local schools at the Denny Civic Theatre.

As a result this West Dunbartonshire has had no fatal crashes and has seen a dramatic drop in serious and slight injury crashes. The goal for the next quarter is to maintain this level of patrol and interaction with road users to continue to reduce casualties.

### Protecting Vulnerable People

Protecting those most vulnerable within the communities of West Dunbartonshire remains at the heart of our commitment to Keep People Safe. In the forthcoming period, our priorities remain unchanged:-

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- *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.*
- *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.*

The Divisional Risk and Concern Hub is now well established within L Division and continues to be the central point for assessing and managing the threat / risk posed to children and vulnerable adults. Decisions regarding threat and risk are identified and managed in relation to Child Protection, Domestic Abuse, Adult Protection, Youth Offending, Child Concerns (GIRFEC), Hate Crime, Adult Concerns and Missing Persons.

Nationally a "Risk and Concern Project", has been established with a remit to develop national standards, national processes and options for the future development of the management of Risk and Concern Hubs in order to provide a consistent approach to the recognition, identification, assessment and management of risk and wellbeing concerns.

We continue to work with our partners to manage offenders within West Dunbartonshire and ensure that they are robustly monitored with identified risks addressed.

The following table details our performance YTD as at Sept 2014:-

<b>Protecting People</b>			
	<b>Apr 2014 - Sept 2014</b>	<b>Apr 2013 - Sept 2013</b>	<b>Victims</b>
Number of Group 2 - Crimes of Indecency	87	48	39 more
Number of Domestic Abuse Incidents Reported to the Police	583	668	85 fewer
Total Crimes and offences in Domestic Abuse incidents	404	544	140 fewer
Total Detections for Domestic Bail Offences	25	26	1 fewer

Compared to the previous year to date figure, the total number of Group 2 crimes reported has increased (39 crimes). This is due to an increase in the number of Rapes however the majority of these crimes have occurred within residential premises. Crimes involving Public Indecency, which typically occur in public space, have also increased however all except one of these crimes have been detected. One male was reported for 3 exposure crimes within Dumbarton on the same date.

Analysis indicates that the Clydebank Waterfront Multi Member Ward area continues to experience a higher volume of such crimes than other areas. Over the year to

## **Not Protectively Marked**

date period, 31% of all crimes reported occurred within this MMW. The detection rate for Group 2 crimes remains high at 79.3%.

### **Major Crime and Counter Terrorism**

Keeping people safe by reducing the threat posed from organised crime groups and terrorism across West Dunbartonshire remains a high priority for all local police officers. We will continue to disrupt their activities through focused and robust interventions. Our objectives remain unchanged:-

- ***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.***

There are currently 3 known serious and organised crime groups believed to be operating within West Dunbartonshire. The threat and risk which these groups are assessed to pose to our communities remains unchanged. Through current intelligence, 2 groups are assessed as being Medium Risk and 1 Low Risk. All of these groups continue to be closely monitored through a robust internal governance group which manages and directs activity. This process provides a structured framework to ensure pro-active police activity is focused on those individuals that pose the greatest threat, risk and harm.

Tackling those individuals who supply controlled drugs within our communities is a key police priority. In an effort to reduce the threat posed to local communities by those involved in the supply and distribution of controlled drugs, a focused intelligence led approach has been developed to increase the numbers of detections for supplying, producing and cultivating drugs. This is clearly evidenced by results achieved so far in the current performance year:-

- **88 individuals linked to SOC have been arrested across the division.**
- **Through the use of POCA legislation SOC criminals have been deprived of £ 1,547,279.**
- **SOCG have been denied legitimate enterprise estimated to be worth £ 1,751,800.**
- **128 individuals have been arrested for supplying or producing and cultivating controlled drugs across the division.**

In addition to local policing activity, the Multi-Agency Counter Terrorism and Serious and Organised Crime Group continues to meet and provides clear direction in respect of partnership work to tackle serious and organised crime and terrorism.

West Dunbartonshire has a number of key strategic locations which requires us to develop an appropriate counter-terrorist response. The current threat posed from AQ / ISIS inspired terrorism and matters in Northern Ireland continue to influence behaviour in the West of Scotland, consequently, we will continue to work with partners to influence this type of behaviour reducing the vulnerability within the Council area.

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### Acquisitive Crime

Levels of acquisitive crime across West Dunbartonshire continue in a downward trend with a further reduction of 8.4% over the current year to date period, and 28.8% reduction on the 5 year average. Nevertheless, our priorities set out in the local policing plan remain:

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

Acquisitive Crime			
	Apr 2014 - Sep 2014	Apr 2013 – Sep 2013	Victims
Theft by housebreaking (including attempts)	94	172	78 fewer
Doorstep / Bogus Crimes	0	2	2 fewer

As shown above, there has been a significant reduction in the number of housebreaking crimes recorded year to date compared to last year. The multi member ward areas in Leven and Dumbarton continue to be the areas that have experienced the highest volume of crimes with a higher concentration noted within the Brucehill area.

The number of Doorstep crimes being reported remains particularly low. During the current year to date period there have been no crimes reported across West Dunbartonshire.

## **Conclusion**

As Local 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 Corporate & Community Planning Manager**

**Management Group 26 November 2014**

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**Subject: Delivery & Improvement Group (DIG) Highlight Reports**

**1. Purpose**

1.1 The purpose of this report is to:

- Present a summary of key achievements and issues or areas for concern for each DIG and progress towards outcomes.

**2. Recommendations**

2.1 The CPP Management Group is asked to note progress made, key achievements outlined and any areas of concern.

**3. Background**

3.1 DIG Action plans for the 4 priority areas were approved by CPWD management group in May 2014. An update for Children & Families DIG was presented to the last CPWD meeting in August. These provide an opportunity to measure progress and achievements during the first 6 months of the actions plans and identify any areas of concern in taking things forward.

**4. Main Issues**

4.1 The information highlight reports allows CPWD members to consider the progress which has been made so far in key areas of work for each DIG and key achievements; to identify any issues of concern or where there is scope to improve on partnership working; and any common themes or cross cutting issues.

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 End of year reports on the 4 DIG action plans will be presented to the March CPWD. New action plans for 2015/6 will also be presented for approval at this meeting.

## 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 will be carried out at the end of the financial year and for new action plans being developed for 2014/5..

## 9. Consultation

9.1 The highlight reports were produced by key members of each DIG. The action plans will be consulted on more widely.

## 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.

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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

### **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.



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

**Management Group: 26 November 2014**

**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 Wood Commission recommendations
- Early Years Collaborative (EYC): 2 new projects (Special Needs in Pregnancy and Family Support) added to original 3
- Parenting Strategy: various strands of work are moving forward
- Preparation for Children's Services Inspection

**Key achievements**

- Strong performance in 2014 SQA examinations
- Progress on 3 original EYC projects: Literacy; Smoking Cessation in Pregnancy; Triple P
- 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 indeed
- Very positive report on Family Learning in WDC by Education Scotland
- Implementation of Single Agency Assessment & Planning Procedures in Education
- Delivery of joint training of early years and primary school practitioners

**Progress against local outcomes**

- Good progress against all local outcomes

**What needs to improve?**

- Further embedding of partnership approach to planning and delivery
- Further roll-out of GIRFEC training (already under way)
- Further awareness raising on role of Named Person

**What support is required from other partners?**

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



## **Older People Delivery & Improvement Group (DIG) Highlight Report**

### **Management Group: 26 November 2014**

Chair: Chris McNeill, Head of Community Health & Care

#### **What is working well? / Key achievements**

The CHCP and partners are making good progress in implementing the local Year Four Older People's Change Fund Commissioning Plan.

Highlights include:

- Now providing accessible options to General Practice and operational CHCP community services for clients who require rapid response, nursing and care at home provision by providing a single point of contact. This links into the development of an Anticipatory Care Plan (ACP) nursing post linked to the Out of Hours services. The CHCP now also manages its Out of Hours Nursing, Home Care, Sheltered Housing, Care Homes, and Mobile Attendants as a coherent network, based around neighbourhood teams to ease access and pathways for those using our services.
- Established a bureau model for older peoples respite services that links to CHCP Primary Care Dementia Service, CHCP Community Older Peoples Team, Out of Hours Services and independent sector providers. This enables direct access, improved coordination and take-up of existing respite and step up/step down opportunities. It is more flexible and responsive to peoples' needs and provides an out of hours service to support emergency access to respite and step up services where a client's or a carer's needs are urgent
- Established a Home Care Reablement team which changes the culture of Care at Home from task and time to better outcomes, maximises clients long term independence and quality of life and appropriately minimises support reducing the whole life cost of care. A local evaluation of CHCP reablement service outcomes shows that one third of clients require additional input; one third the same level of service; but that the final third require no further service. The number of clients in receipt of service has fallen but the average hours per client have risen. This indicates that the CHCP is targeting its services appropriately:

maintaining clients with complex needs at home and provides capacity to meet the demand of this growing demographic.

- A single point of access that allows close links with CHCP Supported Discharge Team and CHCP Community Older Peoples Team is in place. In addition to the Care at Home and Occupational Therapy staff, there has been recruitment of pharmacy technicians managed within the CHCP's prescribing service to provide compliance support and to liaise with community pharmacy.
- The CHCP has worked in partnership with West Dunbartonshire Leisure Trust to introduce the Vitality physical activity programme – which is specifically tailored for and targeted at older people – within a variety of community facilities, including our own Older People's residential care homes and day care facilities. Key objectives for the Day Care/care Home setting are to improving participant's strength/balance and mental wellbeing; and for the community setting, improving access/uptake from SIMD 1&2 communities and mental wellbeing.
- The CHCP has embedded the Supportive and Palliative Action Register (SPAR) within its Care Home documentation, and the tool is used routinely in Care and Nursing homes to help to identify patients who are deteriorating. A Palliative Care Nurse is in post to support the on-going educational needs of Clinical and Non Clinical staff for people at end of life (which includes refresher sessions on SPAR and support visits to Care and Nursing Homes).
- The CHCP has worked with Alzheimer Scotland to recruit a local dementia adviser, matching their contribution to provide support to patients, their carers and to health and social care staff across all care settings. The post supports early diagnosis of dementia and diagnosis in primary care and provides education and training to staff. With support from Alzheimer Scotland and WDCVS, the CHCP continues to develop social supports for patients with dementia and their carers. A Dementia Friendly Community initiative has also launched within Faifley.
- Developed networked services with WD CVS to build on community capacity in particular befriending services, care and repair, support to carers and increasing awareness. This has also been accompanied by investments in developing community directories; and in publicising independent and 3rd sector services and groups, in partnership with Carers of West Dunbartonshire and Alzheimer Scotland.

The *West Dunbartonshire Link Up* initiative – developed by the CHCP and WD CVS - has gained further national recognition:

- Finalist at the 2014 Scottish Charity Awards.
- Winner of the Working with Local Communities category at the 2014 Care Accolades Awards.

- Winner of the Self Management Project of the Year at the Health and Care Alliance Scotland Awards 2014

Link Up provides “one stop shop” access - through a single point of contact - for local older people and their carers to a coordinated range of CHCP and third sector services, including Carers of West Dunbartonshire, Lomond and Clyde Care and Repair and Shop-Mobility. Key objectives of Link Up are to ensure local older people and their carers:

- have easy access to information that will support them to make informed decisions about their own future;
- feel more secure; more cared for, and have access to a better quality of life;
- have better access assistance that helps them self-manage their conditions and remain in their own homes;
- feel part of a supportive enabling community; and
- influence and participate in future service provision.

Link Up is staffed by trained volunteers, aged 55 years plus, from the community and from a wide selection of partners in West Dunbartonshire - so is a great example of co-production and community capacity building in practice.

In addition to the mainstream work of the DIG, it is also worth noting the progress that the CHCP has made on the Council’s behalf in delivering and taking forward plans for the design and location of replacement Older People’s Residential Care Homes with Day Care facilities for West Dunbartonshire. The CHCP has invested in a joint development programme (My Home Life) which has already produced evidence of improved co-ordination and service quality across the CHCP and independent sector care homes in West Dunbartonshire. The programme had also provided valuable feedback and insights from our care home residents and their relatives. The design team and building contractors appointed for the construction of the two new 84 room care homes and day care centres have been working closely with the Project Team and have been consulting with local residents, relatives and staff through the design phase. Planning consent is currently being sought for the Dumbarton facility at Crosslet House. If approved, work will begin in January 2015 with a completion date of July 2016. The Clydebank care home and day care centre will be part of a wider regeneration scheme at Queen’s Quay, for completion late 2016.

### **What needs to improve? / Areas of concern**

The NHS Acute Hospital Bed Days lost target during 2014/2015 continues to be challenging in West Dunbartonshire as has been across Scotland as detailed in within the recently published Audit Scotland Report on the NHS in Scotland 2013/14:

[http://www.audit-scotland.gov.uk/docs/health/2014/nr\\_141030\\_nhs\\_finances.pdf](http://www.audit-scotland.gov.uk/docs/health/2014/nr_141030_nhs_finances.pdf).

In terms of meeting such challenges:

- The CHCP has shown significant progress in reducing unplanned admissions and bed days for Long Term Conditions and this continues to be closely monitored.
- Improvements in relationships with NHSGGC Acute Division over multi-disciplinary discharge arrangements are now in place.
- New independent sector providers will become operational in Spring 2015 which will increase much needed capacity of nursing care beds.
- Extra authority placements are used and continually offered with some success.
- Work relating to improving legal processes for Adults With Incapacity is on-going.

### **What support is required from other partners?**

Consider opportunities to raise awareness amongst local communities about the importance of having Power of Attorney (PoA) oA granted to a trusted relative or friend, so that if the person takes ill and is unable to make decisions someone can step in. Having a PoA in place really can make a difference and can ensure that people's wishes are carried out quickly without prolonged legal negotiations. If a loved one is in hospital and there is no power of attorney this can delay the patient's discharge and have them remain in hospital longer than necessary.

We need to continue the support we receive from Housing partners and the 3<sup>rd</sup> and independent sectors in providing alternative options for supporting older people and promoting better self care and community support.

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## **Safe, Strong & Involved Communities Delivery & Improvement Group (DIG) Highlight Report**

### **Management Group: November 2014**

**Chair of DIG:** Gail McClymont, Superintendent, Police Scotland

#### **What is working well?**

Smaller more focussed membership of DIG – allows for more accountability and clear ownership of work streams.

#### **Key achievements**

During the month of September partners of the SSI DIG were successful in engaging with pupils and students in our learning establishments across the authority providing a range of community safety initiatives that aim to contribute to the group achieving its key local outcomes.

**Safe Drive, Stay Alive** - a road safety partnership initiative aimed at raising awareness of driver and passenger safety for all Secondary 5 and 6 pupils. This year approximately 1000 pupils attended from all Secondary Schools across the Authority and this year extended to Hermitage Academy. Partners included Police Scotland, Scottish Fire and Rescue, the Scottish ambulance service. The event gained excellent media coverage in all the local press and radio and initial feedback from pupils indicated the delivery of the initiative was very effective and thought provoking.

**Experiential Learning** - a community safety partnership Initiative aimed at primary 7 pupils from all schools across the authority. This year approximately 900 pupils attended the event and took part in a range of workshops that included fire and internet safety, as well as the danger of alcohol and drugs on the community. The initial feedback from pupils and teachers is that the event is an excellent way of delivering the safety message to pupils and allowing them to be hands on at the workshops makes the messages even more memorable.

**College west Freshers Week** - as part of the safety and environment group to raise awareness of the negative impact of alcohol and drugs in the community this was a partnership initiative involving the ADP, CHCP, community safety, Police Scotland, Scottish Fire and Rescue and Victim Support. The event provided a range of safety information to college students in relation to alcohol and drug awareness and personal safety. The event was held within the Clydebank Campus and was well

attended over 2 days by college students. This was the first year that this initiative has taken place and the feedback was encouraging and has opened links to closer partnership working with the college on a range of community safety issues.

**Nightzone West 2014** – work continues in partnership for the seasonal Nightzone West 2014 campaign. This campaign focuses on creating safer streets over the festive period and includes providing taxi marshals in all 3 townships. The initiative also focuses on a range of safety information relating to alcohol and drug safety and awareness as well as home and personal safety. The campaign starts on December 12<sup>th</sup> and a number of strategic launch dates are scheduled. The work for this continues through the safety and environment group.

### **Progress against local outcomes**

SSI DIG focuses on 8 main work streams and Lead Officers have been identified in respect of reporting processes for each area. A significant amount of work has been undertaken so far in relation to defining reporting processes, information flows and information sources. This area is still under discussion at the DIG to ensure a robust mechanism is in place to capture all ongoing work and progress in respect of the DIG Action Plan. This is a hugely complex area with many outcomes crossing areas of business.

### **What needs to improve?**

Further guidance and information would be beneficial in respect of future reporting requirements to the CP WDC Board.

Clear links need to be demonstrated between the SSI DIG and the proposed Neighbourhood Management Groups and again further guidance would be helpful in this regard.

### **What support is required from other partners?**

No issues with support provided.



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

**Management Group: 26 November 2014**

**Chair: Richard Cairns, Executive Director of Infrastructure and Regeneration**

**What is working well/Key achievements**

- **Progress with 1000 jobs target**

Good progress is being made towards the second target of 1000 jobs in 1000 days with 600 jobs secured by day 234. Key partners have been working together to deliver against this target. Progress with Council's Modern Apprentice programme with an emphasis on developing new occupational areas was discussed at the recent DIG meeting. The group is awaiting confirmation of European funding for 2014-20 which will determine the size and shape of future Employability initiatives.

- **Single Employer Offer**

This area is progressing well; a short term task group has been established, including members of the DIG to look at co-ordinating employer engagement and developing a single offer to employers. The group will run for 6 months until March 2015 to deliver on the project. This includes developing a product and a clear route for employers into the range of services on offer from the partners.

An initial research piece of work was carried out to determine CPP partner's engagement with businesses across West Dunbartonshire area. The results were well received by the partner and further analysis on the sectors and type of engagement will further assist our knowledge of engagement with the business community and determine our single offer.

A project plan has been developed and update on progress will be reported at each DIG meeting as a standing agenda item.

- **Skills Development Scotland (SDS)**

SDS updated the DIG on an important piece of work entitled the Regionals Skills Assessments (RSA). This will provide a refresh for national skills investment plans, shared apprenticeship model and initiatives in response to the Wood report, including industry partnerships with schools. This work is due for completion in November 2014 will be shared with partners to carry out further more detailed analysis. RSA information will also be interrogated at local authority level and West College Scotland will disaggregate data on stage 4/5 of the strategic skills pipeline provided in SDS update.

- **West Employability Hub**

The West Employability hub, which opened in March 2014, is an innovative example of partnership working between West Dunbartonshire Council, West College Scotland and the Department for Work and Pensions. The hub provides a benefits and training centre for young people, and plays a key role in tackling youth unemployment in West Dunbartonshire. 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 the young people in West Dunbartonshire.

- **Youth Employment Scotland**

The Youth Employment Scotland initiative relates to a project where WDC secured £933k from Scottish Government towards supporting 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 has been extended until December 2014 and the target audience age range extended to 29 years of age. With the target itself increased to support 350 individuals. The current number of young people supported through this initiative is 340 and is well on track to achieve our ambitious target. Importantly all our CPP partners through the DIG have played an important role in working together to achieve this target.

- **City Deal**

Clyde Valley Region City Deal update is presented as a separate paper for the Community Planning Management Group for information.

## **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. An action plan progress report will be presented in March 2015.

### **What needs to improve?**

- Continue with improving information sharing among partners, in particular via the CPP website.
- Agreed actions for members to take things forward in between meetings/ moving towards actions listings rather than minutes of meetings.
- Greater involving from partners in agenda setting and reports on progress.

### **What support is required from other partners?**

- Partners need to continue to work together to deliver on the key areas outlined in the action plan.
- Build on key achievements outlined above, take these forward and identify other areas where working in partnership achieve benefits for local residents.
- Prioritise collaborative working both in terms of contributing to the DIG and progressing specific projects e.g. single employer offer.
- Review action plan with input from all partners in advance of March 2015.



## Report by the Head of Policy & Planning, SPT

Management Group 26 November 2014

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### Subject: West Dunbartonshire Transport Outcomes Report for 2014/15

#### 1 Purpose

1.1 This report will:

- inform the West Dunbartonshire Community Planning Partnership of the preparation by SPT of the West Dunbartonshire Transport Outcome Report (TOR) including details of the new format;
- highlight the connection between SPT activities and local outcomes from the Single Outcome Agreement; and
- highlight the focus given within the TOR to the services and benefits that SPT has delivered in 2013/14 together with details of the SPT – West Dunbartonshire joint work streams for 2014/15.

#### 2 Recommendations

It is recommended that CPWD Management Board note the contents of the report.

#### 3 Background

- 3.1 SPT has prepared a TOR for West Dunbartonshire annually since 2008 as a means of demonstrating our commitment and contribution as a Community Planning partner through the delivery of key services, projects and initiatives.
- 3.2 The TOR is now directly linked to the SPT Regional Transport Strategy (RTS) Delivery Plan 2014 – 2017<sup>1</sup> and is the local monitoring and planning element of SPT's suite of strategic plans.
- 3.3 SPT officers worked with West Dunbartonshire colleagues to agree the key areas for partnership working (known as the 'joint work streams') for 2014/15.
- 3.4 The TOR summarises our commitment and contribution as a Community Planning Partner by detailing the links between the joint work streams and West Dunbartonshire's local outcomes from the Single Outcome Agreement.

