Corporate Performance and Research



Business & Improvement Plans 2024-2027

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Corporate Performance and Research

East Dunbartonshire Council

ASSETS AND FACILITIES

Business & Improvement PLan

2024-2027

**Section 1 - About Us (Purpose of the Service and Work of Teams)**

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.

The Assets & Facilities Strategic Grouping comprises the services noted below. These services have the following core responsibilities:

**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, porterage 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.

**Property Maintenance**

The Property Maintenance team undertakes repairs and maintenance across the Council’s property estate, which includes circa 3,800 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.

**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:

• Corporate Asset Management;

• Capital Programme Development and Monitoring;

• Delivery of Major Assets Projects; and

• Housing Investment

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 Strategic Leadership Team and partners as necessary.

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.

**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.

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.

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.

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. The Building Performance Team monitors environmental conditions within our operational estate to ensure the Council’s property portfolio provides a comfortable and healthy environment for all users.

# Section 2 - Our Priorities for 2024-27

* Improve the condition, suitability and accessibility of the Council’s operational estate to support ongoing service delivery and improve customer satisfaction
* Investment in new and existing housing stock to enhance condition and energy efficiency
* Finalise long term asset investment strategy to meet net zero climate targets
* Meet all statutory obligations in respect of our operational, non-operational and housing estates
* Further reduce turnaround times for non-emergency repairs and void housing properties
* Improve environmental conditions across the housing and non-housing estates
* Increase uptake of school meals including increased use of locally sourced produce
* Undertake a review of the Council’s non-operational estate

# Section 3 - How we contribute to our agreed Local Priorities

|  |  |
| --- | --- |
| **Area** | **How we contribute to this Priority** |
| Economic Growth and Recovery | Managed by the Estates service, the Council’s commercial property portfolio is available to support economic growth and small to medium enterprises across East Dunbartonshire. |
| Employment and Skills | Opportunities to create apprenticeships, graduate roles and other work experience related activity through the delivery of Major Asset Projects.  Use of local SME’s in delivery of construction related activity.  Upskilling of staff to meet a change in demand, i.e. move to net zero will demand the use of different technology which will require staff training. |
| Delivering for Children and Young People | The strategic grouping leads on the delivery of the Council’s investment programme, including the construction of new schools, early years facilities, leisure facilities, all of which directly benefit children and young people.  Facilities Management support the delivery of healthy and nutritious meals to all schools and early years facilities. |
| Adult Health and Wellbeing | The strategic grouping leads on the delivery of the Council’s investment programme, including the construction of a new Allander Leisure Centre which includes an adult resource centre which directly benefits adult health and wellbeing in addition to other new leisure facilities. |
| Safer and Stronger Communities | The Estates service ensure our operational assets, including schools and early years facilities, remain safe and secure through the installation and maintenance of secure entry systems and localised CCTV. |
| Older Adults, Vulnerable People and Carers | The strategic grouping leads on the delivery of the Council’s investment programme, including the construction of a new Allander Leisure Centre which includes an adult resource centre which directly benefits vulnerable people.  The Housing Investment service support the specific needs of vulnerable or disabled residents through the design of new build affordable housing.  The Care & Repair service offers a safe, reliable and trustworthy repairs service for older or vulnerable residents, in addition to leading on the provision of aids and adaptations to residential properties. |
| Climate Change Mitigation | The strategic grouping contributes to the mitigation of climate change through the creation of investment plans to transition the housing and non-housing estates from using fossil fuels to more sustainable energy sources to meet net zero public sector building standards and other legislative targets. |
| Cost of Living Support | Assets & Facilities support other strategic groupings when requested to do so to provide cost of living support. Examples include support to identify, lease and fit out “The Hive” in Lennoxtown, providing a food pantry and training facility for locals within Lennoxtown. |

# Section 4 - Key Improvement Actions

|  |  |  |  |
| --- | --- | --- | --- |
| **Improvement Action** | **Description** | **Rationale** | **Due Date** |
| Increase the percentage of Council buildings which are suitable, in a satisfactory condition and to increase accessibility | Continued investment in the Council’s non-housing estate | To ensure the asset base remains suitable to meet current service delivery requirements, is in a satisfactory condition and delivers on improved accessibility for all stakeholders | 31/03/25 |
| Introduction of an integrated planned preventative maintenance and capital investment plan | Assess 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 | To ensure delivery of good estate management and financial efficiency | 31/03/25 |
| Full review of all SLA’s relating to services delivered in respect of Council assets | - 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 | SLAs require to be updated to ensure scope of service is still as required and to ensure that services requested are being delivered | 31/03/25 |
| Increase the percentage of Council houses which are energy efficient | Continued development and delivery of the energy efficiency measures, e.g. introduction of new external render systems to reduce heat loss / improve heat efficiency of homes | To improve the energy efficiency of Council Housing in East Dunbartonshire, reducing carbon impact and tenant energy costs | 31/03/25 |
| Increase the percentage of Council houses that meet the Scottish Housing Quality Standard (SHQS) | Continued delivery of elemental improvements in the Council Housing stock, including kitchens, bathrooms, central heating systems, windows and doors | 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 | 31/03/25 |
| 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 | Progress towards meeting the Scottish Government’s targets for all public sector buildings to meet net zero public sector building standards by 2038  Ensure that the Corporate Asset Management Plan supports the action required to conform to decarbonisation targets | 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 | 31/03/25 |
| Non-Emergency Repairs | 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, including the use of external frameworks | To reduce the time taken to complete routine, non-emergency repairs to close the performance gap with the Scottish average | 31/12/24 |
| Voids | Continued improvement in void turnaround times through internal resource planning and use of external frameworks | To reduce void turnaround times enabling quicker re-letting of housing properties | 31/12/24 |
| Improve environmental conditions across the housing and non-housing estates | Installation of real time monitors to capture environmental data | To support early intervention to improve environmental conditions with specific focus on reducing damp and mould | 31/03/25 |
| School meals | Increase uptake of school meals including use of more locally sourced produce | Increased stakeholder satisfaction, increased income levels (secondary schools) and reduction in carbon footprint through increased use of locally sourced, sustainable produce  To support target of achieving Soil Association Food for Life Silver award | 31/03/25 |

|  |
| --- |
| **Section 5 - Priority Performance Indicators** |

|  |  |  | 23/24 Baseline | | | 24/25 target |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Code | PI Title | Frequency | 2023/24 | | | 2024/25 | Rationale for Inclusion | Link to LOIP priority |
| Value | Target | Status | Target |
| AF-BIP-01 | SSHC Indicator 8 - Average length of time taken to complete emergency repairs (No of Hrs) | Quarterly | 3.4 | 4 | On Target | 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 - Percentage of Repairs Appointments Kept | Quarterly | 99.9% | 98.5% | On target | 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-04 | SSHC Indicator 11 - Percentage of properties that require a gas safety record which had a gas safety check and record completed by the anniversary date | Monthly | 100% | 100% | On target | 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 | Percentage of Voids returned within timescales | Monthly | 87.1% | 85% | On target | 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-12 | Percentage of Secondary school pupils taking up free school meals | Quarterly | 44% | 30% | On target | 45% | This PI is an EDC target to attempt to ensure that as many pupils as possible who are entitled to a free school meal receive a healthy meal that complies with the Health Promotion & Nutrition Scotland Act 2007. | Our children and young people are safe, healthy and ready to learn. |
| AF-BIP-13 | Percentage of Primary school pupils taking up free school meals | Quarterly | 68.38% | 80% | Off target | 75% | This PI is an EDC target to attempt to ensure that as many pupils as possible receive a healthy meal that complies with the Health Promotion & Nutrition Scotland Act 2007. EDC believe that every child should have a healthy meal and it is important that we do everything we can to ensure that children entitled to a free school meal receive one | Our children and young people are safe, healthy and ready to learn. |
| AF-BIP-14 | Percentage of locally sourced produce available on school lunch menu | Quarterly | 49% | 40% | On target | 50% | 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-HSN3 | Percentage of council dwellings that meet the Scottish Housing Quality Standard | Yearly | 89.72% | 100% | Off Target | 100% | To measure the quality of the Council’s Housing Stock. | Sustainability |
| AF-SOL-HSN4B | SSHC Indicator 9 - Average length of time taken to complete non-emergency repairs (No of Days) | Monthly | 13 | 12 | off target | 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. |
| AF-SOL-HSN5 | Percentage of council houses that are energy efficient | Yearly | 71.5% | 100% | off target | 100% | To measure the energy efficiency of the Council’s Housing Stock. | Sustainability |

**Section 6 – Sustainability**

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

| **Service activity** | **Impacts on climate change mitigation** | **Impacts on climate change adaptation** | **Impacts on biodiversity** | **Impacts on greenspace** | **Other sustainability impacts** |
| --- | --- | --- | --- | --- | --- |
| Introduction of low and zero carbon technologies 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 | Greenspace Scotland and the Scottish Government recommend identifying potential sources of renewable heat in greenspaces that could contribute to the elimination of polluting heating systems. | The potential to reduce operational expenditure through the adoption of locally produced energy and reduced dependence on imported oil and gas. |
| Ensuring that all new build development complies with the New Build Heat Standard and that facilities showcase a high standard of energy efficiency and sustainable design, including conforming to the Net Zero Public Sector Buildings Standard and the emerging Social Housing Net Zero Standard | 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 |  | Consideration given to sourcing food from sustainable sources | Consideration given to sourcing food from sustainable sources | Reduction in quantity of food ordered that would ultimately be deemed waste |
| Appropriate site selection for new developments | More accessible if closer to amenities/transport links  Reduction in carbon footprint if more accessible on foot and with less reliance on private vehicles or public transport to access facility | Climate proofed buildings – e.g. not developed on flood-plains | Protection of more biodiverse sites  Reduce fragmentation of habitats | Land designated as open space in the Local Development Plan is protected from development or enhanced where possible, or where loss of open space is unavoidable equivalent compensatory open space is provided | Protection of sites with significant biodiversity value, creation of new habitat as part of new development where possible and the protection and enhancement of designated biodiversity sites and nature networks |
| Participation in the preparation of the statutory Local Heat & Energy Efficiency Strategy and Carbon Management Plan during 2024-25, including participation in the Carbon Management Officers Group, LHEES Working Group and Hub West Net Zero collaboration group | Reduction in energy usage and carbon footprint  Reduction in reliance on fossil fuels |  |  |  |  |
| Development of new affordable housing to enhanced energy efficiency standards | Reduction in energy usage and carbon footprint  Reduction in reliance on fossil fuels | Develop low carbon buildings through adoption of sustainable design principles |  |  | Reduction in embodied carbon of construction materials  Reduces fuel poverty |
| Improvements to Existing Housing Stock to meet The Energy Efficiency Standard for Social Housing (EESSH) | Reduction in energy usage and carbon footprint  Reduction in reliance on fossil fuels |  |  |  | Reduces fuel poverty |

**Section 7 - Risk Management**

| Description | Treatment Strategy | Internal Controls Title | Category(s) | LOIP Outcome(s) | Current Risk Matrix | Target Risk Matrix | Linked Actions |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Failure to deliver major capital projects on time/budget | Tolerate | Capital Budget.  Estate Strategy.  Major Assets Project Board.  City Deal Board.  Policy and Resources Committee.  SLT.  Housing Capital Programme Board.  Education Assets Board. | Political/ Economic | All | Risk Matrice | Risk Matrice | Continued use/adoption of existing control measures.  Adjustment of capital budgeting to only include pre-construction costs in investment plan. |
| Failure to provide Corporate Asset Management service | Tolerate | Corporate Asset Management Plan.  Asset Management Database.  Asset Surveys and Audits.  Accessibility Action and Implementation plan. | Legal/ Compliance | All | Risk Matrice | Risk Matrice | Continued use/adoption of existing control measures. |
| Failure to comply with current H&S regulations | Tolerate | Refresher Training.  Asset Surveys and Audits.  Facility Inspections.  PPMP condition surveys.  Internal/External Audits.  Supervisor Training.  Written instructions.  System Audits.  Checking and maintenance procedures.  Inspection regimes.  Fire Safety and mitigation procedures.  Regular awareness raising and audits.  Health and Safety Team.  Fire Safety and mitigation procedures. | Legal/ Compliance | LO2, LO3, LO4, LO5, LO6 | Risk Matrice | Risk Matrice | Site Inspections, supervision, and internal/external audits ongoing.  Staff receive necessary training to ensure knowledge is up to date.  Robust control measures and procedures are in place. |
| Road traffic incident involving school pupil at site which should have school crossing patroller. | Treat | Pelican/Puffin/Zebra Crossings.  School Crossing Patrol service.  Prioritisation of Deployment. | Political/  Legal/ Compliance | LO2, LO3, LO4 | Risk Matrice | Risk Matrice | Refresher training carried out to ensure employees have relevant skills and knowledge.  Communication provided regarding legislative changes.  Resources reviewed to provided cover when necessary or schools notified if crossing is unnamed. |
| Failure to comply with Gas Installation and Use Regulations | Tolerate | Appointment and Planning regime.  Court Procedures.  Staff Training/Certification. | Legal/ Compliance | LO2, LO3, LO4, LO5, LO6 | Risk Matrice | Risk Matrice | Audit process for internal/external contractors. |
| Failure to implement robust operations procedures and processes relating to food safety | Tolerate | Food Safety System.  Food Safety inspections.  Monthly reports to EHO.  EHO Flagging system.  Catering Premises Inspections.  Infestations highlighted immediately and dealt with by robust procedures.  Staff training/certification (Rehis)  FM Audits by Catering Co-ordinators. | Legal/ Compliance | LO2, LO3, LO5 | Risk Matrice | Risk Matrice | Rehis training carried out prior to lapse of current certification. Site inspections and audits undertaken to identify areas of concern and rectifications implemented.  Repairs reported timeously i.e. building fabric, infestations, and equipment.  Equipment register updated and equipment replaced when at end-of-life cycle.  Liaise with internal/external partners i.e. EHO/HMIE and progressed any necessary actions. |

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| **Section 8 - Consultation and Engagement** |

| **Title** | **Is this activity a consultation or engagement exercise?** | **Description** | **Audience** | **How this engagement will be used to inform planning and service delivery** | **Planned Start Date** | **End Date** |
| --- | --- | --- | --- | --- | --- | --- |
| New Lenzie Academy | Engagement | 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-2024 | 31-Aug- 2028 |
| Tenant Participation (Housing) | Engagement | 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, Energy Efficiency etc) | Ongoing | Ongoing |
| New Westerton Primary School | Consultation and Engagement | Engagement with stakeholders as part of feasibility process for new school and thereafter as part of design process for new school | EDC Education, Parent Council, Pupils, Elected Members | To support the feasibility process and thereafter successful delivery of the new school | 01-Apr-2023 | Ongoing |
| New Balmuildy Primary School | Engagement | 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 | Ongoing |
| Refurbishment of Bearsden and, Milngavie Primary Schools | Engagement | 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 | Ongoing |
| Strategic Housing Investment Plan | Consultation | 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-2024 |



Corporate Performance and Research

East Dunbartonshire Council

COMMUNITY SERVICES Business & Improvement PLan 2024-2027

# Section 1- About Us (Purpose of the Service and Work of Teams)

Community Services 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 service areas within the strategic grouping:

* **Community Protection**

Environmental Health

Trading Standards

Community Safety

* **Community Planning and Partnerships**

Community Planning

Resettlement

Public Health and Vaccination

* **Housing**

Housing Estate and Operations

Homelessness and Prevention

**Community Protection Service**

The Community Protection Service 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. The 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.

During the course of the recent years, service delivery by Community Protection was 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 since resumed, The service is therefore committed to the further development of all core work throughout the course of 2024-25, whilst also placing focus on any areas of regulatory activity that it can still deliver to assist our local communities in the route out of the pandemic and in dealing with the effects of the cost of living crisis.

The Service is comprised of three teams, all of which have a distinct remit in terms of delivering statutory community protection duties for the Council across the local area, with the primary overall objectives being to promote public health, public safety, wellbeing and consumer protection:

* **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 & Partnerships Service**

Community Planning & Partnerships collaboratively drives community planning initiatives focusing on delivering the Locality Outcomes Improvement Plan (LOIP), Locality Plans, resettlement agenda, and community development. The goal is to enhance community well-being through strategic planning, fostering change and ensuring effective resettlement.

**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 framework to add value and address gaps in inequalities.

A key focus of the team is community capacity building and coordination of local service delivery. Further, the team plays a lead role in the development of policies and strategies concerning the Equality Act (Specific Duties) (Scotland) Regulations, the Child Poverty (Scotland) Act 2017, the requirements for Community Learning and Development (Scotland) Regulations (The CLD Regulations are subordinate legislation made under Section 2 of the Education (Scotland) Act 1980), Community Empowerment (Scotland) Act, including the Local Outcome Improvement Plan and Locality Plan. This work is adaptable to local need and includes advice, signposting and support with funding, training, confidence building, engagement and delivering the Community Grant Scheme and Strategic Partnership Agreements.

**The Resettlement Team** works with people who have recently arrived in East Dunbartonshire through the UK Government and Scottish Government’s resettlement programmes. They provide case management resettlement support ensuring individuals integrate into our communities, and play a lead role in the development of strategies concerning 1951 UN convention relating of 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.

**The Public Health and Vaccination Team** collaborates with greater Glasgow and Clyde NHS to deliver the vaccination programme for covid including winter flu and pneumococcal vaccination regimes across East Dunbartonshire. Work is in collaboration with other council departments supporting public health and specifically health protection through a partnership with Greater Glasgow and Clyde NHS Board. The team adopts a flexible approach aligning with the programme of the NHS and Scottish Government to ensure safe access to vaccinations for all local residents.

**Housing Service**

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.

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 Service is separated from Housing Performance and Strategy, and from Rent, and the two broad teams below are key parts of Community Services.

**The Housing Operations and Estates Teams** work across all areas of East Dunbartonshire, delivering effective housing estate management, anti-social behaviour, neighbour nuisance and tenancy dispute services. 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 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 Homelessness & Prevention Team** 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.

This 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.

# Section 2- Our Priorities for 2024-27

The key strategic priorities for Community Services can be summarised as follows:

* 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 the growing agenda of Decriminalised Parking Enforcement.
* 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.
* Advancing in compliance with the Community Empowerment (Scotland) Act 2015 and embracing new community planning structures, the service priorities, and addressing inequality. The focus extends to ensure the effective implementation of Local Outcome Improvement Plan (LOIP) and Locality Plans, striving to enhance community wellbeing through inclusive and equitable strategies.
* Moving forward the service, is actively navigating through a range of corporate policies and requirements encompassing areas like Community Learning and Development (CLD), Child Poverty and Community Empowerment. This inclusive approach aims to address and integrate diverse aspects, fostering a comprehensive and impactful organisation progression.
* Advancing the agenda of fairness and equalities the service is dedicated to promoting inclusivity and equity as integral elements of ongoing progress.
* Implementing the coordination of the new local service structure which will be based around Neighbourhood Communities and community engagement with capacity building.
* Advancing the resettlement agenda, the team is actively working towards strategic goals to ensure positive resettlement outcomes, including effective integration.
* Facilitating the community vaccination programme to promote public health and well-being.
* Providing an efficient and effective Housing Management Service, supporting tenants through engagement and mitigating the impact of welfare reform, cost of living and current social circumstances.
* Working across teams, with colleagues and partners, meeting the housing duties placed on the Council and the needs of those in the communities by increasing the supply of affordable housing and 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 minimising the length of time households spend on our homelessness waiting list and living in temporary accommodation.
* 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 the quality of housing conditions, both in the public and private sector. Ensuring required standards in terms of Houses in Multiple Occupation, Landlord Registration and Short Terms Lets. Regular liaison with Registered Social Landlords and with Private Sector Landlords.

