



sustainable thriving achieving

**East Dunbartonshire Council**

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# ASSETS & FACILITIES BUSINESS & IMPROVEMENT PLAN 2022-2025

## 1. Purpose and Priorities

<b>Purpose</b>	<p>The Strategic grouping of Assets &amp; Facilities has corporate responsibility for delivering both strategic and operational asset management. These functions are performed by the 4 services within the grouping; Development &amp; Investment, Facilities Management, Estates and Property Maintenance. Assets &amp; Facilities lead on the delivery of asset management; general fund and housing capital investment, primarily the delivery of the suite of major asset projects and new build housing developments; operational and non-operational estate management; energy management; a repairs, maintenance and minor capital works contracting service delivered across the housing and non-housing estates. All activities contribute to improving the condition and suitability of the estate whilst ensuring the delivery of operational and financial efficiencies. The aim of the strategic grouping is to provide efficient, effective and sustainable services which deliver best value and continuous improvement.</p>
<b>Strategic Priorities</b>	<p>The executive area is faced with various challenges and opportunities over the next three years. The key strategic priorities are summarised as follows:</p> <ul style="list-style-type: none"> <li>• Delivery of the Council's 10-year capital investment plan – the plan is primarily focussed on delivering against national and/or local priorities, including the delivery of new schools (Boclair Academy, ASN school and Balmuldy Primary School) in addition to 3 major refurbishments of existing primary schools (Bearsden, Milngavie and Westerton). The construction of a new Allander Leisure and Day Care Centre is a key construction project, delivering a state of the adult leisure facility and adult day care centre to support some of our most vulnerable adults.</li> <li>• Demonstrable improvement in asset related performance – investment is targeted to improve the performance of our assets in terms of their condition and suitability. This performance is reported annually as part of the suite of LGBF indicators. This work will include investment to ensure ongoing compliance with our statutory duties.</li> <li>• Development and implementation of planned preventative maintenance model across the Operational and Non-Operational estates, incorporating an integrated revenue and capital investment model – the intention is to deliver the most cost effective model for maintaining and improving our asset base now and into the future.</li> <li>• Further implementation of Mobile Technology across all relevant services</li> <li>• Improved accessibility across the operational estate</li> <li>• Effective financial planning and management with targeted financial performance improvements and delivery of all revenue savings targets within approved timescales</li> <li>• Continued review of service delivery model across the strategic grouping to ensure efficient performance and continued delivery of best value</li> <li>• Carbon reduction and energy management – ongoing legislative requirement to reduce our carbon footprint. Changes to legislation will place further emphasis on the Authority to reduce energy consumption and/or move to more sustainable energy sources across the Housing and non-Housing estates over the next 10 years. This will be a key focus of the strategic grouping and will underpin all development activity.</li> </ul> <p>Continued investment in new build housing projects (SHIP/AHIP2) and in elemental upgrades across the existing estate, helping to maintain Scottish Housing Quality Standards (SHQS) and achieving energy performance targets as required by the Energy Efficiency Standard for Social Housing (ESSH).</p>
<b>Work of the Teams</b>	<p>The Assets &amp; Facilities Strategic Grouping comprises the services noted below. These services have the following core responsibilities:</p> <p><b>Facilities Management</b></p> <p>The Facilities Management service is responsible for the delivery of a cohesive building support service to all buildings owned or operated by the Council. Facilities Management provide a wide range of services which includes but is not limited to catering, cleaning, portage and janitorial,</p>

	<p>security, minor repairs and maintenance and the provision of the school crossing patrol service. The Facilities Management service provides support to both the school and corporate estate including supporting the delivery of the Council's accommodation strategy.</p> <p><b>Property Maintenance</b> The Property Maintenance team undertakes repairs and maintenance across the Council's property estate, which includes circa 3,500 housing properties in addition to all operational and non-operational assets. Operationally this involves reactive repairs, void management, gas servicing, fixed electrical testing and PAT testing. The service also undertakes a range of capital works on behalf of both Housing and other Council service areas.</p> <p><b>Development &amp; Investment</b> The Development &amp; Investment service seeks to ensure effective stewardship and development of the Council's assets in order that they contribute to the Council and its partners' overarching vision and intended outcomes, maximising their effectiveness and supporting sustainable economic growth and placemaking. The services provided are:</p> <ul style="list-style-type: none"> <li>• Corporate Asset Management;</li> <li>• Capital Programme Development and Monitoring;</li> <li>• Delivery of Major Assets Projects; and</li> <li>• Housing Investment</li> </ul> <p>The service has an important role in enabling other services across the Council to deliver their strategic priorities by ensuring the availability of a fit for purpose asset portfolio. It seeks to facilitate this by engaging services from across the Council in asset planning, management and monitoring and thereafter feeding into/from the Senior Management Team and partners as necessary.</p> <p>The Housing Investment team manage all aspects of investment across the Housing portfolio, including but not limited to new house building programmes, investment in elemental upgrades in existing stock, energy efficiency measures, stock condition surveys, electrical rewires, leading on the delivery of works in multi-tenure properties and the development and delivery of the Council's Strategic Housing Investment Plan.</p> <p><b>Estates</b> Estates manage all aspects of the non-operational estate including the leasing and day to day management of the Council's investment property portfolio; acquisitions and disposals; non-domestic rates appeals, applications for wayleaves and/or servitudes and provision of cartographic services.</p> <p>In addition, the service provides a range of technical support services, including PPP contract management, as well as supporting climate change and carbon reduction initiatives.</p> <p>Estates Maintenance ensure the condition of the operational estate is maintained in addition to ensuring the Council complies with its statutory duties in respect of gas and electrical installations, water quality and ventilation.</p> <p>The Quality Assurance team ensures the standard of cleaning across the operational estate is monitored and action is taken to ensure standards are maintained and enhanced.</p>
<p><b>Key Improvement Actions for 2022-2025</b></p>	<ul style="list-style-type: none"> <li>• Increase the percentage of Council buildings which are suitable and in a satisfactory condition</li> <li>• Increase the percentage of Council buildings which are accessible</li> <li>• Introduction of an integrated planned preventative maintenance and capital investment plan</li> <li>• Full review of all SLA's relating to services delivered in respect of Council assets</li> <li>• Data gathering</li> <li>• Non-Emergency Repairs – improve turnaround time</li> <li>• Increase the percentage of Council houses which are energy efficient (EESH)</li> <li>• Increase the percentage of Council houses that meet the Scottish Housing Quality Standard (SHQS)</li> <li>• Annual Gas Servicing, ensuring 100% of gas plant is checked/serviced in year</li> </ul>

	<ul style="list-style-type: none"><li>• Continue to reduce turnaround times for void properties</li><li>• Increase uptake of school meals</li><li>• Increase use of locally sourced produce in production of school meals</li></ul>
<b>Key Priority Performance indicators</b>	<ul style="list-style-type: none"><li>• Void turnaround timescales</li><li>• Gas servicing – housing</li><li>• Gas servicing – non-housing</li></ul>

## 2. Improvement Actions

Title	Increase the percentage of Council buildings which are suitable and in a satisfactory condition	Original Due Date	31-Mar-2023
Description	Refresh asset suitability assessments to ensure that capital investment programmes are effectively targeted to improve suitability		
Link to LOIP Outcome or Guiding Principle	Our people experience good physical and mental health and wellbeing with access to a quality built and natural environment in which to lead healthier and more active lifestyles.		
Rationale	SOLACE performance indicator		

Title	Develop and report on a zero direct emissions target and progressive interim carbon reduction targets for the Council's built assets, through the Climate Action Plan	Original Due Date	31-Jan-2023
Description	Progress towards meeting the Scottish Government's targets for all public sector buildings to be entirely decarbonised by the 2030s.  Ensure that the Corporate Asset Management Plan supports the action required to conform to decarbonisation targets		
Link to LOIP Outcome or Guiding Principle	Sustainability Guiding Principle – We will build resilience to a changing climate		
Rationale	To conform to the Scottish Government requirement, set out in the Heat in Buildings Strategy and Public Sector Leadership Guidance, for all Scottish public sector buildings to be progressively decarbonised over the next 15 years, with complete decarbonisation completed by 2038 at the latest. Phased targets for decarbonisation for public bodies will be set during 2022.		

Title	Increase the percentage of Council buildings which are accessible	Original Due Date	31-Mar-2023
Description	Complete the development of a Property Accessibility Strategy and Action Plan to ensure that capital investment programmes are effectively targeted to improve accessibility		
Link to LOIP Outcome or Guiding Principle	Fair and equitable services		
Rationale	Compliance with the Equalities Act and other associated legislation		

Title	Introduction of an integrated planned preventative maintenance and capital investment plan	Original Due Date	31-Mar-2023
Description	Gather asset condition performance data to create an integrated planned preventative maintenance and capital investment plan to ensure appropriate, efficient and effective application of revenue and capital investment budgets		
Link to LOIP Outcome or Guiding Principle	Best value		

Rationale	To ensure delivery of good estate management and financial efficiency
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Title	Full review of all SLA's relating to services delivered in respect of Council assets	Original Due Date	31-Mar-2023
Description	<ul style="list-style-type: none"> <li>– Identification of all SLAs currently in operation</li> <li>– Assessment of scope of works contained in SLAs</li> <li>– Monitoring of performance relating to SLAs to ensure service provision is being delivered to agreed standards</li> </ul>		
Link to LOIP Outcome or Guiding Principle	Best value		
Rationale	SLAs require to be updated to ensure scope of service is still as required and to ensure that services requested are being delivered		

Title	Data gathering	Original Due Date	31-Dec-2022
Description	Introduction of technology to aid data gathering to support efficient and effective delivery of asset management		
Link to LOIP Outcome or Guiding Principle	Best value		
Rationale	Requirement to align technology and resources to drive in efficiencies and improve performance		

Title	Non-Emergency Repairs	Original Due Date	31-Dec-2022
Description	Assessment of the process for completing routine, non-emergency repairs across the housing estate to identify opportunities to further reduce the timescales for the completion of these works		
Link to LOIP Outcome or Guiding Principle	Best value		
Rationale	To reduce the time taken to complete routine, non-emergency repairs to close the performance gap with the Scottish average		

Title	Increase the percentage of Council houses which are energy efficient (ESSH)	Original Due Date	31-Mar-2023
Description	Continued development and delivery of the ESSH programme, e.g. introduction of new external render systems to reduce heat loss / improve heat efficiency of homes.		
Link to LOIP Outcome or Guiding Principle	Sustainability		

Rationale	To improve the energy efficiency of Council Housing in East Dunbartonshire, reducing carbon impact and tenant energy costs.
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Title	Increase the percentage of Council houses that meet the Scottish Housing Quality Standard (SHQS)	Original Due Date	31-Mar-2023
Description	Continued delivery of elemental improvements in the Council Housing stock, including kitchens, bathrooms, central heating systems, windows and doors.		
Link to LOIP Outcome or Guiding Principle	Our people experience good physical and mental health and wellbeing with access to a quality built and natural environment in which to lead healthier and more active lifestyles.		
Rationale	To improve the quality of Council Housing in East Dunbartonshire, contributing towards positive health and wellbeing outcomes for tenants and ensuring the future resilience / longevity of the Council Housing stock.		

Title	Gas Appliance Servicing	Original Due Date	31-Dec-2022
Description	Continued delivery of gas safety inspections across the Council's Operational and non-Operational estate, ensuring compliance with the current standards/regulations.		
Link to LOIP Outcome or Guiding Principle	Our people experience good physical and mental health and wellbeing with access to a quality built and natural environment in which to lead healthier and more active lifestyles.		
Rationale	To ensure the Council are 100% compliant in relation to gas safety servicing of all gas burning appliances with Council estate.		





Title	Voids	Original Due Date	31-Dec-2022
Description	Continued improvement in void turnaround times.		
Link to LOIP Outcome or Guiding Principle	Best value		
Rationale	To reduce void turnaround times enabling quicker re-letting of housing properties.		

### 3. Performance Indicators





#### Monthly Indicator

Code	PI Title	20/21			22/23 target	Rationale for Inclusion	LOIP Outcome or Guiding Principle
		2020/21			2022/23		
		Value	Target	Status	Target		
AF-BIP-04	SSHC Indicator 11 - % of properties that require a gas safety record which had a gas safety check and record completed by the anniversary date	89.6%	100%		100%	This is a key indicator which is reported as part of the Scottish Social Housing Charter	East Dunbartonshire is a safe place in which to live, work and visit.
AF-BIP-05	% Voids returned within timescales	67%	85%		85%	This is an internal target between Property Maintenance and Housing and supports the Housing PI, NS-35-BIP	East Dunbartonshire is a safe place in which to live, work and visit.
AF-BIP-11	% of operational properties that require a gas safety record which had a gas safety check and record completed by the anniversary date - Non Housing	N/A	N/A		100%	This is a new indicator and is intended to record performance relating to the operational and non-operational estate	East Dunbartonshire is a safe place in which to live, work and visit.


#### Quarterly Indicator



Code	PI Title	20/21			22/23 target	Rationale for Inclusion	LOIP Outcome or Guiding Principle
		2020/21			2022/23		
		Value	Target	Status	Target		
AF-BIP-01	SSHC Indicator 8 - Average length of time taken to complete emergency repairs (No of Hrs)	3.67	5		4	This is a key indicator which is reported as part of the Scottish Social Housing Charter	East Dunbartonshire is a safe place in which to live, work and visit.
AF-BIP-03	SSHC Indicator 14 - % of Repairs Appointments Kept	99.4%	98.5%		98.5%	This is a key indicator which is reported as part of the Scottish Social Housing Charter	East Dunbartonshire is a safe place in which to live, work and visit.
AF-BIP-08	Number of tonnes of carbon dioxide emitted from Council operations	15,453	24,500		20,000	This PI is made up from all utility consumption as well as general waste. The Council is committed to the reduction in carbon as set in the Climate Change Act 2010.	East Dunbartonshire is a safe place in which to live, work and visit.
AF-BIP-10	Average length of time taken to complete non-emergency repairs -	N/A	N/A		15	This is a new indicator and is intended to record performance relating to the operational and non-operational estate	East Dunbartonshire is a safe place in which to live, work and visit.



		20/21			22/23 target		
Code	PI Title	2020/21			2022/23 Target	Rationale for Inclusion	LOIP Outcome or Guiding Principle
		Value	Target	Status			
AF-BIP-12	Non Housing (No of Days)  % of Secondary school pupils taking up school meals	N/A	N/A		30%	This is a new indicator, splitting the previously combined indicator for primary and secondary schools. This PI is an EDC target to attempt to ensure that as many pupils as possible receive a healthy meal that complies with the Health Promotion & Nutrition Scotland Act 2007. EDC believe that every child should have a healthy meal and it is important that we do everything we can to ensure that children entitled to a free school meal receive one	Our children and young people are safe, healthy and ready to learn.
AF-BIP-13	% of Primary school pupils taking up school meals	N/A	N/A		80%	This is a new indicator, splitting the previously combined indicator for primary and secondary schools. This PI is an EDC target to attempt to ensure that as many pupils as possible receive a healthy meal that complies with the Health Promotion & Nutrition Scotland Act 2007. EDC believe that every child should have a healthy meal and it is important that we do everything we can to ensure that children entitled to a free school meal receive one	Our children and young people are safe, healthy and ready to learn.
AF-BIP-14	% of locally sourced produce available on school lunch menu	N/A	N/A		40%	This is a new indicator. The Council is committed to the reduction in carbon in line with legislative targets. Locally sourced produce is key to reducing transportation costs and CO2 emissions.	Our children and young people are safe, healthy and ready to learn.
AF-SOL-HSN4B	SSHC Indicator 9 - Average length of time taken to complete non-emergency repairs (No of Days)	11.08	13		12	This is a key indicator which is reported as part of the Scottish Social Housing Charter	East Dunbartonshire is a safe place in which to live, work and visit.

### Yearly Indicator

		20/21			22/23 target		
Code	PI Title	2020/21			2022/23 Target	Rationale for Inclusion	LOIP Outcome or Guiding Principle
		Value	Target	Status			
HOU-BIP-06	Number of new affordable houses	45	45		47	To work towards meeting housing demand.	East Dunbartonshire is a safe place in which to live, work and visit.

Code	PI Title	20/21			22/23 target	Rationale for Inclusion	LOIP Outcome or Guiding Principle
		2020/21 Value	Target	Status	2022/23 Target		
HOU-SOL-HSN3	completed in the year % of council dwellings that meet the Scottish Housing Quality Standard	60.96 %	100%		100%	This is a key indicator which is reported as part of the Scottish Social Housing Charter	East Dunbartonshire is a safe place in which to live, work and visit
HOU-SOL-HSN5	Percentage of council houses that are energy efficient %	83.17 %	100%		100%	This is a key indicator which is reported as part of the Scottish Social Housing Charter	East Dunbartonshire is a safe place in which to live, work and visit

## 4. Achieving our Local Outcomes

Lead Local Outcome	Approach to delivery (Including Contributions to Local Outcome Delivery Group)
N/A	Whilst the strategic grouping does not have the lead for any of the Local Outcome Improvement Plan (LOIP) outcomes, the development of new assets and management of our existing asset base, underpins the delivery of all of our LOIP outcomes and frontline services, including education, health and social care, early years and support in place communities.

Secondary Local Outcomes or Guiding Principles	Contribution to delivery
<b>Cross Cutting</b>	<p>Assets &amp; Facilities are not currently represented on any of the Lead Partnership Groups as detailed in the Local Outcome Improvement Plan however it is intended that the strategic grouping be represented on all appropriate groups going forward. Given the important role that assets play in the delivery of front line services there are obvious links between the work being undertaken by a number of the Partnership Groups and that which Assets &amp; Facilities are currently tasked with delivering.</p> <p>The Development &amp; Investment service within Assets &amp; Facilities works closely with our partners when scoping and delivering new facilities where joint occupation will occur. This has been most prevalent in relation to the delivery of new Community Hubs or reconfiguration of the Kirkintilloch Health Care Centre where a close working relationship exists with representatives from the Health and Social Care Partnership, or working with Police Scotland to deliver a shared office environment within Kirkintilloch Police Station to facilitate co-production between the Council's Community Protection service and Police Scotland. In addition, the service is leading on the delivery of new schools across East Dunbartonshire, with a new ASN school currently under construction. These new facilities will have a direct impact in relation to the delivery of Outcome 3 of the LOIP. Furthermore, construction of a replacement Allander Leisure and Day Care Centre will contribute directly to the aims and objectives of LOIP Outcome 5.</p> <p>The service has led and continues to lead on the construction of new assets in Auchinairn, Hillhead and Lennoxton, all of which support the place initiatives in each area. The Hillhead Community Centre and Lennoxton Community Hub completed in September 2015 and January 2016 respectively. The new Auchinairn Community Facility completed in Spring 2018. Stakeholder engagement with the community and where applicable our community partners, most notably the HSCP in Lennoxton has been extensive throughout each project. In addition to the Development &amp; Investment service, Facilities Management has supported the design process throughout and provide a range of functions within each facility. The Housing Investment team have lead responsibility for the delivery of new build housing programmes and elemental upgrades (including roofs, windows, heating systems, kitchens, bathrooms). Significant investment in our housing stock has and continues to be undertaken in all our Place areas, addressing the condition and energy performance of our assets, the latter being a key driver in tackling fuel poverty. Significant investment will be completed in this sector in relation to energy efficiency and carbon management/reduction over the next decade to tackle climate change, reduce reliance on fossil fuels, reduce energy consumption and as a result reduce energy bills.</p> <p>Estates, manage the new assets following completion ensuring all serviceable equipment is covered and serviced based on manufacturers recommendations.</p>

## 5. Evidence Based Planning

### Strategic Scan of Policy Environment

<b>P - Political</b>	<b>E - Economic</b>	<b>S - Social</b>
<ul style="list-style-type: none"> <li>• Ongoing measures to tackle COVID-19</li> <li>• Local Government Election 2022</li> <li>• Ongoing Brexit implications</li> <li>• Legislation</li> <li>• Best Value</li> <li>• LOIP</li> <li>• City Region development and wider shared services agenda</li> <li>• Environmental agenda</li> <li>• Integration of Health &amp; Social Care</li> <li>• UK, Scottish Government, local government and COSLA policy changes and negotiations</li> <li>• Requirements from Government Agencies and other bodies</li> <li>• Future Partnership Models</li> <li>• Rollout of Universal Free School Meals</li> <li>• Welfare Reform implications</li> <li>• LEIP funding</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing measures to tackle COVID-19 – potential reduction in Government funding</li> <li>• Public spending settlements and implications for future EDC funding</li> <li>• Macroeconomics, inflation and economic trends</li> <li>• Cost of utilities and fuel</li> <li>• Asset base/sustainability/fit for purpose</li> <li>• Carbon Tax (Carbon Reduction Commitment)</li> <li>• Climate change, weather trends, climate change – costs associated</li> <li>• External funding opportunities and potential reduced access to funding</li> <li>• Sustainable / Local Procurement</li> <li>• Reduced income from commercial activities</li> <li>• Recruitment challenges /skilled workforce/flexible working</li> <li>• Welfare Reform implications</li> <li>• Borrowing capacity</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing measures to tackle COVID-19 – physical distancing</li> <li>• Inequality</li> <li>• Increased customer expectations</li> <li>• Workforce changes and expectations, including increased flexible working, skills gap, working patterns and roles</li> <li>• Reputation with public and consumer</li> <li>• Community engagement</li> <li>• Carbon emissions</li> <li>• Sustainable environment/carbon emissions /weather extremes/</li> <li>• Demographics – ageing population, wealth split in EDC, disability needs. Increase in retirement age. Increased demand for services.</li> <li>• Affordable Housing/Housing need &amp; demand – land supply</li> <li>• Social media</li> </ul>
<b>T – Technological</b>	<b>L – Legal</b>	<b>E - Environmental</b>
<ul style="list-style-type: none"> <li>• Increased use of Technology to reduce physical interaction following COVID-19 outbreak</li> <li>• Increased Customer Access – Electronic service delivery. Access to Council Services</li> <li>• Exclusion – access (Public/Employee)</li> <li>• Affordability gap</li> <li>• Fragmented/non-standard internal IT systems, duplication</li> <li>• ICT improvements. Systems upgrade and support</li> <li>• Business continuity gap</li> <li>• Renewable Technologies</li> <li>• Legislation and testing</li> <li>• HUB development</li> <li>• Smart Working. Mobile Working arrangements</li> <li>• E-Learning</li> <li>• Improving communications – increased customer</li> </ul>	<ul style="list-style-type: none"> <li>• Changes to legislation to address COVID-19 pandemic</li> <li>• Legislation - current and future</li> <li>• Statutory Duties</li> <li>• Equalities Act (DDA)</li> <li>• GDPR and Data Protection</li> <li>• Freedom of Information</li> <li>• Climate Change (Scotland) Act 2009</li> <li>• Environmental Assessment (Scotland) Act 2005</li> <li>• Procurement Reform (Scotland) Act 2014</li> <li>• Community Empowerment (Scotland) Act implications</li> <li>• SEA compliance</li> </ul>	<ul style="list-style-type: none"> <li>• Carbon targets</li> <li>• Climate Change Adaptation</li> <li>• Green technology development</li> <li>• Sustainable spaces</li> <li>• Sustainable technology – Biomass, Solar PVs/Thermal/District Heating</li> <li>• Reduction in energy/water use</li> <li>• Recycling facilities and rates</li> <li>• Site selection – low biodiversity value and accessibility</li> <li>• Use of natural or locally sourced materials</li> <li>• Promote biodiversity in surrounding land</li> <li>• Transport and connectivity</li> <li>• Transport and travel behaviours</li> </ul>

access/contact centre/ERC – reporting mechanisms • Interface and mobile technology		
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## 6. Stakeholder Consultation and Engagement

Title	Description	Audience	How this engagement will be used to inform planning and service delivery	Planned Start Date	End Date
New ASN School	Ongoing engagement with stakeholders throughout build period for new school	Education, Parent Council, Pupils, Elected Members	To support the successful delivery of the new School	01-Apr-2018	31-Jul-2023
Suitability of Corporate Estate	Engagement with EDC staff to refresh data relating to the suitability of the operational estate	EDC staff	To support investment in the operational estate to ensure assets are fit for purpose and suitable for their current use	01-Apr-2019	31-Mar-2023
Tenant Participation (Housing)	Ongoing engagement with Housing Tenants via Tenant Participation Working Group	Housing Tenants	To support investment in the housing estate to ensure assets are fit for purpose and meet quality and energy efficiency standards (SHQS, EESSH 1 and 2)	Ongoing	Ongoing
New Lenzie Academy	Engagement with stakeholders as part of design process for new school	EDC Education, Parent Council, Pupils, Elected Members, Lenzie Rugby Club, LEAP	To support the design process for the new facility	01-Apr-2022	31-Dec-2022
New Balmuildy Primary School	Engagement with stakeholders as part of design process for new school	EDC Education, Parent Council, Pupils, Elected Members	To support the successful delivery of the new school	01-Apr-2022	31-July-2024
Refurbishment of Bearsden, Milngavie and Westerton Primary Schools	Engagement with stakeholders as part of design process	EDC Education, Parent Council, Pupils, Elected Members	To support the successful delivery of each refurbishment project	01-Apr-2022	31-July-2024
Strategic Housing Investment Plan	Consultation on annual update to the Council's Strategic Housing Investment Plan.	Housing Tenants, Scottish Government, Development Stakeholders, Statutory Authorities	Supports the development of the update to the SHIP.	01-Sep-2022	01-Nov-2022

## 7. Equalities

Planned action which further the needs of the equality duty	Customer group this will affect (including employees or all East Dunbartonshire residents)	Projected timescale	Who, if any, are your partners for this action?
Improving the accessibility of the Councils existing operational assets	All customers and employees	Capital investment in the existing operational estate will continue throughout the life of the Capital Investment Plan	External funders, Parent Councils, internal client services.
Construction of fully compliant new build facilities	All customers and employees	Ongoing investment to deliver new offices, community facilities, schools, leisure facilities, adult care facilities and residential properties	Various. This will be dependent upon the nature of the project but will include community planning partners, HSCP, EDLCT and Parent Councils
Building additional wheelchair and amenity specified housing to support independent living	EDC Housing Tenants	On-going (via Council's Affordable Housing Investment Programme / SHIP).	Scottish Government, Development Partners, EDC Housing Service
Deliver investment in the Council Housing stock to improve energy efficiency and reduce heat demand / lower fuel bills and reduce fuel poverty.	EDC Housing Tenants	On-going via the Council's Housing Capital investment programme.	Scottish Government, Development Partners, EDC Housing Service

## **8. Sustainability and Climate Change**



<b>Sustainability and Climate Change Activity</b>					
<b>Service activity</b>	<b>Impacts on climate change mitigation</b>	<b>Impacts on climate change adaptation</b>	<b>Impacts on biodiversity</b>	<b>Impacts on greenspace</b>	<b>Other sustainability impacts</b>
Introduction of sustainable technology across the operational estate including Biomass, Solar PVs, Solar Thermal, Air/Ground Source Heat Pumps, CHP	Reduction in energy usage and carbon footprint  Reduction in reliance on fossil fuels		Biomass fuel to be sourced from local locations to reduce biodiversity impact		
Construction of new build facilities including showcasing advancements in sustainable design when delivering future schools or residential investment	Reduction in energy usage and carbon footprint  Reduction in reliance on fossil fuels  Better insulated buildings and use of sustainable technology reduces revenue costs and carbon footprint (for example Passivhaus design)  Locally sourced materials reduces carbon footprint in relation to transportation	Climate proofed buildings – e.g. not developed on flood-plains and wetlands	Potential positive impacts by including habitat creation or built biodiversity features. Aim for biodiversity net gain.	Potential positive impact if development includes enhancements or creation of greenspace	Use of recyclable materials in construction to reduce future waste disposal costs.  Use of low toxicity materials in new build facilities.  Design for Disassembly, Reuse and Recovery – enable easy deconstructed to allow future use of materials
School meals pre-ordering	Reduction in carbon emissions from waste				Reduction in quantity of food ordered that would ultimately be deemed waste

Appropriate site selection for new developments	<p>More accessible if closer to amenities/transport links</p> <p>Reduction in carbon footprint if more accessible on foot and with less reliance on private vehicles or public transport to access facility</p>	Climate proofed buildings – e.g. not developed on flood-plains	<p>Protection of more biodiverse sites</p> <p>Reduce fragmentation of habitats</p>		Protection of sites with greater biodiversity value
Participation in the Carbon Management Officers Group and LHEE Working Group	<p>Reduction in energy usage and carbon footprint</p> <p>Reduction in reliance on fossil fuels</p>				
Development of new affordable housing to enhanced energy efficiency standards	<p>Reduction in energy usage and carbon footprint</p> <p>Reduction in reliance on fossil fuels</p>	Develop low carbon buildings through adoption of sustainable design principles			<p>Reduction in embodied carbon of construction materials</p> <p>Reduces fuel poverty</p>
Improvements to Existing Housing Stock to meet The Energy Efficiency Standard for Social Housing (EESH)	<p>Reduction in energy usage and carbon footprint</p> <p>Reduction in reliance on fossil fuels</p>				Reduces fuel poverty

## 9. Contact Details

Role	Name	Contact Details
Executive Officer – Assets & Facilities	Alan Bauer	0141 578 8624 alan.bauer@eastdunbarton.gov.uk
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# CUSTOMER AND BUSINESS SUPPORT SERVICES BUSINESS & IMPROVEMENT PLAN 2022-2025

## 1. Purpose and Priorities

<b>Purpose</b>	<p>Customer &amp; Business Support Services (CBSS) deliver a range of functions supporting the Council's continuous transformation agenda and strategic priorities as outlined in the East Dunbartonshire Local Outcomes Improvement Plan. The Covid-19 pandemic significantly impacted all Council services, including CBSS in 2020/21 and 2021/22. In addition to remaining and ongoing Covid-19 requirements, service recovery will continue to be a key focus of the year ahead. Community engagement will be a key aspect of establishing future Council priorities and the review of LOIP and Place/Locality Plans will define future priorities.</p> <p>Service areas include Customer Service operations across digital, phone and face to face channels; business support services; ICT operations and support; Revenues and Benefits transactions; Corporate Performance &amp; Research; and Communications &amp; Engagement.</p>
<b>Strategic Priorities</b>	<p>Priorities for Customer &amp; Business Support Services include continual improvements across customer services across the digital, telephone and face to face channels, in line with the Council's 'click, call, come in' approach. Delivering consistent levels of service across all channels is a priority while promoting channel shift and increasing transactional functionality online. Improved transactional functionality online has been accelerated during the Covid-19 pandemic and this approach will continue through 2022/23. ICT and shared service priorities include supporting business transformation and organisational transformation and delivering on the Council commitment to working together with the people of East Dunbartonshire as agreed in September 2018.</p> <p>Revenues &amp; Benefits priorities include the efficient and timely administration of these services, maximising revenue income through efficient, effective processing. Corporate Performance &amp; Research supports the organisation in its statutory and Local Government Benchmarking Framework returns, the development and reporting on the Business Improvement Plans and review of performance reporting for the organisation and benchmarking support and data analysis across all service delivery areas.</p> <p>Communications &amp; Engagement supports the organisation across all service areas in ensuring the delivery of key messages to target audiences across appropriate channels, facilitating effective and co-ordinated consultation and engagement.</p>
<b>Work of the Teams</b>	<p><b><u>Communications &amp; Engagement</u></b></p> <p>The Communications &amp; Engagement Team provides communications guidance and support across the organisation to manage reputation and ensure key audiences (internal and external) are aware of service delivery, developments and change. A particular focus in 2022/23 will be continuing to ensure COVID-19 messaging is timely and accurate, while showcasing and highlighting the work of Council services as projects and activity continue and begin during this period.</p> <p>Priorities include delivering communications plans to support; major assets projects through the capital programme, the Glasgow City Deal project, introduction and implementation of Parents Portal, the Civic Office, HSCP and EDLC Trust. The team continues to review evolving best practice including new channels and technology, developing the most appropriate approach for each target audience.</p> <p>Key areas include:</p> <ul style="list-style-type: none"> <li>• Reputation management – through effective communications planning, media management, promotion and campaigns activity and guidance and advice</li> </ul>

- Engagement with regional and national resilience partnerships to ensure consistent communications across local government in relation to the resilience agenda
- Digital communications – through website management and development, social media management and support, and evaluation of activity and emerging trends
- Internal communication and engagement – through the internal communications strategy and employee engagement activity in conjunction with HR colleagues
- Design – providing essential design to all Council services, EDLC and HSCP, creating a range of digital and print assets and videos to ensure our communications remain dynamic, engaging and fresh
- Consultation and engagement – continuing to develop improved online consultation functionality to better engage and report, working closer with services to ensure effective and impactful engagement and effective post-consultation reporting

### **Corporate Performance & Research**

The Corporate Performance and Research team assumes the lead role in the development of performance and risk management, reporting and statistical support at a corporate level across all service areas. The following key activities are performed:

- Continuing to develop the Council's performance reporting aspirations and deliver the improvement plan for reporting, approved in 2021
- Ensuring Corporate Performance frameworks are in place which are fit for purpose, in line with our statutory obligations and aligned to our strategic planning priorities
- Providing support and assistance to all strategic groups in the development of their strategic planning and performance reporting, ensuring consistency of reporting and continuing to support remaining Covid-19 reporting requirements
- Ensuring adequate mechanisms are in place for Public Performance Reporting, meeting the needs of our communities and in line with our statutory obligations
- Leading in all elements of Corporate Benchmarking, including compliance with the Local Government Benchmarking Framework
- Undertaking area based research and statistical support to service areas, councillors, and our Community Planning Partnership, to inform future strategic priorities
- Provision of Data Support and analysis for all elements of Social Care for the Integrated Health and Social Care Partnership.
- Co-ordinating insurance cover renewals and insurance claims
- Supporting the risk culture and business continuity planning across the Council

### **Customer Services**

Our Customer Services team provide frontline customer services across all channels through our Community Hubs for face to face services (including licensing and registration and on an appointment basis following Covid-19 reopening of Hubs), telephone and online (website, email and social media). As far as possible, customer requests are met at first point of contact, providing back office functionality with the necessary information to complete the required tasks. Customer service excellence regardless of channel and priorities include:

- Continuing to provide accurate and timely responses to customer enquiries in line with seasonal priorities and changing service delivery
- The first point of contact for customers, regardless of channel, aligning resources to the area of greatest need dependent on volumes of engagement across each channel
- Effective use of technology and systems to deliver efficient services that meet expectations
- Provision of 24/7 emergency contact for community alarm customers and in support of Council emergencies, civil contingency and business continuity incidents
- Delivery of reception services at Council offices and Enterprise Centres (Enterprise Centres now reopened and Council offices remain impacted by Covid-19)

	<p><b><u>Shared Services</u></b></p> <p>The Internal Shared Service team provides transactional finance and administrative support to other Council services. The team aims to deliver an independent and efficient service that will meet agreed SLAs and deliver excellent internal and external customer service. The purpose of the team is to:</p> <ul style="list-style-type: none"> <li>• Continue to provide a support service through the National Helpline for Test &amp; Protect while still required.</li> <li>• Provide a centralised and efficient approach to the delivery of administration and transactional support for services</li> <li>• Provide accurate and timeous management information to services</li> <li>• Identify and implement improvements in the systems/processes within the service</li> <li>• Work with Council Services to develop and monitor SLA's for service delivery</li> <li>• Deliver our complaints management service in line with our complaints handling procedure and respond to all SPSO referrals</li> </ul> <p><b><u>Revenues &amp; Benefits</u></b></p> <p>The Revenue and Benefits team provides all revenues and benefits services to the citizens of East Dunbartonshire. The team aims to deliver these services in an effective and efficient manner, ensuring that all processes are carried out accurately and within the recommended timescales. The team delivers housing benefit services on behalf of the Department of Work and Pensions and The Scottish Welfare fund on behalf of the Scottish Government. The purpose of the team is to:</p> <ul style="list-style-type: none"> <li>• Continue to administer and process self-isolation grants</li> <li>• Administer applications for benefits in line with legislation</li> <li>• Administer all aspects of council tax for the 46,000+ properties in the Council area</li> <li>• Administer all aspects of Non Domestic Rates for commercial properties and businesses in the Council area</li> <li>• Deliver the Scottish Welfare Fund locally on behalf of the Scottish Government</li> <li>• Provide and implement Universal Credit payments on behalf of the Scottish Government</li> </ul> <p><b><u>ICT Services</u></b></p> <p>The ICT Team is a key enabler in the Council's transformation programme and is focused on delivering a programme to support the Council's strategic plans. The Service also helps to ensure the Council adopts a strategic approach to ICT by leading the identification of the most appropriate technology to support the its core business needs, by working closely with key stakeholders in making recommendations to ensure fit for purpose, cost effective solutions are implemented and supported. Key priorities include to:</p> <ul style="list-style-type: none"> <li>• Ensure that the Council's ICT systems are developed and maintained to support the transformation agenda, and corporate objectives with particular emphasis on delivering efficiencies and achieving best value in service delivery</li> <li>• Provide an ICT Support Service to ensure effective and efficient operation of the Council's ICT systems in line with business needs and agreed SLAs</li> <li>• Develop and maintain effective business continuity plans to counteract systems failure, support business recovery and provide essential emergency front-line services</li> <li>• Develop the Council's information security policies and strategies - to minimise risk and protect the integrity of the Council's data and inappropriate use of the Council's ICT facilities</li> </ul>
<p><b>Key Improvement Actions for 2022-2023</b></p>	<ul style="list-style-type: none"> <li>• Co-ordinate updated post-pandemic business continuity plans across services</li> <li>• Develop engagement framework with CPP to ensure representative participation</li> <li>• Implement an annual local household survey to provide more extensive local data</li> <li>• Drive improvement of online accessibility in line with legislation</li> <li>• Improve consultation and engagement reporting</li> <li>• Upgrade Council Tax System and implement new document management system</li> </ul>

	<ul style="list-style-type: none"><li>• Improve the Council Wide Area Network</li><li>• Migrate ICT systems to Microsoft M365</li><li>• Improve the Council's ICT Security</li><li>• Implement service level agreements (SLAs) for Shared Services</li><li>• Review of Corporate and Operational Risk Registers</li></ul>
<b>Key Priority Performance indicators</b>	<ul style="list-style-type: none"><li>• Customer Services telephone response times</li><li>• Housing Benefit - Average Days to fully process new claims</li><li>• Council Tax Reduction – Average days to fully process new claims</li></ul>



## 2. Improvement Actions

Title	Business Continuity Planning	Original Due Date	31-Dec-2022
Description	Working across all services to co-ordinate up to date business continuity plans which are consistent, robust and compliment the partnership plans in place at a regional and local level		
Link to LOIP Outcome or Guiding Principle	Prevention and early intervention		
Rationale	The Council has been operating an effective business continuity approach throughout the COVID-19 pandemic and as recovery progresses a review of business continuity plans in line with new operating arrangements post-pandemic is required.		

Title	Develop and implement an engagement framework for CPP and Council	Original Due Date	30-Sep-2022
Description	Work with the Community Planning Partnership to develop a framework for engagement that is representative of the demographics of the area with appropriate outreach approaches to ensure participation across all representative groups		
Link to LOIP Outcome or Guiding Principle	Prevention and early intervention		
Rationale	The Council has been operating an effective business continuity approach throughout the COVID-19 pandemic and as recovery progresses a review of business continuity plans in line with new operating arrangements post-pandemic is required.		

Title	Implement an annual household survey	Original Due Date	31-Oct-2022
Description	Increase customer satisfaction data		
Link to LOIP Outcome or Guiding Principle	Coproduction and engagement		
Rationale	The national household survey reporting through the LGBF has a limited sample size and resulting dataset for East Dunbartonshire. By introducing an annual survey locally with a question set agreed by CPP and Council, baseline data from year 1 and then annual data will be available to inform service priorities and developments		

Title	Improvement in Accessibility for website and mobile use	Original Due Date	31-Mar-2025
Description	Improvement in Accessibility for website and mobile use Improve and maintain Accessibility standards on the Council, EDLC and HSCP websites. Continue to work with services to reduce inaccessible documents online including reviewing the use of pdfs and providing guidance to employees on how to ensure all documents comply. Continue to look at new ways of communicating information in an accessible format which		

	uses simple language, is easier to digest and ultimately improves the user experience for our customers.
Link to LOIP Outcome or Guiding Principle	Fair and equitable services
Rationale	New accessibility standards came in to force in September 2020 (flowing legislation in 2018) with stringent obligations on public sector bodies to ensure accessibility across websites and social media. In addition to ensuring that information is available in an appropriate and accessible format, non-compliance with the legislation can meet with large punitive fines. Cabinet Office carries out reviews of public sector sites to ensure compliance. Desire to meet the standards outlined in the Public Sector Bodies (Website and Mobile Applications) (No.2) Accessibility Regulations 2018. Improve the user experience for all customers.

Title	Improvement in Consultation & Engagement Reporting	Original Due Date	31-Mar-2025
Description	Working closely with services to support the implementation, promotion and reporting of consultation activity. Using the newly updated Consultation and Engagement guidance as a foundation to continue to develop improved online consultation functionality, better planning to reduce conflicting consultations and more transparent post-consultation reporting to better highlight our We Asked, You Said, We Did principles.		
Link to LOIP Outcome or Guiding Principle	Coproduction and engagement		
Rationale	Desire to increase consultation engagement and ensure residents feel listened to in order to achieve the principles and aims of the Community Engagement Act.		

Title	Upgrade Council Tax System	Original Due Date	31-Oct-2022
Description	Working with the Business and Digital Change Team to upgrade the main Council Tax system and implement a new Document Management System and new online Council Tax system with improved integration.		
Link to LOIP Outcome or Guiding Principle	Best value		
Rationale	Aim to deliver digital transactions for residents. Improving the system allows for online Council Tax		

Title	Improve the Council Wide Area Network	Original Due Date	31-Mar-2023
Description	The Wide Area Network contract comes to an end in 2022. Since the contract started the working styles across the Council have changed considerably. The new contract will increase bandwidth at Schools to support online learning.		
Link to LOIP Outcome or Guiding Principle	Our people are equipped with knowledge and skills for learning, life and work.		

Rationale	Improve digital connectivity and deliver greater network bandwidth to meet the increased demands
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Title	Migration of ICT systems to Microsoft M365	Original Due Date	31-Mar-2023
Description	ICT Services will support the Business and Digital Change Team in the implementation of Microsoft M365 including implementing new collaboration suite, the migration of email and supporting infrastructure from on premise to cloud based services.		
Link to LOIP Outcome or Guiding Principle	Best value		
Rationale	Modernise collaboration suite including email, office suite and file storage solutions to improve SMART working and support the Council in post pandemic structures.		




Title	Improve the Council's ICT Security	Original Due Date	31-Mar-2023
Description	Improve the Council's security perimeter defences to accommodate anticipated post-pandemic changes. Ensure that security measures are maintained and kept up to date to minimise cyber security risks. Provide ICT services that continue to be fit for purpose for sharing and working with sensitive information both in the office and remote working.		
Link to LOIP Outcome or Guiding Principle	Best value		
Rationale	Aligned with best practice ICT service delivery, Internal Audit Actions and National Cybersecurity Initiatives.		

Title	Implement service level agreements (SLAs) for Shared Services	Original Due Date	31-Mar-2023
Description	Develop and implement internal service level agreements for support to other Council services		
Link to LOIP Outcome or Guiding Principle	Best value		
Rationale	Improved management and more effective service delivery in line with Internal Audit review.		





