


**WORKING WITH THE PEOPLE OF EAST DUNBARTONSHIRE**  
***“Prioritising our Services, Prioritising our Resources”***

**2018/19 - 2022**




## **WORKING WITH THE PEOPLE OF EAST DUNBARTONSHIRE**

### **- “Prioritising our Services, Prioritising our Resources”**

 The Council welcomes the Community Empowerment (Scotland) Act 2015 and our resulting Local Outcomes Improvement Plan 2017-2027.

 The Council commits to the LOIP vision:


**“Working together to achieve the best with the people of East Dunbartonshire”**


 The Council working collaboratively with our partners and our communities will strive to deliver across all of our local outcomes:


- 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.**
- 2. Our people are equipped with knowledge and skills for learning, life and work.**
- 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 attractive lifestyles.**
- 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.**

 The Council values the principles of:

- Co-production and engagement**
- Best Value**
- Evidence based planning**
- Fair and equitable services**
- Planning for Place**
- Prevention and Early Intervention**
- Sustainability**

 The Council recognises that it must operate within Scottish Government policies in an environment of reducing funding and increasing pressures from demographic changes while the needs and expectations of our citizens increase. The Council will work with the Scottish Government to increase investment in our infrastructure.

 The Council will work in the context created by these considerations and the array of Council policies to ensure there is continued engagement and partnership with our local communities to deliver the outcomes East Dunbartonshire’s residents want or may need. The Council will reduce inequality and empower our communities to deliver projects for their benefit, working with partners and making the best use of the assets within our communities.

 The Council will represent all constituents throughout East Dunbartonshire. The Council will act constructively and make the best possible use of resources to deliver the best possible services through both well-established and innovative approaches.

- The Council will use public money wisely with a prudent approach to finance for best value and maximum impact. The Council will implement the efficiencies identified and agreed through our Transformation Programme so that East Dunbartonshire Council continues to deliver efficiencies while providing excellent services.

To achieve this, the Council will prioritise its services ensuring that a robust option appraisal approach to prioritise the allocation of resources is adopted, founded on best practice and value for money considerations, including:

- **Self-evaluation & performance analysis;**
- **Customer feedback & satisfaction;**
- **Benchmarking & market testing;**
- **Competitiveness & affordability analysis;**
- **Digital development & service transformation opportunity;**
- **Strategic or service partnering or sharing;**
- **Community empowerment or community transfer;**
- **Equality impact assessment**

- The Council will work collaboratively with all elected members and Council officers to make informed, relevant and effective decisions on behalf of residents and we will scrutinise the impact and cost effectiveness of these decisions.
- The Council will review the Operating Model of the Council in order to empower decision-making.
- The Council will improve its communication and engagement with local communities.

## EDUCATION & EMPLOYABILITY












The Education Service has responsibility for delivery and/or input to 4 of the 6 local outcomes within the LOIP. It contributes to Local Outcome 2: Our people are equipped with knowledge and skills for learning, life and work and Local Outcome 3: Our children and young people are safe, healthy and ready to learn. The core purpose of the service is to deliver high quality education to the children, young people and adults of East Dunbartonshire. Achieving this will ensure every child or young person achieves the highest standards of attainment and achievement.

The priorities for the Education Service align to the National Improvement Framework (NIF). NIF sets out the vision and priorities for progress in learning: Improvement in attainment, particularly in literacy and numeracy; Closing the attainment gap between the most and least disadvantaged children; Improvement in children and young people's health and wellbeing; and Improvement in employability skills and sustained, positive school leaver destinations for all young people.

In order to achieve these national priorities, the following local plans and priorities are delivered: Education Services National Improvement Plan; Implementation of the Strategic Review of Additional Support Needs: Early Years Strategic Plan; Developing the Young Workforce Strategic Plan; and Employability Action Plan.

Progress against these commitments is detailed in the Education Business Improvement Plan (BIP) and monitored and reviewed through the Council's How Good is Our Service (HGIOS) performance management and reporting arrangements.

### **The Council will:**

-  Ensure our Education Service continues to deliver quality learning towards positive destinations for the range of needs in our communities including those who are disadvantaged and those with additional support needs.
-  Support head teachers to prepare for the changes and extension of their role, which will result from the Scottish Government's intention to empower schools.
-  Maintain the standards of attainment and achievement and use that as a platform for closing the various attainment and achievement gaps, which exist in schools. Ensure schools achieve the highest standards and continue to close the attainment gap.
-  Undertake, within the context of the funding available from the Scottish Government, such action as may be required to equip the Council to accommodate the successful implementation of 1140 hours of early education and childcare facilities by August 2020.
-  Take account of the resources available to the Council, reach a final determination of how and over what timescale provision for young people with ASN will be addressed in the future and begin the implementation of that improvement in provision.
-  Maintain and improve parental involvement.
-  Improve focus on wellbeing.
-  Contribute to and support the development and on-going operation of the West Partnership.
-  Improve the skills base of young people not in education, training and employment, leaving care and those seeking to return to work.
-  Continue to support the work of schools and colleges in improving the skills base of school leavers.
-  Work with EDLCT to support the provision of swimming lessons for pupils in local primary school.