# Section 3- How we contribute to our agreed Local Priorities

The Community Planning and Partnership Team within the wider Community Service supports both the Council’s and the Community Planning Partnership Board’s strategic direction in relation to the delivery of all of the 6 local outcomes contained within the LOIP.

The Service also leads in the effective development of the East Dunbartonshire Community Planning and Partnerships framework and support the strategy and delivery work of all of the local outcome delivery groups.

Further, the team led the development of the revised Locality Plans (Place Plans) for our most deprived communities, namely Hillhead and Harestanes, Auchinairn, Lennoxtown, and Twechar and these will provide progress and monitoring reports late 2024.

Work will now take place collaboratively alongside colleagues from other council services and community planning partners to review, refresh and update East Dunbartonshire Local Outcomes Improvement Plan, with a whole systems approach, and the focus on deprivation and inequality, reflecting council priorities.

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| **Area** | **How we contribute to this Priority** |
| Economic Growth and Recovery | The Community Protection Service contributes to this priority through the provision of regulatory services that are designed to facilitate the growth of responsible businesses and maintain / protect a fair-trading environment in East Dunbartonshire. Economic growth and recovery are also supported by Community Protection through the delivery of effective community safety services across our town centres and local communities.  Housing contributes to economic development in East Dunbartonshire  through town centre plans, regeneration projects and delivery of an  affordable housing programme. |
| Employment and Skills | Community Protection contributes to this priority 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.  Housing support services can facilitate access to education or training  pathways for all age groups encouraging engagement with partners in  the Third sector. |
| Delivering for Children and Young People | Community Protection contributes to this priority 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.  Project 101 delivers a youth housing information service, holding workshops and classes to better equip young people in East Dunbartonshire live healthy and safer lives. |
| Safer and Stronger Communities | The Community Protection Service contributes to this priority through delivery of a leading role in the work of the ED Community Safety Partnership, co-ordinating activity between partners to facilitate the delivery of effective and efficient local services and joint work under the Safer and Stronger theme. The Service is also represented on the other two local outcome delivery groups for the priority, contributing to the work of the ED Violence Against Women Partnership (Empowered) and the ED Community Justice Partnership.  In addition, the Community Protection Service 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.  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. |
| Adult Health and Wellbeing | The Community Protection Service contributes to this priority in a number of different ways. Environmental Health delivers a range of public health work across the Council area, and the Team participates actively in the ED Adult Health and Wellbeing Group as well as leading on the subgroup that is 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 also engaged in and support the work of the ED Alcohol and Drugs Partnership and the Substance Use Prevention Group.  Housing can deliver support services to residents that aims to help them achieve good mental health and wellbeing, to combat addictions, tackle obesity and to avoid loneliness by increasing community engagement. This links directly to community planning and delivery of quality built and natural environment. |
| Older Adults, Vulnerable People and Carers | From a Community Protection perspective, Trading Standards 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 – helping 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.  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 adaptions  service delivered by housing through a Care and Repair service.  Housing Estates and Homelessness also support tenants and persons of all ages, for example sheltered housing. |
| Climate Change Mitigation | The Community Protection Service contributes to this priority through the provision of services in relation to environmental protection (e.g., the delivery of statutory duties in relation to air quality, pollution control and contaminated land by Environmental Health). The Service also gives due consideration to this priority as part of any policy and strategy work that it is engaged in, thus developing a Community Protection policy base into which the cross-cutting climate change theme is integrated. |
| Cost of Living Support | The Community Protection Service contributes to this priority through the delivery of regulatory services that are designed to assist with economic recovery and support local businesses and communities in the route out of the pandemic / with the cost-of-living crisis.  A key focus of Community Services is poverty and inequality and the Community Planning Team build this into all aspects of activity and promote across the council and with partners. Working closely with Revenue and Benefits, welfare rights, CAB, EDVA and a range of other partners. Child Poverty is a key strand of Scottish Government and council focus.  Housing Officers as part of a core duty will signpost to support including cost of living and financial / welfare matters to support tenants and the homeless. |

# Section 4- Key Improvement Actions

| **Area For Improvement** | **Improvement Activity** | **Rationale for Inclusion** | **Related LOIP Priority** | Due Date |
| --- | --- | --- | --- | --- |
| Provide a full range of Trading Standards and Licensing enforcement and advice services to comply with statutory obligations and meet national / local objectives. | Provision of an effective trading standards service and associated licensing enforcement functions. | Delivery of statutory duties relating to consumer protection and licensing to protect local communities. | East Dunbartonshire is a safe place in which to live, work and visit. | 31-Mar-2025 |
| Effective implementation of a wide range of statutory duties in relation to Environmental Health. | Effective delivery of statutory duties in relation to Environmental Health. | Delivery of statutory duties to protect the health, wellbeing and safety of residents across our local communities. | East Dunbartonshire is a safe place in which to live, work and visit. | 31-Mar-2025 |
| Management and development of the community safety and antisocial behaviour services delivered by the Council. | Delivery of effective community safety and antisocial behaviour services. | Delivery of a wide range of community safety services to protect local communities. | East Dunbartonshire is a safe place in which to live, work and visit. | 31-Mar-2025 |
| Effective co-ordination and delivery of local co-production activity between the Council's Community Protection Service and Police Scotland. | 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. | Delivery of effective joint services to tackle a range of community safety issues and create safer and stronger local communities. | East Dunbartonshire is a safe place in which to live, work and visit. | 31-Mar-2025 |
| Refresh and review of LOIP following pandemic and cost of living, in conjunction with council teams and CPP partners. Annual monitoring of Locality Plans and appropriate reporting. | Refresh LOIP across CPPB.  Deliver management of Localities and report. Implementation of Neighbourhood Communities in terms of operational service delivery. | Strategic Priorities | Overarching LOIP  Inequalities and poverty being addressed, | 30 June 2025 |
| Minimise the length of time that homeless cases are waiting on permanent housing | Providing housing options and ensuring the most vulnerable people are effectively assessed and able to access accommodation that meets their housing need. | Council priority | East Dunbartonshire is a safe place in which to live, work and visit. | 31 Mar 2024 |

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| **Section 5- Priority Performance Indicators** |

|  |  |  | 23/24 Baseline | | | 24/25 target |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Code | PI Title | Frequency | 2023/24 | | | 2024/25 | Rationale for Inclusion | Link to LOIP priority |
| Value | Target | Status | Target |
| COM-BIP-01 | Average length of time taken to re-let properties in the last year (days) | Monthly | 75 | 60 | off target | 75 | To improve performance in housing allocations | East Dunbartonshire is a safe place in which to live, work and visit. |
| COM-BIP-04 | Rent loss due to void properties - Monetary Value | Monthly | £236,319.80 | £130,000.00 | off target | £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. |
| COM-BIP-09 | Number of targeted underage sales test purchasing visits carried out for all age restricted products where enforcement responsibility lies with Trading Standards Team within Community Protection | Quarterly | 40 | 40 | on target | 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. |
| COM-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 | Monthly | 346 | 240 | on target | 240 | 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. |
| COM-BIP-12 | Number of targeted co-production Initiatives jointly delivered by the Community Protection Service and Police Scotland | Quarterly | 78 | 48 | on target | 48 | Prioritised BIP performance indicator for Community Protection to measure key work on delivery of joint Co-Production initiatives by officers from Community Protection and Police Scotland | East Dunbartonshire is a safe place in which to live, work and visit. |
| COM-BIP-13 | Percentage of Environmental Health public health service request responses delivered within target timescales | Monthly | N/A | N/A | N/A | 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. |

Section 6- Sustainability

The Service considers and summarises how it is responding to issues raised through the SEA process and how it is contributing to meeting the objectives set out in the Council’s Sustainability & Climate Change Framework and emerging Climate Action Plan, particularly in relation to delivery of commitments for which the service is responsible.

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| --- | --- | --- | --- | --- | --- |
| **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, with 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 |
| 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 |
| 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 Services 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. |

**Section 7- Risk Management**

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| --- | --- | --- | --- | --- | --- | --- | --- |
| **Description** | **Treatment Strategy** | **Internal Controls** | **Category(s)** | **LOIP Outcome(s)** | **Current Risk Matrix** | **Target Risk Matrix** | **Linked Actions** |
| Failure to effectively manage significant cases of animal disease or human illness/ disease and/or outbreak events | Tolerate | Welfare Controls  Qualified Resourcing  Training  Partnership Liaison | Social | Local Outcome 3  Local Outcome 4  Local Outcome 5  Local Outcome 6 | Risk Matrice | Risk Matrice | None |
| Failure to deliver statutory requirements of Environmental Health and Trading Standards | Treat | Resourcing  Vacancy Recruitment | Political  Legal/Compliance | All | Risk Matrice | Risk Matrice | Recruitment and making EDC attractive place to work.  Working with Chief Officers / Institutes to provide qualifications nationally. |
| Inability to effectively manage the national resettlement agenda | Treat | Appropriate Resourcing  Government Funding  Support Services. | Political  Social | All | Risk Matrice | Risk Matrice | Awareness at national level  For continued funding and access to services |
| Inability to supply appropriate homeless temporary accommodation | Treat | Housing Options | Political  Social  Financial | Local Outcome 3  Local Outcome 4  Local Outcome 5  Local Outcome 6 | Risk Matrice | Risk Matrice | Housing supply increased.  Financial resources provided / grants from Government. |
| Housing Provision |
| Resourcing |
| Inability to Deliver Community Empowerment requirements including LOIP and to support Community Planning Partners and Local Outcomes | Treat | Resourcing  Positive Partnership Working and relationships.  Community capacity planning and building | Political  Social | All | Risk Matrice | Risk Matrice | Recruitment  Streamlined structure.  Increased community empowerment |

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| **Section 8- Stakeholder Consultation and Engagement** |

| **Title** | **Is this activity a consultation or engagement exercise?** | **Description** | **Audience** | **How this engagement will be used to inform planning and service delivery** | **Planned Start Date** | **End Date** |
| --- | --- | --- | --- | --- | --- | --- |
| Consultation with local communities via Community Safety Team attendance at community council and other resident meetings | Engagement | 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-2024 | 31-Mar-2025 |
| Consultation with local community representatives through Community Protection activity at local events | Engagement | Community Protection Service attendance at local community events - consulting with local community representatives to determine and shape priorities for Community Protection service delivery within the East Dunbartonshire area. | Residents and community representatives attending local community events. | Feedback gathered and used to inform service provision – development of targeted action plans and work to meet the needs and priorities of our local communities. | 01-Apr-2024 | 31-Mar-2025 |
| Consultation with representatives from the licensed trade and other liquor licensing stakeholders | Engagement | Community Protection Service organisation of and attendance at regular licensing meetings and events across the EDC area. | Licensed trade and other liquor licensing stakeholders across the EDC area. | Feedback gathered and used to develop service provision in relation to liquor licensing enforcement matters. | 01-Apr-2024 | 31-Mar-2025 |
| Customer satisfaction with Environmental Health interventions | Engagement | Customer satisfaction survey of customers subject to interventions work delivered by Environmental Health. | A representative portion of the local customers subject to Environmental Health interventions. | Feedback gathered and used to develop Environmental Health service provision in relation to interventions delivered | 01-Apr-2024 | 31-Mar-2025 |
| Locality Plans Monitor Report | Consultation and engagement | Produce a collaborative report of progress on all four locality plans | Communities/Community Planning Partners | Produce and publish progress report. | 1 Apr 2024 | 1 Apr 2025 |
| LOIP Outcomes Updates and Review with ED Communities | Consultation and engagement | A review of LOIP outcomes proposed – particularly post covid pandemic. Monitoring report for 2021/22 completed. | East Dunbartonshire Communities and Community Planning Partners | Update to LOIP | 1 Apr 2024 | 1 Apr 2025 |
| Review CAT Policy | Consultation and  engagement | Review current CAT policy and develop revised CAT policy | Community Transfer Bodies, Community Planning Partners and wider community organisations | Produce revised CAT policy and guidance | 1 Apr 2024 | 1 Apr 2025 |
| Review and develop new BSL Plan 2024-30 | Consultation and engagement | Review impact of current BSL Plan, report and produce BSL Plan 2024-30 | D/deaf community; wider community and community planning partners | Adopt revised BSL Plan 2024-30 | 1 Apr 2024 | 1 Apr 2025 |
| Review CLD Plan 2021-24 and produce new CLD Plan 2024-27 | Consultation and engagement | Review impact of current CLD Plan and produce CLD Plan 2024-27 | Community Planning Partners, communities and targeted equality groups. | Adopt CLD Plan 2024-27 | 1 Apr 2024 | 1 Apr 2025 |

Corporate Performance and Research

East Dunbartonshire Council

CUSTOMER SERVICES AND ORGANISATIONAL DEVELOPMENT

Business & Improvement PLan 2024-2027

**Section 1 - About Us (Purpose of the Service and Work of Teams)**

**Work of Teams**

**Communications & Engagement**

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 for 2024/25 will be helping to drive behavioural change in key areas including sustainability and waste, UK Government Election communications, promoting the work of Council services, supporting major projects such as the new Lenzie Academy, and continuing to work on launching new Council, HSCP and EDLC websites to ensure a friendlier, user-centric experience when accessing information and services online.

Priorities include delivering communications plans and campaigns 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.

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:

* 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 groupings 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
* Delivery of our complaints management service in line with our complaints handling procedure and respond to all SPSO referrals

**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.

**Human Resources & Organisational Development**

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

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 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.

# Section 2 - Our Priorities for 2024-27

**Communications & Engagement**

* Continue to support the development of the new Council and HSCP websites ensuring accessibility standards are met, navigation is citizen centric, and format is user friendly.
* Implementation of an effective comms plan for the new Lenzie Academy and Twechar Outdoor Pursuits Centre including project updates and reputational management.
* Support for the Civic Office, and co-ordination and delivery of key events including the Community Champion Awards, Summer Challenge and Remembrance Sunday arrangements.
* Supporting and delivering communications and engagement for the City Deal project including regular updates on Westerhill Development Road and Bishopbriggs Public Realm.
* Delivering effective communication for the UK General Election including key voter messages relating to changes taking effect.
* Creation and implementation of a new internal comms strategy and action plan including build and creation of the new intranet and new ways of communicating to reflect new senior management structure.
* Continuing to grow our social media presence with increased use of video and data driven decision making.

**Corporate Performance and Research**

* Continued development of our Performance Management and reporting Framework to ensure it remains both meaningful and compliant with statutory guidance.
* Analysis and dissemination of small area stats surrounding the publication schedule of the 2022 census data to inform future service delivery across the organisation
* Integration of the complaints management function into the team with a review of current systems and processes to ensure they remain adequate and fit for purpose
* Implementation of new statutory Child Friendly Complaints procedure
* Work with the business change team to provide continued dedicated reporting and analysis assistance in regards to the implementation of the Oracle Fusion system.

**Customer Services**

* Continued delivery of effective customer services across all channels including digital, telephone and face to face (through appointments at our network of Community Hubs).
* Supporting implementation of new public space CCTV infrastructure including new monitoring equipment within the ERC to provide improved service and support safer communities objectives
* Implementation of new digital telecare service as part of wider analogue to digital programme, ensuring effective transition to new national shared platform
* Implementation of new Customer Relationship Management system to effectively co-ordinate customer services delivery through improved system with greater efficiency and data recording functionality. This will support development of further performance measures acriss the service and across all delivery channels.
* Supporting the delivery of new waste management licences for garden waste, including participating in project planning group and supporting processing of applications through telephone and face to face channels.

**Human Resources & Organisational Development**

* Continued engagement with portfolio leadership teams to consider changes likely to impact on how we delivery services, developing the Workforce Strateg to meet pre planned or anticipated changes, ensuring we maintain the right skills and knowledge within the workforce to deliver strategic priorities.
* Support the implementation of organisational change in accordance with the Principles of Change Strategy for the strategic service reviews inline with the new ways of working, locality based model and strategic objectives.
* Continued focus and prioritisation on the need to mitigate a rise and continued improvement of sickness absence across the Council with emphasis around supporting employee wellbeing using data driven actions.
* Review and development of key employment policy base including Performance Development Review documentation to support the Workforce Strategy.
* Following the implementation of Oracle Fusion for Procurement and Finance, the next phase of this project will be to implement HR/Payroll activies to this new system. The scope of this work remains ongoing.