<sup>1</sup> [http://www.spt.co.uk/wmslib/Documents\\_RTS/RTS%20Delivery%20Plan%202014-17.pdf?2](http://www.spt.co.uk/wmslib/Documents_RTS/RTS%20Delivery%20Plan%202014-17.pdf?2)

## **4 Main Issues**

4.1 The detailed content of the 2014/15 TORs is as follows:

- *Introduction (TOR page 2)* – This section summarises SPT's purpose and vision; highlights SPT's role in community planning; and summarises a few of the key challenges for transport in the local area.
- *Report layout (TOR page 3)* - This section explains how the report is structured; sets out the 4 RTS Outcomes and the associated SPT – West Dunbartonshire joint work streams, as agreed with West Dunbartonshire Council officers.
- *Local Outcomes and the supporting role of transport (TOR page 4)* – This page shows the links between local outcomes from the Single Outcome Agreement and the TOR joint work streams that most support the achievement of the local outcomes.
- *SPT Activity and Investments (TOR page 5)* – This page highlights SPT activity including services and initiatives that have benefitted local residents over the past year and capital investments made over the past three years.
- *Main body of the document (TOR pages 6+)* – The main body of the document includes four sections – one for each of the four RTS Outcomes – and each section provides information about the joint work streams including key issues, progress to date and a look at the year ahead.
- *Appendix* – This section provides a full list of local supported bus services operating in the council area.
- *Back cover* – The back cover includes contact details for the main public transport operators within the local authority area.

## **5 Joint work streams**

5.1 The SPT – West Dunbartonshire joint work streams for 2014/15 are as follows:

- Bus Policy, Statutory Quality Partnerships & Bus Infrastructure Improvements and Smart & Integrated Ticketing;
- Fastlink, Strategic Rail Enhancements, Strategic Road Enhancements and Integrating Land-Use and Transport Planning;
- Socially Necessary Bus Services, Access to Healthcare and Equal Access Improvements;
- Park and Ride, Cycling and Travel Behaviour Change.

5.2 The joint work streams will be reviewed annually and any new local priorities can be accommodated within the new TOR structure.

## **6 Local outcomes for West Dunbartonshire**

6.1 The TOR summarise the role of transport in achieving local outcomes with the following outcomes specifically highlighted:

- Families are confident and equipped to support their children throughout childhood.
- Improved care for and promote independence with older people..
- Created attractive, competitive and safe town centres and enabled the development of our major regeneration sites.
- Improved core employability skills and assisted people into work.
- Stronger, confident and more involved communities.
- Home, Fire and Road Safety.

6.2 The joint work streams that most support these local outcomes are set out in the TOR.

## 7 Conclusion

7.1 The TOR summarises the SPT activities and investments delivered in 2013/14 that benefitted West Dunbartonshire residents.

7.2 The TOR provides detailed information on the agreed SPT – West Dunbartonshire joint work streams for 2014/15 including key issues, progress to date and a look at the year ahead.

7.3 The TOR highlights the role of transport in achieving positive outcomes at the local level by noting the supporting relationship between the joint work streams agreed between SPT and West Dunbartonshire and the local outcomes set out in the Single Outcome Agreement.

**Person to contact:** Bruce Kiloh, Head of Policy and Planning  
**Strathclyde Partnership for Transport**

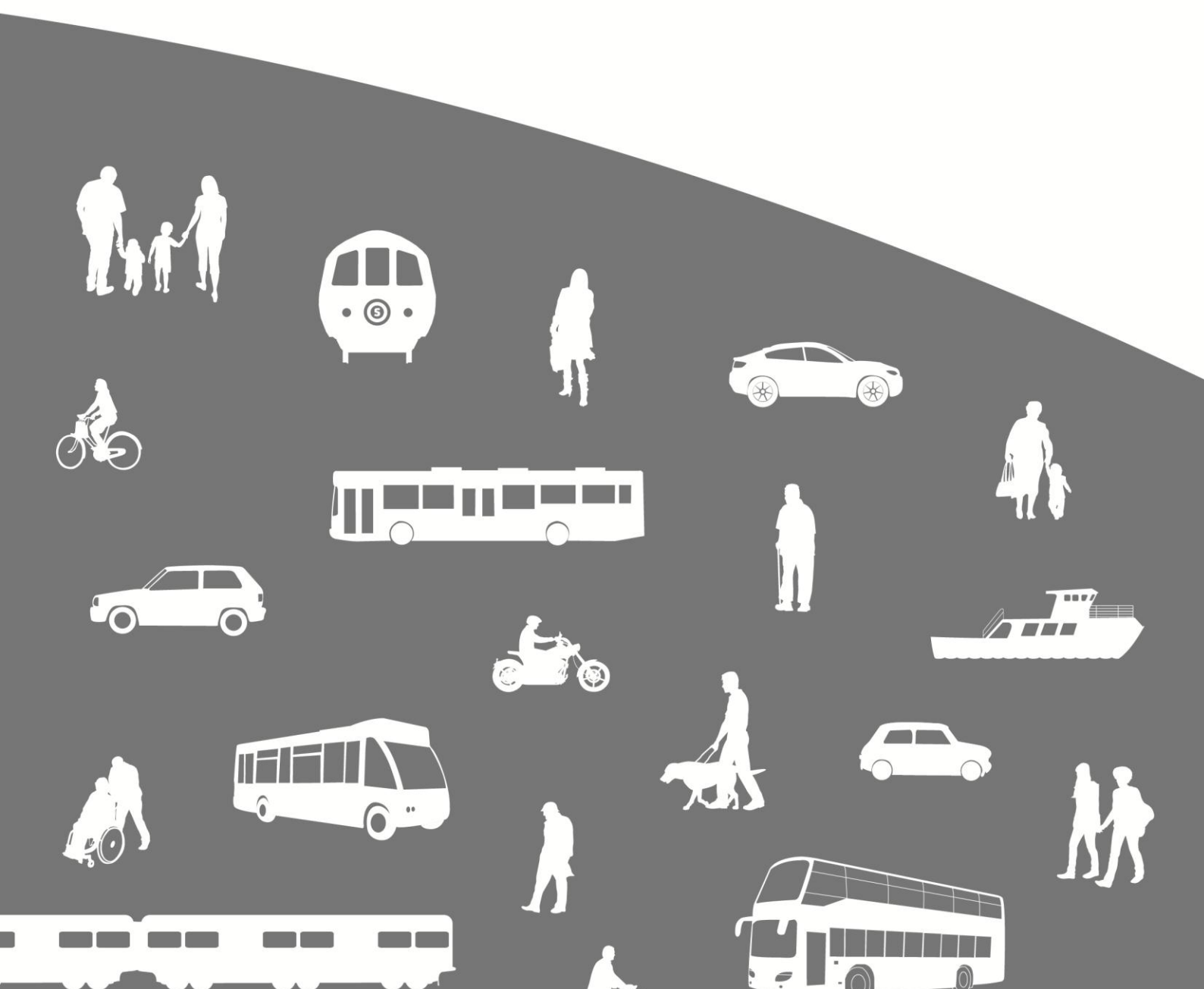
**Appendix:** SPT Transport Outcomes Report

### Communications Bulletin

Community Planning West Dunbartonshire noted the content of the SPT Transport Outcomes report and links with Single Outcome Agreement Outcomes and is committed to working in partnership to improve transport related outcomes for West Dunbartonshire.

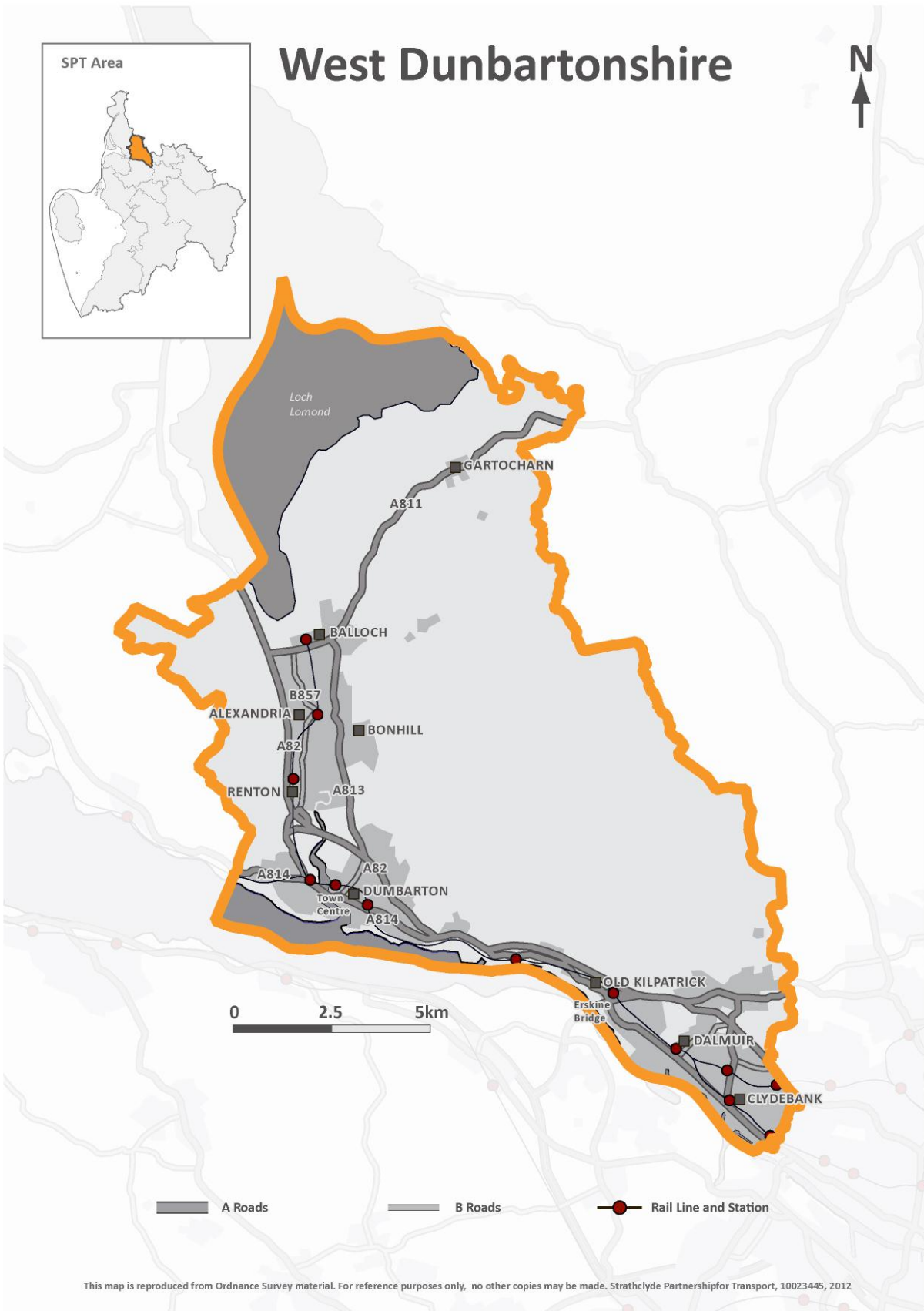


# Transport Outcomes Report: West Dunbartonshire 2014/15



in partnership with





## INTRODUCTION

Strathclyde Partnership for Transport (SPT) is the Regional Transport Partnership for the west of Scotland and is a partnership of twelve councils. SPT, in partnership with our member councils and other stakeholders, delivers a range of strategic and local solutions across Strathclyde to enhance and develop our transport network, infrastructure and services, and to promote sustainable development and travel choices.

SPT's core work is directed towards achieving four strategic outcomes for the benefit of Strathclyde residents, businesses and visitors. These four outcomes from the Regional Transport Strategy - Attractive Seamless Reliable Travel; Improved Connectivity; Access for All; and Reduced Emissions – support SPT's long term vision:

*'A world class sustainable transport system that acts as a catalyst for an improved quality of life for all.'*

SPT is a statutory participant in Community Planning and works in partnership with West Dunbartonshire Council (WDC) and other public, private and third-sector organisations across a range of themes including health, education, accessibility, social inclusion, equalities and community safety. Our strategic outcomes are closely linked to West Dunbartonshire local outcomes and support key community planning policy priorities including independence for older people, improving the lives of young people, economic growth, stronger communities, more employment and reducing health inequalities.

The Transport Outcomes Report (TOR) is an annual update of SPT investments, projects, services and initiatives in West Dunbartonshire and sets out the plans for the year ahead. The TOR is directly linked to the new *Regional Transport Strategy Delivery Plan 2014 - 2017* and is the local monitoring and planning element of SPT's suite of strategic plans. This report sets out the joint SPT – West Dunbartonshire work streams and highlights the links between these work streams and West Dunbartonshire local outcomes, as set out in *West Dunbartonshire Community Planning Partnership Single Outcome Agreement 2014 – 2017*.

### West Dunbartonshire

The 90,000 residents of West Dunbartonshire make up 4% of the 2.2 million people who live in the SPT area, with most residents living in Clydebank, Dumbarton or the Vale of Leven. The area covers 3% of the SPT area, or 18,300 hectares, of which one-seventh is rural land.

In West Dunbartonshire, rates of car ownership per household and the proportion of commuting trips made by car are slightly below the regional averages, but cars remain the main mode of travel across all journey types. Increasing public transport patronage through improved services and converting more short trips to active travel remain priorities for SPT and WDC in order to reduce the impact of congestion on communities, business and the environment. Increasing active travel levels has the additional benefit of improving health outcomes for residents.

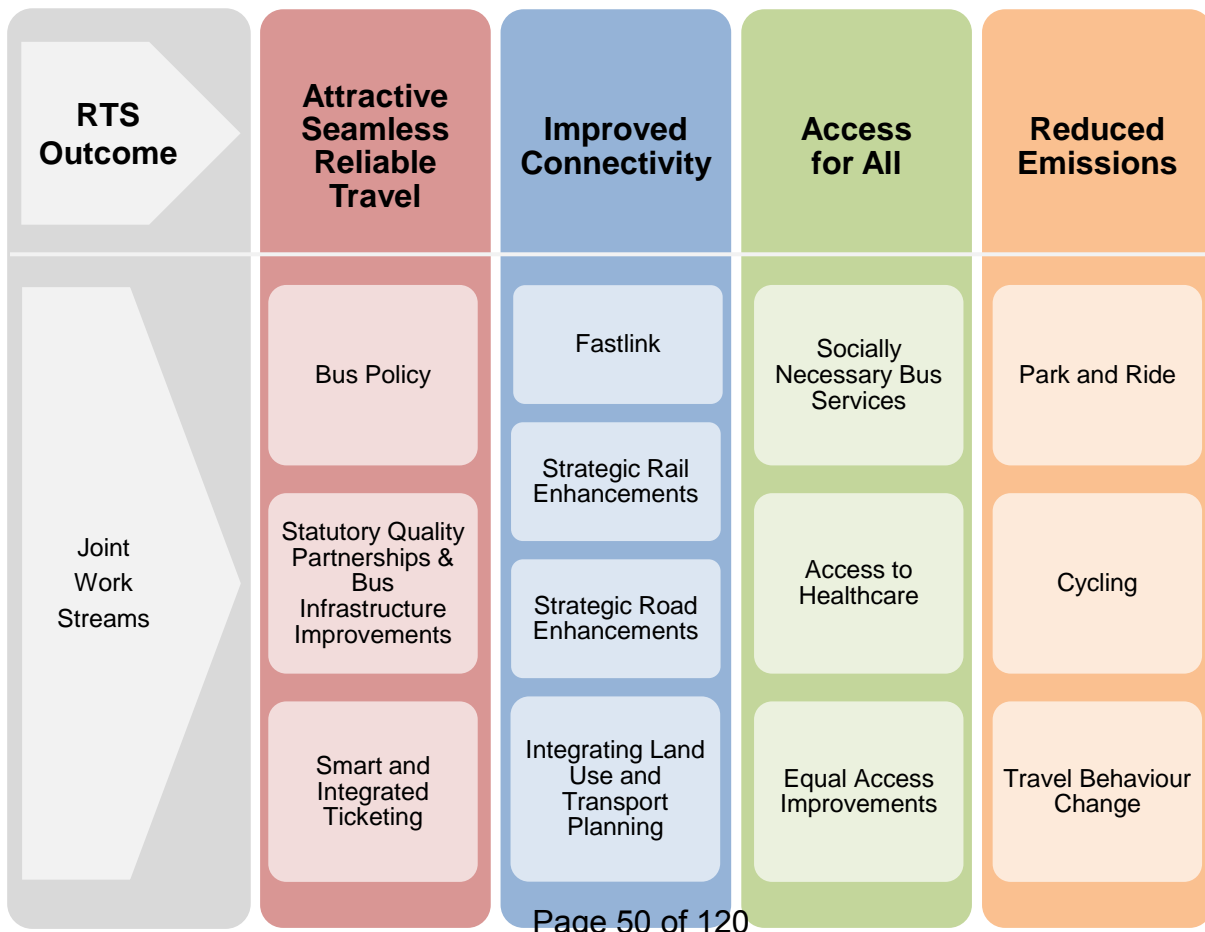
Some communities in West Dunbartonshire experience high levels of multiple-deprivation and ensuring that residents of these areas, as well as more vulnerable residents across the local authority area, are able to access services and facilities remains a priority for SPT and WDC. The number of people living in West Dunbartonshire who are aged 60 years or older is projected to increase by 10% over the next five years and planning for this increased demand on specific types of services including MyBus will continue to be a priority.

Integrating land-use and transport planning for developments or relocation of any public services remains a priority for SPT and WDC to ensure that existing transport networks and public transport services are fully utilised and to reduce dependency upon cars to undertake everyday journeys.

**REPORT LAYOUT**

- The 2014/15 Transport Outcomes Report for West Dunbartonshire is structured under the four RTS Outcomes and the **13 joint work streams for SPT and West Dunbartonshire**. Figure 1 below details the RTS Outcomes and the agreed joint work streams for 2014/15.
- The **local outcomes from the West Dunbartonshire Community Planning Partnership Single Outcome Agreement 2014 – 2017** that are relevant to transport services, projects or initiatives are set out on **page 4**. The joint work streams that most support the achievement of a local outcome are listed under each local outcome.
- **SPT’s activities and investments that benefit West Dunbartonshire residents** are summarised on **page 5**. Further information on the figures contained on this page can be found throughout the main body of the document.
- The **main body of the 2014/15 Transport Outcomes Report** provides detailed information on the SPT – West Dunbartonshire joint work streams for 2014/15 including key issues, progress to date and a look at the year ahead. These are found on the following pages:
  - Attractive Seamless Reliable Travel work streams – pages 6-8
  - Improved Connectivity work streams – pages 9-11
  - Access for All work streams – pages 12-15
  - Reduced Emissions work streams – pages 16-18

**Figure 1: RTS Outcomes and SPT – West Dunbartonshire joint work streams**



**WEST DUNBARTONSHIRE LOCAL OUTCOMES and the ROLE OF TRANSPORT**

**Local Outcome:** Families are confident and equipped to support their children throughout childhood.

Good access to education, healthcare and safe leisure opportunities is essential for every child to thrive and a safe, high-quality walking and cycling network supports young children and their families to be more active and live healthier lives. Sustainable development supports families to reduce car usage and increase active travel, and improves road safety.

Integrating Land Use and Transport Planning

Socially Necessary Bus Services • Access to Healthcare • Equal Access Improvements

Cycling • Travel Behaviour Change

**Local Outcome:** Improved care for and promote independence with older people.

Safe, accessible transport supports independent living by improving access to services and facilities and reducing isolation by making it easier to visit family and friends and attend social events. Improving conditions for active travel encourages healthy, active lifestyles. Sustainable development improves local access to goods and services.

Integrating Land Use and Transport Planning

Socially Necessary Bus Services • Access to Healthcare • Equal Access Improvements

Cycling

**Local Outcome:** Created attractive, competitive and safe town centres and enabled the development of our major regeneration sites.

High-quality, modern transport infrastructure supports physical regeneration efforts; an efficient, reliable transport network built upon sustainable land use development reduces the cost of transport and congestion for business and residents and supports environmental targets; and good access improves employment opportunities.

Bus Policy • Bus Infrastructure Improvements • Smart and Integrated Ticketing

Fastlink • Integrating Land Use and Transport Planning • Strategic Road & Rail Enhancements

Socially Necessary Bus Services • Access to Healthcare • Equal Access Improvements

Park and Ride • Cycling • Travel Behaviour Change

**Local Outcome:** Improved core employability skills and assisted people into work.

**Local Outcome:** Stronger, confident and more involved communities.

Good access to services supports residents in fully realising the benefits of available healthcare, education, training, employment and voluntary opportunities. Promoting active travel and investing in cycling infrastructure supports healthy, active lifestyles.

Socially Necessary Bus Services • Access to Healthcare

Cycling • Travel Behaviour Change

**Local Outcome:** Home, Fire and Road Safety.

Improving road safety is achieved through a combination of factors including infrastructure improvements, awareness and training programmes and pedestrian-friendly development.