Title	Corporate Risk Management	Original Due Date	31-Mar-2023
Description	Review of Corporate and Service level risk registers to reflect current Risk profiles		
Link to LOIP Outcome or Guiding Principle	Prevention and early intervention		
Rationale	The Council has an existing risk management strategy and structure that requires to be reviewed to ensure that it continues to demonstrate best practice.		

### 3. Performance Indicators

#### Monthly Indicator

Code	PI Title	20/21			22/23 target	Rationale for Inclusion	LOIP Outcome or Guiding Principle
		2020/21			2022/23		
		Value	Target	Status	Target		
CDS-02-BIP-4	Average time (minutes) to answer calls within Customer Services	2.3	3		3	This is an industry standard measure and can be used to compare performance across sectors	Best value
CDS-06-BIP-4	Housing Benefit - Average Days to fully process new claims	15	22		22	IS/SOLACE and Benchmarking PI	Best value
CDS-07-BIP-4	Council Tax Reduction - Average Days to fully process new claims	25	20		25	IS/SOLACE and Benchmarking PI	Best value

#### Quarterly Indicator

Code	PI Title	20/21			22/23 target	Rationale for Inclusion	LOIP Outcome or Guiding Principle
		2020/21			2022/23		
		Value	Target	Status	Target		
CDS-05-BIP-4	Percentage of ICT reported incidents and minor changes resolved within SLA targets	94.46 %	90%		90%	Measure of the ICT Service response to resolve ICT issues against pre-defined service levels.	Best value
CDS-08-BIP-4	Housing Benefit - % of new claims decided within 14 days of receiving all information	98%	95%		95%	IS/SOLACE and Benchmarking PI	Best value
CDS-09-BIP-4	Housing Benefit - Average days to process change events	4	7		7	IS/SOLACE and Benchmarking PI	Best value
CDS-10-BIP-4	Council Tax Reduction - Average days to process change events	7	6		6	IS/SOLACE and Benchmarking PI	Best value
CDS-11-BIP-4	Percentage of customer requests that are resolved at first point of contact by Customer Services	N/A	N/A	N/A	70%	This measures the success of the "click call come-in" strategy	Coproduction and engagement
CDS-13-BIP-4	Complaints - % of complaints	N/A	N/A	N/A	100%	This will measure the Council's performance in responding to	Fair and equitable services

		20/21			22/23 target		
Code	PI Title	2020/21			2022/23	Rationale for Inclusion	LOIP Outcome or Guiding Principle
		Value	Target	Status	Target		
	answered within timescale					customer complaints within SPSO timescales.	

## 4. Achieving our Local Outcomes

<b>Lead Local Outcome</b>	<b>Approach to delivery (Including Contributions to Local Outcome Delivery Group)</b>
N/A	The Customer & Business Support Services strategic grouping primarily acts as a support service to assist all frontline services with the delivery of their LOIP outcomes and the promotion, reporting and awareness-raising of these.
<b>Secondary Local Outcomes or Guiding Principles</b>	<b>Contribution to delivery</b>
LO1: East Dunbartonshire has a sustainable and resilient economy with busy town and village centres, a growing business base and is an attractive place to visit and invest	The Communications & Engagement team support the Council in this outcome by promoting the town and village centres throughout the area and the festivals and activities which the Council organises and co-ordinates throughout. This normally includes town centre improvements (including the consultation and engagement activity to inform and advise of these developments) promotion of the Kirkintilloch Canal Festival, food and music festivals and the promotion of the Council and EDLC Trust venues to support vibrant and sustainable town centres. Whilst Covid-19 has impacted on the delivery of any events in town centres, improvements are still under development and the support and development of application forms and web pages and the promotion of business support grants is a key Covid-19 response delivered by the team to support LO1.
LO2: Our people are equipped with knowledge and skills for learning life and work	Awareness raising campaigns and promotion for the Council delivered programmes including Positive Achievements and the Early Career programmes and the schools ICT Strategy delivers the technology required for effective learning across our Education Service. The CBSS teams have been key in the programme to roll out devices to pupils across East Dunbartonshire schools during Covid-19 to facilitate home learning throughout the pandemic lockdowns. Continued investment in the school digital improvement programme will seek to increase the ratios of devices to pupils and improvements in wifi and broadband connectivity.
LO3: Our children and young people are safe, healthy and ready to learn	The Customer Services and Shared Service teams support the promotion, application and administration of free school meals, school clothing grants and Education Maintenance Allowance to support our young people, supporting the evolving digital application and validation processes during Covid-19 leading to direct payment. Campaign and awareness raising initiatives are regularly delivered by the communications team, including regular updates and key messaging to the Council website and through social media channels.
LO4: East Dunbartonshire is a safe place to live work and visit	The Customer Services Emergency Response Centre monitors CCTV throughout the area 24/7, supporting Police colleagues and the Community Protection teams in keeping the area safe. Communications & Engagement activity supports the delivery of key community safety campaigns.
LO6: Our older and more vulnerable residents are supported to maintain their independence and enjoy a high quality of life	The Shared Services team support Social Work adult and older people services. They process Blue Badges to support independent living, support the payment of homecare provision through transactional finance and provide administrative support to the wider social work teams. Customer Services through the emergency Response Centre provide 24/7 monitoring and support to the areas residents with community alarms. The focus on supporting vulnerable people throughout the Covid-19 pandemic will continue including regular updates and signposting on the Council website to where there is help and support.

## 5. Evidence Based Planning

### Strategic Scan of Policy Environment

P – Political	E - Economic	S - Social
6. Local government elections 2022 7. Working together with the People of East Dunbartonshire – organisational priorities 8. Local Outcomes Improvement Plan 9. 1140 Hours expansion (extension of delivery through Covid-19) 10. Covid-19 Recovery	11. Glasgow City Region City Deal 12. Digital Partnership, economies of scale in outputs and outcomes through workstreams 13. Service Demand 14. Budgetary pressures 15. Prioritisation of Resources 16. Covid-19 related business support schemes	17. Service demand and access to services 24/7 18. Increasing volume of FOI requests 19. Customer expectations exceeding service provision levels 20. Aging population implications on service delivery 21. Ongoing Covid-19 impacts and requirements
T – Technological	L – Legal	E – Environmental
<ul style="list-style-type: none"> <li>Cloud computing</li> <li>Business Systems Modernisation and further automation of business processes.</li> <li>Implementation of Microsoft 365</li> <li>Improved digital connectivity, e.g. Full fibre and 4G/5G</li> <li>Replacement of CRM &amp; Website to support effective digital customer services delivery</li> <li>Development of Employee Zone and replacement intranet</li> <li>Social Media management</li> </ul>	<ul style="list-style-type: none"> <li>GDPR compliance</li> <li>Freedom of Information</li> <li>Local Government Act 1992, 2003</li> <li>Community Empowerment (Scotland) Act</li> <li>Covid-19 legislation changes</li> </ul>	<ul style="list-style-type: none"> <li>Digital service delivery to reduce carbon emissions and paper use</li> <li>Digital communications to reduce paper</li> <li>Required Covid-19 home working positively impacting environmental impact</li> <li>Move to significant levels of home working reducing travel and associated environmental impacts</li> <li>Digital meetings (Council, Committee and operational) reducing travel and associated impacts</li> </ul>

## 6. Stakeholder Consultation and Engagement

Title	Description	Audience	How this engagement will be used to inform planning and service delivery	Planned Start Date	End Date
Website user testing	User testing of current website to identify what works, what people like what people feel needs to be improved	Council residents/website users	The Council will renew its current website platform (the current platform will be no longer supported from end 2022) and this consultation and engagement activity will inform the look, feel and functionality of the replacement site	Summer 2022	Oct 2022
Customer Satisfaction Survey	Local customer satisfaction consultation to compliment the current data available from the national household survey. The exercise will increase both range of questions and sample size for East Dunbartonshire	Council-wide residents with a focus on ensuring a representative mix of the Council's demographic and using a range of approaches to ensure this balance	The national annual household survey has a limited sample size for East Dunbartonshire and limited question range. Introducing a new annual survey for the area with a range of questions to be repeated year on year (in time to inform budget development) will provide an initial baseline and then year on year data to inform service delivery and service development	Sept 2022	Dec 2022
Availability of free Period Products	Consultation activity to inform the provision and availability of free period products in East Dunbartonshire in line with legislation	Those who need period products	The consultation findings will inform the development of the free provision locally to ensure that an appropriate range of products are available to those that need them across the area	Late Spring 2022	Sept 2022



## 7. Equalities

Planned action which further the needs of the equality duty	Customer group this will affect (including employees or all East Dunbartonshire residents)	Projected timescale	Who, if any, are your partners for this action?
Promotion of International Day against Homophobia and Transphobia	LGBT+ community	May 2022	Equality Engagement Forum/Community Planning Partners
Promotion of Holocaust Memorial Day activity across East Dunbartonshire on and around 27 January	School communities for school-based activity All residents in relation to wider awareness raising	January 2023	Education Service EDLC Trust
Promotion of LGBT+ History Month (February each year), including flying the Rainbow Flag in support of the LGBT+ community	LGBT+ community (demonstrating support) All residents in relation to wider awareness raising	February 2023	Equality Engagement Forum/Community Planning Partners/Place & Community Planning Team
Delivery of key communication aspects of the Council's BSL plan including BSL language videos on website	All customers with hearing issues	Ongoing	Equality Engagement Community Planning Partners

## **8. Sustainability and Climate Change**

Sustainability Activity					
Service activity	Impacts on climate change mitigation	Impacts on climate change adaptation	Impacts on biodiversity	Impacts on greenspace	Other sustainability impacts
Continued adoption of hybrid smart working principles	Reduced travel and reduced emissions, reduced printing				Reduced paper and stationery use
Introduction of further transactional services on Council website, delivering end to end services online	Reduced need for travel and transport to access Council services, reducing emissions	N/A	N/A	N/A	Reduction in paper use
Corporate Planning and Performance Support	N/A	N/A	N/A	N/A	Through including commitment to sustainable Development in our Corporate Planning and Performance frameworks ensures that all service areas are contributing towards their obligations in this area

Communications & Engagement Team	Supporting awareness raising and campaign activity for sustainability and climate action both externally to business and the community and internally to employees. A communications plan will support climate change mitigation	Supporting awareness raising and campaign activity for sustainability and climate action both externally to business and the community and internally to employees. A communications plan will support climate change adaptation	Supporting awareness raising and campaign activity for sustainability and climate action both externally to business and the community and internally to employees. A communications plan will help raise awareness around biodiversity benefits	Supporting awareness raising and campaign activity for sustainability and climate action both externally to business and the community and internally to employees. A communications plan will help promote benefits in relation to greenspace	Supporting awareness raising and campaign activity for sustainability and climate action both externally to business and the community and internally to employees. A communications plan will help support wider sustainability benefits
ICT Infrastructure Developments e.g. Cloud migration plans. Network upgrades and device replacement programmes. Internet of Things.	Installation of modern more efficient infrastructure and adoption of cloud technology will help to reduce the Council's energy consumption	N/A	N/A	N/A	Potentially reduced recycling of redundant hardware
Support sustainability via the PMO process	Offers wide sustainability benefits, including climate change mitigation	Offers wide sustainability benefits, including climate change adaptation	Offers wide sustainability benefits, including in relation to biodiversity	Offers wide sustainability benefits, including in relation to greenspace	Offers wide sustainability benefits, including health & wellbeing

## 9. Contact Details

Role	Name	Contact Details
Executive Officer, Customer & Business Support Services	Vince McNulty	vince.mcnulty@eastdunbarton.gov.uk
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Customer, Performance & Communications Manager	Angela Fegan	angela.fegan@eastfunbarton.gov.uk



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# EDUCATION BUSINESS & IMPROVEMENT PLAN 2022-2025

EAST DUNBARTONSHIRE COUNCIL

## 1. Purpose and Priorities

<b>Purpose</b>	<p>Within the Education Service in East Dunbartonshire Council (EDC), there are thirty-two primary schools, eight secondary schools, two special schools and twenty three partnership nurseries. A central team supports all of these establishments. The Skills for Learning, Life and Work team also sit within the Education Service.</p> <p>The Education Service has lead responsibility to support children's learning and development by participating in partnership working. The Delivering for Children and Young People Partnership (DCYPP) comprising representatives from a range of agencies including Education, Social Work, Health, Children's Reporter (SCRA) and Police Scotland ensures a multi-agency partnership approach to ensure equity for all children in EDC. Other strategic partners include: Education Scotland, West Partnership Regional Improvement Collaborative and Skills Development Scotland.</p> <p>East Dunbartonshire Council is a high performing authority and the aim is to continue to improve the quality of provision in all schools and services. Previously, and prior to the pandemic, external evaluations of schools and community learning and development were above the national average and as and when HMIE inspections resume it is expected that this position will be sustained. Attainment in Scottish Qualifications show continued improvement with increases in almost all measures and this also takes account of the provisional grades that were submitted to SQA last year due to the pandemic and the cancellation of the SQA exam diet.</p>
<b>Strategic Priorities</b>	<p>Scottish Ministers have a statutory duty, introduced by the Education (Scotland) Act 2016, to review the National Improvement Framework (NIF) and publish a plan on an annual basis. As a result of the review during 2021, changes were made to the NIF vision, priorities, and drivers of improvement, retaining six drivers of improvement but increasing the number of priorities to five with the inclusion of the rights and needs of children and young people.</p> <p>The priorities for the Education Service continue to be based on the publication, Achieving Excellence and Equity: National Improvement Framework and Improvement Plan 2022 in which Scottish Government sets out the revised vision and priorities to support progress in learning. The NIF is about driving continual improvement in Scottish education and working towards excellence through raising attainment alongside narrowing the poverty related attainment gap.</p> <p>Alongside the five key priorities within the NIF, there is a continued emphasis on education recovery linked to the relentless focus on health and wellbeing as well as intensified support for reducing inequity and enabling the highest quality of learning and teaching.</p> <p><u>Local Priorities</u></p> <p>The Education Service has responsibility for delivery and/or input to three of the six local outcomes, which have been identified within the Local Outcome Improvement Plan 2017 – 2027 (LOIP) for East Dunbartonshire. The Education Service contributes to Local Outcome 2: Our people are equipped with knowledge and skills for learning, life and work and Local Outcome 4: East Dunbartonshire is a safe place to work, live and visit. The Education Service has a lead role in Local Outcome 3: Our children and young people are safe, healthy and ready to learn. The core purpose of the service is to deliver high quality education to the children, young people and adults of East Dunbartonshire. The aim is to ensure every child or young person achieves the highest standards of attainment and achievement.</p> <p>The national priorities in the NIF are as follows:</p> <ul style="list-style-type: none"> <li>• Placing the human rights and needs of every child and young person at the centre of education;</li> <li>• Improvement in children and young people's health and wellbeing;</li> <li>• Closing the attainment gap between the most and least disadvantaged children and young people;</li> <li>• Improvement in skills and sustained, positive school-leaver destinations for all young</li> </ul>

	<p>people; and</p> <ul style="list-style-type: none"> <li>• Improvement in attainment, particularly in literacy and numeracy.</li> </ul> <p>In order to achieve these national priorities it is essential that the following local plans and associated priorities are developed and delivered efficiently, effectively and consistently:</p> <ul style="list-style-type: none"> <li>• Education Service Plan (based on NIF)</li> <li>• Implementation of the Strategic Review of Additional Support Needs;</li> <li>• Early Years Strategic Plan; and</li> <li>• No One Left Behind Delivery Plan</li> </ul> <p>As we move through and out of the pandemic planning, while identifying priorities linked to NIF, continues to have a focus on digital learning and pedagogy. This continues to support children and young people to develop skills for learning, life and work.</p>
<p><b>Work of the Teams</b></p>	<p>The Interim Chief Education Officer has implemented a restructure of the Education Service and changes to each team are noted below.</p> <p><u>Quality Improvement</u></p> <p>A Quality Improvement Manager has been appointed to oversee the quality improvement process for schools and this post holder has a team of Quality Improvement Officers (QIOs) working to achieve this.</p> <p>Quality assurance and school improvement is a statutory requirement of the Council. The focus is to ensure the highest standard of attainment and achievement for all children in East Dunbartonshire.</p> <p>A team of Quality Improvement Officers (QIOs) has a strategic remit and responsibility for allocated schools. The team performs a support and challenge role to schools and ensures that school improvement is based on the outcome of robust self-evaluation and the priorities in the Education Service Plan, which is derived from the Achieving Excellence and Equity: National Improvement Framework and Improvement Plan 2022. Quality Improvement Reviews are usually carried out in a number of schools each year. This process continues to be suspended due to the pandemic and, guidance permitting, plans will now be developed to reinstate this. All quality improvement functions are informed through analysis of a range of available data, the views of stakeholders and observation of practice. Evidence is triangulated to ensure robust evaluations.</p> <p>As well as school improvement and quality assurance, each member of the QIO team undertakes a strategic role. This means that they are responsible for supporting and scrutinising implementation of: Curriculum for Excellence; Developing the Young Workforce and associated Senior Phase Partnership Programme; Additional Support for Learning, Early Learning and Childcare; Support for Families including Family Learning; Professional Learning for all staff; and support for Newly Qualified Teachers.</p> <p>All QIOs and staff within the Education Service will continue to develop Career Long Professional Learning (CLPL) taking account of delivery of appropriate online courses to support approaches to digital learning and pedagogy. Learning Partnership Groups of Primary Schools are continuing to work together to share practice and carry out self-evaluation. These groups are schools with a similar context and demographic. Secondary schools are working in a similar way to develop and share good practice, particularly across subject areas.</p> <p><u>Early Learning &amp; Childcare</u></p> <p>A Quality Improvement Manager has been appointed as dedicated support for the ongoing development of Early Learning and Childcare and this post is supported by two QIOs which are part of the new structure. This new team complements the staff already in post and will provide advice and support for the continued implementation of 1140 hours across the Council.</p> <p>The Council is responsible for provision of high quality early learning and childcare for all 3-5 year olds and eligible two year olds as well as under 2s in 'Place' areas. The implementation of the expansion of early learning and childcare for all eligible children was implemented as of August</p>



2021. This included the four capital projects which included the three new build centres. Consultation with families, communities, early learning and childcare providers in the private and third sector and local childminders informed planning for this provision. The majority of local authority provision has now moved to an extended day and extended year model. The authority will continue to commission places, as appropriate, from funded providers and has introduced a blended model for childminders. Support to undertake this work is available in the guidance from the Scottish Government that sets out the national standard for early learning and childcare provision. This will continue to ensure flexible, affordable early learning and childcare for families with quality at the heart of delivery.

Family Learning Champions and the recently introduced Family Learning Assistants provide both universal and targeted parenting support across all localities. There is dedicated work in the Hillhead, Lennoxton, Twechar and Auchinairn areas as part of the 'Place' development to provide bespoke programmes for parents and children. This includes family learning approaches to support those families who are most in need. The team also provide support and advice to childminders and out of school care providers. A holiday playscheme for children with identified additional support needs is delivered over the school holidays. A Snack and Play programme is also provided during the school holidays for eligible children and young people. Arrangements for this will be continue to be reviewed based on national guidance to take account of any mitigations necessary due to the pandemic.

Early Level Support Teachers provide guidance to all early years' centres including partnership centres. Training needs are identified by staff and officers in the Education Service who collaborate with QIOs to develop and deliver a range of Career Long Professional Learning for all staff. The two newly appointed QIOs monitor and support self-evaluation, improvement and associated quality assurance in all early learning establishments. Early Years Support Officers monitor and support partnership centres ensuring they are meeting the terms and conditions outlined within the commissioning contract.

#### Additional Support Needs

The provision of education for children with Additional Support Needs (ASN) is a statutory requirement arising from the Education (Additional Support for Learning) Act 2009. Young people, identified with additional support needs, are among the most vulnerable in society and require significant levels of additional assistance to allow them to access their learning and the curriculum. Through the presumption of mainstream, parents have the right to have their child educated in any school unless it would not be suitable to the aptitude and ability of the child. Accordingly, the appropriate support has to be provided to give these young people equality of opportunity.

The ASN team has been restructured to include children's services and now has a Quality Improvement Manager and two QIOs. This complements the support offered by the Inclusion Officers.

Specialist support services are provided in the following areas: Sensory Impairment; Language and Communication; Psychological Services; and Wellbeing Support. There is on-going support for Looked After Children and Young People.

All secondary schools provide support for young people with additional support needs who can access some of their learning in a mainstream setting. Alongside this, the three Enhanced Learning Resources (ELR) in the secondary schools continue to provide support for young people with a broader range of need. This links with provision of the locality ELRs in the primary sector.

A clear strategy to support Care Experienced pupils will continue to be delivered across all educational establishments and through multi-agency teams which is linked to 'The Promise'. The Promise recognises the standards required to ensure changes to policy, practice and culture of care experienced young people, adults and their families, and ensures that every child grows up loved, safe and respected, able to realise their full potential.

An extensive and structured professional learning programme is provided with the aim of building capacity in all establishments.

	<p><u>School Planning and Improvement Team</u></p> <p>This team provides support for workforce and resource planning. They work closely with the Education Shared Services team on the allocation of school places, the management of placing requests and school transport.</p> <p>There is a strategic link with Major Assets to support ongoing work across the Education Estates. This has included refurbishment of the existing estate as well as major capital projects. The development of capital projects to support the school estate has been a key focus and the planning of the new ASN school and a new build secondary school at Bocclair Academy is ongoing.</p> <p><u>Skills for Learning, Life and Work Team</u></p> <p>The Skills for Learning, Life and Work Team aims to improve the life chances of young people, adults and communities. The service also makes a key contribution to the Council's Workforce Strategy. A key strand of this work is early careers development that aims to improve the employability skills of young people through apprenticeships and other work experience opportunities.</p> <p>The overarching aim of the Local Outcome Improvement Plan (LOIP) is to support a reduction in inequality and disadvantage. The Skills for Learning, Life and Work Team is central to this. The service works with partners to deliver on Local Outcome 2: Our people are equipped with knowledge and skills for learning, life and work. A key area of work will be continued co-ordination of a multi-agency Employability Action Group to implement local and national strategies and plans. The economic impact of COVID 19 has resulted in increasing levels of unemployment and this is anticipated to continue throughout 2022. A key focus of work will be to continue to co-ordinate and implementing the new Scottish Government Young Persons Guarantee and ensuring support services are in place for those who may be facing redundancy.</p> <p>Skills for Learning, Life and Work will lead on the following key areas:</p> <ul style="list-style-type: none"> <li>• Employability;</li> <li>• Adult Learning;</li> <li>• Young Peoples' Services;</li> <li>• Early Careers programmes; and</li> <li>• Opportunities for All and No One Left Behind</li> </ul> <p>This work makes a significant contribution to Community Learning and Development and the Developing Scotland's Young Workforce plans for each school. Skills for Learning, Life and Work also leads on the regional approaches to skills and learning provision being developed through the Glasgow and Clyde Valley City Deal Initiative and the Regional Developing the Young Workforce (DYW) group. To support this work the team will continue to access and manage a range of external funding including City Deal and Scottish Government funds.</p>
<p><b>Key Improvement Actions for 2022-2023</b></p>	<p>The Education Service Plan takes account of the former strategic plans for the Education Service encompassing: Curriculum for Excellence and NIF Plan, Developing the Young Workforce; and the strategic plan for young people with Additional Support Needs (ASN). It also makes reference, as appropriate, to the West Partnership Regional Improvement Plan.</p> <p>The main improvement activity for the Education Service is to implement, in the EDC context, the priorities in Achieving Excellence and Equity: National Improvement Framework and Improvement Plan 2022 to address the priorities which are:</p> <ul style="list-style-type: none"> <li>• Placing the human rights and needs of every child and young person at the centre of education;</li> <li>• Improvement in children and young people's health and wellbeing;</li> <li>• Closing the attainment gap between the most and least disadvantaged children and young people;</li> <li>• Improvement in skills and sustained, positive school-leaver destinations for all young people; and</li> <li>• Improvement in attainment, particularly in literacy and numeracy.</li> </ul>

	<p>In support of the new priority related to human rights and the needs of every child, the Quality Improvement Team will deliver professional learning and develop guidance in relation to children's rights and the implementation of the Articles based within the United Nations Convention on the Rights of the Child (UNCRC). Newly established Pupil Forum groups will be the mechanism for pupil voice in order to make improvements in policy for schools and the education service. There is also a requirement to link with multi-agency groups through Health and Social work to ensure pupil voice is influencing the Child's Plan when there is a requirement for integrated approaches to support for learners.</p> <p>There continues to be an early years strategic plan which is centred round high quality provision for early learning and childcare. In August 2020, the entitlement for early learning and childcare was due to increase from 600 hours to 1140 hours and due to the pandemic this was not possible. Full implementation has now commenced as of August 2021.</p> <p>Skills for Life, Learning and Work will aim to improve learning and development opportunities within communities. This will focus on developing improved adult learning and employability pathways for young people and adults and improved youth work approaches aligned to secondary schools and other community based opportunities.</p>
<b>Key Priority Performance indicators</b>	<p>Due to the Covid 19 pandemic, the key monthly performance indicators are noted below.</p> <ul style="list-style-type: none"> <li>• Attendance rates in secondary schools</li> <li>• Attendance rates in primary schools</li> <li>• Number of exclusions of young people in secondary schools (days lost)</li> <li>• Number of exclusion of children in primary schools (days lost)</li> </ul> <p>Attendance and exclusion may be affected due to the impact of health and wellbeing of children and young people. This could affect attainment and achievement. Regular analysis of this data will support the Education Service and schools to develop appropriate universal and targeted interventions.</p>

## 2. Improvement Actions

Title	Placing the human rights and needs of every child and young person at the centre of education	Original Due Date	31-Mar-2025
Description	Incorporation of UNCRC will ensure children's rights are fully embedded in practice.  Ensuring Pupil Voice is embedded in practice.		
Link to LOIP Outcome or Guiding Principle	Our children and young people are safe, healthy and ready to learn.		
Rationale	This is a new improvement priority in Achieving Excellence and Equity National Improvement Framework and Improvement Plan 2022. The description highlights actions at a local level.		

Title	Improvement in children and young people's health and wellbeing	Original Due Date	31-Mar-2025
Description	All children and young people in primary and secondary schools are supported through inclusive practices to support mental health and wellbeing. Development of a mental health and wellbeing strategy in line with National Policy. Children and young people will be supported by nurturing approaches in line with the nurture strategy. Development of a Relationships, Behaviour and Learning strategy. All children and young people continue to be supported through implementation of, 'Including Every Learner Policy Framework'. Professional Learning in de-escalation and interventions is delivered to all school and early years establishments on a rolling programme. Children with Autistic Spectrum Disorders are supported effectively in all educational establishments. Update Play and Outdoor Learning Strategy. Increased uptake of physical activity across sectors. Continued provision of counselling programme Support for advice with Health and Nutrition Support for ensuring adherence to Legislation.		
Link to LOIP Outcome or Guiding Principle	Our children and young people are safe, healthy and ready to learn.		
Rationale	This is an improvement priority in Achieving Excellence and Equity: National Improvement Framework and Improvement Plan 2022. The description highlights actions at a local level.		

Title	Closing the attainment gap between the most and least disadvantaged	Original Due Date	31-Mar-2025
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Description	<ul style="list-style-type: none"> <li>. Raise attainment in literacy, numeracy and health and wellbeing through focused targeted interventions and pupil equity funding.</li> <li>. Further enhancement of family learning programmes to enhance children's learning and development.</li> <li>. Continue to enhance experiences and wellbeing of learners through implementation of Including Every Learner – promoting positive relationships and managing behaviour that challenges.</li> <li>. Secondary schools offer appropriate pathways in the senior phase to continue to sustain positive leaver destinations for identified pupils.</li> <li>. Trauma training will be implemented across all education staff (Centre staff and in schools and ELCs).</li> </ul> <p>Continued support for the cost of the school day</p>
Link to LOIP Outcome or Guiding Principle	Our children and young people are safe, healthy and ready to learn.
Rationale	This is an improvement priority in Achieving Excellence and Equity: National Improvement Framework and Improvement Plan 2022. The description highlights actions at a local level.

Title	Improvement in employability skills and sustained, positive school leaver destinations for all young people	Original Due Date	31-Mar-2025
Description	<ul style="list-style-type: none"> <li>. Increase the uptake of vocational qualifications available to those in the senior phase.</li> <li>. Youth workers offer continued support for all aspects of skills development and associated accreditation in relation to employability skills.</li> <li>. Support all schools to continue to access virtual work placements or attendance at workplaces for this purpose</li> <li>. Sustain the percentage of young people in positive leaver destinations.</li> <li>. Ensure that all schools have an approach to the careers education standard in place.</li> </ul> <p>Link with post school employability skills training through the Local Employability Partnership and No One Left Behind delivery plan.</p>		
Link to LOIP Outcome or Guiding Principle	Our children and young people are safe, healthy and ready to learn.		
Rationale	This is an improvement priority in Achieving Excellence and Equity: National Improvement Framework and Improvement Plan 2022. The description highlights actions at a local level		





Title	Improvement in attainment in Literacy	Original Due Date	31-Mar-2025
Description	<ul style="list-style-type: none"> <li>. Continue to raise attainment in reading, writing and listening and talking</li> <li>. Continue to raise attainment and enhance motivation in reading.</li> <li>. Improve understanding of standards and expectations within CfE Levels for listening and talking.</li> <li>. Develop moderation processes in literacy across levels</li> <li>. Support Secondary Schools to develop enhanced opportunities for literacy across learning.</li> </ul>		

	<ul style="list-style-type: none"> <li>. Support Secondary schools to have an effective process for monitoring and tracking literacy in the broad general education.</li> <li>. Review and Update the Quality Improvement Policy</li> </ul>
Link to LOIP Outcome or Guiding Principle	Our children and young people are safe, healthy and ready to learn.
Rationale	This is an improvement priority in Achieving Excellence and Equity: National Improvement Framework and Improvement Plan 2022. The description highlights actions at a local level.




Title	Improvement in attainment in Numeracy	Original Due Date	31-Mar-2025
Description	<ul style="list-style-type: none"> <li>. Continue to raise attainment in numeracy and mathematics across all levels.</li> <li>. Develop moderation processes in numeracy and mathematics across all levels</li> <li>. Raising attainment in numeracy in targeted primary schools where there is a negative trend</li> <li>. Improve transitions across all sectors through cross sector and cluster working.</li> <li>. Attainment and achievement in early primary levels will be enhanced by roll out of outdoor learning play pedagogy</li> </ul> Review and Update the Quality Improvement Policy		
Link to LOIP Outcome or Guiding Principle	Our children and young people are safe, healthy and ready to learn.		
Rationale	This is an improvement priority in Achieving Excellence and Equity: National Improvement Framework and Improvement Plan 2022. The description highlights actions at a local level		



### 3. Performance Indicators

#### Monthly Indicator

Code	PI Title	20/21			22/23 target	Rationale for Inclusion	LOIP Outcome or Guiding Principle
		2020/21			2022/23		
		Value	Target	Status	Target		
EDU-07-BIP-2	Attendance rates in secondary schools (%)	95.6%	94.59%		92%	This PI indicates the level of attendance in secondary schools in EDC	Our children and young people are safe, healthy and ready to learn.
EDU-08-BIP-2	Attendance rates in primary schools (%)	97%	97%		92%	This PI indicates levels of attendance in EDC primary schools	Our children and young people are safe, healthy and ready to learn.
EDU-09-BIP-2	Exclusion rates of young people in secondary schools (days lost)	172.5	240		25	This PI indicates the number of days lost through exclusions in EDC secondary schools.	Our children and young people are safe, healthy and ready to learn.
EDU-10-BIP-2	Exclusion rates of children in primary schools (days lost)	24.5	80		100	This PI indicates the number of days lost through exclusions in EDC primary schools.	Our children and young people are safe, healthy and ready to learn.







#### Quarterly Indicator

Code	PI Title	20/21			22/23 target	Rationale for Inclusion	LOIP Outcome or Guiding Principle
		2020/21			2022/23		
		Value	Target	Status	Target		
EDU-01-BIP-2	Attendance levels of Looked After Children attending all EDC schools	91%	91%		91%	This PI helps to monitor attendance rates of Looked After Children attending all EDC schools	Our children and young people are safe, healthy and ready to learn.
EDU-02-BIP-2	Exclusion rates of Looked After Children attending all EDC schools	220	220		40	This PI helps to monitor the exclusion rates of looked after children attending all EDC schools	Our children and young people are safe, healthy and ready to learn.
EDU-04-BIP-2	Number of parents participating in the Triple P programme	66	180		160	The PI indicates how many parents have been involved with the parenting skills programme	Our children and young people are safe, healthy and ready to learn.

Code	PI Title	20/21			22/23 target	Rationale for Inclusion	LOIP Outcome or Guiding Principle
		Value	Target	Status	Target		
EDU-05-BIP-2	% of those supported by employability programme into employment	44%	50%		50%	This PI measure success of our employability programme supporting participants into employment - Outcome 2: Our people are equipped with knowledge, skills and training to enable them to progress to employment. Targets are based on existing service delivery model. As identified in the Partnership Improvement Action the new Youth/Adult Employment Action Plan may lead to new models of service delivery and target groups. This may be influenced by external funding. Once the new service delivery model is agreed new baseline and target will be established. This will be supported by a more robust reporting system which is the subject of a Partnership Improvement Action.	Our people are equipped with knowledge and skills for learning, life and work.
EDU-06-BIP-2	% of those supported by employability programme moving into and sustaining employment for 6 months	67%	75%		75%	This PI measure percentage of people that have been supported into employment remain and have sustained employment for 6 months - Outcome 2: Our people are equipped with knowledge, skills and training to enable them to progress to employment. Targets are based on existing service delivery model. As identified in the Partnership Improvement Action the new Youth/Adult Employment Action Plan may lead to new models of service delivery and target groups. This may be influenced by external funding. Once the new service delivery model is agreed new baseline and target will be established. This will be supported by a more robust reporting system which is the subject of a Partnership Improvement Action.	Our people are equipped with knowledge and skills for learning, life and work.

## Yearly Indicator



		20/21			22/23 target		
Code	PI Title	2020/21			2022/23	Rationale for Inclusion	LOIP Outcome or Guiding Principle
		Value	Target	Status	Target		
ECS-BIP14-60-03	Percentage of pre-5 partnership providers evaluated in Social Care and Social Work Improvement Scotland (SCWIS) inspections as good or better using National Care Standards	100%	100%		100%	This PI indicates how well pre-5 partnership providers are performing in Social Care and Social Work Improvement Scotland (SCWIS) inspections against the National Care Standards	Our children and young people are safe, healthy and ready to learn.
EDU-BIP16-19-10	Difference between SQA tariff scores for SIMD 1 / 2 and SIMD 9 / 10 for school leavers	499	486		480	This PI aims to demonstrate how we are closing the attainment gap between the most and least disadvantaged children.	Our children and young people are safe, healthy and ready to learn.
EDU-BIP16-19-11	Average achievement for Reading for Curriculum for Excellence across all Primary School stages	89	89		89	This PI indicates the average achievement of CfE levels for Reading across all primary school stages, linked to the priorities in the NIF.	Our children and young people are safe, healthy and ready to learn.
EDU-BIP16-19-12	Average achievement of Reading for third/fourth level Curriculum for Excellence in Secondary Schools	99	99		99	This PI indicates the average achievement of CfE levels for Reading at third/fourth level, linked to the priorities in the NIF.	Our children and young people are safe, healthy and ready to learn.
EDU-BIP16-19-13	Average achievement for Maths for Curriculum for Excellence across all Primary School stages	86	86		86	This PI indicates the average achievement of CfE levels for Maths across all primary school stages, linked to the priorities in the NIF.	Our children and young people are safe, healthy and ready to learn.
EDU-BIP16-19-14	Average achievement of Maths for third/fourth level Curriculum for Excellence in Secondary Schools	99	99		99	This PI indicates the average achievement of CfE levels for Maths at third/fourth level, linked to the priorities in the NIF.	Our children and young people are safe, healthy and ready to learn.
EDU-SOL-CHN2	Cost per secondary school pupil	£7,927	N/A	N/A	N/A	Expenditure on secondary schools is a significant cost in terms of local authority education. Comparing between councils is important because this will help understand where variations occur and to inform discussion as to why variations exist. This in turn will help identify where best practice exists across councils so that learning can be shared.	Our children and young people are safe, healthy and ready to learn.

## 4. Achieving our Local Outcomes

<b>Lead Local Outcome</b>	<b>Approach to delivery (Including Contributions to Local Outcome Delivery Group)</b>
<b>3</b>	<p><b>Our children and young people are safe, healthy and ready to learn.</b></p> <p>There are very strong partnership arrangements for the planning and delivery of services for children and young people, both in terms of universal and targeted interventions. This is delivered through effective working with the East Dunbartonshire Community Planning Partnership (CPP). The overall aim of this work is to embed the principles of GIRFEC. This is a multi-agency, collaborative approach to the early identification of risk for young people to ensure help is provided as required.</p> <p>Delivering for Children and Young People Partnership (DCYPP), with associated subgroups, works to meet the needs of children and families by developing the capacity to identify and intervene at an early stage.</p> <p>The Integrated Children's Services Plan 2020 – 2023 has key priorities which specifically address Local Outcome 3:</p> <ul style="list-style-type: none"> <li>• Mental Health and Wellbeing;</li> <li>• Corporate Parenting;</li> <li>• Healthy Lifestyle; and</li> <li>• Keeping Children Safe.</li> </ul>
<b>Secondary Local Outcomes or Guiding Principles</b>	<b>Contribution to delivery</b>
<b>2</b>	<p><b>Our people are equipped with knowledge and skills for learning, life and work</b></p> <p>The Local Outcome Improvement Plan 2017 – 27 has key priorities which address local outcomes 2 and 3. As noted in the LOIP, the Local Employability Action Group has delegated responsibility to achieve the priorities listed below for outcome two for EDC.</p> <ul style="list-style-type: none"> <li>• Returners to the labour market and 50+workforce;</li> <li>• People with significant barriers;</li> <li>• School leavers at risk of not entering positive destinations;</li> <li>• Underemployed people; and</li> <li>• Young people 18 – 25.</li> </ul>
<b>4</b>	<p><b>East Dunbartonshire is a safe place to work, live and visit.</b></p> <p>The Education Service works with partner agencies to deliver safety programmes in schools and services. Police Scotland have revised their delivery model for Education. Designated officers will work closely with the secondary schools and cluster primaries. The partnership with Police Scotland is particularly important in supporting children and young people in schools to understand how to stay safe in a preventative and pro-active way, where possible, and this complements ongoing work and key messages delivered across the curriculum.</p>

## 5. Evidence Based Planning

### Strategic Scan of Policy Environment

<b>P – Political</b>	<b>E - Economic</b>	<b>S - Social</b>
Scottish Government / Local Government Scottish Government Governance review Scotland's Curriculum for Excellence: Into the Future (OECD, 2021) West Partnership Regional Improvement Collaborative Local Outcome Improvement Plan (LOIP) Standards in Scotland's Schools etc. Act 2000 Schools (Consultation) (Scotland) Act 2010 Education (Scotland) Act 2016 Children and Young People (Scotland) Act 2014 Additional Support Needs (ASN) legislation Equality Act 2010 No One Left Behind: delivery plan 2020 Supporting transgender young people in schools: guidance for Scottish Schools 2021 The Promise 2020 UN Convention Rights of the Child Care Experienced Children and Young People Fund: national guidance Community Planning DCYPP Getting it Right for Every Child Child Protection - National Guidance National Improvement Framework and Improvement Plan Curriculum for Excellence Early Years introduction of 1140 hours Developing the Young Workforce Further Education Reform Employability Strategies Community Learning and Development Policies and Strategies	Budgetary Constraints Current Economy / Youth Unemployment Employability Services Future of European Structural funds City Deal Higher uptake in Grants Universal Credits Affordable Childcare / Nursery Provision Alternative care placements out with the authority area Demographics regarding change in pupil rolls Workforce development and sustainability, including: recruitment, retention and training Covid 19	Demographics regarding change in pupil rolls EDC as desirable place to live – high volume of placing requests and new housing developments bringing more families Curriculum for Excellence National Improvement Priorities: Placing the human rights and needs of every child and young person at the centre of education; Improvement in children and young people's health and wellbeing; Closing the attainment gap between the most and least disadvantaged children and young people; Improvement in skills and sustained, positive school-leaver destinations for all young people; and Improvement in attainment, particularly in literacy and numeracy. The Cost of the School Day (Scottish Government) Rise in number of young people identified with additional support needs Rise in numbers of vulnerable children who are looked after and accommodated
<b>T – Technological</b>	<b>L – Legal</b>	<b>E – Environmental</b>
Access to technology Digital Learning Strategy GDPR Internet Safety	Public Bodies (Joint Working) (Scotland) Act 2014 Children and Young People (Scotland) Act 2014	Location of satellite support services Carbon footprint (use of vehicles) Weather (delivery of support services)

<p>GLOW, the national intranet for schools</p> <p>Safe use of social media</p> <p>Access to ICT in establishments/communities</p>	<p>Standards in Scotland's Schools etc. Act 2000</p> <p>Budget (Scotland) Act 2014</p> <p>Freedom of Information (Scotland) Act 2002</p> <p>The Education (Additional Support for Learning) Act 2009</p>	<p>Proposed reduction in school over-capacity contributes to reduced carbon emissions</p> <p>Energy - Spend to Save programmes improve energy performance of the schools estate</p> <p>Commitment to eco-school programme and outdoor/environmental education</p>
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## 6. Stakeholder Consultation and Engagement

Title	Description	Audience	How this engagement will be used to inform planning and service delivery	Planned Start Date	End Date
Education Service Vision	Consultation with stakeholders about the detail of the short, medium and long term targets for the Education Service.	Parents, pupils and staff	Consultation will inform the target setting for the Education Service for the coming 5 years	31-Mar-2022	31-Mar-2023
Early Years Consultation	Consultation with stakeholders about the Early Years Strategic Plan – this is a two year mandatory consultation	All stakeholders	Consultation will inform target setting for the service for the coming two years.	31-Mar-2022	31-Mar-2024
ASN Consultation of naming for new school	Consultation with all stakeholders about the name of the new ASN provision.	All stakeholders	Consultation will inform decision making about the name of the new school.	31 March 2022	31 March 2023
ASN	Review of Enhanced Learning Resources and the primary and secondary wellbeing units	Staff in schools	Consultation will inform future developments to ensure maximum efficiency of provision for vulnerable young people across sectors to complement the new ASN school.	31-Mar-2022	31-Mar-2023
Development of engagement with young people in line with the UNCRC	Develop approaches to consultation and engagement with young people to ensure compliance with the UNCRC	Young people	Young people will be engaged and consulted on policy development	April 2021	March 2022

## 7. Equalities

Planned action which further the needs of the equality duty	Customer group this will affect (including employees or all East Dunbartonshire residents)	Projected timescale	Who, if any, are your partners for this action?
All schools will be encouraged to commemorate key equality events, dates and competitions ensuring there is greater awareness of particular equality issues in schools including racial equality.	3	Ongoing	Education Service and Community Planning Partnership.
Mentors in Violence Protection Programme (MVP) – collaboration with Scottish Violence Reduction Unit, Scottish Government and Education Scotland. This aims to help tackle intimate relationship abuse, harassment, bullying, sexting, and issues of control and gives young people skills to safely intervene and prevent violence. It is sustainable through peer-to-peer support.	1 and 3	Ongoing	Education Service, and Skills for Learning, Life and Work.
All schools have been made aware of the service level agreement between EDC and LGBT Youth Scotland. Based on self-evaluation schools will access support and training as required. This includes an offer to support families.	All	Ongoing	Education Service, Community Planning Partnership and People Development.
Revised guidance and training on racial equality provided to schools	All	Ongoing	Education Service
The Quality Improvement Team will deliver professional learning and guidance in relation to children's rights and the implementation of the Articles based within the UNCRC.	All	Ongoing	Pupil Forum Groups/Health and Social Care Partners to ensure pupil voice influences the child's plan

## **8. Sustainability and Climate Change**

<b>Sustainability and Climate Change Activity</b>					
<b>Service activity</b>	<b>Impacts on climate change mitigation</b>	<b>Impacts on climate change adaptation</b>	<b>Impacts on biodiversity</b>	<b>Impacts on greenspace</b>	<b>Other sustainability impacts</b>
'Learning for Sustainability' Working Group	Group aims to help schools learn about and take action on carbon emissions, as a legacy of COP26	Group aims to help schools learn about and take action on climate change adaptation, as a legacy of COP26	Group aims to help schools learn about and take action on the ecological emergency, as a legacy of COP26	Tackling carbon emissions and climate change adaptation can deliver greenspace benefits e.g. through tree-planting	Tackling carbon emissions and climate change adaptation can deliver wider benefits e.g. to health & wellbeing
Early years centres, primary and secondary schools participate in the national Eco Schools programme.	The programme is designed to encourage whole-school action for the environment and as appropriate schools will consider learning associated with carbon emissions.	As a learning resource it raises awareness of environmental and sustainable development issues through activities linked to curricular areas e.g awareness of flood risk, impact of changing weather patterns on planting seasons or plant pests.	Based on self-evaluation, schools may decide to carry out biodiversity improvements to school grounds e.g. habitat creation, planting nectar rich plants and wildflowers, building bug hotels, bird boxes etc. to support creation of nature corridors	<p>Schools may take part in environmental activities in local greenspaces e.g wildflower planting.</p> <p>At local authority level work is underway to develop a local food growing strategy and the outcomes from this will flow through to the eco schools programme.</p>	Young people participate in key activities relating to energy and climate change and this raises awareness of climate change issues.