**Section 3 - How we contribute to our agreed Local Priorities**

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| **Area** | How we contribute to this Priority |
| Cross Cutting | 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. |
| Economic Growth and Recovery | The Council is the largest employer in East Dunbartonshire. With 53% of Council staff residing in the authority, this provides local spend and growth in the community, assisting its recovery.  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, tourism and the Scotland Loves Local gift card. The Team also supports the development of application forms and web pages, 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. |
| Employment and Skills | The Council plays a significant role in the Community in providing a range of employment opportunities, ranging from early career and trainee programmes, to skilled technical and professional services roles.  The Communications & Engagement team raise awareness and deliver campaigns for Council programmes including Scottish Apprenticeship Week, Count Me In and supporting services with recruitment. |
| Delivering for Children and Young People | Campaigns and awareness raising are regularly delivered by the Communications & Engagement team. This includes promotion of key activity within our schools and Early Years Centres, supporting nationwide initiatives, delivering key Child Protection messages and supporting the promotion and application of free school meals, clothing grants and the Education Maintenance Allowance  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 |
| Adult Health and Wellbeing | Communications & Engagement activity supports the delivery of key community safety campaigns, nationwide and local Trading Standards messages, and regular promotion of frontline work aimed at protecting local communities.  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.  The Customer Services team in the Emergency Response Centre provides 24/7 alarm care responding service tot the vulnerable in the community with community alarms installed in their homes. |
| Safer and Stronger Communities | In addition to the 24/7 alarm care responding service the Customer Services team in the Emergency Response Centre monitor the public space CCTV cameras across East Dunbartonshire, liaising with Police Scotland in relation to suspicious behaviour and crime. |
| Older Adults, Vulnerable People and Carers | 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. |
| Climate Change Mitigation | Communication & Engagement activity includes delivering and supporting awareness raising and campaign activity for sustainability and climate action, both externally to businesses and the community, and internally to employees. Highlighting key messages and activity contributing towards the Council’s sustainable objectives. Support for national and local projects and campaigns to inform and influence behaviour change is also provided as is regular promotion of biodiversity projects throughout the area. |
| Cost of Living Support | Campaign and communications activity undertaken for cost of living support measures delivered by services across Council. |

# Section 4 - Key Improvement Actions

| **Area For Improvement** | **Improvement Activity** | **Rationale for Inclusion** | **Related LOIP Priority** | Due Date |
| --- | --- | --- | --- | --- |
| Insurance Strategy | Develop and improve a strategy outlining the Councils corporate approach to ensuring adequate insurance arrangements are in place. | The inclusion of this action is in response to a suggestion from an internal audit and assists us with our strategic priority of Best Value. | Best Value | 30-Mar-2025 |
| Implementation of Child Friendly Complaints process | Ensure adequate mechanisms are in place for the roll out of the new statutory duties around child friendly complaints. | This is a response to emerging Statutory obligations and also supports local outcome 3 Delivering for Children and Young People. | Our Children and Young People are Safe, Healthy and Ready to Learn | 31-Mar-2025 |
| Absence improvement | Improved performance for sickness absence days per employee. | Sickness absence is important to manage to ensure our workforce is fit and able to work. Wellbeing support initiatives and effective absence management approaches all support and data monitoring will inform future proposals. | Cross cutting for all service delivery | 31 March 2025 |
| Workforce Strategy | Refresh of PDR process and increase in formal recording in line with PI. | PDRs are an important part of our Workforce Strategy which was refreshed for 2024/25. Operationally PDRs have not been reintroduced since Covid/Recovery in many areas and will be discussed with the Leadership Forum with a view to review and ensure they are meaningful and effectively able to be undertaken for the benefit of employee and team leader in delivering team plans. | Cross cutting for all service delivery | 31 March 2025 |
| Accessibility | Improvement in Accessibility across all communications | 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. | Fair and equitable services | 31 March 2025 |
| Council and HSCP website | Development and launch of new Council and HSCP websites | Improve the user experience for residents by providing a citizen-centric website that simplifies and improves the customer journey and ensures information is readily available, easy to find and accessible. | Best Value | Dec 2024 |

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| **Section 5- Priority Performance Indicators** |

| Code | PI Title | Frequency | 2023/24 | | | 2024/25 | Rationale for Inclusion | Link to LOIP priority |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Value | Target | Status | Target |
| CSOD-BIP-2 | Complaints - % of complaints answered within timescale | Quarterly | 68.26% | 100% | Off Target | 100% | This will measure the Council’s performance in responding to customer complaints within SPSO timescales. | Fair and equitable services |
| CSOD-BIP-3 | Average time (minutes) to answer calls within Customer Services | Monthly | 2.51 | 3 | on target | 3.5 | This will measure call responses to the Council’s 0300 1234510 number. | Fair and equitable services |
| CSOD-BIP- | % of employees who have PDR conversations (LGW and Chief Officers) | Quarterly | 6.03% | 85% | off target | 85% | PDRs are integral to Workforce planning. They inform employee objectives in delivering team plans and wider Council priorities. Recording of more informal conversations on priorities will be encouraged as PDR process is reviewed. | Cross cutting for all services delivering LOIP priority outcomes |
| CSOD-BIP-5 | % of employees who have PDR conversations (Education Non-teaching) | Quarterly | N/A | 85% | N/A | 85% | PDRs are integral to Workforce planning. They inform employee objectives in delivering team plans and wider Council priorities. Recording of more informal conversations on priorities will be encouraged as PDR process is reviewed. | Cross cutting for all services delivering LOIP priority outcomes |
| CSOD-BIP-6 | % of employment contracts issued on or before day 1 of employment | Quarterly | 39.29% | 95% | off target | 95% | Issuing contracts is a legal requirement and work continues on rationalising templates to increase efficiency alongside improvement to streamline recruitment process. | Best Value |
| CSOD-SOL-CORP3B | Percentage of the highest paid 5% of employees who are women | Quarterly | 60.91% | 50% | On Target | 50% | Supporting workforce profile and equality in workforce. Fluctuation may vary by quarter based on turnover. | Cross cutting for all services delivering LOIP priority outcomes |
| CSOD-SOL-CORP6 | Sickness absence days per employee | Quarterly | 12.8 | 9 | off target | 9 | Supports workforce and service planning and delivery. Reviewed in line with national data available through LGBF. | Cross cutting for all services delivering LOIP priority outcomes |

Section 6- Sustainability

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Service activity** | **Impacts on climate change mitigation** | **Impacts on climate change adaptation** | **Impacts on biodiversity** | **Impacts on greenspace** | **Other sustainability impacts** |
| Smart Working for the future | Carbon emissions minimised and reduced with hybrid working and smart working practices, supported through digital technologies.  . | Lower dependency on personal vehicle use and public transport for work based activity that can be carried out digitally, reducing impact on roads & environment. | Reduction in negative impact on biodiversity arising from traffic pollution. | Greenspace protected through reduction in vehicle impacts. | Wellbeing of workforce supported through encouragement of walking and cycling and reduction in travel time associated with work. |
| Communications and campaign activity on sustainability and climate change | Delivering and supporting awareness raising and campaign activity for sustainability and climate action, both externally to businesses 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. | 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. |

**Section 7- Risk Management**

| **Description** | **Treatment Strategy** | **Internal Controls** | **Category(s)** | **LOIP Outcome(s)** | **Current Risk Matrix** | **Target Risk Matrix** | **Linked Actions** |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Failure to deliver on Workforce Planning Strategy | Treat | Workforce Strategy  Strategic Action Plans  Reporting Updates | Legal/Compliance | Employment and Skills | Risk Matrice | Risk Matrice | Operational delivery of the action plans.  Refreshed focus on regular PDR and recording / monitoring  Development of OD Moodle course |
| Not addressing absence levels where required or delivering related wellbeing support. | Treat | Attendance Management Policy  Workforce Strategy  Reporting Updates | Legal/Compliance | Employment and Skills | Risk Matrice | Risk Matrice | Compliance with attendance management policy  Revised approach to wellbeing. |
| Inability to deliver core service due to procedural, system, or resourcing issues. | Tolerate | Staff Cross Skilling  Partnership Working  Policy and Procedure Guides | Political  Social  Technological  Legal/Compliance  Service Delivery  Financial  Resources | All | Risk Matrice | Risk Matrice | Not applicable |

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| **Section 8 - Consultation and Engagement** |

| **Title** | **Is this activity a consultation or engagement exercise?** | **Description** | **Audience** | **How this engagement will be used to inform planning and service delivery** | **Planned Start Date** | **End Date** |
| --- | --- | --- | --- | --- | --- | --- |
| Budget Consultation | Public 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 2025/2026. | August 2024 | August 2024 |
| Employee Survey | Consultation with workforce | Employee survey is undertaken approximately every two years against an established question set with additional questions as required. | Council employees | The employee survey informs workforce strategy and employee communications & engagement. | Oct/Nov 2024 | Oct/Nov 2024 |



Corporate Performance and Research

East Dunbartonshire Council

EDUCATION

Business & Improvement PLan 2024-2027

# Section 1- About Us (Purpose of the Service and Work of Teams)

This Business Improvement Plan (BIP) sets out the main actions that the Education Service intends to carry out over the three-year rolling period, 2024-27. These actions will deliver core priorities and the related objectives of the Local Outcome Improvement Plan (LOIP) and the Strategic Planning & Performance Framework.

The purpose of the Education Service is to deliver excellence, equity and inclusion for all children, young people, families and communities. 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 achievement 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:

* 22 Early Learning and Childcare (ELC) Centres
* 24 Partnership ELC providers
* 32 Primary Schools
* 8 Secondary Schools
* 1 ASN School
* 3 Primary and 3 Secondary Enhanced Learning Resources (ELRs), based in Council locality areas

Specific link between the teams’ activities and delivery of the wider Strategic Group Priorities and LOIP outcomes and guiding principles are as follows:

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. Education has a lead role in Local Outcome 3: Our children and young people are safe, healthy and ready to learn.

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.

Other partners include Skills Development Scotland, Education Scotland and Glasgow City Regional Improvement Collaborative (West Partnership).

The 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 Chief Education Officer has direct line management responsibility for the Education Leadership Team (ELT) and all Head Teachers.

The Education Leadership Team (ELT) have strategic remits to support planning, improvement and performance across the Education Service. ELT membership includes:

* Chief Education Officer
* Quality Improvement Manager (QIM) Primary and Early Years
* QIM Additional Support Needs (ASN) and Children’s Services
* QIM Secondary and Provision
* Principal Educational Psychologist
* Skills for Life, Learning and Work Manager
* School Planning and Improvement Manager
* Quality Improvement Officers (QIOs) support quality improvement and the implementation of actions in the Business Improvement Plan.
* Link QIOs are allocated to schools and centres in Learning Partnership Groups (LPGs), to provide support and challenge, focusing on improving attainment and outcomes for children and young people. They support quality assurance, self-evaluation for continuous improvement, career-long professional learning and policy development across the Education Service.
* 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. They support link schools and centres to prepare for inspection.
* QIOs have individual remits to action sector specific priorities and tasks. They also collaborate to develop cross-sector approaches to Service priorities.

**Early Years and Primary Team**

* Ensure compliance with legislation, statutory requirements, national and local policy.
* Support and challenge schools and centres 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.
* Implement 1140 hours of funded Early Learning and Childcare (Council centres and partnership providers).
* Support centres and schools to implement Curriculum for Excellence, including learning, teaching and assessment.
* Support schools and centres to participate in self-evaluation for continuous improvement, including quality assurance activities.
* Lead on aspects of policy development and implementation.
* Design and deliver Career-Long Professional Learning across all sectors (3-18) in Literacy and Numeracy.
* Co-ordinate work in the Scottish Attainment Challenge across all sectors.
* Lead on corporate planning and performance across the Education Service.

**Additional Support Needs and Children’s Services Team**

* Ensure compliance with legislation, statutory requirements, national and local policy.
* Support and challenge schools and centres to ensure that all children and young people enjoy their rights, equality and equity.
* Support Tier 2 provisions (Enhanced Learning Resources, the Primary Wellbeing Support Service and the Secondary Wellbeing Support Service) and Tier 3 provision (Woodland View School).
* Co-ordinate a range of specialist support services: Sensory Impairment; Language and Communication; Wellbeing Support and the Assistive Technology Teacher.
* Develop and implement key policies: Child Protection and Safeguarding; *Getting it* *Right for Every Child* (GIRFEC) framework; Including Every Learner (IEL) policy framework; Children’s Rights; The Promise; Accessibility; Equalities & Diversity; Inclusion; Child Poverty; and the Relationships, Behaviour and Learning policy framework.
* Design and deliver Career-Long Professional Learning across all sectors (3-18) in Health & Wellbeing, including the ASN Leadership Forum.

**Secondary and Provision Team**

* Ensure compliance with legislation, statutory requirements, national and local policy.
* Support and challenge schools to improve attainment and outcomes for all young people, with a particular focus on reducing inequalities and narrowing the poverty-related attainment gap.
* Support schools to participate in self-evaluation for continuous improvement, including quality assurance activities.
* Lead on aspects of policy development and implementation.
* Deliver Instrumental Mustic Programme.
* Deliver Outdoor Education and Awards and the Vocational programme.
* Support learning pathways for young people, based on robust evidence of the labour market and annual participation measures to ensure sustained positive leaver destinations.
* Co-ordinate Local Negotiating Committee for Teachers (LNCT).

**Educational Psychology Service (EPS)**

* Implement Statutory duties to support the Council in addressing national and local priorities for education through the application of psychological knowledge and skills. The Service has 5 core functions which are evidenced across the 3 levels: consultation, assessment, intervention, training and research.
* Support children and families in their local communities, with educational establishments, and at authority level.
* Support individual children, families and schools/centres to support their inclusion, and in line with National priorities.
* Lead role in the following areas: Nurture Intervention (primary, secondary and early years); Promoting Attendance (guidance and implementation); Supporting Mental Health and Wellbeing (multiagency suicide and self-harm guidance, mental health training),;Transforming Connections Trauma training; Learning through Enquiry Based Learning; Supporting families and schools through Non Violent Resistance (NVR); Authority de-escalation professional learning (CALM); and Supporting Literacy and Numeracy Difference (dyslexia and dyscalculia).

**Skills for Learning, Life and Work Team**

* Contribute to the Council’s Workforce Strategy, including early careers development to improve the employability skills of young people through apprenticeships, graduate programmes and other work experience opportunities.
* Lead on the Council’s Community Learning and Development Plan in the areas of adult learning and youth work.
* Lead on the Local Employability Partnership and co-ordinate the Scottish Government’s No One Left Behind and Parental Employment Support strategies, plans and programmes. This includes ensuring all age employability provision meets the needs of those who have barriers to employment.
* Adult learning: Vocational skills and training; literacy skills and English for Speaker of Other Languages; and Numeracy skills support to parents and other adults is a continued focus and is supported by Shared Prosperity Multiply Funding.
* Deliver National Youth Work outcomes for young people requiring additional support.
* Implement Positive Achievements projects to provide a range of support for senior phase pupils who have barriers to attending school.
* Support the work of the Youth Council and Members of the Scottish Youth Parliament.

**School Planning and Improvement Team**

* Workforce planning: probationer placements; recruitment of permanent supply teachers; staffing provision in all schools (including supply staff); and classification structures in primary schools.
* Information systems and data: Annual Census data; attainment data; Seemis Education Management Information System; Groupcall; and the Parent’s Portal.
* Partnership working with the Education Shared Services Team supports school admissions, placing requests and transport.
* Service planning is supported through the work of the team in roll projections, accommodation schedules and updating Procedure Manuals.
* 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.

**Section 2- Our Priorities for 2024-27**

Strategic priorities for the Education Service are underpinned by National policy: Achieving Excellence and Equity: National Improvement Framework and Improvement Plan (NIF).

The NIF sets out the vision and priorities for Scottish education that have been agreed across the system, and the national improvement activity that needs to be undertaken to deliver those key priorities.

The NIF vision statement was amended for 2024 to focus on achievement rather than attainment, as this was seen to be more in line with the four capacities of Curriculum for Excellence. These capacities embed the purpose of the curriculum, to make sure that learners become successful learners, confident individuals, responsible citizens and effective contributors.

The NIF also reflects the vision from the National Discussion on Education that “all learners in Scotland matter”.

Strategic priorities will ensure that every child and young person experiences great teaching, resources and support for joyful learning that builds their confidence and equips them to be successful and to contribute in their life, work, and world, so they know how much they matter. The rights of every child will be respected, protected and fulfilled to ensure these are incorporated fully across the education system.

**Excellence and Equity**

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.

Strategic priorities across all sectors of the Education Service are:

* 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

These priorities are achieved through drivers for improvement:

* School and ELC leadership
* Teacher and practitioner professionalism
* Parent/carer involvement and engagement
* Curriculum and assessment
* School and ELC improvement
* Performance information

Strategic priorities are underpinned by legislative requirements in the Education (Scotland) Act 2016, the NIF and Council policy and planning, principally the LOIP and the Integrated Children’s Services Plan.

**Section 3- How we contribute to our agreed Local Priorities**

|  |  |
| --- | --- |
| **Area** | **How we contribute to this Priority** |
| Economic Growth and Recovery | * None |
| Employment and Skills | * Skills development of children and young people through Developing the Young Workforce (DYW) in the curriculum. * Contribute to the Council’s Workforce Strategy, including early careers development to improve the employability skills of young people through apprenticeships, graduate programmes and other work experience opportunities. * Adult learning: Vocational skills and training in Literacy and Numeracy. * Career-Long professional learning programme to improve employability and skills of the Education Service workforce. |
| Delivering for Children and Young People | * The Education Service works with multiagency partners to deliver statutory duties in Child Protection and Safeguarding. * 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. * Education has a lead role in Local Outcome 3: Our children and young people are safe, healthy and ready to learn. |
| Adult Health and Wellbeing | * None |
| Safer and Stronger Communities | * Traffic Free Schools Initiative in partnership with multiagencies. |
| Older Adults, Vulnerable People and Carers | * None |
| Climate Change Mitigation | * Traffic Free Schools Initiative in partnership with multiagencies. * Learning for Sustainability across the curriculum. * Keep Scotland Beautiful Programmes, including Eco-Schools. |
| Cost of Living Support | * Implementing actions to mitigate against poverty, including Cost of the School Day. * Supporting families to access Free School Meals and School Clothing Grants. * Signposting families to advice and support. |