Integrating Land Use and Transport Planning • Strategic Road Enhancements

Cycling • Travel Behaviour Change

**SPT ACTIVITY AND INVESTMENTS FOR WEST DUNBARTONSHIRE**

<p><b>RTS Outcome</b></p>	<p>2013/14 activity and 2011/12 - 2013/14 capital projects for WDC</p>
<p><b>Attractive Seamless Reliable Travel</b></p>	<ul style="list-style-type: none"> <li>• £520,000 in grants from the SPT capital programme for bus infrastructure improvements</li> <li>• 24 identified breaches of traffic regulations and 7 reports made to the Traffic Commissioner across 42 days of local service monitoring</li> <li>• 541 bus stops, 222 shelters and 883 pole-mounted information cases maintained (bus stops and shelters under agency agreement)</li> <li>• 2 new bus stops, 2 pole-mounted information case upgrades, 4 new / upgraded bus shelters and 3 shelter solar lighting units delivered by SPT in West Dunbartonshire with £16,000 from SPT capital programme</li> <li>• 53,000 bus departures from East Kilbride Bus Station for services to West Dunbartonshire</li> <li>• 5,400 bus departures from Buchanan &amp; Greenock Bus Stations for services to West Dunbartonshire</li> <li>• 14,000 ZoneCard tickets purchased by West Dunbartonshire residents</li> <li>• £330,000 in estimated savings for West Dunbartonshire residents through ZoneCard ticketing</li> </ul>
<p><b>Improved Connectivity</b></p>	<ul style="list-style-type: none"> <li>• £430,000 in grants from the SPT capital programme to improve Church Street Roundabout in central Dumbarton</li> <li>• Input to draft Action Programme associated with the West Dunbartonshire Local Development Plan</li> </ul>
<p><b>Access for All</b></p>	<ul style="list-style-type: none"> <li>• 13 supported local bus services on 11 contracts carrying 320,000 passengers at a cost of £550,000</li> <li>• 4 MyBus services on 4 contracts carrying 20,000 passengers at a cost of £420,000</li> <li>• 56 school contracts carrying 1,400 schoolchildren per school day at a cost of £680,000 (under agency agreement)</li> <li>• School contract inspections - 51 on site inspections, 88 vehicle inspections and 135 Disclosure Scotland forms processed</li> <li>• Estimated savings of £260,000 on rail and Subway travel for West Dunbartonshire residents through the Strathclyde Concessionary Travel Scheme</li> <li>• 1,300 National Entitlement Card (NEC) renewals or applications processed for West Dunbartonshire residents and 3,200 NEC enquiries from West Dunbartonshire residents</li> <li>• 5 Travel Points, 26 Mobile Travel Centre visits, 665,000 Travel Centre enquiries</li> </ul>
<p><b>Reduced Emissions</b></p>	<ul style="list-style-type: none"> <li>• £170,000 in grants from the SPT capital programme for Dalmuir Station Park and Ride</li> <li>• £45,000 investment from SPT capital programme to improve active travel links between Dumbarton Central Station and St. James Retail Park</li> </ul>

## RTS OUTCOME: ATTRACTIVE SEAMLESS RELIABLE TRAVEL

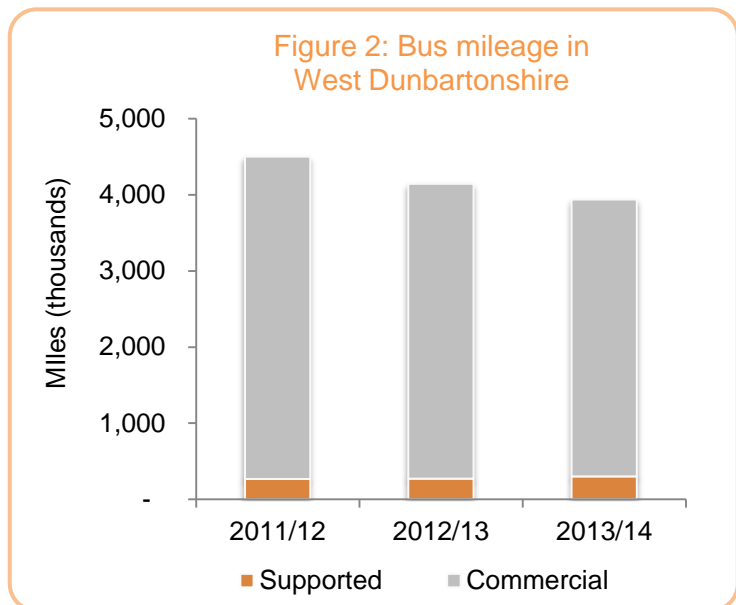
Attractive, seamless reliable travel is a modern, cohesive public transport system with high-quality infrastructure and stable service patterns that benefits existing travellers and attracts new passengers.

### Bus Policy

SPT seeks changes to existing legislation, regulations and guidance to deliver a higher quality, safer, more comprehensive and integrated bus network that better meets the needs of passengers.<sup>1</sup> SPT is working in partnership with Transport Scotland, Scottish Traffic Commissioner, bus operators and through the national Bus Stakeholder Group to bring about these changes. This work stream underpins other bus-related work streams by ensuring that the necessary powers are in place to be able to increase integration, coverage and stability of services across the bus network, increase safety through greater compliance with vehicle and service standards and establish competitive, attractive multi-operator smart ticketing products to benefit bus passengers and to grow patronage.

One in every 8 West Dunbartonshire residents uses bus as the main mode of travel to work, although this rate increases to one in every five residents for those people living within an area of high deprivation.<sup>2,3</sup> In West Dunbartonshire, the proportion of all journeys that are made by bus is lower than the regional average, but one in four residents use a bus at least 2 or 3 times a week.<sup>4</sup>

The total number of bus service miles in West Dunbartonshire has fallen by 13% over the past two years, whilst supported service mileage now comprises nearly 8% of total mileage (see figure 2). A stable, integrated, high-quality bus network in West Dunbartonshire is essential to support residents dependent upon bus travel for their everyday travel needs and to persuade more residents to choose to travel by bus rather than by car for more journeys.



### Local update and year ahead

SPT's '10 Point Plan' sets out a menu of proposed changes to legislation, regulations and powers for transport authorities. SPT, through engagement activities including membership of the national Bus Stakeholder Group, has established the '10 Point Plan' as the basis for driving forward bus policy improvements. Specific areas of work that will be pursued include secondary legislation to permit service frequency specification in sQP areas; mandatory smart, integrated ticketing scheme; greater powers for service compliance inspectors; mandatory Code of Conduct for bus operators; mandatory Electronic Bus Service Registration; and new supported service tendering guidance.

<sup>1</sup> [http://www.spt.co.uk/documents/SP280314\\_agenda7.pdf](http://www.spt.co.uk/documents/SP280314_agenda7.pdf)

<sup>2</sup> 2011 Scotland Census. West Dunbartonshire residents aged 16 – 74 who are in employment and do not work mainly at home.

<sup>3</sup> Scottish Index of Multiple Deprivation 2012; Scottish Government. 15% most deprived data zones.

<sup>4</sup> Scottish Household Survey Travel Diary 2012 – Local Area Analysis; Transport Scotland.

## Bus Infrastructure Improvements / Statutory Quality Partnerships

SPT and West Dunbartonshire have been delivering significant improvements to bus infrastructure, passenger facilities and local service standards throughout the local authority area. This includes delivering better bus stops and shelters, bus priority measures and real time passenger information, and undertaking regular monitoring of local services and standards. Two-fifths of all bus stops in West Dunbartonshire include a bus shelter and two-thirds of the shelters have been installed (new or replacement) within the past 5 years.

Statutory Quality Partnerships (sQPs) seek to improve bus services, standards and facilities and improve air quality by placing legal obligations on transport authorities to provide better infrastructure and facilities, and on bus operators to provide services to an agreed standard. Currently there are no sQPs in West Dunbartonshire, but local residents may benefit when they travel on bus services that are subject to the conditions of the Paisley or Glasgow sQP. The establishment and management of the existing sQPs also provides valuable experience for shaping future sQPs throughout the SPT area including any potential future sQP(s) in West Dunbartonshire.

### Local update and year ahead

SPT service compliance inspectors identified 24 breaches of traffic regulations and made 7 reports to the Traffic Commissioner following 42 days of local service monitoring in West Dunbartonshire during 2013/14. These breaches include instances of engine idling, illegal parking and services not operating as registered. Inspectors will continue to undertake local monitoring throughout 2014/15.

SPT bus station staff managed 53,000 departures at East Kilbride Bus Station, 3,400 departures at Greenock Bus Station and 2,000 departures at Buchanan Bus Station for bus services operating within West Dunbartonshire during 2013/14.

In 2013/14, SPT maintained 541 bus stops and 222 shelters under agency agreement and maintained 883 SPT-owned, pole-mounted information cases in West Dunbartonshire. SPT delivered 2 new stops, 2 bus stop pole upgrades, 4 bus shelters and 3 shelter solar lighting units in 2013/14 with £16,000 from the SPT capital programme.

West Dunbartonshire Council delivered infrastructure improvements throughout West Dunbartonshire including new high access kerbs and new shelters with £230,000 investment from the SPT capital programme in 2013/14. WDC will seek to deliver additional infrastructure improvements throughout West Dunbartonshire with £280,000 in approved SPT capital funds in 2014/15.

SPT will continue to monitor existing sQPs and to take forward proposals for new sQPs in partnership with local authorities and bus operators.

## Smart & Integrated Ticketing

SPT seeks a more integrated and affordable public transport network through the development of smarter and integrated ticketing across all public transport modes in the west of Scotland. Journeys that require multiple operators can require multiple ticket transactions, which can be confusing and expensive. Smart ticketing helps ensure that passengers benefit from the most efficient fares. Fully integrated ticketing makes for a more efficient public transport network overall as more journeys will be undertaken using the most practical

and timesaving services rather than being constrained by a single operator’s network and will encourage patronage growth across all public transport modes.

Establishing smart & fully integrated ticketing across all public transport modes will be beneficial to West Dunbartonshire by supporting local residents to meet their everyday travel needs both efficiently and affordably. For example, many of the bus services that directly serve housing estates in the greater Clydebank area are provided by a different operator than the main operator providing direct services into Glasgow. Overall, West Dunbartonshire is served by seven local bus operators providing more than 35 services.

**Local update and year ahead**

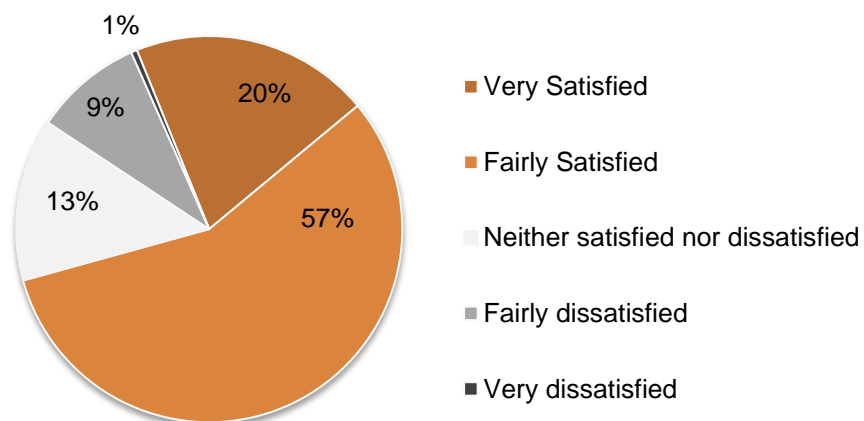
SPT continues to promote ZoneCard integrated ticketing products and provides administrative and secretarial support to the ZoneCard Forum. West Dunbartonshire residents bought an estimated 14,000 ZoneCards and made around 560,000 trips using a ZoneCard in 2013/14 – saving West Dunbartonshire residents an estimated £330,000. Additionally, SPT is pursuing the development of a bus-only ZoneCard product.

SPT will seek to undertake several smartcard trials across the region using the Bramble smartcard currently in use on the Glasgow Subway and will continue to pursue integration of the Bramble system with ScotRail smart systems. SPT will seek to develop an interface with commercial bus operators in advance of establishing fully-integrated ticketing products across all public transport modes in the SPT area.

**Local Transport Statistics: Satisfaction with Public Transport**

West Dunbartonshire residents are generally satisfied with public transport with more than three-quarters very or fairly satisfied (77%), although one in every ten are dissatisfied.<sup>5</sup> Figure 3 shows the full results.

Figure 3: Satisfaction with public transport



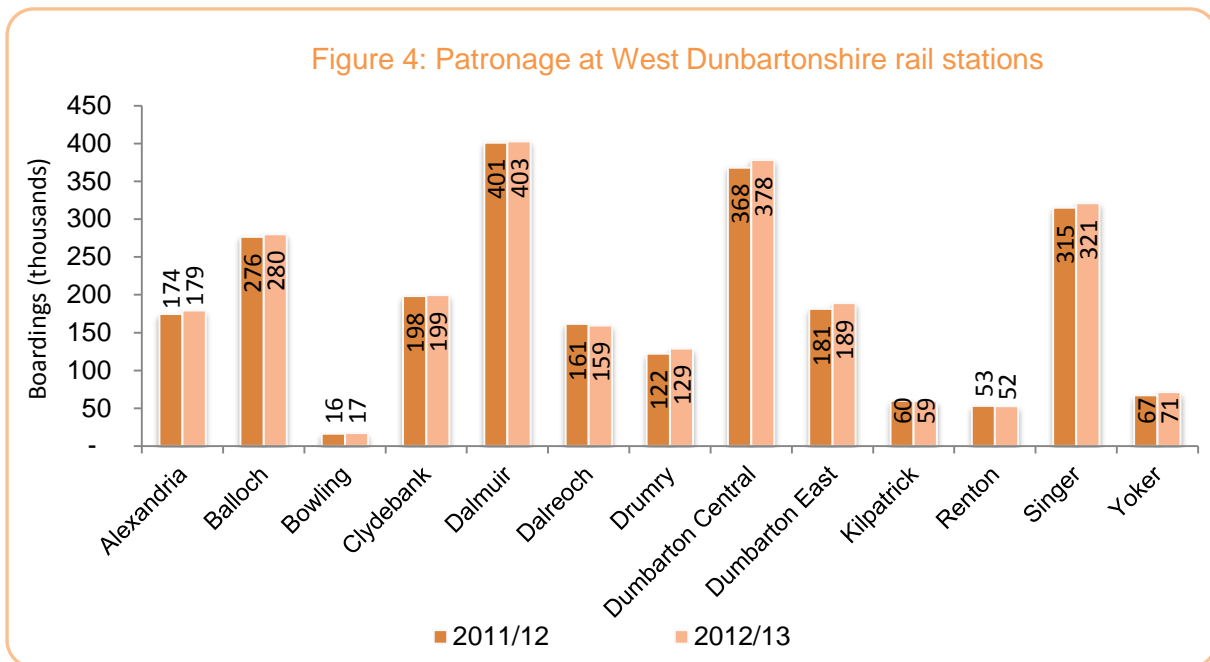
<sup>5</sup> Scottish Household Survey Local Area Analysis 2012; Transport Scotland. The sample size is small and satisfaction levels may be somewhat higher or lower than those shown.

## RTS OUTCOME: IMPROVED CONNECTIVITY

Improved Connectivity is an efficient and sustainable transport network that connects people and business and supports economic growth.

### Strategic Rail Enhancements

Nearly one in every ten West Dunbartonshire residents use a train as their main method of travel to work.<sup>6</sup> There were 2.4 million train boardings at West Dunbartonshire stations in 2012/13 – about 4% of all boardings at stations in the SPT area – and a 1.8% growth on 2011/12 figures. Figure 4 shows the number of boardings at rail stations in West Dunbartonshire – Dalmuir is the busiest station and Yoker had the highest rate of passenger growth at 6% between 2011/12 and 2012/13.<sup>7</sup>



The positive growth in rail patronage occurs within a challenging operational environment and the limitations of ageing infrastructure. A key issue for rail in West Dunbartonshire is overcrowding at peak times.

### Local update and year ahead

SPT will continue to work with WDC to develop the case for improved facilities at stations where appropriate including at Balloch Station.

SPT, through the West of Scotland Rail Forum and other engagement activities, will continue to co-ordinate and lead on regional input to the ScotRail franchise including service and timetable changes, fares and ticketing; investment in rail infrastructure; network planning; and new station development.

SPT will continue to play a key role in the Edinburgh-Glasgow Improvement Programme (EGIP) and the development of High Speed Rail (HSR), which will have regional benefits.

<sup>6</sup> 2011 Scotland Census. West Dunbartonshire residents aged 16-74 who are in employment and do not work from home.

<sup>7</sup> Rail Station Usage figures 2011/12 and 2012/13; Office of the Rail Regulator.

## Fastlink

Fastlink is a bus-based public transport service that transcends conventional bus services by providing a highly attractive, faster, accessible, customer-focused service with very high standards for reliability and punctuality. The initial core scheme will be between Glasgow city centre and the new South Glasgow Hospital, but the Fastlink standard will be rolled out across other strategic corridors in future years, subject to available funding. This could potentially include routes to Clydebank which could support West Dunbartonshire's plans to regenerate former industrial land, build the local business base and develop the tourism industry. SPT will continue to work with WDC to develop the Fastlink standard.

## Strategic Road Enhancements

More than 600 million vehicle-kilometres are travelled on West Dunbartonshire roads every year<sup>8</sup> from cars and vans, buses, goods vehicles and other motorised transport vehicles. The consequent traffic congestion on strategic routes, especially through town centres, has economic and environmental costs that are borne by business and residents and any resultant road accidents have obvious harmful impacts.

An efficient, safe road network is vital to both economic growth and the health and well-being of residents and visitors, therefore, SPT invests in road improvements and traffic management measures to improve bus journey time reliability, reduce congestion, and improve safety for all road users including pedestrians, cyclists, bus passengers and car drivers and passengers.

### Local update and year ahead

In 2013/14, SPT invested £400,000 in capital funds in the phase 1 re-development of Church Street roundabout in central Dumbarton. This part of the road network in Dumbarton is heavily congested, affecting journey time reliability for all road users. This project is being delivered by WDC and will improve bus accessibility and journey time reliability through this strategic junction. SPT is providing £370,000 in approved capital funds in 2014/15 to complete phase 1.

SPT and WDC will continue to work together to deliver phase 2 of this project, which will reduce congestion on the A814 through Dumbarton by remodelling the existing roundabout and providing additional link roads.

In 2014/15, WDC will also seek to deliver improvements on the A814 Duntocher Road to improve bus journey times and improve access to the Golden Jubilee Hospital. SPT is providing £50,000 in approved capital funds for this project.

In 2014/15, WDC also will seek to deliver traffic management improvements on Dumbarton High Street / Riverside Lane to improve bus journey times. SPT is providing £176,000 in approved capital funds for this project.

<sup>8</sup> Scottish Transport Statistics 2013 edition; Transport Scotland.

## Integrating Land-Use and Transport Planning

The integration of land-use and transport planning is indispensable to achieving sustainable communities and sustainable travel patterns. The way land is developed, including the mix of uses, the location and the design, will determine the length of journeys necessary to undertake everyday activities and the modes of transport most likely to be used to undertake those journeys. Planning policy, when implemented concurrently and consistently with transport planning, can be used to reduce dependency on private cars, encourage active travel and grow the public transport network.

The key integration issues are location and density of development; availability of local facilities, services and jobs; layout and design of streets; quality and availability of public transport; supply of car parking and restraints to car movements; and smart travel measures secured through the planning system.<sup>9</sup>

### Local update and year ahead

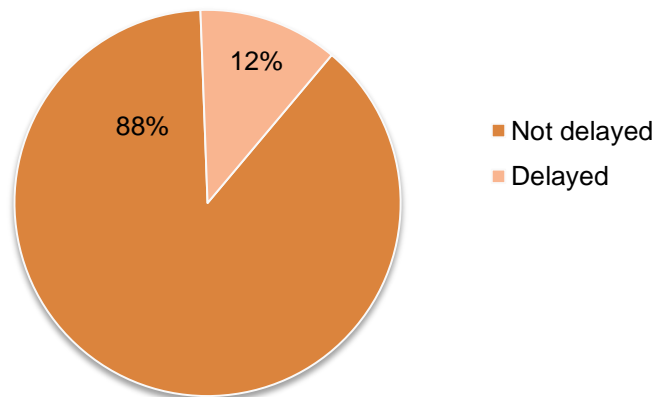
In 2013/14, SPT, as a key agency, commented on the Draft Action Programme associated with the West Dunbartonshire Local Development Plan, and reviewed development proposals for potential impacts on the strategic transport network.

In 2014/15, SPT will continue to work with WDC and developers to ensure that sustainable transport measures are embedded in the delivery of all new development.

## Local Transport Statistics: Congestion

One in every eight driver journeys made by West Dunbartonshire residents are delayed due to traffic congestion<sup>10</sup> Figure 5 provides the full results.

Figure 5: Driver journeys delayed by congestion



<sup>9</sup> Thriving Cities: Integrating Land Use and Transport Planning; PTEG, July 2011.

<sup>10</sup> Scottish Household Survey Local Area Analysis 2012; Transport Scotland. The sample size is small

## RTS OUTCOME: ACCESS FOR ALL

Access for All is accessible, affordable and safe transport that connects people to the places they want and need to travel. Transport should enable people to fulfil their everyday needs and support individuals to have fuller and more independent lives.

### Socially Necessary Bus Services

SPT operates and supports the delivery of a variety of socially necessary bus services across West Dunbartonshire including supported local bus services, MyBus demand responsive transport, school transport and community transport. These services, taken together, fill gaps within the commercial bus network, including evening and weekend services and rural routes; provide direct 'door to door' services for older people, people with disabilities and other passengers; transport children between home and school; and support locally-identified transport needs including travel to supermarkets, healthcare facilities, local employers and social events. SPT also invests in low floor accessible vehicles to operate on many of these services to improve physical access.