Grounds for learning	<p>Increased numbers of young people participating in outdoor learning and environmental protection inclusive of the Grounds for Learning initiative. As appropriate schools will consider learning associated with carbon emissions.</p> <p>Teach benefits of local food growing and how it can reduce embodied carbon.</p>		<p>Based on self-evaluation schools may carry out biodiversity improvements to school grounds e.g. habitat creation, planting nectar rich plants and wildflowers, building bug hotels, bird boxes etc.</p> <p>If appropriate, development of school based allotments will contribute positively to biodiversity and habitat creation.</p>	<p>Involvement in local greenspace activity as appropriate.</p> <p>At local authority level work is underway to develop a local food growing strategy and the outcomes from this will flow through to the grounds for learning programme.</p>	<p>Education around local food growing, use of composting etc, can help foster a culture of those who minimize waste, and utilise food waste maximally. If available allotments can act as an extension of greenspace.</p>
Enhanced knowledge and understanding of a range of cultures and countries.	N/A – knowledge base	N/A – knowledge base	N/A – knowledge base	N/A – knowledge base	<p>Young people have a better understanding of and are better prepared for life and work within a global society. Enhanced understanding of concept of equity – given that the global south will experience the worst effects of climate change having contributed the least to emissions.</p>

## 9. Contact Details

Role	Name	Contact Details
Interim Chief Education Officer	Greg Bremner	Greg.bremner@eastdunbarton.gov.uk
School Planning and Improvement Manager	Gavin Haire	Gavin.haire@ eastdunbarton.gov.uk
Quality Improvement Manager – Assurance - Primary	Annamarie McIntosh	Annamarie.McIntosh@eastdunbarton.gov.uk
Quality Improvement Manager - Children's Services and ASN	Jackie Swan	Jackie.swan@ eastdunbarton.gov.uk
Education Officer - Secondary and Provision	Jan Pollok	Jan.pollok@ eastdunbarton.gov.uk
Quality Improvement Manager - Early Years & Supporting Families	Yasmin Ashby	Yasmin.ashby@ eastdunbarton.gov.uk



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**East Dunbartonshire Council**

[www.eastdunbarton.gov.uk](http://www.eastdunbarton.gov.uk)

# FINANCE AND AUDIT BUSINESS & IMPROVEMENT PLAN 2022-2025

## 1. Purpose and Priorities

<b>Purpose</b>	<p>This Business Improvement Plan (BIP) sets out the main actions that Finance and Audit intends to carry out over the period of 2022-25. These actions will deliver core priorities and the related objectives of the Local Outcome Improvement Plan and the Strategic Planning &amp; Performance Framework.</p> <p>Finance and Audit provide support to all services in the Council. Such services relate to the management and safeguarding of resources, covering Financial Planning, Monitoring and Reporting, Corporate Fraud, Internal Audit, and key aspects of Revenues and Benefits including policy and income management.</p> <p>In carrying out these services, Finance and Audit aims to meet statutory obligations, current best practice, and provide a responsive and quality service to our internal customers and external stakeholders. The strategic grouping contributes to the Corporate Governance of the Council through the Statutory Roles of the Chief Finance Officer as the Section 95 Officer and the team's focus on supporting and strengthening controls and monitoring legislative compliance.</p>
<b>Strategic Priorities</b>	<p>For the years 2022-25, the Strategic Group has identified Strategic Priorities. They have been identified as assisting the team in meeting their statutory obligations under:</p> <ul style="list-style-type: none"><li>• the Local Government (Scotland) Act 1973, which specifies the requirement to make arrangements for the proper administration of the Council's financial affairs,</li><li>• the Local Authority Accounts (Scotland) Regulations 2014 which require adequate and effective financial management and the operation of a professional and objective internal auditing service in accordance with recognised standards and practices.</li></ul> <p>The Strategic Priorities have also been identified as helping to meet the Council's guiding principles of Best Value, Coproduction and Engagement and Prevention and Early Intervention. The Strategic Priorities are detailed as follows:</p> <p>Finance</p> <ul style="list-style-type: none"><li>• Ensuring the continued sustainability of the Council's finances through a prudent approach to budget setting and to reserves management.</li><li>• Work collaboratively with services and elected members on the establishment of a balanced budget for each year.</li><li>• Undertake financial diligence to reduce risk and improve efficiencies.</li><li>• Seek savings by engaging with the Transformation Programme, comparing performance against other Councils and looking at other means such as sharing services and working with other Councils and public sector organisations.</li><li>• Investigate alternative ways of raising money to pay for Council services, for example through income generation activities and charging policy.</li><li>• Promoting and leading managers through the Council's financial regulations and processes to support improvements in budgetary control and financial stewardship.</li><li>• Ensuring compliance with Accounting codes, legislation and regulations.</li></ul>

	<ul style="list-style-type: none"> <li>• Support control improvements and developments within core Financial Systems.</li> <li>• Support corporate activities where financial input and information is required e.g. Transformation Programme and Local Government Benchmarking.</li> <li>• Produce the Council's accounts to the statutory deadline and support the work of External Auditors as part of that process.</li> <li>• Support grants received roles and responsibilities through use of related Finance Systems for tracking.</li> </ul> <p>Internal Audit and Fraud</p> <ul style="list-style-type: none"> <li>• Complete a programme of work designed to enable an annual audit opinion on the Council's control systems, risk management and governance arrangements, including over a sample of new Covid related risks or processes.</li> <li>• Provision of assurance to the Audit &amp; Risk Management Committee and to Senior Management.</li> <li>• Provide advice at the outset of new processes, to help ensure an adequate control environment and the minimisation of fraud risk.</li> <li>• Co-ordinate the annual assessment of Governance arrangements to support the delivery of outcomes.</li> <li>• Support the Council to achieve the Local Outcomes through identification of areas where controls can be improved and efficiencies made.</li> <li>• Assist in ensuring that the public purse is protected and providing support and assistance to all services in the development of an anti-fraud culture in keeping with the LOIP guiding principle of Prevention and Early Intervention.</li> <li>• Assist in ensuring adequate vetting mechanisms are in place so that licences are only granted to those entitled.</li> <li>• Review of high risk business processes including new processes to ensure fraud prevention measures are embedded.</li> </ul>
<b>Work of the Teams</b>	<p>Finance</p> <ul style="list-style-type: none"> <li>• Financial planning to support the Council's decision making; to address projected budget deficits, whilst delivering investment and sustaining priorities.</li> <li>• Providing detailed budgeting, accounting, financial monitoring support and advice to managers and budget holders, and advising Elected Members on budget management performance. Key resource management, business planning, and business systems are supported. This includes support for Covid specific income and expenditure, the HSCP, Early Years, Housing business plan, service reviews, budget reduction strategies, Trusts, and with the Business and Digital Change Service.</li> <li>• Providing financial policy guidance and advice to Elected Members, CMT, Executive Officers and service managers on all corporate and operational financial matters, including support to managers in preparation and monitoring of revenue and capital budgets, options appraisal and corporate governance arrangements.</li> </ul>

- Ensuring compliance with accounting codes of practice, regulations and legislation, to ensure Annual Accounts are delivered within statutory deadlines and achieve a clean audit certificate.
- Acting as a central reference point for technical accounting and budgeting, financial systems development, VAT and accounting for capital within the fixed asset register.
- Providing a treasury management service including the borrowing, investment, cash balances and Prudential code elements of Council activity, providing information on capital investment and resources, and ensuring that plans are affordable and sustainable.
- Ongoing development of financial systems to improve information for management, following implementation of transformational developments.

#### Compliance and Systems (Revenues & Benefits)

The Compliance and Systems team (Revenues and Benefits) assumes the lead role in the provision of revenues and benefits systems incorporating income management, performance management, reporting and statistical information. Key work undertaken by the team includes:

- Ensuring all income received by the Council is properly and timeously allocated to the correct systems and financial codes to provide accurate information for all services,
- Administering Revenues & Benefits reconciliations,
- Ensuring accuracy, development and enhancement of all relevant systems,
- Sustaining and improving performance, and
- Ensuring Compliance with statutory functions.

#### Internal Audit

The Internal Audit Team provides Internal Audit services to the Council and the HSCP through delivery of a risk based plan. The scope of the work extends to unplanned reactive work in response to emerging risks. The internal audit team contributes to the delivery of the Local Outcome Improvement Plan (LOIP), helping management ensure that the Council has appropriate systems, controls and governance arrangements through which it seeks to deliver its Vision and Local Outcomes. The main pieces of work delivered are:

- Internal audit reports, which typically review a system, provide an opinion on the controls in place and highlight any risks identified, making recommendations for improvement;
- Consultancy notes, which are normally narrower in scope and provide focused advice.
- Less formal advice, which can be verbal or via email and is often in relation to new processes or changes to existing processes.

#### Corporate Fraud

The Corporate Fraud Team provides a counter fraud service to the Council and leads the development of an anti-fraud culture within the council. Key areas of work include:

- Providing support and assistance to all services in the development of an anti-fraud culture.

	<ul style="list-style-type: none"> <li>• Data matching to identify possible instances of fraud. This includes data matching on tenancy data to identify potential fraud cases prior to allocation.</li> <li>• Reactive investigatory work in relation to whistleblowing reports, vetting of applications including Covid business grant applications and referrals from Council services.</li> <li>• Supporting the licencing team as a consultee on licence applications.</li> <li>• The above work assists in making East Dunbartonshire a safe and sustainable environment in which to live, work and visit.</li> </ul>
<b>Key Improvement Actions for 2022-2023</b>	<ul style="list-style-type: none"> <li>• Replacement of Axis Cash Receipting</li> <li>• Development of Benchmarking costs model</li> <li>• Participatory Budgeting</li> <li>• Education Budgeting System</li> <li>• Development of Council Income Management Systems</li> <li>• Framework for supporting services in tracking Covid-19 related grant funding and related expenditure</li> <li>• Leases IFRS 16 Compliance</li> <li>• Compliance with Financial Management Code</li> <li>• Revenue and Benefits Post Implementation Review</li> <li>• Review of fraud safeguards in business rates process</li> </ul>
<b>Key Priority Performance indicators</b>	<ul style="list-style-type: none"> <li>• Year to date capital expenditure vs budget</li> <li>• Council Tax Collection - Percentage of income due received by the end of the year</li> <li>• Percentage of finalised audit outputs against the number anticipated in the annual audit plan.</li> <li>• No. of audit reports issued within 20 days of completion of field work</li> <li>• Percentage of Key Financial Returns Completed on Time</li> <li>• Percentage of fraud referrals assessed within 5 days.</li> <li>• Percentage of fraud investigations commenced with 10 days of assessment.</li> <li>• Cost of collecting council tax per dwelling</li> <li>• Total useable reserves as a % of council annual budgeted revenue</li> <li>• Uncommitted General Fund Balance as a % of council annual budgeted net revenue</li> <li>• Ratio of Financing Costs to Net Revenue Stream - General Fund</li> <li>• Ratio of Financing Costs to Net Revenue Stream - Housing Revenue Account</li> </ul>

- Actual outturn as a percentage of budgeted expenditure

## 2. Improvement Actions

Title	Replacement of Axis Cash Receipting	Original Due Date	30-Sep-2019
Description	Ensure sufficient resource for moving from an unsupported system to ensure reliance in supporting business functions. This will be part of the digital road map from Business and Digital Change.		
Link to LOIP Outcome or Guiding Principle	Best value		
Rationale	This is no longer supported by the software suppliers.		

Title	Development of Benchmarking costs model	Original Due Date	31-Mar-2020
Description	Further development of benchmarking costs model to improve the accuracy of cost alignment between the prescribed divisions of service.		
Link to LOIP Outcome or Guiding Principle	Best value		
Rationale	Better aligned benchmarking indicators allow a more direct comparison to be made with other authorities, thus acting as a driver of improvement and Best Value.		

Title	Participatory Budgeting	Original Due Date	31-Mar-2021
Description	<p>The current plan for government includes a commitment that by 2021, Local Authorities will assign 1% of their revenue budget (minus council tax contributions) to 'community choices', their terminology for Participatory Budgeting.</p> <p>Directing public budgets is the primary focus of the process</p> <p>Citizen participation has a direct and measurable impact on the budget</p> <p>Citizens have the opportunity to decide on the rules governing the process</p> <p>The process has a deliberative element</p> <p>The process seeks to redistribute resources on the basis of greatest need</p> <p>The process is designed to ensure that citizens can monitor public spending The process is repeated periodically.</p>		
Link to LOIP Outcome or Guiding Principle	Coproduction and engagement		
Rationale	Scottish Government and COSLA agreed approach		



Title	Education Budgeting System	Original Due Date	31-Mar-2023
Description	To work with the Change Team to identify options with regards to the elements of SEEMiS Education System that are no longer available. Internal Audit will provide consultancy support on management of the risks associated with current processes.		
Link to LOIP Outcome or Guiding Principle	Prevention and early intervention		
Rationale	To manage and reduce the risks associated with producing and managing Education budgets utilising spreadsheets.		

Title	Development of Council Income Management Systems	Original Due Date	31-Mar-2022
Description	To provide support for further movement of Council's income to more accessible and Covid-proof methods to maintain the Council's income and reduce the amount of cash processed with the associated risks and controls.		
Link to LOIP Outcome or Guiding Principle	Best value		
Rationale	Providing best value by providing more secure income streams and reducing risk by reducing the amount of cash transactions.		

Title	Framework for supporting services in tracking Covid-19 related grant funding and related expenditure	Original Due Date	31-Mar-2022
Description	Further development of framework for supporting services in tracking Covid-19 related grant funding and related expenditure.		
Link to LOIP Outcome or Guiding Principle	Best value		
Rationale	Supporting improved financial information and so increasing the quality of information available in support of service management.		

Title	Leases IFRS 16 Compliance	Original Due Date	31-Mar-2022
Description	Revision of processes and accounting to comply with the new IFRS 16. The IFRS 16 originally had a required compliance date of the 1st of April 2020, however, this has now been delayed to 2022, meaning that the first set of annual accounts that the new standard will apply to is the 2022/23 financial statements.		
Link to LOIP Outcome or Guiding Principle	Prevention and early intervention		
Rationale	Revision to processes to ensure continued compliance with relevant accounting standards and the achievement of a clean audit report.		




Title	Compliance with Financial Management Code	Original Due Date	31-Mar-2021
Description	A self-assessment against the recently published CIPFA Financial Management Code will be performed and an action plan developed to ensure compliance.		
Link to LOIP Outcome or Guiding Principle	Prevention and early intervention		
Rationale	This action will support adherence to good practice in financial management and demonstration of financial sustainability.		

Title	Revenue and Benefits Post Implementation Review	Original Due Date	31-Mar-2022
Description	Revenue and Benefits will see through any changes to service delivery suggested through the post implementation benefits realisation review.		
Link to LOIP Outcome or Guiding Principle	Best value		
Rationale	Providing best value.		






Title	Review of fraud safeguards in business rates process	Original Due Date	31-Mar-2021
Description	Review of small business bonus processes in business rates process to reduce the risk of fraud.		
Link to LOIP Outcome or Guiding Principle	Best value		
Rationale	This action will help to ensure the safeguarding of the public purse.		

### 3. Performance Indicators





#### Monthly Indicator



Code	PI Title	20/21			22/23 target	Rationale for Inclusion	LOIP Outcome or Guiding Principle
		2020/21 Value	Target	Status	2022/23 Target		
FA-SOL-CORP7	Council Tax Collection - Percentage of income due received by the end of the year	96.69 %	97.00 %		97.00%	National benchmarking PI and Financial PI	Best value

## Quarterly Indicator

Code	PI Title	20/21			22/23 target	Rationale for Inclusion	LOIP Outcome or Guiding Principle
		2020/21			2022/23		
		Value	Target	Status	Target		
FA-BIP-01	Percentage of finalised audit outputs against the number anticipated in the annual audit plan.	75%	100%		100%	Measure of volume of work completed by Internal Audit.	Evidence based planning
FA-BIP-05	No. of audit reports issued within 20 days of completion of field work	93%	95%		95%	Measure of timeliness of finalisation of audit reports.	Evidence based planning
FA-BIP-08	Percentage of Key Financial Returns Completed on Time	90%	100%		100%	CIPFA DoF Benchmarking PI	Best value
FA-BIP-09	Percentage of fraud referrals assessed within 5 days.	97.61 %	95.00 %		97.00%	Indicator measures initial progress of fraud referrals. Excludes data matching.	Best value
FA-BIP-10	Percentage of fraud investigations commenced with 10 days of assessment.	100%	100%		100%	Indicator measures initial progress of fraud referrals. Excludes data matching.	Best value

## Yearly Indicator

Code	PI Title	20/21			22/23 target	Rationale for Inclusion	LOIP Outcome or Guiding Principle
		2020/21			2022/23		
		Value	Target	Status	Target		
FA-SOL-CORP4	Cost of collecting council tax per dwelling	£9.99	£6.48		£6.67	This is a requirement of the LGBF and acts as a measure of the Council's costs associated with the collection of Council Tax.	Best value
FA-SOL-FINSUS01	Total useable reserves as a % of council annual budgeted revenue	17.92 %	10.00 %		10.00%	Demonstrates the Council's flexibility to respond to unanticipated expenditure.	Sustainability
FA-SOL-FINSUS02	Uncommitted General Fund Balance as a % of council annual budgeted net revenue	1.86%	2.00%		2.00%	Demonstrates the Council's flexibility to meet unanticipated expenditure, and the Council's commitment to increase reserves when it is able to do so.	Sustainability
FA-SOL-FINSUS03	Ratio of Financing Costs to Net Revenue Stream - General Fund	7.4	10.0		10.0	This is an indicator of affordability and highlights the revenue implications of existing and proposed capital expenditure by identifying the proportion of the revenue budget required to meet financing costs, net of investment income.	Sustainability

		20/21			22/23 target		
Code	PI Title	2020/21			2022/23	Rationale for Inclusion	LOIP Outcome or Guiding Principle
		Value	Target	Status	Target		
FA-SOL-FINSUS04	Ratio of Financing Costs to Net Revenue Stream - Housing Revenue Account	19.8	18.0		18.0	This is an indicator of affordability and highlights the revenue implications of existing and proposed capital expenditure for the HRA, by identifying the proportion of the revenue budget required to meet financing costs, net of investment income.	Sustainability
FA-SOL-FINSUS05	Actual outturn as a percentage of budgeted expenditure	92.92 %	100.00 %		100.00 %	Demonstrates the Councils financial position against budget.	Best value

## 4. Achieving our Local Outcomes

<b>Lead Local Outcome</b>	<b>Approach to delivery (Including Contributions to Local Outcome Delivery Group)</b>
All	The work of Finance and Audit helps to support achievement of all Local Outcomes. However, the focus of the teams is more distinctly linked to the guiding principles of Best Value and Prevention and Early Intervention, as is outlined below.

<b>Secondary Local Outcomes or Guiding Principles</b>	<b>Contribution to delivery</b>
Best Value	Finance and Audit assist services in maintaining an appropriate balance between the quality of the performance of the services, providing constructive challenge through the budget setting process, the highlighting of risks through the Internal Audit Plan and the mitigation of fraud risks through the work of the Corporate Fraud Team.
Prevention and Early Intervention	<p>Finance is key to ensuring the setting of balanced budget, the maintenance of a prudent level of reserves and the financing of a capital programme, ensuring the continued resilience of the Council.</p> <p>Internal Audit and Fraud conduct reactive and planned work to prevent or mitigate adverse outcomes, taking a proportionate and risk based approach.</p>

## 5. Evidence Based Planning

### Strategic Scan of Policy Environment

P – Political	E - Economic	S - Social
<ul style="list-style-type: none"> <li>• Council Priorities</li> <li>• UK and Scottish Government priorities as they impact on the Council</li> <li>• HSCP</li> <li>• Local Outcomes Improvement Plan</li> <li>• Universal Credit</li> <li>• Scottish Government Budget setting – Finance Circular</li> <li>• Local Application of SG Roadmap for Government</li> <li>• Changes to business rates</li> <li>• Local Government elections</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing and future direct and indirect economic impacts of Covid-19</li> <li>• Service Demand</li> <li>• Budgetary pressures, caused by inflationary or other factors</li> <li>• HSCP financial pressures</li> <li>• Prioritisation of Resources</li> <li>• Welfare Reform</li> <li>• Implications of GDP indicators on potential settlement to Local Government.</li> <li>• Application of Interest rate indicators for Treasury Management purposes.</li> </ul>	<ul style="list-style-type: none"> <li>• Impacts of Covid-19 the threat of any new variants</li> <li>• Demographic pressures</li> <li>• Public expectations of service delivery</li> <li>• Move to hybrid model of working</li> </ul>
T – Technological	L – Legal	E – Environmental
<ul style="list-style-type: none"> <li>• Development of Finance Systems</li> <li>• Increased dependence on, and complexity of, IT systems and interactions between those systems</li> <li>• Use data matching for audit testing and for identification of fraud</li> <li>• Finance and Audit input into SEEMIS replacement</li> </ul>	<ul style="list-style-type: none"> <li>• Local Government Act 1973, 1975, 1992, 1994 &amp; 2003</li> <li>• GDPR</li> <li>• Public Sector Internal Audit Standards</li> <li>• Local Authority Accounts (Scotland) Regulations 2014</li> <li>• Criminal Finances Act 2017</li> <li>• Money Laundering Regulations 2017</li> <li>• Proceeds of Crime Act 2002</li> <li>• Criminal Procedures Scotland 1995</li> <li>• Criminal Justice Licencing Act 2010</li> <li>• Payment Service Regulations 2017</li> <li>• Social Security Admin Act 1986</li> <li>• Welfare Funds (Scotland) Act 2015</li> <li>• Welfare Reform Act 2012 plus all associated Acts &amp; Legislation</li> <li>• Climate Change (Scotland) Act 2009</li> <li>• Strategic Environmental (Scotland) Act (2005)</li> <li>• CIPFA Prudential Code</li> <li>• VAT legislation and regulations</li> </ul>	<ul style="list-style-type: none"> <li>• Financial impacts of climate change</li> <li>• Usage and waste</li> </ul>





## 6. Stakeholder Consultation and Engagement

Title	Description	Audience	How this engagement will be used to inform planning and service delivery	Planned Start Date	End Date
Audit feedback forms	Feedback forms given to all internal audit clients.	Internal Audit Clients	To improve future working practices of the Internal audit team	Ongoing	
Fraud engagement	Continued engagement with all services and key stakeholders to ensure continual development of an anti-fraud culture.	All Services	Corporate Fraud	Ongoing	
Participatory Budgeting	The current plan for government includes a commitment that by 2021, Local Authorities will assign 1% of their budget to 'community choices', their terminology for Participatory Budgeting.	All Services	<p>In 2021, a public consultation on the budget was carried out. In the coming year, Finance will work closely with the Communications and Engagement team to further embed the requirement.</p> <p>Directing public budgets is the primary focus of the Participatory Budgeting process, with citizen participation having a direct and measurable impact on the budget.</p> <p>Citizens have the opportunity to decide on the rules governing the process.</p> <p>The process seeks to redistribute resources on the basis of greatest need. The Council's LOIP outcomes and Place Priorities will be integrated with this process and Finance will support the Place &amp; Community Planning team in this regard.</p> <p>The process is designed to ensure that citizens can monitor public spending and the process is repeated periodically.</p>	Ongoing	

## 7. Equalities

Planned action which further the needs of the equality duty	Customer group this will affect (including employees or all East Dunbartonshire residents)	Projected timescale	Who, if any, are your partners for this action?
When carrying out internal audits, equalities duties will be considered and recommendations made in this regard where relevant.	All	March 2023	Services being audited.

## 8. Sustainability and Climate Change

We recognise that we have a role to play in responding to the global climate and ecological emergency, and we will do so via the activities described below.

<b>Sustainability and Climate Change Activity</b>					
<b>Service activity</b>	<b>Impacts on climate change mitigation</b>	<b>Impacts on climate change adaptation</b>	<b>Impacts on biodiversity</b>	<b>Impacts on greenspace</b>	<b>Other sustainability impacts</b>
<b>Sustainability and Climate Change Framework Action Plan</b> Continue to investigate, support and monitor sustainable investment opportunities, in line with the commitments made in the Sustainability and Climate Change Framework (SCCF) Action Plan.	Sustainable investments can support climate change mitigation.  The SCCF contains commitments to review the climate impacts of our savings.	Sustainable investments can support climate change adaptation.	Sustainable deposit bonds offer opportunities to support UN Sustainable Development Goals, including biodiversity-related ones.	Sustainable deposit bonds offer opportunities to support UN Sustainable Development Goals, including greenspace-related ones.	Sustainable deposit bonds offer opportunities to support UN Sustainable Development Goals which support other sustainability agendas such as responsible production & consumption and health & wellbeing.
Support the development of the Council's emerging Climate Action Plan (CAP) and Local Heat & Energy Efficiency Strategy (LHEES) by identifying/agreeing the appropriate financial support mechanisms.	Providing financial support mechanisms will help to enable delivery of the carbon reduction objectives of the CAP and LHEES.	Providing financial support mechanisms will help to enable delivery of the CAP's climate adaptation objectives.	Providing financial support mechanisms will help to enable delivery of the CAP's biodiversity objectives.	Providing financial support mechanisms will help to enable delivery of the CAP's greenspace objectives.	Providing financial support mechanisms for the CAP and LHEES will help to enable delivery of other sustainability co-benefits such as social inclusion and health promotion.
<b>Interim Carbon Management Plan</b>  Support the Council's preparation, delivery and monitoring of an Interim Carbon Management Plan by developing/delivering the appropriate financial support mechanisms	Providing financial support mechanisms will help to enable delivery of the Interim Carbon Management Plan's carbon reduction objectives	None	None	None	None.

<b>Reducing the carbon footprint of the service.</b> Seeking to reduce the carbon footprint of the service by reducing use of petrol/diesel private cars. When office working becomes possible intention is to move to a blended model to continue to allow an element of home working.	Reduced fossil fuel usage will contribute to climate change mitigation.	None	None	None	Improvements to air quality.
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## 9. Contact Details

Role	Name	Contact Details
Chief Finance Officer	Jamie Robertson	Jamie.robertson@eastdunbarton.gov.uk
Audit & Risk Manager	Gillian McConnachie	Gillian.mcconnachie@eastdunbarton.gov.uk
Principal Accountant	Andrew Cupples	Andrew.cupples@eastdunbarton.gov.uk
Principal Accountant	Gail Morrison	Gail.morrison@eastdunbarton.gov.uk
Principal Accountant	Alice Mullen	Alice.mullen@eastdunbarton.gov.uk



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**East Dunbartonshire Council**

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# HOUSING BUSINESS & IMPROVEMENT PLAN 2022-2025

## 1. Purpose and Priorities

<b>Purpose</b>	<p>The Housing Service provides a broad range of services aimed at improving outcomes for residents and communities within East Dunbartonshire. A number of stakeholders are involved in the design and delivery of services, including tenants and residents, Registered Social Landlords, other Council departments and The Scottish Government.</p> <p>The Local Housing Strategy provides the strategic direction, together with policies and plans to enable the Council and its partners to invest in the delivery of high quality affordable housing and housing related services, across all housing tenures, to meet identified need within the locality. The LHS complements East Dunbartonshire Council's Local Outcomes Improvement Plan 2017-2027, particularly in relation to the local outcome priorities below:</p> <ul style="list-style-type: none"> <li>🌀 East Dunbartonshire has a sustainable and resilient economy with busy town and village centres, a growing business base, and is an attractive place in which to visit and invest</li> <li>🌀 Our children and young people are safe, healthy and ready to learn</li> <li>🌀 East Dunbartonshire is a safe place in which to live, work and visit</li> <li>🌀 Our People experience good physical and mental health and wellbeing with access to a quality built and natural environment in which to lead healthier and more active lifestyles</li> <li>🌀 Our older population and more vulnerable citizens are supported to maintain their independence and enjoy a high quality of life, and they, their families and carers, benefit from effective care and support services</li> </ul> <p>The service will continue to lead on new house building, provide an effective housing management service along with an efficient Capital investment programme, to improve the quality of housing available to customers.</p>
<b>Strategic Priorities</b>	<p>The service is faced with various challenges and opportunities over the next three years and the key strategic priorities are summarised as follows:</p> <ul style="list-style-type: none"> <li>🌀 Providing an efficient and effective Housing Management service, assisting tenants and mitigating the impact of Welfare Reforms, where possible</li> <li>🌀 Increasing the supply of quality affordable housing and meeting housing needs</li> <li>🌀 Meeting the requirements set out in the Scottish Social Housing Charter and ensuring continuous improvement in housing service delivery</li> <li>🌀 Preventing and alleviating homelessness while also providing a Housing Options Service. Progressing the Scottish Government's Rapid Rehousing Transition Plan through reducing homelessness along with minimising the length of time households spend on our homelessness waiting list and living in temporary accommodation</li> <li>🌀 Improving the quality of housing conditions, both in the public and private sector</li> </ul> <p>The evidence base utilised by housing to achieve the above includes:</p> <ul style="list-style-type: none"> <li>🌀 Tenant feedback via annual surveys, settling in questionnaires, tenant participation forums as well as directly from tenant and resident groups</li> </ul>

- 🔗 Commissioned Research into the housing need for particular groups
- 🔗 Gathering of information for the Annual Return on the Charter
- 🔗 Housing legislation in Scotland relating to the regulation of social rented and private sector housing

**Impact Covid 19 pandemic on Homeless Team**

Officers continue to provide telephone interviews, carry out investigations from home, communicate via telephone, videolink and email as restrictions remain in place due to the pandemic. A different approach to training/shadowing new Officers has been challenging, as have changes in legislation relating to no evictions and local connection. The Homelessness Team is now back in the office operating on a rota basis however, face to face interviews are yet to recommence.

**Impact Covid 19 pandemic on Estates Team**

Housing Staff continue to work from home but are looking to develop a phased hybrid model to get back to the office in some capacity. The long term working from home has led to a change in some working practices as Housing Officers have not been able to visit tenants in their homes, we hope this will change as restrictions are lifted. There has been an increased use of emails as a means of corresponding with tenants rather than telephone or face to face contact. The electronic house file system has greatly assisted during the pandemic as this was introduced 4 years ago and allowed the officers to continue to access files even while working from home.

**Impact Covid 19 pandemic on Rents Team**

Rents Team officers continue to work remotely since 17 March 2020. No face-to-face meetings with tenants or home/office appointments have taken place since the onset of the pandemic. Communication with tenants continues via telephone, text message, email and letters.

The maximisation of rental income and pursual of rent arrears continues to be a priority for the Housing Service. Despite the restrictive engagement methods, Housing Officers continue to provide advice and support to tenants who engage and are struggling to pay their rent. Since April 2021, a new Hardship Fund has been available for tenants who have accrued rent arrears through no fault of their own. As at 14 February 2022, 70 tenants have met the qualifying criteria, with over £72k being awarded. All awards are made directly to a tenants rent account.

Tenants have outlined being adversely affected financially by a number of factors, including the removal of the furlough scheme, the removal of the £20 per week UC lift and the significant increased costs of utilities, groceries and household cleaning products. Officers continue to work closely with CAB to assist tenants with income maximisation and claims for any Benefit entitlement.









The temporary legislation within the Coronavirus (Scotland) Act 2020 that protected tenants from eviction, has now been removed. As a result, the Housing Service resumed legal action against tenants in December 2021, with the first cases calling at court in January 2022. For tenants in serious increasing rent arrears, the Housing Service will be seeking recovery of their property as well as monies owed for rent due, if their case has been called to court. To date evictions have not yet restarted, due to the timescales involved with this new process. However, it is anticipated this will resume within the next few months. The pre court requirement of serving a Notice of Proceedings (NOP), still retains the six month notification period from the temporary legislation before it goes 'live', this compares to the one month notification period before the pandemic.






**Impact Covid 19 pandemic on Tenant Participation Team**

In line with the Housing (Scotland) Act 2001, the Housing Service provides tenants with an opportunity to get involved and have their say on services delivered by housing. This is achieved by actively promoting and supporting tenants to get involved through Tenants & Residents Associations and a number of other activities. Similar to many other services, the

	<p>pandemic continues to have an impact on a number of normal tenant participation activities. However, the Taking Part newsletter continues to be issued to all tenants, the Tenant Participation Working Group now meets online and a rent setting survey is also carried out. We also undertake an annual tenant satisfaction survey, which is reported back to tenants through these methods of engagement. Other Tenant Participation activities will be reviewed and only reintroduced in line with the guidance from the SG.</p> <p>The recent annual rent review was initiated at the TPWG in October 2021, with a follow up questionnaire then included in the December issue of the newsletter sent to all EDC tenants. A QR Code was supplied to tenants allowing them to respond via their mobile device, as well as providing a freepost response option too. Since this approach was introduced in 2020, this has resulted in significantly greater responses from tenants than in previous years, as outlined below.</p> <table><tr><th>Rent Consultation Year</th><th>No of tenants issued to</th><th>Responses received</th></tr><tr><td>2021 (current)</td><td>3657</td><td>409 (11.1%)</td></tr><tr><td>2020</td><td>3556</td><td>232 (6.4%)</td></tr><tr><td>2019</td><td>3587</td><td>24 (0.67%)</td></tr><tr><td>2018</td><td>3560</td><td>44 (1.2%)</td></tr><tr><td>2017</td><td>3555</td><td>48 (1.4%)</td></tr></table>	Rent Consultation Year	No of tenants issued to	Responses received	2021 (current)	3657	409 (11.1%)	2020	3556	232 (6.4%)	2019	3587	24 (0.67%)	2018	3560	44 (1.2%)	2017	3555	48 (1.4%)
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Work of the Teams	<p><b><u>Homelessness and Prevention</u></b> provides services to people who are experiencing homelessness, or, who are threatened with homelessness. They are committed to ensuring that customers receive a high quality and responsive service. The service works to ensure that homeless people, who can often be vulnerable or have complex needs, get prompt and easy access to housing options, as well as help and advice; are provided with suitable, good quality temporary or emergency accommodation when this is needed; and are offered continuing support, including housing support to help them resettle into permanent accommodation. The team is responsible for overseeing the prevention/housing options agenda.</p> <p>The Team are also responsible for the management and monitoring of Landlord Registration, Houses of Multiple Occupation, Licences and mortgage to rent applications. These services have continued throughout the pandemic to ensure compliance. Following a mini review of the service, the Council's Project 101 Youth Service and Housing Officers (Temporary Accommodation) were also moved to the Homelessness Team during 2021/22.</p> <p><b><u>Strategy, Performance &amp; Systems</u></b> which incorporates; the Local Housing Strategy, Assessing Tenant Satisfaction, Housing Need and Demand Assessments, Monitoring Housing Performance, Producing the Annual Return on Charter and Maintaining an efficient, modern Housing Management System.</p> <p>The team focus on policy and procedure reviews in conjunction with tenant consultation to ensure a robust and effective housing service. The performance of the service is monitored on a monthly basis and benchmarked against other Local Authorities in Scotland to establish any areas where performance needs to improve. Liaison with other Local Authorities ensures all good practise is shared and underperforming areas are improved.</p> <p>System development is key to providing a robust housing service and the systems team strive to maintain an efficient housing management system, plugging any gaps and developing modules to assist with any changes to legislation. The next year will be crucial within the systems team, as they work towards the implementation of a new Housing Management System purchased in January 2022.</p> <p><b><u>Housing Operations</u></b> work across all areas of East Dunbartonshire. The Operations team focus on working with tenants to maximise rent collection and arrears prevention, minimise void turnover and lost rental income, while delivering effective housing estate management.</p>																		



	<p>anti-social behaviour, neighbour nuisance and tenancy dispute services. The service also works with tenants to allow them to have their say, while also offering opportunities to get involved via Tenant Participation. The Service works in partnership with other agencies to ensure that tenants and customers live in well maintained neighbourhoods where they feel safe. The Service works with others to ensure that people looking for housing, get information that helps them make informed choices and decisions about the range of housing options available to them. The Housing Service ensures that residents are aware of the implications of Welfare Reforms through face to face meetings and newsletters.</p> <p>The Housing team are committed to ensuring continuous improvement in the housing service through the achievement of performance standards and business/improvement planning.</p> <p>The Service works closely with all Community Planning Partners and contributes to the Council's corporate objectives set out within the Local Outcomes Improvement Plan 2017-2027 by:</p> <ul style="list-style-type: none"> <li> Providing an efficient and effective Housing Management service, working in partnership with other agencies to ensure that tenants and other customers live in well maintained neighbourhoods where they feel safe.</li> <li> Increasing the supply of affordable housing and meeting housing needs by implementing the Local Housing Strategy and Strategic Housing Investment Plan, working in partnership with The Scottish Government to maximise grant funded income to the council and registered social landlords.</li> <li> Meeting the requirements set out in the Scottish Social Housing Charter and ensuring continuous improvement in the delivery of the housing service.</li> <li> Preventing and alleviating homelessness to ensure that homeless people get prompt and easy access to housing options, help and advice; are provided with suitable, good quality temporary or emergency accommodation when this is needed; and are offered continuing support to help them resettle into permanent accommodation.</li> <li> Improving housing quality in both the public and private sector, by investing in and delivering effective maintenance programmes to take account of housing quality and home safety needs; along with implementing the Council's Scheme of Assistance to ensure improvement in the quality of private sector housing.</li> </ul> <p>The introduction of the Housing (Scotland) Act 2014 has implications for the housing service. The Act has allowed for some local flexibility, better use of social housing, tackling anti-social behaviour, protection for tenants and it abolished the Right to Buy back in 2017. The Act also introduced legislation specific to private sector housing, including a new housing tribunal that acts as a specialist decision maker for disputes in the private rented sector (PRS).</p>
<p><b>Key Improvement Actions for 2022-2023</b></p>	<ul style="list-style-type: none"> <li> <b>Void rent loss</b> –The Void rent loss target has not been met in the past 2 years due to the Covid pandemic restrictions and the backlog this created. This should no longer be an issue going forward as the void backlog is now cleared.</li> <li> <b>Rent arrears</b> – Rent arrears remain high due to financial difficulties arising for tenants during the Covid19 pandemic period. The temporary legislation within Coronavirus (Scotland) Act 2020 that protected tenants from eviction, has now been removed, resulting in the Housing Service resuming legal action against tenants in December 2021 due to high and increasing rent arrears.</li> <li> <b>Relet timescales</b> –The relet timescales were not been met last year due to the Covid pandemic restrictions and the backlog this created. This should no longer be an issue going forward as the void backlog is now cleared.</li> </ul>

	<p> <b>Number of homeless cases waiting more than 3 years</b> – Rapid Rehousing has helped to minimise the length of time homeless applicants have to wait for permanent accommodation but there are still a few families who have waited over 3 years.</p> <p> <b>Update the current Integrated Housing Management System</b> – Saffron has become outdated in relation to the statistical data requirement of the Scottish Government and in relation to the automated system requirement of the Housing Service.</p>
Key Priority Performance indicators	<p> <b>HOU-BIP-01 Average length of time taken to re-let properties in the last year (days)</b></p> <p> <b>HOU-BIP-03 Rent arrears - active accounts (monetary value)</b></p> <p> <b>HOU-BIP-04 Rent loss due to void properties – (monetary value)</b></p>

## 2. Improvement Actions

Title	<b>Rent Arrears</b>	Original Due Date	01-April-2022
Description	Utilising Mobyssoft, contact with jobcentre and the legal system to reduce exposure to bad debtors.		
Link to LOIP Outcome or Guiding Principle	Outcome 5		
Rationale	To ensure that the HRA business plan remains viable as Universal Credit is further implemented.		

Title	<b>Void Performance</b>	Original Due Date	01-April-2022
Description	Use the Smartsheet system to identify further deficiencies in the void turnaround process.		
Link to LOIP Outcome or Guiding Principle	Outcome 4		
Rationale	To ensure that the HRA business plan remains viable and make homes available quickly to new tenants.		

Title	<b>Homelessness</b>	Original Due Date	01-April-2022
Description	Reduce the length of time that homeless cases are waiting for permanent housing.		
Link to LOIP Outcome or Guiding Principle	Outcome 5		
Rationale	To ensure that vulnerable people are efficiently assessed and able to access accommodation that meets their housing need.		






Title	<b>Void Rent Loss</b>	Original Due Date	01-April-2022
Description	Reduce the length of time that properties are void to maximise rental income.		
Link to LOIP Outcome or Guiding Principle	Outcome 4		
Rationale	To ensure that the HRA business plan remains viable and make homes available quickly to new tenants.		

Title	<b>Update Integrated Housing Management System</b>	Original Due Date	01-April-2022
Description	Update the current outdated system to improve service delivery.		
Link to LOIP Outcome or Guiding Principle	Outcome 3		
Rationale	To ensure that the housing service's data is stored and reported efficiently and effectively.		






### 3. Performance Indicators




#### Quarterly Indicator

Code	PI Title	20/21			22/23 target	Rationale for Inclusion	LOIP Outcome or Guiding Principle
		2020/21 Value	Target	Status	2022/23 Target		
HOU-BIP-08	Percentage of Antisocial behaviour cases reported and resolved	83%	95%		80%	To monitor anti social behaviour case management to increase tenant satisfaction levels.	East Dunbartonshire is a safe place in which to live, work and visit.
HOU-BIP-09	Percentage of tenancy offers refused during the year	38%	30%		30%	Monitor number of offer refusals to ensure tenant/applicant requirements are met.	East Dunbartonshire is a safe place in which to live, work and visit.
HOU-BIP-10	Number of cases waiting less than 3 years for permanent housing as % of the total number	99%	80%		90%	Monitor homelessness waiting times to work towards Rapid Rehousing Transition Plan targets.	East Dunbartonshire is a safe place in which to live, work and visit.
HOU-BIP-11	Total number of accepted homeless cases	236	400		300	To work towards meeting the demand of homelessness in East Dunbartonshire.	East Dunbartonshire is a safe place in which to live, work and visit.
HOU-BIP-12	Total No. Nominations - EDC	105	40		90	To monitor the nomination target with RSL's.	East Dunbartonshire is a safe place in which to live, work and visit.