# Section 4- Key Improvement Actions

| **Area For Improvement** | **Improvement Activity** | **Rationale for Inclusion** | **Related LOIP Priority** | Due Date |
| --- | --- | --- | --- | --- |
| Placing the human rights and needs of every child and young person at the centre of education | Refresh the Education Service Vision, Values and Aims.  Comply with Child Protection and Safeguarding policy and procedures.  Action legislation on Children’s Rights and continue to strengthen pupil voice through the My Rights, My Choice pupil forum.  Establish a multiagency Children’s Rights focus group.  Implement the Relationships, Behaviour and Learning Policy Framework, including the CIRCLE framework (Child Inclusion Research into Curriculum, Learning and Education) in centres and schools.  Continue to implement *#The Promise* made to care experienced young people, including the provision of relationships-based mentoring in secondary schools.  Develop guidance and professional learning for Armed Forces children and young people in line with the covenant. | This is an improvement priority in Achieving Excellence and Equity: National Improvement Framework and Improvement Plan 2024.  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 align the refreshed National Getting it Right for Every Child (GIRFEC) policy framework. | Our children and young people are safe, healthy and ready to learn. | 31-Mar-2025 |
| Improvement in children and young people’s health and wellbeing | Continue to implement the EDC Mental Health and Wellbeing Strategy and Nurture Strategy.  Provide Mental Health Training: Scotland’s Mental Health First Aid (SMHFA), Applied Suicide Intervention Skills Training (ASSIST) and What’s the Harm? Awareness and Skills Training.  Support multiagency trauma training.  Support children and families through the Non-Violence Resistance (NVR) Programme.  Implement priorities in the Whole Family Wellbeing Fund (WFWF) Strategic Plan.  Implement guidance on Promoting Attendance and Managing Non-Attendance.  Continue to implement parenting and family learning interventions.  Refresh the Parental Involvement and Engagement Strategy. | This is an improvement priority in Achieving Excellence and Equity: National Improvement Framework and Improvement Plan 2024. The description highlights actions at a local level. | Our children and young people are safe, healthy and ready to learn. |  |
| Closing the attainment gap between the most and least disadvantaged | Continue to improve attainment and achievement for all children and young people, with a particular focus on reducing inequalities and narrowing the poverty-related attainment gap.  Focus on raising attainment in literacy and numeracy at Early Level.  Strengthen approaches to moderation (sharing standards) at all levels.  Implement Year 3 priorities in the Scottish Attainment Challenge (SAC) plan. Use funding to improve attainment and outcomes for children and young people impacted by poverty.  Promote poverty-aware policy and practice.  Continue to implement parenting and family learning programmes.  Continue to implement Snack and Play provision during holiday periods.  Establish new ASN summer holiday playscheme provision and implement ongoing evaluation of the service provided to inform next steps. | This is an improvement priority in Achieving Excellence and Equity: National Improvement Framework and Improvement Plan 2024 and The National Framework for Recovery and Acceleration. The description highlights actions at a local level, including the Scottish Attainment Challenge Plan. | Our children and young people are safe, healthy and ready to learn. | 31-Mar-2025 |
| Improvement in skills and sustained, positive leaver destinations for all young people | Secondary schools offer appropriate pathways in the senior phase for all young people.  Secondary Schools support improvement in skills and sustained positive school-leaver destinations for all young people.  Increase the uptake of vocational qualifications available to young people in the Senior Phase.  Support curriculum mapping to broaden the curriculum offer and progression within the Senior Phase.  Enhance partnership working with Skills Development Scotland, Developing the Young Workforce, Community Learning and Schools.  Youth workers support for all aspects of skills development and associated accreditation in relation to employability skills.  Sustain the percentage of young people in positive leaver destinations.  Ensure that all schools have an approach to the Careers Education Standard in place.  Deliver an all-age employability service to priority groups.  Support post school employment and training through No-one Left Behind and Community Learning and Development.  Support young people through Positive Achievements.  Develop a range of actions to improve the employability of parents with a view to addressing child poverty.  Develop and deliver a range of adult learning provision.  Implement the Community Safety programme. | This is an improvement priority in Achieving Excellence and Equity: National Improvement Framework and Improvement Plan 2024. The description highlights actions at a local level. | Our children and young people are safe, healthy and ready to learn. | 31-Mar-2025 |
| Improvement in Literacy and Numeracy attainment.  Implementation of Refreshed Digital Learning Strategy | Implement the refreshed Literacy Strategy.  Implement the Literacy Intervention Framework and online Literacy Hub.  Continue to raise attainment and narrow the poverty-related attainment gap across all levels in Literacy and Numeracy.  Develop moderation processes across all levels.  Continue to develop the role of the Literacy and Numeracy Strategic Groups.  Continue to support teachers and practitioners with Champion leadership roles in centres and schools.  Improve transitions across all sectors through cross sector and cluster working.  Implement actions from Collaborative Improvement.  Implement Under 3’s Framework in all centres.  Improve transitions across all sectors through cross sector and cluster working.  Improve skills and confidence in digital technologies to enhance learning experience for children and young people.  Ensure digital technology enhances curriculum and assessment delivery.  Empower leaders to drive innovation and investment in digital technology for learning and teaching.  Ensure digital technology enhances curriculum and assessment delivery.  Empower leaders to drive innovation and investment in digital technology for learning and teaching. | This is an improvement priority in Achieving Excellence and Equity: National Improvement Framework and Improvement Plan 2024. The description highlights actions at a local level.  This improvement priority has been identified through robust self-evaluation, recognising the need to build digital capacity across the learning system. | Our children are safe, healthy and ready to learn.  Our children are safe, healthy and ready to learn. | 31-Mar-2025  31-Mar-2025 |

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| **Section 5- Priority Performance Indicators** |

|  |  |  | 23/24 Baseline | | | 24/25 target |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Code | PI Title | Frequency | 2023/24 | | | 2024/25 | Rationale for Inclusion | Link to LOIP priority |
| Value | Target | Status | Target |
| EDU-07-BIP-2 | Attendance rates in secondary schools (%) | Monthly | 90.7% | 92% | **Amber** | 92% | There is a requirement to closely monitor attendance to support children and young people to achieve their best. | Our children are safe, healthy and ready to learn. |
| EDU-08-BIP-2 | Attendance rates in primary schools (%) | Monthly | 94.8% | 92% | On Target | 92% | There is a requirement to closely monitor attendance to support children and young people to achieve their best. | Our children are safe, healthy and ready to learn |
| EDU-09-BIP-2 | Exclusion of young people in secondary schools (days lost) | Monthly | 189.5 | 240 | On Target | 240 | There is a requirement to closely monitor exclusions to support children and young people to participate fully in education. | Our children are safe, healthy and ready to learn |
| EDU-10-BIP-2 | Exclusion of children in primary schools (days lost) | Monthly | 42 | 80 | On Target | 80 | There is a requirement to closely monitor exclusions to support children and young people to participate fully in education. | Our children are safe, healthy and ready to learn |
| EDU-01-BIP-2 | Attendance levels of Looked After Children attending all EDC schools | Biannual | 85.9% | 91% | On Target | 91% | This PI is monitored biannually in partnership with Social Work. | Our children are safe, healthy and ready to learn |
| EDU-02- BIP-2 | Exclusions of Looked After Children attending all EDC schools | Biannual | 40 | 40 | **Stus unavailable** | 40 | This PI is monitored biannually in partnership with Social Work. | Our children are safe, healthy and ready to learn |
| EDU-04-BIP-2 | Number of parents participating in the Triple P programme | Biannual | 297 | 160 | On target | 300 | Target increased for 2024/25 to reflect significant improvements in recent years. | Our children are safe, healthy and ready to learn |
| EDU-05-BIP-2 | % of those supported by employability programme into employment | Biannual | 44% | 40% | on target | 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 | Biannual | 431 | 200 | on target | 200 | This 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. |
| ECS-BIP14-60-03 | % of pre-5 partnership providers evaluated in Social Care and Social Work Improvement Scotland (SCWIS) inspections as good or better using National Care Standards | Annual | 75% | 100% | off target | 100% | This PI indicates how well pre-5 partnership providers are performing in SCWIS inspections against the National Care Standards | Our children are safe, healthy and ready to learn. |
| EDU-BIP16-19-10 | Difference between Insight tariff scores for SIMD 1/2 and SIMD 9/10 for school leavers S4 | Annual | -14 | 110 | on target | 100 | This PI aims to demonstrate how we are closing the attainment gap between the most and least disadvantaged young people. The lower the value, the more progress has been made in narrowing the attainment gap. National benchmarking. | Our children are safe, healthy and ready to learn |
| EDU-BIP16-19-11 | Difference between Insight tariff scores for SIMD 1/2 and SIMD 9/10 for school leavers S5 | Annual | 223 | 230 | on traget | 215 | This PI aims to demonstrate how we are closing the attainment gap between the most and least disadvantaged young people. National benchmarking. | Our children are safe, healthy and ready to learn |
| EDU-BIP16-19-12 | Difference between Insight tariff scores for SIMD 1/2 and SIMD 9/10 for school leavers S6 | Annual | 158 | 330 | on target | 300 | This PI aims to demonstrate how we are closing the attainment gap between the most and least disadvantaged young people. National benchmarking. | Our children are safe, healthy and ready to learn |
| EDU-BIP16-19-13 | Average achievement for Reading for Curriculum for Excellence across all Primary School stages | Annual | 88% | 89% | amber | 89% | National benchmarking. | Our children 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 | Annual | 97% | 99% | amber | 99% | National benchmarking. | Our children are safe, healthy and ready to learn |
| EDU-BIP16-19-15 | Average achievement for Maths for Curriculum for Excellence across all Primary School stages | Annual | 87% | 86% | on target | 86% | National benchmarking | Our children are safe, healthy and ready to learn |
| EDU-BIP16-19-16 | Average achievement of Maths for third/fourth level Curriculum for Excellence in Secondary Schools | Annual | 97% | 99% | amber | 99% | National benchmarking | Our children are safe, healthy and ready to learn |
| EDU-SOL-CHN2 | Cost per secondary school pupil | Annual | £6654.00 | | | | Secondary school expenditure 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 are safe, healthy and ready to learn |

Section 6- Sustainability

We recognise that we have a role to play in responding to the global climate and ecological emergency, and improving wellbeing and we will do so via the activities described below. A Quality Improvement Officer has responsibility for Learning for Sustainability

| **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** |
| Schools and ELC participate in the National Eco Schools programme.  Promote a whole school, pupil led approach to learning for sustainability. | Supports whole-school action for the environment including  learning associated with carbon emissions. | Raises awareness of environmental and sustainable development issues through the four contexts for learning. | Schools and ELC identify  biodiversity improvements to outdoor learning and social areas. | Schools may take part in environmental activities in local greenspaces e.g wildflower planting. |  |
| Continue to deliver the Climate Ready Classrooms programme across East Dunbartonshire in partnership with Keep Scotland Beautiful. | Primary schools actively create action plans to improve sustainability in their settings. | Raises awareness of environmental and sustainable development issues through the programme and the development of an action plan. | Supports biodiversity through the promotion of nature-based solutions. | Supports greenspace maintenance through the promotion of nature-based solutions. |  |
| 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. | Planned support of the development and delivery of the emerging Climate Action Plan. | It is intended that the document will deliver co-benefits for other related elements of sustainability including social inclusion and improved health and wellbeing. |

**Section 7- Risk Management**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Description** | **Treatment Strategy** | **Internal Controls** | **Category(s)** | **LOIP Outcome(s)** | **Current Risk Matrix** | **Target Risk Matrix** | **Linked Actions** |
| Financial Risks | Treat | Budget setting and monitoring.  Support schools to deliver savings, including reduction in DSM. | Economic | All | Risk Matrice | Risk Matrice | Revisit DSM policy with School Leaders. |
| ICT Infrastructure Provision | Treat | Technical, Physical and Procedural Controls | Technological | All | Risk Matrice | Risk Matrice | Implementation of recommendations made by internal audit and other bodies. |

**Section 8- Consultation and Engagement**

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| **Title** | **Description** | **Audience** | **How this engagement will be used to inform planning and service delivery** | **Planned Start Date** | **End Date** |
| --- | --- | --- | --- | --- | --- |
| **Education Statutory Consultation on the relocation of Lenzie Academy from Myrtle Avenue to Whitegates Playing Fields, Lenzie** | Statutory Consultation on relocation of proposed site. | All stakeholders | Consultation will gather the views of all education statutory stakeholders to inform future planning. | 31-Mar-2024 | 31-Mar-2025 |
| Education Service Vision, Values and Aims | Identify Vision, Values and Aims for the Education Service. | All stakeholders | Consultation will clarify stakeholder priorities and contribute to shaping the Vision, Values and Aims of the Service. | 31-Mar-2024 | 31-Mar-2025 |
| ASN Provision | Review of Secondary Wellbeing units. | Staff | Consultation will inform future planning to deliver high quality provision for vulnerable young people across sectors. | 31-Mar-2024 | 31-Mar-2025 |
| ASN Policy Consultation | Consultation re: Refreshed Policy to support children and young people with learning differences | Staff  Young People  EDC Parent Forum | Consultation will gather the views of key stakeholders and contribute to policy development in relation t supporting learners with dyslexia and dyscalculia. | 31-Mar-2024 | 31-Mar-2025 |
| 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-2025 |



Corporate Performance and Research

East Dunbartonshire Council

FINANCE AND DIGITAL SERVICES Business & Improvement PLan 2024-2027

# Section 1- About Us (Purpose of the Service and Work of Teams)

This Business Improvement Plan (BIP) sets out the main actions that Finance and Digital Services intends to carry out over the period of 2024-27. These actions will deliver core priorities and the related objectives of the Local Outcome Improvement Plan and the Strategic Planning & Performance Framework.

Finance & Digital Services provides support to all services in the Council in the management and safeguarding of resources, and provides a lead for digital transformation. The areas covered include Finance, Revenue & Benefits, Business & Digital Change, Shared Services, Rent Arrears, ICT Services, Internal Audit and Corporate Fraud. In carrying out these services, we aim 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 S.95 Officer and the team’s focus on supporting and strengthening controls and monitoring legislative compliance.

Specific link between the teams’ activities and delivery of the wider Strategic Group Priorities and LOIP outcomes and guiding principles are as follows:

**Finance**

• 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.

**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.

**Revenues and 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
* Provide and implement Universal Credit payments on behalf of the Scottish Government

**ICT Services**

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:

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

**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

**Housing Rent Arrears**

The Housing Rents Service provides a broad range of services aimed at improving outcomes for residents within East Dunbartonshire. The maximisation of housing rental income and pursuit of rent arrears continues to be a priority for the service, to safeguard income. This is achieved by a dedicated team of Officers, whose role is to actively pursue rent arrears and provide advice and support to tenants struggling to pay their rent. This includes early intervention advice on rent charges, payment options and discussing rent affordability to new tenants at the time of offer acceptance of their new tenancy; signposting tenants struggling financially to relevant support services to ensure household incomes are maximised; and providing additional support to tenants receiving Universal Credit housing element by having a presence in Kirkintilloch Job Centre.

**Business & Digital Change**

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.

The Business Systems team ensure the effective and efficient development, deployment, management and support of the councils Business Systems across all Council services.

The Project Management & Change team manage 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. They also support development of long-term innovation to maximise opportunities for transforming services across the Council. The team also includes the remit of Governance, ensuring best practice is deployed in all aspects of programme/project delivery.

**Internal Audit**

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

• Internal audit reports, which typically review a system, provide an opinion on the controls in place and highlight any risks identified, making recommendations for improvement;

• Consultancy notes, which are normally narrower in scope and provide focused advice. These are provided subject to availability of skills and resources and consideration is given to any impact on core assurance work.

• Less formal advice, which can be verbal or via email and is often in relation to new processes or changes to existing processes.

**Corporate Fraud**

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

* Providing support and assistance to all services in the development of an anti-fraud culture.
* Data matching to identify possible instances of fraud.
* Reactive investigatory work in relation to fraud and whistleblowing reports, received from Council services and members of the public.
* Vetting of applications for Council Services to identify potential instances of fraud e.g. vetting of housing applications to prior to the allocation of the property.
* 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.

# Section 2- Our Priorities for 2024-27

For the years 2024-27, Finance & Digital Services has identified Strategic Priorities. They have been identified as assisting the team in meeting their statutory obligations under:

• 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.

The Strategic Priorities have also been identified as helping to meet the Council’s guiding principles of Best Value, Coproduction and Engagement and Prevention and Early Intervention.

The Strategic Priorities are detailed as follows:

**Finance**

• 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.

• 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 financial assistance/services/licences/etc are only granted to those entitled.

* Review of high risk business processes including new processes to ensure fraud prevention measures are embedded.

**Business & Digital Change**

* Develop a new digital strategy which sets out our priorities and commitments to enable us to realise our ambitions and continue to transform East Dunbartonshire’s delivery of connected, person-centred public services.
* Delivery of an ambitious cross council digital development programme
* Embed service design principles to ensure that the people of East Dunbartonshire are supported and empowered to actively participate in the definition, design and delivery of their public services.
* Ensure the effective and efficient development, deployment, management and support of the councils Business Systems across all Council services.
* Redesign services through innovative transformation in response to the financial context using data to inform the design of sustainable service delivery models.
* Continue to collaborate at a national level to maximise Digital development opportunities across Local Government and with the Scottish Local Government Digital Partnership, Improvement Service and SOLACE
* 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.

**Housing Rent Arrears**

* 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.
* Joint working with other Housing Services including Estates and Homelessness to ensure pre-tenancy contact is made with new tenants to evaluate circumstances and plan payment methods.

# Section 3- How we contribute to our agreed Local Priorities

|  |  |
| --- | --- |
| **Area** | **How we contribute to this Priority** |
| Economic Growth and Recovery | * Providing support to front line services delivering these services through Supporting Services. |
| Employment and Skills | * Providing support to front line services delivering these services through Supporting Services. |
| Delivering for Children and Young People | * Administering Education Maintenance Allowance |
| Adult Health and Wellbeing | * Providing support to front line services delivering these services through Supporting Services. |
| Safer and Stronger Communities | * Providing support to front line services delivering these services through Supporting Services. |
| Older Adults, Vulnerable People and Carers | * Processing of service agreements for clients moving into Care homes, receiving supported living services or homecare services. * Auditing of Direct Payments * Administration services for Adult Support and Protection Inspection |
| Climate Change Mitigation | * Providing support to front line services delivering these services through Supporting Services. |
| Cost of Living Support | * Signposting Council tax discounts and exemptions where appropriate. * Processing of Free School Meal and School Clothing Grants * Providing additional support to tenants receiving Universal Credit housing element by having a presence in Kirkintilloch Job Centre every Tuesday morning |

# Section 4- Key Improvement Actions

| **Area For Improvement** | **Improvement Activity** | **Rationale for Inclusion** | **Related LOIP Priority** | Due Date |
| --- | --- | --- | --- | --- |
| Review the Council’s ICT Security policies and controls | 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. | Aligned with best practice ICT service delivery, Internal Audit Actions and National Cyber Security Initiatives. | Best value | 31-Mar-2025 |
| Review of Letting Policy | 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. | Provide opportunities for all community groups to access Community facilities. | Our people experience good physical and mental health and wellbeing with access to a quality built and natural environment in which to lead healthier and more active lifestyles. | 31-Dec-2024 |
| Improve the Council Wide Area Network | The Wide Area Network contract comes to an end in 2022. Since the contract started the working styles across the Council have changed considerably. The new contract will increase bandwidth at Schools to support online learning. | Improve digital connectivity and deliver greater network bandwidth to meet the increased demands | Our people are equipped with knowledge and skills for learning, life and work. | 31-Mar-2024 |
| Migration of ICT systems to Microsoft M365 | ICT Services will support the Business and Digital Change Team in the implementation of Microsoft M365 including implementing new collaboration suite, the migration of email and supporting infrastructure from on premise to cloud based services. | Modernise collaboration suite including email, office suite and file storage solutions to improve SMART working and support the Council in post pandemic structures. | Best value | 31-Mar-2025 |
| Implement service level agreements (SLAs) for Shared Services | Develop and implement internal service level agreements for support to other Council services | Improved management and more effective service delivery in line with Internal Audit review. | Best value | 31-Mar-2025 |
| Leases IFRS 16 Compliance | 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. | Revision to processes to ensure continued compliance with relevant accounting standards and the achievement of a clean audit report. | Prevention and early intervention | 31-Mar-2025 |
| Oracle Fusion Implementation | Finance will work with external partners and other services to support the implementation of the Oracle Fusion general ledger replacement. | This action will help to ensure that Finance deliver the support service to the Council in an efficient matter, meeting Best Value requirements. | Best value | 31-May-2024 |
| Support in Closing Financial Gap | 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. | This action will help the Council to operate within the available financial resources. | Best value | 31-Mar-2026 |
| Assess our current and future technology landscape | Reduce duplication and fragmentation of applications through rationalisation and integrations. | This action will help to ensure that B & DC deliver the Business systems support service to the Council in an efficient matter, meeting Best Value requirements. | Best Value | 31-Mar-2026 |