#### Supported local bus services

SPT supports local bus services in West Dunbartonshire that provide bus services for housing estates including the Brucehill area in Dumbarton, an area ranked within the 5% most deprived areas in Scotland, improve evening and weekend service levels on key routes including between Balloch and Dumbarton, and provide direct access to Gartnavel, Vale of Leven and Royal Alexandria Hospitals. Figure 6 shows the supported local bus services in West Dunbartonshire in 2013/14.<sup>11</sup>

Figure 6: Supported Local Bus Services in West Dunbartonshire (2013/14). Map is indicative.

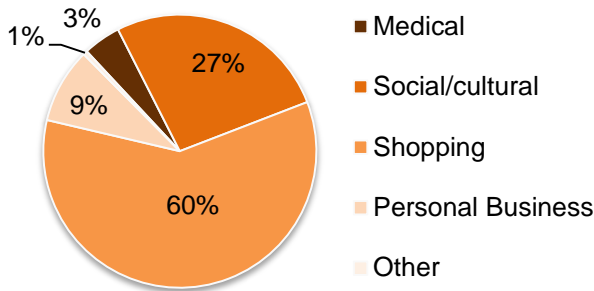


<sup>11</sup> A full list of supported local bus services for West Dunbartonshire is found in appendix 1.

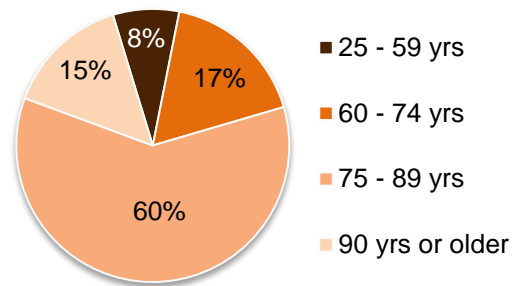
**MyBus**

SPT operates a ‘door to door’ MyBus service across West Dunbartonshire to improve access to everyday needs, particularly for those residents unable to easily access regular public transport. In 2013/14, three-fifths (60%) of MyBus passengers on these services were travelling to go shopping and one-quarter (27%) were travelling for social or cultural purposes. One in every seven MyBus passengers (15%) was aged 90 years or older. Figures 7 and 8 provide the full details of West Dunbartonshire MyBus passengers by journey purposes and age characteristics

**Figure 7: Percent of MyBus passengers by journey purpose**



**Figure 8: Percent of MyBus passengers by age**



**Community Transport**

Community Transport is flexible, accessible, affordable transport provided by charities and voluntary organisations and designed to meet local needs. SPT continues to be at the forefront of improving Community Transport across the region through the West of Scotland Community Transport Forum.

**School transport**

SPT, on behalf of West Dunbartonshire Council, arranges school transport for children who live beyond the specified walking distance from their local school, or where the council considers it unsafe for a child to walk to that school. In 2013/14, 11% of school children in West Dunbartonshire (one in nine) were transported to school on a SPT-managed bus service. Additionally, SPT, in partnership with VOSA and Police Scotland as necessary, undertakes a pro-active programme to inspect vehicles, services and drivers to ensure that children arrive at school safely and on time.

**Local update and year ahead**

In 2013/14, SPT supported thirteen local bus services in West Dunbartonshire on contracts that carried 320,000 passengers. SPT MyBus services in West Dunbartonshire carried 20,000 passengers.

In 2013/14, SPT managed 56 school bus contracts on behalf of West Dunbartonshire Council that transported 1,400 children to school every school day. SPT made 51 inspections on site at schools, inspected 88 vehicles operating on school contracts and processed 135 Disclosure Scotland forms for potential drivers on school contracts.

In 2014/15, SPT will continue to provide socially necessary bus services in West Dunbartonshire as well as pursue changes including Electronic Bus Service Registration and bus policy issues that seek to improve bus travel for all passengers.

## Access to Healthcare

Improving access to health care services is essential to realising better health outcomes for West Dunbartonshire residents both to ensure that appropriate treatment and care is not delayed due to transport issues and to reduce the impact of transport difficulties on individual physical and mental well-being. More than three-quarters (78%) of West Dunbartonshire residents rate their general health as very good or good, but 23% of residents have a long term illness or disability that limits their daily activities<sup>12</sup> – this rises to 26%<sup>13</sup> in areas of high multiple deprivation.<sup>14</sup>

SPT supports socially necessary bus services that provide direct access to healthcare facilities and hospitals; supports improvements to journey planning and public transport information at hospitals and health centres; improves bus infrastructure at hospitals to improve conditions for patients and visitors and improves active travel links and facilities to improve walking and cycling connections to hospitals.

### Local update and year ahead

In 2013/14, SPT supported local bus services that provided direct access to Gartnavel, Vale of Leven and Royal Alexandra Hospitals and provided MyBus services for healthcare appointments.

In 2014/15, SPT will continue to provide socially necessary bus services to improve access to healthcare. SPT will work in partnership with other stakeholders to develop an Integrated Transport Hub for Health and Social Care Transport for the west of Scotland. Additionally, SPT will work with NHS Greater Glasgow and Clyde to roll out local bus information and directional maps at hospitals and key healthcare facilities.

## Equal Access Improvements

SPT is working to reduce barriers to accessing public transport so that as many people as possible are able to travel on public transport safely and efficiently regardless of one's physical ability, age, income, gender, race, or any other personal characteristic. Examples of barriers to using public transport may be difficulties in understanding or using travel information or communicating with station staff or bus drivers, difficulties in physically accessing transport or navigating stations due to mobility issues or visual impairment, concerns about personal safety or security and affordability of fares.

SPT invests in low-floor accessible buses for use on socially necessary bus services and requires low-floor buses on all contracts for supported services. SPT also invests in improved infrastructure at bus stops, bus stations, Subway stations and park and ride facilities including lighting, way-finding and high access kerbs.

SPT administers the Strathclyde Concessionary Travel Scheme on behalf of its partner Councils, including West Dunbartonshire Council, to provide more affordable fares on rail and Subway travel for people with disabilities and for older people. SPT also processes National Entitlement Cards for free bus travel on behalf of West Dunbartonshire Council.

<sup>12</sup> Scotland Census 2011; National Records of Scotland.

<sup>13</sup> Ibid.

<sup>14</sup> Scottish Index of Multiple Deprivation 2012; Scottish Government, 15% most deprived areas.

SPT has undertaken work to engage vulnerable public transport users and non-users to understand the barriers that exist in using public transport. As part of our commitment to promote equality, SPT has developed 'Advancing Equality'<sup>15</sup> – an action plan to implement recommendations following the engagement exercises.

**Local update and year ahead**

In 2013/14, the SPT Mobile Travel Centre made 26 visits to Clydebank, Dumbarton and Loch Lomond Shores to provide travel advice and information to residents, SPT Travel Centre staff helped 665,000 people with travel enquiries and SPT maintained 5 Travel Points in Alexandria, Clydebank College, Golden Jubilee Hospital, Loch Lomond Shores and Vale of Leven Hospital to provide public transport timetables and journey planning information in easily accessible locations.

In 2013/14, WDC delivered high access kerbs to improve physical access onto buses for people with mobility difficulties as part of the £230,000 in capital funds from SPT for bus infrastructure improvement. In 2014/15, more high access kerbs will be delivered by WDC as part of the £280,000 in approved SPT capital funding for bus infrastructure improvements in West Dunbartonshire. Currently, about one-third of marked bus stops in West Dunbartonshire have high access kerbs.

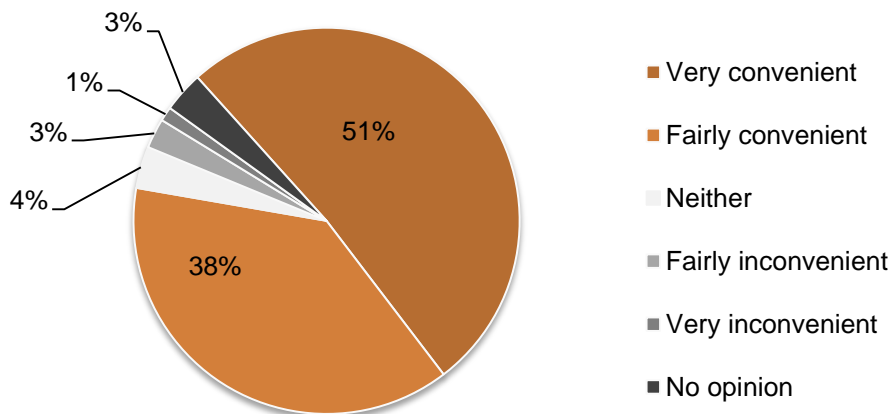
In 2013/14, West Dunbartonshire residents saved an estimated £260,000 on rail and Subway travel through the Strathclyde Concessionary Travel Scheme and SPT processed 1,300 National Entitlement Card (NEC) applications or renewals on behalf of WDC and handled 3,200 enquiries on NECs from West Dunbartonshire residents. SPT will continue to deliver these services in 2014/15.

SPT will continue to mainstream the Public Sector Equality Duty and deliver the actions set out in 'Advancing Equality'.

**Local Transport Statistics: Convenience of Public Transport**

Nine out of every ten West Dunbartonshire adult residents feel that public transport is convenient and one in every twenty-five residents feel that it is inconvenient<sup>16</sup> Figure 9 provides the full results.

Figure 9: Convenience of public transport



<sup>15</sup> [http://www.spt.co.uk/documents/rtp150213\\_agenda9.pdf](http://www.spt.co.uk/documents/rtp150213_agenda9.pdf)

<sup>16</sup> Scottish Household Survey Local Area Analysis 2012; Transport Scotland. The sample size is small

## RTS OUTCOME: REDUCED EMISSIONS

Reduced Emissions is a cleaner environment through a more informed population making sustainable travel choices by accessing an improved range of travel options and reduced emissions through the use of new technology, fuel types and fewer journeys made by car.

### Park and Ride

One in seven journeys made by West Dunbartonshire residents are to get to work<sup>17</sup> and private cars are used by two-thirds (68%)<sup>18</sup> of West Dunbartonshire commuters as their main travel method to get to their place of work. SPT's park and ride strategy<sup>19</sup> seeks to convert car-only journeys to park and ride journeys where part of the overall journey is undertaken by public transport.

The park and ride strategy, whilst noting the potential to convert journeys undertaken for any purpose, mostly targets commuters travelling into urban centres – recent surveys of people using park and ride at Dalreoch, Drumry and Dumbarton Central found about four-fifths of users were travelling for work purposes and 96% of users were travelling into Glasgow or Edinburgh.<sup>20</sup>

Converting commuting journeys has the greatest environmental impact over time because these are usually very regular journeys that are made during morning and evening peak times when roads are most congested and average vehicle speeds are reduced and less efficient. The park and ride surveys also found that people using Dalreoch, Drumry or Dumbarton Central park and ride facilities were travelling an average of 4 miles by car to the car park, but on average were undertaking journeys of 20 miles in total. Figure 10 shows the park and ride capacities at rail stations in West Dunbartonshire.

Figure 10: Park and ride capacity

Station	Spaces
Alexandria	60
Bowling	10
Dalmuir	60
Dalreoch	114
Drumry	50
Dumbarton Central	162
Dumbarton East	48
<b>All Stations</b>	<b>504</b>

### Local update and year ahead

SPT provided £160,000 in capital funds over the past 2 years towards the expansion of Dalmuir Park and Ride. This project doubled parking capacity at Dalmuir. Dalmuir is the busiest rail station in West Dunbartonshire and has experienced a 9% increase in patronage between 2008/09 and 2012/13.

In 2014/15, WDC will complete a design and feasibility report for a potential park and ride facility at Balloch Station. Dependent upon outcomes of the report, SPT and WDC may work together to deliver this project in future years.

<sup>17</sup> Scottish Household Survey: Local Area Analysis 2012; Transport Scotland.

<sup>18</sup> 2011 Scotland Census; National Records of Scotland.

<sup>19</sup> [http://www.spt.co.uk/documents/sp291113\\_agenda10.pdf](http://www.spt.co.uk/documents/sp291113_agenda10.pdf)

<sup>20</sup> Park and Ride Surveys November 2011; Strathclyde Partnership for Transport.

## Cycling

SPT's cycling strategy and investment programme<sup>21</sup> seeks to boost cycling rates by focusing on completing key gaps in the national and local networks to connect communities with key destinations and to encourage more commuter travel by bike, upgrading existing pathways and improving cycling facilities at transport interchanges including cycle parking facilities. The SPT cycling strategy supports the Scottish Government's Cycling Action Plan vision of 10% of everyday journeys to be made by bike by 2020 and, additionally, SPT is supporting the monitoring of this target by investing in cycle counters to measure changes in the usage of the cycle network.

About two-thirds of all households in West Dunbartonshire do not have access to a bicycle for private use.<sup>22</sup> The proportion of all journeys that are undertaken by cycling is very low, although commuting by bicycle is around the regional average of 1% of all commuting journeys.<sup>23</sup> Investing in both infrastructure and cycling initiatives will be necessary to persuade more residents to choose cycling as a viable means of transport for more everyday journeys.

### Local update and year ahead

In 2014/15, WDC will seek to deliver improved cycling infrastructure on the A82 to support commuter cycling and improve cycling links between the Jamestown area and the National Cycle Network Route 7 along the River Leven.

SPT is providing £55,000 in capital funds for these projects, which are part-funded by Sustrans.

## Travel Behaviour Change

Travel behaviour change initiatives encourage individuals to voluntarily reduce their car use by drawing attention to the negative effects of travelling by car, highlighting the individual and societal benefits of making more sustainable travel choices and tailoring travel information to specific needs. Initiatives may seek to change people's decisions about where, when or how often they travel and their mode of transport. Recent research shows that travel behaviour change measures can provide very high benefits compared to costs and achieve real reductions in carbon.<sup>24</sup> For example, the average car share between 2 commuters saves 960kg of carbon per year.<sup>25</sup>

Car ownership rates are moderate in West Dunbartonshire with three out of every five households having at least one car available for private use.<sup>26</sup> Nearly Three out of every 5 adult residents (57%) hold a full driving licence<sup>27</sup> and fewer than half of all residents (47%) use a car 3 or more times a week.<sup>28</sup> Cars continue to be the main mode of choice for a

<sup>21</sup> [http://www.spt.co.uk/documents/sp220313\\_agenda9.pdf](http://www.spt.co.uk/documents/sp220313_agenda9.pdf)

<sup>22</sup> Scottish Household Survey: Local Area Analysis 2012; Transport Scotland

<sup>23</sup> Scottish Household Survey: Local Area Analysis 2012; Transport Scotland

<sup>24</sup> 'Soft Measures - Hard Facts' The value for money of transport measures which change travel behaviour; 2011; Department for Health et al.

<sup>25</sup> Ibid.

<sup>26</sup> Scottish Household Survey: Local Area Analysis 2012; Transport Scotland.

<sup>27</sup> Ibid.

<sup>28</sup> Ibid.

majority of everyday journeys – about two-thirds of all journeys (65%) made by West Dunbartonshire residents will be made by car on an average day.<sup>29</sup>

SPT supports a wide-range of initiatives that steer individuals towards more sustainable travel choices. These initiatives include SPT JourneyShare – the regional car sharing scheme; travel planning assistance to support employers to develop and implement staff travel plans including a Travel Planning Seminar; promoting season ticket loan schemes to employers as a benefit for their staff which allows the employee to spread the cost of a season ticket over an extended period of time; national Bike to Work week; and the Sustainable Travel Group – a forum established by SPT to share best practice in promoting sustainable travel that includes members from local authorities, health boards, colleges, universities, and other public and private sector employers.

### Local update and year ahead

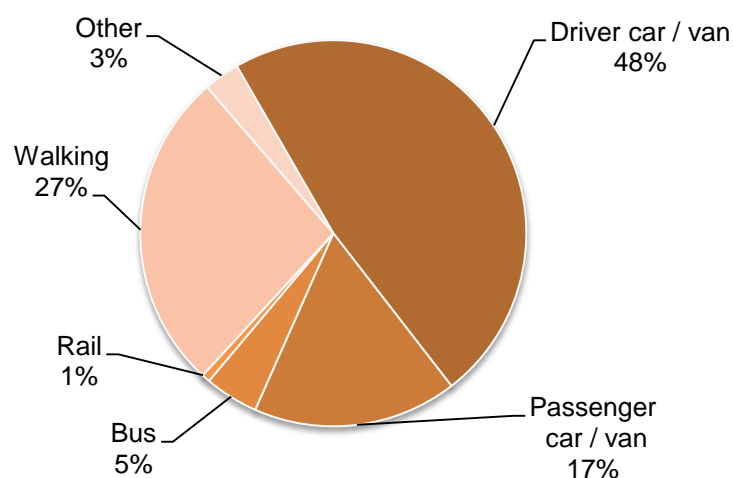
SPT will continue to support car sharing through JourneyShare, which currently has 4,300 members across the region, and will continue to promote best practice in sustainable travel promotion through the Sustainable Travel Group, of which West Dunbartonshire Council is a member.

SPT will continue to support the season ticket employer loan scheme; to encourage mode shift for commuter journeys through Bike Week, Walk to Work Week and the Cycle to Work scheme; to improve conditions for cycling and walking through the SPT capital programme and will provide travel planning support within available resources.

### Local Transport Statistics: Main Mode of Travel

Two out of three journeys made by West Dunbartonshire residents are made by car – 48% as a driver and 17% as a passenger.<sup>30</sup> Figure 11 provides the full results.

Figure 11: Main mode of travel for all journeys



<sup>29</sup> Scottish Household Survey Local Area Analysis 2012; Transport Scotland.

<sup>30</sup> Scottish Household Survey Local Area Analysis 2012; Transport Scotland. The sample size is small

**APPENDIX 1: 2013/14 SUPPORTED LOCAL  
BUS SERVICES IN WEST DUNBARTONSHIRE**

<b>Service Number</b>	<b>Route</b>
11	Gartnavel Hospital - Clydebank
81/81A	Linnvale - Clydebank - Duntocher
118	Duntocher/Hardgate - Gartnavel Hospital
184	Mount Blow - Antonine Park - Clydebank
206	Dumbarton – Tullichewan/Balloch
207	Bonhill - Rosshead - Balloch - Loch Lomond Shores
208/218	Silverton - Dumbarton - Westcliffe
305/306/309	Luss/Helensburgh/Balmaha – Alexandria (Old Bonhill)
340	Helensburgh/Vale of Leven Hospital – Royal Alexandria Hospital
757	Paisley - Clydebank



# Useful contacts

## Strathclyde Partnership For Transport

Consort House  
12 West George Street  
Glasgow, G2 1HN  
0141 332 6811  
enquiry@spt.co.uk  
complaint@spt.co.uk  
www.spt.co.uk

## Local bus operators

### Avondale Coaches Ltd.

189 Dumbarton Road  
Clydebank G81 4XJ  
0141 952 2727  
info@avondalecoaches.co.uk  
www.avondalecoaches.co.uk

### Glasgow Citybus

739 South Street  
Glasgow G14 0BX  
0141 954 2255  
mail@glasgowcitybus.co.uk  
www.glasgowcitybus.co.uk

### First Edinburgh

Carmmuirs House  
300 Stirling Road  
Larbert FK5 3NJ  
01324 602200  
www.firstgroup.com

### First Glasgow

197 Victoria Road  
Glasgow G42 7AD  
0141 423 6600  
www.firstgroup.com

### Marbill Coach Services Ltd

Highmains Garage  
Mains Road  
Beith  
Ayrshire KA15 2AP  
01505 503367  
enquiries@marbillcoaches.com  
marbillcoaches.co.uk

### McColls

Block 4C  
Vale Of Leven Industrial Estate  
Dumbarton G82 3PD  
01389 754 321  
customer.services@mccolls.org.uk  
www.mccolls.org.uk

### McGill's Bus Service Ltd.

99 Earnhill Road  
Larkfield Industrial Estate  
Greenock PA16 0EQ  
08000 51 56 51  
www.mcgillsbuses.co.uk

### Wilson's of Rhu

Rhu Garage  
1 Manse Brae Rhu  
Helensburgh  
Dunbartonshire G84 8RE  
01436 820300  
www.wilsonsofrhu.co.uk  
info@wilsonsofrhu.co.uk

## Local rail operators

### ScotRail

ScotRail Customer Relations  
PO BOX 7030  
Fort William PH33 6WX  
0845 601 5929  
scotrailcustomerrelations@firstgroup.com  
www.scotrail.co.uk



## Report by Executive Director of Infrastructure and Regeneration

Management Group: 26 November 2014

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**Subject: Clyde Valley Region City Deal**

### 1. Purpose

- 1.1 To advise members of the CPP Management Group of the progress in respect of Clyde Valley Region City Deal and inform the group of West Dunbartonshire Council's involvement.

### 2. Recommendations

- 2.1 The CPP Management Group is asked to:

i) Note the contents of this update on the Clyde Valley City Deal.

