

For meeting on:
27 April 2023

Agenda 2023

**East
Dunbartonshire
Council**

**BOOKLET 2 –
AGENDA ITEM 11**



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East Dunbartonshire Council

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EAST DUNBARTONSHIRE COUNCIL: 27 APRIL 2023

CE/09/23: CHIEF EXECUTIVE

CONTACT OFFICER: JOSEPH GREATOREX (TEAM LEADER –
CORPORATE PERFORMANCE AND
RESEARCH), 0141 578 8237

SUBJECT TITLE: STRATEGIC PLANNING AND PERFORMANCE
- BUSINESS AND IMPROVEMENT PLANS
2023-2026

1.0 **PURPOSE**

- 1.1 The purpose of this report is to provide Elected Members with the Business and Improvement Plans for 2023-2026 (BIPs) for all Council Strategic Groupings, East Dunbartonshire Health and Social Care Partnership and East Dunbartonshire Leisure and Culture Trust. (**Appendix 1, 2 and 3**).

2.0 **RECOMMENDATIONS**

It is recommended that the Council:

- 2.1 approves the Business and Improvement Plans for 2023-2026 for implementation set out in **Appendix 1, 2 and 3**; and
- 2.2 notes that performance updates on implementation will be reported monthly via technical note and bi-annually to the relevant Strategic Committee.

GERRY CORNES
CHIEF EXECUTIVE

3.0 BACKGROUND/MAIN ISSUES

- 3.1.** The BIPs identify Strategic Group improvement priorities and contributions to the delivery of the local strategic outcomes set out in the East Dunbartonshire Local Outcome Improvement Plan. They identify the challenges and opportunities which services need to address through responding to the needs of local stakeholders and the implementation of local and national policy priorities. The plans have the following core sections;
- Purpose and Priorities
 - Our Improvement Plan
 - Achieving Our Local Outcomes
 - Planning for Place
 - Evidence Based Planning
 - Stakeholder Consultation and Engagement
 - Fair and Equitable Service Delivery
 - Sustainable Development
 - Contact Details
- 3.2.** The Plans requires Executive Officers to set out their purpose and priorities and provide information relevant to the work of their teams, enabling a more systematic approach to consultation and strengthening the mainstreaming of equalities and our approach to sustainable development.
- 3.3.** Additionally, the plans provide an enhanced focus on performance management and improvement with Executive Officers setting out an Improvement Plan aligned to the delivery of local outcomes together with a range of performance indicators designed to enable an effective review of progress
- 3.4.** In accordance with the corporate arrangements for performance management and reporting, performance updates will be reported to Elected Members monthly via technical note and through the relevant Strategic Committees on a bi-annual Basis.

4.0 IMPLICATIONS

The implications for the Council are as undernoted.

- 4.1** Frontline Service to Customers – Improved service delivery through effective strategic planning, scrutiny and management of performance
- 4.2** Workforce (including any significant resource implications) – Impact on future How Good Is Our Service? performance reporting
- 4.3** Legal Implications – None
- 4.4** Financial Implications – None
- 4.5** Procurement – None
- 4.6** ICT – None
- 4.7** Corporate Assets – None

4.8 Equalities Implications – None

4.9 Sustainability – none

4.10 Other - None

5.0 **MANAGEMENT OF RISK**

The risks and control measures relating to this Report are as follows:-

5.1 Ensuring effective planning and scrutiny of service performance, driving improvement in service delivery

5.2 Ensuring we are continuing to meet our statutory obligations in regard to strategic planning and Best Value

6.0 **IMPACT**

6.1 **ECONOMIC GROWTH & RECOVERY** - The Place and Community Planning BIP Template highlights our corporate approach to delivery of this Outcome

6.2 **EMPLOYMENT & SKILLS** - The Education BIP Template highlights our corporate approach to delivery of this outcome

6.3 **CHILDREN & YOUNG PEOPLE** - The Education BIP Template highlights our corporate approach to delivery of this Outcome

6.4 **SAFER & STRONGER COMMUNITIES** - The Place and Community Planning BIP template highlights our corporate approach to delivery of this outcome

6.5 **ADULT HEALTH & WELLBEING** - The Health and Social Care BIP template highlights our approach to delivery of these outcomes

6.6 **OLDER ADULTS, VULNERABLE PEOPLE & CARERS** – The Health and Social Care BIP template highlights our approach to delivery of these outcomes

6.7 **CLIMATE CHANGE** – In order to demonstrate how service areas are planning in a way that minimises carbon emissions, supports climate adaptation and meets other legislative and policy obligations relating to sustainability, information is provided in the BIPS on how the activities of the service contribute to Climate change mitigation

6.8 **STATUTORY DUTY** - This report forms part of our statutory duty of performance reporting and Best Value as set out in the Local Government acts 1992 and 2003

7.0 **POLICY CHECKLIST**

7.1 This Report has been assessed against the Policy Development Checklist and has been classified as being an operational report and not a new policy or change to an existing policy document.

8.0 **APPENDICES**

- 8.1 **Appendix 1:** East Dunbartonshire Council Business and Improvement Plans 2023-26
- 8.2 **Appendix 2:** East Dunbartonshire Health and Social Care Business and Improvement Plan 2023-26
- 8.3 **Appendix 3:** East Dunbartonshire Leisure and Culture Business and Improvement Plan 2023-26



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ASSETS & FACILITIES BUSINESS & IMPROVEMENT PLAN 2023-2026

CORPORATE PERFORMANCE AND RESEARCH
EAST DUNBARTONSHIRE COUNCIL

1. Purpose and Priorities

Purpose	<p>The Strategic grouping of Assets & Facilities has corporate responsibility for delivering both strategic and operational asset management. These functions are performed by the 4 services within the grouping; Development & Investment, Facilities Management, Estates and Property Maintenance. Assets & 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>
Strategic Priorities	<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"> • Delivery of the Council's 30-year capital investment plan – the plan is primarily focussed on delivering against national and/or local priorities, including the completion of new schools (Boclair Academy and Woodland View School) and the construction of a new Balmuildy Primary School, in addition to 2 major refurbishments of existing primary schools (Bearsden and Milngavie) and the consideration of options for a new Westerton PS. The construction of a new Allander Leisure 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. • 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. • 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. • Further implementation of Mobile Technology across all relevant services • Improved accessibility across the operational estate • Effective financial planning and management with targeted financial performance improvements and delivery of all revenue savings targets within approved timescales • Continued review of service delivery model across the strategic grouping to ensure efficient performance and continued delivery of best value • 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, low carbon energy sources across the Housing and non-Housing estates over the next 15 years. This will be a key focus of the strategic grouping and will underpin all development activity.

	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).
Work of the Teams	<p>The Assets & Facilities Strategic Grouping comprises the services noted below. These services have the following core responsibilities:</p> <p>Facilities Management 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, 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>Property Maintenance 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>Development & Investment The Development & 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"> • Corporate Asset Management; • Capital Programme Development and Monitoring; • Delivery of Major Assets Projects; and • Housing Investment <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>Estates 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>
Key Improvement Actions for 2023-2024	<ul style="list-style-type: none"> • Increase the percentage of Council buildings which are suitable and in a satisfactory condition • Increase the percentage of Council buildings which are accessible • Introduction of an integrated planned preventative maintenance and capital investment plan • Full review of all SLA's relating to services delivered in respect of Council assets • Data gathering • Non-Emergency Repairs – improve turnaround time • Increase the percentage of Council houses which are energy efficient (EESH) • Increase the percentage of Council houses that meet the Scottish Housing Quality Standard (SHQS) • Annual Gas Servicing, ensuring 100% of gas plant is checked/serviced in year • Continue to reduce turnaround times for void properties • Increase uptake of school meals • Increase use of locally sourced produce in production of school meals
Key Priority Performance indicators	<ul style="list-style-type: none"> • Void turnaround timescales • Gas servicing – housing • Gas servicing – non-housing

2. Improvement Actions

Title	Increase the percentage of Council buildings which are suitable and in a satisfactory condition	Original Due Date	31-Mar-2024
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-2024
Description	<p>Progress towards meeting the Scottish Government's targets for all public sector buildings to meet net zero public sector building standards by 2038.</p> <p>Ensure that the Corporate Asset Management Plan supports the action required to conform to decarbonisation targets.</p>		
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.		

Title	Increase the percentage of Council buildings which are accessible	Original Due Date	31-Mar-2024
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-2024
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		

Title	Full review of all SLA's relating to services delivered in respect of Council assets	Original Due Date	31-Mar-2024
Description	<ul style="list-style-type: none"> – Identification of all SLAs currently in operation – Assessment of scope of works contained in SLAs – Monitoring of performance relating to SLAs to ensure service provision is being delivered to agreed standards 		
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-2023
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-2023
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 (EESH)	Original Due Date	31-Mar-2024
Description	Continued development and delivery of the EESH 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.		




Title	Increase the percentage of Council houses that meet the Scottish Housing Quality Standard (SHQS)	Original Due Date	31-Mar-2024
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-2023
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-2023
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	21/22			23/24 target	Rationale for Inclusion	LOIP Outcome or Guiding Principle
		2021/22			2023/24		
		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	99.97 %	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	88%	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	100%	100%		100%	This is an internal target 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
		2021/22			2023/24		
		Value	Target	Status	Target		
AF-BIP-01	SSHC Indicator 8 - Average length of time taken to complete emergency repairs (No of Hrs)	3.3	4		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	99.7%	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	16,523	20,000		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 -	15.5	20		15	This indicator 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	Rationale for Inclusion	LOIP Outcome or Guiding Principle
Code	PI Title	2021/22			2023/24		
		Value	Target	Status	Target		
	Non Housing (No of Days)						
AF-BIP-12	% of Secondary school pupils taking up school meals	N/A	N/A	N/A	30%	New indicator from 2022. This 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	N/A	80%	New indicator from 2022. This 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	N/A	40%	New indicator from 2022. 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)	12.02	12		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	Rationale for Inclusion	LOIP Outcome or Guiding Principle
Code	PI Title	2021/22			2023/24		
		Value	Target	Status	Target		
HOU-BIP-06	Number of new affordable houses completed in the year	88	70		9	To work towards meeting housing demand.	East Dunbartonshire is a safe place in which to live, work and visit.
HOU-SOL-HSN3	Percentage of council dwellings that meet the Scottish Housing Quality Standard	13.86	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

		20/21			22/23 target		
Code	PI Title	2021/22			2023/24	Rationale for Inclusion	LOIP Outcome or Guiding Principle
		Value	Target	Status	Target		
HOU-SOL-HSN5	Percentage of council houses that are energy efficient	81.67	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
Cross Cutting	<p>Assets & 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 & Facilities are currently tasked with delivering.</p> <p>The Development & Investment service within Assets & 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 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 and Early Years Centre 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 & Investment service, Facilities Management has supported the design process throughout and provide a range of functions within each facility.</p> <p>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</p>

	<p>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>
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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"> General Election 2023 Ongoing Brexit implications Legislation Best Value LOIP City Region development and wider shared services agenda Environmental agenda National Care Service UK, Scottish Government, local government and COSLA policy changes and negotiations Requirements from Government Agencies and other bodies Future Partnership Models Continued rollout of Universal Free School Meals Welfare Reform implications LEIP funding East Dunbartonshire Forward in Partnership 	<ul style="list-style-type: none"> Public spending settlements and implications for future EDC funding Macroeconomics, inflation and economic trends Cost of utilities and fuel Asset base/sustainability/fit for purpose Carbon Tax (Carbon Reduction Commitment) Climate change, weather trends, climate change – costs associated External funding opportunities and potential reduced access to funding Sustainable / Local Procurement Reduced income from commercial activities Recruitment challenges /skilled workforce/flexible working Welfare Reform implications Borrowing capacity 	<ul style="list-style-type: none"> Inequality Increased customer expectations Workforce changes and expectations, including increased flexible working, skills gap, working patterns and roles Reputation with public and consumer Community engagement Carbon emissions Sustainable environment/carbon emissions /weather extremes/ Demographics – ageing population, wealth split in EDC, disability needs. Increase in retirement age. Increased demand for services. Affordable Housing/Housing need & demand – land supply Social media
T – Technological	L – Legal	E - Environmental
<ul style="list-style-type: none"> Increased use of Technology – SMART working Increased Customer Access – Electronic service delivery. Access to Council Services Exclusion – access (Public/Employee) Affordability gap Fragmented/non-standard internal IT systems, duplication ICT improvements. Systems upgrade and support Business continuity gap Renewable Technologies Legislation and testing HUB development Smart Working. Mobile Working arrangements E-Learning Improving communications – increased customer access/contact centre/ERC – reporting mechanisms Interface and mobile technology 	<ul style="list-style-type: none"> Legislation - current and future Statutory Duties Equalities Act (DDA) GDPR and Data Protection Freedom of Information Climate Change (Scotland) Act 2009 Environmental Assessment (Scotland) Act 2005 Procurement Reform (Scotland) Act 2014 Community Empowerment (Scotland) Act implications SEA compliance 	<ul style="list-style-type: none"> Carbon targets Climate Change Adaptation Green technology development Sustainable spaces Sustainable technology – Biomass, Solar PVs/Thermal/District Heating Reduction in energy/water use Recycling facilities and rates Site selection – low biodiversity value and accessibility Use of natural or locally sourced materials Promote biodiversity in surrounding land Transport and connectivity Transport and travel behaviours

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-2024
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
Feasibility Study - New Westerton Primary School / Library/ Community Hall	Engagement with stakeholders as part of feasibility process for new school and hall/library	EDC Education, Parent Council, Pupils, Elected Members, Westerton Community	To support the feasibility process	01-Apr-2023	30-Nov-2023
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-2025
Refurbishment of Bearsden and, Milngavie 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-2025
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-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?
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 specific 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

Sustainability and Climate Change Activity					
Service activity	Impacts on climate change mitigation	Impacts on climate change adaptation	Impacts on biodiversity	Impacts on greenspace	Other sustainability impacts
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 LHEES 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
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Facilities Manager	Wendy Anderson	0141 578 8843 wendy.anderson@eastdunbarton.gov.uk
Development & Investment Manager	Fraser Robb	0141 578 8621 fraser.robb@eastdunbarton.gov.uk
Estates Manager	Graeme Lynn	0141 578 8639 graeme.lynn@eastdunbarton.gov.uk



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CUSTOMER AND BUSINESS SUPPORT SERVICES BUSINESS & IMPROVEMENT PLAN 2023-2026

1. Purpose and Priorities

Purpose	<p>Customer & 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. Service recovery continued in 2022/23 and a key focus for 2023/24 will be the implementation of technology improvements to support enhanced service delivery. These include new CMS and CRM systems, the analogue to digital phone migration and new CCTV infrastructure and monitoring. Community engagement will be a key aspect of supporting new Council priorities and the review of LOIP following the update of 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 & Research; and Communications & Engagement.</p>
Strategic Priorities	<p>Priorities for Customer & 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 was accelerated during the Covid-19 pandemic and this approach will continue through 2023/24. ICT and shared service priorities include supporting business transformation and organisational transformation and delivering on the Council's 'East Dunbartonshire Forward in Partnership' approach following the local government elections in 2022.</p> <p>Revenues & Benefits priorities include the efficient and timely administration of these services, maximising revenue income through efficient, effective processing. Corporate Performance & 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 & Engagement supports the organisation across all service areas in ensuring the delivery of key messages to target audiences across appropriate channels, and through facilitating effective and co-ordinated consultation and engagement.</p>
Work of the Teams	<p><u>Communications & Engagement</u></p> <p>The Communications & 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 2023/24 will be continuing to highlight Cost-of-living support measures, showcasing and promoting the work of Council services, and helping to drive behavioural change 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, Education, Community Planning Partnership, the Civic Office, HSCP and EDLC Trust.</p>

The team continues to review evolving best practice including new channels and technology, developing the most appropriate approach for each target audience.

Key areas include:

- Reputation management – effective communications planning, media management, promotion and campaigns activity, guidance and advice.
- Engagement with regional and national resilience partnerships- 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 by creating a range of assets including posters, infographics, social media graphics and videos to ensure our communications remain dynamic, engaging and fresh.
- Consultation and engagement , - through the consultation and engagement strategy, continuing to develop improved online consultation functionality to better engage and report.
- Accessibility – providing guidance and ensuring all communications comply with legislation – The Public Sector Bodies (Websites and Mobile Applications) Accessibility Regulations 2018 – and good practice. The team will continue to work closely with services to create inclusive and accessible content including videos, graphics and webpages.

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 and ensuring consistency of reporting
- 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, telephone and online (website, email and social media). Service delivery will continue to flex across channels in line with demand. 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. The Customer Services Charter will be updated and relaunched in 2023/24 and our approach to Customer service excellence, regardless of channel and priorities, includes:

- 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.

Shared Services

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:

- Provide a centralised and efficient approach to the delivery of administration and transactional support for services
- Provide accurate and timeous management information to services
- Identify and implement improvements in the systems/processes within the service
- Work with Council Services to develop and monitor SLA's for service delivery
- Deliver our complaints management service in line with our complaints handling procedure and respond to all SPSO referrals

Revenues & Benefits

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:

- Administer applications for benefits in line with legislation
- Administer all aspects of council tax for the 46,000+ properties in the Council area
- Administer all aspects of Non Domestic Rates for commercial properties and businesses in the Council area
- Deliver the Scottish Welfare Fund locally on behalf of the Scottish Government

	<ul style="list-style-type: none"> • Provide and implement Universal Credit payments on behalf of the Scottish Government <p><u>ICT Services</u></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 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"> • 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 • 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 • Develop and maintain effective business continuity plans to counteract systems failure, support business recovery and provide essential emergency front-line services • 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
Key Improvement Actions for 2023/34	<ul style="list-style-type: none"> • Update business continuity plans • Develop engagement framework with CPP to ensure representative participation • Implement an annual local household survey to provide more extensive local data • Drive improvement of online accessibility in line with legislation • Improve consultation and engagement reporting • Improve connectivity across the Council's Wide Area Network • Migrate ICT systems to Microsoft M365 • Review the Council's ICT Security policies and controls • Implement service level agreements (SLAs) for Shared Services • Improve Free School Meal and Clothing Application Process • Review of Letting Policy • Review of service level Risk Registers
Key Priority Performance indicators	<ul style="list-style-type: none"> • Customer Services telephone average response times • Housing Benefit - Average Days to fully process new claims • Council Tax Reduction – Average days to fully process new claims

2. Improvement Actions

Title	Business Continuity Planning	Original Due Date	31-Dec-2023
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-Mar-2024
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	Coproduction and engagement		
Rationale	Effective and meaningful engagement with our communities is a key priority for the Council, an area wide framework developed in conjunction with our community planning partners should ensure a holistic approach to engagement across East Dunbartonshire and benefit from the shared knowledge and resources of the CPP		

Title	Implement an annual household survey	Original Due Date	30-Mar-2024
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 across all communications	Original Due Date	31-Mar-2025
Description	Create an Accessibility working group within the Communications & Engagement team to gain additional knowledge and expertise to ensure Accessibility standards are consistently maintained and improved in Council, EDLC Trust and HSCP websites.		

	<p>Ensure good practice is followed and stay informed of new elements of Accessibility across website content, social media, design and written communication.</p> <p>Work closely with services to reduce creation of large documents in favour of other formats such as webpages and videos.</p> <p>Continue to explore new ways of communication information in an accessible, inclusive format that is easy to understand and fits the needs of the local community.</p>
Link to LOIP Outcome or Guiding Principle	Fair and equitable services
Rationale	Desire and requirement to meet the standards outlined in the Public Sector Bodies (Website and Mobile Applications) (No.2) Accessibility Regulations 2018. Improve the user experience for residents and provide inclusive communications that benefit all residents.

Title	Improvement in Consultation & Engagement Reporting	Original Due Date	31-Mar-2025
Description	<p>Continue to work closely with services to support the promotion and reporting of consultation activity.</p> <p>Using the Consultation and Engagement guidance as a foundation to continue to develop our consultation and engagement output even further with continued better planning, exploring new ways of engaging (especially with hard to reach communities) and more transparent post-consultation reporting to better highlight We Asked, You Said, We Did principles.</p>		
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	Improve connectivity across the Council's Wide Area Network	Original Due Date	31-Mar-2024
Description	Review and upgrade the provision of bandwidth and wi-fi connectivity across Council premises and schools to provide enhanced services for EDC employees, pupils and residents.		
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		

Title	Migration of ICT systems to Microsoft M365	Original Due Date	31-Mar-2024
Description	ICT Services will continue to support the Business and Digital Change Team in the implementation of Microsoft M365 including implementing new collaboration software, 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 new hybrid workstyles.

Title	Review the Council's ICT Security policies and controls	Original Due Date	31-Mar-2024
Description	Review ICT Security policies and controls in line with latest guidance from National Cyber Security Centre. The rereview will help ensure that security measures are maintained and updated to mitigate against cyber security risks. The new policies will take into account updated technologies and new work styles to further secure the Council's data and information systems.		
Link to LOIP Outcome or Guiding Principle	Best value		
Rationale	Aligned with best practice ICT service delivery, Internal Audit Actions and National Cyber Security Initiatives.		

Title	Implement service level agreements (SLAs) for Shared Services	Original Due Date	31-Mar-2024
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	Improve Free School Meal and Clothing Application Process	Original Due Date	31-May 2023
Description	Review the application and payment processes for Free School Meals and Clothing Grants to ensure families receive grants quicker to support them during the cost of living crisis.		
Link to LOIP Outcome or Guiding Principle	Our children and young people are safe, healthy and ready to learn		
Rationale	Provide a better service to families at a time of increased expense.		

Title	Review of Letting Policy	Original Due Date	31-July 2023
Description	Review the current Letting Policy to ensure that it balances the demands of stakeholders. This will include review of pricing, availability and community benefits to ensure that the policy reflects the current economic environment.		
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	Provide opportunities for all community groups to access Community facilities.		





Title	Corporate Risk Management	Original Due Date	31-Jun-2023
Description	Review of Service level risk registers to reflect current Risk profiles		
Link to LOIP	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	21/22			23/24 target	Rationale for Inclusion	LOIP Outcome or Guiding Principle
		2021/22			2023/24		
		Value	Target	Status	Target		
CDS-02-BIP-4	Average time (minutes) to answer calls within Customer Services	1	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	21	25		22	IS/SOLACE and Benchmarking PI	Best value
CDS-07-BIP-4	Council Tax Reduction - Average Days to fully process new claims	26	25		25	IS/SOLACE and Benchmarking PI	Best value

Quarterly Indicator

Code	PI Title	21/22			23/24 target	Rationale for Inclusion	LOIP Outcome or Guiding Principle
		2021/22			2023/24		
		Value	Target	Status	Target		
CDS-05-BIP-4	Percentage of ICT reported incidents and minor changes resolved within SLA targets	88.2%	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	97%	95%		96%	IS/SOLACE and Benchmarking PI	Best value
CDS-09-BIP-4	Housing Benefit - Average days to process change events	4	7		6	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-13-BIP-4	Complaints - % of complaints answered within timescale	N/A	N/A	N/A	100%	This will measure the Council's performance in responding to customer complaints within SPSO timescales.	Fair and equitable services

4. Achieving our Local Outcomes

Lead Local Outcome	Approach to delivery (Including Contributions to Local Outcome Delivery Group)
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.

Secondary Local Outcomes or Guiding Principles	Contribution to delivery
Cross Cutting	<p>The Corporate Performance and Research team provides cross cutting support across all outcomes, ensuring the priorities of the LOIP are embedded into all aspects of our Strategic planning and performance management framework. The team also provide area based statistical support and analysis to ensure evidence based planning against delivery of all outcomes.</p> <p>As the first point of contact the Customer Services team endeavours to respond to or direct customer enquiries across all Council services to ensure satisfactory resolution.</p> <p>The Communications & Engagement team supports the Community Planning team in the development and communication of all LOIP and Place Plan outreach activity and reporting.</p>
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. This includes town centre improvements and regeneration, signage, Kirkintilloch Canal Festival and other activities, and the Scotland Loves Local gift card initiative. The team also supports the development of application forms and webpages, and the promotion of ongoing business grants. It also includes consultation and engagement activity to inform and advise of developments such as City Deal and regeneration projects..
LO2: Our people are equipped with knowledge and skills for learning life and work	The Communications & Engagement team raise awareness and deliver campaigns for Council programmes including Scottish Apprenticeship Week, Early Careers and supporting services with recruitment.
LO3: Our children and young people are safe, healthy and ready to learn	<p>Campaigns and awareness raising are regularly delivered by the Communications and Engagement team. This includes promotion of key activity within our schools and Early Years Centres, supporting nationwide initiatives, delivering Child Protection messages and supporting the promotion and application of free school meals, clothing grants and the Education Maintenance Allowance.</p> <p>The Corporate Performance and Research team provide dedicated statistical support for Children's Social work services, allowing them to effectively manage their performance and assisting in the delivery of this outcome</p>

<p>LO4: East Dunbartonshire is a safe place to live work and visit</p>	<p>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.</p> <p>Communications & Engagement activity supports the delivery of key community safety campaigns in summer and winter, nationwide and local Trading Standards messages and regular promotion of frontline work aimed at protecting local communities.</p>
<p>LO5: 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>	<p>The Communications & Engagement team highlight upcoming road works on the Council website and social media on a weekly basis as well as alerting residents to emergency road closures. The team also supports EDLC Trust activities and venues and the promotion of Greenspace activity.</p>
<p>LO6: Our older and more vulnerable residents are supported to maintain their independence and enjoy a high quality of life</p>	<p>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 area's residents with community alarms. The focus on supporting vulnerable people as a key priority will continue including regular updates and signposting on the Council website to where there is help and support.</p> <p>The Corporate performance and research team provide dedicated statistical support for Adult Social work services, allowing them to effectively manage their performance and assisting in the delivery of this outcome</p>

5. Evidence Based Planning

Strategic Scan of Policy Environment

P – Political	E - Economic	S - Social
<ul style="list-style-type: none"> East Dunbartonshire Forward in Partnership – organisational priorities Local Outcomes Improvement Plan Revised locality plans (formerly Place Plans) General election 2024 Implementation of National Care Service 	<ul style="list-style-type: none"> Glasgow City Region City Deal Digital Partnership, economies of scale in outputs and outcomes through workstreams Service Demand Budgetary pressures Prioritisation of Resources Business support schemes Cost of living crisis 	<ul style="list-style-type: none"> Service demand and access to services 24/7 Increasing volume of FOI requests Customer expectations exceeding service provision levels Aging population implications on service delivery
T – Technological	L – Legal	E – Environmental
<ul style="list-style-type: none"> Cloud computing Internet of Things Business Systems Modernisation and further automation of business processes. Implementation of Microsoft 365 Improved digital connectivity, e.g. Full fibre and 5G Replacement of CRM & Website to support effective digital customer services delivery Development of employee zone and replacement intranet Social Media management Analogue to digital phone migration 	<ul style="list-style-type: none"> GDPR compliance Freedom of Information Local Government Act 1992, 2003 Community Empowerment (Scotland) Act Covid-19 legislation changes Public Bodies Accessibility legislation 2018 	<ul style="list-style-type: none"> Digital service delivery to reduce carbon emissions and paper use Digital communications to reduce paper Home and hybrid working positively impacting environmental impact Digital and hybrid meetings (Council, Committee and operational) reducing travel and associated impacts Climate emergency and evolving Climate Action Plan

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 throughout the development and build of the new Council website	Council residents/website users	The Council has procured a new website platform and will work with the developer to ensure customer journey and customer experience are at the heart of the new site to ensure it is fit for purpose, easy to navigate and meets customer needs.	Summer 2023	March 2024
Budget and Priorities Consultation	Annual undertaking to gathering feedback on Council priorities and budget setting considerations for the following year's budget setting approach	Council residents and service users	The consultation report will inform the development of budget proposals for 2024/25	Summer 2023	December 2023
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	Jan 2024	Mar 2024