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| **Section 5- Priority Performance Indicators** |

|  |  |  | 23/24 Baseline | | | 24/25 target |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Code | PI Title | Frequency | 2023/24 | | | 2024/25 | Rationale for Inclusion | Link to LOIP priority |
| Value | Target | Status | Target |
| CDS-05-BIP-4 | Percentage of ICT reported incidents and minor changes resolved within SLA targets | Quarterly | 92.6% | 90% | On target | 85% | 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 | Quarterly | 99% | 96% | On Target | 96% | IS/SOLACE and Benchmarking PI | Best value |
| CDS-09-BIP-4 | Housing Benefit - Average days to process change events | Quarterly | 5 | 6 | On Target | 6 | IS/SOLACE and Benchmarking PI | Best value |
| CDS-10-BIP-4 | Council Tax Reduction - Average days to process change events | Quarterly | 10 | 6 | Off Target | 6 | IS/SOLACE and Benchmarking PI | Best value |
| FA-BIP-01 | Percentage of finalised audit outputs against the number anticipated in the annual audit plan. | Quarterly | 89% | 100% | Off Target | 95% | Measure of volume of work completed by Internal Audit. | Evidence based planning |
| FA-BIP-08 | Percentage of Key Financial Returns Completed on Time | Quarterly | 91.9% | 100% | Off Target | 100% | CIPFA DoF Benchmarking PI | Best value |
| FA-BIP-10 | Percentage of fraud investigations commenced within 10 days of assessment | Quarterly | 100% | 100% | On Target | 100% | Indicator measures initial progress of fraud referrals.  Excludes data matching. | Best value |
| FDS-06-BIP-4 | Housing Benefit - Average Days to fully process new claims | Monthly | 18 | 22 | On Target | 22 | IS/SOLACE and Benchmarking PI | Best value |
| FDS-07-BIP-4 | Council Tax Reduction - Average Days to fully process new claims | Monthly | 26 | 25 | On Target | 25 | IS/SOLACE and Benchmarking PI | Best value |
| FDS-BIP-03 | Rent Arrears - Active accounts (Monetary value) | Monthly | £774,165 | £990,000 | On Target | £750,000 | To improve performance in reducing rent arrears | East Dunbartonshire is a safe place in which to live, work and visit. |
| FDS-SOL-CORP7 | Council Tax Collection - Percentage of income due received by the end of the year | Monthly | 97.64% | 97% | On Target | 97% | National benchmarking PI and Financial PI | Best value |
| OT-BIP19-09 | % Delivery of projects committed in the transformation programme within scheduled timescales | Quarterly | 77% | 75% | On Target | 75% | To maximise delivery and understand achievability of delivering outcomes | Best value |

Section 6- Sustainability

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

| **Service activity** | **Impacts on climate change mitigation** | **Impacts on climate change adaptation** | **Impacts on biodiversity** | **Impacts on greenspace** | **Other sustainability impacts** |
| --- | --- | --- | --- | --- | --- |
| Investment  Many sectors with the largest additional capital requirement for decarbonisation are not devolved, such as electricity and fuel supply, and are largely funded by private investment and consumers rather than the public sector.  Consequently, alignment of direct and indirect Council investment with low emissions technology and infrastructure is an effective way to support decarbonisation. Particularly since electrification for heat and transport decarbonisation will create additional demand for renewable energy and renewable energy infrastructure, meaning that there is a need for significant investment in renewable technology. | A defined amount of surplus funds are invested in sustainable investment through Link which will be reviewed against returns. At the time of writing the Council has £2m invested in a sustainable deposit with Standard Chartered Bank.  The sustainable deposit for Standard Chartered bank differs to standard fixed term deposits as these deposits have an underlying commitment to supporting activities that provide sustainable and environmentally friendly services and products.  In the case of the Standard Chartered Sustainable Deposit, the deposit guarantees that investment is referenced against sustainable assets, both existing and future. The investments are referenced against the United Nations Sustainable Development Goals (SGDs), so funds are put to work addressing some of the world's biggest long-term threats including, but not limited to, climate change, health, financial inclusion and education. The deposits have third party verification, with the framework independently reviewed on an annual basis to ensure that the latest thinking and trends are regularly incorporated. | Sustainable investments can support climate adaptation. | Reducing emissions through investments will help to limit the impact of climate change on biodiversity. | Reducing emissions through investments will help to limit the impact of climate change on nature and greenspaces. | Low emission alternatives often have beneficial impacts on health and social outcomes through improved air quality. |
| Future technology landscape | Reduce duplication and fragmentation of applications through rationalisation and integrations.  Cloud First | Reduction of applications can lead to emissions reductions. | Reducing emissions will help to limit the impact of climate change on biodiversity. | Reducing emissions will help to limit the impact of climate change on nature and greenspaces.. | Low emission alternatives often have beneficial impacts on health and social outcomes through improved air quality. |
| Cloud First | The Council will purchase Cloud-based, industry-leading software where possible.  Research suggests that the adoption of cloud-based technology could lead to a major reduction in emissions, however, exploring the emission reduction potential of cloud providers requires clarifying whether emissions are being reduced or exported. The consequences of any emissions being moved to a different county or area should be considered, particularly if the country area/ in question has significant differences in the emission intensity of their grid or buildings. | Cloud based storage can lead to emissions reductions, however, consideration need to be given to how green electricity and water supplies are in addition to how long equipment lasts. | Reducing emissions will help to limit the impact of climate change on biodiversity. | Reducing emissions will help to limit the impact of climate change on nature and greenspaces.. | Low emission alternatives often have beneficial impacts on health and social outcomes through improved air quality. |
| 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. | Planned support of the development and delivery of the emerging Climate Action Plan. | It is intended that the document will deliver co-benefits for other related elements of sustainability including social inclusion and improved health and well-being. |

**Section 7- Risk Management**

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| --- | --- | --- | --- | --- | --- | --- | --- |
| **Description** | **Treatment Strategy** | **Internal Controls** | **Category(s)** | **LOIP Outcome(s)** | **Current Risk Matrix** | **Target Risk Matrix** | **Linked Actions** |
| Financial Risks | Treat | Finance will continue to support the Council to operate within its available financial envelope. This is increasingly challenging and involves budget setting and monitoring, providing costings and budget impacts of potential savings options, and providing challenge to cost pressures. | Economic | All | Risk Matrice | Risk Matriceted | Provision of financial support for developing an operating model and workforce of the future to ensure flexibility and resilience in event of reduction in funding. |
| ICT Infrastructure Provision | Treat | Technical, Physical and Procedural Controls | Technological | All | Risk Matrice | Risk Matrice | Implementation of recommendations made by internal audit and other bodies. |

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| **Section 8- Consultation and Engagement**   | **Title** | **Is this activity a consultation or engagement exercise?** | **Description** | **Audience** | **How this engagement will be used to inform planning and service delivery** | **Planned Start Date** | **End Date** | | --- | --- | --- | --- | --- | --- | --- | | Digital development engagement across all Council Services | Engagement | Seek out opportunities for innovation and transformation through digital development | EDC Senior Leadership Team | Engagement with SLT and service areas | Sept 2024 | March 2025 | | Collaboration across Public Sector | Engagement | Collaborate with public sector partners to exchange best practice, engage on collaboration opportunities and adopt “once for Scotland approach” | EDC Senior Leadership Team |  | April 2024 | March 2025 | | Smart Working for the Future | Engagement | Enable business transformation that offers our employees enhanced productivity and collaboration tools to continue our roadmap for Smart working for the future | All EDC employees | Engagement with all EDC employees | April 2024 | OMarch 2025 | | Annual Council House Rent | Engagement | Consultation with tenants on the proposed annual rent review in line with Housing (Scotland) Act 2001. | * Tenants and residents * Tenant Participation Working Group * Elected Members | Tenants consulted on the proposed annual rent review in line with legislation.  Newsletter with section on rent review issued to all 3700+ tenants for comment. | 01-Sep-24 | 01-Apr-25 | | Tenant Participation Working Group | Engagement | Main consultative forum with meetings held 5 times per year. In line with legislation and good practice re tenant participation. The Housing Service facilitates regular meetings to consult with and/or bring to the attention of TPWG members, any proposed changes to service and/or provide information on service performance. TPWG will now be presented with HGIOS, annual & quarterly indicators at meetings. | * 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. | 01-Apr-24 | 01-Apr-25 | | Audit feedback forms | Engagement | Feedback link provided to all internal audit clients. | * Internal Audit Clients | To improve future working practices of the Internal audit team | Ongoing |  | | Fraud engagement | Engagement | Continued engagement with all services and key stakeholders | All Services | To ensure continual development of an anti-fraud culture. | Ongoing |  | | Participatory Budgeting | Consultation | To obtain residents’ views on budget priorities. | All Services | To inform budget setting process | Ongoing |  | |



Corporate Performance and Research

East Dunbartonshire Council

LEGAL AND REGULATORY SERVICES Business & Improvement PLan 2024-2027

**Section 1- About Us (Purpose of the Service and Work of Teams)**

**Primary Strategic Role/Direction**

This BIP sets out the main actions that Legal & Regulatory Services intends to carry out over the period of 2024 to 2027 to deliver core priorities and the related objectives of the Local Outcome Improvement Plan and the Strategic Planning & Performance Framework.

Legal & Regulatory Services provides support to all services in the Council in relation to strategic commissioning in support of the Health & social Care Partnership; strategic and operational procurement activities including e-Procurement and Accounts Payable; 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 & Regulatory Services aims to meet statutory obligations, current best practice, a strategic approach aligned with pragmatism 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.

**Strategic Priorities**

For the period 2024-27 the Strategic Group has identified the following Strategic Priorities;

* 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.
* 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

In meeting our legal obligations, we will:

* 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.

**Work of the Teams**

**Corporate Governance**

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 delivers the successful management of all electoral events in East Dunbartonshire and regularly reviews the alignment of polling districts to constituency and ward boundaries as required by the Boundary Commission for Scotland and Local Government Boundary Commission. The work of the team contributes to the delivery of the Local Outcome Improvement Plan (LOIP), ensuring that the Council has appropriate systems and controls through which it seeks to deliver its Vision and Local Outcomes. Specific activities in support of the overall objectives include:

* 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

**Corporate 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 the Council intends to carry out its regulated procurements and retrospectively how it 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 with other Services, 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 Fusion are also governed by the Procurement Support team, with the Technical Procurement team maintaining key contract information, reviewing essential spend, and directing contracted spend.

**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 and support to a variety of Council committees, quasi-judicial Boards and the Licensing 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:

* always ensuring that the Council acts within its statutory and common law duties and powers;
* enabling other Council services to deliver 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;
* 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.

**Strategic Commissioning**

The Strategic Commissioning Team’s primary function is to support the HSCP to develop and implement its Strategic Plan, Priorities and Transformation Agenda. Support to the HSCP is provided within the context of strategic commissioning activities that align strategic, financial, and operational functions. This includes: market facilitation – intervening across the market to ensure there is a diverse, appropriate and affordable provision to meet local needs; strategic & financial planning & decision making, procuring services via appropriate routes, improving and modernising support models to achieve better outcomes and financial efficiency; project management application to support & deliver strategic reviews, risk management of the market and providers to determine service and financial risk along with mitigation actions, strengthening the commissioning collaborative approach via underpinning legislation that supports and encourages service solutions co-designed and co-produced with the Third and Independent sectors, contract management, monitoring, compliance and audit /assurance activity, delivering value for money & greater efficiencies via more innovative service delivery models including digital solutions, and establishing local and national networks and key interfaces including: HSCP, Council, Providers, Care Inspectorate, Health Improvement Scotland, Scotland Excel, CoSLA and other related agencies

Following on from the impact of the pandemic and set against a backdrop of unprecedented financial challenges and uncontrollable market forces, there has been a marked shift in the market’s focus - essentially moving from a recovery position to one of securing long term sustainability. Inevitably, the shift necessitated the HSCP and subsequently the team to take stock and re-calibrate its priorities and skill set accordingly, thus ensuring it can actively respond and deliver the technical commissioning and commercial expertise required to support the HSCP’s strategic & financial decision making and; underpinned by a risk-based approach, inform where to invest and/or disinvest across current and future services.

**Section 2- Our Priorities for 2024-27**

* 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.
* Information Records Management – Managed Print Contract – Upgrade existing fleet of copiers to a new leaner more efficient fleet which reducing overall printing volumes as per the Council’s Print Reduction strategy.
* Self Service Arrangements – identify opportunities for the introduction of arrangements to improve efficiency.
* Case Management System – procuring a case management system to boost efficiency in alignment with other Local Authorities.
* Digital Transformation/IT Skills Development for Elected Members – various up-skilling to assist Digital Transformation and increase efficiency.
* Full implementation of the Fusion financial management system.
* Review structures and processes across the strategic grouping to ensure that they remain fit for purpose and support the ever-changing needs of the Council and its communities.

**Section 3- How we contribute to our agreed Local Priorities**

|  |  |
| --- | --- |
| **Area** | **How we contribute to this Priority** |
| Economic Growth and Recovery | * Supporting the work of City Deal, Major Assets, Transport, Estates and Planning Teams * Development agreements * Conveyancing * Commercial leases * Assisting with the administration of grants. * Assisting Environmental Protection and Trading Standards with enforcement actions. * 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 |
| Employment and Skills | * Supporting Education. * Supporting Skills for Learning, Life and Work. |
| Delivering for Children and Young People | * Child protection * Adoption and fostering including permanence orders. * Education * Placing request & exclusion appeals * Children’s panel * Attendance councils * Information governance work to protect the data of schools and pupils. * 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. |
| Adult Health and Wellbeing | * Adults with incapacity * Social work support * Intentional deprivation * Intervention orders * Banning orders * Housing Improvement and Repairs Grants * Commission services that support the health and wellbeing of adults |
| Safer and Stronger Communities | * 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 |
| Older Adults, Vulnerable People and Carers | * The Strategic Commissioning Team commissions services that are outcome focussed, person centred, maximise independence & social integration and offer choice and flexibility according to individual and carers needs. * Support the HSCP’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 within HSCP services. * 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. |
| Climate Change Mitigation | * Supporting the work of City Deal, Major Assets, Estates and Planning Teams * Construction and development contracts * Open Market Purchase * Print Reduction strategy via greener, leaner fleet of printers. * Adopting Hybrid mail across the Council - digital replacing manual and consequential reductions in requirements for Royal Mail vehicles across the Council area. |
| Cost of Living Support | * The Strategic Commissiong Team intervenes across the market where required to ensure providers / services facing financial detriment remain financially viable & sustainable. |
| Best Value | * The Strategic Commissioning Team commissions & monitors provider performance including value for money via the Contract Management Framework. This includes benchmarking costs and quality indicators, monitoring, audits and service user/carer engagement/ feedback. * 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 | * 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. * Print Reduction strategy via greener, leaner fleet of printers. * Adopting Hybrid mail across the Council - digital replacing manual and consequential reductions in requirements for Royal Mail vehicles across the Council area. |

**Section 4- Key Improvement Actions**

|  |  |  |  |
| --- | --- | --- | --- |
| **Improvement Action** | **Description** | **Rationale** | **Due Date** |
| Information Records Management Strategy | Continued development of effective and robust records management practices which incorporate measures to facilitate and assure compliance with FOI, data protection and other information management obligations and reflect new working practices and locations | 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. | 31st March 2025 |
| Information Records Management - FOI Toolkit | Phase 2 – Focus on building on success by delivering improved quality - including revised toolkits for services, improved administrative procedures. Continued development to ensure consistent, effective and efficient responses to FOI, EIR and Data Protection Enquiries | 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. | 31st March 2025 |
| Self Service Arrangements | To review the various types of current legal and procurement 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 will be developed further and then discuss with the relevant services. | Managed self-service arrangements will improve efficiency across the Council and will ensure that specialist legal and procurement support is targeted where it is needed most | 31st March 2025 |
| Legal and Procurement Engagement and Risk Management | Development of structured engagement arrangements via designated leads for strategic areas of the Council, in order to deliver the provision of proactive guidance and support to the Council in highlighting and managing, assessing and, where appropriate, mitigating legal and procurement risks. This will be further developed over the course of this year to reflect current structures and working arrangements. | 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 | 31st March 2025 |
| Procurement Governance Review | Review of governance of procurement to identify any potential efficiencies in putting contracts and services in place while ensuring governance arrangements with appropriate oversight by senior officers and committees/Council. | This will result in more efficient processes and ensuring there is appropriate oversight at suitable levels. | 31st March 2025 |
| Centralised Contract Management Function | Centralise function – improve & strengthen oversight & governance across significant spend streamline monitoring procedures, eradicate duplication and generate efficiencies | Integrates ad hoc systems/approaches across the council, reduces duplication, centralised/accessible location for all, streamline monitoring & reporting, eradicates contract duplication, opportunity to maximise efficiencies. | 31st March 2026 |

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| **Section 5- Priority Performance Indicators** |

|  |  |  | 23/24 Baseline | | | 24/25 target |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Code | PI Title | Frequency | 2023/24 | | | 2024/25 | Rationale for Inclusion | Link to LOIP priority |
| Value | Target | Status | Target |
| LDS-BIP-02 | Percentage of Committee / Council Action sheets issued within 24 hours | Quarterly | 100% | 100% | On Target | 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 | Quarterly | 98.75% | 90% | On Target | 95% | 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 | Quarterly | 4 | 12 | Off target | 8 | 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 | Quarterly | 96.53% | 95% | On Target | 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 |
| LDS-BIP-06 | Number of data protection spot checks carried out | Quarterly | 14 | 12 | On Target | 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 | Quarterly | 5 | 4 | On Target | 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 | Quarterly | 100% | 90% | On Target | 95% | 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. | Quarterly | 100% | 100% | On Target | 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. | Quarterly | 100% | 100% | On Target | 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 |
| LRS-BIP-01a | % of Contract acceptances completed within 7 days of full instructions | Monthly | 100% | 100% | On Target | 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. |
| LRS-BIP-07 | Percentage of Taxi licence applications approved or refused by Legal Services within 5 days of receipt of the complete application | Monthly | 97.7% | 100% | Amber | 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. |
| LRS-BIP-09 | Number of Housing Improvement and Repairs Grants Processed and authorised within 7 days of receiving full instructions | Monthly | 97% | 90% | On Target | 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 |
| OT-SOL-CORP8 | Invoice Payments - Percentage of invoices paid within 30 days % | Quarterly | 77.75% | 92% | Off Target | 92% | National benchmarking PI and Financial PI | Best value |

**Section 6- Sustainability**

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| --- | --- | --- | --- | --- | --- |
| **Service activity** | **Impacts on climate change mitigation** | **Impacts on climate change adaptation** | **Impacts on biodiversity** | **Impacts on greenspace** | **Other sustainability impacts** |
| 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 |
| Hybrid Mail | Reduce the local and global environmental impact of the Council’s consumption and production.  (Digital v Physical mail) | 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 and physical transportation 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 |
| 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 |
| 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 |  |  |  |  |