### 3. Background

- 3.1 During the Summer of 2013 through initial discussions at the Clyde Valley Community Planning Partnership (CVCPP) discussions about the potential opportunity to work together on large scale investment to drive growth took place. The discussions led to the development of a proposal based on the 'City Deal' model, launched in 2011, which was being promoted by the UK Government for cities in England. This aims to empower local areas to drive economic growth by putting greater resources and financial freedom through local government.
- 3.2 The key principle of the model is that the local authorities in a city region work together to develop and fund an Infrastructure Investment Programme along with Government support. Investments would be prioritised in terms of economic benefit returns for the area such as increased jobs and productivity which is measured and assessed through an agreed Economic Assessment Model.
- 3.3 The main objective of City Deal is to identify and fund projects which will deliver jobs and/or improve access to jobs. In keeping with City Deals elsewhere in the UK, the main programme would be targeting investment at anticipated GVA (Gross Value Added) increases within the local and national economy. However, in discussion with Leaders and Chief Executives of all the Clyde Valley Local Authorities, it was also agreed that additional programme criteria would be included to ensure that the programme

(as a whole) would target improving access to employment for areas of deprivation. The agreed programme criteria are therefore:

- Net GVA across the programme (Lead Metric)
- Geographic spread – ensuring that all participating Council's benefit from an average improvement in employment access no less than half the average across the wider Clyde Valley area
- Deprived Communities - above average increases in employment connectivity should be delivered for the 25% most deprived areas as defined by the Scottish Index of Multiple Deprivation (SIMD)

- 3.4** All CVCPP Local Authorities had the opportunity to submit regionally significant projects for inclusion in this City Deal. Following assessment by external advisors, 20 projects were selected.
- 3.5** The infrastructure element of the City Deal is estimated to cost £1.3bn and the UK Government has agreed to commit £500m and Scottish Government is also providing £500m with the balance of £130m being funded by the Clyde Valley Councils over a 10 year period commencing in 2015/16. There will be a tripartite agreement between the UK Government, the Scottish Government, and Clyde Valley Local Authorities.
- 3.6** Outline details of how the City Deal is to be managed, its governance structure and financing of the projects is described under the main issues section, paragraphs 4.3 to 4.10.
- 3.7** The programme comprises eighteen Local Authority projects and two strategic projects, Glasgow Airport Railway Link (GARL), and Strathclyde Partnership for Transport (SPT) bus improvement linkage projects. GARL and SPT projects will be delivered by other Councils directly related to the Geography of these two projects. (Appendix 1 lists all twenty projects).
- 3.8** West Dunbartonshire Council has one project identified as part of the Infrastructure fund of twenty projects. The project is entitled 'Exxon Site'. This is the former Bowling Oil Terminal owned by Esso Petroleum Company Limited which is located on the north bank of the River Clyde between Clydebank and Dumbarton around 16km/10 miles from Glasgow City Centre.
- 3.9** The Exxon site area (including mudflats and river) extends to approximately 53 hectares/115 acres of which the land element comprises approximately 41 hectares/101 acres. The site has been owned and operated by Esso for over 80 years. Esso's parent company is Exxon Mobil.
- 3.10** The site has access restrictions and the most significant phase of the development would be an access road which would also provide a much needed alternative route for the A82. There is scope to introduce a new western access at Dumbuck and ensure the eastern access at Bowling is developed to suit the potential industrial and commercial uses of the site.

The Exxon owned former operational site is not expected to be used for residential purposes.

- 3.11** In terms of overall costs, £27.897m had been allocated within the City Deal Infrastructure Fund to purchase the site, put in the new access road infrastructure of two new access points on the A82, an alternative road, upgraded bridge, tackle site flooding and preparation for industrial/commercial use.
- 3.12** As a result of the successful delivery of all 20 projects Clyde Valley City Region is forecast to increase jobs by 40,993 between 2011 and 2035. In relation to West Dunbartonshire's projected performance, there should be net additional 5,669 jobs created as a result of the impact of all 20 projects.
- 3.13** Further programmes have been developed and supported along with the infrastructure investment programme and supported by partners such as Scottish Enterprise, NHS, Department of Work and Pensions, Skills Development Scotland these being:
- Grant support for Region wide Labour Market Programmes of circa £4.8m over three years. In West Dunbartonshire, this will be progressed through a project to support claimants of Employment and Support Allowance into work. It is intended that other initiatives focusing on youth employment, and in work progression, which will not attract any city deal funding, will be progressed subject to availability of existing resources.
  - Grant support for Life Science Innovation project of £17.2m over three years based at the following locations:
    - Stratified Medicine Imaging Centre of Excellence at the Southern General Hospital, Glasgow
    - MediCity Scotland at Bio City in Bellshill, Lanarkshire.
  - A Capital contribution to the cost of Glasgow City's SME incubator and grow-on space of £1.6m

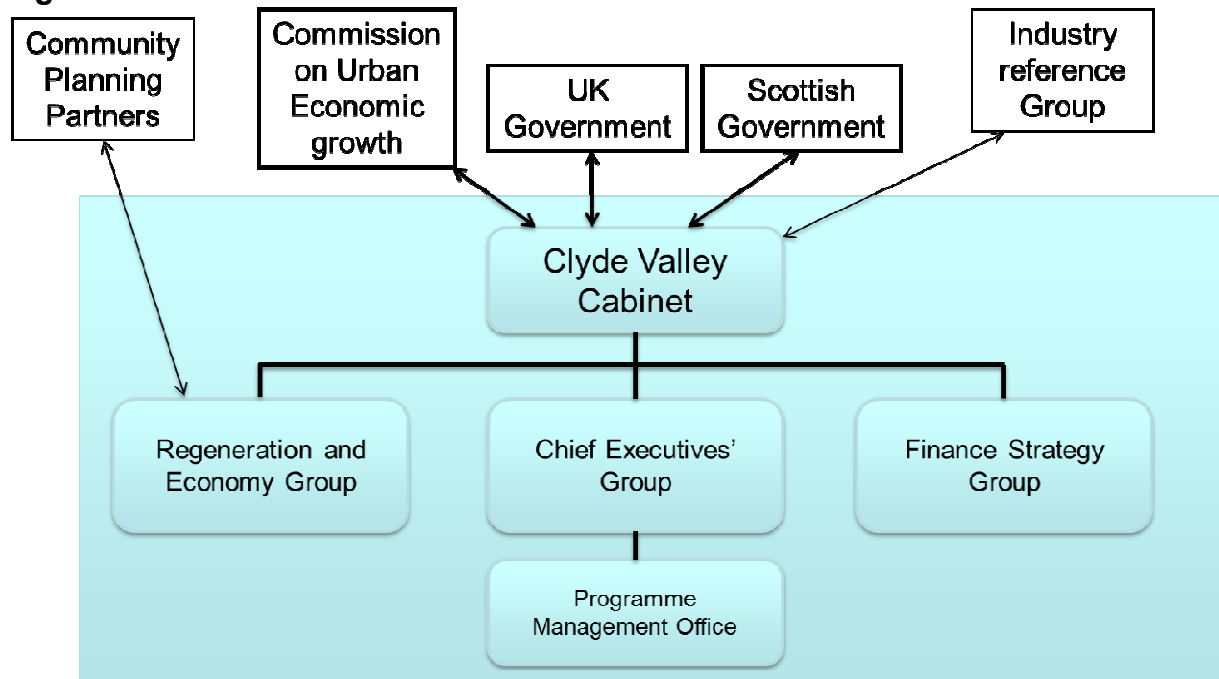
#### **4. Main Issues**

- 4.1** The City Deal is a UK Government initiative; however Scottish Government has committed to match the UK's £500m towards the programme.
- 4.2** The City Deal is a ten year investment programme with UK and Scottish Government funding being provided over a twenty year period. Government funding is based upon a payment by results model of GVA growth. Results will be measured and subjected to 5 yearly gateway reviews throughout the delivery programme.

## Governance

- 4.3** A new Clyde Valley Cabinet (Leaders/Stakeholder group) will be established, chaired by the Leader of Glasgow City Council and consist of the leaders of each Council. This will provide the strategic leadership required to deliver this City Deal. (See Figure 1)
- 4.4** In discussions with UK Government and Scottish Government it has been agreed that an Urban Economic Growth commission will be established to ensure GVA impacts are independently assessed and quantified during the 5 yearly reviews.
- 4.5** Terms of reference will be agreed shortly for the Glasgow Commission on Urban Economic Growth which will develop and implement an evaluation framework. This group will require to:
- Develop a model for measuring economic growth at City Region level, including identifying data sets.
  - Design a framework of performance indicators for the City Deal
  - Provide strategic evaluation advice to the City Valley Cabinet consisting of Council Leaders.
- 4.6** The work of the Commission will be reviewed formally every five years by the Stakeholders Group. This review will take place in the middle of each phase of the work programme commencing in 2017 and will cover a 25 year period.
- 4.7** A central **Project Management Office** (PMO) will be established to support the Clyde Valley Cabinet, co-ordinate and monitor capital projects, and work with individual Councils to ensure agreed outcomes are delivered.
- 4.8** **The Chief Executives' Group** will work as a group, taking operational responsibility individually (for activity within their Local Authority area) and collectively across the Clyde Valley.
- 4.9** **The Finance Strategy Group** will be chaired by one of the Chief Executives and will focus primarily on the strategic finance aspects of the investment programme. The group will be made up of senior finance specialists from the Authorities and will focus on the financial performance of the City Deal investments.
- 4.10** **The Regeneration and Economy Group** will also be chaired by one of the Chief Executives and will provide strategic guidance to the Consortium and individual Authorities on the implementation of the investment programme. It is intended that the work of the Regeneration and Economy Group ensures the maximum leverage from the capital investment in terms of new employment opportunities, community benefits and sustainable design.

Figure 1.



#### WDC Project

- 4.11** To prepare an offer to purchase the site WDC will need to understand the site more fully by carrying out further investigative works related to flooding, quay wall defences, ground levels and conditions throughout the site. Exxon are aware of the Councils interest in the site. The prime focus of the site is currently around developing options for site road access at the western and eastern approaches, providing an alternative route to the A82.
- 4.12** WDC has commissioned early technical assessments on the Exxon site in relation to the alternative route and has had early discussions with Network Rail and also Transport Scotland to fully understand the implication for a suitable crossing for the railway line and any impact upon the A82 trunk road. This report is expected is expected by the end of December 2014.
- 4.13** The regeneration uses of the Exxon site is unknown at this point however these could range from warehousing, general industrial uses, mixed use commercial and logistics distribution facilities. As the site has a deep water access, opportunities for cruise liner berthing, large offshore fabrications yards supporting the renewable sector and any coastal port opportunities will also be explored.
- 4.14** Exxon are currently bio-remediating the site and will have concluded their work by December 2015. Currently It is planned that City Deal funded work will commence on site on 1st April 2016 and be completed by 31<sup>st</sup> March 2022.

## **5. People Implications**

- 5.1** There will be resource implications as senior staff will continue to be involved in City Deal activity over and above the delivery of WDC's own project. Based on the current governance proposals these are not expected to be significant.

## **6. Financial Implications**

- 6.1** It is currently assumed that the funding from the two governments will be made available to Councils over a 20 year period. However the investment in the twenty projects will be over a ten year timeline and therefore Councils will be expected to plan for this cashflow requirement which will mean Councils will have to absorb the cost of raising and servicing the capital required.
- 6.2** For West Dunbartonshire Council the Exxon project has an estimated investment cost of £27.897m and based on the funding split (£1bn government/£130m councils), the Council share of that investment is £3.817m, plus the finance costs incurred over the 20 year period.
- 6.3** In relation to the Labour Market Programme element it is anticipated that the Council's input to this will be from within existing resources.

## **7. Risk Analysis**

- 7.1** Every 5 years a gateway evaluation will be independently carried out by the Commission on Urban Economic Growth to assess the achievements of the GVA against the initial projections. If the evaluation determines a shortfall in achieving the GVA there is a risk that subsequent funding will not be released by both Governments involved.
- 7.2** There is a risk that assumptions used to compile the financial viability of projects will lead to greater or less expenditure required over the twenty year profile of the City Deal. Any increase in costs for the Exxon project will be met in full by the Council.
- 7.3** There is a risk that the first waves of projects do not progress successfully in terms of timeframe and budget. The City Deal proposals envisage the opportunity for participating members to bring forward other projects to utilise the available funds and deliver the GVA.
- 7.4** There has been no specifically identified use of the Exxon site at this point and therefore determining the alternative route capacity and its potential uses will carry a degree of risk.

## **8. Equalities Impact Assessment (EIA)**

- 8.1** An equalities impact assessment is not necessary at this stage in developing the City Deal projects. It will be necessary to complete an EIA when any project progresses beyond a concept stage.

## **9. Consultation**

- 9.1** Consultation has taken place across the Clyde Valley authorities with leaders and Chief Executive officers.

## **10. Strategic Assessment**

- 10.1** This report contributes to the Council's Strategic Priorities and in particular towards:

- economic growth and employability; and
- local housing and sustainable communities.

Communications bulletin:

CPWD considered the update on the impact City Deal is likely to have in the Clyde Valley area. They are committed supporting this opportunity and related activity to improve outcomes in relation to employability and economic growth.

**Richard Cairns**

**Executive Director of Infrastructure and Regeneration**

**Date: 24 October 2014**

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<b>Appendices:</b>	1. listing of twenty City Deal infrastructure projects
<b>Background Papers:</b>	Glasgow City Region City Deal- Council Paper 13 August 2014 Clyde Valley Community Planning Partnership – Clyde Valley Investment Fund ('City Deal') -Council Paper 25 June 2014

“City Deal Initiative” Clyde Valley Investment Fund-  
Council 30 April 2014 (Memorandum of Understanding)  
Clyde Valley Community Planning Partnership – City  
Deal Initiative – Council 28 August 2013

**Wards Affected:** All

## Appendix 1- City Deal Listing of Projects

4th July 2014

Sponsor						
		Project Name	Construction start	Construction end	Base date	Outturn ('000s)
1	ERC	M77 Strategic Corridor	01/09/2015	30/09/2020	01/01/2015	44,000
2	GCC	Metro Glasgow Drainage	01/07/2015	31/03/2023	01/01/2015	45,800
3	GCC	City Centre and North	01/04/2015	31/10/2024	01/01/2015	199,200
4	GCC	Clyde Waterfront	01/06/2015	31/10/2022	01/01/2015	113,900
5	GCC	Collegelands Calton Barras	01/05/2015	31/10/2022	01/01/2015	27,000
6	INV	Inchgreen	01/01/2021	31/10/2022	01/07/2012	9,427
7	INV	Ocean Terminal	01/01/2017	31/10/2018	01/07/2012	14,214
8	INV	Inverkip	01/10/2016	31/10/2017	01/07/2012	3,777
9	NLC	Gartcosh Community Growth Area	01/06/2017	31/12/2024	10/01/2014	43,801
10	NLC	M8 Corridor Access Improvements	01/07/2018	30/03/2019	10/01/2014	8,962
11	NLC	Pan Lanarkshire Orbital Transport Corridor	01/07/2017	31/12/2023	10/01/2014	119,700
12	RC	Clyde Waterfront and Renfrew Riverside	01/06/2018	31/05/2020	01/01/2014	78,289
13	RC	Glasgow Airport Inv Area	01/01/2017	28/02/2025	31/12/2015	51,395
14	Region	GARL	01/09/2020	30/03/2024	01/01/2014	144,294
15	Region	Strathclyde Bus	01/10/2016	31/03/2021	01/04/2013	30,000
16	SLC	Greenhills Road/A726	01/04/2017	31/03/2018	01/10/2015	23,088
17	SLC	Cathkin Integrated Roads	01/04/2016	31/03/2017	01/10/2015	21,628
18	SLC	Community Growth Areas	01/04/2015	31/03/2029	01/04/2013	62,300
19	SLC	Stewartfield Way	01/04/2018	31/03/2020	01/07/2015	62,212
20	WDC	Exxon	01/04/2016	30/09/2021	01/12/2011	27,897
	Total					1,130,884

Revised 17 July 2014

Revised 18 July 2014



## Report by the Corporate & Community Planning Manager

Management Group 26 November 2014

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**Subject: CPP Investment 2015/16 and beyond**

### **1. Purpose**

- 1.1 The purpose of this report is to update members on options for the future allocation of CPP investment funding

### **2. Recommendations**

- 2.1 The CPP Management Group is asked to:
- Remit to the Executive Director of Corporate Services work to progress a best value review of current funding and development of a future funding model

### **3. Background**

- 3.1 West Dunbartonshire Council allocates a specific budget to Community Planning West Dunbartonshire as an investment fund. This fund is used to support partnership activity targeted at addressing gaps in provision across the priority areas.
- 3.2 Work has taken place over recent years to streamline the investment made from this budget, with papers coming to previous meetings outlining the mainstreaming process underway.

### **4. Main Issues**

- 4.1 As with all other budget allocations from Council, there is a need to apply a significant and recurring efficiency saving to the investment fund made available to CPWD. There is also a need to review current allocations for financial year 2015/16 in light of the revised SOA for 2014-17 to ensure best value and appropriate fit of projects against the priority areas.
- 4.2 A number of key local providers receive funding from CPWD and it is critical that any future funding models take into consideration the likely impact on

these providers. Along with letters confirming the 14/15 allocation, all funded projects were notified of the requirement to review funding over the coming year.

- 4.3 Work has been carried out in discussion with colleagues in finance and the Delivery & Improvement Group (DIG) chairs to consider options for future funding methodology. A number of different options have been discussed and require further exploration. This discussion has focused on the need to demonstrate value from the investment made by CPWD and has been set within the context of the financial challenges being faced by all public sector agencies.
- 4.4 It is proposed that the Executive Director of Corporate Services is remitted to work with DIG chairs and finance colleagues to present options to address the operational and funding challenges the Council and its CPP partners face. This work must also take future efficiency requirements into consideration. The work will take place alongside budget setting work for services and be completed for reporting to CPWD in March 2015.

## **5. People Implications**

- 5.1 There are no personnel issues.

## **6. Financial Implications**

- 6.1 Investment allocations will be made in line with budget allocation from West Dunbartonshire Council, with appropriate efficiency savings applied.

## **7. Risk Analysis**

- 7.1 CPWD investment funding contributes to the delivery of the SOA priority outcomes for the area. While there may be a risk to outcome delivery and also the financial viability of key third sector groups in the area, it is critical that best value is assessed and assured.

## **8. Equalities Impact Assessment (EIA)**

- 8.1 An Equalities Impact Assessment will be carried out as required once final allocation proposals are made.

## **9. Consultation**

- 9.1 Comprehensive engagement with partners and stakeholders will take place through the Delivery and Improvement Groups.

## **10. Strategic Assessment**

- 10.1** CPWD investment supports local thirds sector organisations to fully deliver as key partners locally and ensures all priority outcomes are appropriately supported.

### **Communication Bulletin**

Community Planning West Dunbartonshire is committed to investing in services which benefit the local area. Undertaking a review of funding allocations ensuring investment is made in key areas to ensure outcome delivery.

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**Corporate & Community Planning Manager**

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**Appendices:** None

**Background Papers:** None

**Wards Affected:** All



## Report by the Corporate & Community Planning Manager

Management Group 26 November 2014

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**Subject: Neighbourhood Management Pilot**

### **1. Purpose**

**1.1** The purpose of this report is to provide an update on the neighbourhood management pilot currently being tested in the Alexandria area.

### **2. Recommendations**

**2.1** Members are asked to:

- Note the content of the report

### **3. Background**

**3.1** A 2013 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 being set through new legislation focused on Community Empowerment.

**3.2** 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.

**3.3** A Neighbourhood Management pilot was established to take this work forward, based in the Alexandria area, which is due to end in March 2015. A steering group was set up with representation from key services and agencies such as police, fire, public reassurance, youth services, roads and parks. The pilot is seeking to improve the coordination and responsiveness of these local services based on the public reassurance model currently being delivered in the Alexandria area. As the pilot progresses it will link these key services to those groups and individuals active in the area, to identify community assets and develop 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 should reflect both the local priorities for the Council and its partners, and what actions will be taken forward by communities themselves.

- 3.4** Discussions with the public reassurance team have identified a strong fit between the neighbourhood management approach and key engagement stages of the PR model.

#### **4. Main Issues**

- 4.1** The neighbourhood management steering group visited Edinburgh City Council in October to hear about three different approaches being taken to neighbourhood management activity in the area.
- 4.2** The visit was helpful and informative, with local managers from across agencies sharing their experiences of implementing a similar approach to the pilot model being developed in West Dunbartonshire. Key messages from this visit were about the pace at which this approach can be delivered, the need to secure buy in from key services and improvements in outcomes we are likely to see by adopting this approach.
- 4.3** From discussions with colleagues in other areas and at Government it is clear that maintaining momentum and support is critical for success of the approach. They have suggested that ensuring our local managers and service leads are engaged in the process is a key step in delivery. To that end a staff development event was facilitated in November. Attendees benefited from input from the experience of Scottish Government and Edinburgh and discussed the actions required to make this approach a success.
- 4.4** There are two main strands of work which must run in parallel if this approach is to be successful. While the long term aim of neighbourhood management is an empowered and engaged community active in the design and delivery of services to the area, there is also a more pressing need to improve the coordination and responsiveness of local services, with an emphasis on efficiency.
- 4.5** Existing information on community needs and aspirations is being used to inform the direction of the pilot. By pulling all of this information together into a local intelligence profile the NM steering group can work together to respond more quickly to issues. These information sources include engagement through public reassurance work, community meetings such as community councils and tenants and residents meetings, complaints, councillor surgeries and discussions with local front line staff.
- 4.6** It is also important to note that this work is building on a range of positive work already taking place and developments already made, more detail of which can be found in appendix 1.