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 2023	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 2024	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 2024	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	Delivering and supporting awareness raising campaign activity for sustainability and climate action, both externally to business and the community and internally to employees. Highlighting key messages and activity contributing towards the Council's sustainable objectives.	Support national and local projects and campaigns to inform and influence behaviour change.	Regular promotion of biodiversity projects throughout the area.	Regular promotion of the benefits in relation to greenspace, parks and environment and of the local improvements made to these.	Ongoing delivery of a communications plan with a focus on sustainability and climate change to help support the Council's goals and contribute towards behaviour change.
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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EDUCATION BUSINESS & IMPROVEMENT PLAN 2023-2026

1. Purpose and Priorities

Purpose and Priorities (Who we are and what we do)	<p>The purpose of the Education Service is to deliver excellence and equity for all children, young people and families. The shared vision is that all children and young people have the same opportunities to succeed in educational outcomes, wider achievements, positive leaver destinations and life chances. The Education Service strives to improve attainment and outcomes for all learners, with a particular focus on reducing inequalities and narrowing the poverty-related attainment gap. The Education Service provides high quality provision across:</p> <p>22 Early Learning and Childcare (ELC) Centres 23 Partnership Early Learning and Childcare providers Thirty-two Primary Schools Eight Secondary Schools Two ASN Schools (These will merge and transition to a new school in Summer 2023) Primary and Secondary Wellbeing Support Services Three Primary and Three Secondary Enhanced Learning Resources (ELRs), based in localities across the Council</p> <p>The refreshed Local Outcomes Improvement Plan (LOIP) is the shared plan for the Community Planning Partnership (CPP), outlining how and why services will work together to reduce inequalities. The Education Service has responsibility for delivering and/or contributing to three of the six Local Outcomes. The 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 Service has a lead role in Local Outcome 3: Our children and young people are safe, healthy and ready to learn.</p> <p>The Education Service supports children, young people and families through highly effective partnership working. The Delivering for Children and Young People's Partnership (DCYPP) is the multi-agency strategic planning group responsible for progressing actions to achieve Local Outcome 3 priorities. Key partners include the Education Service, Health and Social Care Partnership, Voluntary Action, Police Scotland, Scottish Children's Reporter Administration (SCRA) and Scottish Fire and Rescue Service.</p> <p>Other partners include Skills Development Scotland, Education Scotland and Glasgow City Regional Improvement Collaborative (West Partnership).</p>
Strategic Priorities	<p>Strategic priorities for the Education Service are underpinned by National policy: Achieving Excellence and Equity: National Improvement Framework and Improvement Plan (NIF).</p> <p>The NIF complements the three pillars of the Scottish education system: Curriculum for Excellence (CfE); Getting It Right for Every Child (GIRFEC); and Developing the Young Workforce (DYW).</p> <p>Excellence is achieved through raising attainment and improving outcomes, ensuring that every child and young person achieves the highest standards in literacy and numeracy; as well as the values, attitudes, knowledge and skills to shape a sustainable future as successful learners, confident individuals, responsible citizens and effective contributors. Equity is achieved by ensuring that every child and young person has the same opportunity to succeed, no matter their background or shared protected characteristics, with a particular focus on narrowing the poverty-related attainment gap.</p> <p>Strategic priorities across all sectors of the Education Service are:</p>

	<ul style="list-style-type: none"> • Placing the human needs and rights 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 leaver destinations for all young people • Improvement in attainment, particularly in literacy and numeracy <p>These priorities are achieved through drivers for improvement:</p> <ul style="list-style-type: none"> • School and ELC leadership • Teacher and practitioner professionalism • Parent/carer involvement and engagement • Curriculum and assessment • School and ELC improvement • Performance information <p>Strategic priorities are underpinned by legislative requirements in the Education (Scotland) Act 2016, the NIF and Council policy and planning, with particular reference to the LOIP and the Integrated Children's Services Plan.</p>
Work of the Teams	<p>The Interim Chief Education Officer is responsible for the strategic leadership of the Education Service and for advising the local authority on functions as set out in the Education (Scotland) Act 2016. The Interim Chief Education Officer has direct line management responsibility for the Education Leadership Team (ELT) and all Head Teachers.</p> <p>The Education Leadership Team have strategic remits to support planning, improvement and performance across the Education Service. ELT membership includes:</p> <ul style="list-style-type: none"> • Interim Chief Education Officer • School Planning and Improvement Manager • Quality Improvement Manager (QIM) Early Years and Supporting Families • QIM Additional Support Needs (ASN) and Children's Services • Interim QIM Primary and Quality Assurance • Interim QIM Secondary and Provision • Principal Educational Psychologist • Skills for Life, Learning and Work Manager <p>Quality Improvement Officers (QIOs) support improvement and the implementation of the NIF and Education Service Plan. Link QIOs are allocated to schools and centres in Learning Partnership Groups (LPGs), to provide support and challenge, focusing on attainment and outcomes for children and young people. QIOs support quality assurance, self-evaluation for continuous improvement, career-long professional learning and policy development across the Education Service.</p> <p>QIOs lead and participate in Quality Improvement Reviews and support schools and centres to continue to build on their strengths and work on areas of focus for improvement.</p> <p>QIOs have individual remits to action sector specific priorities and tasks. They also collaborate to develop cross-sector approaches to a range of developments. Examples include but are not restricted to Developing the Young Workforce (DYW), Science, Technology, Engineering, Arts and Mathematics (STEAM), Learning for Sustainability, Play/Enquiry Based Learning, Wellbeing and Inclusion.</p>

Early Years and Supporting Families Team

The Quality Improvement Manager (QIM) is the strategic lead for Early Years and Supporting Families.

The Council is responsible for provision of high-quality early learning and childcare for all children aged 3 to 5, eligible two-year-old children and under 2s in 'Place' areas. The implementation of the expansion of early learning and childcare for all eligible children was delivered in August 2021.

Family Learning Champions and Family Learning Assistants provide both universal and targeted parenting support across all localities. There is dedicated work in the Hillhead, Harestanes, Lennoxton, Twechar and Auchinairn areas as part of the 'Place' development to provide bespoke programmes for children and families. The team also provide support to childminders and out of school care providers. A holiday playscheme for children with additional support needs is delivered during school holidays. A Snack and Play programme is provided during school holidays for eligible children and young people from the six priority family types identified as being at the highest risk of experiencing child poverty.

Early level support teachers provide guidance and training to all centres, including funded providers. Support Officers monitor and support funded providers to ensure that they are meeting the terms and conditions outlined within the commissioning contract.

Additional Support Needs and Children's Services Team

The QIM is the strategic lead for Additional Support Needs and Children's Services.

The provision of education for children with Additional Support Needs (ASN) is a statutory requirement in the Education (Additional Support for Learning) (Scotland) Act 2004 amended 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 a setting which best meets the needs of the child or young person. Accordingly, the appropriate support has to be provided to give these young people equality and equity of opportunity.

All secondary schools provide support for young people with additional support needs who can access some of their learning in a mainstream setting. Three Enhanced Learning Resources (ELRs) in secondary schools continue to provide support for young people with a broader range of need. This links with provision of three locality ELRs in the primary sector. In addition, Primary and Wellbeing Support Services provide targeted interventions and approaches, with the goal of supporting children and young people to return to mainstream. The wider team includes a range of specialist support services: Sensory Impairment; Language and Communication; Wellbeing Support and the Assistive Technology Teacher

The Quality Improvement Team leads on the development and implementation of key policies and statutory duties across the Education Service. These include the GIRFEC framework, Child Protection and Safeguarding, Children's Rights, The Promise, Equalities, Diversity, Inclusion and Child Poverty.

The team continues to support schools to #KeepThe Promise made to care experienced young people that they will grow up to be loved, safe and respected, through multi-agency working.

It continues to support the implementation programme of United Nations Convention on the Rights of the Child (UNCRC) legislation, to ensure that Children's Rights are

respected, protected and fulfilled. Pupil voice has been strengthened through the Pupil Forum. The team continues to integrate UNCRC principles in policy and practice.

Primary and Quality Assurance Team

An Interim QIM is the strategic lead for Primary Education and Quality Assurance.

The team supports all primary schools to deliver excellence and equity through the NIF and the Education Service Plan. This includes leading on planning and reporting for the Scottish Attainment Challenge to provide support across all sectors of the Education Service. The team supports and challenges schools to improve attainment and outcomes for all children and young people, with a particular focus on reducing inequalities and narrowing the poverty-related attainment gap.

The team leads on policy development, frameworks and professional learning to support self-evaluation and quality improvement, including statutory requirements.

The QIM co-ordinates planning and reporting on performance across the Education Service.

Primary QIOs lead on Curriculum for Excellence and Career-Long Professional Learning across all sectors (3-18) in all curricular areas, with a particular focus on Literacy, Numeracy and Health & Wellbeing. The Primary team co-ordinates the Teacher Induction Scheme for probationers, Early Career Teacher support, student placements, the Career-Long Professional Learning (CLPL) programme, Professional Review and Development (PRD), Professional Update (PU), Improving Our Schools/Classrooms and Leadership.

Secondary and Provision Team

An Interim QIM is the strategic lead for Secondary Education and Provision. This includes Instrumental Music, Outdoor Education and Awards and the Vocational programme.

The team supports all secondary schools to deliver excellence and equity through the NIF and the Scottish Attainment Challenge. The team supports and challenges schools to improve attainment and outcomes for all young people, with a particular focus on narrowing the poverty-related attainment gap. The team develops frameworks to support self-evaluation for self-improvement in secondary schools, including statutory requirements.

The team works in partnership with Skills Development Scotland (SDS), Developing the Young Workforce (DYW), Skills for Life, Learning and Work Team, Business Partners and schools to ensure there is a continued focus on bespoke learning pathways for young people, which is based on robust evidence of the labour market, and annual participation measures to ensure sustained positive leaver destinations.

The team monitor and support schools in key quality assurance processes including improvement planning, school self-evaluation, curriculum development, learning and teaching and Career-Long Professional Learning.

School Planning and Improvement Team

The School Planning and Improvement Manager has direct line management responsibility for the teacher workforce, Council statistics, Estates improvement planning, including school rolls and admissions.

The team supports all sectors of the Education Service. Workforce planning includes probationer placements, the recruitment of permanent supply teachers, staffing provision in all schools (including supply staff) and classification structures in primary schools. The team manages and supports schools to use information systems and data. This includes the annual Census and attainment data and management of the Seemis Education Management Information System, Groupcall and the Parent's Portal.

	<p>Close working with the Education Shared Services Team supports school admissions, placing requests and transport.</p> <p>Service planning is supported through the work of the team in roll projections, accommodation schedules and updating Procedure Manuals.</p> <p>There is a strategic link with Major Assets and Facilities to support ongoing work across the Education Estates. This includes remedial work across the existing estate and major capital projects, including new builds and refurbishments.</p> <p>The School Planning and Improvement Manager liaises with Trade Unions to negotiate updates for the Local Negotiating Committee for Teachers (LNCT).</p> <p>Educational Psychology Service (EPS)</p> <p>The Educational Psychology Service (EPS) is a statutory Service which supports the Council in addressing national and local priorities for education through the application of psychological knowledge and skills. This is in partnership with children and families in their local communities, with educational establishments, and at authority level.</p> <p>The Service has 5 core functions which are evidenced across the 3 levels: consultation, assessment, intervention, training and research.</p> <p>Current work at authority level includes Nurture Intervention (primary, secondary and early years), supporting mental health and wellbeing (suicide and self-harm guidance, mental health training), language and communication friendly environments, Research Professional Support Group (supporting multi-agency partners with research and evaluation), supporting children and young people with social and communication needs (Autism Adviser programme) and Learning through Play.</p> <p>Skills for Learning, Life and Work Team</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 Local Outcomes Improvement Plan (LOIP) aims to reduce inequalities. 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. A key focus of work will be to continue to co-ordinate and implement the new Scottish Government No One Left Behind programme which provides all age employability support. The team leads on the following key areas: Employability; Adult Learning; Young Peoples' Services; Early Careers programmes; and Opportunities for All and No One Left Behind.</p> <p>This work makes a significant contribution to Community Learning and Development (CLD) 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 and Scottish Government funds.</p>
<p>Key Improvement Actions for 2023/24</p>	<p>Key improvement actions have been identified through self-evaluation and consultation with stakeholders. They are set out under each NIF priority and summarised as follows:</p> <p>Compliance with Child Protection and Safeguarding Policy, Equalities Legislation and Getting it Right for Every Child (GIRFEC) framework.</p>

	<p>Introduce The Circle framework (Child Inclusion Research into Curriculum, Learning and Education) to support inclusive practices in schools.</p> <p>Whole Family Wellbeing Fund (WFWF): implement preventative whole family support measures.</p> <p>Continue to implement #The Promise made to care experienced young people.</p> <p>Continue to implement Children's Rights.</p> <p>Continue to implement EDC Mental Health and Wellbeing Strategy and Nurture Strategy.</p> <p>All children and young people continue to be supported through the Including Every Learner (IEL) Policy Framework.</p> <p>Promote statutory guidance on nutritional requirements for food and drink in Schools (Scotland) Regulations 2020.</p> <p>Implement refreshed Play and Outdoor Learning Strategy.</p> <p>Improve attainment for all children and young people, reduce inequalities and narrow the poverty-related attainment gap.</p> <p>Promote poverty-aware policy and practice.</p> <p>Increase uptake of places for eligible two-year olds in ELC.</p> <p>Continue to implement parenting and family learning programmes.</p> <p>Continue to implement Snack and Play provision during holiday periods.</p> <p>Offer appropriate pathways in the senior phase and support sustained positive school-leaver destinations for all young people.</p> <p>Increase the uptake of vocational qualifications in the Senior Phase.</p> <p>Enhance partnership working with Skills Development Scotland, Developing the Young Workforce, Community Learning and Schools.</p> <p>Youth workers support skills development and associated accreditation in relation to employability skills.</p> <p>Deliver an all-age employability service to priority groups.</p> <p>Support post school employment and training through No-one Left Behind and Community Learning and Development.</p> <p>Support young people through Positive Achievements.</p> <p>Develop a range of actions to improve the employability of parents with a view to addressing child poverty.</p> <p>Develop and deliver a range of adult learning provision.</p>
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	<p>Provide high quality learning, teaching and assessment, focusing on equity for learners in Literacy and Numeracy.</p> <p>Provide targeted support to raise attainment.</p> <p>Improve transitions across all sectors through cross sector and cluster working.</p>
Key Priority Performance indicators	<p>The following performance indicators have been identified for monthly reporting:</p> <p>Attendance rates in primary schools (%)</p> <p>Attendance rates in secondary schools (%)</p> <p>Exclusion rates of young people in secondary schools (days lost)</p> <p>Exclusion rates of children in primary schools (days lost)</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-2026
Description	<p>Compliance with Child Protection and Safeguarding Policy.</p> <p>Continue to implement refreshed GIRFEC policy and practice materials.</p> <p>Compliance with Equalities Legislation: All children and young people are safe, supported and included. Equality and diversity are included in policy and practice.</p> <p>Introduce The Circle framework (Child Inclusion Research into Curriculum, Learning and Education) to support inclusive practices in all schools.</p> <p>Develop a Relationships, Behaviour and Learning framework.</p> <p>Whole Family Wellbeing Fund (WFWF): implement preventative whole family support measures.</p> <p>Continue to implement #The Promise made to care experienced young people that they will grow up loved, safe and respected.</p> <p>Continue to implement Children's Rights, ensuring that they are learned, understood and lived.</p> <p>Include Children's Rights in policy and practice.</p>		
Link to LOIP Outcome or Guiding Principle	Our children and young people are safe, healthy and ready to learn.		
Rationale	<p>This is an improvement priority in Achieving Excellence and Equity: National Improvement Framework and Improvement Plan 2023.</p> <p>This priority reflects legislation in Children's Rights and the UNCRC in Scotland. It also reflects the Scottish Government's plan to #KeepThePromise made to care experienced young people by 2030. Actions are in line with refreshed National GIRFEC policy.</p>		

Title	Improvement in children and young people's health and wellbeing	Original Due Date	31-Mar-2026
Description	<p>Continue to implement EDC Mental Health and Wellbeing Strategy in line with National Policy.</p> <p>Use Health and Wellbeing data to improve Mental Health in schools.</p> <p>Improve staff confidence in responding to young people who are experiencing self-harm.</p> <p>Support mental health and wellbeing through the Seasons for Growth Programme.</p> <p>Children and young people are supported by nurturing approaches in line with the Nurture Strategy.</p>		

	<p>Strategic Learning Group for Health and Wellbeing to evaluate and inform strategic direction for Nurture and Family Learning & Parental Engagement.</p> <p>Supporting young people and schools to promote good attendance and timekeeping through enhanced family intervention.</p> <p>Professional learning in de-escalation and interventions is delivered to all school and ELC on a rolling programme.</p> <p>Children with Autism Spectrum Disorders (ASD) are supported effectively in all schools and ELC.</p> <p>All children and young people continue to be supported through the Including Every Learner (IEL) Policy Framework.</p> <p>Continue to support the mental health of young people (10-18) through the School Counselling Programme.</p> <p>Promote statutory guidance on nutritional requirements for food and drink in Schools (Scotland) Regulations 2020.</p> <p>Implement refreshed Play and Outdoor Learning Strategy.</p> <p>All children and young people benefit from entitlement to Learning for Sustainability.</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 2023. The description highlights actions at a local level.

Title	Closing the attainment gap between the most and least disadvantaged	Original Due Date	31-Mar-2026
Description	<p>Improve attainment for all children and young people, with a particular focus on reducing inequalities and narrowing the poverty-related attainment gap.</p> <p>Implement priorities in the Scottish Attainment Challenge (SAC) Plan. Use funding to improve attainment and outcomes for children and young people impacted by poverty.</p> <p>Implement actions to mitigate against child poverty, including Cost of the School Day.</p> <p>Promote poverty-aware policy and practice.</p> <p>Increase uptake of places for eligible two-year olds in ELC.</p> <p>Continue to implement parenting and family learning programmes.</p> <p>Continue to deliver the Seasons for Growth programme.</p> <p>Continue to implement Snack and Play provision during holiday periods.</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 2023 and The National Framework for Recovery and Acceleration. The description highlights actions at a local level, including the Scottish Attainment Challenge Plan.





Title	Improvement in skills and sustained, positive leaver destinations for all young people	Original Due Date	31-Mar-2026
Description	<p>Secondary schools offer appropriate pathways in the senior phase for all young people.</p> <p>Secondary Schools support improvement in skills and sustained positive school-leaver destinations for all young people.</p> <p>Increase the uptake of vocational qualifications available to young people in the Senior Phase.</p> <p>Support curriculum mapping to broaden the curriculum offer and progression within the Senior Phase.</p> <p>Enhance partnership working with Skills Development Scotland, Developing the Young Workforce, Community Learning and Schools.</p> <p>Youth workers offer continued support for all aspects of skills development and associated accreditation in relation to employability skills.</p> <p>Support all schools to continue to access virtual work placements or attendance at workplaces for this purpose.</p> <p>Sustain the percentage of young people in positive leaver destinations.</p> <p>Ensure that all schools have an approach to the Careers Education Standard in place.</p> <p>Deliver an all-age employability service to priority groups.</p> <p>Support post school employment and training through No-one Left Behind and Community Learning and Development.</p> <p>Support young people through Positive Achievements.</p> <p>Develop a range of actions to improve the employability of parents with a view to addressing child poverty.</p> <p>Develop and deliver a range of adult learning provision.</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 2023. The description highlights actions at a local level.		

Title	Improvement in Literacy and English attainment	Original Due Date	31-Mar-2025
Description	<p>Continue to raise attainment in Literacy and English across all levels.</p> <p>Continue to narrow the poverty-related attainment gap.</p> <p>Provide high quality learning, teaching and assessment, focusing on equity for learners in Literacy and English.</p> <p>Create an Equity Framework for Literacy.</p> <p>Develop moderation processes in Literacy across all levels.</p> <p>Provide targeted support to raise attainment, with a particular focus on Literacy across first level Curriculum for Excellence.</p> <p>Improve transitions across all sectors through cross sector and cluster working.</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 2023. The description highlights actions at a local level.		




Title	Improvement in Numeracy and Mathematics attainment	Original Due Date	31-Mar-2025
Description	<p>Continue to raise attainment in Numeracy and Mathematics across all levels.</p> <p>Continue to narrow the poverty-related attainment gap.</p> <p>Develop moderation processes in numeracy and mathematics across all levels.</p> <p>Provide targeted support to raise attainment in primary schools.</p> <p>Improve transitions across all sectors through cross sector and cluster working.</p> <p>Provide access to adult learning in Numeracy through the Multiply Project, in partnership with the Skills for Life, Learning and Work Team.</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 2023. The description highlights actions at a local level.		



3. Performance Indicators

Monthly Indicator


Code	PI Title	2021/22			2022/23	Rationale for Inclusion	LOIP Outcome or Guiding Principle
		Value	Target	Status	Target		
EDU-07-BIP-2	Attendance rates in secondary schools (%)	90.8%	92%		92%	This PI indicates levels of attendance in secondary schools.	Our children and young people are safe, healthy and ready to learn.
EDU-08-BIP-2	Attendance rates in primary schools (%)	94.5%	92%		92%	This PI indicates levels of attendance in primary schools.	Our children and young people are safe, healthy and ready to learn.
EDU-09-BIP-2	Exclusion of young people in secondary schools	113.5 days	240		240	This PI indicates the number of days lost through exclusions in secondary schools.	Our children and young people are safe, healthy and ready to learn.
EDU-10-BIP-2	Exclusion of children in primary schools	24 days	80		80	This PI indicates the number of days lost through exclusions in primary schools.	Our children and young people are safe, healthy and ready to learn.







Six Monthly Indicator


Code	PI Title	2021/22			2022/23	Rationale for Inclusion	LOIP Outcome or Guiding Principle
		Value	Target	Status	Target		
EDU-01-BIP-2	Attendance levels of Looked After Children attending all EDC schools	86.5%	91%		91%	This PI monitors 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	Exclusions of Looked After Children attending all EDC schools	*Less than 5	40		40	This PI monitors exclusion of looked after children attending all EDC schools (days lost)	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	234	160		180	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	2021/22			2022/23	Rationale for Inclusion	LOIP Outcome or Guiding Principle
		Value	Target	Status	Target		
EDU-05-BIP-2	% of those supported by employability programme into employment	43%	40%		40%	This PI measures success of our employability programme supporting participants into employment. Targets have been reduced from 50% to 40% which reflects the targeted aims of No One Left Behind funding to support those who have significant barriers to employment. This includes long term unemployed, carers, those with disabilities and ill health, those with criminal convictions and young people.	Our people are equipped with knowledge and skills for learning, life and work.
EDU-06-BIP-2	Number of young people undertaking Wider Achievement Awards	New target	200		200	This new PI measures the number of young people undertaking wider achievement awards. This is one indication of the learning progression for young people and reflects one of the key improvement actions for the Youth Services Team.	Our people are equipped with knowledge and skills for learning, life and work. Our children and young people are safe, healthy and ready to learn.

Yearly Indicator

Code	PI Title	2021/22			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	91%	100%		100%	This PI indicates how well pre-5 partnership providers are performing in SCWIS inspections against the National Care Standards	Our children and young people are safe, healthy and ready to learn.

Code	PI Title	2021/22			2022/23	Rationale for Inclusion	LOIP Outcome or Guiding Principle
		Value	Target	Status	Target		
	Improvement Scotland (SCWIS) inspections as good or better using National Care Standards						
EDU-BIP16-19-10	Difference between SQA tariff scores for SIMD 1/2 and SIMD 9/10 for school leavers S4	S4	110		100	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	Difference between SQA tariff scores for SIMD 1/2 and SIMD 9/10 for school leavers S5	S5	230		215	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-BIP16-19-12	Difference between SQA tariff scores for SIMD 1/2 and SIMD 9/10 for school leavers S6	S6	330		300	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-BIP16-19-13	Average achievement for Reading for Curriculum for Excellence across all Primary School stages	87%	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-BIP16-19-14	Average achievement of Reading for third/fourth level Curriculum for Excellence in Secondary Schools	97%	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-BIP16-19-15	Average achievement for Maths for	86.1%	86%		86%	This PI indicates the average achievement of CfE levels for Maths across	Our children and young people are safe, healthy and ready to learn.

