

HSCP - Sustainability

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.
Support and actively contribute towards the Council's targets to reach net zero emissions for direct emissions and electricity use by 2036, for all indirect emissions including those in the Esat Dunbartonshire area as a whole by 2045, and adaptation targets as set out in the forthcoming	Delivery of climate change mitigation is a key objective of the Climate Action Plan.	Improving adaptation and resilience to climate change is a key objective of the Climate Action Plan.	It is intended that the Climate Action Plan 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 Climate Action Plan will deliver co-benefits for greenspace.	It is intended that the Climate Action Plan will deliver co-benefits for other related elements of sustainability, including social inclusion and health and well-being.

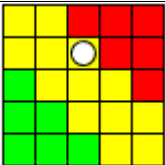
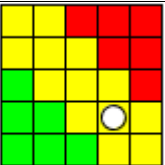
Climate Action Plan.					
Planned support of the delivery of the emerging Food Growing Strategy.	Food growing has a strong potential to reduce carbon emissions by reducing food transportation, storage, long supply chains and materials by encouraging a move away from carbon-intensive meat consumption and by helping sequester carbon in vegetation and soil.	<p>Food growing areas can make towns more resilient to increases in temperatures caused by climate change through the natural cooling effect of vegetation.</p> <p>It can also increase resilience to issues in supplies chains- such as those seen throughout the pandemic. Food growing areas also absorb rainwater, reducing pressure on watercourses.</p>	<p>The forthcoming Food Growing Strategy recognises the impacts of food growing activities on biodiversity and habitats, both negative and positive.</p> <p>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.</p> <p>This includes consideration of the impacts of allotments on biodiversity through the updated Allotment Regulations.</p>	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.	<p>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.</p> <p>Food growing can also encourage other pro-environmental behaviours such as composting.</p>
Support the delivery of the emerging	Mitigating to reduce emissions will benefit the health and wellbeing of the public through	Adapting to climate change protects homes livelihoods, food security and human health. This	Enhancing, restoring and protecting biodiversity ensures food security.	Improvements to greenspace benefit human health through increased areas for	

Greenspace Strategy.	improved air quality, a reduced likelihood of extreme weather events and improved food security.	can be achieved through improvements to open and green spaces.		physical activity, recreation and improvements for mental health.	
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 is a key focus of this work.	Climate change adaptation is a key focus of this work.	Biodiversity co-benefits is included in this work.	Greenspace co-benefits is included in this work.	Other co-benefits are likely to arise from this work.
Support the development and delivery of the Council's Local Heat and Energy Efficiency Strategy (LHEES), which Council approved in December 2024.	Delivery of climate change mitigation is a key objective of the document through the decarbonisation of buildings' heating systems across East Dunbartonshire.	Delivery of adaptation benefits is a key theme of the document.	Biodiversity co-benefits will be included in the work.	It is intended that the document will deliver co-benefits for greenspace.	Other co-benefits are likely to arise from this work.

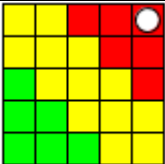
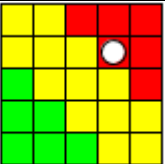
Section 7- Risk Management

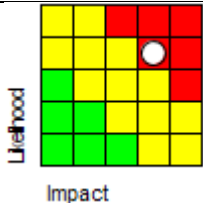
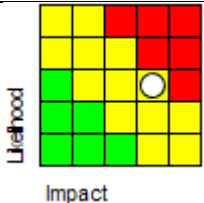
Description	Treatment Strategy	Internal Controls	Category(s)	LOIP Outcome(s)	Current Risk Matrix	Target Risk Matrix	Linked Actions
Inability to achieve recurring financial balance	Treat	Annual Budget Setting process	Financial	Local Outcome 3	<div><div>Likelihood</div><div>Impact</div></div>	<div><div>Likelihood</div><div>Impact</div></div>	Continued liaison with other Chief Finance Officer’s network / engagement with SG. Monitoring of delivery of efficiency plans for the coming year through the HSCP Annual Delivery Plan board. Review and update of a medium–term financial plan to support longer term sustainability updated annually to reflect current financial landscape. Ongoing review / re designation of earmarked reserves. Budget working group to be established including staff partnership to review budget savings options through the financial year.
		Scottish Government Investment		Local Outcome 5			
		Annual Delivery Plan		Local Outcome 6			
		Internal Budget Control					
		Efficiency Planning					
		Reserves Strategy					
		Control Summary					