## **5. People Implications**

**5.1** There are no people implications as a result of this paper.

## **6. Financial Implications**

**6.1** There are no financial implications as a result of this paper.

## **7. Risk Analysis**

**7.1** The development of responsive local services informed by local community engagement is critical to the function of CPWD and is at the heart of the community planning ethos

## **8. Equalities Impact Assessment (EIA)**

**8.1** No equalities impact assessment has been carried out in respect of this report; however an EIA will be carried out on the development of the model.

## **9. Consultation**

**9.1** This report summaries plans based on consultation with key services, agencies and local stakeholders.

## **10. Strategic Assessment**

**10.1** This report relates to the delivery of local engagement, design and planning of services in line with the long term vision for West Dunbartonshire as set out in the SOA 2014-17

### Communication Bulletin

Community Planning West Dunbartonshire has ambitious plans for localised engagement in the planning, design and delivery of services and for more strategic involvement of key community groups, through the Community Alliance, in delivering on the long term vision.

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**Appendices:** None  
**Background Papers:** None  
**Wards Affected:** All



## Neighbourhood Management Progress update

Neighbourhood management has as its core a desire to see services work dynamically and in the most coordinated way to benefit and serve local communities. The pilot is currently underway in Alexandria and information is being gathered to inform the future model of neighbourhood management across West Dunbartonshire.

But it is important to recognise that progress is being made across many service areas on a regular basis, and neighbourhood management will be built on existing good practice.

Examples of this good practice include:

- **Public reassurance**  
Through a focused and coordinated approach in key areas public reassurance work has reduced anti-social behaviour in these areas by up to 45%. The strength of this model is the engagement with individual local residents to identify challenges and identify ways to address these (in relation to crime and anti-social behaviour).
- **Community involvement in neighbourhoods**  
This team supports communities to develop and manage their own community gardens. Five of these community gardens in West Dunbartonshire – including one within a park – have been recognised nationally. The work supports local residents to take ownership of green space in their own community, and helps to build health and wellbeing through physical activity.
- **Development of a Masterplan for Bowling**  
Events have been organised to involve the local community in the design of proposals for the future of Bowling Basin. This successful approach has won a prestigious award from the Scottish Government. The Bowling Basin Charette event - organised by West Dunbartonshire Council and site owner Scottish Canals - picked up a Community Involvement Award at the Scottish Quality in Planning Awards.
- **Your Voice, Your Choice**  
This approach to budget consultation sees local residents to participate in decisions about how budgets are spent and where savings are made. The last consultation was the largest in West Dunbartonshire Council's history with

1747 people giving their views online. In addition there was an impressive 175-strong turn-out at Clydebank Town Hall for the public consultation event where residents discussed the budget options in greater detail, and took part in live electronic voting.

**Other key areas of good practice include:**

- Partnership work to address deliberate fire raising in Bonhill
- Youth Action Group activity in local communities
- National recognition and awards for our young peer educators
- Improved engagement around refuse and recycling – leading to improved rates of recycling and significantly improved customer satisfaction ratings
- Community led activity in Auchnacraig – resulting in a new community play area
- Successful Link Up volunteer run project for older people



## Report by the Head of Service, Children, Families & Criminal Justice

Management Group 26 November 2014

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### Subject: Community Justice Redesign

#### 1. Purpose

##### 1.1 The purpose of this report is to:

- Provide an update regarding the plans to transfer responsibility for the strategic planning and delivery of community Justice from Community Justice Authorities (CJAs) to Community Planning Partnerships.

#### 2. Recommendations

##### 2.1 Community Planning West Dunbartonshire is asked to:

- Note the current situation with regard to community justice redesign
- Agree that the Council's Head of Children, Families and Criminal Justice is identified as lead officer for this area

#### 3. Background

##### 3.1 Community Justice is defined by the Scottish Government as “the collection of agencies and services in Scotland that individually and in partnership work to manage offenders, prevent offending and reduce reoffending and the harm it causes, to promote social inclusion, citizenship and desistance”. Outcomes for Community Justice will be supported by effective local planning and delivery of services by a range of partners in the public and third sector.

##### 3.2 In 2013 Scottish Government consulted on the future model of community justice in Scotland. At present Community Justice Authorities (CJA) act as the strategic framework for community justice, bringing together key partners in the development of a strategic plan focused on reducing reoffending. The Government's consultation in 2013 concluded that CJAs should be disbanded and that it be for Community Planning Partnerships to determine the local delivery of Community Justice.

##### 3.3 As part of the consultation process the Scottish Government have hosted events, attended by officers of the Council, to discuss the draft legislation and begin transitional planning discussions.

- 3.4** A Government response on the consultation is expected before the end of 2014. At present it is known that by 2016-17 responsibility for local strategic planning and delivery of community justice will transfer from Scotland's eight CJAs to Community Planning Partnerships. The detail of these arrangements will form the basis of the government response. However it is also clear that local arrangements for the strategic planning and delivery of community justice in each area will be for CPPs to determine.
- 3.5** Currently local justice services operate under the Argyll, Bute and Dunbartonshire's Criminal Justice Social Work Partnership. This is a formal strategic and operational partnership between West Dunbartonshire, Argyll and Bute and East Dunbartonshire Councils. They share a single strategic partnership manager, single budget, and deliver common outcomes within a joint planning and performance framework, commissioning strategy and report to a joint committee with delegated powers. These arrangements have been in place since 2002.

#### **4. Main Issues**

- 4.1** Although the government response to the consultation has not yet been published they have set a framework to allow early discussions to begin on the transfer of responsibilities. The current CJA's have been asked to work with CPPs to discuss transfer of some of the key responsibilities (including national reporting, distributing grant, agreeing a strategic plan and partnership arrangements and bringing other partners round the table including the third sector). The deadline for this to "transfer" to CPPs is end March 2016.
- 4.2** There will be issues for the local justice partnership to consider following the publication of the consultation outcome later this year. Government has been clear that local arrangements will not be prescribed in the legislation and are for CPPs to decide upon. These arrangements may include arrangements for strategic and operational service delivery between local authorities.
- 4.3** At present there are issues which we can begin to address locally while awaiting the outcome of the consultation. Firstly CPWD must identify a lead officer who will take any work on this forward. This needs to be someone who can coordinate local action and planning and engage fully with other bodies to see through the change. It is recommended that the appropriate lead person is Jackie Irvine, Head of Service for Children, Families and Criminal Justice. Support will be given by the Corporate and Community Planning Team.

#### **5. People Implications**

- 5.1** The implications on local officers are unclear at the moment as final decisions have not been made on funding allocations. However through discussions with government it has been made clear that community planning partnerships must be resourced to take on this additional responsibility.

## **6. Financial Implications**

- 6.1** Officers are currently considering the impact of the transition to direct allocation of ring fenced grants to local authorities. The funding formula is currently under review and government are carrying out an exercise to identify the costs of core (statutory services). However, it would be prudent to assume that the present formula is likely to be in existence at the outset of the new structural arrangements in 2016-17. In this context issues re grant distribution in the short term are compounded by uncertainty regarding the impact of any new funding formula/arrangement. As matters stand the level of grant funding has declined in value against the actual costs of service delivery over a number of years.

## **7. Risk Analysis**

- 7.1** Strong partnership arrangements for the delivery of justice services are already in place and will continue to deliver throughout the period of transition and beyond. However the transfer of responsibility for community justice to CPPs comes with comprehensive guidance which must be balanced with other strategic priorities for Community Planning West Dunbartonshire.

## **8. Equalities Impact Assessment (EIA)**

- 8.1** An impact assessment will be carried out alongside the work to establish local working arrangements following publication of the Government response to the consultation.

## **9. Consultation**

- 9.1** Preparatory work for the transition is underway between the criminal justice partnership and officers from Community Planning West Dunbartonshire. The Partnership Committee are also involved in the development of transitional planning arrangements.

## **10. Strategic Assessment**

- 10.1** Safe, Strong & Involved Communities is a key strategic priority for CPWD. The transfer of responsibility for community justice may strengthen our local response in this priority area.

Communication Bulletin

**As Community Planning West Dunbartonshire await the government response to the recent consultation on Community Justice Redesign, work is underway to ensure robust transition arrangements are in place.**

Jackie Irvine  
Head of Service, Children,  
Families & Criminal Justice

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Amanda Coulthard  
Corporate & Community  
Planning Manager

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**Jackie Irvine**  
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**Appendices:**                **None**

**Background Papers:**       [Scottish Government Consultation on the Future Model for  
Community Justice](#)

**Wards Affected:**           **All**



**Report by Joyce White, Chief Executive, West Dunbartonshire Council**

**Management Group: 26 November 2014**

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**Subject: West Dunbartonshire Council Annual Report 2013/14**

**1. Purpose**

- 1.1** The purpose of this report is to present Community Planning West Dunbartonshire (CPWD) with the first Council Annual Report covering progress against strategic priorities in 2013/14. This annual report fulfils part of the Council's requirement to produce a Public Performance Report and is designed to ensure it is relevant and easy to read for a wide audience.

**2. Recommendations**

- 2.1** CPWD Management group is asked to note the content of the report.

**3. Background**

- 3.1** Audit Scotland's Direction and Guide 2013 sets out the public performance reporting (PPR) requirements for local authorities to be published by March 2015 for the financial year ending 31 March 2014.
- 3.2** Each year Audit Scotland evaluates the Council's PPR in terms of quality and depth of information and. A year-end report is submitted to Council and there is a commitment to publish a comprehensive report on delivery against strategic priorities through PPR duties.

**4. Main Issues**

- 4.1** In previous years a summary report on progress, 'Measuring Up', was prepared as part of the Council's PPR requirements, which provided performance information in an accessible format.
- 4.2** The Annual Report 2013/14 is a more comprehensive and refined version of this approach, including key achievements made across support areas, mechanisms for gathering feedback from our customers and communities and lessons learned from this.

**4.3** The Annual Report is one element of a comprehensive approach to public performance reporting for the Council. Performance information will also be held on the Council's website, providing more detail as required. The report makes reference to a range of initiatives delivered in partnership through the CPP.

**4.4** This model of reporting is in line with the Audit Scotland Direction and Guide, and the Accounts Commission paper on the evaluation of PPR.

## **5. People Implications**

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

## **6. Financial Implications**

**6.1** There are no financial implications from this report.

## **7. Risk Analysis**

**7.1** The content of this report forms an element of the Council's public performance reporting (PPR) for 2013/14. Publishing this information ensures the council mitigates reputational and related risks.

## **8. Equalities Impact Assessment (EIA)**

**8.1** No issues were identified in relation to this report.

## **9. Consultation**

**9.1** All departments were consulted and contributed to the preparation of the Annual Report 2013/14.

## **10. Strategic Assessment**

**10.1** The Annual Report 2013/14 summaries Council performance against all its strategic objectives and the success factors which enable services to deliver on these.

### Communications Bulletin

CPWD welcomed the WDC Annual Report 2013/14. This annual report, while focused on Council performance, gives evidence of the good work services are delivering to improve outcomes for the people of West Dunbartonshire in line with the Single Outcome Agreement.

**Joyce White**  
Chief Executive

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**Appendices:** Appendix 1: West Dunbartonshire Council Annual Report  
2013/14

**Background Papers:** [Audit Scotland's Direction and Guide 2013](#)  
Council paper – [Strategic Plan 2012-17 Progress in  
2013/14](#) (June 2014)  
Council paper – [SPI Year-End Performance](#) (June 2014)  
Audit & Performance Review Committee - [Audit Scotland  
Evaluation of PPR 2012/13](#) (September 2014)

**Wards Affected:** All Wards



WEST DUNBARTONSHIRE COUNCIL

# Annual Report 2013/14

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# 1 Foreword by the Leader of the Council



Our **2012/17 Strategic Plan** sets out a clear vision for:

*'A prosperous West Dunbartonshire recognised as a dynamic area within a successful Scotland.'*

The ambition of West Dunbartonshire Council staff to deliver on this vision is evident in all that we have achieved over the last year.

The Council created an ambitious **Jobs Growth and Investment Framework** focused on creating 1,000 jobs, apprenticeships and training places in 1,000 days. The aim was to offer residents, particularly young people, help to access opportunities which would improve their chances of securing a job.

This framework was supported across all parties in Council and received investment of £3.15m over two years with a further recurring £250,000 to be invested by the Council from 2014 onwards. In addition we secured £933,000 investment from the Scottish Government Youth Employment Fund, which supported 102 young people into work.

By 11 February 2014 the target of 1,000 jobs was achieved within 650 days – almost one year ahead of the 1,000 days target.

Improving care and supporting older people to live independently is a key priority for this Council. Our ambition is to provide 21st century facilities that enable residents, their relatives and our day care service users to make the most of how they live and socialise. To deliver on this ambition the Council has committed £21.95m for building two new care homes and day care centres to replace our existing services - one in Dumbarton and the other in Clydebank. An extensive and on-going engagement process with service users, carers, staff and local communities has informed the detailed design work for both. During 2013/14,

we chose the Crosslet House site as the location of the Dumbarton facility – and in early 2014/15 chose Queen's Quay as the location for the Clydebank facility.

Also, in 2013/14 we opened the new Dumbarton Academy and undertook a validated self-assessment with Education Scotland which was a very positive endorsement of the work underway in West Dunbartonshire.

These successes are testament to the hard work being taken forward by our services to deliver the West Dunbartonshire vision we all share.

Over the remainder of our strategic plan we will:

- **Deliver at least another 1,000 jobs**
- **Undertake a programme of work to improve the facilities and estate of the Council and**
- **Deliver an ambitious programme to regenerate learning in the area**

These are just some of the highlights of the great work taking place in West Dunbartonshire. More detail can be found in this report and through the information on our Council website. Over the next 12 months I am committed to a continued focus on your priorities and ensuring the Council is the best it can be.

**Councillor Martin Rooney**  
Leader of the Council

In February  
2014, the target of  
**1,000**  
jobs was achieved  
in 650  
days

The Council  
has committed  
**£21.95m**  
for building 2 new  
care homes and  
day care  
centres

## 2 Introduction by the Chief Executive



I am delighted to introduce the **West Dunbartonshire Annual Report for 2013/14**.

This report tells you what we did last year to improve our services and how we performed against the five strategic priorities, outlined in our Strategic Plan 2012/17. The report also gives information on our how we use our resources, including how we spend the money available to us.

We are committed to publishing information to help you judge the performance of your Council. This annual report aims to do that by presenting a balanced picture of our achievements and performance, including where we can improve. It also highlights some of the key challenges we face during the coming years.

The Council has recently signed up to an ambitious master plan for the regeneration of the Queens Quay site in Clydebank in partnership with the site owners Clydeside Regeneration. This will include major residential development, some commercial uses, public services and is also the preferred site for a new care home and medical centre. A joint venture partnership will be created between the owners and the Council which will see the Council commit over £15m to the site over the next three years.

We have approved plans to deliver 350 new affordable social houses by 2017, working with local housing associations, and are on track to meet the Scottish Housing Quality Standard by 2015. We are also working with our strategic housing partner, the Wheatley Group, to deliver an additional 400 houses in the area; the building of these will create additional employment opportunities.

In Dumbarton town centre a revised strategy is being prepared to take forward priorities for the

development of the town centre and the waterfront, with new road access into the town centre completed with the assistance of funding from Strathclyde Partnership for Transport. Work will start late next year on the development of Council offices which will preserve an important listed building and bring around 500 more workers into the town centre. Funding has also been secured from the Scottish Government to assist with the preparation of a master plan for the area around Dumbarton Rock and Castle.

We have also approved the development of new homes and town centre work in the Vale of Leven, including a new civic square in Alexandria. Work to improve and develop the Vale of Leven industrial estate will create employment, as will a planned hotel and independent brewhouse in Balloch.

We are achieving significant progress in many areas of council service such as helping people into work, providing apprenticeships and improving the quality of education for children and young people in the area.

This truly is an exciting time for West Dunbartonshire. Many of our plans for delivery of the 2017 strategic vision are now in place and we are starting to see the results from these. I hope you enjoy reading about this progress in the following report.

If you want to know more about our performance, have something to say about this report or how you would prefer to receive this kind of information in future, please 'Have Your Say!' by completing the short questionnaire available at the back of this report.

**Joyce White**  
Chief Executive



# 3

## Our strategic priorities

In the **Strategic Plan 2012/17** we made a commitment to improving outcomes in five key areas in order to deliver on our vision of **'A prosperous West Dunbartonshire recognised as a dynamic area within a successful Scotland.'**

“ The greatest challenge facing public services is to combat the negative outcomes for individuals and communities arising from deep-rooted inequalities ”

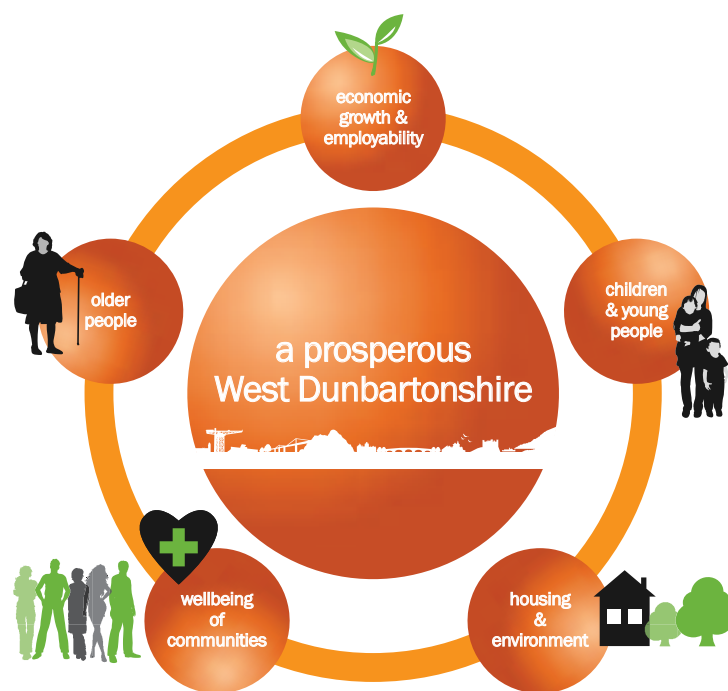
Report on **The Future Delivery of Public Services** The Christie Commission

Inequality is a significant problem in our communities and affects many of our residents in many different ways. Households have been squeezed by a decline in income and a rise in prices for food, services and utilities. This situation is worsened by the effects of reforms to the welfare system which are often applied to the most vulnerable of our citizens and disproportionately affect our area.

As a consequence, actions to tackle poverty and exclusion are central to the Council's agenda. The strategic priorities of the Council are central to tackling poverty, with our activity aimed at delivering improvements in health, schools, childcare, benefits, work and pay, and housing.

We also want to nurture the expectation that people and communities can do more for themselves.

Each of our five priorities are detailed in the following sections, with information on the key outcome areas, progress made in 2013/14 and what we will be taking forward as next steps in this area.



## 3 Our strategic priorities continued...

### Improve economic growth and employability

#### Helping people into work

Getting people into work in the area is a key priority for West Dunbartonshire Council. Evidence is clear on the positive impacts that employment has on many outcomes for individuals and for the local economy. In order to improve the economy in the area and ensure that as many people as possible are supported to find employment we have put in place key services and supports.



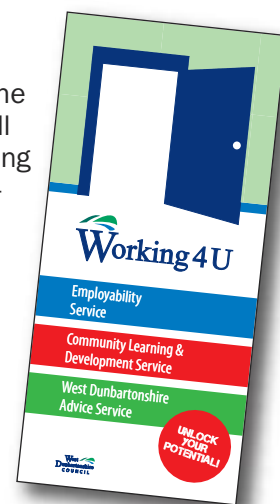
### Working4U

**Working4U** is a West Dunbartonshire Council service which supports people who are unemployed into work. It provides assistance with benefits and debt, learning, digital literacy and preparation for work.

The service brings together three key delivery areas - **Employability, Community Learning & Development** and **Advice Services**. This gives customers and communities a single gateway to services on work, learning and money.

**Working4U** is designed to address the underlying causes of poverty, as well as the symptoms, by specifically tackling unemployment and benefit dependency and providing opportunities to increase levels of education, skills, confidence and personal development.

**Working4U** supports customers and communities to improve their skills, learning and financial situations



#### Work

The Employability team provides the 'work' element of the **Working4U** service by providing a range of supports to individuals seeking employment, at all stages of their journey and at all ages. This support includes CV preparation, job interview skills, training, work experience, Modern Apprenticeships and access to wider qualifications.

During 2013-14:

- 97 Level 2 Modern Apprentices were recruited
- 28 Level 3 Modern Apprentices were recruited
- 100% Level 3 recruits passed their vocational qualification
- 95% secured employment after their apprenticeship ended
- 1000 jobs target achieved after 650 days, ahead of the original 1000 days target. This was delivered in partnership with our Economic Development team.
- 660 (or 66% of these jobs have been sustained longer than six months

The range of occupational areas for Modern Apprenticeships also increased and now includes care, hospitality, construction trades, customer services and business administration.

# 3 Our strategic priorities continued...

## Learning

Community Learning & Development is the 'learning' element of the **Working4U** service and provides a range of learning opportunities which meet the challenges of Welfare Reform, Digital and Financial Inclusion and the changing demands of the labour market. The service supports a high number of local residents every year, building their confidence and empowering them to progress to further learning or training. They have been very effective during 2013/14 in developing new transformative learning experiences for adults and young people.