Code	PI Title	2021/22			2022/23	Rationale for Inclusion	LOIP Outcome or Guiding Principle
		Value	Target	Status	Target		
	Curriculum for Excellence across all Primary School stages					all primary school stages, linked to the priorities in the NIF.	
EDU-BIP16-19-16	Average achievement of Maths for third/fourth level Curriculum for Excellence in Secondary Schools	96%	99%		98%	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	£7988.55				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

Lead Local Outcome	Approach to delivery (Including Contributions to Local Outcome Delivery Group)
3	<p>Our children and young people are safe, healthy and ready to learn. 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 multi-agency, collaborative approach ensures that children, young people and families get the right support, from the right people, at the right time.</p> <p>Delivering for Children and Young People Partnership (DCYPP), with associated subgroups, works to meet the needs of children, young people and families by developing the capacity to identify and intervene at an early stage.</p> <p>The Integrated Children's Services Plan 2023 – 2026 has key priorities to address Local Outcome 3: Mental Health and Wellbeing Corporate Parenting Healthy Lifestyles Keeping Children Safe</p>

Secondary Local Outcomes or Guiding Principles	Contribution to delivery
2	<p>Our people are equipped with knowledge and skills for learning, life and work The refreshed Local Outcomes Improvement Plan includes key priorities to address Local Outcomes 2 and 3. As noted in the LOIP, the Local Employability Action Group delegated responsibility to achieve the priorities listed below for outcome two for EDC: Returners to the labour market and 50+workforce People with significant barriers School leavers at risk of not entering positive destinations Underemployed people Young people 18 – 25</p>
4	<p>East Dunbartonshire is a safe place to work, live and visit. The Education Service works with partner agencies to deliver safety programmes in schools and services. Designated Police officers 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. This complements ongoing work and key messages delivered across the curriculum.</p>

5. Evidence Based Planning: Strategic Scan of Policy Environment

P – Political	E - Economic	S - Social
<p>Local Outcomes Improvement Plan</p> <p>No One Left Behind Delivery Plan</p> <p>Early Learning and Childcare Expansion</p> <p>The Promise</p> <p>Children's Rights and the UNCRC in Scotland</p> <p>GIRFEC refreshed Policy and Practice 2022</p> <p>Scotland's Curriculum for Excellence: Into the Future (OECD, 2021)</p> <p>Putting Learners at the Centre: Towards a Future Vision for Scottish Education 2022 (Ken Muir)</p> <p>Child Protection - National Guidance 2021</p> <p>National Improvement Framework and Improvement Plan 2023</p> <p>Framework for Recovery and Acceleration 2021</p> <p>Developing the Young Workforce Employability Strategies</p> <p>CLD Policies and Strategies</p> <p>Supporting transgender young people in schools: guidance for Scottish Schools 2021</p> <p>Digital Learning and Teaching Strategy for Scotland</p> <p>Developing the Young Workforce Career Education Standard</p> <p>Morgan Report</p>	<p>1 in 4 children in Scotland (24%) are living in poverty</p> <p>Budgetary Constraints</p> <p>Current Economy</p> <p>Youth Unemployment</p> <p>Employability Services</p> <p>Future of European Structural funds</p> <p>City Deal</p> <p>Higher uptake in Grants</p> <p>Universal Credits</p> <p>Affordable Childcare /ELC Provision</p> <p>Alternative care placements out with the local authority</p> <p>Demographics regarding change in pupil rolls</p> <p>Workforce development and sustainability: recruitment, retention and training</p> <p>Cost of living crisis: fall in "real" disposable incomes since late 2021</p> <p>High inflation outstripping wage and benefit increases</p> <p>Tax increases</p> <p>Rapid increase in energy costs</p>	<p>National Improvement Priorities and Drivers, with a focus on Excellence, Equity and Children's Rights</p> <p>Actions to mitigate against poverty, including Cost of the School Day</p> <p>Increased number of young people identified with additional support needs</p> <p>Increased numbers of vulnerable children who are looked after and accommodated</p> <p>Demographics regarding change in pupil rolls</p> <p>EDC as a desirable place to live: high volume of placing requests and new housing developments bringing more families</p>
T – Technological	L – Legal	E – Environmental
<p>Access to technology</p> <p>Digital Learning Strategy</p> <p>GDPR</p> <p>Internet Safety</p> <p>GLOW, the national intranet for schools</p> <p>Safe use of social media</p> <p>Access to ICT in establishments/ communities</p>	<p>Public Bodies (Joint Working) (Scotland) Act 2014</p> <p>Children and Young People (Scotland) Act 2014</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>Education (Additional Support for Learning) (Scotland) Act (2004) amended 2009</p> <p>Education (Scotland) Act 2016</p> <p>The Equality Act 2010</p> <p>Data Protection Act 2018</p>	<p>Learning for Sustainability</p> <p>Location of satellite support services</p> <p>Carbon footprint (use of vehicles)</p> <p>Weather (delivery of support services)</p> <p>Proposed reduction in school over-capacity contributes to reduced carbon emissions</p> <p>Spend to Save programmes improve energy performance of the school estate</p> <p>Commitment to eco-school programme and</p>

	Freedom of Information (Scotland) Act 2002	outdoor/environmental education
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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.	All stakeholders	Consultation will inform the target setting for the Education Service, with agreed refreshed vision and values, in consultation with pupils,	31-Mar-2023	31-Mar-2024
ASN Provision	Review of Secondary 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-2023	31-Mar-2024
Wellbeing Support	Statutory consultation on the provision of wellbeing support across the Council.	All stakeholders	Consultation with parents/carers across East Dunbartonshire on the provision of wellbeing support and enhanced accommodation options.	31-Mar-2023	31-Mar-2024
Provision of Out of School Care (OSC) Services	Review of provision for holiday playscheme and snack and play	Working group, including parents/carers	Consultation to enhance the provision of ASN/OSC playscheme offers within the new Woodland View School.	31-Mar-2023	31-Mar-2024
Strategic plan for Education Estate	Review the strategic plan for the provision of schools and Early Years Centres across the Council.	Education Leadership and Education Assets Board	Consultation with staff regarding the accommodation strategy linked to the refreshed vision and requirements for education.	31-Mar-2024	31-Mar-2024
Early Years ASN provision	Review Early Years ASN provision across the Council	Working Group	Scoping regarding Early Years ASN provision across local authorities in order to inform Early Years ASN provision in the Council.	31-Mar-2023	31-Mar-2024

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?
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 promoting racial equality and anti-racist education.	3	Ongoing	Education Service and Community Planning Partnership.
Mentors in Violence Protection Programme (MVP) in all secondary schools – 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 secondary schools are aware of the service level agreement between EDC and LGBT Youth Scotland. Continue to support LGBT Charter Awards and training.	All	Ongoing	Education Service, Community Planning Partnership and People Development.
Revised guidance and training on racial equality and anti-racist education for schools.	All	Ongoing	Education Service
Review and update Accessibility Strategy.	All	By June 2024	Education Service
Develop guidance for Gypsy/Traveller children and young people.	All	By June 2024	Education Service
Implement refreshed policies: Home Tuition and English as an Additional Language (EALS)	All	By June 2024	Education Service
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

Sustainability and Climate Change Activity					
Service activity	Impacts on climate change mitigation	Impacts on climate change adaptation	Impacts on biodiversity	Impacts on greenspace	Other sustainability impacts
<p>Learning for Sustainability Working Group</p> <p>2023/24 – Create an Action Plan</p>	<p>Group aims to help schools learn about and take action on carbon emissions, as a legacy of COP26</p>	<p>Group aims to help schools learn about and take action on climate change adaptation, as a legacy of COP26</p>	<p>Group aims to help schools learn about and take action on the ecological emergency, as a legacy of COP26</p>	<p>Tackling carbon emissions and climate change adaptation can deliver wider greenspace benefits e.g. through tree-planting</p>	<p>Tackling carbon emissions and climate change adaptation can deliver wider benefits e.g. to health & wellbeing</p>
<p>Schools and ELC participate in the national Eco Schools programme.</p> <p>Promote a whole school, pupil led approach to learning for sustainability.</p>	<p>Supports whole-school action for the environment including learning associated with carbon emissions.</p>	<p>Raises awareness of environmental and sustainable development issues through the four contexts for learning.</p>	<p>Schools and ELC identify biodiversity improvements to outdoor learning and social areas.</p>	<p>Schools may take part in environmental activities in local greenspaces e.g wildflower planting.</p>	<p>Activities relating to energy and climate change and this raises awareness of climate change issues.</p>

<p>Learning through Landscapes</p> <p>Refresh Outdoor Learning and Play Strategy.</p> <p>Global approaches to Learning for Sustainability</p>	<p>Increased numbers of young people participating in outdoor learning and environmental protection inclusive of the learning through Landscapes programme. 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>Global climate change</p> <p>Action we can take in our homes and schools to protect against the impact of climate change.</p>	<p>Biodiversity improvements to school grounds.</p> <p>Opportunities for learning in the natural environment.</p> <p>Links between wellbeing and being connected to nature,</p> <p>Green spaces promote improved general and mental health.</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 connect with Learning through Landscapes.</p>	<p>Learning about local food growing, use of composting etc,</p>
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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 Early Years & Supporting Families	Yasmin Ashby	Yasmin.Ashby@ eastdunbarton.gov.uk
Quality Improvement Manager Additional Support Needs and Children's Services	Jackie Swan	Jackie.Swan@ eastdunbarton.gov.uk
Interim Quality Improvement Manager Primary and Quality Assurance	Annamarie Conway	Annamarie.Conway@eastdunbarton.gov.uk
Interim Quality Improvement Manager Secondary and Provision	Kevin Kelly	Kevin.Kelly@eastdunbarton.gov.uk
Principal Educational Psychologist	Gillian Dury	Gillian.Dury@eastdunbarton.gov.uk
Skills for Life, Learning and Work Manager	Drummond Stewart	Drummond.Stewart@eastdunbarton.gov.uk



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FINANCE AND AUDIT BUSINESS & IMPROVEMENT PLAN 2023-2026

1. Purpose and Priorities

Purpose	<p>This Business Improvement Plan (BIP) sets out the main actions that Finance and Audit intends to carry out over the period of 2023-26. These actions will deliver core priorities and the related objectives of the Local Outcome Improvement Plan and the Strategic Planning & 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>
Strategic Priorities	<p>For the years 2023-26, 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"> the Local Government (Scotland) Act 1973, which specifies the requirement to make arrangements for the proper administration of the Council's financial affairs, 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. <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.</p> <p>The Strategic Priorities are detailed as follows:</p> <p>Finance</p> <ul style="list-style-type: none"> Ensuring the continued sustainability of the Council's finances through a prudent approach to budget setting and to reserves management. Work collaboratively with services and elected members on the establishment of a balanced budget for each year.

- Undertake financial diligence to reduce risk and improve efficiencies.
- 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.
- Investigate alternative ways of raising money to pay for Council services, for example through income generation activities and charging policy.
- Promoting and leading managers through the Council's financial regulations and processes to support improvements in budgetary control and financial stewardship.
- Ensuring compliance with Accounting codes, legislation and regulations.
- Support control improvements and developments within core Financial Systems. This includes supporting the General Ledger Replacement via the Oracle Fusion implementation to ensure an efficient and resilient service can continue to be provided by the team in future years.
- Support corporate activities where financial input and information is required e.g. Transformation Programme and Local Government Benchmarking.
- Produce the Council's accounts to the statutory deadline and support the work of External Auditors as part of that process.

Internal Audit and Fraud

- Provision of a professional, independent and objective internal audit service.
- Work in partnership with management to improve the control environment, add value and assist the Council in achieving its objectives.
- Operate as a catalyst for improvement at the heart of the Council.
- Complete a programme of work designed to evaluate and improve the Council's control systems, risk management and governance arrangements.

	<ul style="list-style-type: none"> • Provision of assurance to the Audit & Risk Management Committee and to Senior Management including the annual audit opinion. • Provide advice at the outset of new processes, to help ensure an adequate control environment and the minimisation of fraud risk. • Co-ordinate the annual assessment of Governance arrangements to support the delivery of outcomes. • 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. • Assist in ensuring adequate vetting mechanisms are in place so that licences are only granted to those entitled. • Review of high risk business processes including new processes to ensure fraud prevention measures are embedded.
Work of the Teams	<p>Finance</p> <ul style="list-style-type: none"> • Financial planning to support the Council's decision making; to address projected budget deficits, whilst delivering investment and sustaining priorities. • 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 the HSCP, Early Years, Housing business plan, service reviews, budget reduction strategies, Trusts, and with the Business and Digital Change Service. • 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. • 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;

	<ul style="list-style-type: none"> • Consultancy notes, which are normally narrower in scope and provide focused advice. These are provided subject to there being no impact on core assurance work and subject to the availability of skills and resources. • Less formal advice, which can be verbal or via email and is often in relation to new processes or changes to existing processes. <p>Corporate Fraud</p> <p>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:</p> <ul style="list-style-type: none"> • Providing support and assistance to all services in the development of an anti-fraud culture. • Data matching to identify possible instances of fraud. This includes data matching on tenancy data to identify potential fraud cases prior to allocation. • Reactive investigatory work in relation to whistleblowing reports, vetting of applications including Covid business grant applications and referrals from Council services. • Supporting the licencing team as a consultee on licence applications. • The above work assists in making East Dunbartonshire a safe and sustainable environment in which to live, work and visit.
Key Improvement Actions for 2023-2024	<ul style="list-style-type: none"> • Upgrade of Systems including Oracle Fusion • Leases IFRS 16 Compliance • Compliance with Financial Management Code • Support in Closing Financial Gap
Key Priority Performance indicators	<ul style="list-style-type: none"> • Year to date capital expenditure vs budget • Council Tax Collection - Percentage of income due received by the end of the year • Percentage of finalised audit outputs against the number anticipated in the annual audit plan. • No. of audit reports issued within 20 days of completion of field work

	<ul style="list-style-type: none"> • Percentage of Key Financial Returns Completed on Time • Percentage of fraud referrals assessed within 5 days. • Percentage of fraud investigations commenced with 10 days of assessment. • Cost of collecting council tax per dwelling • Total useable reserves as a % of council annual budgeted revenue • Uncommitted General Fund Balance as a % of council annual budgeted net revenue • Ratio of Financing Costs to Net Revenue Stream - General Fund • Ratio of Financing Costs to Net Revenue Stream - Housing Revenue Account • Actual outturn as a percentage of budgeted expenditure
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2. Improvement Actions

Title	Upgrade of Systems including Oracle Fusion	Original Due Date	31-Mar-2024
Description	Finance will work with external partners and other services to support the implementation of the Oracle Fusion general ledger replacement. The Income Management System will also be upgraded.		
Link to LOIP Outcome or Guiding Principle	Best value		
Rationale	This action will help to ensure that Finance deliver the support service to the Council in an efficient matter, meeting Best Value requirements.		


Title	Leases IFRS 16 Compliance	Original Due Date	31-Mar-2024
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 by CIPFA LASAAC to 1 April 2024, meaning that the first set of annual accounts that the new standard will apply to is the 2024/25 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-2024
Description	A self-assessment against the recently published CIPFA Financial Management Code will be performed and an action plan developed to ensure compliance. Internal Audit have provided a baseline assessment against the Code and the associated actions are being progressed.		
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	Support in Closing Financial Gap	Original Due Date	31-Mar-2026
Description	Finance will provide support in the development of a suite of measures to close the financial gap, in line with the Council's transformative strategy. It is planned to eradicate the gap between expenditure and funding over a planned number of financial years. This work will be undertaken in line with the 'East Dunbartonshire Forward in Partnership' approach as agreed by Council at its meeting in June 2022.		
Link to LOIP Outcome or Guiding Principle	Best value		
Rationale	This action will help the Council to operate within the available financial resources.		

3. Performance Indicators







Monthly Indicator

Code	PI Title	20/21			22/23 target	Rationale for Inclusion	LOIP Outcome or Guiding Principle
		2021/22			2023/24		
		Value	Target	Status	Target		
FA-SOL-CORP7	Council Tax Collection - Percentage of income due received by the end of the year	97.45%	97%		97%	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
		2021/22			2023/24		
		Value	Target	Status	Target		
FA-BIP-01	Percentage of finalised audit outputs against the number anticipated in the annual audit plan.	95%	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	100%	95%		95%	Measure of timeliness of finalisation of audit reports.	Evidence based planning
FA-BIP-08	Percentage of Key Financial Returns Completed on Time	94.4%	100%		100%	CIPFA DoF Benchmarking PI	Best value
FA-BIP-09	Percentage of fraud referrals assessed within 5 days.	98.21%	97%		97%	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
		2021/22			2023/24		
		Value	Target	Status	Target		
FA-SOL-CORP4	Cost of collecting council tax per dwelling	£8.94	£9.99		£9.90	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	15.74%	10%		10%	Demonstrates the Council's flexibility to respond to unanticipated expenditure. This indicator needs to be caveated that ring fenced funding in reserves can make year on year and against target comparisons challenging.	Sustainability
FA-SOL-FINSUS02	Uncommitted General Fund Balance as a % of council annual budgeted net revenue	1.94%	2%		2%	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	4.8	10		10	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
FA-SOL-FINSUS04	Ratio of Financing Costs to Net Revenue Stream - Housing Revenue Account	21	18		18	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	95.7%	100%		100%	Demonstrates the Council's financial position against budget.	Best value

4. Achieving our Local Outcomes

Lead Local Outcome	Approach to delivery (Including Contributions to Local Outcome Delivery Group)
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.

Secondary Local Outcomes or Guiding Principles	Contribution to delivery
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"> • Council Priorities • Local Outcomes Improvement Plan • UK and Scottish Government priorities as they impact on the Council • HSCP and National Care Service • Scottish Government Budget setting – Finance Circular • Local Application of SG Roadmap for Government • Changes to business rates 	<ul style="list-style-type: none"> • Cost of Living Crisis • Ongoing and future direct and indirect economic impacts of Covid-19 • Service Demand • Budgetary pressures, caused by inflationary or other factors • HSCP financial pressures • Prioritisation of Resources • Welfare Reform • Implications of GDP indicators on potential settlement to Local Government. • Application of Interest rate indicators for Treasury Management purposes. 	<ul style="list-style-type: none"> • Demographic pressures • Public expectations of service delivery • Implementation of principles of Workforce of the Future including supporting Transformative Agenda • Continued application of Smart Working • Residual impacts of Covid-19 and the threat of any new variants
T – Technological	L – Legal	E – Environmental
<ul style="list-style-type: none"> • Development of Finance Systems • Dependence on, and complexity of, IT systems and interactions between those systems • Use data matching for audit testing and for identification of fraud • Use of Excel as SEEMIS interim replacement 	<ul style="list-style-type: none"> • Local Government Act 1973, 1975, 1992, 1994 & 2003 • GDPR • Public Sector Internal Audit Standards • Local Authority Accounts (Scotland) Regulations 2014 • Criminal Finances Act 2017 • Money Laundering Regulations 2017 • Proceeds of Crime Act 2002 • Criminal Procedures Scotland 1995 • Criminal Justice Licencing Act 2010 • Payment Service Regulations 2017 • Social Security Admin Act 1986 • Welfare Funds (Scotland) Act 2015 • Welfare Reform Act 2012 plus all associated Acts & Legislation • Climate Change (Scotland) Act 2009 • Strategic Environmental (Scotland) Act (2005) • CIPFA Prudential Code • VAT legislation and regulations 	<ul style="list-style-type: none"> • Financial implications of Climate Action Plan • Financial implications of Circular Economy Strategy • Financial impacts of climate change • Usage and waste

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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
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 plan for government included a commitment that by 2021, Local Authorities would assign 1% of their budget to Participatory Budgeting.	All Services	<p>In 2022, 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 & 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 2024	Services being audited.

8. Sustainability and Climate Change

Sustainability and Climate Change Activity					
Service activity	Impacts on climate change mitigation	Impacts on climate change adaptation	Impacts on biodiversity	Impacts on greenspace	Other sustainability impacts
Sustainability and Climate Change Framework Action Plan 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.
Interim Carbon Management Plan 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.

Reducing the carbon footprint of the service. 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
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Principal Accountant	Alice Mullen	Alice.mullen@eastdunbarton.gov.uk



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HOUSING BUSINESS & IMPROVEMENT PLAN 2023-2026

1. Purpose and Priorities

Purpose	<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"> • 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 • Our children and young people are safe, healthy and ready to learn • 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 • 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 <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>
Strategic Priorities	<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"> • Providing an efficient and effective Housing Management service, assisting tenants and mitigating the impact of Welfare Reforms, where possible • Increasing the supply of quality affordable housing and meeting housing needs • Meeting the requirements set out in the Scottish Social Housing Charter and ensuring continuous improvement in housing service delivery • 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

	<p>minimising the length of time households spend on our homelessness waiting list and living in temporary accommodation</p> <ul style="list-style-type: none"> • Improving the quality of housing conditions, both in the public and private sector • The evidence base utilised by housing to achieve the above includes: • Tenant feedback via annual surveys, settling in questionnaires, tenant participation forums as well as directly from tenant and resident groups • 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 <p>The Covid 19 pandemic continues to affect working procedures throughout the Housing Service. The majority of the Housing Team continue to work from home, however a hybrid model is being developed to allow a phased return to offices.</p>
Work of the Teams	<p><u>Homelessness & Prevention</u> 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 is also responsible for the management and monitoring of Landlord Registration, Houses of Multiple Occupation, Short-term let Licences and mortgage to rent applications.</p> <p>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><u>Strategy, Performance & Systems</u> 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 in 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>

Housing Operations 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, 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 newsletters.

The Housing team are committed to ensuring continuous improvement in the housing service, through the achievement of performance standards and business/improvement planning.

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:

- 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.
- 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.
- Meeting the requirements set out in the Scottish Social Housing Charter and ensuring continuous improvement in the delivery of the housing service.
- 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.
- 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.

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).

Key Improvement Actions for 2022-2023	<ul style="list-style-type: none"> • Void rent loss –The Void rent loss target has not been met in the past 3 years due to the Covid-19 pandemic restrictions and the backlog this created. This should no longer be an issue going forward as the void backlog is now cleared and performance has significantly improved in 22/23. • Rent arrears – Rent arrears remain high due to financial difficulties arising for tenants during the Covid-19 pandemic period. Temporary legislation within the Coronavirus (Scotland) Act 2020, protected tenants from eviction during that period, with the Housing Service resuming legal action against tenants in December 2021 regarding high and increasing rent arrears, after the eviction ban was removed. In October 2022, the Scottish Government introduced a moratorium on evictions within the Cost of Living (Tenant Protection) Act 2022. When this was introduced, it meant tenants could not be evicted for rent arrears if they are below £2,250, with this still remaining in place but with the Scottish Government reviewing this legislation on a six monthly basis. The maximisation of rental income continues to be a priority for the Housing Service, with tenants being offered advice and support in relation to ensuring that their rent is paid and arrears are reduced. Appropriate arrears action is however taken against tenants who do not pay, which can include eviction should their arrears continue to increase and are also above the threshold. • Relet timescales –The relet timescales were not being met last year due to the Covid-19 pandemic restrictions and the backlog this created. This should no longer be an issue going forward as the void backlog is now cleared and performance has significantly improved in 22/23. • Number of homeless cases waiting more than 3 years – 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. • Update the current Integrated Housing Management System – Saffron has become outdated in relation to the statistical data requirements, requested from the Scottish Government and in relation to the automated system requirements of the Housing Service.
Key Priority Performance indicators	<ul style="list-style-type: none"> • HOU-BIP-01 Average length of time taken to re-let properties in the last year (days) • HOU-BIP-03 Rent arrears - active accounts (monetary value) • HOU-BIP-04 Rent loss due to void properties – (monetary value)

2. Improvement Actions

Title	Rent Arrears	Original Due Date	01-August-2023
Description	Pre-tenancy engagement for rent maximisation.		
Link to LOIP Outcome or Guiding Principle	Outcome 2		
Rationale	To ensure that the HRA business plan remains viable as Universal Credit is further implemented and the cost of living crisis takes effect.		

Title	Void Performance	Original Due Date	31-December-2023
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 quickly available to new tenants.		






Title	Homelessness	Original Due Date	31-March-2024
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	Void Rent Loss	Original Due Date	31-March-2024
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 quickly available to new tenants.		




Title	Update Integrated Housing Management System	Original Due Date	31-October-2023
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	21/22			23/24 target	Rationale for Inclusion	LOIP Outcome or Guiding Principle
		2021/22			2023/24		
		Value	Target	Status	Target		
HOU-BIP-08	Percentage of Antisocial behaviour cases reported and resolved	91%	95%		85%	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	37.13 %	30%		27%	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	100%	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	263	400			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	116	52		72	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	21/22			23/24 target	Rationale for Inclusion	LOIP Outcome or Guiding Principle
		2021/22			2023/24		
		Value	Target	Status	Target		
HOU-BIP-01	Average length of time taken to re-let properties in the last year (days)	75	60		60	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)	£1,074,474.55	£950,000.00		£990,000.00	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	£208,081.56	£130,000.00		£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	21/22			23/24 target	Rationale for Inclusion	LOIP Outcome or Guiding Principle
		2021/22			2023/24		
		Value	Target	Status	Target		
HOU-BIP-07	Percentage of new tenancies sustained for more than a year, by source of let	95.1%	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	12.77%	12%		11.5%	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

Local Outcomes or Guiding Principles	Approach to delivery (Including Contributions to Local Outcome Delivery Group)
Outcome 1	Housing contributes to economic development in East Dunbartonshire through town centre plans, regeneration projects and delivery of an affordable housing programme.
Outcome 2	Housing support services can facilitate access to education or training pathways for all age groups encouraging engagement with partners in the Third sector.
Outcome 3	<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>
Outcome 4	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.
Outcome 5	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.
Outcome 6	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"> Scottish Social Housing Charter Local Housing Strategy Strategic Housing Investment Plan Affordable Housing Investment Plan Older Peoples Transforming Change Fund Scottish Government Statistical Return Scotland's Housing Network Benchmarking Tenant Participation Strategy 	<ul style="list-style-type: none"> Welfare Reform Carbon Reduction Commitment Prudential Borrowing Capacity SG grant funding for new build and HEEPS. Supporting the local economy through capital investment in works Hardship fund to assist tenants with a negative financial impact 	<ul style="list-style-type: none"> Homelessness Affordable Housing/Housing need and demand Welfare Reform Housing Options/housing waiting list Scottish Social Housing Charter Annual Assurance Statement Fuel Poverty
T – Technological	L – Legal	E – Environmental
<ul style="list-style-type: none"> Civica Housing IT system (Saffron) Aspray – asset management Smartsheets 	<ul style="list-style-type: none"> Housing (Scotland) Act 1987 Housing (Scotland) Act 2001 Homelessness etc. (Scotland) Act 2003 Housing (Scotland) Act 2006 Housing (Scotland) Act 2010 Housing (Scotland) Act 2014 Antisocial Behaviour etc. (Scotland) Act 2004 Nature Conservation (Scotland) Act 2004 (Biodiversity Duty) Strategic Environmental Assessment (Scotland) Act 2005 Equality Act 2010 Welfare Reform Act 2012 Public Bodies (Joint Working) (Scotland) Act 2015 Community Empowerment (Scotland) Act 2015 Child Poverty (Scotland) Act 2017 Climate Change (Scotland) Act 2009 Climate Change (Emissions Reduction Targets)(Scotland) Act 2019 Fuel Poverty (Target, Definitions and Strategy)(Scotland) Act 2019 Planning (Scotland) Act 2019 	<ul style="list-style-type: none"> Scottish Housing Quality Standard (SHQS) Energy Efficiency Standard for Social Housing (EESH) Home Energy Efficiency programme (HEEPS) Insulation measures Provision of furniture via a furniture scheme

	<ul style="list-style-type: none">• Coronavirus Scotland Act 2020	
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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
Annual Council House Rent	Consultation with tenants on the proposed annual rent review in line with Housing (Scotland) Act 2001.	<ul style="list-style-type: none"> 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 3700+ tenants for comment.	1 Sept 2023	1 April 2024
Scottish Social Housing Charter	The Scottish Housing Regulator safeguards the interests of all customers of social landlords. The SHR developed the Charter to monitor the landlord's performance.	<ul style="list-style-type: none"> 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.	1 June 2023	31 May 2024
Tenant Satisfaction Survey	Consultation with tenants on the service provided by East Dunbartonshire Council.	<ul style="list-style-type: none"> 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 2025	31 May 2025

Local Housing Strategy (Annual Review)	Review of the current LHS 23-28.	<ul style="list-style-type: none"> • Tenants and residents • Elected Members • Tenant Participation Working Group 	To review the strategic priorities and expected outcomes detailed in the strategy.	1 April 24	30 June 24
The Scrutineers examine housing related policy and operations	Tenants/service help to identify possible improvements for the Housing or Property Maintenance Services by scrutinising policy and operations while also giving recommendations.	<ul style="list-style-type: none"> • Tenants and residents • Tenant Participation Working Group • Executive Officers • Elected Members 	Improved housing/property maintenance function and better service delivery to customers.	1 April 2022	1 April 2023
Sheltered Housing Forum	Quarterly meeting with tenants from EDC sheltered housing complexes to discuss issues relevant to their accommodation and lifestyle.	<ul style="list-style-type: none"> • Sheltered housing tenants • Property Maintenance Services • Social Work 	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
Tenant Participation Working Group	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,	<ul style="list-style-type: none"> • Tenants and residents • Elected members • Executive Officers • Property Maintenance 	Feedback received is used to guide the Housing Service on proposals to Council regarding services and how to improve them.	1 April 2023	1 April 2024

	any proposed changes to service and/or provide information on service performance. TPWG will now be presented with HGIOS, annual & quarterly indicators at meetings.				
Annual Tenant Event	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"> • Tenants and residents • Tenant Participation Working Group • Elected members • Community Groups • Executive Officers 	TPWG to decide workshop topics and if appropriate this is an opportunity to engage with and collate direct feedback.	01 April 2023	30 Sept 2024

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?
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
Development of Housing on brownfield sites	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
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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 2023-2026

1. Purpose and Priorities

Purpose	<p>This BIP sets out the main actions that Legal & Democratic Services intends to carry out over the period of 2023 to 2026 to deliver core priorities and the related objectives of the Local Outcome Improvement Plan and the Strategic Planning & Performance Framework.</p> <p>Legal & Democratic Services provides support to all services in the Council in relation to the Governance of the Council; Decision making & Elected Members; the administration of Elections; Civil Contingencies and Resilience; the Legal Interests of the Council; and Information Management including Records Management, Data Protection and Freedom of Information. In carrying out these services, Legal & 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>
Strategic Priorities	<p>For the period 2023-26 the Strategic Group has identified the following Strategic Priorities;</p> <ul style="list-style-type: none"> • Ensuring that the Council's Governance arrangements and mechanisms remain up to date and structure the Council's relationships with partners. • Ensuring continued compliance with the Council's Governance Structures • Ensuring that the Council's decision making arrangements continue to be robust and meet the required governance standards of a modern local authority • 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. • Ensuring the best representation of the Council Legal Interests – including all aspects of contracts, planning & conveyancing, litigation & licensing, supporting the governance and decision-making functions of the Council and providing advice and guidance to all Council services. • 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
Work of the Teams	<p><u>Corporate Governance</u></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</p>

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:

- Management and administration of the Council's decision-making bodies
- Election Management, Planning & Delivery
- Provision of direction and technical support to the Council's Registration Function
- Development of corporate and strategic Civil Contingency Plans and arrangements with partners at national, regional and local resilience levels
- Civil contingencies – Strategic and operational multi-agency framework for responding to, and recovering from, emergencies in the UK.
- Information & Records Management
 - Records Management Plan and Publication Schemes
 - FOI, Data Protection & GDPR management
 - Efficient and cost effective Mail Services
 - Central Print Functions

Legal Services

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.