## EAST DUNBARTONSHIRE HEALTH & SOCIAL CARE PARTNERSHIP (HSCP)

The HSCP Board's Strategic Plan sets out the priorities and improvements to be delivered for the population, (including children and adults) over a three year period, with a particular focus on the most vulnerable people, including those with disability, long term conditions, mental health support needs, community care needs, palliative care needs and those in need of care and protection.

Priorities focus on population health improvement; reducing inequalities; living independently at home; promoting self-care; supporting people to remain at home; anticipatory care; re-ablement / rehabilitation; maximising assistive technology, aids and adaptations; and safeguarding children and adults.




The HSCP also has responsibility for delivery of LOIP outcomes 5 and 6 and contributes to outcomes 2, 3 and 4.

The Council's Strategic Priorities in support of the HSCP's Strategic Plan are:

- to provide Best Value in the exercise of the HSCP Board's Directions to the Council. This will include review of current service delivery models, review of commissioning frameworks and procurement procedures with respect to the purchasing of social care services, and benchmarking with other partnership area to ensure best practice, efficiency, effectiveness and outcomes;
- to ensure local democratic oversight of the performance of the HSCP by the Council as a principle constituent stakeholder;
- to secure effective Chief Social Work Officer accountability arrangements in line with statutory guidance.

Progress against these commitments is detailed in the HSCP Business Improvement Plan (BIP) and monitored and reviewed through the Council's How Good is Our Service (HGIOS) performance management and reporting arrangements.

### **The Council will:**

-  Support the work of the HSCP and involve all services within the Council to improve the availability of mental health services and to promote wellbeing and positive mental health for all employees and service users.
-  Ensure the community is involved in decisions about health and care services so that the right services are available and prevention is prioritised.
-  Work with local charities, third sector organisations, groups, and the community to find ways to deliver services to an increasing number of people in the context of shrinking funding.

## ROADS & TRANSPORTATION










This Council's commitment to its roads and lighting network is set out within its Roads Asset Management Plan (RAMP), which informs its investment through both ongoing revenue and capital funding programmes agreed by Council on an annual basis.

Progress against the funding commitments for roads and lighting are set out in regular detailed financial reporting cycles and through the Roads & Transportation Service Business Improvement Plan (BIP), which is monitored and reviewed through the Council's How Good, is Our Service (HGIOS) performance management and reporting arrangements.

This Council's Local Transport Strategy (LTS) sets out its transport aspirations for the area and informs its revenue and capital programmes supported by a range of partners and community organisations.

Progress against the LTS annual action plan are set out in regular reports to Council and key indicators reflected in the Roads & Transportation Service Business Improvement Plan (BIP).

### **The Council will:**

-  Continue to target investment to improve East Dunbartonshire's roads network as demonstrated in the 2018-19 budget agreed by Council which delivered an additional £250k for roads investment
-  Pursue opportunities to implement a Shared Services initiative to maintain and where possible improve investment in East Dunbartonshire's roads through improved economies of scale and operating practice
-  Review the use of 20mph speed limits on residential roads and identify where these can be further promoted, particularly in and around school campuses.
-  Complete phase 4 of the Bishopbriggs Relief Road and introduce the new Wester Way active travel corridor.
-  Expand the Council's LED street lighting programme as part of its sustainability commitment and review and develop a programme of street lighting for identified path network.
-  Work with SPT and local transport providers as we seek to improve and expand the availability and quality of local bus and train services and continue to support local safer routes for walking and cycling.
-  Complete work on the feasibility study for a Kilmardinny/Allander rail halt and secure the resources to support a study into the delivery of dual tracking of the line from Westerton to Milngavie.
-  Implement the Lenzie Train Station improvement plan and work with SPT and Network Rail to explore options for further improving parking in and around the station.
-  Support the continuing implementation of the Council's Active Travel Policy through the design and delivery of well-grounded projects, which have support from local communities.