Key highlights during 2013/14:

- **1,052 adults undertook a recognised qualification**
- **395 learners undertook digital learning courses**
- **298 learners undertook literacies related courses**
- **104 adults participated in English for Speakers of Other Languages courses**
- **157 young people undertook Duke of Edinburgh Award programmes**



Our CL&D Service was recognised in the STAR awards for their work on lifelong learning.



Local resident Thomas Guy won Peer Educator of the Year at the Youth Worker of the Year Awards.

## Money

The Council Advice Services team operate as the 'money' element of **Working4U**. During 2013/14 the team successfully supported residents to maximise both in and out-of-work benefits to a total of £10,730,633. 89% of all claims were successful. In addition, 78% of the cases our staff represented at appeal tribunal were successful against a UK average of around 40%.

The Advice Services team work alongside their advice partners Citizens Advice Bureau and the Independent Resource Centre to deliver this essential service and support local residents.

The **Working4U** service has also developed and delivered a financial education game called Payday Challenge. This is used as a training tool to assist people to improve their understanding of their personal finances and the management of benefits and income.

## West Employability Hub

West Employability Hub began work in December 2013 and was formally opened in February 2014. Based in our campus on High Street Dumbarton, it is a partnership initiative involving West Dunbartonshire Council, West College Scotland and the Department of Work and Pensions. It has been developed to provide a central, coordinated and welcoming service point for young people aged 16-24 from Alexandria and Dumbarton who are seeking work and training opportunities.



The 'Hub' provides support on a range of employment related issues for all unemployed young people in the area

The 'Hub' provides support on a range of employment related issues for all unemployed young people in the Dumbarton area and is the first of its kind in Scotland. As we go forward to deliver on the remainder of the Strategic Plan we will be looking to develop a similar model in the Clydebank area. Our partners in West College Scotland and the Department of Work and Pensions are critical to the early success of the model to date and we will continue to build on this.

## 3

## Our strategic priorities continued...

### Supporting economic growth

The Council's Business Support service provides a range of discretionary grants, loans and bespoke business support interventions which offer flexible assistance to local businesses with the overall objective of **supporting sustainable economic growth within the local economy.**

During 2013/14, the following services were provided through the Business Support service:

- 258 business grants were delivered
- 413 business employees were trained
- 89 businesses received start-up grant support
- 10 businesses participated in the Sustainable Process Improvement Programme

In 2013/14 the Council approved additional funding to continue elements of the Jobs Growth Framework to assist with the creation of local jobs and also secured investment from the Youth Employment Scotland Fund to be used flexibly to support older adults seeking employment. This framework supported:

- 138 local people over the age of 25 back into employment
- Created 13 jobs through Business Growth investment Interventions
- 15 businesses to take on their first employee
- 3 new social enterprises through the Social Enterprise Challenge Fund



Working4U provided free driving lessons to young people, improving employability



Business Gateway, managed by the Council, aims to encourage businesses to start-up and grow in West Dunbartonshire. It provides advice and support to businesses at all stages of their development. The local Business Gateway team works closely with the Council's Business Support team to provide a fully integrated package of support, providing direct links to complementary local support programmes, discretionary grants and funding opportunities.

In 2013/14, 220 new start-up businesses received advice and assistance through the Business Gateway, up from 196 the previous year. In future years we aim to maximise the funding available through European Structural funds to expand our Business Gateway service. This will enable us to provide additional advice and grant funding to local businesses that have growth potential to assist them in creating further job opportunities. It is recognised, however, that general economic conditions remain a challenge for business start-ups with access to funding still

## 3 Our strategic priorities continued...

A number of priorities for regeneration have been identified to support delivery of the Strategic Plan with a particular focus on regeneration:

- former John Brown's Shipyard in Clydebank (known as Queens Quay)
- former Exxon Mobil site at Bowling
- Bowling's upper and lower basins on the Forth and Clyde Canal
- Dumbarton town centre and waterfront
- Lomondgate and the Vale of Leven Industrial Estate and
- Alexandria town centre

The Council is participating in the Glasgow and Clyde Valley City Deal initiative which will support and develop access to the 81 acre Exxon Mobil site at Bowling. This major regeneration project will see the investment of almost £28 million over the next six years.

The Council has agreed to the implementation plan for regeneration of Queens Quay with the current site owners over a seven to ten year period. This significant development identifies 1,029 (841 private, 188 social) housing units to be built.



Combined with the new care home being developed, the potential for a new health centre and a number of new commercial developments, this will significantly enhance regeneration in the Clydebank area of West Dunbartonshire.

### Improve life chances for children and young people

#### Raising attainment

Our Raising Attainment Strategy continues to have a positive impact on outcomes for our young people. The use of mentoring and supported study programmes has enabled young people to access personalised support. At the same time the use of benchmarked attainment data and robust tracking systems in schools have had a positive impact on the tracking and monitoring of pupils' progress. The Council's Masterclass Programme in secondary and Summer School in the primary sectors were both well received in school session 2013/14.

We want all children and young people to have great opportunities when they leave school, whether they want to continue studying or go on to employment. The percentage of school leavers entering education, training or employment from school was 90.9% for the academic year reported in 2012/13 as reported in 2014.

However we want to improve this. Therefore we are ensuring that we lead the way on sharing information with our partners to support young people as they plan to move on and enter positive destinations. We are also looking at how we provide support and advice at an early stage to help young people aged 16 to 18 years both in and out of school make better choices, improve attainment, and increase their chances of entering positive destinations.

The Council's successful raising attainment initiative has been recognised by Audit Scotland and other scrutiny bodies

Over 270 businesses provided hands-on work experience for our secondary pupils

## 3 Our strategic priorities continued...

Strong schools are key to much of our success in this priority area. The results of school inspections tell us whether or not we are equipped to support our children and young people through education. Four primary schools and two Early Education and Childcare Centres were inspected during 2013/14 and all were rated as satisfactory or better in three key areas:

- **improvements in performance**
- **children's experiences and**
- **meeting learning needs**

These results mean that we have maintained our 100% positive inspection rate to date.

To ensure we continue to make good progress on raising attainment, a group of staff from all five secondary schools has been convened to focus on the apparent imbalance in attainment in gender between our denominational and non-denominational schools. Work has begun to research the apparent causes of the attainment gap, looking at issues such as motivation, pupil support, subject choices, and engagement.



School clothing grant doubled to £100 per child - supporting low income families with an investment of £225,000

An additional 160 pupils will benefit from the increase in the threshold for free school meals

### Supporting children, young people and their families

We want to give children and young people in West Dunbartonshire the best possible start in life and ensure they are supported through education to achieve and attain. As well as providing education services to all children, councils have a duty to provide care, protection and supervision to children who need it.

Corporate Parenting is the term used to describe the formal and local partnerships needed between local departments and services, and associated agencies, responsible for working together to meet the needs of looked after children and young people.

Each year the Council's Chief Social Work Officer reinforces the roles and duties of Corporate Parenting during the annual National Care Leavers' Week. In 2013 this programme of activities included:

- **a well-received and emotive drama production called "Please Listen" performed by young people from Kibble Care & Education Centre**
- **a visit by the Children's Commissioner for Scotland, Tam Baillie, who spoke about the importance of corporate parenting**
- **the local launch of the Who Cares? Scotland anti-stigma campaign and signing of the Listen pledge to give young people in care a voice. Young people contributed significantly to this programme and will continue to be supported to do so**





# 3 Our strategic priorities continued...

In line with our continuing commitment to enable children and young people to live in the community, with their family or carers, or in appropriate accommodation that meets their needs, 87.7% of all Looked After Children were supported within the local community in 2013/14.

In recent years the numbers of local authority approved foster carers has reduced. This has been due to a fall in people coming forward and the inevitable reduction through retirement of foster carers who have provided a much valued service to the children of West Dunbartonshire for a number of years. In 2013 we began developing a new fostering campaign which was launched in January 2014.

This was developed from knowledge of current research regarding the myths that pervade about fostering. The campaign has been a success, having resulted in over 244 enquiries in the first six months of the campaign and these have continued to rise.

## Improve care for and promote independence of older people

Within West Dunbartonshire the Council and the NHS Greater Glasgow & Clyde Health Board have a well-established Community Health & Care Partnership (CHCP). The CHCP have made it a priority to bring together the range of services and resources needed to provide the best services possible for local older people.

The hospital discharge team is a great example of this integrated model, supporting our older people to leave hospital as soon as they are well enough.

The CHCP has worked with West Dunbartonshire CVS and other local voluntary organisations in the Link Up Initiative which aims to improve access for older people to a coordinated range of health, social care and voluntary sector services.

To support those local residents who can no longer live in their own homes the Council has committed £21.95m on building two new care homes and day care centres to replace existing services, one in Dumbarton and the other in Clydebank. This work has been supported by a CHCP led engagement process with service users, carers, staff and local communities. We remain committed to providing good and improving quality services within our current care homes, and to also working with independent care home providers to ensure local residents are cared for and supported wherever they live.



## 3

## Our strategic priorities continued...

### Wellbeing

To support people with poor physical and mental health to live longer in their own homes and in the community, we recognise that services are required to help them find new ways of coping. Our services are being targeted towards those with high level needs in order to maintain or even improve levels of independence. In 2013/14, 51% of people who received a 'reablement' support package reached their agreed personal outcomes. This included re-learning the skills necessary for daily living and improving their levels of independence. This exceeded the target set for the year. Just over 97% of people aged 65 and over who were assessed with complex needs were supported to live at home or in a homely setting, again exceeding the target set.

The CHCP has worked in partnership with West Dunbartonshire Leisure Trust to introduce the Vitality physical activity programme – which is specifically tailored for and targeted at older people – within a variety of community facilities, including our own care homes and day care facilities.



### Carers

Carers are essential to supporting older people in living independent lives as far as possible. We are committed to ensuring that carers are treated as equal partners and that they have access to a range of services which will support them in their caring role. In 2013/14, 85% of carers felt supported to continue in their caring role, meeting the target set for the year and up on last year's figure of 77.6%.

97% of people aged over 65, and assessed with complex needs, were supported to live at home or in a homely setting

## 3 Our strategic priorities continued...

### Improve local housing and environmentally sustainable infrastructure

#### Housing

2013/14 was a challenging year across the housing service in West Dunbartonshire, as issues such as Welfare Reform and legislative changes specifically around the introduction of the Scottish Social Housing Charter have impacted on service delivery. The service has responded positively to these challenges and ensured we have continued to improve and excel.



We built the first new build Council homes in over 26 years through our developments in Granville Street, Clydebank and Miller Road, Haldane - providing 48 new Council homes.

In addition, to meet local housing need by delivering more new affordable housing within West Dunbartonshire, the Council has established a Strategic Housing Partnership with the Wheatley Group. This partnership will deliver investment of £40,000,000 in the area for 393 new homes over the coming years.

Alongside this our £35m investment programme of housing improvements driven by the West Dunbartonshire Housing Standard is putting the interests of tenants first, providing decent homes and delivering value for money. The investment programme has also contributed to over

80% of the council's housing stock meeting the Scottish Housing Quality Standard.

To enhance the work underway to provide new homes and improve the existing housing stock in the area there is also recognition that some of our houses are no longer fit for purpose. Our demolition programme has begun, improving neighbourhoods and establishing regeneration opportunities in Clydebank, Dumbarton and Vale of Leven. This is supported by the introduction of 15 additional estate management staff, who are working to achieve more sustainable and attractive communities and are tackling the problem of empty homes in some of our areas.

#### Homelessness

The most acute form of housing need is homelessness. It impacts significantly on people's lives. People who have been homeless are more likely to experience mental illness, addiction issues, legal and debt problems, and limited training and employment opportunities. They are also more likely to become homeless again.

In West Dunbartonshire, there were 1,370 homelessness incidents in 2013/14. This is one more than the previous year, and is the first increase since 2008, going against the national trend. In order to meet the needs of homeless households the Council have 220 temporary accommodation units dispersed across the local authority area. These units not only provide accommodation but also provide additional supports to promote successful independent living.

The development of a new Homelessness Strategy with an emphasis on the prevention of homelessness, and the introduction of the Council's own supported accommodation project which provides enhanced support to 8 homeless individuals at any one time will help ensure we are continuing to meet the identified need of

# 3 Our strategic priorities continued...

## Sustainability

### Waste

The Scottish Government's 'Zero Waste' Plan sets out recycling and composting targets for local authorities: 50% by 2013, increasing to 70% by 2025.

Our recycling performance was 43.21% in 2013/14, which although an improvement on previous years is still below the national target set for the year. The recent overall decline in recycling performance is due in part to adverse economic conditions which continued to be a significant factor in suppressing overall household waste. This is due to reduced spending and consumption having a direct impact on household waste.



A number of actions are being taken to improve recycling performance:

- **introducing food waste collections and alternate weekly collections from tenements**
- **introducing dry recyclate collections - that's paper, cardboard, plastic bottles, food and drinks cans, and food waste from commercial properties**
- **treating waste before it's sent to landfill to remove additional recyclable material, including metals, paper and plastics, that should have been put in recycling bins**
- **rolling out 70 community recycling points for collecting glass bottles and jars and**
- **increasing the range of plastics collected through the blue bin system**

### Climate change

The Council has committed to putting in place environmentally sustainable infrastructure, improving the wellbeing of communities and protecting the welfare of vulnerable people. What this means is that we are making sure our buildings and assets are energy efficient and fit for purpose. As part of this commitment we will act to mitigate climate change through concerted effort to reduce carbon emissions and build resilience to the effects of climate change.

The following projects were delivered in 2013/14 to support a reduction in our carbon emissions:

- **energy efficiency surveys**
- **oil to gas boiler assessments and preparatory works**
- **introduction of glass collection bins**
- **insulation and lighting upgrades**

In 2013/14 we produced a new Carbon Management Plan detailing how we will achieve our target of just over 15% reduction in carbon emissions by 2020. A number of projects relating to energy, water, waste and transport will be rolled out throughout the Carbon Management Plan lifetime.

In addition to actions to reduce carbon emissions we have also been working to increase resilience to Climate Change. Flooding in particular is an issue of importance in the local area. Major flood alleviation works began at Knowles Burn in 2013/14 and are estimated to be completed by November 2014.

Alongside this we are working in partnership with the Scottish Future Trust and Resource Efficient Scotland to develop a street lighting energy efficiency programme. This £6.5m programme will improve our street lighting infrastructure through the use of energy efficient LED lanterns. This is likely to save an estimated 65% of electrical power charges and significantly address our commitment to reduce carbon emissions by 2020, which is equivalent to around £764,000.

## 3 Our strategic priorities continued...

### Improve the well-being of communities and protect the welfare of vulnerable people

#### Protecting vulnerable groups

One of the highest priorities for the Council is ensuring that, in collaboration with partner agencies, people at risk of harm are supported and given effective protection. The Public Protection Chief Officers Group is chaired by the Chief Executive of the Council and is responsible for the strategic co-ordination of all public protection services in West Dunbartonshire. The three main areas of public protection are adult protection, child protection and high risk offenders. However, domestic violence is also an area of concern for this multi-agency group.

One example of the continued commitment of the Council to this issue is the CHCP's Criminal Justice Women's Safety and Support Service, which supports women affected by domestic violence whose partners or ex-partners are being assessed and/or managed by the service and women offenders affected by gender based violence.



Council officer Annie Donaldson wins top honour for article at the Write to End Violence Against Women Awards

During 2013/14, the CHCP's Youth Mentoring Scheme was one of the first such projects in Scotland to gain recognition from the Mentoring and Befriending Foundation. A team of trained and volunteer mentors provide long term individual support to vulnerable young people across West Dunbartonshire who often have a history of offending and antisocial behaviour and have struggled to accept support from services. This scheme continues to expand, reflecting the positive impact it has had on the lives of many young people across West Dunbartonshire.

For those children and young people requiring protection, a Child Protection Case Conference will consider whether they are at risk of significant harm and if so, consider a multi-agency action plan to reduce that risk. There are formal multi-agency meetings which enable agencies to share information and assessments and plan appropriately. This process allows assurance to be given that appropriate action is being taken to keep children safe and prevent any harm whether now or in the future.

In 2013/14, 80.2% of all child protection case conferences were carried out within 21 days, missing the target of 95% set for the year and down on last year's figure of 95.1%. There can be very appropriate reasons for a delay, such as availability of key individuals, and we are making adjustments to our Carefirst (recording) system to allow us to record 'reasons for delay' in order to ensure that we can audit these and have an overview.



## 3

## Our strategic priorities continued...



There were  
**4,788**  
attendances per 1,000  
population in our  
sports and leisure  
facilities

### Financial inclusion

The Council has secured additional funding of £300,000 to work in partnership with Macmillan Cancer Support. Our Advice Team offer a benefits service specifically focused on maximising income for people currently suffering from cancer and undergoing treatment. This valuable service celebrated its 10th anniversary and we are committed to its future in the area.

We successfully supported 324 local residents to manage their debts totalling £4,758,242. The total reduced liability (that's debt written off) was just over £1.2m, a reduction on the previous year. This shows a trend towards more people repaying debts through the Debt Arrangement Scheme, the preferred option of creditors. Our money advice service achieved 100% success rate for the options chosen by residents.

The team also deliver a comprehensive training package on welfare reform awareness across partners in both the public and voluntary services and also to members of the public.

**MACMILLAN.**  
**CANCER SUPPORT**

The Council  
has secured  
**£300,000**  
to work in partnership  
with Macmillan  
Cancer Support

### Improving wellbeing

There were 4,788 attendances per 1,000 population in our sports and leisure facilities in 2013/14, exceeding the target and also improving in the longer term.

The refurbishment of three gyms in our main leisure centres with new fitness equipment has helped increase attendances from both existing and new members. Attendances at group fitness classes have also risen significantly and sports usage at community facilities has been added this year.

To improve attendances in 2014/15, we are planning new activities for families and pre-school children, gym challenges, and targeting Council staff to take out gym memberships.

The new leisure centre planned for Clydebank will offer a 200% increase in available gym space, with a panoramic view across the Clyde. The range of classes available will significantly increase and the likely increase in participation from this is 15%.

The location adjacent to the college and the new Council offices will offer a range of services to both sets of employees and students on their doorstep, supporting our aim of improving overall wellbeing for local residents and staff alike. As a key part of the Queens Quay development structure the new leisure centre will offer top class facilities to the families moving in to Queens' Quay as part of the development.



Work started on developing a community garden, designed by community volunteers, in Westcliff, which will provide a pleasant venue for members of the local community to meet and enjoy panoramic views over Firth of Clyde.

## 3 Our strategic priorities continued...

### Customer Service – One Stop Shop

To ensure easy access to services we opened a new One Stop Shop in Clydebank, which brings together a range of West Dunbartonshire Council services in one central location. This means residents will now be able to visit one place to pay their rent, Council Tax, make a housing application, register a birth or seek support to find a job.

The One Stop Shop at Kilbowie Road also offers access to benefits and debt advice, planning, licensing, environmental and trading standards. The One Stop Shop deals with an average of 1,000 enquiries per week.

The service offers a mix of face-to-face customer services, self-serve machines to pay for Council Tax, rent and services such as pest control. There is also a suite of PCs to enable residents to access online services such as planning, housing repairs and leisure bookings.

The new  
One Stop Shop  
deals with an  
average of  
**1,000**  
enquiries per  
week

Customer service staff can also arrange for officers from specific services across the Council to come to the One Stop Shop for face-to-face meetings to help find solutions to any issues residents may have. The Council is also working in partnership with key agencies including Police Scotland and the Scottish Fire and Rescue Service to continuously improve and develop the activity and services offered in One Stop Shops.

Our One Stop Shop in Alexandria has been operating effectively since April 2012, with a new One Stop Shop planned for Dumbarton and opening in the spring of 2015.