Specific activities in support of the overall objectives include:

- ensuring that the Council acts at all times within its statutory and common law duties and powers;
- enabling other Council services to deliver their priorities by providing timeous and appropriate legal advice and support;
- enabling the Council to protect vulnerable individuals;
- enabling key projects and strategies including major transformational projects by the provision of appropriate advice in relation to governance and legal matters;
- ensuring all opportunities for the Council's growth and functionality can be realised;
- identifying key savings and revenue for the Council within legal limits;

	<ul style="list-style-type: none"> • securing capital receipts and revenue income to assist with the maintenance of the Council's revenue and the development of the local economy. • assisting with improving the safety of East Dunbartonshire with regulatory work including licensing. • assisting with ensuring that the Council complies with Best Value requirements.
Key Improvement Actions for 2023-2024	<ul style="list-style-type: none"> • Information Records Management Strategy – development of effective and robust records management practices to reflect changing work patterns and locations. • Information Records Management – FOI Toolkit – continued development to ensure consistent, effective and efficient response to FOI Data Protection Enquiries. • Self Service Arrangements – identify opportunities for the introduction of arrangements to improve efficiency. • 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. • Case Management System – procuring a case management system to boost efficiency. • Digital Transformation/IT Skills Development for Elected Members – various up-skilling to assist Digital Transformation and increase efficiency.
Key Priority Performance indicators	<ul style="list-style-type: none"> • Percentage of Contract acceptances completed within 7 days of full instructions • Percentage of Committee / Council Action sheets issued within 24 hours • Percentage of FOI requests allocated to the correct named officer within 24 hours of receipt • Number of Housing Improvement and Repairs Grants Processed and authorised within 7 days of receiving full instructions • 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 • 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. • 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.

2. Improvement Actions

Title	Information Records Management Strategy	Original Due Date	31-Mar-2024
Description	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 and reflect new working practices and locations		
Link to LOIP Outcome or Guiding Principle	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.		
Rationale	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. In addition, it is essential that they also take account of new working arrangements whereby more employees are working in different locations more often and the migration to MS3655.		

Title	Information Records Management – FOI Toolkit	Original Due Date	31-Mar-2024
Description	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		
Link to LOIP Outcome or Guiding Principle	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.		
Rationale	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		




Title	Self Service Arrangements	Original Due Date	31-Mar-2024
Description	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. A list of potential self-service arrangements has been prepared and Legal Services will discuss with the services.		
Link to LOIP Outcome or Guiding Principle	This will assist Legal Services to support other Services in the delivery of all Local Outcomes		
Rationale	Managed self service arrangements will improve efficiency across the Council and will ensure that specialist legal support is targeted where it is needed most		

Title	Legal Engagement and Risk Management	Original Due Date	31-Mar-2024
Description	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 appropriate, mitigating legal risks. Informal strategic leads for services have been put in place as part of developing horizontal working. This will be further developed over the course of this year to reflect Organisation of the Future structures and working arrangements.		
Link to LOIP Outcome or Guiding Principle	This is essential to enable Legal Services to effectively and efficiently assist and provide vital support to Services throughout the Council to deliver all Local Outcomes.		
Rationale	This will result in more tailored, embedded legal support which is supports services at the right time and aids services and the Council to realise strategic and Local Outcomes		





Title	External Legal Services Framework	Original Due Date	31-Mar-2024
Description	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 be preceded by discussions with other local authorities to determine whether a joint procurement is feasible, which would potentially result in better rates and better service from providers.		
Link to LOIP Outcome or Guiding Principle	This will assist Legal Services to support other Services in the delivery of all Local Outcomes and provide specialist/complex legal advice when required and at a competitive rate.		
Rationale	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.		






3. Performance Indicators

Monthly Indicator

Code	PI Title	2021/22			2023/24	Rationale for Inclusion	LOIP Outcome or Guiding Principle
		Value	Target	Status	Target		
LDS-BIP-01a	% of Contract acceptances completed within 7 days of full instructions	100%	100%		100%	It is critical in terms of legal compliance and effective use of resources (both human and financial) that contracts are awarded promptly	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.
LDS-BIP-07	Percentage of Taxi licence applications approved or refused by Legal Services within 5 days of receipt of the complete application	99.32 %	100%		100%	The timeous administration of taxi licensing is necessary to ensure good customer service and underpins public confidence and safety	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.
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 from effective care and support services

Quarterly Indicator

Code	PI Title	2021/22			2023/24	Rationale for Inclusion	LOIP Outcome or Guiding Principle
		Value	Target	Status	Target		
LDS-BIP-02	Percentage of Committee / Council Action sheets issued within 24 hours	96.9%	100%		100%	Underpins the delivery of prompt action in relation to Council/Committee decisions and assurance of timeous reporting	Best value
LDS-BIP-03	Percentage of Reports checked by Monitoring Officer within 3 days	95.75 %	90%		90%	The timeous administration of Housing Improvement and Repairs Grants ensure good customer service and provides support to vulnerable persons.	Best value
LDS-BIP-04	Number of hours of members training delivered	2	12		12	The effective running of the Council requires Members to receive comprehensive, regular and up to date training	Best value
LDS-BIP-05	Percentage of FOI requests allocated to the correct named officer within 24 hours of receipt	53%	95%		95%	Compliance with statutory timescales for FOI is a fundamental duty and prompt allocation to the correct officer is essential to meeting timescales	Best value

Code	PI Title	2021/22			2023/24	Rationale for Inclusion	LOIP Outcome or Guiding Principle
		Value	Target	Status	Target		
LDS-BIP-06	Number of data protection spot checks carried out	2	16		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	Best value
LDS-BIP-08	Number of Information Management Liaison Officer (IMLO) Meetings	3	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-11	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.	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	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.
LDS-BIP-12	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		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 from effective care and support services

4. Achieving our Local Outcomes

Lead Local Outcome	Approach to delivery (Including Contributions to Local Outcome Delivery Group)
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
Secondary Local Outcomes or Guiding Principles	Contribution to delivery
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	Supporting Education. Supporting Skills for Learning, Life and Work.
Local Outcome 3	Child protection Adoption and fostering Education Placing request & exclusion 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 Scan of Policy Environment

P – Political	E - Economic	S - Social
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 • 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 	<ul style="list-style-type: none"> • Increased technological solutions to reduce paper usage and waste • Community empowerment • Community benefits

	<ul style="list-style-type: none"> • 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 • Regulatory of Investigatory Powers 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 • The Education (Miscellaneous Amendments) (Coronavirus) (Scotland) Regulations 2021UK Withdrawal from the European Union (Continuity) (Scotland) Act 2021 • Children (Scotland) Act 2020 • European Union (Withdrawal Agreement) Act 2020 • Disclosure (Scotland) Act 2020 • Scottish Elections (Reform) Act 2020 • Planning (Scotland) Act 2019 • Subsidy Control Act 2022 • The Public Sector Bodies (Websites and Mobile Applications) Accessibility (Amendment) (EU Exit) Regulations 2022 • The Elections Act 2022 	
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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. As planned changes are brought in there will be consultation with community groups, relevant parts of trade and the wider public.	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 2025
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. Officers have reached out to community groups to offer sessions on going through the application process for public entertainment. It is anticipated sessions will be held throughout the year.	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	Ongoing
Statement of Licensing Policy	The Licensing Board's Statement of Licensing Policy is being revised. Informal consultation	Customers, stakeholders (including trade), public sector	Efficient & effective, value for money regulated service which takes account of the needs of	October 2022	October 2023

Title	Description	Audience	How this engagement will be used to inform planning and service delivery	Planned Start Date	End Date
	has been carried out to ascertain views on what should be included in the new Policy. Further consultation with relevant stakeholders and the public will take place.	partners (including Licensing Forum)	applicants, the Council and the wider public		
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.	August 2023	October 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?
Civic Government (Scotland) Act 1982 licensing policy review	East Dunbartonshire residents, businesses and visitors	June 2022 to March 2024	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 August 2023	Other Council services and third sector partners

8. Sustainability and Climate Change

Sustainability and Climate Change 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
Case management system will assist with reduction of printing and help minimise 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 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)	Andrew McLaughlin	Ext. 6015729 Andrew_McLaughlin@eastdunbarton.gov.uk
Corporate Governance Manager	Martin Cunningham	07771 691011 Martin.cunningham@eastdunbarton.gov.uk



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LAND PLANNING AND DEVELOPMENT BUSINESS & IMPROVEMENT PLAN 2023-2026

1. Purpose and Priorities

Purpose	<p>Land Planning and Development work to deliver the Council and Community Planning Partnership's overarching vision of working together to achieve the best with the people of East Dunbartonshire 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"> • 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 • Local Outcome 4: East Dunbartonshire is a safe place in which to live, work and visit • 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 <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"> • Creating the policy framework and providing technical support for land-use, greenspace, biodiversity, climate change, sustainability, economic development, transportation, and regeneration; • 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; • Development and implementation of projects and initiatives designed to deliver on the above range of policies. <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>
Strategic Priorities	<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</p>

practice and benchmarking. As such the following strategic priorities exist for the service:

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 delivering **Business Support** services and Business Gateway and implementing a range of **town centre and regeneration projects**.
2. Deliver the Council's **City Deal Project** as informed by the approved Strategic Business Case.
3. Co-ordinate the Council's response to the challenge of both the **climate and ecological emergencies through the development of a Climate Action Plan and Local Heat & Energy Efficiency Strategy**, which will assess options to reduce both corporate and area-wide greenhouse gas emissions to contribute to Scottish Government targets, adapt to the effects of climate change, and identify priorities for decarbonising buildings.
4. Implement **transport** 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.
5. Production of the **Local Development Plan** for East Dunbartonshire in line with the Planning (Scotland) Act 2006 and 2019 and other legislation.
6. Deliver the Council's statutory functions for **planning applications** and the continuous improvement as set out in the annual Planning Performance Framework.
7. Deliver the Council's statutory functions for **Building Standards** in line with the Building Standards verification performance framework.
8. Deliver **continuous improvement** in utilising technology and spatial data to improve efficiencies and effective decision making.

The Land Planning and Development Service lead or play a supporting role in delivering a number of the Refreshed Priorities for East Dunbartonshire Council 2022 – 2027 including:

- Work with partner agencies to eradicate **digital exclusion**.
- Ensure meaningful engagement with local residents to ensure their views shape **town centre regeneration**, promoting growth in the local business base and improving access to local services to develop vibrant town centres, which are attractive places to visit and invest.
- Support the council's **City Deal projects**, including the completion of the Westerhill Development Road, investment at Westerhill, and redevelopment of Bishopbriggs Town Centre.

	<ul style="list-style-type: none"> • Work with partners and the Scottish Government to take forward ambitions for and principles of “20-minute neighbourhoods” across East Dunbartonshire, recognising that every place is different, as are the needs of its residents. • Commit that measures to tackle the climate emergency will be central to the council’s policy making processes and corporate objectives, and in particular, that our corporate estate meets all modern standards for energy efficiency to help achieve climate change targets and secure external funding. • Continue to promote local aspirations for rail halts at Westerhill and the Allander. • Work with other authorities in the Greater Glasgow area to make full use of the powers in the Transport Scotland Act (2019) to promote sustainable travel and an integrated public transport system. • Invest in active travel within towns and villages, and between communities, to tackle traffic congestion and climate change, and improve safety and accessibility for both pedestrians and cyclists. • Invest in parks, open spaces and green network, to improve biodiversity and provide a quality resource for local residents, with modern accessible play equipment for children, and facilities that meet the needs of young people. • Seek to meet the increasing demand for community gardens and food growing spaces to improve the quality of life for local residents. • Do more to protect and promote the built heritage of East Dunbartonshire
Work of the Teams	<p>The Land Planning and Development service comprises of ten teams:</p> <ul style="list-style-type: none"> • Land Planning Policy; • Sustainability Policy; • Building Standards; • Development Applications (Planning); • Validation; • GIS; • Regeneration and Town Centres; • Business Support; • Traffic and Transport; and • City Deal. <p><u>Land Planning Policy</u></p> <ul style="list-style-type: none"> • 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.

- The strategies are in place to co-ordinate the implementation of economic development and transport projects and Council decisions on planning applications.
- 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.

Sustainability Policy

- 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 preform 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

	<ul style="list-style-type: none"> 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, green business practices, job creation and inward investment. <p><u>Traffic and Transport</u></p> <ul style="list-style-type: none"> 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: <ul style="list-style-type: none"> 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 <p><u>City Deal Team</u></p> <ul style="list-style-type: none"> 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 will ensure the development and 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.
<p>Key Improvement Actions for 2023-2024</p>	<ul style="list-style-type: none"> Carry out a substantial overhaul of our Enforcement Charter. Provide a target end date to all investigations where a decision will be made on whether formal action is justified and the case closed to reduce the number of undetermined legacy cases. Increase the number of Business Gateway and start up and growth companies; Contribute to reduction in those residents earning below the Living Wage; and Update the existing climate change policy framework contained in the Council's Sustainability & 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.

Key Priority Performance indicators	The key priority performance indicator for the service is the % of Planning Applications receiving a letter confirming whether an application is valid or invalid within 5 working days and will be reported on monthly. Many of the other service 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.
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2. Improvement Actions

Title	Improving the Validation service through preparation of a Customer Charter	Original Due Date	30-Sep-2023
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-2024
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>Following a 2 year period which was been dominated by delivery of Scottish Government COVID-19 Business Support Grant schemes, normal business support activity including Business Gateway was affected. Normal Business Support services began to be reinstated last year and there is a focus on supporting start up and growth companies through Business Gateway. Nationally Business Gateway service delivery continues to be reviewed and improvement actions and indicators related to Business Gateway may be subject to change.</p>		







Title	Living Wage	Original Due Date	31-Mar-2024
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 & Town Centres and City Deal Teams (within Place & 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 February 2024		

3. Performance Indicators

Quarterly Indicator

Code	PI Title	21/22			23/24 target	Rationale for Inclusion	LOIP Outcome or Guiding Principle
		2021/22			2023/24		
		Value	Target	Status	Target		
LPD-22-LPI-04	Average time taken to deal with a Householder Planning Applications (weeks)	9.6	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)	17.6	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	7.32%	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	22/23			23/24 target	Rationale for Inclusion	LOIP Outcome or Guiding Principle
		2022/22			2023/24		
		Value	Target	Status	Target		
LPD-BIP-02	Average time (weeks) to deal with major development applications	19.9	16		16	Scottish Government target for determination of major planning applications is 16 weeks; nationally the average determination period is around 44.6 weeks (without processing agreements)	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&D lead the East Dunbartonshire Economic Partnership, which is the outcome delivery group for LO1. LP&D prepared the Council's Economic Recovery Plan, finalised in March 2021, in response to the COVID-19 pandemic. LP&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 delivering the Circular Economy Strategy once finalised.</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 & 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</p>

	<p>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 emerging Local Heat & Energy Efficiency Strategy will address the need to act urgently on the increased prevalence of fuel poverty 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 partnership with the Assets and Facilities Service and other partners during the year.</p>
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Secondary Local Outcomes or Guiding Principles	Contribution to delivery
'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 its 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 during 2024.</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, heat and energy efficiency, 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>
Local Outcome 3	<p>Our children and young people are safe, healthy and ready to learn.</p> <p>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.</p>

5.

6. Evidence Based Planning

Strategic Scan of Policy Environment

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

		growing community/customer expectations <ul style="list-style-type: none"> • Education provision- Scottish Government expansion of Early Years and Childcare • The ongoing impacts of the COVID-10 pandemic in the Short, medium and long term.
T – Technological	L – Legal	E – Environmental
<ul style="list-style-type: none"> • Increase in smart/remote working promotes flexibility and improves efficiency but may be constrained by poor broadband infrastructure • 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 • Increasing customer expectations of on-line services and delivery • Limited ICT skills, connectivity and confidence of use of 'e' services in some groups and communities • Need to increase 4G coverage and Local Full Fibre Networks across East Dunbartonshire • Improvements to performance through the use of the Pentana performance management system • Mobile Technologies- introduction of tablets for site inspections enable further roll-out of paper-free operations • Developments in renewable energy technologies • Identification of synergies between digital transformation and the need to reduce our greenhouse gas emissions 	<ul style="list-style-type: none"> • Need for support for legal planning procedures (s75 etc) • 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 • The impact of Brexit on existing legislation • Potential implications of asset transfer and greater community empowerment as a result of the Community Empowerment Act • New legislation affecting responsibilities in terms of climate change mitigation and adaptation 	<ul style="list-style-type: none"> • Accelerate progress on carbon emission reduction and better manage resources; demonstrate leadership in contributing to national carbon reduction targets • Address climate change risks and improve resilience (climate change adaptation) • Implementation of the Central Scotland Green Network National Development (including the proposed Blueprint) in East Dunbartonshire through local policies and strategies • 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 • 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. • Take action to reverse the decline of biodiversity and protect and enhance habitats and species • Address the environmental implications of new development • Ensure the protection and enhancement of Listed Buildings and Conservation Areas and significant trees • Promote sustainable development through energy conservation, encouraging low carbon/renewable energy sources, and sustainable procurement principles • Corporate SEA responsibility; Achieving full compliance with SEA requirements • Community Empowerment Act: Need to work with communities to build capacity and help deliver food growing opportunities

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 remaining draft planning guidance required to support LDP2.	Local residents and businesses, stakeholders	The consultations will inform the final content of the guidance.	2023 TBC	2023 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 and publication of the Evidence Base and Approach at the start of 2023.	Summer / Autumn 2023 TBC	Summer / Autumn 2023 TBC
LDP3 Early Engagement	As a result of the implementation of the Planning (Scotland) Act 2019, the Land Planning Policy team will 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. A report will be considered by the LDP Working Party and Council regarding the commencement of LDP3 and engagement required. Final clarity on the process and use of engagement will emerge from finalisation of the LDP Regulations and Guidance by the Scottish Government, expected late Spring 2023.	Autumn 2023 TBC	Autumn 2023 TBC
Lennoxtown Sustainable Transport Improvements	This is not yet a fully funding project, but design/development funding applications are being made to	Widespread public awareness raising throughout the project	Better health and safer routes for walking and cycling	December 2022	Mar 24

	take project to a construction ready stage, which would be progressed subject to available funding.		<p>Reducing inequalities -</p> <p>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 and recreational walking and cycling.</p>		
Westerhill Masterplan and BRR5 (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
Bishopbriggs A803 Route Corridor Improvements (City Deal)	Internal and external stakeholder consultation through meetings, online tools and where possible events and	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

	consultation sessions.				
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, Lennoxtown	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	2023/24 TBC	2023/24 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	2023/24 TBC	202 TBC

Local Heat & Energy Efficiency Strategy	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 Local Heat & Energy Efficiency Strategy	Autumn / Winter 2023	Autumn / Winter 2023
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 2024	Spring 2024

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 2023/24	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 2023 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. Urban greening in lower SIMD areas will target inequality in greenspace provision and mitigate for areas of high air pollution	Spring 2024	Roads and Environment; various external 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
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	'Reducing carbon emissions' is an SCCF objective and will be delivered via a number of	'Maximising resilience to the impacts of climate' is an SCCF objective and will be	'Reversing biodiversity decline' is an SCCF objective and will be	Protection and enhancement of greenspace is committed to in the SCCF Action Plan	The SCCF Action Plan contributes to wider sustainability, across Council

Sustainability Activity					
Service activity	Impacts on climate change mitigation	Impacts on climate change adaptation	Impacts on biodiversity	Impacts on greenspace	Other sustainability impacts
Change Framework (SCCF) Action Plan	committed actions, including the preparation of an Interim Carbon Management Plan for the Council covering the period until the Climate Action Plan is in place.	delivered via a number of committed actions	delivered via a number of committed actions		services, via its other environmental, social and economic objectives
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	Food growing areas can make towns more resilient to increases in temperatures caused by	The Food Growing Strategy recognises the impacts of food growing activities on	The Strategy will consider alternative uses to open spaces to support the	Local food growing initiatives have the benefit of enabling people to access fresh

Sustainability Activity					
Service activity	Impacts on climate change mitigation	Impacts on climate change adaptation	Impacts on biodiversity	Impacts on greenspace	Other sustainability impacts
	sequester carbon in vegetation and soil as a result of growing	climate change through the natural cooling effect of vegetation. Food growing areas also absorb rainwater, reducing pressure on watercourses.	biodiversity and habitats, both negative and positive	food growing agenda	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 and options for this at suitable sites will be explored through the Strategy development.	Open spaces and the green network have the potential to contribute to adaptation measures for climate change and options for this at suitable sites will be explored through the Strategy development.	Open spaces and the green network have the potential to contribute to reducing biodiversity loss and options for this at suitable sites will be explored through the Strategy development.	The Strategy will identify where improvements in quality, quantity and accessibility of our greenspaces need to be 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.	Open spaces have strong positive links to our physical health and mental wellbeing. The Strategy will set standards for new 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	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.

Sustainability Activity					
Service activity	Impacts on climate change mitigation	Impacts on climate change adaptation	Impacts on biodiversity	Impacts on greenspace	Other sustainability impacts
		such as the Food Growing Strategy and Open Space Strategy is integrated into the LDP2 preparation process.			
Local Development Plan 3	LDP3 will require a further shift to meet legislation relating to net zero and to reflect National Planning Framework 4, which has become part of the development plan for East Dunbartonshire (on 13 February 2023). Full requirements and benefits will be explored in producing LDP3. The standard set in LDP2 will be maintained and exceeded.	See second column.	See second column.	See second column.	See second column.
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. Delivery of the actions in the Strategy will	Delivery of the actions in the Strategy will contribute to adaptation through consideration of reuse of materials already in circulation.	Overall delivery of the CES actions should have positive impacts on air quality and other environmental factors and in term contribute to improving biodiversity.	Not applicable.	Overall delivery of the CES actions should have positive impacts on sustainability. It is intended that implementing the CES will assist in facilitating / stimulating the broader behaviour / attitude shift that is required for bringing consumption and economic

Sustainability Activity					
Service activity	Impacts on climate change mitigation	Impacts on climate change adaptation	Impacts on biodiversity	Impacts on greenspace	Other sustainability impacts
	contribute to mitigation through the use of less materials, reduction of waste production and mitigating future resource scarcity by increasing the use value of materials already in circulation.				activity within planetary limits.
Active Travel Strategy	In line with the sustainable transport hierarchy and transport being a high emissions 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.	Active travel projects that can be complimentary to other projects designed for adaptation will 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.	The role of green and biodiverse active travel routes will be considered through developing the strategy in order that active travel projects can deliver multiple benefits.	The role of green and biodiverse active travel routes will be considered through developing the strategy in order that active travel projects can deliver multiple benefits.	Increased active travel has an important role to play in improving air quality.
Implementation of the Parking Management Plan through delivery of actions and implementation of policies.	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	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.

Sustainability Activity					
Service activity	Impacts on climate change mitigation	Impacts on climate change adaptation	Impacts on biodiversity	Impacts on greenspace	Other sustainability impacts
	to achieving zero 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
Executive Officer – Land Planning & Development	Heather Holland	0141 578 8524
Development Applications Manager	Laura McLetchie	0141 578 8842
Land Planning Policy Team Leader	TBC	TBC
Sustainability Policy Team Leader	Niall Urquhart	0141 578 8546
Place & Business Development Manager	David Gear	07917650688



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NEIGHBOURHOOD SERVICES BUSINESS & IMPROVEMENT PLAN 2023-2026

1. Purpose and Priorities

Purpose	<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 frontline 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>
Strategic Priorities	<ul style="list-style-type: none"> • 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. • 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. • A key strategic priority for the coming year will be continuing to deliver and support all services, as the council recovers from the economic challenges, whilst also managing ongoing service pressures. • 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. • 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. • 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 our frontline service, due for implementation in August 2023. • 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.

	<ul style="list-style-type: none"> Continue work with Scottish Government & suppliers, in order to seek investment, and investigate opportunities for the introduction of new technology across the Council's vehicle and plant fleet. In pursuit of a reduction in the impact on the Council's Carbon footprint.
Work of the Teams	<p><u>Fleet Services</u></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 & 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 support to 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 & Infrastructure to support these activities.</p> <p><u>Waste Services</u></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 oversees the contract objectives of the household waste Transfer Station, which was designed and built as part of the twenty-five-year Clyde Valley Residual Waste Contract. This contract has been in operation for two years and facilitates the Council 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 responsibility 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 in order to maximise recycling performance.</p>

Key Improvement Actions for 2023-2024	<ul style="list-style-type: none"> • Review Fleet Capital Replacement Programme • Review and Update Fleet Asset Management Plan to consider Fleet Decarbonisation Strategy • Review Neighbourhood Services Waste & Recycling Operations • Investigate Feasibility for Increased Electric Vehicle Adoption including Charging Hubs at Key Locations
Key Priority Performance indicators	<ul style="list-style-type: none"> • NS-BIP - 17- 01 - Percentage Fleet Utilisation Performance • NS-BIP-17- 03 - Percentage Special Uplift Performance

2. Improvement Actions

Title	Deliver a revised Fleet Asset Management Plan in line with new Capital Investment programme for the 2023-2026 period.	Original Due Date	01-Apr-2026
Description	Review and procure Fleet assets in line with revised plan as the Council transitions to a low carbon vehicle and plant fleet.		
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 Operational fleet required in accordance with the Councils wider Climate Action plan Agenda.	Original Due Date	31-Mar-2024
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.		
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 of front-line Waste Collection and Recycling operations.	Original Due Date	31-Aug -2024
Description	Undertake a review of the front-line service delivery with a view to Introducing a back office – System modernising routes to include in cab smart technology. This will improve collection performance and reduce the need for duplication where assistance and special collections have been missed.		
Link to LOIP Outcome or Guiding Principle	Sustainability		
Rationale	This work is required in order to improve services for customers and deliver efficiencies in both resources and reduce carbon emissions across the waste service and wider Council area.		

Title	Continue the drive for increased Electric vehicle adoption including charging hubs at key locations.	Original Due Date	01-January-2024
Description	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.		
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.
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3. Performance Indicators



Monthly Indicator

Code	PI Title	22/22			23/24 target	Rationale for Inclusion	LOIP Outcome or Guiding Principle
		2021/22			2023/24		
		Value	Target	Status	Target		
NS-BIP17-01	Percentage of Fleet Utilisation	76.65 %	70%		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	54%	80%		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

Code	PI Title	21/22			23/24 target	Rationale for Inclusion	LOIP Outcome or Guiding Principle
		2021/22			2023/24		
		Value	Target	Status	Target		
NS-BIP17-04	% of municipal waste collected by the authority which is recycled	61.93 %	55%		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	97.37 %	90%		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	89.49 %	80%		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

Code	PI Title	21/22			23/24 target	Rationale for Inclusion	LOIP Outcome or Guiding Principle
		2021/22			2023/24		
		Value	Target	Status	Target		
NS-SOL-SENV1A	Net waste collection cost per premises	£84.80	£85		£80	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.	
NS-SOL-SENV02A	Net waste disposal cost per premises	£123.28	£125		£120	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. Achieving our Local Outcomes

Lead Local Outcome	Approach to delivery (Including Contributions to Local Outcome Delivery Group)
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

Secondary Local Outcomes or Guiding Principles	Contribution to delivery
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"> 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.
Our people are equipped with knowledge and skills for learning, life and work	<ul style="list-style-type: none"> Through supporting our partners in education with transport services for further education activities, Additional Support Needs, play schemes and other extra-curricular activities.
East Dunbartonshire is a safe place in which to live, work and visit	<ul style="list-style-type: none"> Ensuring East Dunbartonshire is a safe and sustainable environment in which to live, work and visit – through the provision of a quality waste & recycling service, well maintained fleet for the delivery of all front line operational services to include Roads & Property Maintenance, Transport and Greenspace, for all residents and employees.
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"> 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.
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"> 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. Support the elderly and infirm through the provision of a frontline assisted waste/recycling collection service, ensuring this statutory service continues to be delivered to all.