#### Monthly Indicator

Code	PI Title	20/21			22/23 target	Rationale for Inclusion	LOIP Outcome or Guiding Principle
		2020/21 Value	Target	Status	2022/23 Target		
HOU-BIP-01	Average length of time taken to re-let properties in the last year (days)	135	50		55	To improve performance in housing allocations	East Dunbartonshire is a safe place in which to live, work and visit.
HOU-BIP-03	Rent Arrears - Active accounts (Monetary value)	£1,075,252.98	£815,000.00		£1,000,050.00	To improve performance in reducing rent arrears	East Dunbartonshire is a safe place in which to live, work and visit.
HOU-BIP-04	Rent loss due to void properties - Monetary Value	£255,798.20	£100,000.00		£130,000.00	To reduce the level of void loss when properties are empty	East Dunbartonshire is a safe place in which to live, work and visit.

#### Yearly Indicator

Code	PI Title	20/21			22/23 target	Rationale for Inclusion	LOIP Outcome or Guiding Principle
		2020/21 Value	Target	Status	2022/23 Target		
HOU-BIP-06	Number of new affordable houses completed in the year	45	45		76	To work towards meeting housing demand.	East Dunbartonshire is a safe place in which to live, work and visit.
HOU-BIP-07	Percentage of new tenancies sustained for more than a year, by source of let	94.4%	90%		93%	Monitoring of tenancy sustainment to improve tenant satisfaction.	East Dunbartonshire is a safe place in which to live, work and visit.
HOU-SOL-HSN1B	Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year	13.02 %	10.52 %		12%	The successful collection of council tenants' rent indicates an effective service. This indicator will allow councils to share reasons when they are successful in having a low percentage of net rent due.	Best value

## 4. Achieving our Local Outcomes

<b>Local Outcomes or Guiding Principles</b>	<b>Approach to delivery (Including Contributions to Local Outcome Delivery Group)</b>
<b>Outcome 1</b>	Housing contributes to economic development in East Dunbartonshire through town centre plans, regeneration projects and delivery of an affordable housing programme.
<b>Outcome 2</b>	Housing support services can facilitate access to education or training pathways for all age groups encouraging engagement with partners in the Third sector.
<b>Outcome 3</b>	<p>Project 101 delivers a youth housing information service, running workshops and classes to better equip young people in East Dunbartonshire live healthy and safer lives.</p> <p>The HSCP supports children with learning or physical disabilities to transition to adult services. By working with our partners in HSCP, children and young people are supported to engage and are better protected when concerns are identified.</p>
<b>Outcome 4</b>	The housing service contributes to making East Dunbartonshire a safe place to live and work through policies that tackle anti-social behaviour, by delivering a community safety strategy and through a protocol with HMP Low Moss.
<b>Outcome 5</b>	Housing can deliver support services to residents that aims to help them achieve good mental health and wellbeing, to combat addictions, tackle obesity and avoid loneliness by increasing community engagement. This links directly to community planning and delivery of a quality built and natural environment.
<b>Outcome 6</b>	Housing contributes to the quality of life of our older population who are supported to live independent lives in their own home or in a homely setting, as long as practicable, assisted by an aids and adaptations service delivered by housing through a Care and Repair service.
























## 5. Evidence Based Planning













### Strategic Scan of Policy Environment

P – Political	E - Economic	S - Social
<ul style="list-style-type: none"> <li>🌀 Scottish Social Housing Charter</li> <li>🌀 Local Housing Strategy</li> <li>🌀 Strategic Housing Investment Plan</li> <li>🌀 Affordable Housing Investment Plan</li> <li>🌀 Older Peoples Transforming Change Fund</li> <li>🌀 Scottish Government Statistical Return</li> <li>🌀 Scotland's Housing Network Benchmarking</li> <li>🌀 Tenant Participation Strategy</li> </ul>	<ul style="list-style-type: none"> <li>🌀 Welfare Reform</li> <li>🌀 Carbon Reduction Commitment</li> <li>🌀 Prudential Borrowing Capacity</li> <li>🌀 SG grant funding for new build and HEEPS.</li> <li>🌀 Supporting the local economy through capital investment in works</li> <li>🌀 Hardship fund to assist tenants with a negative financial impact</li> </ul>	<ul style="list-style-type: none"> <li>🌀 Homelessness</li> <li>🌀 Affordable Housing/Housing need and demand</li> <li>🌀 Welfare Reform</li> <li>🌀 Housing Options/housing waiting list</li> <li>🌀 Scottish Social Housing Charter</li> <li>🌀 Annual Assurance Statement</li> <li>🌀 Fuel Poverty</li> </ul>
T – Technological	L – Legal	E – Environmental
<ul style="list-style-type: none"> <li>🌀 Civica Housing IT system (Saffron)</li> <li>🌀 Aspray – asset management</li> <li>🌀 Smartsheets</li> </ul>	<ul style="list-style-type: none"> <li>🌀 Housing (Scotland) Act 1987</li> <li>🌀 Housing (Scotland) Act 2001</li> <li>🌀 Homelessness etc. (Scotland) Act 2003</li> <li>🌀 Housing (Scotland) Act 2006</li> <li>🌀 Housing (Scotland) Act 2010</li> <li>🌀 Housing (Scotland) Act 2014</li> <li>🌀 Antisocial Behaviour etc. (Scotland) Act 2004</li> <li>🌀 Nature Conservation (Scotland) Act 2004 (Biodiversity Duty)</li> <li>🌀 Strategic Environmental Assessment (Scotland) Act 2005</li> <li>🌀 Equality Act 2010</li> <li>🌀 Welfare Reform Act 2012</li> <li>🌀 Public Bodies (Joint Working) (Scotland) Act 2015</li> <li>🌀 Community Empowerment (Scotland) Act 2015</li> <li>🌀 Child Poverty (Scotland) Act 2017</li> <li>🌀 Climate Change (Scotland) Act 2009</li> <li>🌀 Climate Change (Emissions Reduction Targets)(Scotland) Act 2019</li> <li>🌀 Fuel Poverty (Target, Definitions and Strategy)(Scotland) Act 2019</li> <li>🌀 Planning (Scotland) Act 2019</li> <li>🌀 Coronavirus Scotland Act 2020</li> </ul>	<ul style="list-style-type: none"> <li>🌀 Scottish Housing Quality Standard (SHQS)</li> <li>🌀 Energy Efficiency Standard for Social Housing (EESH)</li> <li>🌀 Home Energy Efficiency programme (HEEPS)</li> <li>🌀 Insulation measures</li> <li>🌀 Provision of furniture via a furniture scheme</li> </ul>



## 6. Stakeholder Consultation and Engagement

Title	Description	Audience	How this engagement will be used to inform planning and service delivery	Planned Start Date	End Date
<b>Annual Council House Rent</b>	Consultation with tenants on the proposed annual rent review in line with Housing (Scotland) Act 2001.	 Tenants and residents  Tenant Participation Working Group  Elected Members	Tenants consulted on the proposed annual rent review in line with legislation. Newsletter with section on rent review issued to all 3500+ tenants for comment.	1 Sept 2022	1 April 2023
<b>Scottish Social Housing Charter</b>	The Scottish Housing Regulator safeguards the interests of all customers of social landlords. The SHR developed the Charter to monitor the landlord's performance.	 The Scottish Housing Regulator  Elected Members  Tenants and residents  Tenant Participation Working Group  All customers – internal users of services	Tenants will be involved in monitoring the information detailed in the Annual Charter Return as well as the content of the annual ARC newsletter to tenants.	31 May 2022	31 May 2023
<b>Tenant Satisfaction Survey</b>	Consultation with tenants on the service provided by East Dunbartonshire Council.	 Tenants  Elected Members	Customer feedback on various aspects of the customer satisfaction element of the Scottish Social Housing Charter, as well as some other services.	31 March 2022	31 May 2023
<b>Local Housing Strategy</b>	Consultation with a range of internal and external stakeholders on the content and implementation of the current LHS 2017-22.	 Tenants and residents  Elected Members  Tenant Participation Working Group  Community Groups  SHR  Other local authorities & RSL's  Glasgow and Clyde Valley Groups  HSCP  Voluntary organisations	To receive views on the strategic priorities and expected outcomes detailed in the strategy.	1 November 2021	30 April 2022
<b>The Scrutineers examine housing</b>	Tenants/service help to identify possible improvements for the Housing or Property	 Tenants and residents  Tenant Participation Working Group  Executive Officers  Elected Members	Improved housing/property maintenance function and better	1 April 2022	1 April 2023

<b>related policy and operations</b>	Maintenance Services by scrutinising policy and operations while also giving recommendations.		service delivery to customers.		
<b>Sheltered Housing Forum</b>	Quarterly meeting with tenants from EDC sheltered housing complexes to discuss issues relevant to their accommodation and lifestyle.	<ul style="list-style-type: none"> <li> Sheltered housing tenants</li> <li> Property Maintenance Services</li> <li> Social Work</li> </ul>	To receive views from sheltered housing tenants on issues affecting their tenancies and agree any new plans / initiatives which may affect them.	1 April 2022	1 April 2023
<b>Tenant Participation Working Group</b>	Main consultative forum with meetings held 5 times per year. In line with legislation and good practice re tenant participation. The Housing Service facilitates regular meetings to consult with and/or bring to the attention of TPWG members, any proposed changes to service and/or provide information on service performance. TPWG will now be presented with HGIOS, annual & quarterly indicators at meetings.	<ul style="list-style-type: none"> <li> Tenants and residents</li> <li> Elected members</li> <li> Executive Officers</li> <li> Property Maintenance</li> </ul>	Feedback received is used to guide the Housing Service on proposals to Council regarding services and how to improve them.	1 April 2022	1 April 2023
<b>Annual Tenant Event</b>	Event held annually, as an opportunity for all tenants to come together to discuss housing issues. Workshop topics agreed with tenants in advance.	<ul style="list-style-type: none"> <li> Tenants and residents</li> <li> Tenant Participation Working Group</li> <li> Elected members</li> <li> Community Groups</li> <li> Executive Officers</li> </ul>	TPWG to decide workshop topics and if appropriate this is an opportunity to engage with and collate direct feedback.	01 April 2022	30 Sept 2022

## 7. Equalities

<b>Planned action which further the needs of the equality duty</b>	<b>Customer group this will affect (including employees or all East Dunbartonshire residents)</b>	<b>Projected timescale</b>	<b>Who, if any, are your partners for this action?</b>
Supporting Independent Living through Aids and Adaptations	Tenants and Homeowners	Ongoing	PMS, Care and Repair, Shared Services, HSCP
Investing in Our Existing Housing Stock to Improve Energy Efficiency and Reduce Inequality in Fuel Poverty	Tenants and Homeowners	Ongoing	PMS, External Contractors, Private Owners, Scottish Government
Building additional wheelchair and amenity specified housing to support independent living	Disabled People including Tenants and Private Renters	Ongoing	Housing Associations, HSCP
Providing a more comprehensive youth housing service by moving premises of Project 101 youth housing information project	Young People aged 14-25	Ongoing	HSCP
Tenant Participation - Scrutiny Group (Scrutineers)	Tenants and service users Tenant Participation Working Group Housing and Property Maintenance	March 2018 onwards	Tenants and service users
Supporting Refugees by providing accommodation	Refugee Families	Ongoing	Home Office, Police, HSCP
Supporting older people and specialist housing users by making informed planning decisions based on research undertaken into their particular housing needs	Older People People with physical and mental disabilities	Ongoing	Planning Policy, HSCP

## **8. Sustainability and Climate Change**

Sustainability Activity					
Service activity	Impacts on climate change mitigation	Impacts on climate change adaptation	Impacts on biodiversity	Impacts on greenspace	Other sustainability impacts
<b>Development of Housing on brownfield sites</b>	Potential to increase carbon footprint	Introduces sustainable urban drainage solutions to attenuate and filter surface water	Introduction of food growing areas, bird and bat boxes and new habitat where possible.  Potential negative impact if existing open habitat mosaic present on site.	Reintroduces soft landscaping to formerly developed spaces. Reduces pressure to develop on existing green spaces. Larger housing developments (>5) make financial contribution towards offsite open space.	Potential for positive contribution towards the Climate Change Adaptation Strategy and the Local Heat and Energy Efficiency Strategy where site conditions allow.
Improvements to Existing Housing Stock to meet The Energy Efficiency Standard for Social Housing (EESH)	Reduces the carbon footprint of existing housing stock	n/a	Potential negative impact on habitat within existing buildings when adapted.	n/a	Tackles fuel poverty, emission of greenhouse gases and reduces energy consumption.
Home Energy Efficiency programmes (SHQS)	Reduction of CO2 footprint	Limits the impact of rises in carbon generating fuel costs	Potential negative impact on habitat within existing buildings when adapted.	n/a	Tackles fuel poverty, emission of greenhouse gases and reduces energy consumption.
New Build Development in Higher Density and Better Located Places	Reduces need to travel by car, reducing CO2 footprint	Supports walking and cycling as primary means of transport	n/a	Reduces pressure to develop on existing green spaces.	Compact, walkable environments support healthier living and community based activity.
New Build Development to Meet at least the Silver Standard for Energy Efficiency	Reduction of CO2 footprint	Limits the impact of rises in carbon generating fuel costs	n/a	n/a	Tackles fuel poverty, emission of greenhouse gases and reduces energy consumption.
Use of SUDS within New Build Development	Mitigation of flooding extenuated by climate change	Reduces damage caused by flooding	Creation of new species rich habitat.	Forms new blue/green spaces within development areas.	n/a

## 9. Contact Details

Role	Name	Contact Details
Executive Officer Housing	Grant Mackintosh	Grant.mackintosh@eastdunbarton.gov.uk
Team Leader Housing Operations (strategy)	Gillian Lunn	Gillian.lunn@eastdunbarton.gov.uk
Team Leader Housing Operations (rents)	Jim Wright	James.p.wright@eastdunbarton.gov.uk
Team Leader Housing Operations (estates)	Elaine Romanes	Elaine.romanes@eastdunbarton.gov.uk
Team Leader Homelessness & Prevention	Lynsey Rowe	Lynsey.douglas@eastdunbarton.gov.uk



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# LEGAL AND DEMOCRATIC SERVICES BUSINESS & IMPROVEMENT PLAN 2022-2025

## 1. Purpose and Priorities

<b>Purpose</b>	<p>This BIP sets out the main actions that Legal &amp; Democratic Services intends to carry out over the period of 2022 to 2025 to deliver core priorities and the related objectives of the Local Outcome Improvement Plan and the Strategic Planning &amp; Performance Framework.</p> <p>Legal &amp; Democratic Services provides support to all services in the Council in relation to the Governance of the Council; Decision making &amp; Elected Members; the Legal Interests of the Council; and Information Management including Records Management, Data Protection and Freedom of Information. In carrying out these services, Legal &amp; Democratic Services aims to meet statutory obligations, current best practice, and provide a responsive and quality service to our internal customers and external stakeholders. The Strategic Grouping contributes to the Corporate Governance of the Council through the Statutory Roles of the Monitoring Officer and the Service's focus on supporting and strengthening controls and monitoring legislative compliance.</p>
<b>Strategic Priorities</b>	<p>For the period 2022-25 the Strategic Group has identified the following Strategic Priorities;</p> <ul style="list-style-type: none"> <li>• Ensuring that the Council's Governance arrangements and mechanisms remain up to date and structure the Council's relationships with partners.</li> <li>• Ensuring continued compliance with the Council's Governance Structures</li> <li>• Ensuring that the Council's Decision making arrangements continue to be robust and meet the required governance standards of a modern local authority</li> <li>• Ensuring that the Council's Civil Contingencies arrangements are up to date and continue to meet its responsibilities as a Category 1 Responder in relation to national, regional and local events in association with our strategic partners.</li> <li>• Ensuring the best representation of the Council Legal Interests – including all aspects of contracts, planning &amp; conveyancing, litigation &amp; licensing, supporting the governance and decision making functions of the Council and providing advice and guidance to all Council services.</li> </ul> <p>Ensuring that the Council complies with best practice in relation to all aspects of Records Management including Freedom of Information, Data Protection matters, GDPR and all aspects of Information Management incorporated in the Council's Records Management Plan</p>
<b>Work of the Teams</b>	<p><b><u>Corporate Governance</u></b></p> <p>The Corporate Governance Service provides Democratic Services, Technical Support for Registration Services, Elected Members Support and CMT Support services on an on-going basis, Civil Contingencies and Corporate Information and Records Management services to the prescribed standard across all areas. In addition, Democratic Services deliver the successful management of all electoral events in East Dunbartonshire and regularly reviews the alignment of polling districts to constituency and ward boundaries as required by the Boundary Commission for Scotland and Local Government Boundary Commission. The work of the team contributes to the delivery of the Local Outcome Improvement Plan (LOIP), ensuring that the Council has appropriate systems and controls through which it seeks to deliver its Vision and Local Outcomes. Specific activities in support of the overall objectives include:</p> <ul style="list-style-type: none"> <li>• Management and administration of the Council's decision making bodies</li> <li>• Election Management, Planning &amp; Delivery</li> <li>• Provision of direction and technical support to the Council's Registration Function</li> <li>• Development of corporate Civil Contingency Plans and arrangements with partners at regional and local resilience levels</li> </ul>



	<ul style="list-style-type: none"> <li>• Civil contingencies – Strategic and operational multi-agency framework for responding to, and recovering from, emergencies in the UK.</li> <li>• Information &amp; Records Management                         <ul style="list-style-type: none"> <li>○ Records Management Plan and Publication Schemes</li> <li>○ FOI, Data Protection &amp; GDPR management</li> <li>○ Efficient and cost effective Mail Services</li> <li>○ Central Print Functions</li> </ul> </li> </ul> <p><b><u>Legal Services</u></b></p> <p>The Legal Services Team provides legal support to the Council and its various decision making bodies; provides key professional support services incorporating projects and procurements, contracts, conveyancing and land matters, supporting the Council's City Region Deal projects, general advice on statutory functions including planning, community protection, social work and education, regulatory matters including liquor and civic government licensing, and litigation conducted in courts and tribunals. Legal Services delivers advice in relation to liquor and civic government licensing and supports the Licensing Board and Civic Government Appeals Board. The Service provides legal advice in relation to the Council's compliance with freedom of information, data protection and related information management legislation and undertakes formal reviews of FOI requests as required. The Team also advises in relation to compliance with human rights and equality. Further, it provides advice and support across the Council and its decision-making bodies on issues of vires and legal compliance in general.</p> <p>Specific activities in support of the overall objectives include:</p> <ul style="list-style-type: none"> <li>• ensuring that the Council acts at all times within its statutory and common law duties and powers;</li> <li>• enabling other Council services to deliver their priorities by providing timeous and appropriate legal advice and support;</li> <li>• enabling the Council to protect vulnerable individuals;</li> <li>• enabling key projects and strategies including major transformational projects by the provision of appropriate advice in relation to governance and legal matters;</li> <li>• ensuring all opportunities for the Council's growth and functionality can be realised;</li> <li>• identifying key savings and revenue for the Council within legal limits;</li> <li>• securing capital receipts and revenue income to assist with the maintenance of the Council's revenue and the development of the local economy.</li> </ul>
<b>Key Improvement Actions for 2022-2023</b>	<ul style="list-style-type: none"> <li>• Information Records Management Strategy – development of effective and robust records management practices.</li> <li>• Information Records Management – FOI Toolkit – continued development to ensure consistent, effective and efficient response to FOI Data Protection Enquiries.</li> <li>• Self Service Arrangements – identify opportunities for the introduction of arrangements to improve efficiency.</li> <li>• External Legal Services Framework – putting in place a framework to ensure that the Council has access as required to expert, cost effective and comprehensive legal support.</li> <li>• Review of External Bodies – comprehensive review of external bodies to help maximise members/officers' time and ensure the Council appoints appropriate representatives.</li> <li>• Digital Transformation/IT Skills Development for Elected Members – various up-skilling to assist Digital Transformation and increase efficiency.</li> </ul>
<b>Key Priority Performance indicators</b>	<ul style="list-style-type: none"> <li>• Percentage of Contract acceptances completed within 7 days of full instructions</li> <li>• Percentage of Committee / Council Action sheets issued within 24 hours</li> <li>• Percentage of FOI requests allocated to the correct named officer within 24 hours of receipt</li> <li>• Number of Housing Improvement and Repairs Grants Processed and authorised within 7 days of receiving full instructions</li> </ul>

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|  | <ul style="list-style-type: none"><li>• Percentage of Open Market Purchase by Internal Legal Services- Number of Offers to buy completed within 5 days of receipt of full instructions and authorisation</li><li>• Percentage of Public Entertainment Licence applications approved or refused by Legal Services within 5 days of receipt of the complete application, together with all documentation and completed consultation responses.</li><li>• Percentage of Applications for guardianship orders and intervention orders under AWI legislation prepared within 10 days of receipt of full instructions and fully completed statutory reports.</li></ul> |
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## 2. Improvement Actions

Improvement Action	Description	Link to LOIP Outcome or Guiding Principle	Due Date	Rationale
Information Records Management Strategy	Continued development of effective and robust records management practices which incorporate measures to facilitate and assure compliance with FOI, data protection and other information management obligations	The proper management and recording of information will assist all areas of the Council to ensure that support is targeted where most needed within our communities and will ensure public protection and statutory compliance.	31-Dec-2020	Information is a significant council resource and responsibility. Robust and up to date Information Management procedures are essential for statutory compliance. This is an area of significant regulatory change and it is critical that the Council's policies and procedures are up to date and compliant
Information Records Management - FOI Toolkit	Phase 2 – Focus on building on success by delivering improved quality - including revised toolkits for services, improved administrative procedures. Continued development to ensure consistent, effective and efficient responses to FOI, EIR and Data Protection Enquiries	The proper management and recording of information will assist all areas of the Council to ensure that support is targeted where most needed within our communities and will ensure public protection and statutory compliance.	31-Mar-2020	Information is a significant council resource and responsibility. Robust and up to date Information Management procedures are essential for statutory compliance. This is an area of significant regulatory change and it is critical that the Council's policies and procedures are up to date and compliant
Self Service Arrangements	To review the various types of current legal support provided across the Council in order to identify opportunities for the introduction of self-service arrangements where it is safe to do so from a risk management perspective	This will assist Legal Services to support other Services in the delivery of all Local Outcomes	31-Dec-2020	Managed self service arrangements will improve efficiency across the Council and will ensure that specialist legal support is targeted where it is needed most
Legal Engagement and Risk Management	Development of structured engagement arrangements with strategic leads in order to deliver the provision of proactive guidance and support to the Council in highlighting and managing, assessing and, where	This is essential to allow Legal Services to effectively and efficiently provide vital support to Services throughout the	31-Mar-2020	This will result in more tailored, embedded legal support which is essential to enable services and the Council to realise strategic and Local Outcomes.

	appropriate, mitigating legal risks.	Council to deliver all Local Outcomes.		
External Legal Services Framework	Review of Council's external legal support to be carried out and a framework arrangement to be procured to ensure that the Council has access as required to expert, cost effective and comprehensive legal support.	This will assist Legal Services to support other Services in the delivery of all Local Outcomes	31-Mar-2020	It is essential that the Council has access to appropriate legal support and advice when required, regardless of internal capacity and skills base




### 3. Performance Indicators

#### Quarterly Indicators

Code	PI Title	2019/20 Value	Target	2019/20 Status	2022/23 Target	Rationale for Inclusion	I OIP Outcome or Guiding Principle
LDS-BIP- 02	Percentage of Committee / Council Action sheets issued within 24 hours	100?	100%		100%	Underpins the delivery of prompt action in relation to Council/Committee decisions and assurance of timeous reporting	Good Governance and Assurance
LDS-BIP-03	Percentage of Reports checked by Monitoring Officer within 3 days	93.75%	90%		90%	All reports should be reviewed by the Monitoring Officer to ensure legal compliance and issues of vires in advance of pre-agenda publication in order to provide assurance in terms of the Council acting legally and within its powers	Good Governance and Assurance
LDS-BIP-04	Number of hours of members training delivered	12.5	12		12	The effective running of the Council requires Members to receive comprehensive, regular and up to date training	Good Governance and Assurance
LDS-BIP-05	Percentage of FOI requests allocated to the correct named officer within 24 hours of receipt	84%	95%		95%	Compliance with statutory timescales for FOI is a fundamental duty and prompt allocation to the correct officer is essential to meeting timescales	Statutory Duty
LDS-BIP-06	Number of data protection spot checks carried out	0	12		12	Compliance with data protection is a fundamental statutory responsibility and spot checks are an essential assurance mechanism, particularly as officers return to office accommodation	Good Governance and Assurance
LDS-BIP-08	Number of Information Management Liaison Officer (IMLO) Meetings	4	4		4	Improved Demand for quality information management performance	Prevention and early intervention
LDS-BIP-10	Open Market Purchase by Internal Legal Services- Number of Offers to buy completed within 5 days of receipt of full instructions and authorisation	100%	90%		90%	Early settlement of open market purchased properties supplements the Council's housing stock and supports the reduction of the housing waiting lists	East Dunbartonshire is a safe place in which to live, work and visit.
LDS-BIP-##	Percentage of Public Entertainment Licence applications approved or refused by Legal Services within 5 days of receipt of the complete application, together with all documentation and	n/a	n/a	n/a	100%	The timeous administration of public entertainment licensing is necessary to ensure good customer service and helps ensure local community events take place.	Economic Growth and Recovery East Dunbartonshire is a safe place in which to live, work and visit.

Code	PI Title	2019/20		2019/20		Rationale for Inclusion	LOIP Outcome or Guiding Principle
		Value	Target	Status	Target		
LDS-BIP-##	completed consultation responses. Percentage of applications for guardianship orders and intervention orders under AWI legislation prepared within 10 days of receipt of full instructions and fully completed statutory reports.	n/a	n/a	n/a	100%	Drafting applications of these nature in good time contributes towards the protection of vulnerable adults.	Our older population and more vulnerable citizens are supported to maintain their independence and enjoy a high quality of life, and they, their families and carers benefit

### Key Monthly Indicators

Code	PI Title	2019/20		2019/20		Rationale for Inclusion	LOIP Outcome or Guiding Principle
		Value	Target	Status	Target		
LDS-BIP-01a	Percentage of Contract acceptances completed within 7 days of full instructions	89%	100%		100%	It is critical in terms of legal compliance and effective use of resources (both human and financial) that contracts are awarded promptly	Economic Growth and Recovery
LDS-BIP-07	Percentage of Taxi licence applications approved or refused by Legal Services within 5 days of receipt of the complete application	100%	100%		100%	The timeous administration of taxi licensing is necessary to ensure good customer service and underpins public confidence and safety	Economic Growth and Recovery
LDS-BIP-09	Number of Housing Improvement and Repairs Grants Processed and authorised within 7 days of receiving full instructions	100%	90%		90%	The timeous administration of Housing Improvement and Repairs Grants ensure good customer service and provides support to vulnerable persons.	Our older population and more vulnerable citizens are supported to maintain their independence and enjoy a high quality of life, and they, their families and carers benefit

## 4. Achieving our Local Outcomes

<b>Lead Local Outcome</b>	<b>Approach to delivery (Including Contributions to Local Outcome Delivery Group)</b>
n/a	Legal & Democratic Services is not involved in the direct delivery of Local Outcomes, however supports other Council Services in doing so and also supports the wider organisation in terms of robust and transparent governance arrangements and decision making, thereby ensuring public trust and confidence in the work of the Council

<b>Secondary Local Outcomes or Guiding Principles</b>	<b>Contribution to delivery</b>
Local Outcome 1	Supporting the work of City Deal, Major Assets, Estates and Planning Teams Development agreements Conveyancing Commercial leases Assisting with the administration of grants. Assisting Environmental Protection and Trading Standards with enforcement actions.
Local Outcome 2	
Local Outcome 3	Child protection Adoption and fostering Education Placing request appeals Children's panel Attendance councils Information governance work to protect the data of schools and pupils
Local Outcome 4	Corporate governance and administrative support to the Community Planning Partnership Civic Government Licensing Liquor Licensing Gambling Licensing Civil contingencies planning DPE – ensure compliance with legislation Corporate governance and legal advice surrounding planning matters Anti-social behaviour orders Information Governance Work Work to support the Affordable Housing Investment Programme 2
Local Outcome 5	Supporting the work of City Deal, Major Assets, Estates and Planning Teams Construction and development contracts Open Market Purchase
Local Outcome 6	Adults with incapacity Social work support Intentional deprivation Intervention orders Banning orders Housing Improvement and Repairs Grants

## 5. Evidence Based Planning

*Strategic Groups should undertake a strategic scan of the local and national policy environment to inform their business plans and the development of their priorities for the year ahead. This should cover political, economic, social, and technological, legal and environmental issues (PESTLE). The following table should be completed and included within the BIP.*

### Strategic Scan of Policy Environment

P – Political	E - Economic	S - Social
Council Priorities Elections Data Protection; Info Security; FOI ; Shared Services opportunities Integrated Health and Social Care Changes to licensing regime Legislative Changes Managing the consequences (foreseen and unforeseen) of Brexit	Service Demand City Deal Public sector Budget constraints Recruitment/retention Prioritisation of Resources/Budget Constraints Supporting demand pressures across all Services Impact of COVID pandemic on budgets and demands.	Increasing public confidence in use of legislation e.g. volume of FOI requests and SARs Changing Demographics Increasing resource demand related to adults with incapacity and intentional deprivation of resources Increasing public expectations Community Benefits/community empowerment Community participation and engagement Impact of COVID pandemic on geographical communities and also communities of interest
T – Technological	L – Legal	E – Environmental
Improved use of Pentana Information management and security data protection Information management Elected Members case management system Electronic committee papers Legal Case Management systems to improve processes, efficiency and record keeping Improved filing processes and procedures Use of technology to support virtual governance and quasi judicial meetings and hearings. Increased use of technology to support remote working/ new ways of working	General Data Protection Regulations (EU) 2016/679 Education (Scotland) Act 1980 and 2016 Planning (Listed Buildings and Conservation Areas) (Scotland) Act 1997 Land and Buildings Transaction Tax (Scotland) Act 2013 Environmental Protection Act 1990 Procurement Reform (Scotland) Act 2014 Procurement (Scotland) Regulations 2016 Public Contracts (Scotland) Regulations 2015 Housing (Scotland) Act 2014 Housing (Scotland) Act 2006 Housing (Scotland) Act 2001 Housing (Scotland) Act 1987	Increased technological solutions to reduce paper usage and waste Community empowerment Community benefits



	<p>                     Antisocial Behaviour etc. (Scotland) Act 2004                      Building (Scotland) Act 2003                      Human Rights Act 1998                      Equalities Act 2010                      Employment Rights Act 1996                      Environmental Information (Scotland) Regulations 2004                      Town and Country Planning (Scotland) Act 1997                      Freedom Of Information (Scotland) Act 2002                      European Union (Withdrawal) Act 2018                      Land Registration etc. (Scotland) Act 2012                      Public Bodies (Joint Working) (Scotland) Act 2014                      Data Protection Act 2018                      Air Weapons and Licensing (Scotland) Act 2015                      Regulation Investigatory Powers (Scotland) Act 2000                      Public Finance and Accountability (Scotland) Act 2000                      Community Empowerment (Scotland) Act 2015                      Local Government (Scotland) Act 1978                      Local Government in Scotland Act 2003                      Local Government etc. (Scotland) Act 1994                      Licensing (Scotland) Act 2005                      Civic Government (Scotland) Act 1982                      Adoption and Children (Scotland) Act 2007                      Children (Scotland) Act 1995                      Adults with Incapacity (Scotland) Act 2000                      Adult Support and Protection (Scotland) Act 2007                      Carers (Scotland) Act 2016                      Regulation of Care (Scotland) Act 2001                      Land Reform (Scotland) Act 2003                      The Gambling Act 2005                      Scottish General Election (Coronavirus) Act 2021                 </p>	
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	<p>The Education (Miscellaneous Amendments) (Coronavirus) (Scotland) Regulations 2021</p> <p>UK Withdrawal from the European Union (Continuity) (Scotland) Act 2021</p> <p>Coronavirus (Scotland) (No.2) Act 2020</p> <p>Coronavirus (Scotland) Act 2020</p> <p>Coronavirus Act 2020</p> <p>Children (Scotland) Act 2020</p> <p>European Union (Withdrawal Agreement) Act 2020</p> <p>Disclosure (Scotland) Act 2020</p> <p>Scottish Elections (Reform) Act 2020</p> <p>Planning (Scotland) Act 2019</p>	
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## 6. Stakeholder Consultation and Engagement

Title	Description	Audience	How this engagement will be used to inform planning and service delivery	Planned Start Date	End Date
Civic Government Licensing	Engagement with relevant stakeholders as part of the modernisation of the Council's civic government licensing conditions, policies and procedures	Customers, stakeholders (including community groups), public sector partners	Efficient & effective, value for money regulated service which takes account of the needs of applicants, the Council and the wider public	June 2022	March 2023
Public Entertainment Licensing	Engagement with relevant stakeholders as part of the modernisation of the Council's public entertainment licensing policies and procedures inc application process etc.	Customers, stakeholders (including community groups and parent-teacher councils), public sector partners	Efficient & effective, value for money regulated service which takes account of the needs of applicants, the Council and the wider public	June 2022	March 2023
East Dunbartonshire Polling Scheme	Engagement with stakeholders in relation to the current Polling Scheme with a view to incorporating appropriate changes. Further engagement on the proposed changes will take place during 2023/24 prior to adoption of the amended/updated Polling Scheme	All residents/voters resident within East Dunbartonshire, politicians and political parties, the Boundary Commission and other interested partners	An updated Polling Scheme will inform efficient and effective election planning and provide assurance that the Polling Scheme and identified polling places are appropriately located and fit for purpose so as to support the fullest democratic participation in all electoral events.	January 2023	August 2023

## 7. Equalities

Planned action which furthers the needs of the equality duty	Customer group this will affect (including employees or all East Dunbartonshire residents)	Projected timescale	Who, if any, are your partners for this action?
Civic Government (Scotland) Act 1982 licensing policy review	East Dunbartonshire residents, businesses and visitors	June 2022 to June 2023	Members of the public and community groups
Ongoing work to improve accessibility of online committee reports and minutes	East Dunbartonshire residents, businesses and visitors	June 2022 to March 2023	Other Council services and third sector partners
Impact of virtual governance and quasi judicial meetings	East Dunbartonshire residents, businesses and visitors	June 2022 to March 2023	Other Council services third sector partners, and relevant trade groups

## 8. Sustainability and Climate Change

Sustainability Activity					
Service activity	Impacts on climate change mitigation	Impacts on climate change adaptation	Impacts on biodiversity	Impacts on greenspace	Other sustainability impacts
Information Management strategy will make scanning & digital storage a default arrangement; minimising carbon footprint.	Reduction in the local and global environmental impact of the Council's consumption and production	Validation of Council activities to reduce carbon emissions.	Validation and assurance over carbon emissions	Information Management strategy will make scanning & digital storage a default arrangement; minimising carbon footprint.	Reduce the local and global environmental impact of the Council's consumption and production
Print reduction strategy	Reduce the local and global environmental impact of the Council's consumption and production	Validation of Council activities to reduce carbon emissions.	Validation and assurance over carbon emissions and impact on wider environment.	Reduction in reliance on printed materials will minimise consumption of paper and minimise the Council's carbon footprint.	Reduce the local and global environmental impact of the Council's consumption and production

## 9. Contact Details

Role	Name	Contact Details
Chief Solicitor & Monitoring Officer Executive Officer – Legal & Democratic Services	Karen Donnelly	07881 852884 Karen.donnelly@eastdunbarton.gov.uk
Legal Manager & Depute Monitoring Officer	Lynsey Brown	07710 726401 Lynsey.brown@eastdunbarton.gov.uk
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# LAND PLANNING AND DEVELOPMENT BUSINESS & IMPROVEMENT PLAN 2022-2025

## 1. Purpose and Priorities

<b>Purpose</b>	<p>Land Planning and Development work to deliver the Council and Community Planning Partnership's overarching vision of <b>working together to achieve the best with the people of East Dunbartonshire</b> and, in so doing, supports all the outcomes contained in the Local Outcome Improvement Plan and, in particular:</p> <ul style="list-style-type: none"> <li>• <b>Local Outcome 1: East Dunbartonshire has a sustainable and resilient economy with busy town and village centres, a growing business base, and is an attractive place in which to invest and visit</b></li> <li>• <b>Local Outcome 4: East Dunbartonshire is a safe place in which to live, work and visit</b></li> <li>• <b>Local Outcome 5: Our people experience good physical and mental health and wellbeing with access to a quality built and natural environment in which to lead healthier and more active lifestyles</b></li> </ul> <p>The Land Planning and Development service works with internal and external stakeholders to develop and deliver the Council's and its partners' strategies and programmes in a way that supports the delivery of the local outcomes. The service does this by:</p> <ul style="list-style-type: none"> <li>• <b>Creating the policy framework and providing technical support for land-use, greenspace, biodiversity, climate change, sustainability, economic development, transportation, and regeneration;</b></li> <li>• <b>Developing a range of policies, plans, programmes, strategies and projects which support sustainable place-making by assisting business and economic development; facilitate and manage built development; promote the regeneration of our town centres and communities; safeguard and improve greenspace and biodiversity; and address the need to reduce carbon emissions and adapt to the effects of climate change at a corporate level and in partnership across East Dunbartonshire;</b></li> <li>• <b>Development and implementation of projects and initiatives designed to deliver on the above range of policies.</b></li> </ul> <p>In carrying out our remit to achieve sustainable place-making; and to support the delivery of economic growth that is socially and environmentally sustainable, the service reflects the Council's values of focusing on our customers; our employees; partnership; innovation and the pursuit of excellence. This we aim to do whilst taking account of the wider economic, social and environmental factors which impact on individuals, communities and businesses across East Dunbartonshire.</p>
<b>Strategic Priorities</b>	<p>The Land Planning and Development service's priorities are guided by the Local Outcomes Improvement Plan Local Outcomes 1, 4 and 5 and Guiding Principles, a range of statutory requirements, national legislation and regional priorities. In meeting these priorities and requirements, the service's work is underpinned by a detailed and evolving knowledge of local communities, ongoing consultation, best practice and benchmarking. As such the following strategic priorities exist for the service:</p> <ol style="list-style-type: none"> <li>1. Lead on a range of policies, projects and interventions, which contribute to a sustainable and resilient economy with busy town and village centres, a growing business base, and is an attractive place in which to visit and invest. This includes</li> </ol>



	<p>delivering <b>Business Support</b> services and Business Gateway and implementing a range of <b>town centre and regeneration projects</b>.</p> <ol style="list-style-type: none"> <li>2. Deliver the Council's <b>City Deal Project</b> as informed by the approved Strategic Business Case.</li> <li>3. Through the development of a Climate Action Plan, co-ordinate the Council's response to the challenge of both the <b>climate and ecological emergency</b>, including assessing options to reduce both corporate and area-wide greenhouse gas emissions to contribute to Scottish Government targets, and adapting to the effects of climate change.</li> <li>4. Implement <b>transport</b> related projects which deliver on the commitments of the Council's Local Transport Strategy and Active Travel Strategy with a focus on enabling modal shift and reflecting our position as part of the wider city region.</li> <li>5. Production of the <b>Local Development Plan</b> for East Dunbartonshire in line with the Planning (Scotland) Act 2006 and 2019 and other legislation.</li> <li>6. Deliver the Council's statutory functions for <b>planning applications</b> and the continuous improvement as set out in the annual Planning Performance Framework.</li> <li>7. Deliver the Council's statutory functions for <b>Building Standards</b> in line with the Building Standards verification performance framework.</li> <li>8. Deliver <b>continuous improvement</b> in utilising technology and spatial data to improve efficiencies and effective decision making.</li> </ol>
<p><b>Work of the Teams</b></p>	<p>The Land Planning and Development service comprises of ten teams:</p> <ul style="list-style-type: none"> <li>• Land Planning Policy;</li> <li>• Sustainability Policy;</li> <li>• Building Standards;</li> <li>• Development Applications (Planning);</li> <li>• Validation;</li> <li>• GIS;</li> <li>• Regeneration and Town Centres;</li> <li>• Business Support;</li> <li>• Traffic and Transport; and</li> <li>• City Deal.</li> </ul> <p><b><u>Land Planning Policy</u></b></p> <ul style="list-style-type: none"> <li>• The Land Planning Policy team leads on the creation of the strategic and local policy framework for land-use, economic development and transportation together with supporting guidance (including Development Plan Supplementary and Planning Guidance). The team is responsible for the production of a Local Development Plan (LDP) for East Dunbartonshire, and all associated land use, economic and transport strategies.</li> <li>• The strategies are in place to co-ordinate the implementation of economic development and transport projects and Council decisions on planning applications.</li> <li>• The team leads the Local Outcome 1 delivery group and facilitates East Dunbartonshire Economic Partnership to deliver the actions detailed in the Economic Recovery Plan.</li> </ul> <p><b><u>Sustainability Policy</u></b></p>

- The Sustainability Policy Team is responsible for developing and monitoring the Council's climate change and sustainability strategy, including policy relating to carbon management and emissions reduction; energy efficiency; climate change adaptation and corporate sustainability and, in partnership with other teams across the Council, for ensuring that the Council meets its statutory responsibilities in these areas. The team is also responsible for greenspace and biodiversity policy.
- The team works closely with other teams across the Council and with Community Planning partners to support the delivery of the Local Outcomes Improvement Plan, to ensure that our actions today do not limit our quality of life in the future and that the outcomes of the Council's actions and activities are assessed terms of social, economic and environmental sustainability.
- The team is also responsible for co-ordinating strategic environmental assessment (SEA) across the Council, and ensuring compliance with our statutory duties in relation to SEA. The Sustainability Policy team co-ordinate compliance with statutory duties in relation to SEA and provide an advisory role in relation to SEA across the Council.

#### **Building Standards**

- The Building Standards Team perform the role of Local Authority verifiers. The team undertakes a range of functions relating to building design and construction, including the processing of Building Warrants which ensures that development proposals comply with national regulations. The team also issues Completion Certificates which is required before a building can be occupied or brought into use, and is responsible for taking action on dangerous buildings.
- The team also operate a telephone duty service throughout the week whereby customers can seek informal advice.

#### **Development Applications (Planning)**

- The Development Applications Team manages the development management functions of the Council, including pre-application advice, and assessment of all planning applications and management of development activity.
- The assessment of development applications is carried out in line with local and national policies whilst ensuring that individuals and communities have the opportunity to make representations within these processes.
- The Development Applications team includes the enforcement function which is responsible for ensuring compliance with approved development conditions and statutory regulations.
- The team also operate a telephone duty service throughout the week whereby customers can seek informal advice.

#### **Validation Team**

- Provides initial stage support for the validation process for all planning and building standards development applications including enquiries and receipt of applications.
- Provides general support to the work of the Planning and Building Standards teams, for example in issuing of decision notices for planning permission and building warrants.
- The Validation Team are often the first contact that the public make with the planning and building standards service and advise customers on general enquiries and invalid applications on a regular basis.

#### **GIS Team**

- The GIS Team provides innovation in data gathering, analysis and publication and the secure sharing and storage of data, to help inform Council decisions. The team also aims to utilise desktop and mobile applications to improve collaboration between teams and external parties and use this technology to improve partnership working

with residents and key stakeholders, ensuring that they are fully consulted and informed of how proposed changes or developments will impact their lives and the places that they live. The work of the team contributes to the digital transformation agenda, using geospatial and automation technology to improve customer service delivery.