Failure to implement adult support and protection improvement plan.	Treat	<p>Social Work and Multi-agency Adult Support & Protection (ASP) procedures, including quality assurance and audit measures, and an appropriate training programme are in place and up to date.</p> <p>Improvement actions identified through the recent Joint Inspection of Adult Support and Protection Services.</p> <p>Funding identified to support the recruitment to the ASP Training post to create capacity to support wider ASP agenda</p>	Service Delivery	<p>Local Outcome 3</p> <p>Local Outcome 5</p> <p>Local Outcome 6</p>			<p>Delivery of the improvement action plan arising from the Joint Inspection of Adult Support & Protection Services (October 2026). Recruitment to ASP Training post (April 2025). Plan to review Public Protection Team activity over 2025.</p>
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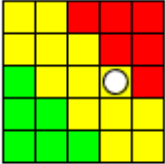
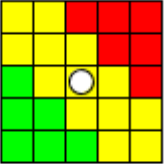
Inability to recruit and retain the appropriate numbers of trained staff to meet requirements resulting in reduction in service or failure to meet statutory duties.	Treat	Local Workforce plan	Service Delivery	Local Outcome 3	 Likelihood Impact	 Likelihood Impact	Develop and regularly review workforce plan for 2022–2025 in line with HSCP Strategic Plan. Revised recruitment protocol in place to support SMT overview of workforce issues. Funding from SG to support additional social work and mental health officer workforce capacity to be progressed and implemented. Review options for 'market forces' review of pay and grading. Further amalgamate health visiting contacts, consider skill mix where appropriate and other mechanisms for delivery of services.
		Vacancy Management Process		Local Outcome 5			
		MHO Remuneration		Local Outcome 6			
		Recruitment Strategy					
		GP Recruitment					
		Staff Supervision and workload prioritisation.					
Failure of external care provider to maintain delivery of services.	Treat	Contract Management Framework Enhanced Risk Assessment	Service Delivery	Local Outcome 5 Local Outcome 6	 Likelihood Impact	 Likelihood Impact	Enhanced support and monitoring across care home services, daily /weekly checks via Turas, RAG rating, Provider Forums, Established Sector

		<p>(RAG's) / monitoring & oversight of Care Home sector.</p> <p>Regular checks / audits of Business Continuity Plans & alignment to HSCP BC Plan.</p> <p>Assurance Visits.</p> <p>Established Care Home & Care at Home Sector Leads to help support oversight arrangements</p> <p>CI Regulation/Inspection framework</p>					<p>Leads, Weekly oversight via ORG, early notification alerts via SXL & Network groups, process for review of provider sustainability and adequacy of rates for service delivery. (ongoing). Local engagement with providers on sustainable fixed rates for care at home / supported living contracts (25/26)</p>
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Risk of failure to achieving transformational change and service redesign plans within necessary timescales	Treat	<p>Development and scrutiny of annual delivery plans including actions for investment / dis investment.</p> <p>HSCP Delivery Plan Board oversees progress. Annual Business Plan in place.</p> <p>Performance reporting framework established to support tracking of progress.</p> <p>Support through Council and NHS transformation teams to progress priorities where these are significant organisational change.</p>	Service Delivery	<p>Local Outcome 3</p> <p>Local Outcome 5</p> <p>Local Outcome 6</p>	 <p>Likelihood</p> <p>Impact</p>	 <p>Likelihood</p> <p>Impact</p>	<p>Work through staff and leadership teams to identify further efficiency and redesign options to bring forward in year.</p> <p>Fundamental shift in how service are delivered with a medium / longer term focus. Review of reserves to support redesign / smooth in any change programme.</p> <p>Budget working group to be established including staff partnership to review budget savings options through the financial year.</p>
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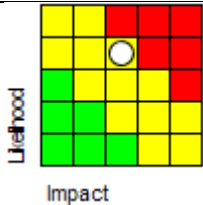
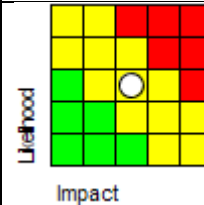
		Early collaborative planning with ED Council and NHS GG&C re support requirements.					
Failure to deliver on actions to support the implementation of the Un-scheduled Care Commissioning Plan and inability to support early, effective discharge from hospital	Treat	<p>Issue escalated corporately to NHS GG&C Board CMT and East Dunbartonshire IJB.</p> <p>Caseload monitoring and prioritisation.</p> <p>Resources prioritised to the highest SIMD areas.</p> <p>Local workforce plan in place.</p> <p>Vacancy management process in place.</p> <p>Temporary reduction in</p>	Service Delivery	<p>Local Outcome 5</p> <p>Local Outcome 6</p>			<p>Review further options for increasing capacity within care home provision and care at home through recruitment drive and further re-direction of staff. Prioritise ongoing investment through Adult Winter Planning funding to increase capacity across the HSCP in direct care services to support early and effective discharge. Progression of actions within ED HSCP Property Strategy have progressed and secured premises in Bishopbriggs. There is a need to revisit the business case for an Integrated Health & Care Centre in the West Locality, continue to apply pressure locally and with the NHS Board for re-prioritisation</p>