**POLICE**  
SCOTLAND



**SCOTTISH**  
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

# 4

## How we use our resources

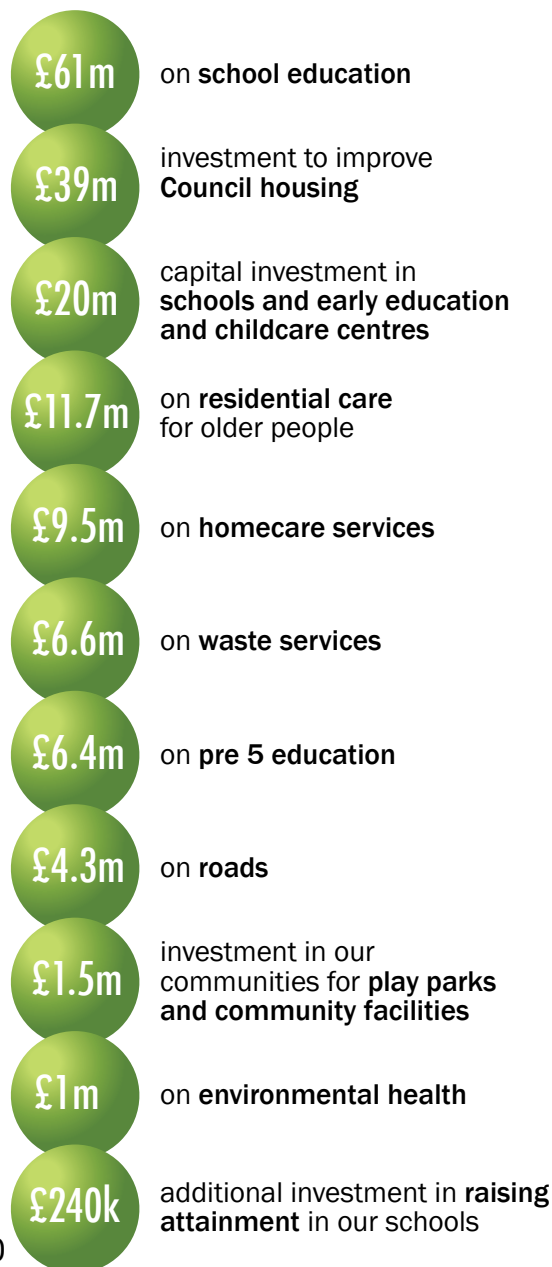
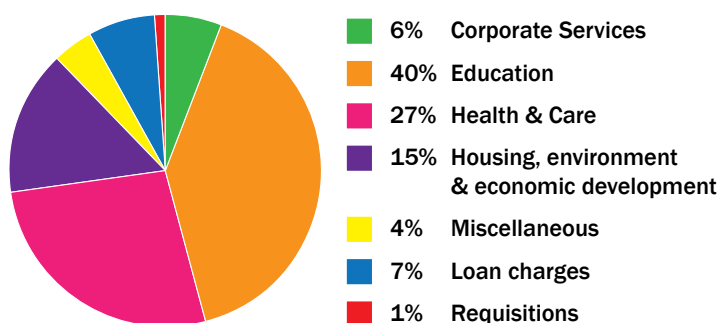
In our **Strategic Plan** we detail how better use of our resources will help us improve our delivery on the strategic priorities. This is done by ensuring we are an **effective and efficient organisation through an emphasis on our people, our finance, our assets and our business processes.**

### Strong Financial Governance and sustainable Budget Management

The Council agreed its long term financial strategy in February 2013 and updated in October 2013. This ensures both revenue and capital funding is available to support delivery of the priorities we have set. 'A platform for progress' - the 2013/14 strategic budget - detailed the budget priorities for the financial year.

Funding comes from a number of sources, including government grants, rates, Council Tax and charges for services. We use this money to pay for the services we deliver to the people of West Dunbartonshire.

Over 2013/14 we spent £219 million on running and providing services for local residents - the chart below shows the breakdown of how we spend each pound across all service areas:



## 4

## How we use our resources continued...

The Council also provides Housing Services to local Council house tenants. The cost of providing this service to tenants in 2013/14 was £35 million, funded mainly through rental income.

During 2013/14 the Council also spent £60 million on capital expenditure throughout all its services. Residents and customers in the area benefitted from spend on areas such as:

- **improving Council housing**
- **completing the new Dumbarton Academy**
- **improving roads and street lighting**
- **improvements to buildings – including day care facilities and residential homes and flood prevention works**

### Council Tax

Council Tax provides a core element of the money used to deliver services in the area. Therefore it is essential that we collect as much of the money owed in Council Tax as possible. Performance continues to improve year on year, with the collection rate currently at 94.5%. While this is our best performance in fifteen years, we remain just below the Scottish average as the collection rates of all Councils are also improving.

In 2013/14 we improved collection rates by:

- **Adding staff to the team who can focus on visits and calls-outs with traditional core office hours**
- **Setting up an online direct debit facility**
- **Increasing the number and range of online forms available to residents**
- **Commencing a review of Council Tax processes.**

To improve our performance in 2014/15 we are committed to maximising collection of Council Tax debt owed by employees. We are also planning to review and streamline our processes to ensure we are working as efficiently and effectively as possible.

### Fit-for-purpose estate and facilities

We recognise that our property needs to be effectively and efficiently managed. To support this, we have been reviewing all operational accommodation to identify problems at an early stage and prioritise repairs and other works.

As a result, 55% of operational accommodation is now in a satisfactory condition, meeting the target of 54% set for the year and up from the previous year. The completion of the new Dumbarton Academy also contributed positively to the performance of this indicator. The final phase of our review will be completed in 2014/15.

The Council's 10 year Capital Programme was agreed on 6 February 2013. This will enable major investment in upgrading buildings, infrastructure and regeneration across communities. The Capital Investment Team will play a significant part in helping the Council achieve its long term Financial Strategy.

The Scottish Housing Quality Standard (SHQS) is the Scottish Government's principal measure of quality in social housing in Scotland. All our housing must meet this Standard by 31 March 2015.

There has been an increased focus on managing our housing stock through the development of our Housing Asset Management Strategy. This has led to a significant increase in the percentage of our housing stock that meets the Standard.



## 4

## How we use our resources continued...

There will be continued substantial investment in our tenants' homes over the next year as we move towards achieving full compliance by 2015 and beyond. The Scottish Housing Regulator has recognised that achieving SHQS is a priority for West Dunbartonshire Council and we are confident of achieving full compliance by March 2015. The Council's Asset Management Team maintains and manages the Council estate and facilities, including upgrade work. In 2013/14 they progressed:

- **fire risks and health and safety works**
- **adaptations related to accessibility**
- **internal and external upgrades**
- **upgraded security**

The development of a new scoring matrix will ensure that the future programme for building upgrades takes account of and prioritises based on condition, sustainability, health and safety requirements, and access regulations.

### Innovative use of information technology

We have invested £4 million to improve technology for staff, pupils and residents of West Dunbartonshire. One project is focused on improving connections to over 100 Council locations, including all our schools and nurseries. This will make internet connections faster and enable us to provide more services electronically. It will increase our capacity to use online resources in schools, for example, and for pupils to create and submit multimedia projects and assignments.

The investment will also support new ways of working for our staff and improve how they interact with our customers, particularly those working in the community. This provides us with the opportunity to change the way we deliver services, enabling staff to be more mobile and improve efficiency.

For example, with the right technology that provides access to our information systems while mobile, staff will be able to complete assessments electronically in service users' homes, saving time retyping when they return to the office, speeding up the process, and allowing more assessments to be completed in the same time frame.



Wifi is available at Clydebank Town Hall for members of the public. Wifi installations also underway at schools.



Residents can drop into our One Stop Shops to use our public access computers, for example, to pay bills or look for jobs.

### Committed and dynamic workforce

#### Workforce Management

Maintaining a committed and dynamic workforce remains a strategic priority for the Council. During 2013/14 a range of policies and initiatives have been put in place to support our workforce. The development of our Workforce Planning Strategy and supporting framework ensures the Council can successfully deliver its priorities and meet the challenges of the future. This process is supported by a range of policies and practices including the organisational roll-out of a Performance Development Plan for employees to support and develop our workforce.

The Council has been working in partnership with Trades Unions to develop a number of policies which support a committed and dynamic workforce:

- **The Supporting Employee Performance Policy ensures effective management of our workforce, resulting in positive impacts on service provision. Guidelines have also been developed in relation to the use of Social Media ensuring that employees are supported in and outwith their workplaces**

# 4 How we use our resources

- **The introduction of the Carer's Leave Scheme ensures that carers are supported and empowered to manage their caring responsibilities in balance with their workplace roles and responsibilities**

Effective absence management supports the Council's aim to make best use of both financial and human resources resulting in a positive impact upon service provision. Over the course of 2013/14 several interventions have been developed by the Attendance Working Group, which aims to support our employees while at work and promote higher attendance levels.

Overall, the Council reported a 6% reduction in absence during 2013/14 with the majority of departments seeing a reduction in comparison with the previous year. While absence has improved in the short term, we will continue to maintain a clear focus on managing absence in the coming year.

**WORKING WELL  
TOGETHER**



The Council reported a  
**6%**  
reduction in  
absence during  
2013/14

## Employee Survey

The Council carries out an employee survey every two years in order to gather views from staff members on a range of issues. In response to the 2013 Employee Survey results, the Council implemented an improvement plan targeted at the wide range of issues raised and developed a range of activities designed to improve the working environment and employee engagement.

This included improving access to learning and development opportunities, developing leadership and management roles, further embedding our corporate values and behaviours, improving communication, enhancing employee recognition, and developing skills in managing change. **Page 114 of 120**



Additionally each department reviewed their own service based results to ensure local focused improvement through the service planning process. Delivering against our improvement actions and achieving visible improvement from an employee perspective is fundamental to securing high employee engagement and the development of a committed and dynamic workforce.

## Managing change

Managing the impact of change can be complex and challenging. Getting it right with the Council's greatest asset – our people – is critical for success.

We introduced our Change Management Framework as a means to support and involve our employees through significant change and help ensure they stay motivated and productive while working in rapidly changing circumstances.

The launch of our 'Workplace of the Future' programme in 2013 represented significant cultural change and implemented new ways of working for the future. This pilot project, which refurbished vacant office space into a modern and open plan workspace, enabled employees to explore new ways of working. These include flexible and mobile work styles and utilising new technologies to change and improve work practices, regardless of location.



## 5

# Feedback and customer satisfaction

Gathering **feedback** from the people who use our services gives us invaluable information about the quality of services, and identifies areas for improvement as well as areas of best practice. As a Council we have a variety of methods for gathering this feedback - from our overarching Citizens' Panel down to the individual feedback services gather from their customers on a daily basis.

## West Dunbartonshire Citizens' Panel

The Citizens' Panel consists of over 1,400 members of the general public (aged 18 and over) who live in West Dunbartonshire. It provides a way of consulting with local residents on a range of topics, from Council services to their own health issues and how they feel about the area.

Occasionally focus groups are recruited from those members who indicated an interest in participating when they joined the Citizens' Panel. Focus groups can provide insight into aspects of the panel survey results. They can also deal with issues which aren't easily covered by a survey.

Here are some examples of the actions we've taken based on information from the Panel:

- **Feedback about the development of Levensgrove Park has helped to shape a successful bid for Heritage Lottery funding of over £2.5 million**
- **Dissatisfaction with toilet facilities has resulted in upgraded toilet facilities at Dalmuir and Balloch parks**
- **Our roads service has been working on improving information provision. The Council website now includes a comprehensive section on winter maintenance including an interactive map showing grit bins and an online form for requesting a grit bin. This has resulted in satisfaction with information about how to access help rising by 26% to 62%**

## Complaints

We are committed to providing high-quality services but occasionally things go wrong and it is important that we act quickly to resolve these issues. Our revised complaints process, introduced in 2013, has two stages: Stage 1 allows five working days or less to resolve a complaint and Stage 2 relates to complex complaints requiring detailed investigation or complaints not resolved at Stage 1. We expect the majority of complaints to be resolved satisfactorily at Stage 1.

In 2013/14, one year after the complaints process was revised, 72% of complaints were resolved at Stage 1. As this was the first year of the new system, we do not have a figure to compare this to. However, we will continue to monitor our complaints handling process with the aim of providing a quick resolution to our customers' complaints where possible.

## Telephone Satisfaction Survey

West Dunbartonshire Council is one of the first councils in Scotland to introduce a monthly telephone satisfaction survey. Every month 100 residents are asked, through a 5 minute call, what they think about key services such as waste collection, schools, roads, social work and our website.

The feedback we get helps shape and improve our services and enables us to compare our performance with other Councils.



## 5

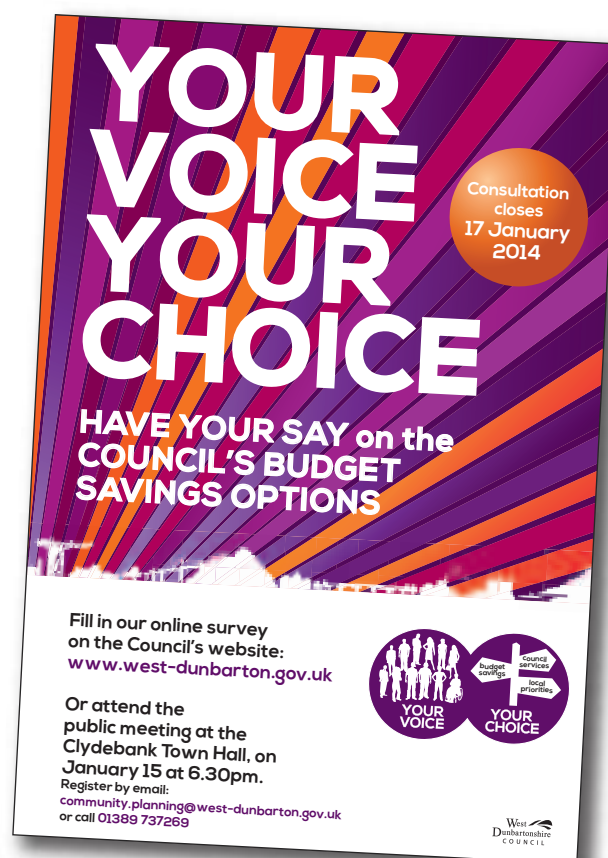
# Feedback and customer satisfaction

## Your Voice, Your Choice Budget consultation

As part of the annual budget planning process, local residents and employees are invited to express their views on the proposed savings options for the following year. The process undertaken over November 2013 to February 2014 saw considerable improvements in the number of people accessing and responding.

The process included:

- A month long online survey to gather views on the proposed savings options which gathered **1,747** responses - the most successful consultation held to date
- Support with completing the form over the phone for those residents who were not comfortable completing it online
- An evening Budget Consultation Event for local residents and community groups. **175** local residents participated in this session, voting on the range of options available
- Employees' ideas workshops - an opportunity to suggest more innovative ways of delivering services, and providing best value



A month  
long online  
survey gathered  
**1,747**  
responses



## 6

## Our performance - an overview

To support the **Annual Report** and provide more comprehensive information on all aspects of performance we are also reporting detail of our overall performance in a series of booklets, each focusing on a specific area:

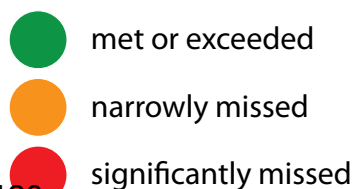
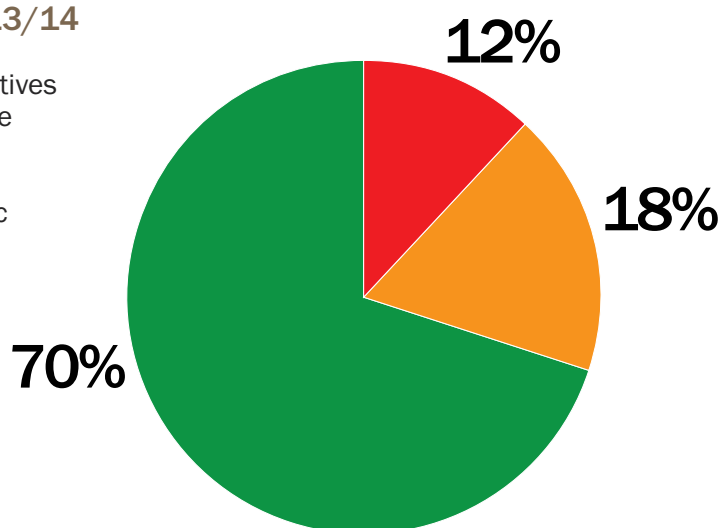
- 1 **Strategic Plan performance**
- 2 **Key performance indicators covering corporate management and service performance and**
- 3 **Local Government Benchmarking Framework (LGBF) performance indicators that are collected by all Scottish Councils**

A brief overview of our performance in relation to each of these areas is included below and full details are available from our website at [www.west-dunbarton.gov.uk](http://www.west-dunbarton.gov.uk)

### Strategic Plan Performance in 2013/14

Progress towards our Strategic Plan objectives is measured using a range of performance indicators (PIs), some of which we have highlighted in previous sections of this Annual Report. Based on all of the Strategic Plan PIs we measured in 2013/14, almost three quarters (70%) met or exceeded their targets, a further 18% narrowly missed their targets and 12% significantly missed their targets.

Full details of our 2013/14 Strategic Plan performance are available from our website.



Strategic Plan Performance 2013/14

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## 6

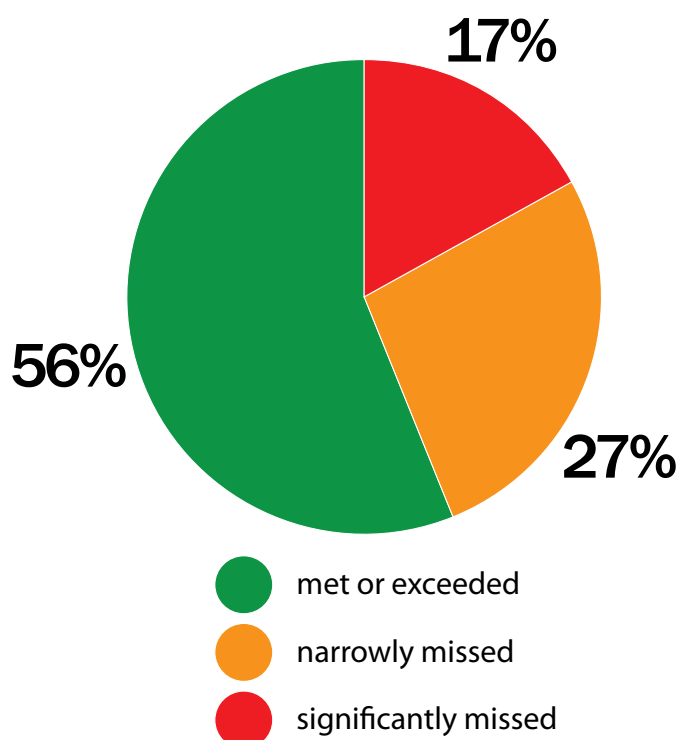
## Our performance - an overview

### Key Performance Indicators

We monitor and manage 91 key performance indicators for a range of areas set out by Audit Scotland such as revenue and service costs, community care, housing, education and waste management. In 2013/14, more than half (56%) of our key performance indicators met or exceeded their targets, a further 27% narrowly missed their targets and 17% significantly missed their targets. From the previous two years 53 improved, 26 declined and 4 remained unchanged.

Full details of our 2013/14 performance are available from our website.

Key Performance Indicators 2013/14



### Local Government Benchmarking Framework (LGBF)

All 32 Scottish local authorities are participating in the Local Government Benchmarking Framework. This Framework brings together performance indicators covering a wide range of areas including education, housing, social work, and leisure, as well as service costs and customer satisfaction.

Using the same indicators across all local authorities allows us to compare our performance so that we can identify best practice, learn from each other, and improve what we do. The data collected for each indicator shows you how West Dunbartonshire compares to the best and worst performance, as well as the Scottish average.

The most current data available relates to 2012/13; however data for 2013/14 will soon be available. An annual National Benchmarking Report compares costs and levels of public satisfaction with services provided by Scotland's 32 local Councils.

For more information about the Local Government Benchmarking Framework, please visit the website: [www.improvementservice.org.uk/benchmarking](http://www.improvementservice.org.uk/benchmarking)

## 7

# Have your say

Please take a few minutes to tell us what you think about this annual report by completing our short questionnaire here: [www.surveymonkey.com/s/AR13-14](http://www.surveymonkey.com/s/AR13-14). Alternatively, complete this page and return it to: **Corporate & Community Planning, Corporate Services, Council Offices, Garshake Road, Dumbarton, G82 3PU.**

Your views matter and we will use your feedback to help us improve future performance publications.

## 1 How do you rate the design and layout of this report?

- Very good     
  Fairly good     
  Average     
  Poor

## 2 How easy is this report to read and understand?

- Very easy     
  Fairly easy     
  Not very easy     
  Not at all easy

## 3 How useful is this booklet in informing you about the work of your Council?

- Very useful     
  Fairly useful     
  Not very useful     
  Not at all useful

## 4 Which sections did you find particularly useful?

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## 5 Which sections were not so useful?

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## 6 What other information would you like to see in a future annual report?

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Thank you for your feedback. Page 119 of 120

## Contact us

If you want to know more about our performance, have something to say about this booklet or how you would prefer to receive this kind of information in future, please contact us:

Tel **01389 737231**

Email **corporateandcommunityplanning@west-dunbarton.gov.uk**

Write **Corporate & Community Planning**  
Corporate Services  
Council Offices  
Garshake Road  
Dumbarton  
G82 3PU

Visit **www.west-dunbarton.gov.uk**

## Other formats

This document can be provided in large print, Braille, or on audio cassette and can be translated into different community languages. Please contact:

**Corporate & Community Planning**  
Corporate Services  
Council Offices  
Garshake Road  
Dumbarton  
G82 3PU

Tel **01389 737231**

本文件亦可應要求，製作成其他語文或特大字體版本，亦可製作成錄音帶。

इसकी प्रत पर यह दस्तावेज़ अन्य भाषाओं में, बड़े अक्षरों की छपाई और सुनने वाले माध्यम पर भी उपलब्ध है।

ਇਹ ਦਸਤਾਵੇਜ਼ ਹੋਰ ਭਾਸ਼ਾਵਾਂ ਵਿਚ, ਵੱਡੇ ਅੱਖਰਾਂ ਵਿਚ ਅਤੇ ਆਡੀਓ ਟੇਪ 'ਤੇ ਰਿਕਾਰਡ ਕੀਤਿਆ ਵੀ ਮੰਗ ਕੇ ਲਿਆ ਜਾ ਸਕਦਾ ਹੈ।

دستاورجیہ اسناد دیگر زبانوں میں، بڑے حروف کی چھپائی اور مختلف ذرائع پر بھی دستیاب ہے۔

Dokument ten jest na życzenie udostępniany także w innych wersjach językowych, w dużym druku lub w formacie audio.

هذه الوثيقة يمكن أن تكون متاحة أيضًا في لغات أخرى، وبخطوط كبيرة، وبطريقة سمعية عند الطلب.