5. Evidence Based Planning

Strategic Scan of Policy Environment

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

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

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 2024
Increase the participation for recycling across the Council, for all waste streams.	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 2023	March 2024

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

Sustainability and Climate Change Activity					
Service activity	Impacts on climate change mitigation	Impacts on climate change adaptation	Impacts on biodiversity	Impacts on greenspace	Other sustainability impacts
<p><i>Development of the service in line with Scottish Government Proposals:</i></p> <p><i>* Household Recycling Charter / Code of Practice</i></p> <p><i>*Deposit Return Scheme implementation 2023.</i></p>	<p><i>Reduction in overall carbon associated with waste disposal through high levels of waste diversion.</i></p>				<p><i>Reduction in waste going to landfill.</i></p> <p><i>Improvement of the quality of recycled material collected to assist in the circular economy</i></p> <p><i>Greater separation of recycled waste at source</i></p>
<p><i>Further Introduction of Plug in Electric Vehicles onto the Council Fleet in order to meet Scottish Government Targets in due from 2025 and 2030</i></p>	<p><i>Reduce carbon footprint and fuel usage for business mileage including significant reduction in grey fleet activity</i></p>				<p><i>Improved air quality and the reduction in harmful pollutants with associated health benefits.</i></p>
<p><i>Delivery of the waste service to minimise waste and optimise recycling and reuse of materials.</i></p>		<p><i>Reduce emissions from waste and improve recycling rates</i></p>			<p><i>Increase recycling and recovery of waste and minimise waste to landfill through improved treatment and diversion including energy recovery and other treatment processes.</i></p>

<i>Implement a full routing review across the service through the use of new technological routing software, secured through ongoing works with business change teams,</i>	<i>Reduce fuel emissions through the implementation of newly designed routes that are more efficient and reduce travel requirements across waste collection services.</i>				
<i>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.</i>	<i>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.</i>				

9. Contact Details

Role	Name	Contact Details
Executive Officer – Neighbourhood Services	Paul Curran	paul.curran@eastdunbarton.gov.uk 0141 574 5781
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ORGANISATIONAL TRANSFORMATION BUSINESS & IMPROVEMENT PLAN 2023-2026

EAST DUNBARTONSHIRE COUNCIL

1. Purpose and Priorities

Purpose	<p>The strategic grouping of Organisational Transformation includes Business & Digital Change, Procurement, Strategic Commissioning Team, Human Resources & Organisational Development and Health & 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>
Strategic Priorities	<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"> • Redesigning services through innovative transformation in response to the financial context using data to inform the design of sustainable service delivery models. • Maximising benefits through digital transformation by setting longer term priorities to embrace opportunities. • Ensuring sustained organisational performance improvement through service redesign. • Equipping our workforce for digital transformation opportunities by embedding digital champions and bridging the digital skills gap. • Leading and supporting a culture centred around Health & Safety standards taking account of priority areas, emerging responses and standards of compliance • Aligning recruitment and talent attraction strategies to workforce planning, ensuring that we have the right people, doing the right job, at the right time. • Championing employee engagement strategies to enhance employee satisfaction, morale and performance.

- Enabling and equipping our leaders aligned to the Leadership Competency Map by instilling confidence and capability to deliver their strategic accountabilities.
- Embedding Procurement Governance and best practice across all Strategic areas through established principles, monitoring and reporting protocols.
- Effectively managing the contract management stages of the procurement process to challenge in the context of best value and possible efficiencies.
- Continually improving service delivery and the performance of Procurement whilst minimising financial, reputational, and commercial risk.
- Informing and supporting the progression of the HSCP's strategic commissioning priorities and transformation agenda.
- Following emergence from the pandemic, supporting the commissioned market to develop innovative and flexible service delivery models that build resilience and strengthen the market's longer-term sustainability and viability.
- Building upon and strengthening a collaborative commissioning approach across the sector.
- Improving and streamlining transactional HR processes to better support self-service, reducing duplication and enhancing the customer experience.
- Enhancing our Equality Duty through effective processes.
- Supporting the EDACT Agenda to embed a Trauma informed workforce in the design and delivery of our services.

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:

- Continue to collaborate at a national level to maximise Digital development opportunities through participation in the Scottish Local Government Digital Partnership
- Identify and facilitate collaborative relationships internally and externally with public and private sector organisations to support innovation, contract opportunities and transformation
- Maximise opportunities for workforce planning solutions through partnership working
- Lead workstreams around Leadership and Digital Skills to further enhance the benefits of partnerships for the Council and its wider workforce
- Work collaboratively through Scottish Society of Personnel & Development networks to continue to identify opportunities for sharing

In response to Audit Scotland reports, we will:

- Maximise performance through effective Workforce Planning linked to organisational, team and individual performance.

	<ul style="list-style-type: none"> • Continue to progress measures to generate sustained improvements in absence and demonstrate trends of assurance in achieving this. • Develop and implement programme management delivery principles based on the National “Audit Scotland: Principles for a digital future report” for the governance of the Transformation Programme. • Take account of findings, recommendations and opportunities as identified within ‘Digital Progress in Local Government’ <p>In meeting our legal obligations, we will:</p> <ul style="list-style-type: none"> • Ensure that the Council provides a safe and healthy working environment for all employees. • Continually review advice, practice and guidance to ensure legislative compliance and response. • Ensure compliance to Procurement legislative requirements whilst supporting the achievement of Best Value. • Undertake necessary monitoring and reporting to ensure that equality proofing and future proofing within pay and conditions is maintained
<p>Work of the Teams</p>	<p><u>Business & Digital Change Team</u></p> <p>The Business & Digital Change Team brings together two key services: Business Systems and Project & Change 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 ensures the effective and efficient development, deployment, management and support of the Council’s Business Systems across all Council services.</p> <p>The Project Management & Change team manages the successful delivery of a range of multi-disciplinary and cross functional projects; ensuring the effective provision of project and change management integral to the Council’s Digital Development programme. It also supports development of long-term innovation to maximise opportunities for transforming services across the Council. The team also includes the remit of project governance, ensuring best practice is deployed in all aspects of programme/project delivery</p> <p><u>Human Resources & Organisational Development</u></p> <p>The HR & OD Team is 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</p> <p>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 supports with the implementation of council priorities, including the implementation of Service re-design processes and support for cultural change and embedding of Organisational Development initiatives. Following Council decisions, a transformative approach will be adopted to review and align services on a locality based model to fulfil community priorities and implement the Workforce of the Future. A key priority of the team is to support workforce and succession planning across all strategic services by working</p>

with the leadership team, working in partnership with the People Development Function of OD to source and develop learning solutions to meet service needs, utilising and developing the new eLearning platform.

Operationally, support is provided to managers and employees through HR Case Advisers 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 is 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. The 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. It is an integral part of the Council's culture, of its values and performance standards.

Governance frameworks with robust systems of internal control, support the regular engagement, review, reflection and refresh of Health & Safety standards and practice through the Plan, Do, Check, Act process and the H&S tiered system committees. The strategic nature of the frameworks translates to operational implementation, technical support and compliance in the structured processes designed to eliminate, reduce, isolate or control risk of harm for employees and any other persons affected by the Council's activities.

This is achieved through a Health and Safety management system which includes policies, procedures and forms, used systematically across the organisation to ensure risks are dealt with sensibly, responsibly and proportionately.

Fire Safety Risk Management for council's premises is included in the Health and Safety function and supports the effective implementation of its fire risk prevention strategy.

Health and Safety goes beyond achieving compliance and help realise efficient, proactive and pragmatic ways of delivering activities and services in a safe and healthy environment for employees supported by safe systems of work.

A strong health and safety culture across the Council is nourished through training delivery enabling competence and a comprehensive Health Surveillance program.

The role of the team is pivotal to take forward proactive initiatives and achieve a more efficient and dynamic way to protect the safety of all persons and the interests of the council.

Delivery of the Health & Safety functions work in partnership with Strategic services and Trades Union colleagues to offer improvements and sustain governance, correlating efforts

to maintain a safe and compliant workplace with growth in productivity and service quality and a reduction in costs arising from poor health and safety practice.

Procurement

The Technical Procurement Team supports the delivery of Procurement related legislative requirements, best practice, Transformation and Capital programme delivery (including the City Deal), 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 workstreams are key deliverables and involve the Procurement Team working in partnership and delivering significant outcomes and investment.

Procurement plays a key role in building capacity and skills within Procurement activity across the Council, increasing internal and external 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 is 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.

Strategic Commissioning Team

The Strategic Commissioning Team's primary function is to support 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 that align strategic, financial and operational functions: 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; Strategic 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

	<p>The Team manages the commissioned market and continues to support services as they navigate their way through COVID recovery, challenges around implementation of the living wage and other workforce issues, increasing demand pressures and the cost of living crisis and its impact on the sector and its workforce.</p> <p>The Strategic Commissioning Team compliments and works jointly with the wider Transformational Team across cross cutting work streams and priorities.</p>
Key Improvement Actions for 2023-2024	<p>In order to facilitate effective PDR's in is recommended that the following be undertaken:</p> <ul style="list-style-type: none"> • Review and streamlining of PDRs process to facilitate ease of undertaking; • Emphasis is placed on the benefits to Managers in line with workforce plans; • Training provided for Managers in undertaking effective PDR's; • Further work to embed PDR's for Non-Teaching Education Staff in line with the academic year; • Further develop projected training plans for Service areas linked to workforce strategy and service delivery objectives. • Absence Improvement to continue work around the following : • Ensure a Holistic Approach to Managing Absence and Employee Wellbeing • Strengthen the Capability of Line Managers to implement the Wellbeing at Work Policy and Associated Procedures for Managing Short and Long-Term Absence • Develop a framework for ensuing good mental health • Data driven targeted improvement actions • Support the workforce in the recovery from Covid-19 • Support the workforce in the operational implementation, technical advice and compliance in the structured processes designed to eliminate, reduce, isolate or control risk of harm for employees and any other persons affected by the Council's activities. • Statutory Health Surveillance Year 2 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. • 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. • 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. • Embed Project Management approach • Refresh the Digital Development programme reflecting the strategic priorities for the Council

Key Priority Performance indicators	<ul style="list-style-type: none"> • % of employees who have PDR conversations LGW & Chief Officers • Sickness absence days per employee • % of Planned Fire Risk Assessments completed to schedule • % of Planned Health Surveillance undertaken • % of Planned Health and Safety Training/on-site visits to support safety and health culture • % Delivery of projects committed in the Digital Development programme within scheduled timescales • 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. • % of invoices paid within 30 days
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2. Improvement Actions

Title	Workforce Strategy	Original Due Date	31-Mar-2024
Description	% of employees who have PDR conversations LGW & Chief Officers		
Link to LOIP Outcome or Guiding Principle	Our people are equipped with knowledge and skills for learning, life and work.		
Rationale	<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 in is recommended that the following be undertaken:</p> <ul style="list-style-type: none"> . Review and streamlining of PDRs process to facilitate ease of undertaking; . Emphasis is placed on the benefits to Managers in line with workforce plans; . Training provided for Managers in undertaking effective PDR's; . Further work to embed PDR's for Non-Teaching Education Staff in line with the academic year; <p>Further develop projected training plans for Service areas linked to workforce strategy and service delivery objectives.</p>		

Title	Absence Improvement	Original Due Date	31-Mar-2024
Description	Improved performance for sickness absence days per employee		
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	<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"> . Ensure a Holistic Approach to Managing Absence and Employee Wellbeing . Strengthen the Capability of Line Managers to implement the Wellbeing at Work Policy and Associated Procedures for Managing Short and Long-Term Absence . Develop a framework for ensuring good mental health . Data driven targeted improvement actions Support the workforce in the recovery from Covid-19
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Title	Health Surveillance Year 2 cycle to improve risk management of services and improve and promote health and safety at work (after baseline)	Original Due Date	31-Mar-2023
Description	Restart statutory Health Surveillance cycle with appointments for identified employees across services ranging from Audiometry, Spirometry, HAVS, Skin and Nightshift		
Link to LOIP Outcome or Guiding Principle	East Dunbartonshire is a safe place in which to live, work and visit.		
Rationale	Baseline Year 1 and Year 2 Health Surveillance of identified employees has been achieved in 2022/2023. 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.		






Title	Fire Safety Risk Assessments completed annually for high risk premises and biannually for low risk	Original Due Date	31-Mar-2023
Description	Restart cycle to review FSRAs according to risk based schedule in line with Fire Safety regulations.		
Link to LOIP Outcome or Guiding Principle	East Dunbartonshire is a safe place in which to live, work and visit.		
Rationale	FSRAs are statutory with risk- based cycle. Periodical SFRS audits of council buildings requires ongoing assessment with action plan developed according to current status.		





Title	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.	Original Due Date	31-Mar-2023
Description	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.		
Link to LOIP Outcome or Guiding Principle	East Dunbartonshire is a safe place in which to live, work and visit.		

Rationale	High-risk services should have an ongoing program for health and safety information, instruction and training based on activities and risk assessment review
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Title	Embed Project Management approach	Original Due Date	31-Mar-24
Description	Embed best practice project management approach for Waterfall and Agile and roll out across the B & DC Team. This will ensure that projects are organised to ensure their optimum performance.		
Link to LOIP Outcome or Guiding Principle	Best value		
Rationale	Best practice and industry standards		

3. Performance Indicators

Code	PI Title	22/23			23/24 target	Rationale for Inclusion	LOIP Outcome or Guiding Principle
		2022/2023			2023/2024		
		Value	Target	Status	Target		
OT-BIP-01	% of employees who have PDR conversations LGW & Chief Officers	25.57 %	85%		85%	To understand the number of employees who are having meaningful PDR conversations as evidenced via i-trent	Our people are equipped with knowledge and skills for learning, life and work.
OT-BIP19-07	Percentage of fire Risk Assessments Completed to Schedule	99%	100%		100%	FSRAs are statutory with risk-based cycle. Periodical SFRS audits of council buildings requires ongoing assessment with action plan developed according to status.	Prevention and early intervention
OT-BIP19-09	% Delivery of projects committed in the digital development programme within scheduled timescales	86%	75%		75%	To maximise delivery and understand achievability of delivering outcomes	Best value
OT-BIP19-11	% of employees who have PDR conversations Education Non-Teaching	26.3%	85%		85%	To understand the number of employees who are having meaningful PDR conversations as evidenced via i-trent. Q1 commenced in June – August 2020 for Education	Our people are equipped with knowledge and skills for learning, life and work.
OT-BIP19-12	% of planned Health Surveillance undertaken	91%	100%		90%	Baseline Health Surveillance of identified employees has been achieved in 2022/2023. The repeated cycle will inform improvement changes to service risk management and	East Dunbartonshire is a safe place in which to live, work and visit.

Code	PI Title	22/23			23/24 target	Rationale for Inclusion	LOIP Outcome or Guiding Principle
		2022/2023			2023/2024		
		Value	Target	Status	Target		
						target individual reassessments to further control employees' health. Additionally, it will reduce personal injury claims against the council.	
OT-BIP19-14	% of employment contracts issued on or before day 1 of employment	39.85 %	95%		95%	Recently established Indicator - To ensure we satisfy our obligations outlined in the Good Work Plan	Best value
OT-SOL-CORP3B	The percentage of the highest paid 5% employees who are women	59.7%	50%		50%	In line with promoting a gender balance across highest paid earners the target set reflects aspirations for 50% representation across male female.	Fair and equitable services
OT-SOL-CORP6	Sickness absence days per employee	9.81	9		9	Recognition of current absence trends, the drive to improve, the requirement to achieve sustained improvement.	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.
OT-SOL-CORP8	Invoice Payments - Percentage of invoices paid within 30 days %	93.44 %	92%		92%	National benchmarking PI and Financial PI	Best value

Yearly Indicator

Code	PI Title	22/23			23/24 target	Rationale for Inclusion	LOIP Outcome or Guiding Principle
		2021/2022			2023/2024		
		Value	Target	Status	Target		
OT-BIP-12	Business Application Health Index	61.29	64.00		65.00	Indicates the health of the Councils enterprise business systems which underpin the Councils internal and frontline services.	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.
OT-SOL-CORP3C	The gender pay gap					Local Government Benchmarking Indicator	Fair and equitable services
OT-SOL-SECON04	% of procurement spend spent 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	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.

		22/23			23/24 target	Rationale for Inclusion	LOIP Outcome or Guiding Principle
Code	PI Title	2021/2022			2023/2024		
		Value	Target	Status	Target		
						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.	

4. Achieving our Local Outcomes

Lead Local Outcome	Approach to delivery (Including Contributions to Local Outcome Delivery Group)
Our children and young people are safe, healthy and ready to learn	<ul style="list-style-type: none"> 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. Support the Health & Safety priorities across Council estate and services ensuring compliance and a risk based approach wherever necessary. Enabling digital transformation through a suite of projects within the Council's Digital Development programme. Inclusion of Community Benefits in relevant and appropriate contracts to support Learning, work experience and developmental opportunities. The Procurement Team supports delivery of contracts through tender processes in alignment to service delivery needs. The Strategic Commissioning Team supports the HSCP to commission services that meet the needs and outcomes of children and young people
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"> With 54% of our workforce being residents of East Dunbartonshire, The HR & OD Team contribute to this outcome by leading on the promotion of positive health and wellbeing across all of the workforce through healthy workplace initiatives and HR Policy base. 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 Focussed support on sustaining attendance at work, the implementation of underpinning policies and principles to enable the most efficient and effective use of resources. Championing employee engagement strategies to ensure employee satisfaction, morale and performance.
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"> The Strategic Commissioning Team commission outcome focussed services which are inclusive, person centred, promote independence and social integration and offer choice and flexibility to accommodate individual and carers needs 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. 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. 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 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 Business & Digital Change team delivers a range of projects within the HSCP Transformation programme. The team works closely with

	<p>HSCP to identify and research opportunities and new partnerships to support people to maintain independent living.</p> <ul style="list-style-type: none"> • Procurement encompasses Social Care contracts, ensuring contractual arrangements deliver the best outcomes for our older population and more vulnerable citizens • The Procurement Team supports delivery of contracts aligned to service delivery needs.
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"> • The Procurement Team supports inclusion of sustainable objectives within tenders and contracts, prompt payment of invoices and securing community benefits, whilst aligning Procurement Annual strategies with the Climate Action Plan, Circular Economy Strategy, Community Wealth Building and Economic Development workstreams. • Procurement processes align to the Procurement Reform (Scotland) Act 2014 providing a legislative framework to support Scotland's economic growth through improved Procurement practice
East Dunbartonshire is a safe place in which to live, work and visit.	<ul style="list-style-type: none"> • 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.

Secondary Local Outcomes or Guiding Principles	Contribution to delivery
Best Value	<ul style="list-style-type: none"> • The delivery of digital 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 & Digital Change supports the digital transformation of the organisation enabling more efficient, innovative service delivery models. • Programme and project management principles for the delivery and governance of the Digital Development Programme are modelled on the Audit Scotland principles for a digital future and the recommendations arising from Best Value audits. • The Strategic Commissioning Team supports the HSCP to commission services & monitors daily, service performance, compliance and best value via its Strategic Contract Management Framework • The Procurement Team supports delivery of contracts aligned to service delivery needs. • Procurement policy embeds value for money via the Scottish Model of Procurement, balancing cost, quality and sustainability • Procurement supports achievement of GDA through participation and collaboration with the City Region Procurement Support Group
Sustainability	<ul style="list-style-type: none"> • The Procurement Team supports delivery of the Sustainable Procurement Duty, Section 9 of the Procurement Reform (Scotland) Act 2014, following the Scottish Model for Procurement. • 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

5. Evidence Based Planning

Strategic Scan of Policy Environment

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

<ul style="list-style-type: none"> • Reporting Tools • Risk of obsolescence • PCS-T • PCS • Spikes Cavell • Ability of Legacy systems • E-Learning Platforms • Care First 	<ul style="list-style-type: none"> • Government in Scotland Act (2003) • National Policy Directive for Pay • Social Work (Scotland) Act 1968 • Self Directed Support (Scotland) Act 2013 • Community Empowerment (Scotland) Act 2015 	
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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
Collaboration across Public Sector	Collaborate with public sector partners to exchange best practice and adopt "once for Scotland approach"	SMT	Will support a best practice approach to digital development	April 2023	March 2024
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
Service User / Carer Engagement	Engage with key stakeholders to obtain views of services / outcomes delivered	Individuals who receive services, carer's, families	Outcomes used for contract management / monitoring purposes and to inform strategy development / future service delivery models	On-going	On-going
Employee Wellbeing Forum	Wellbeing focused forum on recovery and priorities for supporting the workforce	Trades Unions 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 Employees HSCP EDLCT	To inform Council wide and Service specific action plans to improve levels of employee engagement	September 2022	September 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?
Dignity at Work Awareness and Training Programme	Employees with consequential benefits to customers	March 2024	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 2024	HSCP EDLCT Trade Unions
Design and delivery of equality and diversity training for managers and employees via new e-learning provision	Employees with consequential benefits to customers	March 2024	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 2023	HSCP
Undertake the Equality Impact Assessment for Pay & Grading Model	Employees	March 2024	HSCP EDLCT Trades Unions

8. Sustainability and Climate Change

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 - Supporting Circular Economy -Supporting Net Zero - Supporting Community Wealth Building				
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 and in support of the Council's Climate Action Plan.				

Smart Working Principles	<p>Council has an established Smart Working approach development and implemented in 2012.</p> <p>Microsoft Office 365 -</p> <ul style="list-style-type: none"> • Increased adoption of modern working practices such as virtual meetings, • remote co-authoring of documents, • screen sharing and improved accessibility of ICT systems on premise, off premise and mobile <p>which will support the Council's recovery from COVID and the organisation and workforce of the future</p>				
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9. Contact Details

Role	Name	Contact Details
Business & Digital Change Manager	Allyson Blue	Allyson.blue@eastdunbarton.gov.uk
Procurement Manager	Kirsty Chisholm	Kirsty.chisholm@eastdunbarton.gov.uk
HR & OD Manager	Alistair McDonald	Alistair.mcdonald@eastdunbarton.gov.uk
Health & Safety Manager	Laura Gold	Laura.gold@eastdunbarton.gov.uk
Strategic Commissioning Manager	Gillian Healey	Gillian.healey@eastdunbarton.gov.uk



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PLACE AND COMMUNITY PLANNING BUSINESS & IMPROVEMENT PLAN 2023-2026

EAST DUNBARTONSHIRE COUNCIL

1. Purpose and Priorities

Purpose	<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"> • Community Protection • Community Planning and Partnerships • Community Testing and Vaccinations <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 & 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 works in partnership with the NHS Board at Greater Glasgow and Clyde in supporting the local vaccination clinics providing flu and COVID-19 vaccinations alongside other necessary public health immunisations.</p>
Strategic Priorities	<p>The key strategic priorities for Place and Community Planning are summarised as follows:</p> <ul style="list-style-type: none"> • 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. • 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, legislative changes and workforce planning pressures. • 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. • Delivery and development of activity across the East Dunbartonshire area in relation to Decriminalised Parking Enforcement.

	<ul style="list-style-type: none"> • 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. • Progressing the requirements of the Community Learning and Development (Scotland) Regulations 2013 • Development and coordination of supporting meeting the Equalities Act (Specific Duties) (Scotland) Regulations, Armed Forces Covenant Duty, Period Products (Free Provision) (Scotland) Act 2021; Equalities Act 2010 • Delivery of the Child Poverty (Scotland) Act 2017 and progressing agreed actions • Delivering the Nationality and Borders Act 2022. And supporting development and implementation of the New Scots Refugee Integration Procedural Framework. • Progressing the requirements of the Community Empowerment (Scotland) Act 2015, and new Community Planning arrangements with a focus on addressing poverty and inequality and in the delivery of the Local Outcomes Improvement Plan and the Locality Plans. • Progressing the Fairness and Equalities Agenda. • Delivering the COVID-19 Community vaccination programme, in partnership with the GGC NHS Board,
Work of the Teams	<p>Community Protection Service (Environmental Health, Trading Standards & Community Safety Teams)</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 few 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. However, delivery of work on all of the core community protection activities and priorities that the service is responsible for delivering on has now resumed in earnest. As a result, the service is committed to the further development of all of this core work throughout the course of 2023-24, whilst also placing focus on any areas of regulatory activity that it can deliver to assist our local communities in the route out of the pandemic and in dealing with the effects of the current cost of living crisis.</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</p>

area, with the primary overall objectives being to promote public health, public safety, wellbeing and consumer protection:

- The Environmental Health Team 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.
- The Trading Standards Team 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.
- The Community Safety Team 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.

Community Planning and Partnerships Team

The Community Planning & 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 and local partnership working through the effective development of the East Dunbartonshire Community Planning Partnership to add value and address gaps in inequalities. They deliver East Dunbartonshire Council Community Grant Scheme and East Dunbartonshire councils Warm Spaces Grant and manage the strategic partnership agreements,

The CPP Resettlement colleagues work with people who have recently arrived in East Dunbartonshire through the UK government's resettlement programmes. They provide case management resettlement support ensuring individuals integrate into our communities. They play a lead role in the development of strategies concerning 1951 UN convention relating to the status of refugees, European Convention on Human Rights (ECHR) 1951, the Convention was given direct effect in domestic law through the Scotland Act 1998 and the Human Rights Act 1998.

Community Testing and Vaccination Team

	<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>
Key Improvement Actions for 2023-2024	<ul style="list-style-type: none"> • Provision of effective trading standards and licensing enforcement and advice services to comply with statutory obligations and meet national / local objectives • Effective implementation of a wide range of statutory duties in relation to Environmental Health • Delivery of effective community safety and antisocial behaviour services across the Council area • Effective coordination of local co-production activity between the Council's Community Protection Service and Police Scotland • Develop and deliver on revised Locality Plans with partners and the community and lead, in partnership, in the review of the Local Outcome Improvement Plan • Deliver an updated accessible, co-produced East Dunbartonshire community grants scheme
Key Priority Performance indicators	<ul style="list-style-type: none"> • Number of targeted decriminalised parking enforcement initiatives and patrols (including schools and residential areas) in response to complaints, service requests and intelligence received • Percentage of Environmental Health high risk food safety inspections and public health service request responses delivered within target timescales

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-2024
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-2024
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-2024
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-2024
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 and lead on the review of the LOIP	Original Due Date	31-Mar-2024
Description	Co-ordination of delivery of priority actions identified in the revised locality plans and support LOIP		
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.		



Title	Deliver an updated accessible, co-produced East Dunbartonshire community grant scheme	Original Due Date	31-Mar-2024
Description	Co-produce in partnership with the Grants Advisory Committee a revised Community Grants Scheme		
Link to LOIP Outcome or Guiding Principle	Support delivery of Council priorities in East Dunbartonshire Forward in Partnership		
Rationale	Supporting East Dunbartonshire Council priorities and empower community and third sector organisations to deliver projects, activities and services that will make a difference to people living in East Dunbartonshire Council area.		

3. Performance Indicators

Monthly Indicator

Code	PI Title	2021/22			2023/24	Rationale for Inclusion	LOIP Outcome or Guiding Principle
		Value	Target	Status	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	312	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	91%	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	2021/22			2023/24	Rationale for Inclusion	LOIP Outcome or Guiding Principle
		Value	Target	Status	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.