- The team also have full responsibility as data custodians for the Central Address Gazetteer (CAG), ensuring that every address meets the Scottish Gazetteer conventions set out by the Scottish Government as part of the One Scotland Gazetteer guidelines and aiming to integrate the CAG within all systems throughout the council to enable accurate data analysis to be carried out.
- To lead on developments from the Scottish Government and key stakeholders within the ePlanning and eBuilding Standards workflows, providing a range of technical support for the Planning, Building Standards and also Environmental Health teams. The team are also the lead contact for third party suppliers and ICT during all upgrades and software resolution.

#### **Regeneration & Town Centres Team**

- The Regeneration & Town Centres Team leads on supporting the improvement of our town and village centres working with other Council teams, partners and local communities to develop various plans and strategies, and to support and implement a range of resulting regeneration projects. The team will work to secure funding opportunities to enable and support projects and initiatives in these areas, including regeneration initiatives and tourism. Further, working with partners and colleagues, the team will support and lead on a number of tourism initiatives including the Kirkintilloch Canal Festival.

#### **Business Support Team**

- The Business Support Team leads on the Council's range of programmes and services to support business and facilitate sustainable economic growth and business development. This includes the delivery of projects from the Economic Development Strategy and direct proactive engagement with on-going support to local businesses, through Business Gateway to encourage and support new start business, business growth, and sustainability job creation and inward investment.

#### **Traffic and Transport**

- The Traffic and Transport Team lead on the delivery of the Local Transport and Active Travel Strategies as well as the development and delivery of key transportation infrastructure programmes, initiatives and projects. This includes the following:
  - The delivery of transportation projects
  - Promote behaviour change
  - Route corridor improvements
  - Manage, upgrade and improve authority wide cycle and footpath network
  - Maximise the external funding opportunities for East Dunbartonshire
  - Development and delivery on and off street parking initiatives
  - Manage the core path network

#### **City Deal Team**

- The City Deal Team are responsible for developing and implementing the multi million pound programme of projects against the proposals for the Bishopbriggs area identified within the Council's approved Strategic Business Case.
- The team ensure the delivery of City Deal including the preparation of the different stages of business cases (in-line with City Deal & HM Greenbook requirements), programme management, project development and delivery.

<b>Key Improvement Actions for 2022-2023</b>	<ul style="list-style-type: none"> <li>• Improve the Validation service through the preparation of a Customer Charter;</li> <li>• Increase the number of Business Gateway and start up and growth companies;</li> <li>• Contribute to reduction in those residents earning below the Living Wage; and</li> <li>• Update the existing climate change policy framework contained in the Council's Sustainability &amp; Climate Change Framework and Action Plan (2019) to set a net zero emissions framework and adaptation strategy at the corporate and area-wide level, through the preparation of a Climate Action Plan.</li> </ul>
<b>Key Priority Performance indicators</b>	<p>There are no key priority performance indicators for the Land Planning and Development Service which can be reporting on a monthly basis. Many of the work streams either have statutory reporting which reports quarterly or are longer terms projects which do not lend themselves to monthly performance indicators. These are reflected later within this BIP.</p>

## 2. Improvement Actions

Title	Improving the Validation service through preparation of a Customer Charter	Original Due Date	30-Sep-2022
Description	<p>The aim of the Charter will be to introduce new measures to improve the process for customers and performance.</p> <p>A target on the team of 5 working days to respond to a new application to confirm valid or invalid</p>		
Link to LOIP Outcome or Guiding Principle	East Dunbartonshire has a sustainable and resilient economy with busy town and village centres. a growing business base and is an attractive place to visit and invest.		
Rationale	<p>The successful and early validation of applications is important for several reasons: It is the beginning of the planning assessment process and if the correct information is not submitted it delays the process and can frustrate all the parties involved. The validation of applications is a critical stage in the planning process to ensure a submitted application is legally valid and complies with the legislation. Since neighbour 6 notification will follow the validation process, it is important that planning applications are processed with the minimum of delay. The five working days target is in line with Heads of Planning Scotland guidance on validation standards</p>		

Title	Business Gateway Start-ups	Original Due Date	31-Mar-2023
Description	Increase the number of Business Gateway and start up and growth companies		
Link to LOIP Outcome or Guiding Principle	East Dunbartonshire has a sustainable and resilient economy with busy town and village centres. a growing business base and is an attractive place to visit and invest.		
Rationale	<p>Due to a 2 year period which has been dominated by delivery of Scottish Government COVID-19 Business Support Grant schemes, normal business support activity including Business Gateway has been affected. Normal Business Support services are to be reinstated with a focus on supporting start up and growth companies through Business Gateway. Nationally Business Gateway service delivery is being reviewed and improvement actions and indicators related to Business Gateway may be subject to change</p>		







Title	Living Wage	Original Due Date	31-Mar-2023
Description	Contribute to reduction in those residents earning below the Living Wage		
Link to LOIP Outcome or Guiding Principle	East Dunbartonshire has a sustainable and resilient economy with busy town and village centres. a growing business base and is an attractive place to visit and invest.		
Rationale	<p>Contribute to try to improve in this area through progressions of work streams through Business Support, Regeneration &amp; Town Centres and City Deal Teams (within Place &amp; Business Development Service) which relate to business sector support and business growth. and</p>		

	through physical regeneration increase the provision of higher quality jobs in the area. This work will sit along side other Council work streams, and external factors (which sit out with the Control of the Council).
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Title	Climate Change	Original Due Date	30-Sep-2023
Description	Prepare a new Climate Action Plan setting a net zero emissions target and interim targets at corporate and area-wide levels		
Link to LOIP Outcome or Guiding Principle	Sustainability		
Rationale	The new Climate Action Plan will replace the climate change aspect of the existing Sustainability & Climate Change Framework and Action Plan (2019), aligning with national legislation, regulations and guidance to ensure that the Council supports the national targets for emissions reduction, and has a local adaptation strategy in place as the local expression of the Glasgow City Region Adaptation Strategy and Action Plan (June 2021). The Draft Plan is scheduled to be completed in March 2023.		

### 3. Performance Indicators

#### Quarterly Indicator

Code	PI Title	20/21			22/23 target	Rationale for Inclusion	LOIP Outcome or Guiding Principle
		2020/21 Value	Target	Status	2022/23 Target		
LPD-22-LPI-04	Average time taken to deal with a Householder Planning Applications (weeks)	9.7	8		8	Scottish Government target for determination of householder planning applications is 8 weeks nationally the average determination period is around 8.1 weeks	East Dunbartonshire is a safe place in which to live, work and visit.
LPD-BIP-03	Average time taken to respond to building warrant applications (working days)	17.5	20		20	New Indicator- The national target for issuing a first technical response, or a building warrant if applicable, is 20 working days from receiving a valid application and fee	Our people experience good physical and mental health and wellbeing with access to a quality built and natural environment in which to lead healthier and more active lifestyles.
LPD-BIP-07	Town centre footfall across network	1,391,778	3,000,000		3,000,000	This indicator is a key indicator in measuring progress against Local Outcome 1	East Dunbartonshire has a sustainable and resilient economy with busy town and village centres, a growing business base and is an attractive place to visit and invest.
LPD-BIP-08	Percentage of Town Centre retail vacancies vs total number of town centre retail units	9.89%	9%		10%	Vacancy rates is a national indicator that is used to assess the health of town centres.	East Dunbartonshire has a sustainable and resilient economy with busy town and village centres, a growing business base and is an attractive place to visit and invest.
LPD-BIP-09	Amount of funding generated	£2,998,000.00	£200,000.00		£2,000,000.00	This is an indicator that ensures that the Council is capitalising on all new and upcoming relevant external funding opportunities and maximising Council capital funding, to support social, economic and physical regeneration.	East Dunbartonshire has a sustainable and resilient economy with busy town and village centres, a growing business base and is an attractive place to visit and invest.
LPD-BIP22-01	% of Planning Applications receiving a letter confirming whether application is valid or invalid within 5 working days	N/A	N/A		80%	This is an indicator to ensure that the Customer is receiving a prompt and efficient planning service from first point of contact.	Best value

## Yearly Indicator

Code	PI Title	20/21			22/23 target	Rationale for Inclusion	LOIP Outcome or Guiding Principle
		2020/21 Value	Target	Status	2022/23 Target		
LPD-BIP-02	Average time (weeks) to deal with major development applications	40.3	16		16	Scottish Government target for determination of major planning applications is 16 weeks; nationally the average determination period is around 41.3 weeks	Our people experience good physical and mental health and wellbeing with access to a quality built and natural environment in which to lead healthier and more active lifestyles.
PCP-SOL-ECON7	Proportion of people earning less than the living wage	27.8%	N/A		15.2%	The indicator relates to workplace and not place of residence, and the proximity to Glasgow job market can influence. Increasing the proportion of people earning more than the living wage is not entirely in the gift of the Council, or one service. There are however a number of work streams taking place which may indirectly impact this indicator, relating to: business sector support and business growth, employment recruitment grant incentives and LW requirements for businesses winning Council contracts	East Dunbartonshire has a sustainable and resilient economy with busy town and village centres, a growing business base and is an attractive place to visit and invest.
PCP-SOL-ECON09	Town Vacancy Rates	9.57%	N/A		10%	Vacancy rates is a national indicator That is (along with other methods) used to help assess the health of town centres.	East Dunbartonshire has a sustainable and resilient economy with busy town and village centres, a growing business base and is an attractive place to visit and invest.
PCP-SOL-SECON05	No of business gateway start-ups per 10,000 population	9.66	N/A		15	This indicator provides an indication of the number of new start up businesses (SMEs) within the area as a direct result of the implementation of the Business Gateway contract in East Dunbartonshire.	East Dunbartonshire has a sustainable and resilient economy with busy town and village centres, a growing business base and is an attractive place to visit and invest.



## 4. Achieving our Local Outcomes

Lead Local Outcome	Approach to delivery (Including Contributions to Local Outcome Delivery Group)
LO1	<p>Land Planning and Development is the Lead Strategic Group for Local Outcome 1; duties include production and monitoring of the East Dunbartonshire Economic Recovery Plan (the LO1 Delivery Plan) and co-ordinating and chairing meetings of the Economic Partnership (the LO1 Delivery Group).</p> <p>LP&amp;D lead the East Dunbartonshire Economic Partnership, which is the outcome delivery group for LO1. LP&amp;D prepared the Council's Economic Recovery Plan, finalised in March 2021, in response to the COVID-19 pandemic. LP&amp;D have been working with our Community Planning partners to support businesses and residents since the beginning of the pandemic within the context set out by the Scottish and UK Governments. The Plan identifies the impacts and key issues for East Dunbartonshire's economy and sets out actions the Council and Community Planning partners are delivering in response, under priority areas: Business, People, Community and Environment. The work of the East Dunbartonshire Economic Partnership is now focused on implementing the Economic Recovery Plan and supporting local recovery, as well as policy work focused on the shift to a sustainable economy, in particular developing an approach to the wellbeing economy for East Dunbartonshire and producing a Circular Economy Strategy.</p>
LO4	<p>The Local Development Plan places emphasis on the need to achieve good design and place-making, including ensuring that new development delivers infrastructure that is of high quality and safe and efficient for all users, safeguards air quality, enhances biodiversity and the environment, and encourages active travel.</p> <p>The Development Plan Design &amp; Placemaking Supplementary Guidance contains specific guidance on safety by design, to maximise safety for road users, including cyclists, in new development.</p> <p>The Development Plan also contains policy to ensure protection of public safety and from development of contaminated land and other hazards.</p> <p>The emerging Climate Action Plan will place a focus on action to reduce greenhouse gas emissions across East Dunbartonshire, which relates closely with our commitment to improve air quality. The adaptation dimension of the Plan will identify ways in which risk arising from climate impacts, including storm and flood damage, can be mitigated.</p>
LO5	<p>The Sustainability Policy Team supports the delivery of the health and wellbeing objectives of the Local Outcomes Improvement Plan and is a partner in the LO5 'Healthy Environments' sub-group, helping deliver the key priorities of the Joint Health Improvement Plan.</p> <p>The Open Space Strategy, Green Network Strategy, Active Travel Strategy and emerging Climate Action Plan and Food Growing Strategy play an important role in supporting the delivery of the key priorities set out in the Joint Health Improvement Plan. Management of the core path network and delivery of on and off street walking and cycling routes to encourage a change in travel behaviour and provide an alternative to the private car. The use of sustainable modes of transport improves air quality, health and reduces the carbon footprint.</p> <p>The growth in fuel poverty as a result of increasing energy costs is expected to become an increasingly urgent issue during 2022-23. The emerging Local Heat &amp; Energy Efficiency Strategy will address the need to act urgently on this issue while also defining the pathway to net zero carbon emissions from our housing stock. The Sustainability Policy Team will co-ordinate the preparation of the Strategy in</p>

	partnership with the Assets and Facilities Service and other partners during the year.
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<b>Secondary Local Outcomes or Guiding Principles</b>	<b>Contribution to delivery</b>
'Best Value' Guiding Principle	<p>The Strategic Grouping is committed to the principle of Best Value.</p> <p>The GIS team continue to collaborate with key stakeholders internally and with third parties as well as partnering Local Authorities to ensure that the development of GIS reaches it aims of improving service delivery, enabling efficiencies, enhancing workflow and allowing greater information sharing for smarter, quicker decision making. The team also continues to support strategies for all teams throughout the council, allowing data collection on mobile devices, analysis on web applications and promotion of strategies through interactive Storymaps.</p> <p>The migration to a digital planning and building standards platform through the e-Development.scot portal has enhanced the workflow and efficiency when carrying out applications. This has included a reduction in paper use and waste resulting in greater convenience for the applicant and reducing the end cost to the council.</p> <p>Sustainable development is important in successfully achieving the objective of Best Value. The Sustainability Policy Team plays a key role in identifying and pursuing opportunities for carbon reduction and energy efficiency, through the preparation, monitoring and continual review of the Council's Carbon Management Plan, which will be replaced by a new Climate Action Plan which is currently in preparation, and which will be finalised in 2023-24.</p> <p>The Service also works with local communities and business communities to enhance ownership, empowerment and stewardship to enable greater community / business led improvements and management of places in East Dunbartonshire.</p>
'Sustainability' Guiding Principle	<p>The Council's Sustainability Policy team have an important role to play in ensuring that the LOIP Sustainability Guiding Principle is implemented effectively. The Sustainability Policy Team will continue to work over the coming year to ensure that it is embedded in cross-Council policies and action plans and to ensure that delivery is appropriately monitored.</p> <p>The Sustainability Policy team is responsible for statutory duties related to climate change, sustainable development, greenspace, food growing, biodiversity and strategic environmental assessment, and will continue to work to ensure these duties are met across the Council and through the policy documents of the Community Planning Partnership over the coming year.</p> <p>The Council's Land Planning Policy team is focused on sustainability across its range of policy functions. Sustainability is embedded with the Local Development Plan which in turn guides sustainable development decisions through planning application determination. Transport policy produced by the team reflects the sustainable travel hierarchy and going forward producing the new Active Travel Strategy will be critical. Economic policy is focused on shifting East Dunbartonshire towards a sustainable economy with a focus on the wellbeing economy and Circular Economy Strategy.</p>
<b>Local Outcome 3</b>	<b>Our children and young people are safe, healthy and ready to learn.</b>

	The Council's Traffic and Transport Team continues to work with the Education Service to develop School Travel Plans and promote Safe Routes to School and more generally promote active travel routes and options across East Dunbartonshire.
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## 5. Evidence Based Planning

### Strategic Scan of Policy Environment

P – Political	E - Economic	S - Social
<ul style="list-style-type: none"> <li>Local Members/MSPs/MPs' levels of interest</li> <li>Increasing public concern regarding climate change, including the need to reduce emissions and also to build resilience to increased extreme weather events including flooding and storm damage</li> <li>Delivery of key development sites</li> <li>Achieving Corporate Social Responsibility through delivery of sustainable procurement requirements, including delivery of community benefits</li> <li>Successful delivery of housing land supply, affordable housing, protection of greenbelt and climate change commitments</li> <li>Increasing emphasis on community empowerment</li> <li>Glasgow City Region/City Deal project delivery at Westerhill and Bishopbriggs</li> <li>Legislative change, particularly in relation to land use planning, land reform, community planning, transport, climate change/carbon management and sustainability</li> <li>Delivery of UK and Scottish legislation and policy including land use planning, economic development, transport, tourism, climate change and biodiversity</li> <li>Impact of Brexit on legislation, policy and budgets</li> <li>Ongoing financial pressures on public sector funding, both capital and revenue</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing focus on town centre regeneration potentially undermined by out of centre retail and the rapid growth of internet shopping</li> <li>Need to improve resilience to effects of climate change to safeguard the local economy</li> <li>Availability, condition and suitability of business accommodation</li> <li>Need to maintain and improve performance to secure business development and housing delivery</li> <li>Implications of City Deal and Glasgow City Region policy for the local economy</li> <li>Supporting the Scottish Government priority to achieve sustainable economic growth through investment in a low carbon economy</li> <li>The need to respond to the impact of rapidly increasing energy prices on the economy and acceleration of decarbonisation of the economy</li> <li>Land reform impacting on land use and tourism agendas</li> <li>Land values inflated by demand for housing, constraining delivery of other uses including employment land and provision of affordable housing</li> <li>Changes in UK and Scottish funding programmes and the potential loss of or disruption to European funding programmes</li> <li>The impact on the economy and economic policy arising from demographic change and Brexit</li> <li>Impact of Brexit on investment, development activity and economic confidence</li> <li>Impact of COVID-19 on investment and local economic activity and business resilience / survival</li> </ul>	<ul style="list-style-type: none"> <li>An increasing emphasis on the delivery of services through shared services, community hubs and digital; challenge for some sections of community in accessing services using new technology</li> <li>The need to avoid increasing fuel poverty, by accelerating action to improve energy efficiency and decarbonise heat in the housing stock in response to rising energy prices</li> <li>Preparing for the social effects of the need to accelerate climate action and counter growing fuel poverty, including changes in travel patterns, and the costs associated with decarbonisation of home energy and faster deployment of energy efficiency measures</li> <li>The effect of accelerating demographic change, resulting in growing pressures on services and service accessibility</li> <li>Affordable housing pressures and need to address needs for appropriate housing for older people due to demographic change</li> <li>The need to address the adverse health effects of poor air quality and carbon emissions, particularly on more vulnerable communities</li> <li>Balancing public transport needs against rationalisation of the commercial bus network and limited budgets to secure socially necessary services</li> <li>The need to promote and support healthy travel choices, and infrastructure for low and zero carbon transport</li> <li>Growing demand for community gardening/food growing projects</li> <li>Building community resilience to the increasing impacts of climate change, including the increasing incidence of flood events and storm damage which can impact</li> </ul>

		disproportionately on vulnerable groups and deprived communities <ul style="list-style-type: none"> <li>Increased emphasis on community involvement and empowerment and meeting growing community/customer expectations</li> <li>Education provision- Scottish Government expansion of Early Years and Childcare</li> <li>The ongoing impacts of the COVID-10 pandemic in the Short, medium and long term.</li> </ul>
<b>T – Technological</b>	<b>L – Legal</b>	<b>E – Environmental</b>
<ul style="list-style-type: none"> <li>Increase in smart/remote working promotes flexibility and improves efficiency but may be constrained by poor broadband infrastructure</li> <li>Acceleration of digital transformation changing the way services are delivered and communication with customers; further move towards less frontline contact and greater use of technology</li> <li>Increasing customer expectations of on-line services and delivery</li> <li>Limited ICT skills, connectivity and confidence of use of 'e' services in some groups and communities</li> <li>Need to increase 4G coverage and Local Full Fibre Networks across East Dunbartonshire</li> <li>Improvements to performance through the use of the Pentana performance management system</li> <li>Mobile Technologies- introduction of tablets for site inspections enable further roll-out of paper-free operations</li> <li>Developments in renewable energy technologies</li> <li>Identification of synergies between digital transformation and the need to reduce our greenhouse gas emissions</li> </ul>	<ul style="list-style-type: none"> <li>Need for support for legal planning procedures (s75 etc)</li> <li>Implications for the delivery of planning services through the introduction of new land use planning legislation and forthcoming changes to regulations and guidance, and potential for greater role for Council in determining planning appeals</li> <li>The impact of Brexit on existing legislation</li> <li>Potential implications of asset transfer and greater community empowerment as a result of the Community Empowerment Act</li> <li>New legislation affecting responsibilities in terms of climate change mitigation and adaptation</li> </ul>	<ul style="list-style-type: none"> <li>Accelerate progress on carbon emission reduction and better manage resources; demonstrate leadership in contributing to national carbon reduction targets</li> <li>Address climate change risks and improve resilience (climate change adaptation)</li> <li>Implementation of the Central Scotland Green Network National Development (including the proposed Blueprint) in East Dunbartonshire through local policies and strategies</li> <li>Importance of realising the multiple benefits of our open spaces and green networks including to address climate change, improve health; and support biodiversity; new statutory duty to prepare Open Space Strategies and complete Open Space and Play Sufficiency Audits</li> <li>Maximise potentially increased funding for active travel (currently unknown and relating to development of the Strategic Transport Projects Review 2) in order to improve health, air quality and climate change related outcomes.</li> <li>Take action to reverse the decline of biodiversity and protect and enhance habitats and species</li> <li>Address the environmental implications of new development</li> <li>Ensure the protection and enhancement of Listed Buildings and Conservation Areas and significant trees</li> <li>Promote sustainable development through energy conservation, encouraging low carbon/renewable energy sources, and sustainable procurement principles</li> <li>Corporate SEA responsibility; Achieving full compliance with SEA requirements</li> </ul>

		<ul style="list-style-type: none"><li>• Community Empowerment Act: Need to work with communities to build capacity and help deliver food growing opportunities</li></ul>
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## 6. Stakeholder Consultation and Engagement

Title	Description	Audience	How this engagement will be used to inform planning and service delivery	Planned Start Date	End Date
Draft Planning Guidance	Consultation on a range of draft planning guidance to support LDP2.	Local residents and businesses, stakeholders	The consultations will inform the final content of the guidance.	June 2022 TBC	July 2022 TBC
Draft Circular Economy Strategy	Consultation on the Draft Circular Economy Strategy.	Local residents and businesses, stakeholders.	The consultation will enable wider discussion of the emerging Circular Economy Strategy with local residents and finalisation of consultation processes with businesses.	Sept 2022 TBC	Oct 2022 TBC
Draft Active Travel Strategy	Consultation on the Draft Active Travel Strategy.	Local residents and businesses, stakeholders.	The consultation will enable consideration of the contents of the Draft Active Travel Strategy following the Active Travel Discussion in 2021.	Autumn / Winter 2022 TBC	Autumn / Winter 2022 TBC
LDP3 Early Engagement	Dependant on the implementation of the Planning (Scotland) Act 2019, the Land Planning Policy team may be required to commence early engagement relating to LDP3.	Residents, businesses and full range of statutory and other stakeholders to be confirmed.	Early engagement will relate to the Evidence Report for LDP3, clarity on the process and use of engagement will emerge from finalisation of the LDP Regulations and Guidance by the Scottish Government.	2023 TBC	2023 TBC
Lennoxtown Sustainable Transport Improvements	This is not yet a fully funding project, but design/development funding applications are being made. Consultation to be	Widespread public awareness raising throughout the project	Better health and safer routes for walking and cycling  Reducing inequalities –  Improving access to jobs, services and leisure will be	December 2022	Mar 23

	undertaken develop the project designs,		<p>widened for all – including children, older people, people with disabilities and people on low incomes.</p> <p>Creating place that is pleasant and practical for walking and cycling, with better pedestrian and cyclist safety to improve people's lives in many ways, including feeling connected to the community.</p> <p>Supporting delivery of sustainable economic growth</p> <p>Improving the path network while investing in tourism, active travel and recreational walking and cycling.</p>		
Bishopbriggs Town Centre Public Realm Plan and Business Incubation Space (City Deal)	Internal and external stakeholder consultation through meetings, online tools and where possible events and consultation sessions.	Local residents, businesses, internal and external stakeholders	Will inform projects for including in City Deal Outline Business Case and others for delivery by other means. plan for implementation	Ongoing	Ongoing
Westerhill Masterplan and BRR5 (City Deal)	Internal and external stakeholder consultation through meetings, online tools and where possible	Local residents, businesses, internal and external stakeholders	Will inform projects for including in City Deal Outline Business Case and others for delivery by other means. plan for implementation	Ongoing	Ongoing



	events and consultation sessions.				
Bishopbriggs A803 Route Corridor Improvements (City Deal)	Internal and external stakeholder consultation through meetings, online tools and where possible events and consultation sessions.	Local residents, businesses, internal and external stakeholders	Will inform projects for including in City Deal Outline Business Case and others for delivery by other means. plan for implementation	Ongoing	Ongoing
Twechar Canal Side Project	Consultation and Information sharing	Twechar Community Action, Local residents, business and external stakeholders	Work closely with Twechar Community Action and local community to develop and finalise proposals for the canal side project in Twechar	Ongoing	Ongoing
Campsie Memorial Hall Project, Lennoxton	Consultation and Information sharing	Campsies Hall Trust, local people and interest groups, relevant statutory bodies and agencies.	Work closely with the community to develop and finalise proposals for improvement of community run facility in the village	Ongoing	Ongoing
Milngavie Umbrella Group	Group made up of representative organisations and Terms of Reference set and agreed by the Groups. EDC Officers facilitate the meetings.	Local community groups and businesses	Raise awareness of activities happening across a range of key local groups Support consultation work, capacity building and plan setting in partnership. Understand synergy and improve community networks.	Ongoing	Ongoing
Greenspace Strategy	Internal and external stakeholder consultation through meetings, online tools and where possible events and consultation sessions.	Local residents, internal and external stakeholders	Consultation on the Draft Greenspace Strategy, following on from early engagement held in 2021	2023 TBC	2023 TBC



Food Growing Strategy	Local consultation on proposed sites to contribute to the Council's statutory duty to provide allotment spaces	Local residents and interest groups	Consultation to inform the finalisation of the Food Growing Strategy	2022 TBC	2022 TBC
Climate Action Plan and Local Heat & Energy Efficiency Strategy	Focused stakeholder engagement (including community engagement)	Selected stakeholders; local communities	Engagement to inform development of specific aspects of the Climate Action Plan	Summer 2022	Summer 2022
Climate Action Plan	Internal and external stakeholder consultation through meetings, online tools and where possible events and consultation sessions.	Local residents, businesses, internal and external stakeholders	Full consultation on the Draft Climate Action Plan	Spring 2023	Spring 2023

## 7. Equalities

Planned action which further the needs of the equality duty	Customer group this will affect (including employees or all East Dunbartonshire residents)	Projected timescale	Who, if any, are your partners for this action?
All policy work carried out by Land Planning and Development Service takes into account equalities implications through carrying out an Equalities Impact Assessment and engagement with relevant stakeholders. This results in policy taking into account requirements of equalities groups or, where required, including specific policies targeted at specific groups.	Variety of partners, as identified in PIDS/consultation strategies for each document	Ongoing	Variety of partners, as identified in PIDS/consultation strategies for each document
The Building Standards team will ensure that Changing Places Toilet is provided as part of new buildings or new building work as per the provisions of the new clause standard 3.12 (sanitary facilities) published within the 2019 Non-domestic Technical Handbook. This will ensure that as a Council we are meeting our duty to have regard for the need to increase the equality of opportunity to access services. This is in addition to similar requirements introduced through planning legislation, which applies only to new build.	Developers/ Architects/ Major Assets Team/ Facilities Management/ End users of the building	Ongoing	Developer
Provide enforceable disabled parking places	Disability	Ongoing with annual review	Social Work
Regeneration projects to ensure that they are compliant with Equality requirements and the process of developing projects is inclusive.	Primarily those communities, and businesses using the areas in which projects are delivered	Ongoing	Various internal services and external partners.
Council policy position on A-Board to be reviewed jointly with Roads and Environment	Access Panel, local businesses, visitors of the local town centres	During 2022/23	Legal Services, Roads and Environment, Community Planning and Partnership
Review and implementation of our Temporary Procedures for Outdoor Seating dated April 2021	Local businesses	September 2022 but may need extended depending on advice from SG	Community Planning and Partnership and Legal Services
Regeneration and Transport projects to ensure that they are compliant with Equality requirements and the process of developing projects is inclusive.	Communities, and businesses using the areas in which projects are delivered. Also relevant special interest groups.	Ongoing	Various internal services and external partners.
The emerging Greenspace Strategy will incorporate equality of access and use of greenspace and play facilities as a core principle	Communities and specific interest groups, with a specific focus on engaging with children and young people; older people; disabled people; and groups focused on gender equality.	Spring 2023	Roads and Environment; various external partners

	Urban greening in lower SIMD areas will target inequality in greenspace provision and mitigate for areas of high air pollution		
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## 8. Sustainability and Climate Change

Sustainability Activity					
Service activity	Impacts on climate change mitigation	Impacts on climate change adaptation	Impacts on biodiversity	Impacts on greenspace	Other sustainability impacts
Preparation of Climate Action Plan, including incorporation of Local Heat and Energy Efficiency Strategy, and integral Zero Emissions Plan to replace Carbon Management Plan	Key objective of the Plan will be to set net zero emissions targets for both the Council and East Dunbartonshire as a whole. The plan will set out pathways and actions in the Plan to identify the route to achieving net zero emissions	Key objective of the Plan will be setting a framework for increased climate resilience with a set of actions to support this objective, as a local expression of the approved Glasgow City Region Adaptation Strategy & Action Plan	The Plan will also consider the ecological emergency and biodiversity considerations will be incorporated into its actions	The Plan is being prepared in tandem with the Council's new Greenspace Strategy and will incorporate initiatives which will be developed through the Greenspace Strategy to strengthen the habitat value of our greenspaces and ensure that they contribute to climate change mitigation and adaptation	The Climate Action Plan will be developed in a way that maximises sustainability co-benefits, including flood risk management, circular economy, health benefits of promoting active travel, addressing the ecological emergency, reducing fuel poverty by decarbonising and improving the energy efficiency of buildings, and encouraging a green recovery by supporting more environmentally sustainable businesses that are more energy efficient, support the circular economy and are more competitive as a result.
Oversight of, and contribution to, delivery of the Sustainability & Climate Change Framework (SCCF) Action Plan	'Reducing carbon emissions' is an SCCF objective and will be delivered via a number of committed actions, including the preparation of an Interim Carbon Management Plan for the Council covering the period until the	'Maximising resilience to the impacts of climate' is an SCCF objective and will be delivered via a number of committed actions	'Reversing biodiversity decline' is an SCCF objective and will be delivered via a number of committed actions	Protection and enhancement of greenspace is committed to in the SCCF Action Plan	The SCCF Action Plan contributes to wider sustainability, across Council services, via its other environmental, social and economic objectives

<b>Sustainability Activity</b>					
<b>Service activity</b>	<b>Impacts on climate change mitigation</b>	<b>Impacts on climate change adaptation</b>	<b>Impacts on biodiversity</b>	<b>Impacts on greenspace</b>	<b>Other sustainability impacts</b>
	Climate Action Plan is in place.				
Delivery of Council-wide Strategic Environmental Assessment (SEA) service	Through SEA, strategic documents are assessed for impacts on climatic factors, with advice being provided on alternative options or mitigation where relevant.	The aforementioned assessment and advice on climatic factors covers climate change adaptation	Through SEA, strategic documents are assessed for impacts on biodiversity, flora and fauna, with advice being provided on alternative options or mitigation where relevant.	Protection and enhancement of greenspaces is supported through the aforementioned biodiversity assessments and through landscape assessments.	Soil, water, air, human health and cultural heritage are among the other issues addressed through SEA
Oversight of Biodiversity Duty delivery	Biodiversity is closely linked to climate change mitigation (see above) and the team's monitoring role may identify opportunities for Council operations to improve contributions in this respect	Biodiversity is closely linked to climate change adaptation (see above) and the team's monitoring role may identify opportunities for Council operations to improve contributions in this respect	Preservation and enhancement of biodiversity is the purpose of the Biodiversity Duty, and the team's monitoring role is a crucial part of achieving this purpose	Protection and enhancement of greenspace is closely linked to biodiversity, and the team's monitoring role may identify opportunities for Council operations to improve contributions in this respect	Preservation and enhancement of biodiversity has positive impacts on wider sustainability (as above) and the team's monitoring role may identify opportunities for Council operations to improve contributions in this respect
Oversight of, and contribution to, delivery of Food Growing Strategy	Food growing has a strong potential to reduce carbon emissions by reducing food transportation, and helping sequester carbon in vegetation and soil as a result of growing	Food growing areas can make towns more resilient to increases in temperatures caused by climate change through the natural cooling effect of vegetation. Food growing areas also absorb rainwater, reducing pressure on watercourses.	The Food Growing Strategy recognises the impacts of food growing activities on biodiversity and habitats, both negative and positive	The Strategy will consider alternative uses to open spaces to support the food growing agenda	Local food growing initiatives have the benefit of enabling people to access fresh fruit and vegetables at low cost, helping reduce food inequalities
Development of Greenspace Strategy	Open spaces and the green network have the potential to contribute to mitigation measures for climate change	Open spaces and the green network have the potential to contribute to adaptation measures for climate change	Open spaces and the green network have the potential to contribute to reducing biodiversity loss and options for this at suitable sites will	The Strategy will identify where improvements in quality, quantity and accessibility of our greenspaces need to be	Open spaces have strong positive links to our physical health and mental wellbeing. The Strategy will set standards for new

<b>Sustainability Activity</b>					
<b>Service activity</b>	<b>Impacts on climate change mitigation</b>	<b>Impacts on climate change adaptation</b>	<b>Impacts on biodiversity</b>	<b>Impacts on greenspace</b>	<b>Other sustainability impacts</b>
	and options for this at suitable sites will be explored through the Strategy development.	and options for this at suitable sites will be explored through the Strategy development.	be explored through the Strategy development.	made and provide the necessary actions to achieve those improvements. The Strategy will also identify opportunities for improvements to open space and the local green network.	spaces and seek to improve our open spaces
Local Development Plan 2	LDP2 will include policies to mitigate climate change, for example by ensuring high standard of build, requirement for vehicle electric charging points, integration of green infrastructure in development.	LDP2 is critical in allocating land in the right places, in doing so land allocations adapt to climate change for example by not building in flood plains. Allocation of land related to other strategies such as the Food Growing Strategy and Open Space Strategy is integrated into the LDP2 preparation process.	LDP2 will include a policy on biodiversity in order to ensure that the impact of development and regeneration is minimised and where possible enhanced.	LDP2 will continue to protect green space.	Sustainability is embedded into LDP2 and policies are all considered to ensure best practise and high standards, the SEA process is critical in this regard.
Local Development Plan 3	LDP3 will require a further shift to meet legislation relating to net zero and to reflect the emerging National Planning Framework 4, which will become part of the development plan for East Dunbartonshire. Full requirements	See second column.	See second column.	See second column.	See second column.

Sustainability Activity					
Service activity	Impacts on climate change mitigation	Impacts on climate change adaptation	Impacts on biodiversity	Impacts on greenspace	Other sustainability impacts
	and benefits will be explored in producing LDP3. The standard set in LDP3 will be maintained and exceeded.				
Circular Economy Strategy	The circular economy refers to reducing waste in the economic system through the use of resources for as long as possible to extract the maximum value and recover and regenerate products and materials at the end of each service life. Commencing this strategy through project planning will ensure that all possible climate change mitigation is understood and the process of producing the strategy will allow consultation with stakeholders to understand how the local economy can be evolved to improve climate change mitigation.	Commencing this strategy through project planning will ensure that all possible climate change adaptation is understood and the process of producing the strategy will allow consultation with stakeholders to understand how the local economy can be evolved to improve climate change adaptation.	Potential benefits will be explored in producing the strategy.	Not applicable.	Potential benefits will be explored in producing the strategy.
Active Travel Strategy	In line with the sustainable transport hierarchy and transport being a high emissions	Active travel projects that can be complimentary to other projects designed for adaptation will	The role of green and biodiverse active travel routes will be considered through developing the strategy in order that active	The role of green and biodiverse active travel routes will be considered through	Increased active travel has an important role to play in improving air quality.

<b>Sustainability Activity</b>					
<b>Service activity</b>	<b>Impacts on climate change mitigation</b>	<b>Impacts on climate change adaptation</b>	<b>Impacts on biodiversity</b>	<b>Impacts on greenspace</b>	<b>Other sustainability impacts</b>
	activity at present, prioritising active travel and identifying projects to increase active travel will be critical to the need to identify the route to achieving zero emissions.	be considered, for example flood areas can be used for active travel when not required for water storage. Consideration of the need to adapt active travel facilities to climate impacts will be included in the development of the strategy.	travel projects can deliver multiple benefits.	developing the strategy in order that active travel projects can deliver multiple benefits.	
Parking Management Plan	In line with the sustainable transport hierarchy and transport being a high emissions activity at present, managing parking and therefore the use of private cars will be critical to the need to identify the route to achieving zero emissions.	Operational plan which is not focused on development projects.	Operational plan which is not focused on development projects.	Operational plan which is not focused on development projects.	Reducing car use would have a critical impact on reducing emissions.
Development of the City Deal Outline Business Cases	The OBCs will include an assessment of opportunities to mitigate climate change.	The OBCs will explore opportunities for climate change adaptation within each business case.	The development sites, in particular at Westerhill will require careful assessment and planning to avoid any negative impact and the OBCs will require to demonstrate how this can be minimised and where possible enhance biodiversity.	Opportunities to enhance greenspace and active travel to be explored.	The Westerhill masterplan will be subject to SEA.



## 9. Contact Details

Role	Name	Contact Details
<b>Executive Officer – Land Planning &amp; Development</b>	<b>Heather Holland</b>	<b>0141 578 8524</b>
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Sustainability Policy Team Leader	Niall Urquhart	0141 578 8546
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# NEIGHBOURHOOD SERVICES BUSINESS & IMPROVEMENT PLAN 2022-2025

## 1. Purpose and Priorities

<b>Purpose</b>	<p>Neighbourhood Services provides a comprehensive range of services which touches all of the people across East Dunbartonshire. The organisational design model harnesses the diverse range of skills and knowledge of the individuals and teams to maximise collaborative gain and deliver for all of our customers across the communities through our front line teams. Our agenda requires effective partnership working with our Community Planning Partners as well as a wide range of other partners from the voluntary sector and external agencies as we contribute to all of the outcomes within the Local Outcome Improvement Plan (LOIP). While the focus for Neighbourhood Services in the LOIP is less explicit than for some other services, our primary strategic direction and focus is on contributing to six long term guiding principles and priorities, and in support of the local outcomes.</p>
<b>Strategic Priorities</b>	<ul style="list-style-type: none"> <li>• The work of Neighbourhood services focuses on delivering on the Council's key priorities in this area. This work is informed and undertaken in compliance with current and emerging legislation, for both the Waste and Fleet services. Through benchmarking with other authorities and key partners such as Audit Scotland and through consultation and engagement with residents, and service users, we can ensure the range of services provided and deployment of resources aligns and delivers upon local priorities. The work of the teams focuses on the LOIP guiding principles and outcomes, incorporating customer centred, efficient and effective integrated services, whilst also delivering fit for purpose and best value outcomes for the authority.</li> <li>• Effective financial planning and management with targeted financial performance improvements, delivery of all revenue savings targets and all Neighbourhood capital investments within timescales identified through the Asset Management Plans and Capital programme.</li> <li>• A key strategic priority for the coming year will be continuing to deliver and support all services, as the council recovers from the pandemic, easing restrictions, whilst also managing ongoing service pressures.</li> <li>• In partnership with the Councils procurement and legal services, the service requires to continue the development of robust contract monitoring arrangements to ensure value for money service from all contracted work.</li> <li>• Continue the development and work with Clyde Valley Waste partners and others, working with neighbouring Local Authorities and move towards adopting and promoting zero waste principles whilst providing a quality waste collection service to our residents in advance of the Scottish Government Landfill ban in 2025.</li> <li>• The service also continues to meet the objectives of Zero Waste Scotland by reducing waste to landfill and maximising the opportunities for quality recycling, understanding the impact of the Deposit Return scheme opportunities whilst working towards becoming Charter compliant in advance of the 2025 legislative deadline.</li> <li>• Increase where possible the Council's use of renewable energy sources to reduce our Fossil Fuel and energy consumption through the decarbonisation of Council assets.</li> <li>• Continue work with Scottish Government &amp; suppliers, in order to seek investment, and investigate opportunities for the introduction of new technology across the Councils vehicle and plant fleet.</li> <li>• To support the development of the Council's Climate Action Plan, a Fleet Decarbonisation Plan will be developed setting a target date for zero tailpipe emissions. Initial priorities will include preparing for the requirement for public sector bodies to</li> </ul>

	<p>purchase only zero emission cars and light vans from the 2025, and larger new vehicles no later than 2030.</p>
<b>Work of the Teams</b>	<p><b><u>Fleet Services</u></b></p> <p>The Fleet Management Team is an enabling service underpinning the delivery of a range of front-line Council services including education, property maintenance, roads, waste and social work. The team is responsible for developing and implementing Council policy, and regulatory compliance for all aspects of operational fleet deployed in the provision of front line services and to provide and manage the Council's fleet of plant &amp; vehicles. The Fleet Service also has responsibility for the operation of the Council's hire desk function across all service areas.</p> <p>Fleet Management has responsibility for the deployment and management of a fleet of pool cars for business travel with vehicles placed at strategic locations across the Authority. The fleet service delivers transport functions for both Social services and Education transport functions for children and vulnerable adults with additional support needs.</p> <p>The focus of the team for the coming year will be the continuing recovery response to the pandemic and supporting other key services in delivering strategic and emerging priorities. This work will include the ongoing fleet replacement programmes and in working in partnership with other teams, the development of a Strategic Plan to decarbonise the Council's vehicle fleet &amp; Infrastructure to support these activities.</p> <p><b><u>Waste Services</u></b></p> <p>Waste Services is a high profile front line service that has responsibility for the collection, treatment and disposal of all waste generated by the residents of East Dunbartonshire. The service operational responsibilities include waste, recycling, garden waste and food collections from the kerbside. We operate a trade waste service for both waste and recycling, and have provision for bulky collections and management of our household waste and recycling centre at Mavis Valley.</p> <p>The service oversee the contract objectives of the new household waste Transfer Station, which was designed and built as part of the new twenty-five year Clyde Valley Residual Waste Contract. This contract is now fully operational and will assist the Council in meeting the Scottish Government Zero Waste Plan and Waste (Scotland) Regulations 2012 in respect of the ban on biodegradable municipal waste to landfill by 2025.</p> <p>Waste Services have primary responsible for the on-going development of strategies to raise waste awareness within the local community and businesses, minimise the tonnage of municipal waste produced and to maximise recycling participation. The work is enabled through delivery of a wide range of campaigns and educational initiatives with the schools, businesses and the wider community. The focus for the year ahead will be on improving participation in our food waste service, increasing our acceptable recycling materials and monitoring waste behaviours post-pandemic.</p>
<b>Key Improvement Actions for 2022-2023</b>	<p><u>Expand the acceptable levels of plastic recycling</u> from the kerbside through inclusion of additional household plastic products - food containers / tin foil / plastic bags.</p> <p><u>Monitor and Improve residential participation in the household food waste recycling service.</u> The service will initially look to monitor current kerbside service levels following changes in participation behaviours in recent years. We will look to highlight and encourage residents through direct communication and campaigns, to make full use of the services available.</p>

	<p>The service will also look to improve food collection services in our flatted properties across the authority.</p> <p><u>Improve compliance with the Waste Scotland Regulation (2012) in our Trade premises.</u> Ensure all Council contracted premises are presented recycling materials separately, participating in the food waste service were applicable, and taking reasonable steps to prevent contaminating recycling collection streams.</p> <p><u>Improve recycling performance</u> through close working with our Corporate Communications teams in the delivery of recycling campaigns. Ensure the waste services key messages, of waste prevention / reduction, reach our householders, businesses, and wider communities.</p> <p><u>Review &amp; Update Fleet Asset Management Plan</u> to comply with the Scottish Government guidance for the preparation of a Fleet Decarbonisation plan for the zero tailpipe emissions for cars and light vans from 2025 and larger vehicles by 2030. The Fleet Decarbonisation Plan will require to consider the impact of changes to working practices across the Council and review fleet replacements for future vehicle and plant requirements &amp; Infrastructure dependencies.</p> <p><u>Investigate feasibility for increased Electric vehicle adoption</u> including charging hubs at key locations. Working with Major Assets Team, Transport Scotland and Energy savings trust to secure additional funding for additional Infrastructure to transition to a less polluting vehicle fleet.</p>
<b>Key Priority Performance indicators</b>	<p>NS-BIP-17- 01 - Special Uplift Performance</p> <p>Increase performance for the delivery of Special uplift service in the 2022/23 as Covid restrictions are removed and the service returns to normal operations.</p> <p>NS-BIP-17- 04 – Percentage of Municipal Waste Recycled</p> <p>Increase the services performance for recycling of Municipal Waste in line with pre pandemic levels with a move to increase polymer (Plastics) recycling, increased food waste participation levels and the further treatment of Incinerator Bottom Ash through the Clyde Valley Residual Waste treatment contract.</p> <p>NS – SOL-SENV- 02A - Net waste disposal cost per premises</p> <p>Reduce the costs associated with the treatment and disposal of Waste &amp; Recycling across the authority in line with pre pandemic levels. Improve performance through enhanced recycling performance measures, reversing the recent pandemic impact, which resulted in a significant increase in the generation of household residual waste.</p>

## 2. Improvement Actions

Title	Review Fleet Capital Replacement Programme	Original Due Date	01-Apr-2022
Description	Review and re-profile Fleet assets Capital programme to account for reduction in funding, prioritise and update to match available funding in subsequent years.		
Link to LOIP Outcome or Guiding Principle	Best value		
Rationale	Balance fleet replacements over the longer term in order better manage asset replacement profile.		