## TOWN CENTRES

This Council's commitment to making its town centres vibrant and attractive places for its local communities, businesses and visitors is a key theme reflected in its Local Outcomes Improvement Plan (LOIP) and further demonstrated through a range of town centre, land planning, economic development, travel and other supporting service strategies and plans.

Progress against these commitments is detailed in the relevant Council service Business Improvement Plan (BIP) and monitored and reviewed through the Council's How Good is Our Service (HGIOS) performance management and reporting arrangements.

### The Council will:

-  Complete the ongoing consultation on Bearsden, Bishopbriggs and Milngavie town centres and implement the associated action plans over the lifetime of this administration;
-  Continue with improvements to Kirkintilloch town centre as part of the implementation of the town centre masterplan, including monitoring and review of public space and traffic management arrangements;
-  Continue to work with the community to bring forward proposals for the redevelopment of the Brookwood Villa and Library site for early years and community use;
-  Work with Morrison's to facilitate appropriate development at its Bishopbriggs town centre site;
-  Bring forward proposal for a community hub in Milngavie Hub, which meets the needs of the local community, supports a vibrant village centre that reflects its key heritage, economic and visitor functions, and brings these plans to fruition over the lifetime of this administration. These plans will include appropriate provisions.
-  Continue support for the development and operation of the Milngavie BID including a re-ballot of levy payers during 2020,

## NEIGHBOURHOODS, STREETSCENE & GREENSPACE

This Council is committed to maintaining and improving the quality and appearance of our local built and green environments, delivering high quality local services and involving local communities in both caring for and using local spaces. These commitments are set out in a range of waste, streetscene and greenspace strategies and plans operated by the Council.

The quality of frontline services within local neighbourhoods is important to our residents and our commitment to these services is set out in the Neighbourhood Services Business Improvement Plan (BIP) and supported by both revenue and capital investment. The monitoring of these commitments and the quality of services delivered is undertaken through regular financial and performance reporting to the Council's PNCA committee.

### The Council will:

-  Continue work to minimise waste, maximise recycling, reducing carbon emissions and increase where possible the Council's use of renewable energy sources to reduce our energy consumption and promote spend to save initiatives.
-  Seek to work with local communities as we seek to maintain and improve our parks and greenspaces,
-  Support the roll out of the Clyde Valley Waste initiative, working with neighbouring local authorities and move towards adopting and promoting zero waste principles.
-  Work with local community groups to maximise their use of and involvement in the management of key green infrastructure across the Council area.
-  Continue to maintain provision of grass cutting/shrubs maintenance, including Japanese Knotweed removal and litter removal.








## HOUSING

This Council's recognises the importance of providing quality affordable housing in the local area and the challenges of doing so against a backdrop of continuing market housing demand and a commitment to the protection of the area's greenbelt. The Council will continue to improve the quality of its own housing stock, work with local Registered Social Landlords to deliver new affordable housing and engage with market house-builders to deliver an appropriate level of new housing across the Council area.

The Council's long-term housing business plan, Local Housing Strategy (LHS) and Strategic Housing Investment Programme set out its vision for delivering affordable housing across the area, supported by a significant level of revenue and capital investment each year. Performance targets in this area are set out within the Housing Service Business Improvement Plan and monitored through the Housing Sub Committee.

### The Council will:

-  Continue to implement a progressive maintenance programme and wider programme of improvements to the Council's housing stock
-  Work with partners to implement further programmes to improve the energy efficiency of the Council's housing stock.
-  Implement a programme of new build developments across the Council area to deliver new social and affordable housing
-  Continue to work with Scottish Government and housing developers to increase the number of affordable houses available in East Dunbartonshire at suitable development locations.
-  Review the Council's Housing Allocations policy to meet the needs of those in greatest housing need.






## COMMUNITIES

A commitment to engaging and working with local communities is at the heart of the Council's values and this is reflected in its LOIP.

In addition to the Community Planning Partnership's approach to community engagement and in order for Council to best serve local communities, we will continue to seek opportunities to strengthen links, build capacity and support engagement and participation. Communities and customers will be at the heart of our service and community planning in line with the principles of the Community Empowerment Act and the Council's engagement policies and strategies.

Work to maintain and improve the involvement of communities and customers is a key consideration in the Business Improvement Plans for all Council services and which are regularly monitored and reported to committees through the Council's How Good is Our Service (HGIOS) performance management and reporting arrangements.