Code	PI Title	2021/22			2023/24	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 & 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	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. 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.
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

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

	<ul style="list-style-type: none">• Compliance with procurement requirements• Community Empowerment Act• Equalities Act 2010	
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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-2023	31-Mar-2024
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-2023	31-Mar-2024
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-2023	31-Mar-2024
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-2023	31-Mar-2024
Consultation With Representatives From The	Community Protection Service organisation of and attendance at	Licensed trade and other liquor licensing	Feedback gathered and used to develop service provision in	01-Apr-2023	31-Mar-2024

Title	Description	Audience	How this engagement will be used to inform planning and service delivery	Planned Start Date	End Date
Licensed Trade And Other Liquor Licensing Stakeholders	regular Pubwatch meetings across the EDC area.	stakeholders across the EDC area.	relation to liquor licensing enforcement matters.		
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-2023	31-Mar-2024
LOIP Outcome Updates and Review with ED Communities	A review of LOIP outcomes proposed – particularly post pandemic and in cost of living crisis	East Dunbartonshire Communities and Community Planning Partners	Update to LOIP	01-Apr-2023	31-Mar-24
Review free school meal and clothing grant application	Engage with 'experts by experience' to identify barriers, and solutions to support increased access to entitlements and support addressing child poverty	East Dunbartonshire Communities and Community Planning Partners	Inform online forms and support provided to 'experts by experience'	01-Apr-23	31-Mar-24
Review CAT Policy	Engage community transfer bodies, wider community and community planning partners to review the Community Assets Policy	Community Transfer Bodies; Community organisations and community planning partners	Inform CAT Policy and operating procedures	01-Apr-23	31-Mar-24
Develop a Gaelic Plan	Engage communities to develop a Gaelic Plan for ED area	East Dunbartonshire communities and community planning partners	Inform East Dunbartonshire Gaelic Plan 2023-28	01-Apr-23	31-Mar-24

7. Equalities

Place and Community Planning is committed to the promotion and embedding of equality and diversity, and the elimination of discrimination in all work undertaken across the strategic area. This approach accords with the Council's commitment to mainstreaming equality and diversity issues across the organisation.

The Strategic Grouping has the corporate remit for overseeing the Council's position and to provide advice to other services on practice and policy relating to the Equality Act 2010 and the groups of people protected by this legislation. Further, through community planning and shared local outcome delivery, this Strategic Grouping also coordinates the agenda in tackling socioeconomic inequalities in our communities across East Dunbartonshire. This is primarily through Locality Planning for local areas where people are experiencing poorer outcomes, on average, in comparison with the rest of the authority area.

The table below provides information on actions that the Strategic Group is implementing to enhance our approach to fair and equitable services.

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
Meeting Equalities Outcomes	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
Review the Equality Impact Assessment and guidance to incorporate the Fairer Scotland Duty and Human Rights including UNCRC	Employees and All East Dunbartonshire residents	Ongoing	Various internal services and external partners

8. Sustainability and Climate Change

Sustainability and Climate Change Activity					
Service activity	Impacts on climate change mitigation	Impacts on climate change adaptation	Impacts on biodiversity	Impacts on greenspace	Other sustainability impacts
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, Fuel Good 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
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9. Contact Details

Role	Name	Contact Details
Executive Officer – Place and Community Planning	Evonne Bauer	0141 578 8818 evonne.bauer@eastdunbarton.gov.uk
Community Protection Manager	Clive Lewis	0141 578 8817 clive.lewis@eastdunbarton.gov.uk
Community Planning and Partnerships Team Leader	Pam Campbell	Pamela.campbell@eastdunbartonshire.gov.uk
Community Testing and Vaccination Lead	Fiona MacKay	Fiona.Mackay@eastdunbarton.ov.uk



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ROADS AND ENVIRONMENT BUSINESS & IMPROVEMENT PLAN 2023-2026

1. Purpose and Priorities

Purpose	<p>The Roads and Environment Service is a collection of various Portfolio Groupings that consists of:</p> <ul style="list-style-type: none"> • Roads Network Operations (includes statutory management of Roads, Street Lighting and Winter Maintenance Operations) • Roads Technical and Engineering (includes statutory Roadworks coordination, inspections and management of traffic signals, roads related structures, bridges, flood risk management, and road safety) • Streetscene Technical Support (includes management of Parks & Open Space Projects, Arboriculture and Bereavement Services) • Streetscene Operations (includes management of statutory Street Cleansing functions, Grounds Maintenance and Cemetery Operations) • Mugdock Country Park (includes Countryside Rangers Service) <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"> • providing good quality, well maintained and safe movement for all modes of transport for all residents, visitors and employees. • delivering and maintaining on and off-road active travel infrastructure that gives choice and encourages a change in travel behaviour; • managing and maintain the adopted Carriageway and Footway network. • Management on and off-street parking provision in our town centres; and • Engage with communities through consultation and conversation to shape the design and delivery of services. • 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. • 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. • Project manage and implement strategic projects as prioritised within key Strategic documents such as the Council's Climate Change Action Plan, Open
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	<p>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.</p> <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>
Strategic Priorities	<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"> • 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). • Prioritise and implement actions identified from the Strategic and Operational Play Area Action Plan (PAAP) which will seek to improve recreational facilities for park users, and to look at innovative use of parkland for community use and surface water management considering the Community Empowerment Bill and Sustainability duties. This will be further enhanced in 2023 through the updating of the 2019 PAAP methodology and undertaking a Play Sufficiency Assessment/ • Maintain the Council's Tree assets, through sustainable tree management works and planting programmes, as per the Council's Duty of Care via the Councils Tree Management Policy. The work will also include surveys to ascertain the extent of Ash dieback surveys in council open space and throughout the roads network. • Provision of allotments to meet local demand as per statutory requirements of the Community Empowerment Act and an approved Food Growing Strategy. Grant funding will be utilised to provide a new Allotment & Community Growing Officer. • 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. Works will focus on three main projects <ul style="list-style-type: none"> ○ Glazert River ○ Kelvin Tributaries (Allander/Luggie/Parkburn sections) ○ Partnership working to ascertain opportunities along the Kelvin Valley (Green Action Trust, Glasgow City Council and North Lanarkshire Council).

	<ul style="list-style-type: none"> • 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"> ○ Transport Scotland ○ Glasgow City Region - Transport and Connectivity Portfolio Working Group ○ Office of the Scottish Road Works Commissioner ○ Society of Chief Officers of Transportation in Scotland – SCOTS ○ Roads and Utilities Committee (Scotland) – RAUCS ○ Strathclyde Partnership for Transport – SPT ○ Roads Collaboration Programme ○ Association for Public Sector Excellence – APSE ○ Scottish Environmental Protection Agency – SEPA • Contribute to the East Dunbartonshire City Deal Projects as required and directed by the Project Board. • Work to the Council Winter Maintenance Policy 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 policy. • Continue to review and improve roads and lighting infrastructure with details included in the Roads Asset Management Plan (RAMP). • Review, update, and expand the Council's Roads Inspection and Maintenance Policy to include all relevant roads assets. • Contribute as required to the aspirations and actions set out within the Council's Local Transport Strategy and Active Travel Strategy. • Deliver a revised strategy for Mugdock Country Park that ensure that it remains an attractive destination for residents and visitors. <p>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 meet their needs now and in the future.</p>
Work of the Teams	<p><u>Streetscene Technical Support Team</u></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 teamwork 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</p>

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.

Streetscene Operations Team

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 council's winter maintenance programme. The Service also complete street cleansing service including maintenance of litter bins, mechanical sweeping, and litter removal.

Roads Technical & Engineering Services

The Roads Technical and Engineering Team are responsible strategically for the delivery of various roads related tasks;

- Service administration and policy development for Road Construction Consents (RCC), co-ordination of road works, skip and road occupation permits
- Flood Risk Assessment (FRA) and mitigation with internal and external stakeholders, including capital spend
- The delivery of new drainage solutions and the maintenance of existing drainage infrastructure
- 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.

The Roads Network Operations Team have returned to a full operational return following the H&S restrictions brought in to manage Welfare and Transportation of staff. The Service has worked hard to backfill a number of technical and operational vacancies to allow the teams to move into the 2023/24 financial year with its core structure in place to deliver both maintenance and capital projects.

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 encourages 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 early 2023 the park completed the updated the Mugdock Country Park Strategy which identified and prioritise actions for park improvements, following public consultation going forward.

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
- Supporting of a growing number of park based businesses
- Facilitating the development of sites within the park including

	<ul style="list-style-type: none"> ○ Craigend Castle and surrounding area ○ Observatory in partnership with the Astronomical Society of Glasgow ○ Relocation of Visitor Centre to empty Courtyard unit ○ Development at the Walled Garden <p>Measure customer satisfaction levels</p>
Key Improvement Actions for 2023 - 2024	<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> <p>Streetscene Technical Support Team</p> <ul style="list-style-type: none"> ○ Implement actions identified from the Strategic and Operational Play Area Action Plan ○ Inspect, review, and maintain the Council's Tree assets, through sustainable tree management works; arrange survey of open space and roadside to identify and provide an assessment of ash dieback and recommendation for tree works and replanting. ○ Increase the number of allotment locations and plots available to meet local demand. Finalise and implement projects relating to food growing at Etive Park (Bishopbriggs) and Craigfoot Field (Milton of Campsie, subject to planning permission). ○ Carry out an assessment of potential new tree and meadow planting sites in conjunction with the Green Action Trust. In line with the Clyde Climate Project priorities, Bishopbriggs will be the focus of the pilot project. ○ Implementation of projects funded from the Scottish Government Play and Nature Restoration capital grant award. ○ Devise and seek to deliver a suitable Cemetery Strategy with associated Action Plan. ○ Work with the Flood Risk Officer to improve water bodies to address climate change and increase capacity to assist with flood mitigation. <p>Roads Technical & Engineering Team</p> <ul style="list-style-type: none"> ○ Maintain the bridges and retaining wall database to ensure there is proper accounting for these assets. ○ Improve publicly available information via the Council Web Site including footway gritting routes and Traffic Regulation Orders (TRO) locations ○ Contribute to City Deal and Traffic & Transport Projects e.g., Westerhill Development Road and Canniesburn Toll Improvements <p>Roads Network Operations Team</p> <ul style="list-style-type: none"> ○ Inspect and maintain the adopted Carriageway and Footway network throughout East Dunbartonshire ○ Review the Council Winter Maintenance Policy to ensure it is updated and remains relevant ○ Review Asset Management Plan (RAMP) to improve roads and lighting infrastructure ○ Review update and expand the Councils Roads Inspection and Maintenance Policy <p>Mugdock Country Park</p> <ul style="list-style-type: none"> ○ Commence the delivery of the Mugdock Country Park Strategy with associated Action Plan

Key Priority Performance indicators	<ul style="list-style-type: none"> ○ RT-1-BIP-4 Percentage of responsive road repairs completed within timescales ○ RT-2-BIP-4 Percentage of all street light repairs completed within 7 days ○ RT-7-BIP-5 Visitor numbers to Mugdock Country Park ○

2. Improvement Actions

Title	Play Area Action Plan – Play Sufficiency Assessments	Original Due Date	March 2024
Description	Play Park Sufficiency Assessment to inform the PAAP which will be carried out through improvement of the 2019 PAAP methodology.		
Link to LOIP Outcome or Guiding Principle	3 – Our children and young people are safe, healthy and ready to learn. 4 – East Dunbartonshire is a safe place in which to live, work and visit. 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.		
Rationale	The purpose of the 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. Play Sufficiency Assessment will be carried out in line with NPF4 Planning Policy.		

Title	Tree Management Policy	Original Due Date	March 2024
Description	Inspect, review, and maintain the Council's Tree assets, through sustainable tree management works		
Link to LOIP Outcome or Guiding Principle	4 – East Dunbartonshire is a safe place in which to live, work and visit. 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.		
Rationale	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. Ash dieback survey will form part of the new suite of surveys in open spaces and roadside trees. Further emphasis will be placed on the importance of trees in respect of Climate Change adaptation.		

Title	Food Growing Strategy	Original Due Date	March 2024
Description	Increase the number of allotment locations and plots available to meet local demand		
Link to LOIP Outcome or Guiding Principle	4 – East Dunbartonshire is a safe place in which to live, work and visit. 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.		
Rationale	The draft Food Growing Strategy indicates priorities is led by the Council's Sustainability Team, local food growing demand and potential food growing sites for consideration. This		

	information can be utilised to indicate priorities for the relevant Service. The Streetscene Technical Support Team provides support in respect of the implementation of the Strategy which has yet to be finalised.
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Title	Greenspace Strategy	Original Due Date	March 2024
Description	Combined Open Space, Green Network and Play Sufficiency Audits.		
Link to LOIP Outcome or Guiding Principle	4 – East Dunbartonshire is a safe place in which to live, work and visit.		
Rationale	<p>Development of the greenspace strategy which is led by the Council's Sustainability Team will set out the strategic aims for the delivery of improvements to open space and greenspaces, the green network and play spaces in East Dunbartonshire Council.</p> <p>This information can be utilised to indicate priorities and resources for implementation.</p> <p>The Streetscene Technical Support Team provides support in respect of the implementation of the Strategy which has yet to be finalised.</p>		

Title	Surface Water Management Plan	Original Due Date	March 2024
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 assist with flood mitigation measures		
Link to LOIP Outcome or Guiding Principle	4 – 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	March 2024
Description	Inspect and maintain the adopted Carriageway and Footway network throughout East Dunbartonshire		
Link to LOIP Outcome or Guiding Principle	4 – East Dunbartonshire is a safe place in which to live, work and visit.		
Rationale	<p>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.</p>		

Title	Winter Maintenance Policy	Original Due Date	March 2024
Description	Review the Council Winter Maintenance Policy to ensure it is updated and remains relevant		
Link to LOIP Outcome or Guiding Principle	4 – East Dunbartonshire is a safe place in which to live, work and visit.		
Rationale	As the Roads Authority the Roads Network Operations Team has a statutory obligation under the provisions of Section 34 of the Roads (Scotland) Act 1984, has a statutory duty to take such steps as it considers reasonable to prevent snow and ice or indeed the consequences of any other weather condition endangering the safe passage of vehicular and pedestrian traffic over the Councils public roads.		

Title	Review Asset Management Plan (RAMP)	Original Due Date	March 2024
Description	Review Asset Management Plan (RAMP) to improve roads and lighting infrastructure		
Link to LOIP Outcome or Guiding Principle	4 – 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	March 2024
Description	Deliver Mugdock Country Park Strategy with associated Action Plan		
Link to LOIP Outcome or Guiding Principle	4 – East Dunbartonshire is a safe place in which to live, work and visit. 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.		
Rationale	The Mugdock Country Park Strategy 2023–2028 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	
Description	Deliver a Cemetery Strategy with associated Action Plan.		
Link to LOIP Outcome or Guiding Principle	4 – East Dunbartonshire is a safe place in which to live, work and visit.		




	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.
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	March 2024
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	4 – East Dunbartonshire is a safe place in which to live, work and visit.		
Rationale	By sharing and promoting operational information via 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.		


Title	Management of Structures	Original Due Date	March 2024
Description	Maintain the bridges and retaining wall database to ensure there is proper accounting for these assets.		
Link to LOIP Outcome or Guiding Principle	4 – East Dunbartonshire is a safe place in which to live, work and visit.		
Rationale	The Service has a statutory obligation to manage and maintain the Councils 220 bridges that are part of the adopted carriageway and footway network. The aim is to ensure bridge safety and minimise disruption to the public, road users and the environment.		







3. Performance Indicators

Monthly Indicator

Code	PI Title	21/22			23/24 target	Rationale for Inclusion	LOIP Outcome or Guiding Principle
		2021/22			2023/24		
		Value	Target	Status	Target		
RT-1-BIP-4	Percentage of responsive road repairs completed within timescales	50.97%	85%		85%	An indication of how quickly the Roads Network Operations Team respond to road repairs on the adopted Carriageway and Footway network	LOIP 4 East Dunbartonshire is a safe place in which to live, work and visit.
RT-2-BIP-4	Percentage of all street light repairs completed within 7 days	71.61%	95%		95%	An indication of the Roads Street Lighting Teams performance in repairing street light failures on the adopted Carriageway and Footway network within a set/expected timescale	LOIP 4 East Dunbartonshire is a safe place in which to live, work and visit.
RT-7-BIP-5	Visitor numbers to Mugdock Country Park	790,407	620,000		620,000	The footfall levels at the Park is a local indicator which is used to assess the level of use and popularity of the facility. The indicator can be utilised to support funding applications and benchmark against improvements and investment in new facilities	LOIP 4 East Dunbartonshire is a safe place in which to live, work and visit.


Quarterly Indicator

Code	PI Title	21/22			23/24 target	Rationale for Inclusion	LOIP Outcome or Guiding Principle
		2021/22			2023/24		
		Value	Target	Status	Target		
NS-SOL-SENV03b	Street Cleanliness Index - % Clean	91.05	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 flyposting. This is a measure of the quality of the street cleansing services provided by councils. The Cleanliness Score (% areas assessed as clean using A and B Code of Practice definitions) allows authorities to manage	LOIP1 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.

Code	PI Title	21/22			23/24 target	Rationale for Inclusion	LOIP Outcome or Guiding Principle
		2021/22			2023/24		
		Value	Target	Status	Target		
						for improvement by tackling litter problem areas to achieve better results.	
RT-1-BIP-4	Percentage of responsive road repairs completed within timescales	50.97%	85%		85%	An indication of how quickly the Roads Network Operations Team respond to road repairs on the adopted Carriageway and Footway network	LOIP 4 East Dunbartonshire is a safe place in which to live, work and visit.
RT-2-BIP-4	Percentage of all streetlight repairs completed within 7 days	71.61%	95%		95%	An indication of the Roads Street Lighting Teams performance in repairing street light failures on the adopted Carriageway and Footway network within a set/expected timescale	LOIP 4 East Dunbartonshire is a safe place in which to live, work and visit.
RT-3-BIP-4	Percentage of traffic light repairs completed within 48 hours	100%	85%		85%	An indication of the Roads Technical & Engineering Teams performance in repairing traffic light failures on the adopted Carriageway and Footway network within a set/expected timescale. The repairs are undertaken by an external contractor on behalf of the Service.	LOIP 4 East Dunbartonshire is a safe place in which to live, work and visit.
RT-4-BIP-4	Percentage of noticing failures reported to the Road Works Commissioner	0%	4%		4%	The Office of the Scottish Road Works Commissioner oversees improvements to the planning, co-ordination, and quality of road works in Scotland. The Commissioner promotes and encourages good practice across utility companies and roads authorities and monitors performance. Failure to adhere to targets can result in the Commissioner's Office intervening and even fining those who do not maintain the expected performance levels.	LOIP 4 East Dunbartonshire is a safe place in which to live, work and visit.
RT-6-BIP-5	Category A Utility Inspection	81.9%	100%		100%	Road's authorities have a duty to co-ordinate all road works carried out on any road for which they are responsible. This includes the reinstatement of road surfaces which remains the responsibility of the party undertaking the works. Road's authorities have powers to inspect road works to ensure that utility companies meet their obligations	LOIP 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.
RT-7-BIP-5	Visitor numbers to Mugdock Country Park	790,407	620,000		620,000	The footfall levels at the Park is a local indicator which is used to assess the level of use and popularity of the facility. The indicator can be utilised to support funding applications and benchmark against	LOIP 4 East Dunbartonshire is a safe place in which to live, work and visit.

Code	PI Title	21/22			23/24 target	Rationale for Inclusion	LOIP Outcome or Guiding Principle
		2021/22			2023/24		
		Value	Target	Status	Target		
						improvements and investment in new facilities	

Yearly Indicator

Code	PI Title	20/21			22/23 target	Rationale for Inclusion	LOIP Outcome or Guiding Principle
		2021/22			2023/24		
		Value	Target	Status	Target		
DR-SOL-CL4	Cost of parks & open spaces per 1,000 population	£28,260.00	N/A		N/A	LGBF Indicator	Best Value

4. Achieving our Local Outcomes

Lead Local Outcome	Approach to delivery (Including Contributions to Local Outcome Delivery Group)
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

Secondary Local Outcomes or Guiding Principles	Contribution to delivery
Local Outcome 1	<p>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.</p> <ul style="list-style-type: none"> Responsible parking management assists visitors to our town centres by encouraging turnover and increasing access to businesses and amenities. Delivery of public realm projects enhances the built environment and encourage a change in travel behaviour. Designs will be shaped by engagement with the community and will incorporate the place-based approach to planning principles. Provision of good quality open space and clean streets Continued improvement of the overall carriageway and footway condition to improve business transport links and provide an attractive environment for visitors <p>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.</p>
Local Outcome 2	<p>Our people are equipped with knowledge and skills for learning, life and work.</p> <p>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.</p>
Local Outcome 3	<p>Our children and young people are safe, healthy and ready to learn.</p> <ul style="list-style-type: none"> Continue to work with Education Services to develop and promote road safety via the annual Road Safety Calendar Competition. Continue to work with Education Services to promote safe travel to school 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. <p>Provision of woodland resource for forest schools and woodland education</p>

Local Outcome 4	<p>East Dunbartonshire is a safe place in which to live, work and visit.</p> <ul style="list-style-type: none"> 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. <p>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.</p>
Local Outcome 5	<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> <ul style="list-style-type: none"> The use of sustainable modes of transport improve air quality, health and reduces the carbon footprint. Construction, maintenance and renovation of play areas to ensure children and physically stimulated in safe and clean environment. 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. <p>Development of food growing spaces to enable residents grow their own food and become more sustainable.</p>
Local Outcome 6	<p>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.</p> <ul style="list-style-type: none"> 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. 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. Promotion of disabled parking places for blue badge holders. Implementing dropped kerbs at crossings, restricting pavement parking in line with Transport Act to promote ease of walking and wheeling.

5. Evidence Based Planning

Strategic Scan of Policy Environment

P – Political	E - Economic	S - Social
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<ul style="list-style-type: none"> • LOIP – national and local outcomes • National Agenda • Environmental agenda • Demands from Government Agencies • National policies • Roads asset management (RAMP) • Outcome of the Nation and Local elections • Active local stakeholder groups • Successful delivery of key commitments including Scotland's Climate Change Declaration and Cycling Action Plan 2020 • Achieving Corporate Social Responsibility through delivery of sustainable procurement requirements (including delivery of community benefits) • Local Members / MSPs / MPs' levels of interest • Benchmarking – Best Value, APSE • National, Regional and Local Roads and Transport Policy • City Deal initiative and other Glasgow and Clyde Valley based initiatives. • Conditions attached to new European Funding • Contributing to the delivery of key transformation, PSIP and regeneration projects • Integration of Health & Social Care • COSLA • Demands from Government Agencies • Zero Waste code of practice etc 	<ul style="list-style-type: none"> • Ongoing pressures on public sector funding both capital and revenue • Increasing cost of materials. Steel, bituminous, etc. • Climate change. Weather trends, climate change – costs associated • flood risk management • External funding opportunities • Sustainable / Local Procurement • Reduced income from commercial activities • Recruitment Challenges /skilled workforce/flexible working • Reduced access to funding and changes in European, UK and Scottish funding programmes • Council asset strategy • Sustainable access/transport infrastructure within, across and into/out of East Dunbartonshire • Improve resilience to extreme weather events and their consequences for the local economy while assessing economic opportunities arising from climate change • Ongoing global, national and local economic post-Brexit. Supporting the Scottish Government priority to achieve sustainable economic growth through energy decarbonisation and investment in a low carbon economy; carbon reduction commitment • Changes in European, UK and Scottish funding programmes • Council asset strategy • External markets for Vehicles, Plant & materials – demands etc cost fluctuation • Fuel and utility cost variations • Reduction in income / economies / loss of services 	<ul style="list-style-type: none"> • Increased expectation of individuals/communities to access services and legislation to increase community participation in public service delivery • Sustainable environment/carbon emissions/ travel/weather extremes/water table/drainage issues/water quality/green agenda etc. • Increased demand for services. • Recreation - Cycle ways and walking • Diversity of Service users • The role of the local media in reporting and reflecting Council decisions and wider development activity • An increasing emphasis on the delivery of services through shared service, community hubs and click call come in • Skills gap, training, apprenticeships. • Flexible working – skills, hours, place, tasks • Increased public transport linkages with East Dunbartonshire and access to jobs • Healthy travel choices, infrastructure for low and zero carbon transport • Customer/Employees expectations. Reputation with public and consumer • Community Involvement • Sustainable environment/carbon emissions/recycling/travel/ weather extremes/water table/drainage issues/water quality/green agenda etc. • Flexible/SMART Working. Recruitment Challenges/skilled workforce – skills gap, training, apprenticeships. Flexible Working – skills, hours, place, tasks • Demographics – aging population, lower school population, wealth split in EDC, disability needs.
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	<ul style="list-style-type: none"> Increasing Energy Costs Carbon Tax (Carbon Reduction Commitment) Climate change. Weather trends, climate change – costs associated (flood risk management) External funding opportunities Sustainable / Local Procurement Recruitment Challenges /skilled workforce/flexible working Borrowing capacity Reduced access to funding 	<p>Increase in retirement age. Increased demand for services.</p> <ul style="list-style-type: none"> Public Health Agenda – respond to the needs and requirements of national emergencies i.e. COVID19
T – Technological	L – Legal	E – Environmental
<ul style="list-style-type: none"> Renewable Technologies. Technical advancement in recycling Legislation and testing ICT improvements. Systems upgrade and support Increased Customer Access and interfacing – Electronic service delivery. Access to Council Services Business Continuity Gap Web Strategy HUB development Smart Working. Mobile Working arrangements E-Learning Improving communications – increased customer access/contact centre/ERC Routing of waste collection services E-service delivery, ongoing pressures to ensure speed of change Current IT systems/support requiring intensive staff time and resourcing Customer expectations (on-line availability) Sustainability agenda/service delivery moving towards less frontline contact and more, click, call and come in delivery model Document management systems and archiving challenges Technical advancement in Fleet, Plant and machinery 	<ul style="list-style-type: none"> Legislation – current, amended and/or new Statutory Duties Equality Legislation (DDA) Freedom of Information Data Protection Licensing – SEPA legislation, current and future New Roads & Streetworks Act 1991 Transport (Scotland) act 2019 Roads (Scotland) Act 1984 Environmental Protection Act 1990 Environmental Assessment (Scotland) Act 2005 Procurement Reform (Scotland) Act 2014 Traffic Regulation Orders Decriminalised Parking Climate Change (Scotland) Act 2009 Local Government in Scotland Act 2003 (Best Value and Sustainability; power to advance wellbeing) Flood Risk Management (Scotland) Act 2009 Water Environment & Water Services (Scotland) Act 2003 National, Regional and Local Transport Strategies Burials & Cremation Act (Scotland) 2016 Wildlife & Countryside (1981, as amended) 	<ul style="list-style-type: none"> Climate Action Plan Strategic Environmental Assessment Air Quality targets The health effects of carbon emissions Impact of climate change on vulnerable groups Reduce carbon and local ecological footprints; better management of resources Address climate change risks and improve resilience (climate change adaptation) Demonstrate leadership in contributing to Government greenhouse gas reduction targets Promote sustainable development through links to public transport networks and active travel Nature Conservation (Scotland) Act 2004 for biodiversity duty Carbon targets Green technology development Sustainable spaces Zero Waste Scotland ambitions Open Space Strategy Dunbartonshire Local Biodiversity Action Plan Green Network Strategy Local Outcome Improvement Plan Food Growing Strategy (draft)

<p>including training and move to electric vehicles/machines</p> <ul style="list-style-type: none"> • Bespoke Technological Training • Statutory Testing Loler, Health & Safety, DCPC, Plating & annual Test etc • Specialist Systems upgrade & ongoing support • Exclusion – access (Public/Employee) • Fragmented/Non-standard internal IT systems • Road Transport / Driver / Technical etc • Promotion of Best value and other learning/models from Improvement Service, Audit Scotland and other national networks 		
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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
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 2025
Canniesburn Toll Signalisation	Internal and external stakeholder engagement through meetings	Local residents, businesses, internal and external stakeholders	<p>Support LP&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 2025
Lennoxtown Sustainable Transport Improvements	<p>Information and Consultation Drop In events</p> <p>Presentations and awareness raising with regular attendance at</p>	Widespread public awareness raising throughout the project	<p>Support LP&D Traffic and Transport Colleagues in the delivery</p> <p>Better health and safer routes for walking and cycling</p> <p>Reducing inequalities -</p>	April 2019	March 2025

Title	Description	Audience	How this engagement will be used to inform planning and service delivery	Planned Start Date	End Date
	community committee meetings and other stakeholder events delivered in partnership with other internal services.		<p>Improving access to jobs, services and leisure will be widened for all – including children, older people, and 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>		
Climate Ready Park – Woodhill & Etive Park	Construction	Local residents	The Streetscene service will organise planting days, volunteering opportunities and provision of food growing sites which will have ongoing monitoring.	June 2023	June 2025
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, Lennoxtown 2. Lennoxtown Project Group, Lennoxtown 3. Campsie Community Council 4. Milton of Campsie Community Council	Local residents	Maintain communication with local communities providing updates on projects and improvement works	Apr 2023	Mar 2024

Title	Description	Audience	How this engagement will be used to inform planning and service delivery	Planned Start Date	End Date
	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				
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 LEAP play park at the turning circle at Taig Road.	Apr 2023	March 2024
Play Park Action Plan	Consultation to vote for preferred designs	Schools/local residents	Consultation will be carried out to choose design for all play park work carried out throughout the year	Apr-2023	March 2024

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 the Councils policy position on the enforcement and removal of obstructions e.g. A Boards from the public realm locations in conjunction with colleagues in Land, Planning and Development	Access Panel, local businesses, communities and visitors to town centres	March 2024	Legal Services, Land, Planning & Development, and Community Planning 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

Sustainability and Climate Change Activity					
Service activity	Impacts on climate change mitigation	Impacts on climate change adaptation	Impacts on biodiversity	Impacts on greenspace	Other sustainability impacts
Glazert Water River Basin Management & Natural Flood Management / Flood Risk scheme And Kelvin Tributaries River Basin Management & Nature Flood Management/river restoration / Kelvin Valley 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	Surface water management and attenuation / treatment for direct run-off from new developed areas.	Ensure Policy accurately reflects the current position to account for climate change projections	Landscaping enhancement for biodiversity using SUDs.	Positive impact however SUDs put a burden on Council resources due to future maintenance	Potential positive impact on road repairs and other flood associated consequences
Delivering the actions of SEPA's Flood Risk Planning Cycle 2 (2022 - 2028)	Improvements to delivering climate resilient actions.	Awaiting publication of FRPC2 from SEPA – Now published however all actions are dependant on agreed funding from COSLA & SG	None	None	Potential positive impact on road repairs and other flood associated consequences
Continue to assess the 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			Contributes to Climate Action Plan
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	TBC	TBC	TBC	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.