Title	Review & Update Fleet Asset Management Plan to consider Fleet Decarbonisation Strategy.	Original Due Date	31-Mar-2023
Description	Consider impact of changes to working practices across the Council and review fleet replacement programme to account for future vehicle and plant requirements & Infrastructure dependencies and to account for the requirement to decarbonise the fleet in alignment with Scottish Government Guidance and the requirement for the Council to set a date to achieve zero direct emissions from the fleet.		
Link to LOIP Outcome or Guiding Principle	Sustainability		
Rationale	The purpose of this review is to ensure the fleet in everyday operation is fit to deliver the Councils current and future working models.		

Title	Review Neighbourhood Services Waste and Recycling Operations	Original Due Date	31-Mar-2023
Description	Consider Impact of Covid response on service and look to return services, cost and performance to pre pandemic levels. Consider options for improvement and efficiencies on return to routine operations including enhanced recycling performance		
Link to LOIP Outcome or Guiding Principle	Sustainability		
Rationale	This work is required in order to return service performance and front line operations to pre pandemic levels, taking account of opportunities to work smarter and determine potential efficiencies in the future.		

Title	Investigate feasibility for increased Electric vehicle adoption including charging hubs at key locations.	Original Due Date	01-January-2023
Description	Working with Major Assets Team, Transport Scotland and Energy savings trust to secure additional funding for additional Infrastructure to meet the requirement to completely decarbonise the fleet by a target date to be set through the Fleet Decarbonisation Plan and Climate Action Plan, as required by Scottish Government Guidance.		



Link to LOIP Outcome or Guiding Principle	Sustainability
Rationale	Investigate options and continue progress towards the replacement of all Petrol and Diesel vehicles in line with legislation to ban production of these vehicles in 2030. Look to determine the optimum time for the Council to procure fleet and Infrastructure to meet this requirement.








### 3. Performance Indicators

#### Monthly Indicator

		20/21			Rationale for Inclusion	LOIP Outcome or Guiding Principle
Code	PI Title	2020/21 Value	Target	Status		
NS-BIP17-01	Percentage of Fleet Utilisation	58.27 %	80%		This indicator measures the performance of the Councils operational fleet in delivering and meeting the demands for customers and services engaged in front line and support services.	East Dunbartonshire is a safe place in which to live, work and visit.
NS-BIP17-03	Percentage of special uplifts completed within 10 working days	45%	90%		This indicator measures the performance levels of the service in meeting customer demand for special uplift service within agreed timescales.	East Dunbartonshire is a safe place in which to live, work and visit.

#### Quarterly Indicator

		20/21			Rationale for Inclusion	LOIP Outcome or Guiding Principle
Code	PI Title	2020/21 Value	Target	Status		
NS-BIP17-04	% of municipal waste collected by the authority which is recycled	43.86 %	55%		This indicator measures the performance of the waste service in meeting our recycling targets in line with legislative requirements, whilst contributing to the reduction of greenhouse gases and impacting on the circular economy.	East Dunbartonshire is a safe place in which to live, work and visit.
NS-BIP17-05	Percentage of Vehicles Passing DVSA Annual Test First Time	90.18 %	90%		This indicator measures the performance & quality of work undertaken by the fleet team engaged in the maintenance of the Councils fleet.	East Dunbartonshire is a safe place in which to live, work and visit.
NS-BIP17-06	Percentage of Vehicle repairs completed within 48 hours of being defected	80.06 %	80%		This indicator measures the demands placed on the fleet service and ability of the team to turn vehicles & plant around in a satisfactory timescale to meet the needs of customers and front line services.	East Dunbartonshire is a safe place in which to live, work and visit.

#### Yearly Indicator

		20/21				
Code	PI Title	2020/21			Rationale for Inclusion	LOIP Outcome or Guiding Principle
		Value	Target	Status		
NS-SOL-SENV1A	Net waste collection cost per premises	£82.63	£85.00		This indicator is collated as part of the Local Government Benchmarking Framework for the local financial return. The cost of waste collection per premise is a simple way of assessing this service however this does not take account of the Frequency or nature and levels of services provided within each Council.	4. East Dunbartonshire is a safe and sustainable environment in which to live, work and visit
NS-SOL-SENV02A	Net waste disposal cost per premises	£140.71	£125.00		This indicator is collated as part of the Local Government Benchmarking Framework for the local financial return. The cost of Waste Disposal per premise is a simple way of assessing this service however this does not take account of the different levels of treatment & recycling undertaken or individual performance and levels of service provided within each Council.	4. East Dunbartonshire is a safe and sustainable environment in which to live, work and visit



## **4. Achieving our Local Outcomes**

<b>Lead Local Outcome</b>	<b>Approach to delivery (Including Contributions to Local Outcome Delivery Group)</b>
None	Whilst not being responsible for leading on the six local outcomes within the Local Outcome Improvement Plan, Neighbourhood Services makes a major contribution to their delivery as highlighted in the table below

<b>Secondary Local Outcomes or Guiding Principles</b>	<b>Contribution to delivery</b>
East Dunbartonshire has a sustainable and resilient economy with busy town and village centres, a growing business base and is an attractive place in which to visit and invest	<ul style="list-style-type: none"> <li>Utilising the Council's various assets including operational fleet and other resources to deliver the best possible public services to our customers and support the Council's ongoing transformation programme and wider economic and place making aspirations.</li> </ul>
Our people are equipped with knowledge and skills for learning, life and work	<ul style="list-style-type: none"> <li>Through supporting our partners in education with transport services for further education activities, Additional Support Needs, play schemes and other extra-curricular activities.</li> </ul>
East Dunbartonshire is a safe place in which to live, work and visit	<ul style="list-style-type: none"> <li>Ensuring East Dunbartonshire is a safe and sustainable environment in which to live, work and visit – through the provision of a quality waste &amp; recycling service, well maintained fleet for the delivery of all front line operational services to include Roads &amp; Property Maintenance, Transport and Greenspace, for all residents and employees.</li> </ul>
Our people experience good physical and mental health and wellbeing with access to a quality built and natural environment in which to lead healthier and more active lifestyles.	<ul style="list-style-type: none"> <li>Our people and communities enjoy increased physical and mental wellbeing and health inequalities – through the delivery of healthy school meals in partnership with other council services and in the delivery of Additional Support Needs transport services for children and vulnerable adults.</li> </ul>
Our older population and more vulnerable citizens are supported to maintain their independence and enjoy a high quality of life, and they, their families and carers benefit from effective care and support services	<ul style="list-style-type: none"> <li>Support the older population to enjoy a high quality of life through the provision of accessible transport services to day centres, lunch clubs and other associated social activities.</li> </ul>

## 5. Evidence Based Planning

### Strategic Scan of Policy Environment

P – Political	E - Economic	S - Social
<ul style="list-style-type: none"> <li>Local Government in Scotland Act 2003, Climate Change Act 2009,</li> <li>Demonstrating successful delivery of key concordat commitments including Scotland's Climate Change Declaration</li> <li>Achieving Corporate Social Responsibility through delivery of sustainable procurement requirements (including delivery of community benefits)</li> <li>Local Members / MSPs / MPs' levels of interest</li> <li>Scottish and UK Government policies impacting on land use and economic development</li> <li>Vehicle Licensing – SEPA, DVSA, O' Licence compliance, current and future</li> <li>LOIP National and Local Outcomes</li> <li>Benchmarking – Best Value, APSE</li> <li>New and emerging Legislation and Government National Policy for Waste &amp; Recycling</li> <li>City Deal initiative and other Glasgow and Clyde Valley based initiatives</li> <li>National Agenda</li> <li>Environmental agenda</li> <li>COSLA</li> <li><i>Demands from Government Agencies</i></li> <li>Waste Strategy/COPLAR</li> <li>National policies:-</li> <li>Zero Waste Code of Practice</li> <li>Charter Compliance</li> <li>Deposit Return Scheme</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing pressures on public sector funding both capital and revenue</li> <li>Ongoing global, national and local economic issues including Brexit and Covid Pandemic</li> <li>Supporting the Scottish Government priority to achieve sustainable economic growth through energy decarbonisation and investment in a low carbon economy; carbon reduction commitment</li> <li>Changes in European, UK and Scottish funding programmes</li> <li>Council asset strategy</li> <li>Sustainable access/transport infrastructure within, across and into/out of East Dunbartonshire</li> <li>External markets for Vehicles, Plant &amp; materials – demands etc cost fluctuation</li> <li>Fuel and utility cost variations</li> <li>Reduction in income / economies / loss of services</li> <li>Improve resilience to extreme weather events and their consequences for the local economy</li> <li>Carbon Tax (Carbon Reduction Commitment)</li> <li>Climate change. Weather trends, costs associated</li> <li>External funding opportunities</li> <li>Sustainable / Local Procurement</li> <li>Reduced income from commercial activities, Recycling / Special Uplifts</li> <li>Recycling. Construction Waste. Landfill tax / External markets for recyclable materials</li> <li>Recruitment Challenges /skilled workforce/flexible working</li> <li>Borrowing capacity</li> <li>Reduced access to funding</li> </ul>	<ul style="list-style-type: none"> <li>Customer/Employees expectations</li> <li>Reputation with public and consumer</li> <li>Community Involvement</li> <li>Sustainable environment</li> <li>Recycling Performance</li> <li>Weather extremes</li> <li>Green agenda</li> <li>Recruitment Challenges - skills gap, training, apprenticeships.</li> <li>Flexible Working – skills, hours, place, tasks</li> <li>Demographics / Demands Increased for services</li> <li>Pressures on public sector funding capital and revenue</li> <li>Global, national and local economic issues</li> <li>Decarbonisation and investment in a low carbon economy</li> <li>European, UK and Scottish funding programmes</li> <li>Council asset strategy</li> <li>Sustainable access/transport infrastructure within, across and into/out of East Dunbartonshire</li> <li>Recycling / Special Uplifts</li> <li>Borrowing capacity</li> <li>Reduced access to funding</li> <li>Impact of Covid 19 across all areas</li> </ul>

<ul style="list-style-type: none"> <li>Waste (Scotland) Regulations 2012 – Landfill Ban</li> </ul>		
T – Technological	L – Legal	E – Environmental
<ul style="list-style-type: none"> <li>Renewable Technologies. Technical advancement in recycling</li> <li>Legislation and testing</li> <li>ICT improvements. Systems upgrade and support</li> <li>Increased Customer Access – Electronic service delivery. Access to Council Services</li> <li>Business Continuity Gap</li> <li>Smart Working. Mobile Working arrangements</li> <li>E-Learning</li> <li>Routing of waste collection services</li> <li>E-service delivery, ongoing pressures to ensure speed of change</li> <li>Current IT systems/support requiring intensive staff time and resourcing</li> <li>Technical advancement in Fleet, Plant and machinery including training</li> <li>DFT, Drivers hours, DVSA, Operator Licensing, DCPC Tech Developments</li> <li>Statutory Testing Loler, Health &amp; Safety, DCPC, Plating &amp; annual Test etc</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Environmental Assessment (Scotland) Act 2005</li> <li>Climate Change (Scotland) Act 2009</li> <li>Legislation Now and Future</li> <li>Statutory Duties</li> <li>Equality Legislation (DDA)</li> <li>Freedom of Information</li> <li>Data Protection</li> <li>Zero Waste Plan</li> <li>Office of the Traffic Commissioner (Scotland)</li> <li>Construction &amp; Use Regulations</li> <li>Road Traffic Act</li> <li>Health &amp; Safety at Work Act</li> <li>Goods Vehicles (Licensing of Operators) Regulations 1995</li> <li>Licensing – SEPA legislation, current and future</li> <li>Environmental Protection Act 1990</li> <li>Waste (Scotland) Regulations 2012</li> <li>Landfill (Scotland) Regulations 2003</li> <li>Waste Management Licensing (Scotland) Regulations 2011</li> <li>Community Empowerment (Scotland) Act 2015</li> <li>Clyde Valley Residual Waste contract.</li> </ul>	<ul style="list-style-type: none"> <li>Carbon targets</li> <li>Green technology</li> <li>Zero Waste Scotland ambitions</li> <li>SEPA targets &amp; enforcement for recycling centres / sites</li> <li>Fuel Sites / COSHH &amp; Health &amp; Safety compliance</li> </ul>

## 6. Stakeholder Consultation and Engagement

Title	Description	Audience	How this engagement will be used to inform planning and service delivery	Planned Start Date	End Date
Roll out for Deposit Return Scheme	Provide information to residents and business for the Introduction and roll out of Deposit Return Scheme by the Scottish Government from 2023 onwards	Residents, business and Elected Members	Working in partnership with Corporate Communications, other local authorities and Zero Waste Scotland on the plan to introduce a Deposit return Scheme in Scotland from 2023.	January 2023	June 2023
Expand the levels of acceptable plastics in our kerbside recycling service.	Provide accurate information, through campaigns and ongoing communications, of the new additional acceptable plastics in the household recycling service	Residents and Elected Members.	Campaign developed and delivered through the use of direct leafleting, social media and all relevant communication channels. Recycling performance, through tonnage recording, will be monitored to assess progress.	March 2022	Dec 2022

## 7. Equalities

Planned action which further the needs of the equality duty	Customer group this will affect (including employees or all East Dunbartonshire residents)	Projected timescale	Who, if any, are your partners for this action?
Provide an inclusive domestic refuse and recycling service for all our citizens with assistance programmes for vulnerable and elderly residents meeting specified criteria and in line with policies. Increased access to recycling for all residents where Infrastructure can support and accommodate storage.	All East Dunbartonshire Residents	On-going	External Contractors
Provide an inclusive Transport service on behalf of Education and Health & social Care Partnership for children and the elderly including clients with additional needs, travelling to & from day centres and other establishments.	Vulnerable groups, Children, adults & the Elderly with additional support needs	On-going	HSCP & External Contractors

## 8. Sustainability and Climate Change

We recognise that we have a role to play in responding to the global climate and ecological emergency, and we will do so via the activities described below.



<b>Sustainability and Climate Change Activity</b>					
<b>Service activity</b>	<b>Impacts on climate change mitigation</b>	<b>Impacts on climate change adaptation</b>	<b>Impacts on biodiversity</b>	<b>Impacts on greenspace</b>	<b>Other sustainability impacts</b>
Development of the service in line with Scottish Government Proposals:  * Household Recycling Charter / Code of Practice  *Deposit Return Scheme implementation 2023.	Reduction in overall carbon associated with waste disposal through high levels of waste diversion.		Reductions in litter benefit biodiversity through reductions in entanglement and ingestion. Also prevents litter from entering burns, streams and rivers.	Improvements to community amenity and morale. Health and safety benefits as litter such as broken glass can cause injury to pets and children.	Reduction in waste going to landfill.  Improvement of the quality of recycled material collected to assist in the circular economy  Greater separation of recycled waste at source
Produce a Fleet Decarbonisation Plan as highlighted in Climate Action plan, in order to manage the transition and meet the requirement to completely decarbonise the Councils fleet. This work is in line with the Scottish Government guidance for Zero Tailpipe emissions for new cars and small vans from 2025 and 2030 for larger vehicles for all Scottish Councils.	Reduce carbon footprint and fuel usage for business mileage including significant reduction in grey fleet activity		Improves air quality, benefiting less pollution tolerant species.	Improves air quality for areas of recreation.	Improved air quality and the reduction in harmful pollutants with associated health benefits.
Delivery of the waste service to minimise waste and optimise recycling and reuse of materials.	Reduced carbon associated with manufacturing new materials.		Indirect benefit to nature through overall reduced emissions and methane emissions from landfill sites	Reduction of litter pollution in open and green spaces	

Implement a full routing review across the service through the use of new technological routing software, secured through ongoing works with business change teams,	Reduce fuel emissions through the implementation of newly designed routes that are more efficient and reduce travel requirements across waste collection services.		Efficient routing and reduction in car traffic through increased uptake reduces overall traffic on roads, decreasing incidents of collision with rural species such as foxes and badgers. Reductions in overall traffic also contribute to improved air quality along routes.		
Monitor and manage the compliance of the new Clyde Waste Residual Waste Contract in meeting the Scottish Government Zero Waste Plan ambitions of increased recycling and ban of biodegradable waste to landfill by 2025.	Reduction of the overall carbon impact associated with the disposal of waste through increasing recycling, and using non-recyclable materials for the use of low carbon electricity.		Reduction in land use for waste may contribute to more space for nature. Less likelihood of pollution and litter escaping from these sites and contaminating nearby habitats	Improvements to visual landscape and reduction of the land use allocated to waste management, therefore available for community green or open space.	
Allotments	Locally grown food can help reduce total food waste, reduced embodied emissions, and need for collection	Food waste can be used as natural compost for allotments	Food waste can improve biodiversity setting	Food Waste as Compost	Educational benefits around reducing food waste

## 9. Contact Details

Role	Name	Contact Details
Executive Officer – Neighbourhood Services	Paul Curran	<a href="mailto:paul.curran@eastdunbarton.gov.uk">paul.curran@eastdunbarton.gov.uk</a> 0141 574 5781
Team Leader – Waste Operations	Maureen McColl	<a href="mailto:maureen.mccoll@eastdunbarton.gov.uk">maureen.mccoll@eastdunbarton.gov.uk</a> 0141 574 5791
Fleet Manager	Manny Barlow	<a href="mailto:manny.barlow@eastdunbarton.gov.uk">manny.barlow@eastdunbarton.gov.uk</a> 0141 574 5785



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# ORGANISATIONAL TRANSFORMATION BUSINESS & IMPROVEMENT PLAN 2022-2025

## 1. Purpose and Priorities

<b>Purpose</b>	<p>The strategic grouping of Organisational Transformation includes Business &amp; Digital Change, Procurement, Social Work Planning &amp; Service Development, Human Resources &amp; Organisational Development and Health &amp; Safety with a number of statutory duties provided within the functional areas.</p> <p>Organisational Transformation teams provide strategic, operational and transactional services to all strategic services within the Council and HSCP. The purpose of which is to maximise organisational and people performance and ensure that the Council and HSCP has the capability to respond to future challenges and customer requirements.</p> <p>A core purpose is to provide leadership of digital and organisational transformation to embrace the possibilities of innovation, new technologies and associated service redesign. The development of transformation opportunities to meet medium and longer term organisational and financial challenges are at the heart of delivery. With legislative provision and organisational transformation at the core of our Procurement Governance framework, providing a clear framework to deliver organisational objectives.</p> <p>With our workforce at the centre of achieving strategic ambitions and a strong commitment to development of our culture, leadership, succession planning, and performance, we will ensure that organisational arrangements deliver high performance and customer satisfaction. Responsibility for ensuring that we adopt and embed fair and equitable employment practices where people feel engaged and empowered in their role.</p>
<b>Strategic Priorities</b>	<p>The Organisational Transformation strategic priorities are informed by the Local Outcome Improvement Plan 2017 – 2027 (LOIP) for East Dunbartonshire, the national priorities for digital transformation, ensuring we deliver services in line with Best Value and in response to Audit Scotland and HSE feedback.</p> <p>In order to deliver the LOIP and the principles of best value, we will act as an enabler to support all strategic services in the delivery of services to the public by:</p> <ul style="list-style-type: none"> <li>• Redesigning services through innovative transformation in response to the financial context using data to inform the design of sustainable service delivery models.</li> <li>• Maximising benefits through digital transformation by setting longer term priorities to embrace opportunities.</li> <li>• Ensure sustained organisational performance improvement through service redesign.</li> <li>• Equip our workforce for digital transformation opportunities by embedding digital champions and bridging the digital skills gap.</li> <li>• Leading and supporting a culture centred around Health &amp; Safety standards taking account of priority areas, emerging responses and standards of compliance</li> <li>• Aligning recruitment and talent attraction strategies to workforce planning, ensuring that we have the right people, doing the right job, at the right time.</li> <li>• Championing employee engagement strategies to enhance employee satisfaction, morale and performance.</li> <li>• Enable and equip our leaders aligned to the Leadership Competency Map by instilling confidence and capability to deliver their strategic accountabilities.</li> <li>• Embed Procurement Governance across all Strategic areas through established principles, monitoring and reporting protocols.</li> <li>• Effective management of the contract management stages of the procurement process to challenge in the context of best value and possible efficiencies.</li> <li>• Continually improve service delivery and the performance of Procurement whilst minimising financial, reputational, and commercial risk.</li> <li>• Supporting the development and delivery of HSCP strategic commissioning priorities and transformation agenda.</li> </ul>

	<ul style="list-style-type: none"> <li>• Support commissioned services through COVID response, recovery and learning outcomes</li> <li>• Improve and streamline transactional HR processes to better support self-service, reducing duplication and an enhanced customer experience.</li> <li>• Enhancing our Equality Duty through effective processes.</li> <li>• Support EDACT Agenda to embed a Trauma informed workforce in the design and delivery of our services.</li> </ul> <p>Additionally, our strategic priorities are informed by national agenda for change in relation to digital transformation. In order to deliver on the national agenda we will:</p> <ul style="list-style-type: none"> <li>• Continue to collaborate at a national level to maximise Digital development opportunities through participation in the Scottish Local Government Digital Partnership</li> <li>• Identify and facilitate collaborative relationships internally and externally with public and private sector organisations to support innovation and transformation</li> <li>• Maximise opportunities for workforce planning solutions through partnership working</li> <li>• Lead workstreams around Leadership and Digital Skills to further enhance the benefits of partnerships for East Dunbartonshire Council and its wider workforce</li> <li>• Work collaboratively through Scottish Society of Personnel &amp; Development networks to continue to collaborate on opportunities to sharing</li> </ul> <p>In response to Audit Scotland reports , we will:</p> <ul style="list-style-type: none"> <li>• Maximise performance through effective Workforce Planning linked to organisational, team and individual performance.</li> <li>• Continue to progress measures to generate sustained improvements in absence and demonstrate trends of assurance in achieving this.</li> <li>• Developed and implemented programme management delivery principles based on the National “Audit Scotland: Principles for a digital future report” for the governance of the Transformation Programme.</li> <li>• Take account of findings, recommendations and opportunities as identified within ‘Digital Progress in Local Government’</li> </ul> <p>In meeting our legal obligations, we will:</p> <ul style="list-style-type: none"> <li>• Ensure that the Council provides a safe and healthy working environment for all employees.</li> <li>• Continually review advice, practice and guidance to ensure legislative compliance and response.</li> <li>• Ensure compliance to Procurement legislative requirements whilst supporting the achievement of Best Value.</li> <li>• Undertake necessary monitoring and reporting to ensure that equality proofing and future proofing within pay and conditions is maintained</li> </ul>
<p><b>Work of the Teams</b></p>	<p><b><u>Business &amp; Digital Change Team</u></b></p> <p>The Business &amp; Digital Change Team brings together three key specialisms; Business Systems, Project &amp; Change Management and Supplier &amp; Contract Management. These multi-disciplinary teams drive transformation, change and modernisation across all services within the Council, influencing and leading a culture of innovation and collaboration.</p> <p>The Business Systems team ensure the effective and efficient development, deployment and management of the councils Business Systems across all services.</p> <p>The Contract Management team lead the refresh and review of the Corporate Contract &amp; Supplier Management approach, maximising opportunities and delivering intended outcomes from contracts. They also work in partnership with Service Leadership Teams, supporting best practice, quality assurance and performance management.</p> <p>The Project Management &amp; Change team manage the successful delivery of a range of multi-disciplinary and cross functional projects; ensuring the effective provision of project and</p>

change management integral to the Council's Transformation programme. They also support development of long term innovation to maximise opportunities for transforming services across the Council. The team also includes the remit of Governance, ensuring best practice is deployed in all aspects of programme/project delivery

### **Human Resources & Organisational Development**

The HR & OD Team are responsible for the provision of all aspects of people related support to the strategic teams including the review and development of the employment policy base ensuring compliance and best practice

HR Business Partners support services to resolve business challenges and/or risks by identifying opportunities to ensure the best deployment of people resources. The team support with the implementation of council priorities, including the implementation of Service re-design processes and support of cultural change and embedding of Organisational Development initiatives. A key priority of the team is to support workforce and succession planning across all strategic services by working with leadership team, working in partnership with the Training Function of OD to source and develop learning solutions to meet service needs.

Operationally, support is provided to managers and employees through HR Case Adviser who provide advice and guidance on discipline, grievance, performance improvement and absence cases to ensure legal compliance and mitigation of risk. This approach is underpinned by the principles of early resolution, intervention and prevention of employee relations matters.

The Employee Services and Payroll team are responsible for all elements of transactional HR and Payroll activities. This also includes ensuring appropriate application of key terms and conditions with controls, processing and reconciliation activities are performed in line with established Council financial and structural approvals as well as national directives.

The Job Evaluation and Job sizing activities are taken forward through the established frameworks and governance for the respective schemes. Council has positively achieved the delivery of Real time Job Evaluation.

### **Health & Safety**

The Council's Health & Safety function performs a strategic role across all services including the HSCP and EDLCT.

Governance frameworks support the regular engagement, review, reflection and refresh of Health & Safety standards and practice through the Plan, Do, Check, Act process. The strategic nature of the frameworks translates to operational implementation, support and compliance in the safe systems of work and risk based delivery of activities and services.

Fire Safety risk management for all council's premises is included in the Health and Safety function and supports its fire prevention strategy.

Health and Safety goes beyond achieving compliance and assists in realising efficient, proactive and pragmatic ways of delivering a safe and healthy environment for staff and any other person affected by the Council's activities. A robust health and safety culture across the Council is nourished through training delivery to enable competence and a comprehensive Health Surveillance program. This is subsequently supported by having health and safety practices, policies and procedures, which are used consistently across the organisation.

The role of the team is pivotal in the delivery of COVID response and recovery through risk management process for services as well as individual employees.

Delivery of the Health & Safety functions work in partnership with Strategic services to deliver improvements, sustain governance and take forward proactive initiatives in partnership with Trades Union colleagues.

### **Procurement**

The Technical Procurement Team support the delivery of Procurement related legislative requirements, best practice, Transformation and Capital programme delivery, to meet legal Procurement obligations and deliver strategic priorities This includes providing guidance, advice, training and skill development to ensure an embedded procurement governance approach.

Annual Procurement Strategies and reports, in line with the Procurement Reform (Scotland) Act, are facilitated by the Procurement Team, ensuring alignment to organisational objectives, national policy, and legislative drivers. These set out how we intend to carry out our regulated procurements and retrospectively how we complied. Publication is driven by completion of internal reporting and governance processes.

Wider strategic support for projects and longer term capital and City Deal procurement workstream are key deliverables working in partnership delivering significant outcomes and investment.

Procurement plays a key role in building capacity and skills within Procurement activity, increasing collaboration, engaging proactively to support wider council transformation objectives and the local economy.

Working in partnership within the Organisational Transformation teams, Procurement will support the Corporate Contract and Supplier Management approach, identifying, securing and maximising contract opportunities to deliver better outcomes.

The Procurement Support Team are responsible for the transactional elements of invoice processing and systems support for day to day Procurement and purchasing activities in accordance with established Council Financial and structural approvals. The embedded Financial controls and authorisation processes within Procurement are also governed by the Procurement Support team, with the Technical Procurement team maintaining key contract information, reviewing essential spend, and directing contracted spend.

The Procurement team currently facilitate the PPE Store at Broomhill, ensuring secured continued supply of PPE for delivery of council services.

### **Social Work Strategic Commissioning Team**

The Social Work Strategic Commissioning Team supports the HSCP to develop and deliver on its Strategic Commissioning Priorities and Transformation Agenda.

Support to the HSCP is provided within the context of the Commissioning Cycle and underpinning strategic commissioning activities: Understanding & forecasting long term demand; Stimulating & facilitating change across the market ensuring there is diverse, appropriate and affordable provision available; strategic planning, procuring services through desired Self Directed Support route, Improving and modernising supports and services to achieve better outcomes; Encouraging innovation across all service providers; Contract management, monitoring and audit /assurance activity, Achieving best value and greater efficiencies via better configuration of service delivery models, Agreeing where to invest, re-invest or de-invest funding and key interface with Providers, Regulatory Body, SSSC and other agencies

The Team manages the commissioned market on a daily basis and continues to support services as they navigate their way through the pandemic and recovery phase.

The Strategic Commissioning Team compliments and works jointly with the wider Transformational Team across cross cutting work streams and priorities.



<b>Key Improvement Actions for 2022-2023</b>	<p>In order to facilitate effective PDR's it is recommended that the following be undertaken:</p> <ul style="list-style-type: none"> <li>• Review and streamlining of PDRs process to facilitate ease of undertaken;</li> <li>• Emphasis is placed on the benefits to Managers in line with workforce plans;</li> <li>• Training provided for Managers in undertaking effective PDR's;</li> <li>• Further work to embed PDR's for Non-Teaching Education Staff in line with the academic year;</li> <li>• Further develop projected training plans for Service areas linked to workforce strategy and service delivery objectives.</li> <li>• Absence Improvement to continue work around the following :               <ul style="list-style-type: none"> <li>• Ensure a Holistic Approach to Managing Absence and Employee Wellbeing</li> <li>• Strengthen the Capability of Line Managers to implement the Wellbeing at Work Policy and Associated Procedures for Managing Short and Long-Term Absence</li> </ul> </li> <li>• Develop a framework for ensuring good mental health</li> <li>• Data driven targeted improvement actions</li> <li>• Support the workforce in the recovery from Covid-19</li> <li>• Statutory Health Surveillance Year 1 cycle to improve risk management of services, promote health at work and reduce personal injury claims against the council. The cycle will inform improvement changes to service risk management and target individual reassessments to further control employees' health.</li> <li>• Statutory Fire Safety Risk Assessments completed annually for high risk premises and biannually for low risk. FSRAs are based on risk and requires ongoing assessment with action plan developed according to current status.</li> <li>• Promote a robust safety and health culture and processes through planned training and on-site visits for inspection, audit and review to support the delivery of health and safety information, instruction and training to services and specifically high-risk activities.</li> <li>• Embed best practice project &amp; change management practices</li> <li>• Ensure alignment between revenue budget report and Transformation programme</li> <li>• Embed programme benefits approach to identify, plan, measure, track and realise benefits</li> <li>• Ensure the Transformation programme is refreshed reflecting the Council's Covid-19 recovery priorities and strategic planning for the organisation of the future</li> </ul>
<b>Key Priority Performance Indicators</b>	<ul style="list-style-type: none"> <li>• % of employees who have PDR conversations LGW &amp; Chief Officers</li> <li>• Sickness absence days per employee</li> <li>• % of Planned Fire Risk Assessments completed to schedule</li> <li>• % of Planned Health Surveillance undertaken</li> <li>• % of Planned Health and Safety Training/on-site visits to support safety and health culture</li> <li>• % Delivery of projects committed in the transformation programme within scheduled timescales</li> <li>• Business Application Health Index, representing the health of the Council's business applications in terms of version, supportability and maintainability where 100% represents all systems are up to date and supported.</li> </ul>

## 2. Improvement Actions

Improvement Action	Description	Link to LOIP Outcome or Guiding Principle	Due Date	Rationale
Workforce Strategy	% of employees who have PDR conversations LGW & Chief Officers	Employee performance covers all the outcomes and supports workforce planning & performance improvement	31 March 2023	<p>It is recognised that meaningful PDR's are a key part of the workforce strategy in preparing our workforce for future challenges and encouraging learning and development. In order to facilitate effective PDR's it is recommended that the following be undertaken:</p> <ul style="list-style-type: none"> <li>• Review and streamlining of PDRs process to facilitate ease of undertaken;</li> <li>• Emphasis is placed on the benefits to Managers in line with workforce plans;</li> <li>• Training provided for Managers in undertaking effective PDR's;</li> <li>• Further work to embed PDR's for Non-Teaching Education Staff in line with the academic year;</li> </ul> <p>Further develop projected training plans for Service areas linked to workforce strategy and service delivery objectives.</p>
Absence Improvement	Improved performance for sickness absence days per employee	Our people experience good physical and mental health and wellbeing with access to a quality built and natural environment in which to lead healthier and more active lifestyles.	31 March 2023	<p>It is recognised that the trend for sickness days lost per employee has improved at a national level, however, continued improvement is required in order to achieve acceptable and sustainable levels of attendance.</p> <p>Improvement to continue work around the following :</p> <ul style="list-style-type: none"> <li>• Ensure a Holistic Approach to Managing Absence and Employee Wellbeing</li> <li>• Strengthen the Capability of Line Managers to implement the Wellbeing at Work Policy and Associated Procedures for Managing Short and Long-Term Absence</li> </ul>

				<ul style="list-style-type: none"> <li>Develop a framework for ensuing good mental health</li> <li>Data driven targeted improvement actions</li> </ul> Support the workforce in the recovery from Covid-19
Maximising the capabilities of Digital Solutions	Maximising the functionality of Council systems including improvement, replacement and review. Areas of priority include i-Trent, CRM, remote and mobile working solutions and other opportunities presented by workflow reviews	All outcomes will benefit from improved service and employee performance.	31 March 2023	Maximising the uptake of Digital solutions wherever possible will support the organisation to further enable Smart Working and maximise the opportunities digital brings. The emphasis on remote working seeks to accelerate opportunities leading to enable service improvement and internal/external customer experience.
Health Surveillance Year 1 cycle to improve risk management of services and improve and promote health and safety at work (after baseline)	Restart statutory Health Surveillance cycle with appointments for identified employees across services ranging from Audiometry, Spirometry, HAVS, Skin and Nightshift.	East Dunbartonshire is a safe place in which to live, work and visit.	31 March 2023, repeat annually thereafter	Baseline Health Surveillance of identified employees has been achieved in 2021/2022. The repeated cycle will inform improvement changes to service risk management and target individual reassessments to further control employees' health. Additionally, it will reduce personal injury claims against the council.
Fire Safety Risk Assessments completed annually for high risk premises and biannually for low risk	Restart cycle to review FSRAs according to risk based schedule in line with Fire Safety regulations.	East Dunbartonshire is a safe place in which to live, work and visit.	31 March 2023, repeat annually thereafter	FSRAs are statutory with risk-based cycle. Periodical SFRS audits of council buildings requires ongoing assessment with action plan developed according to current status.
Planned training and on-site visits to support the delivery of safety and health information, instruction and training to services and specifically high-risk activities.	Training program including in-house courses, routine toolbox talks and on-site visits for inspection, audit and review to support services when undertaking activities, especially those in high risk areas and promote a robust safety and health culture and processes.	East Dunbartonshire is a safe place in which to live, work and visit.	31 March 2023, repeat annually thereafter	High-risk services should have an ongoing program for health and safety information, instruction and training based on activities and risk assessment review.
Programme Governance	Embed best practice project & change management practices	Guiding principles: Evidenced based planning and best value	March 2023	Best practice




Revenue budget monitoring	Ensure alignment between revenue budget report and Transformation programme	Guiding principles: Evidenced based planning and best value	March 2023	Best Value audit recommendation
Programme benefits	Embed programme benefits approach to identify, plan, measure, track and realise benefits	Guiding principles: Evidenced based planning and best value	March 2023	Best Value audit recommendation
Transformation programme prioritisation	Ensure the Transformation programme is refreshed reflecting the Council's Covid-19 recovery priorities and strategic planning for the organisation of the future	Guiding principles: Evidenced based planning and best value	September 2023	Best Value audit recommendation




### 3. Performance Indicators

#### Annual Indicators

Code	PI Title	Rationale for Inclusion	LOIP Outcome or Guiding Principle
OT-SOL-CORP3C	The Gender Pay Gap	Local Government Benchmarking Indicator	Fair and Equitable Services
OT-SOL-SECON04	% of procurement spend on local enterprises	This PI has improved year on year, the target being to increase local spend. Procurement undertake and participate in a number of Supplier Development Programme opportunities, Meet the Buyer Events and subject specific engagements (including training and supporting local businesses in tendering and contracting processes, with recent areas of focus being on local Taxi Companies, Early Years providers and Sub Contractors) to support inclusion and opportunities for our Local Small to Medium Enterprises. Over recent years the local business profile and availability of local suppliers to meet council requirements has had a direct impact on this indicator.	Economic Growth and recovery
OT-SOL-CORP8	Invoice Payments - Percentage of invoices paid within 30 days %	Performance continually improved with implementation of service restructure and introduction of e-invoicing.	Best Value
##	Business Application Health Index	Indicates the health of the Councils enterprise business systems which underpin the Councils internal and frontline services.	Best Value

#### Quarterly Indicators

Code	PI Title	2019/20 Value	2019/20 Target	2019/20 Status	2022/23 Target	Rationale for Inclusion	LOIP Outcome or Guiding Principle
OT-BIP-01	% of employees who have PDR conversations LGW & Chief Officers	78.93%	86.82%		85%	To understand the number of employees who are having meaningful PDR conversations as evidenced via i-trent.	Employee performance covers all the outcomes and supports workforce planning & performance improvement
OTBIP19-11	% of employees who have PDR conversations Education Non-Teaching	N/A	N/A		85%	New indicator to understand the number of employees who are having meaningful PDR conversations as evidenced via i-trent.  Commenced in June 2020 for Education	Employee performance covers all the outcomes and supports workforce planning & performance improvement
OT-SOL-CORP6	Sickness absence days per employee	9.43	9.5		9.0	KPI is part of the Local Government Benchmarking Framework. Measures levels of absence and supports	Best Value

Code	PI Title	2019/20		2019/20		Rationale for Inclusion	LOIP Outcome or Guiding Principle
		Value	Target	Status	Target		
OT-SOL-CORP3B	The percentage of the highest paid 5% employees who are women	62.2%	50%		50%	proactive and preventative measures for intervention and early resolution. To ensure we are monitoring our position in relation to the benchmark requirements.	LOIP
OT-BIP-10	% of employment contracts issued on or before day 1 of employment	N/A	N/A		95%	New Indicator - To ensure we satisfy our obligations outlined in the Good Work Plan	Best Value
OT-BIP-07	% of Planned Fire Risk Assessments completed to schedule			n/a	100%	FSRAs are statutory with risk-based cycle. Periodical SFRS audits of council buildings requires ongoing assessment with action plan developed according to status.	East Dunbartonshire is a safe place in which to live, work and visit.
OTBIP19-12	% of Planned Health Surveillance undertaken	N/A	N/A	n/a	90%	Baseline Health Surveillance of identified employees has been achieved in 2021/2022. The repeated cycle will inform improvement changes to service risk management and target individual reassessments to further control employees' health. Additionally, it will reduce personal injury claims against the council.	East Dunbartonshire is a safe place in which to live, work and visit.
OTBIP ##	% of Planned Health and Safety Training/on-site visits to support safety and health culture	N/A	N/A	n/a	100%	High risk services should have an ongoing program for health and safety information, instruction and training based on activities and risk assessment review.	East Dunbartonshire is a safe place in which to live, work and visit.
OT-SOL-CORP8	Invoice Payments - Percentage of invoices paid within 30 days %	94.27%	92%		92%	Standard Local Government Benchmarking Framework indicator	Best Value
	% Delivery of projects committed in transformation programme within the scheduled timescales	n/a	n/a	n/a	75%	To maximise delivery and understand achievability of delivering outcomes	Best Value

### Key Monthly Indicators

n/a



## 4. Achieving our Local Outcomes

<b>Lead Local Outcome</b>	<b>Approach to delivery (Including Contributions to Local Outcome Delivery Group)</b>
Our children and young people are safe, healthy and ready to learn	<ul style="list-style-type: none"> <li>• Support for the various agendas within Education through effective resourcing, and enabling contract and supplier frameworks. The team support Education services through the transformation programme and delivery of approved structures.</li> <li>• Support the Health &amp; Safety priorities across Council estate and services ensuring compliance and a risk based approach wherever necessary.</li> <li>• Enabling digital transformation through a suite of projects within the Council's Transformation programme.</li> <li>• Inclusion of Community Benefits in relevant and appropriate contracts to support Learning, work experience and developmental opportunities.</li> <li>• The Procurement Team support delivery of contracts through tender processes in alignment to service delivery needs.</li> <li>• The Strategic Commissioning Team supports the HSCP to commission services to meet needs and outcomes</li> </ul>
Our people experience good physical and mental health and wellbeing with access to a quality built and natural environment in which to lead healthier and more active lifestyles.	<ul style="list-style-type: none"> <li>• With 54% of our workforce being residents of East Dunbartonshire, The HR &amp; OD Team contribute to this outcome by leading on the promotion of positive health and wellbeing across all of the workforce through the Healthy Working Lives Initiative and HR Policy base.</li> <li>• The Health and Safety Team undertakes proactive inspections and works with Estates Maintenance Team to make sure buildings and premises are maintained to standards and avoid risks through early intervention and overall prevention</li> <li>• Focussed support on sustaining attendance at work, the implementation of underpinning policies and principles to enable the most efficient and effective use of resources.</li> <li>• Championing employee engagement strategies to ensure employee satisfaction, morale and performance.</li> </ul>
Our older population and more vulnerable citizens are supported to maintain their independence and enjoy a high quality of life, and they, their families and carers benefit from effective care and support services.	<ul style="list-style-type: none"> <li>• The Strategic Commissioning Team commission outcome focussed services which are inclusive, person centered, promote independence and social integration and offer choice and flexibility to accommodate individual and carers needs</li> <li>• Lead the Council's service review and redesign processes, transformational activities and benefit realisation. The teams have a key role in supporting redesign of services to provide sustainable, effective and efficient service delivery including HSCP services.</li> <li>• The people development function and HR Business Partners work collaboratively with the services within the HSCP via the training and development group to ensure individual and team development needs are identified and fulfilled to meet the needs of the service and its customers.</li> <li>• Enabling digital transformation through a suite of projects within the HSCP Transformation programme. The team works closely with HSCP to identify and research opportunities and new partnerships to support people to maintain independent living</li> <li>• The Fire Safety Team undertakes fire safety risk assessments for residential and day care services premises and where required supports engagement with SFRS and review external providers' fire risk assessments</li> </ul>