		<p>delivery of contacts from Universal Health</p> <p>Visitor Pathway risk assessed and agreed with East Dunbartonshire HSCP SMT.</p>					<p>of this option, explore opportunities for allocation of capital funding within NHSGG&C and use of HSCP accommodation funding in collaboration with partners. Approval for Bishopbriggs Development has been approved with capital funding allocated, continue to explore alternative solutions to address remaining capacity within HSCP accommodation. Continue to explore additional accommodation options within the west locality. (March 2025)</p>
Inability to secure sufficient accommodation in the West Locality to deliver effective integrated health and social work services in that area.	Treat	NHSGG&C Primary Care Property Strategy has been developed which sets out board priorities for primary care accommodation, ED HSCP Property Strategy in place 2023–2025 and regular engagement with colleagues within		<p>Local Outcome 3</p> <p>Local Outcome 5</p> <p>Local Outcome 6</p>			<p>Progression of actions within ED HSCP Property Strategy have progressed and secured premises in Bishopbriggs.</p> <p>There is a need to revisit the business case for an Integrated Health & Care Centre in the West Locality, continue to apply pressure locally and with the NHS Board for re-prioritisation of this option, explore opportunities for allocation</p>

		the Council / NHS board to scope options for progressing strategic priorities, GG&C HSCP Capital Planning Group established to review board wide HSCP priorities.					of capital funding within NHSGG&C and use of HSCP accommodation funding in collaboration with partners. Approval for Bishopbriggs Development has been approved with capital funding allocated, continue to explore alternative solutions to address remaining capacity within HSCP accommodation. Continue to explore additional accommodation options within the west locality. (March 2025)
Failure to secure an alternative system to Carefirst for Social Work case management and provider financial payments.	Treat	<p>Business case developed to support new system solution for SW caseload management and financial payments to care providers.</p> <p>Carefirst updates through HSCP Digital Board in place to support collaborative working across</p>	Service Delivery	<p>Local Outcome 3</p> <p>Local Outcome 5</p> <p>Local Outcome 6</p>	<p>Likelihood</p>  <p>Impact</p>	<p>Likelihood</p>  <p>Impact</p>	Escalation of business case to ensure prioritised for progression, identification and planning of resource requirements through carefirst steering group. Project Lead to be identified (June 2025)

		<p>HSCP and Council services and promote importance and requirement for new system.</p> <p>Continued engagement with current system provider to ensure continued support available.</p> <p>Technical upgrades to most up to date version of system to ensure applicable for any system upgrades – legislative and reporting requirements being met only.</p>						
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Failure to deliver Prison Based SW in line with the Memorandum of Understanding (MOU) at HMP Low Moss.	Treat	Regular meetings with PBSW. Submission of Business Case to SPS to request increased funding. Regular meetings with the Governor.		Local Outcome 5 Local Outcome 6			Escalation of business case to ensure prioritised for progression, identification and planning of resource requirements through SPS and SG.
Lack of and/or insufficient funding from central government to offset the planned increase in employers' national insurance rate across commissioned services resulting in additional and significant financial pressures for the HSCP and Providers / services	Treat	Aligned to the approach nationally, the HSCP is awaiting further update from the Scot Gov. Pending determination, the Council and HSCP is working collaboratively to estimate the likely cost impact, provide appropriate assurance to providers and liaising with Sector Leads re updates on	Service Delivery	Local Outcome 3 Local Outcome 5 Local Outcome 6			Ongoing liaison between the Council and HSCP, Commissioners from other HSCP's, Chief Finance Officers network / engagement with SG and Provider Reps. Limited action pending determination from the Scot Gov

		Provider engagement with the Scot Gov					
Senior Management Team Vacancies/Capacity	Treat	Temporary support plans in place allocating workload across SMT and seeking support via Council and NHSGG&C until recruitment can progress and review of management structure progresses.	Service Delivery	Local Outcome 3 Local Outcome 5 Local Outcome 6			Interim Management cover arrangements in place, with support from NHSGG&C and EDC. Continue to develop and regularly review cover arrangements until recruitment progresses and management structure is reviewed. Consider other mechanisms for delivery of services.