9. Contact Details

Role	Name	Contact Details
Executive Officer – Roads and Environment	Thomas McMenamin	thomas.mcmenamin@eastdunbarton.gov.uk 03001234510
Team Leader Network Operations	Stewart Grainger	stewart.grainger@eastdunbarton.gov.uk 03001234510
Team Leader Technical & Engineering Services	Graeme McLay	graeme.mclay@eastdunbarton.gov.uk 03001234510
Greenspace and Streetscene Manager	Gillian Telfer	gillian.telfer@eastdunbarton.gov.uk 03001234510
Team Leader Mugdock Country Park	Mary Coulshed	Mary.Coulshed@eastdunbarton.gov.uk 03001234510
Team Leader Streetscene Technical Support	Stephen Egan	Stephen.egan@eastdinbarton.gov.uk 03001234510



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HEALTH AND SOCIAL CARE PARTNERSHIP BUSINESS & IMPROVEMENT PLAN 2023-2026

1. Purpose and Priorities

Purpose	<p>The Health and Social Care Partnership (HSCP) is responsible for the planning and delivery of a range of community health, social work and social care services for older people, adults, children and families and people in the Criminal Justice System in the East Dunbartonshire Council area utilising funding from the Council and Health Board. The Partnership was created in 2015 under the provisions of the Public Bodies Act 2014, in order to improve the outcomes for people using health and social care services and also to improve efficiencies through the integration of strategic, operational and financial planning.</p> <p>An HSCP Board, comprising voting members appointed by the Council and Health Board produces a strategic plan, allocates the integrated revenue budget for health and social care and oversees service delivery and performance. Other members representing the interests of patients, service users, carers, professionals and providers also sit on the Board and contribute to its work.</p> <p>The Council and Health Board continue to employ staff and deliver services in line with the HSCP's overall strategic priorities and budgets.</p>
Strategic Priorities	<p>The HSCP Board's Strategic Plan emphasises the need to plan and deliver services that contribute to health, wellbeing and safety throughout people's lives. This approach focuses on a healthy start to life and targets the needs of people at critical periods throughout their lifetime. It also includes intervening and supporting people when their safety and welfare may be at risk and if they find themselves involved with justice services. The Strategic Plan promotes timely effective interventions that address the causes, not just the consequences, of ill health, deprivation and a range of other life circumstances.</p> <p>By analysing the key drivers for change and the main challenges, the HSCP has identified eight Strategic Priorities and four Strategic Enablers to support the delivery of these priorities:</p> <ul style="list-style-type: none"> Strategic Priority 1 Empowering People Strategic Priority 2 Empowering Communities Strategic Priority 3 Prevention and Early Intervention Strategic Priority 4 Public Protection Strategic Priority 5 Supporting Families and Carers Strategic Priority 6 Improving Mental Health and Recovery Strategic Priority 7 Post Pandemic Renewal Strategic Priority 8 Maximising Operational Integration Strategic Enabler 1 Workforce and Organisational Development Strategic Enabler 2 Medium Term Financial and Strategic Planning

	<p>Strategic Enabler 3 Collaborative Commissioning and Whole System Working</p> <p>Strategic Enabler 4 Infrastructure and Technology</p> <p>These strategic priorities and associated improvement activity are informed by:</p> <ul style="list-style-type: none"> • Joint Strategic Needs Assessments • Benchmarking • Extensive consultative processes, informed by statutory guidance • Audit Scotland reports on the progress of HSCPs Scotland-wide • Local Strategic Inspections • Ministerial Strategic Group guidance • Impact Assessments (EqIA, FSD, SEA) <p>The Health and Social Care Partnership Strategic Planning Group is the multi-agency strategic planning group responsible for progressing actions to achieve local outcome 5 and 6 priorities. The HSCP Chief Officer also chairs the Delivering for Children and Young People's Partnership multi-agency strategic planning group responsible for progressing actions to achieve local outcome 3 priorities.</p>
<p>Work of the Teams</p>	<p>The work of the Partnership extends to a very wide range of combined health, social work and social care service areas as follows:</p> <ul style="list-style-type: none"> • Intake, Assessment and Care Management, and multi-disciplinary care and treatment services for people with learning disabilities, physical disabilities, mental health support needs, substance misuse issues, sensory impairment, and issues arising from disability and frailty associated with older age; • Rehabilitation and Occupational Therapy Services; • Care at Home Services (in-house and purchased); • Residential and Care Home Services (in-house and purchased); • Day care and day opportunity services (in-house and purchased); • Supported accommodation and supported living (in-house and purchased); • Local Area Coordination; • Palliative care; • District nursing services; • Primary care services; • Pharmaceutical services; • General and public dental services; • Health Improvement; • Carer and Respite Services (in-house and purchased); • Telecare Services; • Housing Support - Aids and Adaptation Services; • Greenspace - Care of Gardening Scheme; • Child and Adult protection services; • Family support; • Fostering, Kinship Care and Adoption Services; • Throughcare, Aftercare and Continuing Care services; • Health visiting; • School nursing; • Speech and Language Services • CAMHS • Youth Justice • Children with Disability

	<ul style="list-style-type: none"> • Children's Residential Services • Intake, Assessment and Care Management, and multi-disciplinary care and treatment services for children and families, including people with learning disabilities, physical disabilities, mental health support needs, substance misuse issues, sensory impairment. • Criminal Justice Services including prison based social work services at HMP Low Moss. <p>In addition to planning and operational responsibility for services delegated in total to the HSCP the HSCP also has joint planning responsibility for unplanned hospital services alongside NHS GG&C. These services include:</p> <ul style="list-style-type: none"> • Accident and Emergency services; • Inpatient hospital services relating to the following branches of medicine – general, geriatric, rehabilitation, respiratory, palliative care, mental health, learning disability, substance misuse. <p>The work of these teams is guided by statute and by a process of continuous improvement reflecting the HSCP Strategic Priorities, the National Health and Social Care Outcomes and Local Outcomes 3, 5 and 6 in particular.</p>
Key Improvement Actions for 2023-2024	<p>The key improvement actions and associated performance measures focus on delegated council functions, for the purpose of the BIP:</p> <ul style="list-style-type: none"> • HSCP Strategic Plan 2022-25: delivery • HSCP Annual Delivery Plan 2023-24 (including transformational actions) • Review of in-house accommodation-based support services for Learning Disability. • Work with communities to develop a network of assets and informal support options.
Key Priority Performance indicators	<ul style="list-style-type: none"> • Percentage of customers (65+) meeting the target of 6 weeks from completion of community care assessment to personal care service delivery • Percentage of initial Child Protection Case Conferences taking place within 21 days from receipt of referral • Percentage of individuals beginning a work placement within 7 working days of receiving a Community Payback Order

2. Improvement Actions

Title	HSCP Strategic Plan 2022–25: delivery	Original Due Date	31–Mar–2025
Description	The HSCP Board’s Strategic Plan sets out the priorities and improvements to be delivered for the population over a three year period, with a particular focus on the most vulnerable people, including those with disability, long term conditions, mental health disorders, community care needs, palliative care needs and those in need of care and protection.		
Link to LOIP Outcome or Guiding Principle	East Dunbartonshire is a safe place in which to live, work and visit.		
Rationale	Overarching improvement plan for integrated functions and services, including those delegated by the Council to the HSCP Board.		




Title	HSCP Annual Delivery Plan 2023–24	Original Due Date	31–Mar–2024
Description	Schedule of priority actions to improve service performance, in support of Strategic Plan delivery.		
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	Action Plan arising from external and internal scrutiny of service delivery and designed to deliver on the priorities and enablers set out in the Strategic Plan		

Title	Review of in-house accommodation-based support services for Learning Disability.	Original Due Date	31–Mar–2024
Description	Review and redesign accommodation-based support services to ensure that in-house services continue to meet the needs of our community and can ensure that we can meet national expectations set out within the ‘Coming Home’ report.		
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	Enable the HSCP to meet national expectations set out within the ‘Coming Home’ report.		



Title	Work with communities to develop a network of assets and informal support options.	Original Due Date	31–Mar–2024
Description	Pilot a community led support approach within a locality		
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	Pilot outcomes of the review of operational approaches to community led support.		







3. Performance Indicators



Monthly Indicator

Code	PI Title	2021/22			2023/24	Rationale for Inclusion	LOIP Outcome or Guiding Principle
		Value	Target	Status	Target		
HSCP-06-BIP-6	% of customers (65+) meeting the target of 6 weeks from completion of community care assessment to service delivery	98.7%	95%		95%	Measures timeousness of assessment processes in line Assessment and Care Management Policy	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
HSCP-08-BIP-6	The % of individuals beginning a work placement within 7 working days of receiving a Community Payback Order	83%	80%		80%	This indicator measures the speed of response by Criminal Justice Social Work in establishing the commencement of a Community Payback Order after the disposal has been made by the Court. This indicator links to the requirements within the National Outcomes and Standards for Social Work Services in the Criminal Justice System.	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
HSCP-94-LPI-3	% of initial Child Protection Case Conferences taking place within 21 days from receipt of referral	86%	90%		90%	This indicator aims to measure performance in ensuring that all initial Child Protection Case Conferences take place within 21 days from the date of the referral. This links to the Child Protection National Guidance on timescales.	Our children and young people are safe, healthy and ready to learn.

Quarterly Indicator

Code	PI Title	2021/22			2023/24	Rationale for Inclusion	LOIP Outcome or Guiding Principle
		Value	Target	Status	Target		
HSCP-01-BIP-3	% of child care Integrated Comprehensive Assessments (ICA) for Scottish Children's Reporter Administration (SCRA) completed within target timescales (20 days), as per national target	91%	75%		75%	This indicator aims to measure performance in ensuring the completion of Integrated Care Assessment reports within target time. There is a national target set by SCRA for the submission of reports.	Our children and young people are safe, healthy and ready to learn.
HSCP-02-BIP-3	% of first Review Child Protection Planning Meetings taking place within 6 months of	100%	95%		95%	This indicator aims to measure performance in ensuring that the 1st Child Protection Review following registration takes place within 3 months. This	Our children and young people are safe, healthy and ready to learn.

Code	PI Title	2021/22			2023/24	Rationale for Inclusion	LOIP Outcome or Guiding Principle
		Value	Target	Status	Target		
	registration, as per Child Protection National Guidance					links to the Child Protection National Guidance on timescales.	
HSCP-04-BIP-3	% of first Looked After & Accommodated reviews taking place within 4 weeks of the child being accommodated	100%	100%		100%	This indicator aims to measure performance in ensuring that the 1st LAAC Review takes place within 4 weeks of the child being accommodated, as stated in the Immediate Care Planning Procedures for Children and Young People.	Our children and young people are safe, healthy and ready to learn.
HSCP-05-BIP-6	% of Adult Protection cases where the required timescales have been met	92%	92%		92%	Measures the speed with which sequential adult support and protection actions are taken against timescales laid out in local social work procedures.	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
HSCP-07-BIP-6	% of CJSW Reports submitted to court by due date	98%	95%		95%	This indicator measures the speed of response by Criminal Justice Social Work in submitting court reports within target timescales. This indicator links to the requirements within the National Outcomes and Standards for Social Work Services in the Criminal Justice System.	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
HSCP-09-BIP-6	Percentage of people 65+ indicating satisfaction with their social interaction opportunities	91%	95%		95%	Collated from sample of 50 case reviews analysed each quarter	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
HSCP-96-LPI-3	% of Social Work Reports Submitted to Child Protection Case Conference	100%	100%		100%	Measures adherence to child protection intervention timescales	Our children and young people are safe, healthy and ready to learn.
HSCP-BIP-10	Percentage of adults in receipt of services who have had their personal outcomes fully or partially met	100%	90%		90%	New Indicator- Measures achievement of outcome-focused support activity	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
HSCP-BIP-11	% of Home Care reviews undertaken within timescales	Not Available 22/23 PI	80%	Not Available 22/23 PI	80%	New indicator, based on 9 months information- Measures adherence to HSCP timescales for care package reviews within Home Care	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
HSCP-BIP-12	20% reduction of Covid-19 backlog of Unpaid Work Orders	Not Available	80%	Not Available	80%	New indicator- Measures reduction of backlog of UPW	Our older population and more vulnerable citizens are supported to maintain

Code	PI Title	2021/22			2023/24	Rationale for Inclusion	LOIP Outcome or Guiding Principle
		Value	Target	Status	Target		
		22/23 PI		22/23 PI		orders due to the suspension of service during Covid-19	their independence and enjoy a high quality of life, and they, their families and carers benefit from effective care and support services
HSCP-CS-LPI-3	% of Court report requests allocated to a Social Worker within 2 Working Days of Receipt	100%	100%		100%	Measures adherence to criminal justice timescale standards	Our children and young people are safe, healthy and ready to learn.
HSCP-SOL-CHN9	Balance of Care for looked after children: % of children being looked after in the Community	83%	89%		89%	This indicator is required to be reported as part of the LGBF Framework. It aims to measure the proportion of children who are in the care of the local authority being looked after in a community setting rather than a residential care setting.	Our children and young people are safe, healthy and ready to learn.

4. Achieving our Local Outcomes

Lead Local Outcome	Approach to delivery (Including Contributions to Local Outcome Delivery Group)
3: Our children and young people are safe, healthy and ready to learn	<p>The HSCP is joint lead for the delivery of LOIP 3 <i>“Our children and young people are safe, healthy and ready to learn”</i></p> <p>The delivery vehicle for LOIP 3 is the Integrated Children’s Services Plan which is delivered through multi-agency partnership arrangements creating the infrastructure towards positive outcomes for children. The work of this outcome is led by the Delivering for Children Young People Partnership (DCYPP), through which the Plan is devised and delivered through multi-agency partnership arrangements creating the infrastructure towards positive outcomes for children.</p> <p>The action areas that contribute to LOIP 3 are as follows</p> <ul style="list-style-type: none"> • Implementation of the Community Children’s Mental Health and Wellbeing Framework • Healthy Lifestyles • Corporate Parenting • Keeping Children Safe
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 HSCP is the lead for delivery of LOIP 5 <i>“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.”</i></p> <p>The delivery vehicle is the Public Health Strategy (PHS) which sets out how arrangements to support partner’s contributions to positive health and wellbeing outcomes for adults across East Dunbartonshire will be progressed. The PHS is led by the HSCP’s Health Improvement Team.</p> <p>The PHS focuses on local action in support of the national public health priorities, where citizens:</p> <ul style="list-style-type: none"> • Live in vibrant, healthy and safe places and communities • Flourish in our early years • Have good mental wellbeing • Reduce the use of and harm from alcohol, tobacco and other drugs • Have a sustainable, inclusive economy with equality of outcomes for all • Eat well, have a healthy weight and are physically active <p>Delivery of the PHS is overseen by the HSCP’s Adult Services Steering Group and is regularly reported to the Community Planning Partnership Board.</p>
6: Our older population and more vulnerable citizens are supported to maintain their independence and enjoy a high quality	<p>The HSCP is the lead for delivery of LOIP 6 <i>“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”</i>.</p>

<p>of life, and they, their families and carers benefit from effective care and support services</p>	<p>The delivery vehicle is a combined plan that draws together plans and actions from a number of different sources into a suite that supports delivery of the LOIP outcomes.</p> <p>The action areas that contribute to LOIP 6 are as follows</p> <ul style="list-style-type: none"> • Review & redesign of services for people with Learning Disability; • Review of services for people with addictions & the implementation of a recovery model; • Oversight of the implementation of the East Dunbartonshire Action 15 plan as part of the new Mental Health Strategy: focused on supporting people with Mental Health problems in the community; • Implementation of the Dementia Strategy and Dementia Friendly Communities; • The prevention and management of Falls; • Implementation of the Autism Strategy • Development and implementation of the East Dunbartonshire Carers Strategy. <p>Delivery of the suite of actions to support LOIP 6 is overseen by the HSCP's Strategic Planning Group, which reports to the Board of the HSCP. Progress on delivery is also reported regularly to the Community Planning Partnership Board.</p>
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Secondary Local Outcomes or Guiding Principles	Contribution to delivery
<p>4: East Dunbartonshire is a safe place in which to live, work and visit</p>	<p>Criminal Justice services and the Community Justice Partnership, which is Chaired by the Chief Officer of the HSCO, make a contribution to the work of the overall Community Safety agenda feeding into LOIP 4.</p>

5. Evidence Based Planning

Strategic Scan of Policy Environment

P – Political	E - Economic	S - Social
<ul style="list-style-type: none"> • Covid-19 response and remobilisation • Public sector reform agenda • The Independent Review of Adult Social Care (March 2021) • National Care Service (Scotland) Bill • 2020 Workforce Vision • Welfare Reform • Local Outcome Improvement Plan (previously SOA) • Carers Act • Public perceptions and expectations • Health and Wellbeing agenda • Inequalities • Public Health reform • National Mental Health Strategy Commitment 15 • National Suicide Prevention Strategy • National drug and alcohol strategy • UNCRC • The Promise 	<ul style="list-style-type: none"> • Integrated budget - procedures • Free Personal and Nursing Care extended to under 65's • Personalisation and Self Directed Support • Welfare reform • Eligibility Criteria • Charging • Ongoing financial/budget savings challenges • IT system/solutions • Smart/Agile working • Information sharing across and between agencies • Portable Technology – smart phones, iPads, laptops • PHS Integrated Performance Reporting 	<ul style="list-style-type: none"> • Post-Covid social impact and demand management • Changing Demographics – increasing numbers of older people and those with complex needs • New housing developments • Public perceptions and expectations • Health and Wellbeing agenda • Inequalities • Changing societal trends – increases/decreases in a range of risk taking behaviours • Ability of social media and internet to increase risk to some vulnerable client groups and facilitate forms of offending/abuse
T – Technological	L – Legal	E – Environmental
<ul style="list-style-type: none"> • Scotland's Digital Health and Care Strategy (2018) • Carefirst and other service specific MIS systems – linkages across H&SC • Social Media • Remote service delivery i.e. Attend Anywhere • Growing availability of on line interventions for low level needs e.g. • DAISy national alcohol & drugs database 	<ul style="list-style-type: none"> • Social Work (Scotland) Act 1968 • Public Bodies (Joint Working) (Scotland) Act 2014 • Full range of statutory functions as set out in the Integration Scheme (Annex 1). • Carers (Scotland) Act 2016 • Children and Young People (Scotland) Act 2014 • Freedom of Information (Scotland) Act 2002 • Records Management Duties • Equality Act • Fairer Scotland Duty (2018) • Community Empowerment Act • GDPR • Community Justice (S) Act 2016 • Frank's Law • Changes in Court sentencing – presumption against sentences <12months • Responding to formal inspection regimes and resulting action plans • Nature Conservation (Scotland) Act 2004 (Biodiversity Duty) • Strategic Environmental Assessment (Scotland) Act 2005 • Climate Change (Scotland) Act 2009 • Management of Offenders Act – presumption against short sentences < 12 months (PASS) • Domestic Abuse (Scotland) Act 2018 	<ul style="list-style-type: none"> • Location of services • Accommodation of Health & Social Care workforce • Carbon footprint • Weather (delivery of support services) • Housing development leading to pressures on GP and other services • Climate Change and Sustainability • Strategic Environmental Assessments

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
Care at Home Services – Staff Survey	Questionnaire	Care at Home Staff	Consultation to contribute to evaluation of service quality and performance improvement planning	01-Apr-2023	31-Mar-2024
Care at Home Services – Service User Survey	Questionnaire	Care at Home Clients	Consultation to contribute to evaluation of service quality and performance improvement planning	01-Apr-2023	31-Mar-2024
Home for Me Service - Homecare reablement survey	Questionnaire	All Home for Me service users	Consultation to contribute to evaluation of service quality and performance improvement planning	01-Apr-2023	31-Mar-2024
Criminal Justice - Service Recipient Questionnaire	Rolling programme of questionnaire-based feedback to gather service recipient information on their experience of work undertaken by the Unpaid Work team and what impact that had.	Individuals and agencies / organisations who have had work done by the Unpaid Work services	Assists Criminal Justice Service to plan future work projects and assess quality and impact of work undertaken	01-Apr-2023	31-Mar-2024
Criminal Justice - Service User Feedback	Rolling programme of questionnaire-based feedback to gather service user information on their experience of involvement with the Criminal Justice service.	Individuals who have been involved with the Criminal Justice service	Assist Criminal Justice Service to assess quality of work undertaken	01-Apr-2023	31-Mar-2024

Title	Description	Audience	How this engagement will be used to inform planning and service delivery	Planned Start Date	End Date
Criminal Justice - Annual consultation re: Unpaid Work	Annual consultation with the community to ascertain what their priorities are in respect of what type of unpaid work they would like to be undertaken in their area (legislative requirement)	Individuals and agencies / organisations in the EDC area	Assist Criminal Justice Service to plan unpaid work plan for coming year	01-Apr-2023	31-Mar-2024
Criminal Justice - Focus Group/ End of CPO Order Survey	Verbal facilitation in focus group, written questionnaires	Person With Conviction	Consultation to contribute to evaluation of service quality and performance improvement planning	01-Apr-2023	31-Mar-2024
Criminal Justice - Young people in the youth justice system	Gather the views of young people who are involved with the Youth Justice System.	Young people who are involved with the Youth Justice System	Assists Children & Families Service to assess service quality	01-Apr-2023	31-Mar-2024
Children and Families - Service user experience of Children and Families Advice and Response Team	Gather the views of Children and Families who have been referred to and received a service from the Advice and Response Team.	Children and Families who have been referred to and received a service from the Advice and Response Team	Assists Children & Families Service to assess service quality	01-Apr-2023	31-Mar-2024
Children and Families - Parents/carers of children/young people who are looked after	Gather the views of the parents of children and young people who are looked after.	Parents of children and young people who are looked after	Assists Children & Families Service to assess service quality	01-Apr-2023	31-Mar-2024
Children and Families - Transition/Exit Interviews for	Gather the views of children and young	Children and young people who	Assists Children & Families Service to assess service quality	01-Apr-2023	31-Mar-2024

Title	Description	Audience	How this engagement will be used to inform planning and service delivery	Planned Start Date	End Date
children/young people moving placement	people who are moving placement.	are moving placement			
Children and Families - Children/ young people looked after in Ferndale Residential Unit	Gather the views of young people who are looked after in Ferndale Residential Unit.	Young people who are looked after in Ferndale Residential Unit	Assists Children & Families Service to assess service quality	01-Apr-2023	31-Mar-2024
Children and Families - Parents/carers/ Social Workers of children/young people receiving services from Ferndale Children's Unit	Gather the views of various stakeholders of the Ferndale Children's Unit.	Ferndale Children's Unit Stakeholders	Assists Children & Families Service to assess service quality	01-Apr-2023	31-Mar-2024
Children and Families - Parents/carers of children/young people involved in child protection	Gather the views of parents and carers who attend a child protection case conference.	Parents and carers who attend a child protection case conference	Assists Children & Families Service to assess service quality	01-Apr-2022	31-Mar-2023
Children and Families - 0-5 Drop In Group	Evaluation Questionnaires, Face to Face.	Service Users - Parents / Guardians	Consultation to contribute to evaluation of service quality and performance improvement planning	01-Apr-2022	31-Mar-2023
Care Planning & Placement Team - Foster Carers	Evaluation Questionnaire, focus groups, 1-1	Foster carers	Consultation to contribute to evaluation of service quality and performance improvement planning	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
Care Planning & Placement Team - Foster Carers / Post Adoption	Monitoring / Service Change Proposal Implementation	Foster carers	Consultation to contribute to evaluation of service quality and performance improvement planning	01-Apr-2022	31-Mar-2023
Care Planning & Placement Team - Adoption Service Clients	Evaluation Questionnaire, telephone interview with Social Work	Adoption Service Clients	Consultation to contribute to evaluation of service quality and performance improvement planning	01-Apr-2022	31-Mar-2023
Care Planning & Placement Team - Adoption and Fostering Panel	Evaluation Questionnaire / Group work	Adoption and fostering panel	Consultation to contribute to evaluation of service quality and performance improvement planning	01-Apr-2022	31-Mar-2023
Intermediate Care Service - User satisfaction survey	Questionnaire	All service users of intermediate care services	Consultation to contribute to evaluation of service quality and performance improvement planning	01-Apr-2022	31-Mar-2023
Alcohol and Drugs Service - Service user evaluation	Questionnaires, focus groups, interviews	Service Users ADRS	Consultation to contribute to evaluation of service quality and performance improvement planning	01-Apr-2022	31-Mar-2023
Alcohol and Drug Service - Quality Principles	Questionnaires and focus groups, sometimes 1:1 meetings	Service users and/or staff from commissioned services/internal ADRS staff	Consultation to contribute to evaluation of service quality and performance improvement planning	01-Apr-2022	31-Mar-2023
Mental Health Team - Service user feedback/ evaluation	Questionnaire	All clients on exit of MH service	Consultation to contribute to evaluation of service quality and performance improvement planning	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
Kelvinbank Resource Centre - Service User Feedback / evaluation	Questionnaire	Kelvinbank Service users	Consultation to contribute to evaluation of service quality and performance improvement planning	01-Apr-2022	31-Mar-2023
Accommodation with Support Service User 6 Monthly Reviews	Group discussions with family and Social Work	Accommodation with Support Service Users	Consultation to contribute to evaluation of service quality and performance improvement planning	01-Apr-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?
Implement ED HSCP's Equality and Diversity Mainstream Report Action Plan for the period 2023 to 2027	Employees of GG&C and EDC and all service user groups	2023-27	HSCP Board, GG&C, EDC, Third Sector
Undertake development of a HSCP Equalities webpage	Employees of GG&C and EDC and all service user groups	2023-24	HSCP Board, GG&C, EDC
Ensuring application of the Fairer Scotland Duty to support implementation of the HSCP Strategic Plan 2022-25	All service users and residents of East Dunbartonshire	2022-25	HSCP Board, GG&C, EDC, Third Sector
Implement HSCP Strategic Plan 2022-25, which has been subject to an EQIA and Fairer Scotland Duty assessment	Employees of GG&C and EDC and all service user groups	2022-25	HSCP Board, GG&C, EDC, Third Sector

8. Sustainability and Climate Change

Sustainability and Climate Change Activity					
Service activity	Impacts on climate change mitigation	Impacts on climate change adaptation	Impacts on biodiversity	Impacts on greenspace	Other sustainability impacts
Oversight of the LO5 'Healthy Environments' Group	Remit of group includes active travel and food growing, which have carbon reduction benefits	Remit of group includes climate change adaptation	Remit of group includes biodiversity preservation and enhancement	Remit of group includes greenspace preservation and enhancement	Remit of group extends to advancing other related sustainability agendas, notably Health.
Planned support of the development and delivery of the emerging Climate Action Plan	Delivery of climate change mitigation benefits is a key objective of the document	Delivery of adaptation benefits is a key objective of the document	It is intended that the document will deliver co-benefits for biodiversity through engaging with community-led implementation of nature-based solutions to climate change and biodiversity decline	It is intended that the document will deliver co-benefits for greenspace	It is intended that the document will deliver co-benefits for other related sustainability agendas, including social inclusion and health promotion

Planned support of the delivery of the Food Growing Strategy	Food growing has a strong potential to reduce carbon emissions by reducing food transportation, storage, long supply chains and materials by encouraging a move away from carbon-intensive meat consumption and by helping sequester carbon in vegetation and soil.	Food growing areas can make towns more resilient to increases in temperatures caused by climate change through the natural cooling effect of vegetation. It can also increase resilience to issues in supply chains- such as those seen throughout the pandemic. 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 objective 'All growing activities will support both regional and local green infrastructure, green network and biodiversity priorities, with consideration for heritage, native and organic growing and quality soils' runs through the Strategy, with supporting commitments where appropriate. This includes consideration of the impacts of allotments on biodiversity through the updated Allotment Regulations.	Community gardens and allotments can present similar benefits to other green spaces for surface water management and the delivery of multiple ecosystem services, including infiltration to reduce the effects of flooding, bio retention to improve water quality and habitat creation.	Producing fresh, affordable food in a community setting can benefit physical and mental health in various ways and can promote community cohesion including supporting the work of existing groups. Food growing can also encourage other pro-environmental behaviours such as composting.
Support the delivery of the emerging Greenspace Strategy	Mitigating to reduce emissions will benefit the health and wellbeing of the public through improved air quality, a reduced likelihood of extreme weather events and improved food security.	Adapting to climate change protects homes livelihoods, food security and human health. This can be achieved through improvements to open and green spaces.	Enhancing, restoring and protecting biodiversity ensures food security.	Improvements to greenspace benefit human health through increased areas for physical activity, recreation and improvements for mental health.	Improvements to greenspace through community events offer opportunities for social prescriptions.