	<ul style="list-style-type: none"> <li>• Business &amp; Digital Change team deliver a range of projects within the HSCP Transformation programme. The team work closely with HSCP to identify and research opportunities and new partnerships to support people to maintain independent living.</li> <li>• Procurement encompasses Social Care contracts, ensuring contractual arrangements deliver the best outcomes for our older population and more vulnerable citizens</li> <li>• The Procurement Team support delivery of contracts aligned to service delivery needs.</li> </ul>
East Dunbartonshire has a sustainable and resilient economy with busy town and village centres, a growing business base and is an attractive place in which to visit and invest	<ul style="list-style-type: none"> <li>• The Procurement Team support inclusion of sustainable objectives within tenders and contracts, prompt payment of invoices and securing community benefits.</li> <li>• Procurement processes align to the Procurement Reform (Scotland) Act 2014 providing a legislative framework to support Scotland's economic growth through improved Procurement practice</li> </ul>
East Dunbartonshire is a safe place in which to live, work and visit.	<ul style="list-style-type: none"> <li>• The Health and Safety Team supports this outcome with a clear management system and health surveillance program by way of policies, procedures and safe systems of work for all activities undertaken by council services, preventing injuries and ill-health at work and of the community it serves from any risks arising from its activities. It ensures as a workforce, it is more efficient and productive, especially since more than half of the employees reside within the local authority area.</li> </ul>

<b>Secondary Local Outcomes or Guiding Principles</b>	<b>Contribution to delivery</b>
Best Value	<ul style="list-style-type: none"> <li>• The delivery of transformation and service re-design seeks to ensure the most efficient and effective service delivery models are in place. A key element of the service redesign focus ensures that alignment to the Local Outcome and Improvement Plan is considered throughout the development of options and proposed alternative service delivery models. Business &amp; Digital Change supports the digital transformation of the organisation enabling more efficient, innovative service delivery models.</li> <li>• Programme and project management principles for the delivery and governance of the Transformation Programme are modelled on the Audit Scotland principles for a digital future and the recommendations arising from Best Value audits.</li> <li>• The Strategic Commissioning Team supports the HCSCP to commission services via Self Directed Support routes &amp; monitors on an on-going basis, service performance, compliance and best value via its Strategic Contract Management Framework</li> <li>• The Procurement Team support delivery of contracts aligned to service delivery needs.</li> <li>• Procurement policy embeds value for money via the Scottish Model of Procurement, balancing cost, quality and sustainability</li> </ul>
Sustainability	<ul style="list-style-type: none"> <li>• The Procurement Team support delivery of the Sustainable Procurement Duty, Section 9 of the Procurement Reform (Scotland) Act 2014, following the Scottish Model for Procurement.</li> <li>• Prioritisation of climate and circular economy in procurement activity, utilising procurement to support Scotland's response to the global climate emergency, as part of the national endeavour to achieve net zero greenhouse gas emissions by 2045</li> </ul>

Fair and Equitable Services	<ul style="list-style-type: none"> <li>Supporting employees through workforce planning and development to enable skill enhancement and organisational improvement. Approximately 54% of the current workforce are also residents of East Dunbartonshire Council and as such skills development with roles of all levels and functions have consequential benefits on the services provided to residents of East Dunbartonshire Council.</li> <li>Tender documentation within the Procurement process considers fair work requirements and encourages adoption of these and the promotion of the Living Wage</li> </ul>
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## 5. Evidence Based Planning

### Strategic Scan of Policy Environment

P – Political	E - Economic	S - Social
<ul style="list-style-type: none"> <li>• Scottish Government Digital Strategy</li> <li>• Scottish Digital Office</li> <li>• Brexit</li> <li>• Local Authority Leadership</li> <li>• Best Value report</li> <li>• Scottish Government funding</li> <li>• Scotland Excel</li> <li>• Statutory Reporting</li> <li>• Procurement Legislation</li> <li>• SME-Local Businesses</li> <li>• Public Service Reform</li> <li>• Joint Working &amp; Community Planning</li> <li>• Regulators/External Audit</li> <li>• Construction Charter</li> <li>• Workforce Matters</li> <li>• Early Years</li> <li>• Capital Programme</li> <li>• GDPR</li> <li>• Scottish Government National Performance Frameworks</li> <li>• COSLA</li> <li>• HSE</li> <li>• SW Legislation / Health &amp; Social Care Integration</li> <li>• Scottish Care/CCPS</li> </ul>	<ul style="list-style-type: none"> <li>• Digital Service Driver Trend from Capex to Opex based models.</li> <li>• Brexit</li> <li>• Local Government Funding/Settlement</li> <li>• Equal Pay</li> <li>• SME-Local Businesses</li> <li>• City Deal</li> <li>• Sustainability</li> <li>• Community Benefits</li> <li>• Other Income/Funding dependencies</li> <li>• Public Sector Financial Constraints</li> <li>• Project Benefits Realisation</li> <li>• Service Reviews</li> <li>• Capital Programme</li> <li>• Contract &amp; Supplier Performance</li> <li>• Costs of digitalisation</li> <li>• Grant funding</li> <li>• Apprenticeship Levy</li> <li>• National Living Wage</li> <li>• Equal pay Settlement</li> <li>• Pay Awards</li> <li>• NIC Amendment</li> <li>• Service Charges/Top-ups</li> <li>• Climate &amp; Circular Economy</li> <li>• Service Charges</li> <li>• Scottish Living Wage</li> </ul>	<ul style="list-style-type: none"> <li>• COVID</li> <li>• Digital Divide / Inclusive Services</li> <li>• Acceleration of demand for online services</li> <li>• LOIP</li> <li>• Changing demographics of East Dunbartonshire</li> <li>• Workforce Demographics</li> <li>• Equality</li> <li>• Changing Marketplace Demographics</li> <li>• Skills Development</li> <li>• Corporate Social Responsibility</li> <li>• Equality</li> <li>• Aging workforce</li> <li>• Media reporting of transformation</li> <li>• Requirement to engage/consult with Service users/carers re care &amp; support</li> <li>• Measuring Social Impact in public Procurement (SPPN10/2020)</li> <li>• STILT Agenda</li> <li>• Key Skills Shortages</li> </ul>
T – Technological	L – Legal	E – Environmental
<ul style="list-style-type: none"> <li>• Disruptive Technologies Stimulating Innovation; Artificial Intelligence, Robotic Process Automation, Internet Of Things</li> <li>• Analogue to Digital Telecommunications Switchover</li> <li>• Business Analytics and Better Use of Data</li> <li>• Information Security</li> <li>• Information Governance</li> <li>• Technology Consumerisation</li> <li>• Workforce Mobilisation</li> <li>• Cloud Services</li> <li>• Digital Partnership</li> <li>• I-Trent</li> <li>• SMART working</li> </ul>	<ul style="list-style-type: none"> <li>• GDPR</li> <li>• Equality Act 2010</li> <li>• Equality &amp; Diversity in Employment</li> <li>• Employment Rights Act</li> <li>• Contractual Terms and Conditions</li> <li>• All Employment Law</li> <li>• Health &amp; Safety at Work Act</li> <li>• Living/Minimum Wage</li> <li>• Brexit</li> <li>• HMRC</li> <li>• Anti-bribery</li> <li>• Procurement Reform (Scotland) Act 2014</li> <li>• Sustainable Procurement Duty</li> <li>• EU Procurement Regulations</li> <li>• Procurement Scotland Regulations</li> </ul>	<ul style="list-style-type: none"> <li>• Carbon Management</li> <li>• Asset Disposal (WEEE)</li> <li>• Community Benefits</li> <li>• Sustainability Duty</li> <li>• Climate Change</li> <li>• LOIP</li> <li>• Whole Life Costing</li> <li>• Corporate Social Responsibility</li> <li>• Climate change</li> <li>• Business travel</li> <li>• Increase technological solutions to reduce paper and waste</li> <li>• Global Climate Emergency/Net Zero Greenhouse gas emissions</li> </ul>

<ul style="list-style-type: none"> <li>• iProc</li> <li>• E-invoicing</li> <li>• Ability of Technology Suppliers</li> <li>• Availability of Technological Solutions in Marketplace</li> <li>• Access to Systems</li> <li>• Reporting Tools</li> <li>• Risk of obsolescence</li> <li>• PCS-T</li> <li>• PCS</li> <li>• Spikes Cavell</li> <li>• Ability of Legacy systems</li> <li>• E-Learning Platforms</li> <li>• Care First</li> </ul>	<ul style="list-style-type: none"> <li>• Construction Regulations</li> <li>• Contract Terms and Conditions</li> <li>• Public Bodies (Joint Working) (Scotland) Act 2014</li> <li>• Waste Electrical and Electronic (WEEE) Regulations</li> <li>• Duties of Best Value and Community Planning – Local Government in Scotland Act (2003)</li> <li>• National Policy Directive for Pay</li> <li>• Social Work (Scotland )Act 1968</li> <li>• Self Directed Support (Scotland) Act 2013</li> <li>• Community Empowerment (Scotland) Act 2015</li> </ul>	
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## 6. Stakeholder Consultation and Engagement

Title	Description	Audience	How this engagement will be used to inform planning and service delivery	Planned Start Date	End Date
Digital development engagement across Council Services	Scope out pipeline of digital transformation activity	EDC Senior Management Team	Engagement with SMT and service areas	April 2022	Sept 2022
Digital development engagement within HSCP	Development of digital maturity assessment for HSCP and associated Digital Action Plan	HSCP Leadership Team	Engagement with HSCP Leadership Team to assess digital maturity and develop digital action plan	Feb 2022	Sept 2022
Trade Union Engagement Consultation	EDC Partnership at Work Agreement	Trade Unions, Elected Members, EDC Employees, SMT	To gain collaboration in terms of joint working with all plans, policies and strategies implemented	Ongoing	Ongoing
Trade Union Engagement	H&S Committee Structure	Trade Unions, EDC Employees, SMT	H&S actions taken from meetings to be addressed	Ongoing	Ongoing
Smart Working for the Future	Enable business transformation that offers our employees enhanced productivity and collaboration tools to continue our roadmap for Smart working for the future	All EDC employees	Engagement with all EDC employees	May 2022	Ongoing
Provider Forums	Rolling Provider engagement & consultation events	Providers (commissioned services)	Engagement and consultation feedback used to help inform HSCP Strategic Plan / Priorities, policy development & oversight of commissioned market	Ongoing	Ongoing
Employee Wellbeing Forum	Wellbeing focused forum on recovery and priorities for supporting the workforce	Trades Unions EDC Employees HSCP EDLCT	Prioritisation of wellbeing supports Identification and informing the policy development priorities for the future in recovery and sustaining wellbeing in the future	April 2021	Ongoing
Employee Survey	Survey focused on understanding feedback across themes and workforce areas.	Trades Unions EDC Employees HSCP EDLCT	To inform Council wide and Service specific action plans to improve levels of employee engagement	September 2021	March 2023

## 7. Equalities

Planned action which furthers the needs of the equality duty	Customer group this will affect (including employees or all East Dunbartonshire residents)	Projected timescale	Who, if any, are your partners for this action?
Dignity at Work Awareness and Training Programme	Employees with consequential benefits to customers	March 2023	HSCP EDLCT
Review of People Policy Development to ensure people, policy, schemes, action plans and supporting document reflect equalities requirements	Employees/Managers and Applicants	March 2023	HSCP EDLCT Trade Unions
Design and delivery of equality and diversity training for managers and employees to complement existing e-learning provision	Employees with consequential benefits to customers	March 2023	HSCP EDLCT
Review of current Equality and Diversity Policy	Employees/Managers and Applicants	March 2023	HSCP EDLCT
Embedding tender and contract processes which support equalities and sustainable development through the continuous delivery of the Procurement Governance Framework	All EDC Employees with Procurement involvement/responsibility Third Party Suppliers/Contractors	April 2022	
Undertake the Equality Impact Assessment for Pay & Grading Model	Employees	Dec 2022	HSCP EDLCT Trades Unions

## 8. Sustainability and Climate Change

Sustainability Activity					
Service Activity	Impacts on climate change mitigation	Impacts on climate change adaptation	Impacts on biodiversity	Impacts on greenspace	Other sustainability impacts
Procurement Governance & Annual Strategy Actions	Scottish Model of Procurement to support a Sustainable Economic Environment  Scottish Model of Procurement Objectives- -Reducing Waste -Reducing material usage -Use of sustainable materials -Supporting local businesses -Net Zero greenhouse gas emissions -Social impact				
Car Mileage Policies	Total Resourcing reporting is provided on a monthly basis identifying trends in Car Mileage Claims. Reviews to the Car Mileage claims policy in 2018 took place on the basis of a sustained reduction in mileage claims through Smart Working Principles, Pool car deployment and service based fleet. Review of this may be required with regards to new way of working during and following the pandemic.				
Smart Working Principles	Council has an established Smart Working approach development and implemented in 2012. Microsoft Office 365 - <ul style="list-style-type: none"> <li>Increased adoption of modern working practices such as; virtual meetings,</li> <li>remote co-authoring of documents,</li> <li>screen sharing and improved accessibility of ICT systems on premise, off premise and mobile</li> </ul> which will support the Council's recovery from COVID and the organisation and workforce of the future				

## 9. Contact Details

Role	Name	Contact Details
Executive Officer – Organisational Transformation	Pauline Halligan	<a href="mailto:Pauline.halligan@eastdunbarton.gov.uk">Pauline.halligan@eastdunbarton.gov.uk</a>
Business & Digital Change Manager	Allyson Blue	<a href="mailto:Allyson.blue@eastdunbarton.gov.uk">Allyson.blue@eastdunbarton.gov.uk</a>
Procurement Manager	Kirsty Chisholm	<a href="mailto:Kirsty.chisholm@eastdunbarton.gov.uk">Kirsty.chisholm@eastdunbarton.gov.uk</a>
HR & OD Manager	Alistair McDonald	<a href="mailto:Alistair.mcdonald@eastdunbarton.gov.uk">Alistair.mcdonald@eastdunbarton.gov.uk</a>
Health & Safety Manager	Laura Gold	<a href="mailto:Laura.gold@eastdunbarton.gov.uk">Laura.gold@eastdunbarton.gov.uk</a>
Strategic Commissioning Manager	Gillian Healey	<a href="mailto:Gillian.healey@eastdunbarton.gov.uk">Gillian.healey@eastdunbarton.gov.uk</a>





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# PLACE AND COMMUNITY PLANNING BUSINESS & IMPROVEMENT PLAN 2022-2025

## 1. Purpose and Priorities

<b>Purpose</b>	<p>Place and Community Planning has corporate responsibility for the delivery of both strategic and operational services, including delivery of the Council's statutory duties across a number of functional areas. The work is delivered by three sets of services within the strategic grouping:</p> <ul style="list-style-type: none"> <li>• Community Protection</li> <li>• Community Planning and Partnerships</li> <li>• Community Testing and Vaccinations</li> </ul> <p>Community Protection delivers the Council's statutory remits in relation to Environmental Health, Trading Standards and Licensing Enforcement, along with frontline service delivery on Community Safety matters, including Decriminalised Parking Enforcement.</p> <p>The Community Planning &amp; Partnership Team is actively engaged in the coordination and delivery of community planning with a range of partner agencies working together to support and drive positive change on local priorities in East Dunbartonshire. They are focused on supporting the Council and the Community Planning Partnership's strategic direction through the effective development of the East Dunbartonshire Community Planning Partnership to achieve our local outcomes. It plays a lead role in the development of policies and strategies concerning the Community Empowerment (Scotland) Act, Equality Act (Specific Duties) (Scotland) Regulations, including the Local Outcome Improvement Plan and Locality Plan.</p> <p>The Community Testing and Vaccination Team was created in response to obligations placed on the local authority in relation to the pandemic. The team provides the operational delivery of asymptomatic COVID-19 testing within the community, and in partnership with the NHS Board at Greater Glasgow and Clyde, supports the local vaccination clinics providing both flu and COVID-19 vaccinations.</p>
<b>Strategic Priorities</b>	<p>The key strategic priorities for Place and Community Planning are summarised as follows:</p> <ul style="list-style-type: none"> <li>• Delivery of statutory responsibilities by Environmental Health and Trading Standards to improve and protect public health and consumer protection, in line with local and national priorities.</li> <li>• Revisions to the regulatory frameworks for Environmental Health and Trading Standards, including effective responses to any changes / impacts that result from matters such national reviews, changes to working models, EU Exit and workforce planning pressures.</li> <li>• Contributing to the creation of safer communities across East Dunbartonshire, through effective deployment of frontline resources and delivery of intelligence led activity to tackle a wide range of community safety issues.</li> <li>• Delivery and development of activity across the East Dunbartonshire area in relation to Decriminalised Parking Enforcement.</li> <li>• Development of partnership working and jointly resourced activities such as Co-Production with Police Scotland to deliver effective targeted services and maximise efficiencies where possible.</li> <li>• Progressing the requirements of the Community Empowerment (Scotland) Act 2015, and new Community Planning arrangements with a focus on reducing</li> </ul>

	<p>poverty and inequality in the delivery of the Local Outcomes Improvement Plan and the Locality Plans.</p> <ul style="list-style-type: none"> <li>• Progressing various corporate policies and requirements including Community Learning and Development, and the Child Poverty Report and Action Plan.</li> <li>• Progressing the Fairness and Equalities Agenda.</li> <li>• Deliver the COVID-19 Community testing programme, and in partnership with the GGC NHS Board, support the vaccination programme.</li> </ul>
<b>Work of the Teams</b>	<p><b>Community Protection Service (Environmental Health, Trading Standards &amp; Community Safety Teams)</b></p> <p>The Community Protection Service is responsible for the delivery of functions which corporately support the work of the Council and make significant contribution to the delivery of a number of local outcomes – in particular local outcome 4 relating to safer communities. The Service is actively engaged in a Co-Production arrangement with Police Scotland, with teams working innovatively together to deliver targeted joint services across the local communities of East Dunbartonshire and enhance community protection. The Community Protection Service plays a leading role in the work of the ED Community Safety Partnership, co-ordinating activity between partners to deliver effective and efficient services, with particular focus on delivery in areas where the greatest inequalities exist.</p> <p>During the course of the last two years, service delivery by Community Protection has been heavily impacted by the need to provide an extensive and on-going public health response in relation to the coronavirus pandemic. The work undertaken by the service in relation to COVID-19 continued to evolve during the course of this period, with responses invariably being shaped at all times by the latest public health advice.</p> <p>Further, it is envisaged that some form of on-going COVID-19 work will need to be delivered by the service during the course of 2022-23. This will need to be delivered in tandem with on-going and resuming work in relation to all of the core community protection priorities that the service is responsible for delivering on. Despite the fact that resources will continue to be stretched, the service is committed to balancing these competing demands effectively.</p> <p>The Service is comprised of three teams, all of which have a distinct remit in terms of delivering statutory community protection duties for the Council across the local area, with the primary overall objectives being to promote public health, public safety, wellbeing and consumer protection:</p> <ul style="list-style-type: none"> <li>• <u>The Environmental Health Team</u> enforce a wide range of statutory duties in relation to food safety, public health in terms of nuisances and communicable diseases, occupational health and safety, noise pollution, air quality and contaminated land. This essential public health service is provided through the delivery of planned interventions to local businesses, reactive responses to public health complaints and assessment of environmental conditions within the district. Services are delivered in order to protect the community from hazards in the environment and to regulate and facilitate the growth of responsible businesses.</li> <li>• <u>The Trading Standards Team</u> enforces a wide range of consumer protection and licensing legislation and provides advice services to local consumers and businesses in order to maintain fair trading in East Dunbartonshire. The Team delivers risk based, targeted, and intelligence led programmes of enforcement work, with priority given to activities closely aligned to local outcomes under the LOIP.</li> </ul>

	<ul style="list-style-type: none"> <li>• <u>The Community Safety Team</u> delivers a wide range of critical work across the local area, including services in relation to antisocial behaviour, low level crime and community safety, decriminalised parking enforcement, control of dogs, fly-tipping, domestic night noise and the pest control function. The team works closely with range of colleagues and key partners to deliver enforcement activity, as well as providing early intervention, prevention and diversionary activities.</li> </ul> <p><b>Community Planning and Partnerships Team</b></p> <p>The Community Planning &amp; Partnership Team supports long lasting projects that make a difference to the lives of those in East Dunbartonshire. This is done by working in partnership with communities and a range of community Planning Partners focussing on the outcomes within East Dunbartonshire Local Outcome Improvement Plan. The team supports the strategic coordination, development and delivery of Community Planning in East Dunbartonshire. It coordinates the range of policies and reports which show how East Dunbartonshire Council is committed to equality of opportunity for all people within our communities and how we meet our legal duties within the Equality Act (Specific Duties)(Scotland) Regulations. Advice and support is provided to community groups in our place area to help develop strong and sustainable local community led impact. Managing and distributing our strategic partnership agreements and community grant scheme are also key functions of the team.</p> <p><b>Community Testing and Vaccination Team</b></p> <p>The purpose of this Team is ensure that all citizens have access to community COVID-19 testing, and this involves engaging with communities who face barriers. Further, the team are involved in raising awareness about asymptomatic testing and providing fixed, mobile and portable asymptomatic testing options.</p> <p>The team has a key role in the vaccination roll out across East Dunbartonshire, working with other Council departments and EDLC colleagues. The aim is to support the health protection function of vaccinations in a partnership with GGC NHS Board Public Health. The team are flexible in approach and work in response to the programmes of NHS and Scottish Government, and in doing so importantly to ensure locally that all residents of East Dunbartonshire have safe access to the COVID-19 and Flu Vaccination programme.</p>
<p><b>Key Improvement Actions for 2022-2023</b></p>	<ul style="list-style-type: none"> <li>• Provision of effective trading standards and licensing enforcement and advice services to comply with statutory obligations and meet national / local objectives</li> <li>• Effective implementation of a wide range of statutory duties in relation to Environmental Health</li> <li>• Delivery of effective community safety and antisocial behaviour services across the Council area</li> <li>• Effective coordination of local co-production activity between the Council's Community Protection Service and Police Scotland</li> <li>• Develop and deliver on revised Locality Plans with partners and the community</li> <li>• Lead, in partnership, in the review of the Local Outcome Improvement Plan post pandemic</li> <li>• Respond flexibly to the national public health response and recovery to COVID-19, in relation to testing programmes and vaccination / booster roll outs</li> </ul>

<b>Key Priority Performance indicators</b>	<ul style="list-style-type: none"><li>• Number of targeted decriminalised parking enforcement initiatives and patrols (including schools and residential areas) in response to complaints, service requests and intelligence received</li><li>• Percentage of Environmental Health high risk food safety inspections and public health service request responses delivered within target timescales</li></ul>
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## 2. Improvement Actions

Title	Provide A Full Range Of Trading Standards And Licensing Enforcement And Advice Services To Comply With Statutory Obligations And Meet National / Local Objectives	Original Due Date	31-Mar-2023
Description	Provision of an effective trading standards service and associated licensing enforcement functions		
Link to LOIP Outcome or Guiding Principle	East Dunbartonshire is a safe place in which to live, work and visit.		
Rationale	Delivery of statutory duties relating to consumer protection and licensing to protect local communities.		

Title	Effective Implementation Of A Wide Range Of Statutory Duties In Relation To Environmental Health	Original Due Date	31-Mar-2023
Description	Effective Delivery Of Statutory Duties In Relation To Environmental Health		
Link to LOIP Outcome or Guiding Principle	East Dunbartonshire is a safe place in which to live, work and visit.		
Rationale	Delivery of statutory duties to protect the health, wellbeing and safety of residents across our local communities.		



Title	Management And Development Of The Community Safety And Antisocial Behaviour Services Delivered By The Council	Original Due Date	31-Mar-2023
Description	Delivery Of Effective Community Safety And Antisocial Behaviour Services		
Link to LOIP Outcome or Guiding Principle	East Dunbartonshire is a safe place in which to live, work and visit.		
Rationale	Delivery of a wide range of community safety services to protect local communities.		

Title	Effective Co-ordination And Delivery Of Local Co-Production Activity Between The Council's Community Protection Service And Police Scotland	Original Due Date	31-Mar-2023
Description	Co-ordination and delivery of joint initiatives and action plans in conjunction with colleagues from Police Scotland as part of Co-Production arrangements between EDC Community Protection and Police Scotland		
Link to LOIP Outcome or Guiding Principle	East Dunbartonshire is a safe place in which to live, work and visit.		
Rationale	Delivery of effective joint services to tackle a range of community safety issues and create safer and stronger local communities.		



Title	Develop and deliver on revised Locality Plans with partners and the community	Original Due Date	31-Mar-2023
Description	Co-ordination of delivery of priority actions identified in the revised locality plans.		
Link to LOIP Outcome or Guiding Principle	Our people are equipped with knowledge and skills for learning, life and work		
Rationale	Deliver effective partnership to reduce disadvantage, inequalities and poverty.		

### 3. Performance Indicators

#### Monthly Indicator

Code	PI Title	20/21			22/23 target	Rationale for Inclusion	LOIP Outcome or Guiding Principle
		2020/21 Value	Target	Status	2022/23 Target		
PCP-BIP-10	Number Of Targeted Decriminalised Parking Enforcement Initiatives and Patrols ( Including Schools And Residential Areas ) In Response To Complaints, Service Requests And Intelligence Received	151	120		120	Prioritised BIP performance indicator for the Community Safety Team within Community Protection to measure performance in relation to the key work area of DPE.	East Dunbartonshire is a safe place in which to live, work and visit.
PCP-BIP-11	Percentage Of Environmental Health High Risk Food Safety Inspections and Public Health Service Request Responses Delivered Within Target Timescales	N/A	85%		85%	Prioritised BIP performance indicator for Community Protection covering statutory service delivery in key Environmental Health work areas.	East Dunbartonshire is a safe place in which to live, work and visit.

#### Quarterly Indicator

Code	PI Title	20/21			22/23 target	Rationale for Inclusion	LOIP Outcome or Guiding Principle
		2020/21 Value	Target	Status	2022/23 Target		
PCP-BIP-09	Number Of Targeted Underage Sales Test Purchasing Visits Carried Out For All Age Restricted Products Where Enforcement Responsibility Lies With Trading Standards & Licensing Team Within Community Protection	N/A	40		40	Prioritised BIP performance indicator for Community Protection to reflect key Trading Standards & Licensing work priority in relation to underage sales.	East Dunbartonshire is a safe place in which to live, work and visit.
PCP-BIP-12	Number Of Targeted Co-Production Initiatives Jointly Delivered By The Community	N/A	48		48	Prioritised BIP performance indicator for Community Protection to measure key work on delivery of joint Co-Production initiatives by officers	East Dunbartonshire is a safe place in which to live, work and visit.



		20/21			22/23 target		
Code	PI Title	2020/21			2022/23	Rationale for Inclusion	LOIP Outcome or Guiding Principle
		Value	Target	Status	Target		
	Protection Service And Police Scotland					from Community Protection and Police Scotland	

## 4. Achieving our Local Outcomes

Lead Local Outcome	Approach to Delivery (Including Contributions to Local Outcome Delivery Group)
Local Outcomes 1,2,3,4,5,6	<p>The Community Planning and Partnerships Team within Place and Community Planning supports both the Council's and the Community Planning Partnership's strategic direction in relation to the delivery of all of the 6 local outcomes contained within the LOIP.</p> <p>The team leads in the effective development of the East Dunbartonshire Community Planning and Partnerships framework and support the work of all of the local outcome delivery groups.</p> <p>The team is leading the development of revised Locality Plans (Place Plans) for our most deprived communities. They will collaboratively work alongside community planning partners to review East Dunbartonshire Local outcomes Improvement Plan focusing on deprivation and inequalities.</p>
Local Outcome 4 - East Dunbartonshire is a safe place in which to live, work and visit	<p>The strategic grouping of Place and Community Planning leads on local outcome 4 delivery.</p> <p>The Community Protection Service delivers a key role in the work of the ED Community Safety Partnership, co-ordinating activity between partners to deliver effective and efficient services under the Safer and Stronger theme. The Service is also represented on the other two local outcome delivery groups for local outcome 4, contributing to the work of the ED Violence Against Women Partnership (Empowered) and the ED Community Justice Partnership.</p> <p>The Community Planning and Partnerships Team also support the work of the three delivery groups under the theme and contribute to delivery from a local outcome 4 perspective. They are involved in the co-ordination of activities in relation to Community Justice in conjunction with the Health and Social Care Partnership and also deliver a key co-ordination role for the ED Violence Against Women Partnership.</p> <p>Community Protection is also actively engaged in a local Co-Production arrangement with Police Scotland. Regular tasking meetings are held in conjunction with police colleagues to prioritise and coordinate activity, with targeted joint work being delivered to protect communities across the East Dunbartonshire area. From a single agency perspective, the work of the three Community Protection Teams (Community Safety, Trading Standards and Licensing, and Environmental Health) heavily contributes to the development of safer and stronger communities within East Dunbartonshire.</p>
Secondary Local Outcomes or Guiding Principles	Contribution to delivery
2 - Our people are equipped with knowledge and skills for learning, life and work	<p>The Community Planning and Partnerships Team participates in local outcome 2 through its lead on policy matters relating to community learning &amp; development and financial inclusion.</p> <p>Community Protection also indirectly support delivery in this area through the provision of advice and education services relevant to its functions, and through the delivery of community learning and development activity in conjunction with a range of partners.</p>

3 – Our children and young people are safe, healthy and ready to learn	Community Protection indirectly supports delivery in this area through the provision of early and effective intervention services and youth diversionary activities, and through the delivery of educational activities such as the Junior Warden programme and air quality action planning work in our schools.
5 - Our people experience good physical and mental health and wellbeing with access to a quality built and natural environment in which to lead healthier and more active lifestyles	<p>The Community Protection Service plays a role in terms of the delivery of local outcome 5. Environmental Health are heavily involved in and deliver a range of public health work across the Council area. They participate actively in the Health and Wellbeing Strategy Group and lead in relation to the delivery sub grouping based around the Environment theme.</p> <p>The Trading Standards team has a range of responsibilities in relation tobacco enforcement and control and liaises with partners to ensure that effective prevention, cessation and control measures are delivered. Officers from Community Protection are engaged in and support the work of the ED Alcohol and Drugs Partnership and the Substance Use Prevention Group.</p>
6 - Our older population and more vulnerable citizens are supported to maintain their independence and enjoy a high quality of life, and they, their families and carers benefit from effective care and support services	Local outcome 6 delivery is supported by Community Protection. The Trading Standards Team within Community Protection have a role to play in terms of delivering effective services in relation to bogus caller, rogue trader and scams issues. Such services are delivered in conjunction with a range of partners, most notably the Police and colleagues within the Adult Protection Services of the HSCP. The Community Safety Team also deliver a broad range of work that has impact in terms of this local outcome – they help to protect the most vulnerable within our communities through delivery of effective anti-social behaviour services and activity in relation to neighbour disputes. Liaison with Police Scotland colleagues through Co-Production activity, with Adult Protection Services and with other Council services is key in this area.

## 5. Evidence Based Planning

### Strategic Scan of Policy Environment

P – Political	E - Economic	S - Social
<ul style="list-style-type: none"> <li>Local Government Elections</li> <li>New Council Administration</li> <li>Council objectives and priorities</li> <li>Implications of coronavirus pandemic</li> <li>Local Outcomes Improvement Plan</li> <li>Legislation and legislative changes</li> <li>Audit activity by external bodies</li> <li>Public service reform agenda</li> <li>Co-Production with Police Scotland</li> <li>Community Planning Framework</li> <li>Active local stakeholder groups</li> <li>Impact of Scottish and UK Government policies on community protection matters</li> <li>Implications of EU Exit</li> <li>Best Value</li> <li>Local Members / MSPs / MPs level of interest / involvement</li> <li>Syrian Resettlement Scheme</li> <li>Fairness and Equality</li> <li>ARAS and ACRS Schemes</li> </ul>	<ul style="list-style-type: none"> <li>Public sector budget constraints</li> <li>Implications of coronavirus pandemic</li> <li>Demand pressures across services</li> <li>Public expectations</li> <li>Implications of EU Exit</li> <li>Workforce development and sustainability (including recruitment, retention and training)</li> <li>Prioritisation of resources</li> <li>Income generation</li> <li>Capacity to handle extreme events / emergencies and resilience of service</li> </ul>	<ul style="list-style-type: none"> <li>Smart working culture</li> <li>Changing demographics and focus on Locality/ Place areas</li> <li>Implications of coronavirus pandemic</li> <li>Balance of preventative work versus enforcement work</li> <li>Demographics, with growing demand pressures on services and service accessibility requirements of an ageing population</li> <li>Community participation in public service delivery</li> <li>Increased access to electronic communication</li> <li>Increased customer expectation</li> <li>Digital communication and service delivery</li> <li>Equalities, sustainability and environmental factors</li> <li>Need to address community safety, public health and consumer protection issues</li> <li>Community Learning and Development</li> </ul>
T – Technological	L – Legal	E – Environmental
<ul style="list-style-type: none"> <li>Smart working technology and mobile / remote working</li> <li>Implications of coronavirus pandemic</li> <li>Improved use of case management systems and databases</li> <li>Social media</li> <li>Information management - including data protection and information security</li> <li>Growing demand for mobile technologies</li> <li>E-service delivery/online service capabilities and support</li> <li>Alignment of internal ICT systems and processes to deliver efficiencies in service and resource</li> <li>Customer accessibility and reporting mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>Delivery of broad range of statutory duties in regulatory sphere - Environmental Health, Trading Standards, Licensing and Community Safety</li> <li>Implications of coronavirus pandemic</li> <li>New and changing legislative framework for services</li> <li>EU Exit implications</li> <li>Authorisations and delegations for officers</li> <li>Compliance with criminal procedure and RIPSA legislation</li> <li>Liaison with Licensing and Civic Boards</li> <li>Public Performance Reporting</li> <li>Audit and risk requirements</li> <li>Local Government in Scotland Act 2003 (best value and sustainability, power to advance wellbeing)</li> <li>Equalities, sustainability and environmental factors</li> <li>Freedom of Information, information management and data protection requirements</li> <li>Health &amp; Safety requirements</li> <li>Audit activity</li> </ul>	<ul style="list-style-type: none"> <li>Air Quality Management Areas</li> <li>Contaminated Land records</li> <li>Implications of coronavirus pandemic</li> <li>Consultations relating to planning applications</li> <li>Improving/maintaining aspects of the environment that impact on human public health</li> <li>Reduce carbon and local ecological footprints with better management of resource</li> <li>Achieving full compliance with SEA requirements</li> <li>Dealing with environmental incivilities</li> </ul>

	<ul style="list-style-type: none"><li>• Compliance with procurement requirements</li></ul>	
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## 6. Stakeholder Consultation and Engagement

Title	Description	Audience	How this engagement will be used to inform planning and service delivery	Planned Start Date	End Date
Customer Satisfaction (Consumers) With The Trading Standards Service	Customer satisfaction survey of consumers using the consumer intervention services provided by the Trading Standards Service.	A representative portion of customers using the consumer intervention services provided.	Feedback gathered and used to develop and inform Trading Standards service provision to consumers.	01-Apr-2022	31-Mar-2023
Customer Satisfaction (Businesses) With The Trading Standards Service	Customer satisfaction survey of businesses using the business advice services provided by the Trading Standards Service.	A representative portion of customers using the business advice services provided.	Feedback gathered and used to develop and inform Trading Standards service provision to businesses.	01-Apr-2022	31-Mar-2023
Customer Satisfaction With Food Safety Inspections	Customer satisfaction survey of businesses subject to food safety inspections by Environmental Health.	A representative portion of the local businesses subject to Environmental Health food safety inspections.	Feedback gathered and used to develop Environmental Health service provision in relation to food safety inspections	01-Apr-2022	31-Mar-2023
Consultation With Local Communities Via Community Safety Team Attendance At Community Council And Other Resident Meetings	Community Safety Team attendance at local community meetings to determine priorities for delivery of community safety initiatives and action plans within the East Dunbartonshire area	Community representatives attending local community council and resident meetings.	Feedback gathered and used to inform Community Safety service provision – development of targeted action plans and work to meet the needs and priorities of our local communities.	01-Apr-2022	31-Mar-2023
Consultation With Local Community Representatives Through Co-Production Activity At Local Events	Community Protection Service attendance at local community events in conjunction with Police Scotland representatives - consulting with local community representatives to determine and shape priorities for Co-Production service delivery within the East Dunbartonshire area.	Community representatives in attendance at local community events and engaging with Community Protection / Police Scotland representatives.	Feedback gathered and used to inform service provision in relation to Co-Production – development of targeted action plans and work to meet the needs and priorities of our local communities.	01-Apr-2022	31-Mar-2023
Consultation With Representatives From The Licensed Trade	Community Protection Service organisation of and attendance at regular Pubwatch	Licensed trade and other liquor licensing stakeholders across the EDC area.	Feedback gathered and used to develop service provision in relation to liquor licensing enforcement matters.	01-Apr-2022	31-Mar-2023

Title	Description	Audience	How this engagement will be used to inform planning and service delivery	Planned Start Date	End Date
And Other Liquor Licensing Stakeholders	meetings across the EDC area.				
Customer Satisfaction With Pest Control Services	Satisfaction survey of customers receiving Pest Control Services delivered by the Community Safety Team.	A representative portion of customers using the pest control services provided.	Feedback gathered and used to develop and improve pest control service provision.	01-Apr-2022	31-Mar-2023
Consultation with internal and representatives from community transfer bodies	Review of Community Asset Transfer Policy and Procedural Framework	Members of the internal CAT steering group and representatives from community transfer bodies who have submitted applications through the current CAT Policy and expressed an interest.	Feedback gathered and used to develop and improve social capacity and organisational capacity to undertake the management of community facilities.	01-Apr-2022	31-Mar-2023
Consultation with Community Planning Partners and wider communities	Review of ED Local Outcome Improvement Plan	Community Planning Partners and communities.	Feedback gather and used to develop and implement a shared vision tackling poverty and inequalities.	01-Aug-2022	31 – Mar-2023
Consultation with wider community and representative communities with protected characteristics and vulnerabilities	Consult with target audience to establish a forum which represent communities with protected characteristics and vulnerabilities and act as critical friends to EDC	Wider community	To improve outcomes for individuals, improve partnership working and information exchange	01-April-2022	31-Mar-2023

## 7. Equalities

Planned action which further the needs of the equality duty	Customer group this will affect (including employees or all East Dunbartonshire residents)	Projected timescale	Who, if any, are your partners for this action?
Community Protection Policy & Strategy Work – develop a Community Protection policy base with reference to the use of an equalities framework and through the use of an updated equalities assessment toolkit. Thus developing service work practices in relation to the delivery of the public sector equality duty.	All East Dunbartonshire residents	Ongoing	Various internal services and external partners
Coordinate activity across the three partnership groups for local outcome 4 in order to tackle a range of community safety, community justice and gender based violence issues, thus promoting safer and stronger local communities. This activity is centred on the delivery of a range of actions that are designed to protect all people/groups and to help tackle any socioeconomic inequalities that exist within our communities.	All East Dunbartonshire residents	Ongoing	Various internal services and external partners
The Council has developed, in partnership, the Equalities Mainstreaming and Outcome Report 2017-2021, and for approval of the Equality Outcomes 2021-2025 that includes four corporate, education and licensing equality outcomes and mainstreaming actions which will address the most significant inequalities emerging from local evidence and involvement activities that could have the greatest positive impact.	Employees and all East Dunbartonshire residents	Ongoing	Various internal services and external partners
Assess and review new or existing Council policies and strategies through Equality Impact Assessments.	Employees and all East Dunbartonshire residents	Ongoing	Various internal services
Work with representative communities with protected characteristics and vulnerabilities to establish a forum/network.	All East Dunbartonshire residents	Ongoing	Various internal services and external partners



## **8. Sustainability and Climate Change**

<b>Sustainability and Climate Change Activity</b>					
<b>Service activity</b>	<b>Impacts on climate change mitigation</b>	<b>Impacts on climate change adaptation</b>	<b>Impacts on biodiversity</b>	<b>Impacts on greenspace</b>	<b>Other sustainability impacts</b>
Delivery Of Statutory Duties In Relation To Air Quality	Air Quality funding used to deliver planting projects around AQMAs, providing important carbon sinks and improving air quality.		Extensive planting enhances biodiversity - planting species suitable for air quality improvement is an additional positive step.	Improved amenity for greenspaces through reduced air pollution in recreational spaces. Nature based solutions support mental health as natural environments are enhanced and can be visited and enjoyed.	Active travel - encouraging people out of cars to walk/cycle improves health and reduces the strain of the NHS, whilst also improving air quality.
Contaminated Land	Promote the remediation of potentially contaminated land received via the planning process along with the monitoring of sites of historic landfill-in.	Land affected by contamination is appropriately assessed using and remediated.	There is the potential disturbance of habitats via the reclamation of site likely to be contaminated sites.	Improved environmental health reduces likelihood of pollution.	The provision of pollution free surroundings is clearly advantageous to biodiversity, thereby ensuring that such land contribute to sustainable communities.
Contribute to Climate Action Plan and Local Heat & Energy Efficiency Strategy, including via ongoing CLD Plan climate emergency skills work, FuelGood scheme and alignment of Locality Plans with CAP ambitions	The CAP/LHEES will provide a clear strategic approach to improving energy efficiency and decarbonising homes, tackling fuel poverty and reducing emissions from the housing stock	The CAP will set a framework to build resilience to enable communities to adapt to the impacts of climate change. This is particularly critical for our most vulnerable communities.	Nature based solutions to climate change and provide a wide range of co-benefits for our places and communities as well as helping capture carbon and supporting resilience to the effects of climate change	The Service will contribute to both the CAP and Greenspace Strategy, which will be mutually supporting – see Greenspace Strategy below	

Food Growing Strategy	Food growing strategy can help reduce embodied emissions associated with food production due to minimised transport and processing.	Allotments act as natural carbon sinks to absorb emissions and act as natural flood alleviation schemes	Development of these sites can act to increase biodiversity through increased pollination opportunities and habitat creation	Allotments can act as extensions to greenspace or be integrated as part of the landscaping	Food growing opportunities as benefits of promoting such activities through community groups and local schools as educational programmes, and have positive health and wellbeing elements.
Greenspace Strategy	Community empowerment to deliver nature based solutions to climate change	Improving climate resiliency for communities in EDC through provision of quality green and natural spaces and non-vehicular transport.	Implementation of nature based solutions provides nature-based solutions supporting pollinators and creating habitat.	Improved amenity greenspace benefiting climate and communities.	Improved health & wellbeing and opportunities for community cohesion
Pollution Control			Prevention and removal of offensive waste from open spaces will contribute to the provision, maintenance and improvement of biodiversity in natural spaces.	The absence of waste and pollution from greenspace will encourage use and contribute to physical and mental wellbeing.	
Embrace Smart / Remote Working across Community Protection, including improving use of ICT solutions and reduction of unnecessary travel	Reduction to carbon and other greenhouse gas emissions.		Reduced traffic on roads results in fewer vehicle collisions with fauna. Improved air quality increases habitat for less pollution tolerant species.	Improved amenity for greenspaces due to reduced air pollution, and safety for children and young people from less vehicles.	Less traffic use, giving less air pollution and more sustainable environment.  Less paper usage through use of ICT solutions, leading to less de-forestation and sustainable future.
Oversee delivery of sustainability guiding principle in LOIP	Delivery of sustainability guiding principle has climate change mitigation benefits	Delivery of sustainability guiding principle has climate change adaptation benefits	Delivery of sustainability guiding principle has biodiversity benefits	Delivery of sustainability guiding principle has greenspace benefits	Delivery of sustainability guiding principle has wider benefits e.g. health & wellbeing