### The Council will:

-  Develop a new community engagement strategy as a follow up commitment from its first Local Outcome Improvement Plan, setting out how the Council will encourage and facilitate communities, community councils and other representative community groups, both geographic and interest, to work with the Council to shape and inform services across East Dunbartonshire.
-  Continue to build community capacity through Place activities and the creation of local Place Plans in our targeted place communities.
-  Update and implement Council's pitches strategy, supporting the introduction of all-weather pitches to ensure unmet needs are identified and addressed.
-  Ensure that there is proper support and advice for groups seeking to access aspects of the Community Empowerment legislation and receive timely appropriate advice and guidance.
-  Support the principles of participatory budgeting and a review and development of the funding directly awarded to and managed by a range of community structures and network.

## SUSTAINABLE ECONOMIC GROWTH

The Council's commitment to supporting inclusive economic growth is one of the six outcomes set out within its Local Outcomes Improvement Plan (LOIP) and further demonstrated through its Economic Development Strategy and a range of town centre, land planning, travel and other supporting service strategies and plans.

Progress against this LOIP outcome and the various strategies and plans are regularly reported to committees and detailed in the relevant Council service Business Improvement Plan (BIP), monitored and reviewed through the Council's How Good is Our Service (HGOS) performance management and reporting arrangements.

### The Council will:




-  Support the Council's Economic Development Strategy and the wider Clyde Valley City Deal and Regional Economic Strategy (RES) ensuring a City Deal project at Westerhill, Bishopbriggs is a priority within the programme and a key contributor to the RES
-  In line with our commitment to town centres, continue to support the work and development of the Milngavie BID and explore opportunities for other BIDs across the area.
-  Ensure transport infrastructure supports the local and wider economy, including availability of a mix of free and affordable parking for employees and visitors in town centres.
-  Continue work to develop the areas visitor and tourism offer by promoting our heritage and natural environment
-  Use the existing and future Local Development Plans to ensure that the natural and built environment of the authority and suburban nature of our suburbs are appropriately maintained.
-  Lobby Scottish Government to change planning policy so that private housing developers are obliged to build a variety of different sizes of property to accommodate first time buyers, older people downsizing, etc. in a single development site to create mixed communities instead of 'mono-builds'.
-  Work with developers to increase the level of social Housing, currently 18%, within all new build across the area with a focus on the contribution this can make to delivering suitable housing options for the areas ageing population.

## FINANCE

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, is a critical aspect of financial management.

Financial planning to support the Council's decision making to address projected budget deficits, whilst delivering investment and sustaining priorities continues to be a key focus including the provision of detailed budgeting, accounting, financial monitoring support and advice to managers and budget holders, and advising Elected Members on performance in budget management.

### The Council will:



-  Work collaboratively with other elected members on the establishment of a balanced budget for 2018/19 and future years.
-  Seek savings by working with other Councils and public sector organisations by sharing services and other means suggested through the Transformation Programme.
-  Investigate alternative ways of raising money to pay for Council services, for example through income generation activities, charging policy and social income bonds

## EAST DUNARTONSHIRE LEISURE & CULTURE TRUST

The Council has worked closely with the East Dunbartonshire Leisure and Culture Trust since its inception to support the delivering of local leisure, culture and sports activities and has jointly developed the areas Culture, Leisure and Sports Strategy and accompanying Pitches Strategy.

The Council will continue to work with EDLCT to deliver on the commitments set out in this strategy and will support a range of local community organisations who deliver important voluntary services to communities across the area.

### **The Council will:**

-  Work with the Allander Champions Group to develop, design and deliver a new Allander Leisure Centre (ALC)
-  Work with EDLCT and the voluntary arts and heritage sector to improve participation in arts and heritage activities. IN line with our commitment to neighbourhood services the Council will update and implement the Council's pitches strategy, supporting the introduction of all-weather pitches to ensure unmet needs are identified and addressed.


## CUSTOMER SERVICES

Priorities for customer service improvements across service delivery channels (face-to-face, telephone and online) and the continued development of digital technologies across the organisation to deliver service efficiencies through increased process automation. This is in line with the Council's Click, Call Come-in Strategy, with an emphasis on channel shift towards online service delivery and the Council website and Customer Relationship Management tool are key enablers of this.

Customer Services aims to meet statutory obligations, deliver best practice, and provide a responsive and quality service to external and internal customers, effectively working across the provision of appropriate technology, direct service delivery across all channels and raising awareness of current and new service provision.

Work to maintain and improve customer services is a key consideration in the Business Improvement Plans for all Council services and which are regularly monitored and reported to committees through the Council's How Good is Our Service (HGIOS) performance management and reporting arrangements

### **The Council will:**

-  Improve all aspects of Customer Services for all local residents, including reducing telephone response times, improving signposting, the continuous development of the Council's website and the use of channels of communication in the community to inform and advise local residents.