**Section 7- Risk Management**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Description** | **Treatment Strategy** | **Internal Controls** | **Category(s)** | **LOIP Outcome(s)** | **Current Risk Matrix** | **Target Risk Matrix** | **Linked Actions** |
| Governance failure in relation to major decisions. | Treat | Administrative Scheme  Committee Report Scrutiny  Procurement Procedures  Legal Document Scrutiny | Economic  Legal/Compliance | All | Risk Matrice | Risk Matrice | Regular review of Administrative Scheme to ensure it remains up to date.  Compliance with requirement to consult with CSMO and CFO  Continuation and enhancement of existing arrangements |
| Inability to pay creditors | Treat | Manual Processing | Technological | All | Risk Matrice | Risk Matrice | Build assurance in current system.  Develop knowledge across services.  Revert to manual process. |
| Financial constraints and impact on resources across services | Treat | Delivery Model Reviews  Review of ways of working  Task Reviews | Economic | All | Risk Matrice | Risk Matrice | Review service structures.  Expanding skills and knowledge of individual team members.  Introduction of self-service arrangements, where appropriate to target expertise.  Appropriate allocation of resources based on priorities and risk. |
| Legislation change impacting on Resource Priorities | Treat | Ongoing awareness of potential changes | Legal/Compliance | All | Risk Matrice | Risk Matrice | Keep aware of potential change to identify Appropriate resources at an early stage.  Participation in groups such as SOLAR which may influence changes. |
| Occurrence of significant Civil contingency incident at the same time as an electoral event | Treat | Contingency Planning | Social  Legal/Compliance | All | Risk Matrice | Risk Matrice | Continually review plans to ensure they remain up to date.  Train officers not involved in election administration to support civic contingency response. |

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| **Section 8- Consultation and Engagement** |

| **Title** | **Is this activity a consultation or engagement exercise?** | **Description** | **Audience** | **How this engagement will be used to inform planning and service delivery** | **Planned Start Date** | **End Date** |
| --- | --- | --- | --- | --- | --- | --- |
| Provider Forums |  | Rolling engagement with providers across each sector in relation to operational, strategic, and financial matters | Providers (commissioned services) | Service design & quality improvement, Oversight /assurance across registered services, Individual / service outcomes, Inform / enhance strategic & financial decision making, Support and strengthen collaborative commissioning approach. | Ongoing | Ongoing |
| Service User / Carer Engagement |  | Visiting services to ensure on-going compliance and or improvement required / implement action plans if/where required | Individuals who receive services, carer’s, families | Service design & quality improvement, Oversight /assurance across registered services, Individual / service outcomes, Inform / enhance strategic & financial decision making, Support and strengthen collaborative commissioning approach. | Ongoing | Ongoing |
| Civic Government Licensing | Engagement Exercise | 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 |  |  |
| Gambling – Statement of Principles | Consultation | Consultation with relevant stakeholders and community as part of introducing the Licensing Board’s new Statement of Principles. | Licence holders, stake holders (including community groups, religious bodies) public sector partners. | Ensure those impacted by the Statement of Principles are afforded an opportunity to comment on the Statement which will inform its creation. | Autumn 2024 | Start of 2025 |
| Community Benefits | Engagement exercise | Community assets  Community wealth building  Sustainability  Tie in with LOIP and attempts to capture community wishes or priorities. | Communities, other public and third sector partners | Ties into supplier and contract management | Winter 2024 | Dec 2025 |



# LAND PLANNING AND DEVELOPMENT

BUSINESS AND IMPROVEMENT PLAN

2024-2027

# Section 1- About Us (Purpose of the Service and Work of Teams)

**PURPOSE**

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:

* **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**
* **Local Outcome 6: Our older population and more vulnerable citizens are supported to maintain their independence and enjoy a high quality of life, and support they, their families and carers benefit from effective care and support services**

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:

* **Creating the policy framework and providing technical support for land-use, greenspace, biodiversity, climate change, sustainability, waste reduction and circular economy, decarbonised heat and energy efficiency, economic development, sustainable 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 and develop visitor assets, and the regeneration of our town centres and communities; deliver high quality affordable housing; 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. To support and enable this delivery secure and administer a range of external funding sources.**

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.

**WORK OF THE TEAMS**

The Land Planning and Development service comprises of 11 teams:

* Land Planning Policy;
* Sustainability Policy;
* GIS;
* Building Standards;
* Development Applications (Planning);
* Validation;
* Regeneration and Town Centres;
* Business Support;
* Traffic and Transport;
* City Deal; and
* Housing Operations Policy & Systems

**Land Planning Policy**

* The Land Planning Policy team leads on the creation of the strategic and local policy framework for land-use, economic development and circular economy, biodiversity and greenspace, food growing and allotment provision and transportation together with supporting guidance (including Development Plan Supplementary and Planning Guidance), and the preparation, consultation, monitoring and review of related plans, programmes and strategies.
* The team is responsible for the production of a Local Development Plan (LDP) which forms the local spatial strategy for East Dunbartonshire and is a key material consideration in the determination of planning applications in the area. The current LDP was adopted in November 2022 and is expected to run until February 2028. Work is now underway on preparing the next LDP (LDP 3) and this will be a continuing priority for the Land Planning Policy Team throughout the period to 2027. LDP 3 will replace the existing LDP 2 in early 2028.
* The team co-ordinates economic development and resource efficiency policy through the Economic Development Strategy, Economic Recovery Plan and Circular Economy Strategy. 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.
* The team also leads on biodiversity, greenspace and food growing policy through the Open Space Strategy, Green Network Strategy, emerging Greenspace Strategy, Local Biodiversity Action Plan and Food Growing Strategy.

**Sustainability Policy**

* The Sustainability Policy Team develops and delivers the Council’s sustainability policies, strategies and guidance and ensures compliance with sustainability, climate change and transport legislation.
* The team is responsible for the preparation, consultation, monitoring and review of the Council’s Sustainability & Climate Change Framework; the Climate Action Plan which supports delivery of corporate and area net zero targets and climate change adaptation; the Local Heat & Energy Efficiency Strategy which forms the basis for implementing heat decarbonisation and improving energy efficiency in buildings, and developing a strategy for heat networks; and co-ordinating the Council’s carbon accounting through the collation of a Carbon Management Plan and Public Bodies Climate Change Duty reports. The team is also responsible for transport policy, including preparation, consultation, monitoring and review of the Local Transport Strategy and Active Travel Strategy.
* 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 in 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.

**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 Corporate Address Gazetteer (CAG), which contains addresses for all properties in East Dunbartonshire, to ensure that every address meets the Scottish Gazetteer conventions set out by the Scottish Government as part of the One Scotland Gazetteer guidelines. The team is responsible for integration of the CAG into all systems throughout the council to enable accurate data analysis to be carried out.
* To team leads on ePlanning and eBuilding Standards workflows, providing a range of technical support for the Planning, Building Standards and Environmental Health teams. The team are also the lead contact for third party suppliers and ICT during all upgrades and software resolution.

**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 contributes towards Local Outcome 4 and Local Outcome 5 by ensuring compliance with the Building (Scotland) Act 2003 which came into force in 2005. The Act focuses on the health, safety, welfare and convenience of people in and around buildings, the conservation of fuel and power within buildings and sustainable development.

**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 contributes towards Local Outcome 1 and Local Outcome 5

**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.

**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 external funding opportunities to enable and support projects and initiatives in these areas, including regeneration initiatives and tourism. Working with partners the team will support and lead on a initiatives to develop the area’s visitor economy including the Kirkintilloch Canal Festival in 2024 and to support local community and business run events, and the promotion of key visitor assets (for example the West Highland Way). The team’s work also focuses on areas of deprivation, as identified through Locality Plans (previously Place Plans). Delivering projects that physically improve areas is an important element of holistic regeneration. The team generates and utilises external funding to delivery many of its projects and initiative. The £3.5m Shared Prosperity Fund programme for the Council is administered and coordinated through the Place & Business Development Service (Regeneration & Town Centres team). This fund is utilised by a range of Council service areas to deliver a range of projects under the three fund themes of Local Business Support, Communities & Place, People & Skills, and Multiply (Numeracy).

**Business Support Team**

* The Business Support Team leads on the Council’s range of programmes and services to support business and facilitate sustainable economic growth and business development. The team delivery many programmes and services through the use of external business support funding. This includes the delivery of projects from the Economic Development Strategy and direct proactive engagement with on-going support to local businesses, through the delivery of the Council’s Business Gateway contract to encourage and support new start business, business growth, green business practices, job creation and inward investment. The team deliver a range of business grants, utilising external funding opportunities. The team will support the development of future economic development strategies, with focus on climate resilient economic development, as well as job creation and business growth.

**Traffic and Transport**

* The Traffic and Transport Team lead on the delivery of the Local Transport and Active Travel Strategies as well as the development and delivery of key transportation infrastructure programmes, initiatives and projects. This includes the delivery of transportation projects to improve route corridors; promotion of behaviour change to try support a move to forms of sustainable transport. The team also manages, upgrade and improve authority wide cycle and footpath network management of the core path network - to provide opportunities for outdoor access for leisure and sustainable forms of transport. The majority of the team’s work is delivered using external transport grant income and external funding opportunities.

**City Deal Team**

* The City Deal Team are responsible for developing and implementing the multi-million-pound programme of projects against the proposals for the Bishopbriggs area identified within the Council’s approved Strategic Business Case. The team 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. The team generates and utilises external funding to delivery many of its projects and initiative.

**Housing Operations, Policy and Systems Team**

* The Housing Operations, Policy and Systems Team are responsible for developing and implementing the Local Housing Strategy (LHS) that provides the strategic vision to enable the Council and its partners to invest in the delivery of high-quality affordable housing and housing related services, across all tenures, to meet identified need within the locality. The team focus on policy reviews in conjunction with tenant consultation to ensure a robust and effective housing service. Performance is monitored and benchmarked against other Local Authorities in Scotland to identify areas that may need to improve. The Systems Team is key to maintaining an efficient Housing Management System, developing modules in response to legislative changes to capture data required to demonstrate compliance with the Scottish Social Housing Charter.

# Section 2- Our Priorities for 2024-27

The Land Planning and Development service’s priorities are guided by the Local Outcomes Improvement Plan Local Outcomes 1, 4, 5 and 6 and Guiding Principles, a range of statutory requirements, national legislation and regional priorities. In meeting these priorities and requirements, the service’s work is underpinned by a detailed and evolving knowledge of local communities, ongoing consultation, best practice and benchmarking. As such the following strategic priorities exist for the service:

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, Develop and implementation of range of **town centre, tourism and regeneration projects to support the local economy, town centres, place making and locality areas.**
2. Delivery the Council’s **City Deal Project** as informed by the approved Strategic Business Case to support regeneration in the Bishopbriggs area. In developing the next stage of business case, prepare a range of interventions for the longer terms improvement of Bishopbriggs around the town centre, A803 route corridor and the Westerhill Masterplan area.
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; and promotion of circular economy and efficient resource use through the implementation of the **Circular Economy Strategy.**
4. Implement **sustainable transport** related projects which deliver on the commitments of the Council’s Local Transport Strategy and develop an updated **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 Improvement 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 Bishoprbriggs Town Centre.
* 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 that our corporate estate meets all modern standards for energy efficiency to help achieve climate change targets and secure external funding.
* Promote **building decarbonisation and improved energy efficiency in buildings**, and development of heat networks, in accordance with the Heat in Buildings agenda, and Heat Networks and Local Heat and Energy Efficiency legislation
* Aligned to tackling **fuel poverty** and climate change, the LHS is required to provide evidence and policy direction in relation to the Energy Efficiency Standard for Social Housing (EESSH2), improving housing quality and repairing standards across all tenures.
* Continue to promote local aspirations for a **rail halt** at the Allander and the **development of Westerhill** in line with the masterplan for the area.
* 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 as well as promoting the expansion of **Electric Vehicle Infrastructure** provision.
* 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

# Section 3- How we contribute to our agreed Local Priorities

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| **Area** | **How we contribute to this Priority** |
| Economic Growth and Recovery | Land Planning and Development is the Lead Strategic Group for Local Outcome 1. The East Dunbartonshire Economic Development Strategy/ Economic Recovery Plan (the LO1 Delivery Plan) is prepared by the Land Planning Policy Team and is the key strategy that sets out the Council and Community Planning Partnership’s priorities and delivery actions for sustaining and growing the local economy.  LP&D lead the East Dunbartonshire Economic Partnership (EDEP), which is the outcome delivery group for LO1 and brings together partners from across the Council and Community Planning Partnership to. In place of the 2017 – 2020 Economic Development Strategy, a focussed Economic Recovery Plan, in response to the unique challenges posed by the COVID-19 pandemic, was finalised in March 2021. Work on a refreshed Economic Development Strategy to replace the existing Strategy and the Economic Recovery Plan will be commenced during 2024-25 with consultation on the draft Strategy scheduled for 2025-26. 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. A Circular Economy Strategy for the area was also prepared and adopted in March 2023. As new challenges emerge and the focus continues to move away from the Pandemic, a refreshed Economic Development Strategy is required to ensure that the economic priorities within LO1 continue to be addressed and maximised.  In developing the next stage of business case for City Deal, a range of interventions for the longer terms improvement of Bishopbriggs will be developed with a focus on place making and economic impact around the town centre, A803 route corridor and the Westerhill Masterplan area.  Policy actions will be developed into viable projects to help secure external funding, to deliver a range of regeneration and economic development projects, programmes and initiatives that aim to support local economic development. |
| Employment and Skills | The Business Development Team understand that supporting people into fair, sustainable jobs is central to delivering many of the ambitions for an inclusive, sustainable economy with well-being at its core. Employability services are pivotal to avoiding the widening of social and economic inequalities by supporting those who are most vulnerable. The Team are involved with Local Employability Partners and recognise the vital role that a range of organisations across the employability landscape play, and are committed to protecting a diverse range of provision and ensuring that the right support is put into place for those who rely on these services.  The partnership will build on the strengths of existing national and local services, to better align funding and to improve the integration of employability services with other support to ensure that services are designed and delivered around the needs and aspirations of those using our services.  LP&D as a service have made a commitment to Underemployed People and Young People 18-25 by taking on a Building Standards Modern Apprentice and two Grad Plus posts in recent months. |
| Delivering for Children and Young People | There is a significant intergenerational equality-based element to climate change: future generations who have contributed least to climate change are set to inherit a climate with greater hostility to life.  Consequently, setting out the robust measures for climate change mitigation and adaptation in the Draft CAP, as detailed in the ‘Climate Change Mitigation Section’, has numerous justice-based dimensions that could significantly benefit children and young people.  The forthcoming Greenspace Strategy (which includes a Play Sufficiency Assessment) will ensure that children and young people continue to have access to safe formal and informal play spaces that encourage physical activity and foster confidence and curiosity. |
| Adult Health and Wellbeing | The symbiotic relationship between key facets of decarbonisation set out in the Draft CAP and positive health outcomes - such as active travel and the improvements in physical health and air quality, the improvements to greenspace and biodiversity and the resulting improvements in well-being, the promotion of plant-based diets and improvements in fibre intake – underscore the additional benefits to adult health and wellbeing that achieving the targets set out in the Draft CAP, as detailed in the ‘Climate Change Mitigation’ section, would deliver.  The forthcoming Economic Development Strategy presents an opportunity to investigate the potential for strategic actions that require local economic development activity and delivery to incorporate the principles of ‘community wealth building’ and the ‘wellbeing economy’ to ensure that the link between socioeconomic inequality and inequality in health and wellbeing is addressed.  The forthcoming Greenspace Strategy will ensure that East Dunbartonshire’s residents continue to have access to high quality open spaces to encourage physical activity and positive experiences with nature.  Provide opportunities to help local people move around in a more sustainable way, to improve health well being and the environment. |
| Safer and Stronger Communities | The Local Development Plan places an 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.  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. The Development Plan also contains policy to ensure protection of public safety and from development of contaminated land and other hazards.  Through the development of policy actions into projects, and securing funding provide opportunities to help local people move around in a more sustainable way, to improve health well being and the environment. |
| Older Adults, Vulnerable People and Carers | Marginalised, disadvantaged and vulnerable groups are often those who are most exposed to the impacts of climate change. Examples include heat waves disproportionately affecting the elderly, vulnerable people being particularly exposed to flooding events, and those in poverty being more exposed to supply chain and price volatility that stems from more frequent and intensive extreme weather events.  There is also a significant intergenerational equality-based element to climate change: future generations who have contributed least to climate change, will inherit a climate with greater hostility to life.  This is above and beyond the present inequalities where those who have contributed least to climate change often being those who are most exposed to its impacts.  Consequently, setting out the robust measures for climate change mitigation and adaptation in the Draft CAP, as detailed in the ‘Climate Change Mitigation Section’, has numerous justice-based dimensions that could significantly benefit vulnerable groups.  The Local Development Plan plays a crucial role in ensuring that older and vulnerable people have access to housing to meet their needs, and that the housing is in convenient locations that supports independence and a high quality of life.  Through the development of policy actions into projects, and securing funding provide opportunities to help local people move around in a more sustainable way, to improve health well being and the environment. |
| Climate Change Mitigation | The Draft Climate Action Plan, which is due to be taken to Council in December 2024 before a consultation is undertaken in early 2025, will introduce a robust governance structure, monitoring framework and communications plan, and a coordinated approach with local, regional and national delivery partners required for the Council to deliver on its net zero targets in addition to bolstering climate reliance in East Dunbartonshire. The Draft CAP will include further action to deliver against legislation requiring all public bodies report on how they will align their spending plans and use of resources to contribute to reducing emissions and delivering their emissions reduction targets.  The Draft Local Heat & Energy Efficiency Strategy which is due to be taken to Council in autumn 2024, will provide the statutory policy basis for the improvement of energy efficiency and supporting the transition to a decarbonised heat supply. The Strategy will provide an important contribution to reducing carbon emissions from the building stock as well as supporting the reduction of fuel poverty.  As the statutory spatial strategy for East Dunbartonshire, and a key material consideration in the determination of all planning applications, the Local Development Plan is crucial ensuring that the actions in the CAP are supported and delivered. The LDP will seek to ensure that land is managed in a way that supports climate change mitigation and adaptation through sustainable development principles and setting land aside for nature based solutions.  Through the development of policy actions into projects, and securing funding provide opportunities to help local people move around in a more sustainable way, to improve health well being and the environment. |
| Cost of Living Support | LHS Priority 2 has a significant role to play in achieving housing quality, affordable warmth and net zero homes through investment in housing condition, energy improvements and sets out mechanisms to enable landlords and owners to invest in repair and maintenance. A significant number of Council owned rented housing is within mixed tenure blocks, it is vital to ensure engagement with private owners providing information and access to grant funding where possible.  Investment in active travel infrastructure and related behaviour change interventions also contribute towards lower cost alternative travel options for households. |

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# Section 4- Key Improvement Actions

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| **Improvement Action** | **Description** | **Rationale** | **Due Date** |
| Draft Allocations Policy | Draft AP to be taken to PNCA in Spring 2025 to seek to approved amendments to the current AP. | To set out how social housing is allocated, and to ensure the AP is consistently applied when allocating Council homes as well as undertaking nominations to partner Registered Social Landlords. | 01-Apr-25 |
| Draft Climate Action Plan | Draft CAP to be taken to Council in December 2024 to identify actions for corporate emissions reductions to align with the delivery of the Council’s net zero targets in addition to bolstering climate reliance in East Dunbartonshire. | To set out a framework to achieve the Council’s net zero targets and achieve additional climate resilience. | 31-Dec-2024 |
| Planning Enforcement | Prepare detailed ‘how to’ notes for various aspects of the Planning Enforcement process and ensure a full suite of templates for enforcement notices are up to date and available to generate from the Uniform module. | To ensure appropriate succession planning implementation. | 31- March- 2025 |
| Digital Transformation | Acceleration of digital transformation changing the way services are delivered and communication with customers, move towards greater use of technology. | To ensure support and engagement with digital improvement across the Council and service | 31- March-2025 |
| Encourage more start up business in the area | Delivery focus of the Business Gateway contract to help support new start up businesses in East Dunbartonshire. | Increase employment, investment and strengthen local business base. | BIP life span (3 years). Reported through BIP indictor. |