## 9. Contact Details

Role	Name	Contact Details
Executive Officer – Place and Community Planning	Evonne Bauer	0141 578 8818 evonne.bauer@eastdunbarton.gov.uk
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**East Dunbartonshire Council**

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# ROADS AND ENVIRONMENT BUSINESS & IMPROVEMENT PLAN 2022-2025

EAST DUNBARTONSHIRE COUNCIL

## 1. Purpose and Priorities

<b>Purpose</b>	<p>The Roads and Environment Service is a collection of various Portfolio Groupings that consists of:</p> <ul style="list-style-type: none"> <li>• Roads Network Operations (includes statutory management of Roads, Street Lighting and Winter Maintenance Operations)</li> <li>• Roads Technical and Engineering (includes statutory Roadworks coordination, inspections and management of traffic signals, roads related structures, bridges, flood risk management, and road safety)</li> <li>• Streetscene Technical Support (includes management of Parks &amp; Open Space Projects, Arboriculture and Bereavement Services)</li> <li>• Streetscene Operations (includes management of statutory Street Cleansing functions, Grounds Maintenance and Cemetery Operations)</li> <li>• Mugdock Country Park (includes Countryside Rangers Service)</li> </ul> <p>Cooperatively and individually each portfolio will work with internal and external partners to contribute to the delivery of the Council and Community Planning Partner's overarching Local Outcome Improvement Plan as well as the Council's six agreed Local Outcomes:</p> <p>The combined Roads Teams will seek to manage and maintain the transport network and associated infrastructure by recognising and adhering to relevant legislation and statutory obligations which in turn allows residents, employees and visitors to access jobs, businesses, communities, schools, further education and all other amenities via a safe and well maintained network. In addition, the team will support projects intended to improve the strength of our town centres and commitments to the Climate Change Actions that will allow the Services to move toward more sustainable service delivery.</p> <p>The Environment Teams provide a broad range of services that touch all communities and individuals working, living and visiting East Dunbartonshire.</p> <p>This we aim to do by:</p> <ul style="list-style-type: none"> <li>• providing good quality, well maintained and safe movement for all modes of transport for all residents, visitors and employees;</li> <li>• delivering and maintaining on and off road active travel infrastructure that gives choice and encourages a change in travel behaviour;</li> <li>• managing and maintain the adopted Carriageway and Footway network;</li> <li>• Management on and off street parking provision in our town centres; and</li> <li>• Engage with communities through consultation and conversation to shape the design and delivery of services.</li> <li>• Manage adopted carriageways, footway, footpaths, open spaces and parks through seasonal cyclical programmes, service level agreements, Street Cleaning operations, countryside verge maintenance and the reintroduction of the Care of Garden Service.</li> <li>• Provide burial space and bereavement services as well as strategic cemetery development and extensions to meet the projected needs of the various communities and settlements.</li> <li>• Project manage and implement strategic projects as prioritised within key Strategic documents such as the Council's Climate Change Action Plan, Open Space Strategy, Local Biodiversity Action Plan, Green Network, Tree Management Policy and Play Park Action Plan in addition to statutory provision through an approved Food Growing Strategy.</li> </ul>
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	<p>The Service remains committed to making a strong contribution to the community planning partnership and the 'place' approach in line with Community Empowerment Act which provides a greater role for community planning partners in the delivery of local outcomes.</p> <p>The Services will continue to review process and procedures to identify ways in which to enhance performance of all Service provision through our processes, procedures and most importantly through our staff thus providing a better customer experience.</p>
<b>Strategic Priorities</b>	<p>The Service continues to be faced with numerous challenges over the coming years, but this also provides opportunities to monitor and improve service delivery to the settlements, communities and residents via some of the key strategic priorities are summarised within this section:</p> <ul style="list-style-type: none"> <li>• Provide a quality Street Cleansing service via our Streetscene Operational Teams to our residents, complying with the statutory objectives of Environmental Protection Act 1990 and Code of Practice on Litter and Refuse 2018 (COPLAR).</li> <li>• Prioritise and implement actions identified from the Strategic and Operational Play Area Action Plan which was as a result of a period of public consultation and audit of the existing play provision and will seek to improve recreational facilities for park users, and to look at innovative use of parkland for community use and surface water management in light of the Community Empowerment Bill and Sustainability duties.</li> <li>• Maintain the Council's Tree assets, through sustainable tree management works and planting programmes, as per the Council's Duty of Care via the Tree Management Policy which was created to ensure that the Service met its statutory obligations under certain sections of the Occupiers Liability (Scotland) Act 1960, Health and Safety at Work Act 1974, Roads (Scotland) Act 1984 and the Town &amp; Country Planning (Scotland) Act 1997.</li> <li>• Provision of allotments to meet local demand as per statutory requirements of the Community Empowerment Act and an approved Food Growing Strategy.</li> <li>• Work in partnership with Statutory bodies (e.g. SEPA) to improve water quality and morphology through River Basin Management Planning objectives, and fulfil actions in line with the Council's proposed Climate Action Plan.</li> <li>• Maintain a safe, efficient and effective road network working in partnership with other agencies to ensure National, Regional and Local outcomes are achievable in line with the funding available:             <ul style="list-style-type: none"> <li>○ Transport Scotland</li> <li>○ Glasgow City Region - Transport and Connectivity Portfolio Working Group</li> <li>○ Office of the Scottish Road Works Commissioner</li> <li>○ Society of Chief Officers of Transportation in Scotland – SCOTS</li> <li>○ Roads and Utilities Committee (Scotland) – RAUCS</li> <li>○ Strathclyde Partnership for Transport – SPT</li> <li>○ Roads Collaboration Programme</li> <li>○ Association for Public Sector Excellence – APSE</li> <li>○ Scottish Environmental Protection Agency – SEPA</li> </ul> </li> <li>• Contribute to the East Dunbartonshire City Deal Projects as required and directed by the Project Board.</li> <li>• The Council has a statutory duty under the provisions of Section 34 of the Roads (Scotland) Act 1984 to ensure that vehicle and pedestrian transport networks stay open during periods of severe weather events and that a safe route to priority locations remain open as identified within the Council Winter Maintenance Policy.</li> </ul>

	<ul style="list-style-type: none"> <li>• As the statutory Road Authority for East Dunbartonshire the Council will continue to review and improve roads and lighting infrastructure with details included in the Roads Asset Management Plan (RAMP).</li> <li>• Review and update the Councils Roads Inspection and Maintenance Policy</li> <li>• Contribute as required to the aspirations and actions set out within the Council's Local Transport Strategy and Active Travel Strategy.</li> <li>• Following a period of review including public consultation the Service will deliver a revised strategy for Mugdock Country Park that ensure that it remains an attractive destination for residents and visitors.</li> <li>• Create a Cemetery Strategy that outlines the Services commitment as the local Burial Authority to provide suitable provision for all settlements, communities and residents that mean their needs now and in the future.</li> </ul>
<b>Work of the Teams</b>	<p><b><u>Streetscene Technical Support Team</u></b></p> <p>The Streetscene Technical Support Team provide a range of technical support services, including, project management of a range of outdoor related projects such as cemetery extensions and construction, play-park construction, woodland projects, biodiversity enhancement and habitat creation/restoration, allotment construction etc.. The team implement projects from the following strategies: Local Biodiversity Action Plan, Open Space Strategy, Green Network, Local Outcome Improvement Plan, Play Park Action Plan, Food Growing Strategy (draft) and Woodland in around Towns. More recently the team work in partnership to develop flood mitigation and river naturalisation projects where there are biodiversity considerations and multi benefit opportunities for habitat restoration, access improvements and open space enhancements utilising nature based solutions... The Strategic team also deals with Cemetery management and record keeping along with development of Cemetery Strategy and park management plans, open space enquiries and arboriculture services as well as audit reviews for open space and street cleaning (APSE/LEAMS), estimating, unauthorised advertising and bill of quantities records. The team oversee contracts relating to open space projects and service level agreements such as pitch maintenance and tree works. There is a significant amount of community development work and work on developing litter awareness and community litter picking days with community groups and residents. The team act as planning consultees for open space issues in Planning developments submitted to the Council and spending of capital from Planning gain.</p> <p><b><u>Streetscene Operations Team</u></b></p> <p>The Streetscene Operations Team is located across three geographical areas providing a range of grounds maintenance, street cleaning and cemetery provision to East Dunbartonshire. This includes seasonal deployment of staff to deal with seasonal priorities. Summer months includes open-space and care of gardens grass/hedge cutting, shrub and flower bed maintenance as well as daily litter picking operations and pitch lining and inspection. Winter months focuses on preparation for the coming spring and summer months, leaf fall and support to the councils winter maintenance programme. The Service also complete street cleansing service including maintenance of litter bins, mechanical sweeping and litter removal.</p> <p><b><u>Roads Technical &amp; Engineering Services</u></b></p> <p>The Roads Technical and Engineering Team are responsible strategically for the delivery of various roads related tasks;</p> <ul style="list-style-type: none"> <li>○ Service administration and policy development for Road Construction Consents (RCC), co-ordination of road works, skip and road occupation permits</li> <li>○ Flood Risk Assessment (FRA) and mitigation with internal and external stakeholders, including capital spend</li> <li>○ The delivery of new drainage solutions and the maintenance of existing drainage infrastructure</li> </ul>



- Inspection and maintenance of bridges, roads related structure e.g. retaining walls and culverts.
- Road safety
- Traffic management
- Traffic signals
- Commercial activity within the adopted road network

### **Roads Network Operations**

The Roads Network Team have a statutory responsibility to manage and maintain the roads and street lighting assets. The key areas of responsibility are:

- The provision and delivery of the Roads Inspection and Maintenance Policy that aim to improve the overall safety and condition of the road network through a planned, risk based, asset management approach to all of our maintenance activities ensuring resources are targeted to the area's most in need and those which provide the greatest overall benefit to our customers.
- The provision and delivery of the Council's Winter Maintenance Policy is a key element of the Roads Service's operational responsibilities incorporating our response to winter gritting, flooding and any associated seasonal emergencies.
- The maintenance to our road network through repairs and improvement works by delivering a high quality, value for money programme for carriageway and footways using both conventional resurfacing and a range of propriety treatments such as surface dressing which will extend the life of the existing surface, prevent further deterioration and improve skid resistance for all our road users.
- Minimise the risk to all road users through a practical approach to routine cyclic maintenance and reactive repairs to both roads and street lighting assets.
- The Roads Operations team also deliver a capital improvement programme that provides a comprehensive upgrade of the existing lighting infrastructure and as part of these schemes, we also continue the introduction of LED lanterns.

### **Mugdock Country Park**

Mugdock Country Park is a major park attraction on the boundary of Stirling and East Dunbartonshire, and maintained by East Dunbartonshire Council on a current 50 year lease agreement with Stirling. The park receives more than 600,000 visitors every year. Staff at the park have wide range roles including Visitor Attraction staff, Wardens and the Countryside Ranger Service. Offering a diverse range of self-led and led activities throughout the year, the park encourage families, education and leisure groups to interact and gain a better appreciation of their local environment including trails and walks

The park's events programme offers many organised activities. It is separated into two interest areas – Countryside Activities (educational and leisure topics) and Arts Programme (film, theatre & recital). Services are provided by existing park businesses and also by outdoor providers who use the park to run activities both for children and adults. Voluntary and charity groups also use the park extensively for their events.

In 2022 and 2023 the park is undertaking a Mugdock Strategy that will identify and prioritise actions for park improvements, following public consultation.

The main service delivery is as follows:

- Management of 270 hectares of country park for the enjoyment of over 600,000 visitors each year
- Visitor Centre with 7 day public access
- Delivering of programmes of environmental education to children and young people
- Promotion of Mugdock as an access point to the wider countryside for recreation and health benefits
- Facilitation of a wide range of park based events

	<ul style="list-style-type: none"> <li>○ Supporting of a growing number of park based businesses</li> <li>○ Facilitating the development of sites within the park including                             <ul style="list-style-type: none"> <li>○ Craigend Castle and surrounding area</li> <li>○ Observatory in partnership with the Astronomical Society of Glasgow</li> <li>○ Relocation of Visitor Centre to empty Courtyard unit</li> <li>○ Development at the Walled Garden</li> </ul> </li> <li>○ Measure customer satisfaction levels</li> </ul>
<b>Key Improvement Actions for 2022-2023</b>	<p>The under noted is a summary of the Key Improvement Actions for the duration of the plan and are based on the Services Strategic Priorities;</p> <ul style="list-style-type: none"> <li>● Implement actions identified from the Strategic and Operational Play Area Action Plan</li> <li>● Inspect, review and maintain the Council's Tree assets, through sustainable tree management works</li> <li>● Increase the number of allotment locations and plots available to meet local demand</li> <li>● Work to improve water bodies to address climate change and increase capacity to assist with flood mitigation.</li> <li>● Inspect and maintain the adopted Carriageway and Footway network throughout East Dunbartonshire</li> <li>● Review Asset Management Plan (RAMP) to improve roads and lighting infrastructure</li> <li>● Review and update the Councils Roads Inspection and Maintenance Policy</li> <li>● Deliver Mugdock Country Park Strategy with associated Action Plan</li> <li>● Deliver a Cemetery Strategy with associated Action Plan.</li> <li>● Improve publically available information via the Council Web Site including footway gritting routes and Traffic Regulation Orders (TRO) locations</li> </ul>
<b>Key Priority Performance indicators</b>	<ul style="list-style-type: none"> <li>○ RT-1-BIP-4      Percentage of responsive road repairs completed within timescales</li> <li>○ RT-2-BIP-4      Percentage of all street light repairs completed within 7 days</li> <li>○ RT-7-BIP-5      Visitor numbers to Mugdock Country Park</li> </ul>

## 2. Improvement Actions

Title	Play Area Strategy	Original Due Date	31-Mar-2023
Description	Implement actions identified from the Strategic and Operational Play Area Action Plan		
Link to LOIP Outcome or Guiding Principle	<p>Our children and young people are safe, healthy and ready to learn.</p> <p>East Dunbartonshire is a safe place in which to live, work and visit</p> <p>Our people experience good physical and mental health and wellbeing with access to a quality built and natural environment in which to lead healthier and more active lifestyles.</p>		
Rationale	<p>The purpose of this Play Area Action Plan is to guide the improvement of the existing Play Area resource across the towns and villages of East Dunbartonshire, and to identify new opportunities for future facilities. The Action Plan has been developed in cognisance of the EDC Local Development Plan and the Open Space, which sets out standards for the accessibility of play areas across East Dunbartonshire.</p>		

Title	Tree Management Policy	Original Due Date	31-Mar-2025
Description	Inspect, review and maintain the Council's Tree assets, through sustainable tree management works		
Link to LOIP Outcome or Guiding Principle	<p>East Dunbartonshire is a safe place in which to live, work and visit</p> <p>Our people experience good physical and mental health and wellbeing with access to a quality built and natural environment in which to lead healthier and more active lifestyles.</p>		
Rationale	<p>The policy is informed and directed by various legal requirements relating to tree management. Council will aim to protect public safety by inspecting and managing trees that are growing on Council land. When a tree is deemed to present a hazard to people and/or property, then Council will organise remedial action to make the tree safe. Council also has a long-term commitment to protect the tree stock and manage them appropriately to ensure they are free from disease and are in a healthy/stable condition.</p>		

Title	Food Growing Strategy	Original Due Date	31-Mar-2023
Description	Increase the number of allotment locations and plots available to meet local demand		
Link to LOIP Outcome or Guiding Principle	<p>East Dunbartonshire is a safe place in which to live, work and visit</p> <p>Our people experience good physical and mental health and wellbeing with access to a quality built and natural environment in which to lead healthier and more active lifestyles.</p>		

Rationale	The draft Food Growing Strategy indicates priorities, local food growing demand and potential food growing sites for consideration. This information can be utilised to indicate priorities for the relevant Service.
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Title	Surface Water Management Plan	Original Due Date	31-Mar-2023
Description	Implementation Plan for the delivery of Surface Water Management Planning – Cycle 1 (2016 – 2022). Work to improve water bodies to address climate change and increase capacity to assist with flood mitigation measures		
Link to LOIP Outcome or Guiding Principle	East Dunbartonshire is a safe place in which to live, work and visit.		
Rationale	Identify the process to put Surface Water Management Implementation Plans into action to meet statutory obligations under the Flood Risk Management (Scotland) Act 2009		

Title	Roads Inspection and Maintenance Policy	Original Due Date	31-Mar-2023
Description	Inspect and maintain the adopted Carriageway and Footway network throughout East Dunbartonshire		
Link to LOIP Outcome or Guiding Principle	East Dunbartonshire is a safe place in which to live, work and visit.		
Rationale	Safety inspections are designed to identify all defects likely to cause danger or serious inconvenience to users of the network or the wider community. Such defects include those that require urgent attention as well as those where the locations and sizes are such that longer periods of response are appropriate. The Roads (Scotland) Act 1984 under section 1, states that a local roads authority shall manage and maintain all such roads in their area as are for the time being entered in a list (in this Act referred to as their 'list of public roads') prepared and kept by them under this section.		

Title	Review Asset Management Plan (RAMP)	Original Due Date	31-Mar-2023
Description	Review Asset Management Plan (RAMP) to improve roads and lighting infrastructure		
Link to LOIP Outcome or Guiding Principle	East Dunbartonshire is a safe place in which to live, work and visit.		
Rationale	The RAMP was initially produced in accordance with national guidance and recommended good practice developed through the SCOTS Road Asset Management Project. This plan sets out the Council's plans for the Council's Road Assets. The Road Asset Management Plan (RAMP) records the Council's plans for the maintenance of the Road Asset. The "Road Asset" comprises of carriageways, footways, structures, street lighting, traffic management systems and street furniture. The plan will be reviewed at three year intervals with an annual review of finance linked to the council's capital program.		




Title	Mugdock Country Park Strategy	Original Due Date	31-Mar-2023
Description	Deliver Mugdock Country Park Strategy with associated Action Plan		
Link to LOIP Outcome or Guiding Principle	East Dunbartonshire is a safe place in which to live, work and visit.  Our people experience good physical and mental health and wellbeing with access to a quality built and natural environment in which to lead healthier and more active lifestyles.		
Rationale	The Mugdock Country Park Strategy 2022-2027 aims to recognise and celebrate the heritage of Mugdock, build capacity to best utilise our outstanding natural assets, improve access and facilities for all, create new opportunities for our local community and visitors to enjoy and connect with Mugdock Country Park.		

Title	Cemetery Strategy	Original Due Date	31-Mar-2023
Description	Deliver a Cemetery Strategy with associated Action Plan.		
Link to LOIP Outcome or Guiding Principle	East Dunbartonshire is a safe place in which to live, work and visit.  Our people experience good physical and mental health and wellbeing with access to a quality built and natural environment in which to lead healthier and more active lifestyles.		
Rationale	Develop a Strategy that outlines the objectives and actions needed to plan for demand and manage our cemeteries for the future with clear direction for staff and the community regarding the use and management of cemeteries with a view to the development of a revised Cemetery Policy, Action Plan and Management Rule to support any Strategy.		





Title	Communication	Original Due Date	31-Mar-2023
Description	Improve publically available information via the Council Web Site including footway gritting routes and Traffic Regulation Orders (TRO) locations		
Link to LOIP Outcome or Guiding Principle	East Dunbartonshire is a safe place in which to live, work and visit.		
Rationale	By sharing and promoting operational information vis the Council Website the public are better informed and once this information is publicised overtime it should reduce enquiries as the public become more aware of the information		

### 3. Performance Indicators

#### Monthly Indicator

Code	PI Title	20/21			22/23 target	Rationale for Inclusion	LOIP Outcome or Guiding Principle
		2020/21 Value	Target	Status	2022/23 Target		
RE-1-BIP-4	Percentage of responsive road repairs completed within timescales	82.5%	85%		85%	An indication of how quickly we respond to road repairs	East Dunbartonshire is a safe place in which to live, work and visit.
RE-2-BIP-4	Percentage of all street light repairs completed within 7 days	74.6%	95%		95%	An indication of our performance in repairing street light failures	East Dunbartonshire is a safe place in which to live, work and visit.
RE-7-BIP-5	Visitor numbers to Mugdock Country Park	639,859	620,000		620,000	Football levels at the Park is a local indicator which is used to assess the level of use and popularity of the facility.	East Dunbartonshire is a safe place in which to live, work and visit.

#### Quarterly Indicator

Code	PI Title	20/21			22/23 target	Rationale for Inclusion	LOIP Outcome or Guiding Principle
		2020/21 Value	Target	Status	2022/23 Target		
RE-SOL-SENV03b	Street Cleanliness Index - % Clean	91	90		90%	LEAMS (Local Environmental Audit and Management System) is a litter monitoring programme that calculates an index of cleanliness. The index primarily relates to roadside litter but also takes into account vandalism, graffiti, weeds, detritus, staining, fly-tipping and fly-posting.	East Dunbartonshire has a sustainable and resilient economy with busy town and village centres, a growing business base and is an attractive place to visit and invest.
RE-3-BIP-4	Percentage of traffic light repairs completed within 48 hours	100%	85%		85%	Due to the complexity of modern traffic lights they are more reliable but can take longer to repair the indicator has moved from 90% to 85% to reflect this	East Dunbartonshire is a safe place in which to live, work and visit.
RE-4-BIP-4	Percentage of noticing failures reported to the Road Works Commissioner	2.4%	25%		4%	Performance of reporting to the roads commissioner	East Dunbartonshire is a safe place in which to live, work and visit.
RE-6-BIP-5	Category A Utility Inspection	93.11%	100%		100%	Volume of works require early start	Our people experience good physical and mental health and wellbeing with access to a quality built and natural environment in

		20/21			22/23 target	Rationale for Inclusion	LOIP Outcome or Guiding Principle
Code	PI Title	2020/21			2022/23		
		Value	Target	Status	Target		
							which to lead healthier and more active lifestyles.

### Yearly Indicator

		20/21			22/23 target	Rationale for Inclusion	LOIP Outcome or Guiding Principle
Code	PI Title	2020/21			2022/23		
		Value	Target	Status	Target		
RE-SOL-CL4	Cost of parks & open spaces per 1,000 population					In 2019/20 the average cost of parks and open spaces was £20,107, ranging from £898 - £44,181. The variation across councils has narrowed since the base year due to a significant cost reduction at the higher end so it is felt that this is something that should be monitored.	

## 4. Achieving our Local Outcomes

<b>Lead Local Outcome</b>	<b>Approach to delivery (Including Contributions to Local Outcome Delivery Group)</b>
None	Whilst not being responsible for leading on the six local outcomes within the Local Outcome Improvement Plan, Roads & Environment makes a major contribution to their delivery as highlighted in the table below

<b>Secondary Local Outcomes or Guiding Principles</b>	<b>Contribution to delivery</b>
<b>Local Outcome 1</b>	<p><b>East Dunbartonshire has a sustainable and resilient economy with busy town and village centres, a growing business base, and is an attractive place for visitors and investors.</b></p> <ul style="list-style-type: none"> <li>Responsible parking management assists visitors to our town centres by encouraging turnover and increasing access to businesses and amenities.</li> <li>Delivery of public realm projects enhances the built environment and encourage a change in travel behaviour.</li> <li>Designs will be shaped by engagement with the community and will incorporate the place-based approach to planning principles.</li> <li>Provision of good quality open space and clean streets</li> <li>Continued improvement of the overall carriageway and footway condition to improve business transport links and provide an attractive environment for visitors</li> <li>Provision of facilities, events and services which will assist the economic development service to support and develop sustainable tourism, economic growth, access, active travel, heritage and conservation.</li> </ul>
<b>Local Outcome 2</b>	<p><b>Our people are equipped with knowledge and skills for learning, life and work.</b></p> <ul style="list-style-type: none"> <li>Continue to work with EDC Skills for Learning, Life and Work to develop the Modern Apprenticeship and Graduate Plus programme to ensure young people have opportunities to gain knowledge and skills that benefit the Service and the Communities we serve.</li> </ul>
<b>Local Outcome 3</b>	<p><b>Our children and young people are safe, healthy and ready to learn.</b></p> <ul style="list-style-type: none"> <li>Continue to work with Education Services to develop and promote road safety via the annual Road Safety Calendar Competition.</li> <li>Continue to work with Education Services to promote safe travel to school</li> <li>Continue to work with Education Services to develop an outdoor classroom facility within Mugdock Country Park to encourage healthy learning opportunities, such as Forest School delivery.</li> <li>Provision of woodland resource for forest schools and woodland education</li> </ul>
<b>Local Outcome 4</b>	<p><b>East Dunbartonshire is a safe place in which to live, work and visit.</b></p> <ul style="list-style-type: none"> <li>Continue to manage the road network and infrastructure including parks, open-spaces, play areas, cemeteries, traffic signals, drainage and structures. The management of the network and infrastructure will encompass sustainable solutions where possible providing excellent service to the residents of East Dunbartonshire. The management of the road network will include the co-ordination of road works by the Council and statutory undertakers.</li> </ul>



	<ul style="list-style-type: none"> <li>• Treatment of footways and carriageways in accordance with the Winter Maintenance Policy helps provide a safe place in which to live, work and visit using evidence based planning.</li> </ul>
<b>Local Outcome 5</b>	<p><b>Our people experience good physical and mental health and wellbeing with access to a quality built and natural environment in which to lead healthier and more active lifestyles.</b></p> <ul style="list-style-type: none"> <li>• The use of sustainable modes of transport improve air quality, health and reduces the carbon footprint.</li> <li>• Construction, maintenance and renovation of play areas to ensure children and physically stimulated in safe and clean environment.</li> <li>• Provision and management of semi-natural landscapes (Local Nature Reserves, Local Nature Conservation Sites) and Mugdock Country Park encouraging residents to use open space which can have a positive impact on their physical and mental wellbeing.</li> <li>• Development of food growing spaces to enable residents grow their own food and become more sustainable.</li> </ul>
<b>Local Outcome 6</b>	<p><b>Our older population and more vulnerable citizens are supported to maintain their independence and enjoy a high quality of life, and they, their families and carers benefit from effective care and support services.</b></p> <ul style="list-style-type: none"> <li>• Treatment of footways and carriageways in accordance with the Winter Maintenance Policy helps provide a safe place in which to live, work and visit using evidence based planning.</li> <li>• Continue to improve the overall condition of footways and carriageways to support the independence of older and more vulnerable people as well as providing an overall benefit to the community as a whole.</li> <li>• Promotion of disabled parking places for blue badge holders.</li> <li>• Implementing dropped kerbs at crossings, restricting pavement parking in line with Transport Act to promote ease of walking and wheeling.</li> </ul>

## 5. Evidence Based Planning

### Strategic Scan of Policy Environment

P – Political	E - Economic	S - Social
<ul style="list-style-type: none"> <li>• LOIP – national and local outcomes</li> <li>• National Agenda</li> <li>• Environmental agenda</li> <li>• Demands from Government Agencies</li> <li>• National policies</li> <li>• Roads asset management (RAMP)</li> <li>• Outcome of the Nation and Local elections</li> <li>• Active local stakeholder groups</li> <li>• Successful delivery of key commitments including Scotland's Climate Change Declaration and Cycling Action Plan 2020</li> <li>• Achieving Corporate Social Responsibility through delivery of sustainable procurement requirements (including delivery of community benefits)</li> <li>• Local Members / MSPs / MPs' levels of interest</li> <li>• Benchmarking – Best Value, APSE</li> <li>• National, Regional and Local Roads and Transport Policy</li> <li>• City Deal initiative and other Glasgow and Clyde Valley based initiatives.</li> <li>• Conditions attached to new European Funding</li> <li>• Contributing to the delivery of key transformation, PSIP and regeneration projects</li> <li>• Integration of Health &amp; Social Care</li> <li>• COSLA</li> <li>• Demands from Government Agencies</li> <li>• Zero Waste code of practice etc</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing pressures on public sector funding both capital and revenue</li> <li>• Increasing cost of materials. Steel, bituminous, etc.</li> <li>• Climate change. Weather trends, climate change – costs associated</li> <li>• flood risk management</li> <li>• External funding opportunities</li> <li>• Sustainable / Local Procurement</li> <li>• Recruitment Challenges /skilled workforce/flexible working</li> <li>• Sustainable access/transport infrastructure within, across and into/out of East Dunbartonshire</li> <li>• Improve resilience to extreme weather events and their consequences for the local economy while assessing economic opportunities arising from climate change</li> <li>• Changes in European, UK and Scottish funding programmes</li> <li>• Council asset strategy</li> <li>• External markets for Vehicles, Plant &amp; materials – demands etc cost fluctuation</li> <li>• Fuel and utility cost variations</li> <li>• Reduction in income / economies / loss of services</li> <li>• Increasing Energy Costs</li> <li>• Carbon Tax (Carbon Reduction Commitment)</li> <li>• Climate change. Weather trends, climate change – costs associated</li> <li>• (flood risk management)</li> <li>• External funding opportunities</li> <li>• Sustainable / Local Procurement</li> <li>• Recruitment Challenges /skilled workforce/flexible working</li> </ul>	<ul style="list-style-type: none"> <li>• Increased expectation of individuals/communities to access services and legislation to increase community participation in public service delivery</li> <li>• Sustainable environment/carbon emissions/ travel/weather extremes/water table/drainage issues/water quality/green agenda etc.</li> <li>• Increased demand for services.</li> <li>• Recreation - Cycle ways and walking</li> <li>• Diversity of Service users</li> <li>• The role of the local media in reporting and reflecting Council decisions and wider development activity</li> <li>• An increasing emphasis on the delivery of services through shared service, community hubs and click call come in</li> <li>• Skills gap, training, apprenticeships.</li> <li>• Flexible working – skills, hours, place, tasks</li> <li>• Increased public transport linkages with East Dunbartonshire and access to jobs</li> <li>• Healthy travel choices, infrastructure for low and zero carbon transport</li> <li>• Customer/Employees expectations. Reputation with public and consumer</li> <li>• Community Involvement</li> <li>• Sustainable environment/carbon emissions/recycling/travel/weather extremes/water table/drainage issues/water quality/green agenda etc.</li> <li>• Flexible/SMART Working. Recruitment Challenges/skilled workforce – skills gap, training, apprenticeships. Flexible Working – skills, hours, place, tasks</li> <li>• Demographics – aging population, lower school population, wealth split in EDC, disability needs. Increase in retirement age. Increased demand for services.</li> <li>• Public Health Agenda – respond to the needs and requirements of national emergencies i.e. COVID19</li> </ul>

	<ul style="list-style-type: none"> <li>• Borrowing capacity</li> <li>• Reduced access to funding</li> </ul>	
<b>T – Technological</b>	<b>L – Legal</b>	<b>E – Environmental</b>
<ul style="list-style-type: none"> <li>• Renewable Technologies. Technical advancement in recycling</li> <li>• Legislation and testing</li> <li>• ICT improvements. Systems upgrade and support</li> <li>• Increased Customer Access and interfacing – Electronic service delivery. Access to Council Services</li> <li>• Business Continuity Gap</li> <li>• Web Strategy</li> <li>• HUB development</li> <li>• Smart Working. Mobile Working arrangements</li> <li>• E-Learning</li> <li>• Improving communications – increased customer access/contact centre/ERC</li> <li>• Routing of waste collection services</li> <li>• E-service delivery, ongoing pressures to ensure speed of change</li> <li>• Current IT systems/support requiring intensive staff time and resourcing</li> <li>• Customer expectations (on-line availability)</li> <li>• Sustainability agenda/service delivery moving towards less frontline contact and more, click, call and come in delivery model</li> <li>• Document management systems and archiving challenges</li> </ul>	<ul style="list-style-type: none"> <li>• Legislation – current, amended and/or new</li> <li>• Statutory Duties</li> <li>• Equality Legislation (DDA)</li> <li>• Freedom of Information</li> <li>• Data Protection</li> <li>• Licensing – SEPA legislation, current and future</li> <li>• New Roads &amp; Streetworks Act 1991</li> <li>• Transport (Scotland) act 2019</li> <li>• Roads (Scotland) Act 1984</li> <li>• Environmental Protection Act 1990</li> <li>• Environmental Assessment (Scotland) Act 2005</li> <li>• Procurement Reform (Scotland) Act 2014</li> <li>• Traffic Regulation Orders</li> <li>• Decriminalised Parking</li> <li>• Climate Change (Scotland) Act 2009</li> <li>• Local Government in Scotland Act 2003 (Best Value and Sustainability; power to advance wellbeing)</li> <li>• Flood Risk Management (Scotland) Act 2009</li> <li>• Water Environment &amp; Water Services (Scotland) Act 2003</li> <li>• National, Regional and Local Transport Strategies</li> <li>• Burials &amp; Cremation Act (Scotland) 2016</li> <li>• Wildlife &amp; Countryside (1981, as amended)</li> </ul>	<ul style="list-style-type: none"> <li>• Climate Action Plan</li> <li>• Strategic Environmental Assessment</li> <li>• Air Quality targets</li> <li>• The health effects of carbon emissions</li> <li>• Impact of climate change on vulnerable groups</li> <li>• Reduce carbon and local ecological footprints; better management of resources</li> <li>• Address climate change risks and improve resilience (climate change adaptation)</li> <li>• Demonstrate leadership in contributing to Government greenhouse gas reduction targets</li> <li>• Promote sustainable development through links to public transport networks and active travel</li> <li>• Nature Conservation (Scotland) Act 2004 for biodiversity duty</li> <li>• Carbon targets</li> <li>• Green technology development</li> <li>• Sustainable spaces</li> <li>• Zero Waste Scotland ambitions</li> <li>• Open Space Strategy</li> <li>• Dunbartonshire Local Biodiversity Action Plan</li> <li>• Green Network Strategy</li> <li>• Local Outcome Improvement Plan</li> <li>• Food Growing Strategy (draft)</li> </ul>

## 6. Stakeholder Consultation and Engagement

Title	Description	Audience	How this engagement will be used to inform planning and service delivery	Planned Start Date	End Date
Glazert Water Restoration	Design of improvements along riparian corridor to provide improved flood storage capacity, habitat improvements and increased connectivity	Local residents, businesses, internal and external stakeholders	Returning river to its natural course will manage river flow and reduce risk of flooding properties downstream, in addition to habitat and amenity improvements	March 2020	March 2025
River Kelvin Tributaries Restoration	Restore the tributaries to promote biodiversity and active travel and reduce flood risk.	Local residents, businesses, internal and external stakeholders	Reduce flood risk and provide improved flood storage capacity, habitat improvements	April 2022	March 2023
Canniesburn Toll Signalisation	Internal and external stakeholder engagement through meetings	Local residents, businesses, internal and external stakeholders	<p>Support LP&amp;D Traffic and Transport Colleagues in the delivery of the appropriate junction and road improvements where applicable to enhance operation and safety and reduce queuing and vehicular delay</p> <p>Improvement to junctions/road network affected by development</p> <p>Deliver improvements to the A81 Route Corridor to mitigate congestion and improve air quality</p> <p>Implement the SCOOT system to improve traffic management</p>	April 2020	March 2023
Lennoxtown Sustainable Transport Improvements	<p>Information and Consultation Drop In events</p> <p>Presentations and awareness raising with regular attendance at community committee meetings and other stakeholder events delivered in partnership with other internal services.</p>	Widespread public awareness raising throughout the project	<p>Support LP&amp;D Traffic and Transport Colleagues in the delivery</p> <p>Better health and safer routes for walking and cycling</p> <p>Reducing inequalities - Improving access to jobs, services and leisure will be widened for all – including children, older people, people with disabilities and people on low incomes.</p> <p>Creating place that is pleasant and practical for walking and cycling, with better pedestrian and cyclist safety to improve people's lives in many ways, including feeling connected to the community.</p> <p>Supporting delivery of sustainable economic growth</p> <p>Improving the path network while investing in tourism, active travel</p>	April 2019	March 2023

Title	Description	Audience	How this engagement will be used to inform planning and service delivery	Planned Start Date	End Date
Parkburn Flood Alleviation	Development of a flood risk scheme	Local residents	and recreational walking and cycling. Reduce risk of flooding of properties	April 17	Sep 2021
Climate Ready Park – Woodhill & Etive Park	Construction	Local residents	Pre application consultation report submitted and approved at Planning Board, December 2021. A Monitoring and Evaluation Plan will be submitted as part of the grant claim condition to NatureScot.	April 2023	June 2024
Engagement with Friends of Group	Regular meeting attendance and project development and creation with the following groups (attendance at all Comm Council groups when requested): 1. Whitefield Pond Group, Lennoxton 2. Lennoxton Project Group, Lennoxton 3. Campsie Community Council 4. Milton of Campsie Community Council 5. MOC Railway Restoration Project 6. Friends of Lenzie Moss 7. Waterside Community Council 8. Bishopbriggs Community Council 9. Milngavie in Bloom 10. Balmore Community Council 11. Torrance Greenspace Group 12. Milngavie Community Council 13. Milngavie Development Trust 14. King George V Group 15. Cairnhill Woods Group 16. Mains Estate Residents Group 17. Westerton Group 18. Friends of Bishopbriggs Park 19. Lenzie Community Council	Local residents	Maintain communication with local communities providing updates on projects and improvement works	Apr 2022	Mar 2023
Waterside Play Consultation	Consultation and voting on submitted plans with residents as to potential play upgrades at Taig Road, Waterside	Local residents	Part of the Waterside Greenspace Plan. This will inform and implement play park improvements in the local area required and suitability of transferring current LAP to a larger	Apr 2022	March 2023

Title	Description	Audience	How this engagement will be used to inform planning and service delivery	Planned Start Date	End Date
Westerton Play Consultation	Consultation with residents as to potential play upgrades at Westerton Play Park	Local residents	LEAP play park at the turning circle at Taig Road. This will inform play park improvements in the local area required	Apr-2022	March 2023
Bishopbriggs Park Play Park redesign	Redesign and construction of a play park at Bishopbriggs Park, Bishopbriggs	Local residents	Public to vote on designs submitted. To engage with local communities to ascertain preferred play equipment required and final design (subject to external funds being won)	Apr 2022	March 2023
Craigfoot Field Allotment site	Development of an allotment at CraigfootField, Milton of Campsie, subject to ground investigations	Local residents	Online update for residents following detailed design iscompletion for comment prior to lodging with Planning	Apr 2022	May 2023
Mugdock Strategy 2021-2026	Audit and Strategy for 5 year plan for Mugdock Country Park	Local residents and visitors	Consultation on final draft of Mugdock Strategy prior to finalisation	Apr 2022	March 2023

## 7. Equalities

Planned action which further the needs of the equality duty	Customer group this will affect (including employees or all East Dunbartonshire residents)	Projected timescale	Who, if any, are your partners for this action?
Review Council policy position on enforcement and removal of A-Board from public realm locations in conjunction with Land, Planning and Developments	Access Panel, local businesses, visitors of the local town centres	During 2022/23	Legal Services, Land, Planning and Developments and Community Planning and Partnership
Maintain tactile paving and traffic signal equipment	Disability	Ongoing	Community Planning and Partnership
Provide enforceable disabled parking places	Disability	Ongoing with annual review	Social Work, Shared Services & Legal Services
Maintain East Dunbartonshire's Road Network	Age/Disability	Ongoing	Safe passage for all road users and pedestrians alike through the removal of trips and hazards. Provision of traffic calming and safe pedestrian crossing facilities.
Provide a Council wide Street Cleansing Service	Age / disability	On-going	Ensure that streets are free of litter, debris and obstructions.

## **8. Sustainability and Climate Change**



<b>Sustainability and Climate Change Activity</b>					
<b>Service activity</b>	<b>Impacts on climate change mitigation</b>	<b>Impacts on climate change adaptation</b>	<b>Impacts on biodiversity</b>	<b>Impacts on greenspace</b>	<b>Other sustainability impacts</b>
Glazert Water River Basin Management & Natural Flood Management / Flood Risk scheme And Kelvin Tributaries River Basin Management & Nature Flood Management/river restoration	Attenuation of water helps to protect local properties from extreme weather events and potential damage; habitat creation will provide a higher quality and mosaic of habitats to aid local biodiversity.	Leadership of the flood risk management agenda, including natural flood management projects such as the design to encourage the river to return to natural course by removing barriers to fish spawning and breaching levees to slow water flow in flood event. This will improve water quality and riparian habitat.	Improved habitat creation will provide higher quality landscape and foraging opportunities for local biodiversity; help mitigation climatic impacts on changes to population dynamics and distribution; reduction of single species stands and strengthening of pollinator corridors.	Multi-functional benefits in relation to access, interpretation and natural play.	Design is based on creation of natural habitats which enhance biodiversity and provide opportunities for exercise and recreation
Review and update Flood & Drainage Policy		Ensure Policy accurately reflects the current position to account for climate change projections			Potential positive impact on road repairs and other flood associated consequences
Delivering the actions of SEPA's Flood Risk Planning Cycle 2 (2022 - 2028)		Awaiting publication of FRPC2 from SEPA			Potential positive impact on road repairs and other flood associated consequences
Assess feasibility of further street lamps LED conversions	Explore the continued replacement of traditional lighting bulb units with LED energy efficient bulbs.	Reduction of the use of electricity			

Decarbonisation of current road building and maintenance operations	Investigate feasibility of carbon reduction in road building and maintenance operations using new equipment, methods and materials				Contributes to Climate Action Plan
Peatland Restoration Work	Restoration of degraded peatland areas to improve protection of carbon sink restoration of degraded carbon sinks which are priority habitats	Improved surface water management/holding capacity	Promotion of suitable conditions for associated vegetation re-establishment, creating, restoring and improving peatland habitat types.	Access improvements out with main active peat areas.	Design is based on creation of natural habitats which enhance biodiversity and provide opportunities for exercise and recreation
Allotment development	The development of allotments can help absorb the emissions produced from on road vehicles, and aid the natural water cycle	Reduction in carbon footprint and energy use	Increased opportunities for pollination, biodiversity and habitat creation.	Use of open spaces for food growing and education.	Provides contribution to local food growing and education of healthy living as well as opportunities to collaborate with local community groups
Ash Dieback survey	Evaluation of tree quality health, and associated tree surgery and replanting works required	Sustainable management of ash tree resource	Large scale ash dieback can negatively impact on local biodiversity through heightened tree loss.	Management of diseased trees and mitigation planting for any trees lost	It should be noted that any loss of trees will have a negative effect on Carbon Sequestration so this needs to be quantified to understand the impact on the environment and consider mitigating any losses on Council land.

Contribute to the delivery of the Forestry & Woodland Strategy for Glasgow City Region	Reductions in air pollution, carbon sequestration by tree planting in partnership with the Clyde Climate Forest	Benefits for soil stabilisation and improvements for flooding.	The right tree in the right place, use of native species will contribute to habitat creation.	Design sympathetic to nature will facilitate both access to newly planted areas, while delivering benefits for biodiversity and climate.	
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## 9. Contact Details

Role	Name	Contact Details
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