Depending on the outcome of the Scottish Government consultation on the Role of Public Sector Bodies in Tackling Climate Change, submit annual reports to the Scottish Government to set out action taken to support emissions reduction and climate change adaptation	Carbon reduction will be a key focus of this work.	Climate change adaptation will be a key focus of this work.	Biodiversity co-benefits will be included in this work.	Greenspace co-benefits will be included in this work.	Other co-benefits are likely to arise from this work.
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9. Contact Details

Role	Name	Contact Details
HSCP Chief Officer and Chief Social Work Officer	Caroline Sinclair	07976 606 185
Interim Head of Adult Services and Depute CSWO	David Aitken	07758 496 434
Chief Finance & Resources Officer	Jean Campbell	07583 902 000
Interim Head of Children's Services & Community Justice	Claire Carthy	07901 808 724
Head of Community Health and Care Services	Derrick Pearce	07813 752 285



BUSINESS & IMPROVEMENT PLAN 2023 -2026

1. Purpose and Priorities

Purpose	<p>East Dunbartonshire Leisure and Culture Trust, on behalf of East Dunbartonshire Council, is responsible for the operation, management and delivery of Leisure and Cultural services throughout East Dunbartonshire. The services are delivered under the terms of a service agreement with the Council. These services are delivered through five main groupings which are Libraries and Museums, Cultural Development, Sports Development, Leisure Centres and Active Schools. The Trust Articles of Association set out the Key Objectives of the Trust which are reflected in the Culture Leisure and Sports Strategy. The key objectives are detailed below.</p> <p>The company's objects are:-</p> <ul style="list-style-type: none"> • To advance the arts, heritage, culture and science; • To advance public participation in sport; • To provide recreational facilities, and organise recreational activities with such facilities/activities being made available to members of the public at large with the object of improving their conditions of life; • To advance education; • To advance health; • To advance citizenship and/or community development (which may include the promotion of civic responsibility, volunteering, the voluntary sector and/or the effectiveness or efficiency of charities); • To relieve those in need by reason of age, ill health, disability, financial hardship or other disadvantage; • To promote, establish, operate and/or support other similar schemes and projects which further charitable purposes;
Strategic Priorities	<p>As a charity, our main aim is to provide facilities for recreation, sport and cultural pursuits which are of maximum benefit to the community and accessible to all. In order to help deliver our aim a Strategy has been developed with key partners and was formally launched on 14 March 2017.</p> <p>The Strategy also took account of key National and Local Priorities including SOA (now LOIP) Active Scotland Frame Work and Creative Scotland 10 year plan.</p> <p>The key ambition and objectives of the Strategy are outlined below:</p> <p>The Culture Leisure and Sport Strategy (CLLS) was adopted by all CPP and the CLSS sets out the direction for culture, leisure and sport by establishing an overarching ambition for provision within the area. The ambition is to be realised through a series of long-term objectives and key priorities for action. The strategy pulls together national and local priorities in all of the areas that shape culture, leisure and sport to produce a co-ordinated approach to provision.</p> <p>The strategy has four over-arching objectives that underpin all areas of the strategy.</p> <p>1. Increasing Participation for All</p>

	<p>To increase participation in culture, leisure and sport for all residents, workers and visitors of East Dunbartonshire in an inclusive and sustainable manner.</p> <p>2. Improving Physical/Mental Health and Wellbeing</p> <p>To improve health and wellbeing through culture, leisure and sport opportunities that enables everyone in East Dunbartonshire to lead full and active lives.</p> <p>3. Developing People</p> <p>To support and develop the network of volunteers and staff involved in delivering culture, leisure and sport in East Dunbartonshire, and to support all individuals in developing their talent, skills and confidence.</p> <p>4. Maintaining the Quality of Our Existing Culture, Leisure and Sports (CLS)</p> <p>Offer & Maximising Opportunities</p> <p>To maintain the quality of our current culture, leisure and sport offer, improve existing services and maximise opportunities for providing new activities and services by incorporating high environmental and design standards. Therefore ensuring that East Dunbartonshire has first class culture, leisure and sport venues and services.</p>
<p>Work of the Teams</p>	<p>The teams within EDLC are noted below and all of the teams work to deliver on the key objectives of the CLS strategy prioritising four key themes:</p> <ul style="list-style-type: none"> • People and Partnerships • Assets and Facilities • Access and Services • Communication and Promotion <p>Although EDLC is not listed as a Lead Strategic Group the five key service delivery areas of Libraries, Heritage & Arts, Sports Development, Leisure Centres and Active Schools contribute to the LOIP for East Dunbartonshire Council. The range of activities and programmes on offer between Leisure and Cultural services make a clear contribution towards Outcomes 2, 3, 5, and 6. Key examples of these include the Active Schools programme, Sport Development Programme, Learning Opportunities across Libraries and Culture and Partnership working to impact on Health issues through the Live Active, walking programme and weight management and active choices programmes. A brief description of the work of the teams is detailed below:</p> <p><u>Active Schools Team</u></p> <p>The Active Schools Team work across all ED Primary, Secondary and ASN schools, aiming to:</p> <ul style="list-style-type: none"> • Increase the number of children and young people participating in school and community sport and • Increase capacity through the recruitment, retention and development of volunteers to deliver sport in school and the wider community.

The team achieve both of these national outcomes by working closely with pupils, school staff, parents, volunteers, local sports clubs, as well as local and national partners to create a broad range of accessible opportunities both within and beyond the school gates.

Active Schools Coordinators use local and national data to ensure opportunities are targeted at those in most need, tracking success each term through SportScotland Mysport Data and regular Performance Indicator reviews.

Sports Development Team

Sports Development deliver a wide range of grassroots sport and physical activity programmes across East Dunbartonshire over 49 weeks per year, including holiday programmes. Activities on offer include:

- Swimming Lessons – 40 week term time programme following the Scottish Swimming Learn to Swim Framework along with intensive courses during school holidays to fast track swimmers on to higher levels.
- Gymnastics - 40 week term time programme in addition to school holiday camps
- Football – 40 week term time community programme in addition to schools and after schools programme and 9 weeks of holiday camps
- Rugby – 30 week schools programmes in partnership with local rugby clubs, Education and Scottish Rugby
- Multi-sport & ASN programme - 40 week term time programme in addition to school holiday camps
- Athlete Performance Programme – 40 week strength & conditioning programme to support local athletes in progressing through the pathway of their chosen sport from club / regional to elite level.
- Club & Volunteer Development – Area based club support across a range of priorities identified by clubs, provision of annual coach education calendar of courses ranging from first aid and safeguarding to sports specific. Volunteer support, training and guidance linking volunteers in sport with clubs and employers across East Dunbartonshire.
- Sports Council administration
- Support Council and other partners with targeted programmes for example Snack & Play and Summer ASN activities.

In order to effectively develop and promote the above sports and opportunities, we work in partnership with a variety of organisations including sportscotland, governing bodies and local clubs.

Heritage & Arts Team

EDLC Heritage & Arts Service provides free physical and digital access to museum and archives collections and widens access to participation and learning through the offer of a broad cultural and creative programme. Specialist staff support access to online resources, including local archives and family history.

The Heritage & Arts Service works to embrace and celebrate equality, diversity and inclusion through:

- Community engagement and partnership working
- Exhibitions, performance, activities and events programme

- Targeted work through externally funded programmes.

We engage with people through local heritage, archives & collections, cultural assets and heritage & arts programming, contributing to improved mental health and well-being. We do this through:

- Operational management of 3 heritage venues; The Auld Kirk Museum, Lillie Art Gallery and Kirkintilloch Town Hall & Heritage Centre, which enables access to civic and national collections through permanent, temporary and touring exhibitions
- Heritage & Arts learning opportunities through talks, workshops, co curated exhibitions and events
- Access to and engagement with physical and digital local studies, family history and archives collections
- Engagement opportunities for children, young people and adults in visual and performing arts.
- Externally funded programmes which enhance our service offer by providing projects which target priority groups and Place Areas
- Developing partnerships to maximise opportunities to improve health and wellbeing outcomes.
- Provision of high quality, affordable spaces, for the use of local businesses, groups and individuals for business and social interaction.

Leisure Centres

EDLC Leisure Centre allow public access to a range of sports and physical activity opportunities to the public. There are three large multi-purpose facilities in the area which are all 4 star visit Scotland accredited and attract over 1 million customers every year. The centres are also our main base for the extensive Sport Development programme

EDLC Centres provide facilities for:

- Swimming
- 280 Fitness Classes each week.
- Sports activities including Badminton, Squash, Football and Table Tennis.
- Live Active Exercise referral scheme.
- Children's Play Activity.
- Sports Development programmes including swimming football and gymnastics.
- Access for a number of local Sports Clubs.
- Access for schools.
- Gym membership totalling 9758.

Libraries

EDLC Libraries offer free and universal access to resources for reading, learning and enjoyment. Specialist staff support access to a world of information, knowledge and ideas; in particular we strive to ensure every citizen of East Dunbartonshire has access to online and digital resources.

	<p>The library service works to earn its place in the heart of communities. The service celebrates equality, diversity and inclusion and is committed to supporting people by improving:</p> <ul style="list-style-type: none"> • Reading, literacy and learning • Health and Social & Economic Wellbeing • Achievement and employability <p>Our priorities include:</p> <ul style="list-style-type: none"> • Free access to books, newspapers electronic newspapers & magazines, audio and e-audio books; and a wide range of online services (many of which are paid for subscriptions but free to library members). • Support with reading for pleasure, from committed staff offering help to select and promote a wide range of library resources and activities; including a growing number of local reading groups. • Digital inclusion; including free internet access, access to high quality modern devices (laptops, tablets and printers), use of new and emerging technologies, information on internet safety and one to one and group digital support and coaching. • A programme of social and cultural activities – including classes, cultural activities and informal learning opportunities. • Providing access to warm, safe community spaces and meeting spaces • Supporting reading, informal learning and social opportunities for children, young people and their families, offering a wide programme of focussed activities including Bookbug Sessions, Code Clubs and visits to schools and early years settings. • An inclusive offer with targeted and tailored services and activities in libraries and community venues, including dual-language books and a Home Library Service.
<p>Key Improvement Actions for 2023-2026</p>	<ul style="list-style-type: none"> • Increase access and participation through delivery of EDLCT Digital Strategy • Increased access and participation through the introduction of a touring exhibitions programme and development of a performance and events programme. • Increased access to venues through events, activities and community usage • Contributing to Place priorities and supporting inclusion and achievement through e.g, The Wee Green Library project and Lennoxton Artist in Residence – a Shared Prosperity Fund funded project. • Using data and customer engagement to improve service provision across cultural services. • Contributing to improved health and wellbeing through partnership working with East Dunbartonshire HSCP on delivery of the Improving the Cancer Journey Service.




	<ul style="list-style-type: none"> • Contributing to improved health & wellbeing through provision of specific and targeted activities in Libraries in partnership with EDVA – e.g., Kindred Cafes, audiobook silent walks. • Contributing to improved health & wellbeing by supporting people living with dementia, in partnership with Memories Scotland. • Development of libraries digital support through delivery of the CLD plan for East Dunbartonshire. • Implement EDLC Digital Strategy, lead by Digital Communications Officer and supported by EDLC Digital Champions • Using data and customer engagement to improve service provision across leisure services • Increased access and participation to Leisure services through events, activities and community usage. • Open phase two of the New Allander October 2023.
Key Priority Performance indicators	<ul style="list-style-type: none"> • Digital usage to museums, art galleries and collections, including enquiries. • Visits in person to museums and art galleries • Digital usage to libraries • Visits in person to libraries • Total number of attendances at Swimming Pools • Total number of attendances for outdoor pitches • Total number of attendances for indoor activities • Overall attendance at Leisure Centres • Total number direct debit memberships • Total number Active Schools Distinct Participants (report in line with 3 x academic terms) • Total number of Active Schools Volunteers (report in line with 3 x academic terms) • Total number of Active Schools Young Leaders (report in line with 3 x academic terms)

2. Improvement Action Plan




Improvement Action	Description	Link to LOIP Outcome or Guiding Principle	Due Date	Rationale
Increase access and participation to cultural services	Improving our spaces, developing new programmes and improving on existing ones, to increase access and participation to cultural services and activities	Our people experience good physical and mental health and well-being with access to a quality built and natural environment in which to lead healthier and more active lifestyles.	31 st March 2024	Participation in cultural activity improves individual mental health and wellbeing, community cohesion and inclusion
Digital Strategy	To deliver a digital strategy that will clearly set out both individual and joint service priorities over the next three years	Our people are equipped with knowledge and skills for learning, life and work.	22 nd December 2023	It is recognised that with the sector moving towards a more digital approach to customer service that EDLC require to review our approach. The expansion/ improvement of EDLC digital offer must lead to an increase in awareness of all services, and a more cohesive approach across Culture and Leisure. It must provide a more interactive and engaging platform to communicate better with each target audience and customers Policy and procedure must be aligned across EDLC, and training provided for staff.
Central Reservations Facility	Overall review of the current booking system and explore the option to centralise this important function.	Our people are equipped with knowledge and skills for learning, life and work.	28 th June 2024	To provide central point of contact for all EDLC customers, suppliers, stakeholders and local clubs Deliver a consistent and efficient communication thread to customers To increase bookings and increase revenue across all EDLC services Support leisure, culture, finance, and sports development services Allow busy reception areas to focus on the customer journey Signpost customers to self-service online joining, kiosk use etc. Reduce the duplication across the Service New opportunities to re-train, focus on retention and drive sales.
Allander Leisure Centre Replacement	Work in partnership with East Dunbartonshire Council to deliver the second phase of the new Allander Leisure Facility which meets the needs of the community and provide additional revenue opportunities for EDLC	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.	October 31 st 2023	The existing facility was built in 1977 and although it has had some refurbishment over a number of years it is no longer fit for purpose and does not deliver the quality of experience you would expect from a modern Leisure Centre. The new facility will meet all the necessary building and access standards whilst enhancing the customer experience across a range of activities. The revenue position will improve compared with the existing facility both in terms of energy efficiency and sales income.


3. Performance Indicators

Annual Indicators


Code	PI Title	2021/22			2023/24	Rationale for Inclusion	LOIP Outcome or Guiding Principle
		Value	Target	Status	Target		
EDLC-BIP-07	Number of Sports Development Memberships.	2,481	2,200		2,700	New Direct Debit membership type introduced in 2021/22 to replace the old block booking process. The target for 2023/24 has been increased to allow for an increase in the number of classes (and memberships) by the end of the year with the opening of phase 2 of the new Allander.	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.
EDLC-SOL-CL1	Cost per attendance at sports facilities.	£3.33	N/A		N/A	EDLC collate a range of usage statistics which contribute to Statutory Performance indicators and those required for compliance with Local Government Benchmarking for 2022/23 & 2023/24	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.
EDLC-SOL-CL3	Cost per museum visit.	£5.22	N/A		N/A	EDLC collate a range of usage statistics which contribute to Statutory Performance indicators and those required for compliance with Local Government Benchmarking for 2022/23.	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.

Quarterly Indicators

Code	PI Title	21/22			23/24 target	Rationale for Inclusion	LOIP Outcome or Guiding Principle
		Value	Target	Status	Target		
EDLC-BIP-01	Attendances at Leisure Centres	Forecast 857,000 NB: ALC closed to early March	900,875		980,000	Facility usage is key in generating income for EDLC and is reported to EDLC Board on a quarterly basis. The level of usage also impacts on LGBF indicators – net cost per attendance / 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.
EDLC-BIP-02	Attendances at Outdoor Sports Facilities	113,986 @P11 Forecast 129,986	84,000		132,000	Facility usage is key in generating income for EDLC and is reported to EDLC Board on a quarterly basis. The level of usage also impacts on LGBF indicators – net cost per attendance / 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.
EDLC-BIP-04	Number of Visits to Libraries	817,562	883,914		834,277	Facility usage is key in generating income for EDLC and is reported to EDLC Board on a quarterly basis.	Best value

		21/22			23/24 target		
Code	PI Title	2021/22			2023/24		
		Value	Target	Status	Target	Rationale for Inclusion	LOIP Outcome or Guiding Principle
						The level of usage also impacts on LGBF indicators – net cost per attendance / visit.	
EDLC-BIP-05	Number of Visits to Council Funded or Part Funded Museums	50,883	46,956		52,409	Facility usage is key in generating income for EDLC and is reported to EDLC Board on a quarterly basis. The levels of usage also impacts on LGBF indicators – net cost per attendance / visit.	Best value

Key Monthly Indicators

		21/22			23/24 target		
Code	PI Title	2021/22			2023/24		
		Value	Target	Status	Target	Rationale for Inclusion	LOIP Outcome or Guiding Principle
EDLC-BIP-08	Number of Gym Direct Debit Memberships	9,500	7,466		11,000	EDLC Fitness / Gym income DD membership is the largest income stream for EDLC (€1.84M in 2019/20). The impact of Covid-19 on membership levels was significant. The 2021/22 target to achieve 80% of the membership that we had in 2019/20 was achieved and exceeded during 2022/23, however with this included an increase in lower value memberships and the EDC Free Access Scheme for secondary school aged children, which accounts for 2,721 (at 19/3/23) members. The new Allander Leisure Centre and new gym equipment and refurbishment across the estate will drive a significant increase in membership by the end of 2024.	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.

4. Achieving our Local Outcomes

Secondary Local Outcomes or Guiding Principles	Contribution to delivery
L01 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"> Continued development of cultural venues to provide safe, warm, welcoming and well equipped spaces for learning, leisure and business. Work in partnership to provide and promote local cultural events and activities in towns and villages across East Dunbartonshire. Maximise use of facilities across EDLCT through effective marketing to residents and visitors and development of effective partnerships Improve energy efficiency, reduce waste and promote recycling in EDLCT facilities. Work in partnership to promote local tourist attractions, walk and cycle paths across a range of services. Participate in local gala days / festivals to promote opportunities for East Dunbartonshire residents and visitors.
L02 Our people are equipped with knowledge and skills for learning, life and work	<ul style="list-style-type: none"> Development of libraries as Information Hubs, providing information and signposting to partner organisations and services. Digital skills development opportunities across the library service. Provide a wide range of opportunities for people of East Dunbartonshire to improve their skills and learning through the Coach and Volunteer training programme (by Active Schools and Sports Development). Develop Young Leaders' skills through the Active schools training programme with supported volunteer placements within schools and the local community. Offer employment opportunities to deliver knowledge, skills and learning developed through volunteering and mentoring pathway. Work in partnership with employability charities such as Street League to enhance pathways to employment. Work in partnership with schools and Further Education providers.
L03 Our children and young people are safe, healthy and ready to learn	<ul style="list-style-type: none"> Delivery of learning activities for early years, including targeted provision in Place Areas. Provision of learning activities and events for children and young people within cultural settings. Quality opportunities for children and young people to participate in sport and physical activity at all levels are provided through the school and community setting. Programmes are prioritised that help target the inactive, young people from areas in the 25% most deprived in Scotland (from SIMD), those with additional support needs and girls and young women. Provision of strength & conditioning programme (Athlete Performance Programme) to support talented young sports people. Support sport and physical activity programmes which demonstrate a significant contribution to Curriculum for Excellence (for example School of Rugby / Football)

<p>L04 East Dunbartonshire is a safe place in which to live, work and visit</p>	<ul style="list-style-type: none"> • Delivery of a programme of exhibitions and events across cultural venues. • Diversionary activities delivered through Active Schools such as YDance -Cash Back for Communities. • Use sport and activity to support identified vulnerable children and young people with targeted programmes both within school and the wider community (For example Active Schools targeted work, young carers, LAAC)
<p>L05 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>	<ul style="list-style-type: none"> • Continued partnership working with EDHSCP to expand delivery of the Improving the Cancer Journey programme and other health information programmes. • Targeted programmes of activity tackling loneliness and exclusion. • Provision of lifestyle programmes including Live Active to enhance / maintain wellbeing outcomes. • Behavior change initiatives to support positive and active lifestyles. • Opportunities to participate in a range of fitness activities throughout East Dunbartonshire to improve physical and mental health. • Leisure Centres facilitate partnership initiatives for example Cycle for a Swim, co-promoted with the Active Travel Team from the Council. • Leisure Centres are bases for more specialised targeted activity such as walking and jogging group programmes (Involvement in a group or club activity engenders a sense of belonging and socialisation beneficial to sustained physical activity and emotional health & well-being). • The new Allander Leisure Centre and Gym refurbishments will provide increased access to quality facilities.
<p>L06 <i>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.</i></p>	<ul style="list-style-type: none"> • Continued provision and development of the home library service. • Opportunities provided through inclusive initiatives in addition to targeted work with specific populations. • Training programmes provided to ensure people are equipped with the knowledge and skills to deliver to specific groups. • Decreasing social isolation through engagement in sport and physical activity (For example - Health Walks, walking football for dementia groups and walking netball) • Increased access to activities for children and young people in Place areas • Increased access for children & young people with a disability to inclusive physical activity and sport opportunities.

5. Evidence Based Planning

Strategic Scan of Policy Environment

P – Political	E – Economic	S – Social
<ul style="list-style-type: none"> National Priorities (Active Scotland framework) EDLC Board Community Planning LOIP Health and Well Being Agenda Active Scotland Outcomes Framework. Joint Health Improvement Plan Post-Brexit Legislation External Bodies & responses Council Priorities 	<ul style="list-style-type: none"> Employment Legislation Employers Costs – Pensions / NI / App Levy Charging Leisure Industry Competition Limited Capital Funding Competing EDC budget pressure – impact on Management Fee levels for EDLC Increasing pressures on external funding Decline in usage Reduced income from commercial activities (Gym facilities) Asset base/sustainability/fit for purpose Covid – 19 Recovery Utilities costs Increasing inflation Cost of Living crisis 	<ul style="list-style-type: none"> Equality of access Increased leisure time & customer expectations Well-being, health and activity focus Local Demographics (ageing population, lower school population) Carbon emissions Skills gap Flexible working – skills, hours, place, tasks Customer/Employees expectations. Reputation with public and consumer Community engagement Demographics – aging population, lower school population, wealth split in EDC, disability needs. Increase in retirement age. Increased demand for services. Social media
T – Technological	L – Legal	E – Environmental
<ul style="list-style-type: none"> MIS systems – linkages across EDLC Social Media Advances in Fitness Equipment Energy efficiency projects / design Web site development Wearable fitness products Smart phones Availability of technological solutions to meet EDLC's operational needs 	<ul style="list-style-type: none"> Statutory functions Health and Safety at Work Act Freedom of Information (Scotland) Act 2002 Equality Act GDPR Community Empowerment Act Companies House OSCR HMRC Procurement 	<ul style="list-style-type: none"> Carbon targets Green technology development Reduction in energy/water use Recycling facilities

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
Pitches Strategy	In partnership with EDC carry out full review and update of the pitches Strategy.	All pitch users across EDC, National Governing Bodies.	Gather information on supply and demand for pitches, condition and accessibility and provide robust evidence base for future planning and funding requirements	30-Sep - 2023	31Mar-2024
New Sports Development Memberships	Consult parents/guardians on Sports Development class management system (On Course), direct debit memberships and impact of children attending activities	Parents of Sports Development participants	Refine and improve service delivery	1 May 2023	30 Jun 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?
Inclusion Forum to be re-launched to share best practice and identify opportunities to address gaps in provision	Children, young people and adults with disabilities.	August 2023 and beyond	EDLCT (Active Schools & Sports Development), EDC (Education, Local Area Coordinators), SDS, Sports Clubs
Inclusive Dance in East Dunbartonshire- a 4 year (2022-26) Sportscotland funded project that aims to increase the access of dance within the community for those with an additional support need. Active Schools, YDance, schools and local dance clubs will work together to develop the skills of deliverers and maximize the access to participative and competitive dance for young people within ED.	Children and young people with additional support needs	August 2022-March 2026	EDLCT (Active Schools) W
<p>Training session organised for EDLC Directors on Equality, Diversity and Inclusion. Will help Directors</p> <ul style="list-style-type: none"> • Understand the key elements of the legislation. • Increase awareness of the legislation and the impact it might have on EDLCT. • Understand the difference between diversity and inclusion 	EDLC Board Members, Customers and employees	June 2023	

8. Sustainability and Climate Change

Sustainability and Climate Change Activity					
Service activity	Impacts on climate change mitigation	Impacts on climate change adaptation	Impacts on biodiversity	Impacts on greenspace	Other sustainability impacts
LED light replacement across Leisure Centres	Reduction in energy use and carbon footprint.				
Electric vehicle Charging Points provided at all Leisure Centres	Reduction in vehicle emissions				
Promotion of Active Travel Initiative at all Leisure Facilities in Partnership with EDC	Reduction in vehicle emissions				
Allander New Build Leisure Centre.	Reduction in energy use and carbon footprint				
Reduction in Travel for meetings across services by utilising on - line meeting options.	Staff across service will significantly reduce car journeys which will reduce vehicle emissions.				

9. Contact Details

Role	Name	Contact Details
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Operations Manager (Leisuredrome)	Fraser Makeham	fraser.makeham@eastdunbarton.gov.uk
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