# Section 5- Priority Performance Indicators

| Code | Frequency of reporting | PI Title | 23/24 performance | | | 2024/25 | Rationale for Inclusion |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Value | Target | Status | Target |
| LPD-BIP22-01 | Monthly | % of Planning Applications receiving a letter confirming whether application is valid or invalid within 5 working days | 58% | 80% | Off Target | 80% | Service Improvement Area to ensure customer is receiving a prompt and efficient planning service from first point of contact. |
| LPD-22-LPI-04 | Quarterly | Average time taken to deal with a Householder Planning Applications (weeks) | 7.5 | 8 | On Target | 8 | Scottish Government national target for determination of householder planning applications is 8 weeks. |
| LPD-BIP-03 | Quarterly | Average time taken to respond to building warrant applications (working days) | 18.75 | 20 | On Target | 20 | Scottish Government 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. |
| PCP-SOL-ECON09 | Annual | Town Centre Vacancy Rates | 7.64% | 9% | On Target | 9% | 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. Vacancy rates is a national indicator  That is (along with other methods) used to help assess the health of town centres. |
| PCP-SOL-SECON05 | Annual | No of business gateway start-ups per 10,000 population | 11.3  (22/23) | 14 | Off Target | 15 | 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. This is a national 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. |
| LPD-BIP-09 | Annual | Amount of funding generated | £2.28m | £2m | On Target | £1m | Many of the projects and initiatives delivered by Land Planning & Development are support through external funding, This is a local indicator. It is a quarterly target amount and reflects the current funding landscape in which many relevant funds have been paused or stopped. |
| LPD-BIP-07 | Annual | Town centre footfall across network | 2,849,899 | 3,000,000 | Off Target | 3,000,000 | 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. Town Centre Footfall is a local indicator  that is (along with other methods) used to help assess the health of town centres. It is cumulative target therefore quarter 4 is the total of footfall for that year. |

# Section 6- Sustainability

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| **Service activity** | **Impacts on climate change mitigation** | **Impacts on climate change adaptation** | **Impacts on biodiversity** | **Impacts on greenspace** | **Other sustainability impacts** |
| Creation of a Draft Climate Action Plan | Delivery of climate change mitigation benefits is a key objective of the document through a framework to achieve the Council’s net zero targets | Delivery of climate change resilience is a key objective of the document and will feature heavily in the new climate change framework. | Extensive nature-based solutions that the CAP is seeking to drive forward, such as improving the natural assimilative capacity of nature through peatland restoration, wildflower meadows and tree planting, are conducive to create an environment where biodiversity can thrive. | Extensive nature-based solutions that the CAP is seeking to drive forward, such as improving the natural assimilative capacity of nature would have a significantly positive effect on greenspace. | Many of the areas of activity in the CAP will deliver co-benefits for other related elements of sustainability, including health promotion financial sustainability and reducing EDC’s contributions to other threats to long-term sustainability such as the emergence of new pandemics and anti-biotic resistance. |
| Development of a Local Heat and Energy Efficiency Strategy (LHEES). | 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 this work. | It is intended that the document will deliver co-benefits for greenspace. | Other co-benefits are likely to arise from this work. |
| Development of the City Deal Outline Business Case | The OBC will include an assessment of opportunities to mitigate climate change. | The OBC 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. |
| Ensure development proposals are assessed robustly against the relevant NPF 4 and LDP policies on Sustainability | All new developments must be designed in such a way that they minimise carbon emissions | Opportunities for minimising localised flooding , providing new and improved paths and/or connections to nearby open space, green infrastructure improvements, benefits for wildlife and local habitats, community woodlands improving health through recreation and outdoor learning should be secured by development proposals where appropriate | All new development will be required provide high quality open space to meet the needs of the proposed development  Biodiversity loss on a development site will be compensated for within the development site or on other land within the developer’s control.  Where this is not possible then a payment for biodiversity creation and 25 year maintenance will be required. | All new developments will be required to provide greenspace and community/leisure facilities to meet the needs of the proposed development. | Planning applications will be encouraged to promote sustainability and will be determined in accordance with the policies contained within NPF4, LDP2. Failure to comply with the LDP2 Policy 9: ‘Climate Change and Sustainability’ may result in refusal. |
| Ensure compliance with section 7 (Sustainability) of the Building Standards Technical Handbooks- Domestic and Non Domestic (applicable from 1 April 2024) | The delivery of very low-carbon buildings through the application of building regulations, in support of climate change objectives. | Climate change is expected to result in more rain in the future and it is essential that this is taken into account in today’s buildings.  Provide low or zero-emission vehicle and cycle charging points in safe and convenient locations, in alignment with building standards. | A Sustainability label must be provided for any building where section 7 of the Technical Handbooks apply. | A Sustainability label must be provided for any building where section 7 of the Technical Handbooks apply. | Scottish Building Standards require that every building must be designed and constructed in such a way to ensure that a level of sustainability specified by the Scottish Ministers is achieved. . |
| 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 includes 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. The allocation of land related to other strategies such as the Food Growing Strategy and Green Space Strategy has been integrated into the LDP2 preparation process. | LDP2 includes a policy on biodiversity in order to ensure that the impact of development and regeneration is minimised and where possible enhanced. | LDP2 protects greenspace. | LDP2 has been subject to a robust SEA process which has been critical in ensuring that sustainable development is embedded throughout the plan. |
| 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. | LDP3 will support adaptation to the current and future impacts of climate change by taking into account climate risks, guiding development away from vulnerable areas, and enabling places to adapt to those risks. LDP3 will provide opportunities to allocate land for nature based solutions and land related to other strategies such as the Climate Action Plan, Food Growing Strategy and Green Space Strategy. | LDP3 will ensure that, through the use of land, local biodiversity is protected, conserved, restored and enhanced in line with the mitigation hierarchy. LDP3 will promote nature recovery and nature restoration across area, including by: facilitating the creation of nature networks and strengthening connections between them to support improved ecological connectivity; restoring degraded habitats and/ or creating new habitats; and incorporating measures in new development to increase biodiversity - including populations of priority species. | LDP3 will identify and protect greenspaces/ infrastructure assets and networks. LDP3 will be informed by the Greenspace Strategy, which includes a Play Sufficiency Assessment and Open Space Audit. | LDP3 will be subject to a robust SEA process which will be critical in ensuring that sustainable development is embedded throughout the plan. |
| Circular Economy Strategy | The circular economy refers to reducing waste in the economic system through using resources for as long as possible to extract maximum value from them, and then recovering/ regenerating materials at the end of their service life. Delivery of the actions in the Strategy will 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. | Delivery of the actions in the Strategy contributes 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. Particularly, landfill sites generally have a negative impact upon biodiversity and further reductions in the use of landfill will have positive impacts on biodiversity. | A greater emphasis on reuse helps to counter a ‘throw away culture’ which in turn will help improve the quality and appearance of greenspaces. | Overall delivery of the CES actions will have positive impacts on sustainability. Implementing the CES will assist in facilitating/ stimulating the broader behaviour/ attitude shift that is required for bringing consumption and economic activity within planetary limits. |
| Oversight of, and contribution to, delivery of Food Growing Strategy | Food growing has a strong potential to reduce carbon emissions by reducing food transportation, and helping sequester carbon in vegetation and soil as a result of growing. | Food growing areas can make towns more resilient to increases in temperatures caused by climate change through the natural cooling effect of vegetation. Food growing areas also absorb rainwater, reducing pressure on watercourses. | The Food Growing Strategy recognises the impacts of food growing activities on biodiversity and habitats, both negative and positive. | The Strategy will consider alternative uses to open spaces to support the food growing agenda. | Local food growing initiatives have the benefit of enabling people to access fresh fruit and vegetables at low cost, helping reduce food inequalities. |

# Section 7- Risk Management

**Policy and legislative change / Delivery of requirements of the Climate Change (Scotland) Act 2009, Circular Economy Strategy**

The Climate Change (Duties of Public Bodies: Reporting Requirements) (Scotland) Amendment Order 2020 requires that public bodies align their spending plans and use of resources with delivering its emissions reduction targets. Accordingly, there is a risk that any major high carbon investment could be perceived as going against this legislation.

There are also numerous examples of specific Scottish Government policy and legislation in high emitting sectors, such as transport and buildings, that have major implications for Council activity and investment.

For example, the Scottish Government has published the 20% Car KM Reduction Route Map commits to reduce car kilometres driven in Scotland by 20% between 2019 and 2030. This carries a risk that any additional Council investment in new road infrastructure could be seen as acting contrary to national transport policy and could create significant barriers to the Council delivering on its target to reach net zero emissions for the EDC area by 2045.

The risk to EDC is augmented by the growing precedent for legal challenges to initiatives that are perceived to have a lack of compatibility with net zero targets such as the UK Government losing a landmark legal challenge on its Net Zero Strategy in 2022[[1]](#footnote-1) and again in 2024.[[2]](#footnote-2) While these apply to the national level, the principle is the same locally: high carbon infrastructure, such as new roads, could jeopardise East Dunbartonshire’s target for the East Dunbartonshire areas to reach net zero by 2045. Consequently, greater reference to the Council’s net zero targets, Scottish Government’s net zero targets, statutory target for a 20% reduction in vehicle miles will be required in any major transport investments.

While the New Build Heat Standards, which went into effect in April 2024, prohibit the use of direct emissions heating systems in new buildings, and thus limits the risk of high-carbon investments in new buildings, there are still significant risks of the Council could continue to make high carbon investments in boiler replacements for existing buildings where fossil fuels powered systems (such as gas boilers) are introduced, thus locking in emissions for the lifespan of the heating systems.

June, July, August, September, October, November, December 2023 and January, February, March and April 2024 have all set record-breaking temperatures[[3]](#footnote-3) [[4]](#footnote-4) [[5]](#footnote-5) [[6]](#footnote-6) [[7]](#footnote-7), with September 2023 being described as ‘off-the charts’ by the UN[[8]](#footnote-8) at 1.75°C hotter than pre-industrial levels – the hottest in 174 years of climate record keeping.[[9]](#footnote-9) These observed temperatures led to 2023 becoming the hottest year on record.[[10]](#footnote-10)

Scotland’s ten hottest years have all occurred since 1997 despite record keeping beginning in 1884,[[11]](#footnote-11) and Scotland’s highest ever temperature of 34.8°C registered in July 2022,[[12]](#footnote-12) almost 2°C higher than the previous record. Weather extremes in Scotland have also changed with our hottest days getting hotter and our wettest days getting wetter.[[13]](#footnote-13) A study published in December 2023 by the James Hutton Institute showed that Scotland’ climate is changing faster than scientists predicted with changes that were expected to occur over the next three decades already happening.[[14]](#footnote-14)

The atmospheric physics that underpins anthropogenic climate change makes it clear that the climate will continue to become more hostile until net zero greenhouse gas emissions is reached on a planetary level. Accordingly, it can be anticipated that a continuation of the record-breaking trends - and the consequent increasing costs of adapting to a continuously changing climate - will put further budgetary pressure on the Council from maintenance of its roads, paths, estates, greenspaces, and wider portfolio.

Additionally, the Options and Evidence Report for the climate action plan sets out how there are significant costs to moving to zero direct emission heating systems both across the East Dunbartonshire Council’s estate and for the East Dunbartonshire area as a whole in addition to decarbonising the Councils fleet of vehicles. Accordingly, without adequate funding to decarbonise key parts of the Council’s own activity and to create the infrastructure to drive forward decarbonisation in the East Dunbartonshire area, there is a significant risk to the Council reducing emissions quickly enough to contribute to Scottish Government’s net zero targets and to achieving the Council’s own targets.

| **Description** | **Treatment Strategy** | **Internal Controls** | **Category(s)** | **LOIP Outcome(s)** | **Current Risk Matrix** | **Target Risk Matrix** | **Linked Actions** |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Failure to adequately consult tenants and residents on the Council’s Allocations Policy | Tolerate | Planned programme of engagement followed by a full public consultation | Social | Local Outcome 4  Local Outcome 6 | Risk Matrice | Risk Matriced | Ensure compliance with Tenant Participation Strategy Action Plan |
| Failure to deliver an appropriately Resourced Planning Service | Treat | Engagement with National Improvement Framework  HOPS | Political | All | Risk Matrice | Risk Matrice | Continuation of existing control measures and review of performance |
| Failure to conduct adequate engagement on LDP3. | Treat | Local Development Plan - Working Group | Social | All | Risk Matrice | Risk Matrice | Ensure compliance with Participation Statement at key stages of plan preparation. |
| Failure to accelerate digital transformation. | Treat | Council continues with its smart working approach.  Council continues to work closely with the Scottish Digital Office, the Improvement Service and technology partners to explore all opportunities for increased efficiency | Technological | All | Risk Matrice | Risk Matrice | Continue to share good practice and innovation,  Introduction of tablets for site inspections visits. |
|  |  |
| Need for continued support for legal planning procedures (s.75, Public Inquiry, Pre-Determination Hearings, Appeals) | Treat | Ongoing consideration of legal implication/ risk when considering planning applications | Legal/Compliance | All | Risk Matrice | Risk Matrice | Continuation of regular communication between Planning and Legal |
| Failure to ensure that LDP3 meets the statutory requirements of the 2019 Act | Treat | Local Development Plan - Work plan | Legal/Compliance | All | Risk Matrice | Risk Matrice | Project management approach of ensuring that full legislative requirements are integrated and embedded into the LDP work programme. |
| Failure to secure adequate external funding to deliver certain policy commitments relating to delivery LP&D delivery actions | Treat |  | Political | Local Outcome 1  Local Outcome 4  Local Outcome 5  Local Outcome 6 | Risk Matrice | Risk Matrice | Dedicated employee resource to focus on resource generation.  Consideration to viability and delivery in policy development, |

# Section 8-Consultation and Engagement

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Title** | **Is this activity a consultation or engagement exercise?** | **Description** | **Audience** | **How this engagement will be used to inform planning and service delivery** | **Planned Start Date** | **End Date** |
| Updated Historic Environment Planning Guidance | Consultation | Consultation on draft updates to the Historic Environment Planning Guidance which supports LDP2, which will also subsume the existing separate planning guidance on Archaeology. | Local residents, businesses and other relevant stakeholders | The consultation will inform the final content of the guidance which in turn will be used as a material consideration in the determination of planning applications. | Aug 2024 | Oct 2024 |
| Early Engagement to inform a new Economic Development Strategy | Consultation | Consultation to seek opinions on the future direction of Economic Development Policy for the area. | Businesses, local residents, community groups and other relevant stakeholders | The consultation will inform the key priorities and actions to be taken forward in the preparation of the next Economic Development Strategy and the Council’s activities in terms of delivering Local Outcome 1. | January 2025 | March 2025 |
| Draft Local Heat and Energy Efficiency Strategy Consultation | Consultation | Consultation on the Draft Local Heat and Energy Efficiency Strategy | Residents, businesses, housing association, landlords and other relevant stakeholders. | To establish a coordinated approach to heat decarbonisation and the achievement of fuel poverty targets | October 2024 | November 2024 |
| Draft Climate Action Plan Consultation | Consultation | Consultation on the Draft Climate Action Plan. | Residents, businesses, young people and those who influence them and other relevant stakeholders | To establish a coordinated approach to decarbonisation and climate resilience | January 2025 | Match 2025 |
| Open Space Audit Focused Consultation | Consultation | Consultation on draft Open Space Audit | Limited consultation with key groups on the outcome of the Open Space Audit, before inclusion in draft Greenspace Strategy | Outcome to be included in Greenspace Strategy | Autumn 2024 | Autumn 2024 |
| Play Sufficiency Assessment Focused Consultation | Consultation | Consultation on Play Sufficiency Assessment draft outcomes | Limited consultation with key groups on the outcome of the Play Sufficiency Assessment, before inclusion in draft Greenspace Strategy | Outcome to be included in Greenspace Strategy | Autumn 2024 | Autumn 2024 |
| Draft Allocations Policy Consultation | Consultation, and  Engagement | Stakeholder Engagement Workshops followed by Consultation on changes to the Allocations Policy | Council tenants, applicants, Registered Tenant Organisations and any other relevant Stakeholder | To ensure information and access to Council homes is fair and consistently applied across EDC and in partnership with partner Registered Social Landlords (RSLs) | June 2024 | April 2025 |
| Draft Allotment Regulations and Allotment Allocation Matrix | Consultation | Consultation on proposed Allotment Regulations and method for allocating allotments to those on the waiting list | Consultation with existing allotment holders and those on the allotment waiting list | Responses will inform the finalisation of the Regulations and allocations method | July 2024 | August 2024 |
| Campsie Memorial Hall Refurbishment | Consultation | External stakeholders, key hall users, and internal Council stakeholders are expected to be consulted and encouraged to engage in the refreshment of the project design and development. | Campsie Memorial Hall Trust, Key Hall user groups/ services, potential external and internal services and stakeholders who have advised / confirmed their interest in the project previously. | Work with a more focused audience is expected to inform the detailed design development and help to meet required delivery timescales needed to meet external funding deadlines and criteria for the project. | June 2024 | October 2025 |
| Lennoxtown Main Street Improvement Project | Consultation | Consultation on the design of the Lennoxtown Main Street Improvement Project with a particular focus on materials, public art, and landscape design. Online, offline and in person consultation will be delivered over a two-week period. | People who live in, work in or visit Lennoxtown. | Will be used to inform project design and support delivery as these are aspects of the project where there has been limited to no consultation to date. | June 2024 | June 2024 |
| Events Research Project | Engagement | Research into customer experience at the Kirkintilloch Canal Festival along with an investigation into how successfully events are delivered across East Dunbartonshire. | Kirkintilloch Canal Festival attendees and organisers of East Dunbartonshire based events | The aim of this engagement is to gather evidence on the impact of events within East Dunbartonshire to help the Council decide on how events can be best supported in the future. | Aug 2024 | September 2024 |
| Milngavie Umbrella Group | Information sharing | 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 |
| City Deal – Bishopbriggs | Information Sharing and Consultation | Internal and external stakeholder consultation through meetings, online tools and where possible events and consultation sessions. | Local residents, businesses, internal and external stakeholders | Inform projects elements in City Deal Outline Business Case and others for delivery by other means. | Ongoing | Ongoing |
| A807 Active Travel project | Information sharing and consultation | Internal and external stakeholder consultation through meetings, online tools and where possible events and consultation sessions. | Local residents, businesses, internal and external stakeholders | Information shared on the project phases. Where required further consultation on specific sections of the route, building upon consultation already undertaken to inform outline designs. | June 2024 | August 2025 |

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Corporate Performance and Research

East Dunbartonshire Council

ROADS & NEIGHBOURHOOD SERVICES

Business & Improvement PLan 2024-2027

Section 1 - About Us

The Roads and Neighbourhood Services oversees the maintenance function and safe operation of the adopted public carriageway/footway network, adopted open spaces (including trees), cemeteries, waste & recycling services to domestic and commercial clients, deliver the management and maintenance of fleet for all services within East Dunbartonshire Council, East Dunbartonshire Health & Social Care Partners and East Dunbartonshire Culture & Leisure Trust. In addition, the Service also oversees the management and operations of Mugdock Country Park.

This Service area is divided into seven portfolio groupings which in turn are sub-divided into several sections dealing with various specialisms.

1. Roads Network Operations
   * Roads Operations (including reactive repairs, resurfacing and drainage maintenance)
   * Roads Technical/Inspection
   * Street Lighting Operations (including reactive repairs, resurfacing and drainage maintenance)
   * Street Lighting Technical/Inspection
   * Roads Asset Management
2. Roads Technical & Engineering
   * Road Works Control & Traffic
   * Roads Development
   * Road Safety
   * Flood Risk (including drainage design)
   * Structure (including bridges design, inspection & repair)
3. Streetscene Technical Support
   * Bereavement
   * Arboriculture
   * Greenspace Development & Projects
   * Technical Suppport
   * Operations Programming
4. Streetscene Operations
   * Grounds maintenance
   * Play Area Inspection & Repair
   * Street cleansing
   * Cemetery operations
5. Mugdock Country Park
   * Countryside Rangers
   * Development Officer
   * Wardens
   * Customer Service
6. Waste Services
   * Domestic Waste & Recycling
   * Comercial Waste & Recycling
   * Management of Mavis Valley Houshold Waste Recycling Centre (HWRC)
   * Liaise with Clyde Valley Waste Services Partners
   * Enforcement
7. Fleet Services
   * Manage the Councils Goods Vehicle Operator Licence
   * Fleet operations.
   * Fleet maintenance.
   * Transportation for ASN Services

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 Improvement Plans as well as the Councils six agreed Local Outcomes:

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.

The Environment Teams provide a broad range of services that touch all communities and individuals working, living and visiting East Dunbartonshire.

The Neighbourhood Team 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.

The Services 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 2017-2027 (LOIP). While the focus for Neighbourhood Services in the LOIP is less explicit than for some other services, the primary strategic direction and focus is on contributing to six long term guiding principles and priorities, and in support of the local outcomes.

This we aim to do this by:

* 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 maintaining the adopted Carriageway and Footway network.
* Management of on and off-street parking provision in our town centres; and
* Engaging with communities through consultation and conversation to shape the design and delivery of services.
* Managing 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.
* Providing 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 managing and implementing strategic projects as prioritised within key Strategic documents such as the Council’s Climate Change Action Plan, Open Space Strategy, Local Biodiversity Action Plan, Green Network, Tree Management Policy, and Play Park Action Plan in addition to statutory provision through an approved Food Growing Strategy.

The Services collectively remain committed to making a strong contribution to **t**he 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.

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.

**Streetscene Technical Support Team**

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, Greenspace Strategy (to be finalised in 24/25 and encompasses elements of the previous Green Network strategy), Local Outcome Improvement Plan, Play Park Action Plan, Food Growing Strategy (draft) and Tree Surveys (Street and Parkland Trees along with Roadside Ash). More recently the team work in partnership to develop flood mitigation and river naturalisation projects where there are biodiversity considerations and multi benefit opportunities for habitat restoration, access improvements and open space enhancements utilising nature based solutions. The Strategic team also deals with Cemetery management and record keeping along with development of Cemetery Strategy and park management plans, open space enquiries and arboriculture services as well as audit reviews for open space and street cleaning (APSE/LEAMS), estimating, unauthorised advertising and bill of quantities records. The team oversee contracts relating to open space projects and service level agreements such as pitch maintenance and tree works. There is a significant amount of community development work and work on developing litter awareness and community litter picking days with community groups and residents. The team act as planning consultees for open space issues in Planning developments submitted to the Council and spending of capital from Planning gain.

**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. The Service undertakes maintenance in residential and sporting areas as part of Service Level Agreements between the Council’s Housing Service and the East Dunbartonshire Leisure & Culture Trust.

**Roads Technical & Engineering Team**

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

* 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 structures e.g. retaining walls, safety barriers and culverts.
* Road safety
* Traffic management, including signage and road markings
* Traffic signals
* Commercial activity within the adopted road network

**Roads Network Operations Team**

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 aims to improve the overall safety and condition of the road network through a planned, risk based, asset management approach to all maintenance activities ensuring resources are targeted to the areas most in need, and those which provide the greatest overall benefit to our communities.
* 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/severe weather emergencies.
* The maintenance of our road network through repairs and improvement works by delivering a high quality, value for money works 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.
* Delivery of a capital improvement programme that provides a comprehensive upgrade of the existing lighting infrastructure including continuing 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. In 2024, the implementation of the Strategy continues.

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
* Craigend Castle and surrounding area
* Observatory in partnership with the Astronomical Society of Glasgow
* Upgrading of the BBQ facilities
* Development at the Walled Garden
* Mugdock Castle improvements
* Measure customer satisfaction levels

**Fleet Services**

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.

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.

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.

**Waste Services**

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 waste collections. The service is responsible also for the management of our household waste and recycling centre at Mavis Valley, this site is regulated by Sepa for an annual throughput of 10,000 tonnes of material each year.

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 4 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.

Waste Services have primary responsible for the on-going development of strategies to raise waste awareness within the local community and businesses. We aim to 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 Waste Technical team have responsibility for the monitoring and compliance of all waste streams, providing regular reporting of all waste end destinations under the national Sepa Waste Data regulating scheme.

The focus for the year ahead will be on the implementation firstly of our Garden Waste Permit scheme. Ensuring that this new scheme is well communicated to our residents, that our front-line operational team deliver a high-quality service, and that all waste streams are closely monitoring to identify the impact on the overall waste composition.

The team will be working on the implementation of a 3 weekly residual collection frequency, aimed at driving recycling performance while minimising the overall general waste tonnage generated by our householders. This will involve work across the service, through operational changes in the creation of new and efficient collection route, as well as technical support in the delivery of the message to our residents, in the provision of a high-level campaign and service visibility.

# Section 2 - Our Priorities for 2024-27

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 which are summarised within this section:

* 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 2024 through the updating and finalisation 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 has been utilised to provide a new Allotment & Community Growing Officer.
* Provision of the Council’s first Climate Ready Green Infrastructure Project at Woodhill & Etive Parks. The works will include the re-shaping of areas of amenity grass to form gently sloped basin areas to temporarily hold surface water during storm events, creation of roadside swales to re-divert surface water, meadow creation, provision of a food growing space with associated access and provision of a bike track using material from the excavated basins. This work readily ties in with the Climate Action Plan being produced by the Council.
* Continuation of a programme of works relating to Nature Restoration and climate resilience and adaptation through open space planting and nature network development and implementation. The Service is developing and producing management plans with input from the local community to establish priorities for action.
* As a Burial Authority the Service continues to seek and increase burial capacity within the local authority area; in 2024 plans will be created for a new cemetery site at Cadder while extension works at Langfaulds will be procured. The Service will also carry out capital improvements with all operational cemeteries relating to drainage upgrades and boundary features.
* Ongoing development of a digitised Service continues in 2024 particularly in relation to the Roads and Environmental Teams, taking into account Play Parks, Cemeteries, Tree Surveys and Open Space assets.
* 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.
  + 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).
* 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, including:
  + Transport Scotland
  + Glasgow City Region - Transport and Connectivity Portfolio Working Group
  + Office of the Scottish Road Works Commissioner
  + Scottish Collaboration of Transport Specialists – SCOTS Roads and Utilities Committee (Scotland) – RAUCS
  + Strathclyde Partnership for Transport – SPT
  + Association for Public Sector Excellence – APSE
  + Scottish Environmental Protection Agency – SEPA
  + Neighbouring Councils
* 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 Councils Roads Inspection and Maintenance Policy to include all relevant roads (and related) assets.
* Take forward flood risk assessment and management schemes.
* 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.
* Respond to the Council’s stated Climate Emergency Declaration and contribute as required to resulting Climate Action Plan. Initiate 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.
* Initiate an Ash Dieback Management Plan to establish the extent of ash dieback, prioritise actions for felling and replanting; in line with the Ash Dieback Toolkit for Scotland.
* 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.
* 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.
* Continue work with Scottish Government & suppliers, in order to seek investment, and investigate opportunities for the introduction of new technology across the Councils vehicle and plant fleet. In pursuit of a reduction in the impact on the Councils Carbon footprint.
* Provide an efficient, safe and high performing Waste and Recycling Collection Service to our residents, complying with the statutory requirements set out in the Environmental Protections Act 1990 and Waste (Scotland) Regulations 2012.
* Continue to meet the objectives of the Zero Waste Plan through working with our residents and local businesses to maximise recycling performance, reduce contamination and understanding the impact of changes to policy and legislation at a local level.
* Provision of a local Household Waste Recycling Centre in line with the agreed SEPA site licence requirements. Maximising the customer experience through accessibility and availability of recycling opportunities, and ensuring a safe, high-quality experience for all visitors is achieved.
* Continue the development and work with Clyde Valley Waste partners to ensure compliance in advance of the Scottish Government Landfill ban in 2025. Look to achieve maximum recycling and diversion of the Councils residual waste stream and reviewing further opportunities for joint working that will have a positive impact on the service.
* Continue to foster strong working partnerships with Scottish Government, Zero Waste Scotland and Sepa through participation and engagement in the Waste Management Network forum, enabling opportunity to influence the development of policy and legislation.
* Deliver a change to the frontline kerbside residual waste collection service, through implementing a reduction to the frequency of collections. Creating new efficient service collection routes and contributing to the roll out of a high-level communication plan to our customers.
* Implement the garden waste permit scheme to our residents, ensuring that the service is accessible, high quality, and achieves the service objectives. Benchmark against other Local Authorities to ascertain good practice and associated challenges.

# Section 3 - How we contribute to our agreed Local Priorities

|  |  |
| --- | --- |
| **Area** | **How we contribute to this Priority** |
| Economic Growth and Recovery | * 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 * 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. * 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. |
| Employment and Skills | * 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. * Through supporting our partners in education with transport services for further education activities, Additional Support Needs, play schemes and other extra-curricular activities. |
| Delivering for Children and Young People | * 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 * Provision of woodland resource for forest schools and woodland education |
| Adult Health and Wellbeing | * 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 * Development of food growing spaces to enable residents grow their own food and become more sustainable. * 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. |
| Safer and Stronger Communities | * 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. * 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. * 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. |
| Older Adults, Vulnerable People and Carers | * 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. * 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. |
| Climate Change Mitigation | * Progress the Clyde Climate Project priorities as per the Council’s upcoming Climate Change Strategy. * Work to improve water bodies to address climate change and increase capacity to assist with flood mitigation. * Actively contribute to the Council’s climate change/carbon reduction ambitions * Adhere to the Persistent Organic Pollutants (POPs) regulations, |
| Cost of Living Support | N/A |

# Section 4 - Key Improvement Actions

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.

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| --- | --- | --- | --- |
| **Improvement Action** | **Description** | **Rationale** | **Due Date** |
| Strategic and Operational Play Area Action Plan | Implement actions identified from the Strategic and Operational Play Area Action Plan | Working with local communities to ascertain new and existing spaces for play improvements. | 31 March 2025 |
| Inspect, review, and maintain the Council’s Tree assets | Inspect, review, and maintain the Council’s Tree assets, through sustainable tree management works; conduct the second year of summer survey of open space and roadside ash to identify and provide an assessment of ash dieback level of infestation on previously surveyed ash and recommendation for tree works and replanting. | Implement sustainable tree management |  |
| Increase the number of allotment locations and plots | 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). | Meets the requirements of part 9 of the Community Empowerment Act. |  |
| Progress the Clyde Climate Project priorities as per the Council’s upcoming Climate Change Strategy. | 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; continuation of tree planting programme and nature network planting to provide additional canopy cover and address urban heating. | Meets the requirements of the Council’s upcoming Climate Change Strategy. |  |
| Renovate and renew Council owned and adopted Childrens Play Areas | Implementation of projects funded from the Scottish Government Play and Nature Restoration capital grant award. | Utilise external ringfenced funding to improve Childrens Play. |  |
| Work to improve water bodies | Work to improve water bodies to address climate change and increase capacity to assist with flood mitigation. | Links to Climate Action Plan |  |
| Continuation of the digitisation of records pertaining to grounds maintenance and street cleaning operations | Continuation of the digitisation of records to create a modern Streetscene cloud-based asset management programme for operational and administrative teams. | Improve services delivery through modernisation and improved data. |  |
| Implement a Headstone and Memorial Safety inspection programme | Implement a Headstone Safety inspection programme for EDC’s Cemeteries to ascertain the safety of privately owned headstones within Council owned and maintained Cemeteries. | Meets requirements of Burial ground memorial safety, local authority guidance issued by Scottish Government |  |
| Progress Town Centre improvements | Progress improvements such as the Hillhead Canal Basin project; gaining planning permission and funding for implementation. | Meets several LOIP priorities |  |
| Increase Cemetery Capacity | Producing finalised designs for the new cemetery site at Cadder; procuring a contractor to undertake cemetery extension works at Langfaulds. | In line with the requirements of the Burial and Cremation (Scotland) Act 2016 to ensure that there is adequate provision for the disposal of human remains. |  |
| Inspect Council adopted Carriageway and Footway Network | Inspect and maintain the adopted Carriageway and Footway network throughout East Dunbartonshire | As per Councils Roads Maintenance & Inspection Policy |  |
| City Deal | Contribute to City Deal and Traffic & Transport Projects e.g., Westerhill Development Road and Canniesburn Toll Improvements | Meets several LOIP priorities and other Council commitments |  |
| Implement the Council Winter Maintenance Policy | Review and implement the Council Winter Maintenance Policy and ensure it is updated and remains relevant | The Winter Maintenance Policy relates to the Council's responsibilities as Roads Authority for adopted roads, cycle ways, footways and footpaths as per Section 34 of the Roads (Scotland) Act 1984 |  |
| Review and maintain a Roads Asset Management Plan (RAMP) | Review the Asset Management Plan (RAMP) to improve roads, structures and lighting infrastructure management and investment planning | Links to Corporate Asset Management Plan |  |
| Review and maintain the Councils Roads Inspection and Maintenance Policy | Review, update and expand the Councils Roads Inspection and Maintenance Policy | Links to the updated Well-managed Highway Infrastructure 2018 |  |
| Mugdock Country Park Strategy | Commence the delivery of the Mugdock Country Park Strategy with associated Action Plan | Meets several LOIP priorities and other Council commitments |  |
| Cemetery Strategy | Devise and seek to deliver a suitable Cemetery Strategy with associated Action Plan.Initiative the formation of an Ash dieback Strategy with associated actions. | Meets several LOIP priorities and other Council commitments |  |
| Improve publicly available information pertaining to Roads & Neighbourhoods Services | Improve publicly available information via the Council Web Site including footway gritting routes and Traffic Regulation Orders (TRO) locations | Meets several LOIP priorities and other Council commitments |  |
| Maintain the bridges and retaining walls | Maintain the bridges and retaining wall database to ensure there is proper accounting for these assets. | Links to Roads Maintenance & Inspection Policy |  |
| Climate Action Plan | Actively contribute to the Council’s climate change/carbon reduction ambitions | Links to Council and National Climate Action Targets. |  |
| Forward Planning across all Services areas. | Plan ahead to ensure all service teams and activities are sustainable. | Meets several LOIP priorities and other Council commitments |  |
| Garden waste charging permit scheme | Implement a new garden waste charging permit scheme |  |  |
| Reduce Domestic Residual Waste Collection Frequency to 3 Weekly Collection | Reduce the residual waste and improve recycling performance through the implementation of a 3 weekly residual kerbside collection service. | Links to improve recycling figures |  |
| Implement new Waste Management Software | Install and operate a new waste management software solution that will provide our frontline teams with information needed to work safely and efficiently while providing back-office teams with real time service performance information. | Links to improved efficiency |  |
| Waste Service Education Programme | Continue with the delivery of our Waste Service Education programme, engaging with local schools and Community groups | Providing strategic guidance in all waste and recycling related projects and focus groups. |  |
| Monitor all business waste | Review all business waste, checking for compliance with the requirements of Waste (Scotland) Regulations, tackling contamination, and providing support where necessary. | Links to the Waste (Scotland) Regulations |  |
| Waste Management Network | Actively contribute to the Waste Management Network and participate in the review of the Code of Practice for Household Recycling in Scotland. | Linked to the Code of Practice for Household Recycling in Scotland. |  |
| Adhere to the Persistent Organic Pollutants (POPs) regulations, | Implement the requirements of the new Persistent Organic Pollutants (POPs) regulations, ensuring Council compliance however monitoring and recording the impact of this across services. | Links to new SEPA regulations, |  |
| Engage with local contractors and voluntary community groups | Engage with local contractors and voluntary community groups to gain best value and maximise recycling opportunities | Links to best value and maximising recycling opportunities for the Council waste streams. |  |
| Monitor all waste and recycling tonnage data | Coordinate the input of all tonnage data in the national waste management system (WDF), ensuring accuracy. | Links to meeting national timescales. |  |
| Drive waste reduction campaigns | Work closely with the Corporate Communications team to drive waste reduction campaigns and encourage participation in both the existing and new Waste Services. | Links to improve recycling figures |  |
| Develop service training plans | Develop and continue to implement service training plans, allowing for team succession planning. | Links to improving employee skill set and creating flexibility in the delivery of the service. |  |

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| **Section 5- Priority Performance Indicators** |

|  |  |  | 23/24 Baseline | | | 24/25 target |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| NS-BIP17-04 | % of municipal waste collected by the authority which is recycled | Quarterly | 46.58% | 55% | Off Target | 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 | Quarterly | 98.2% | 90% | On Target | 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 | Quarterly | 87.5% | 80% | On Target | 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. |
| NS-SOL-SENV1A | Net waste collection cost per premises | Annual | N/A | N/A | Data unavailable | £80.00 | This indicator is collated as part of the Local Government Benchmarking Framework for the local financial return. The cost of waste collection per premise is a simple way of assessing this service however this does not take account of the Frequency or nature and levels of services provided within each Council. | Best Value |
| NS-SOL-SENV02A | Net waste disposal cost per premises | Annual | N/A | N/A | Data unavailable | £120.00 | This indicator is collated as part of the Local Government Benchmarking Framework for the local financial return. The cost of waste collection per premise is a simple way of assessing this service however this does not take account of the Frequency or nature and levels of services provided within each Council. | Best Value |
| NS-SOL-SENV03b | Street Cleanliness Index - % Clean | Quarterly | 87.5 | 90 | Amber | 90 | LEAMS (Local Environmental Audit and Management System) is a litter monitoring programme that calculates an index of cleanliness. The index primarily relates to roadside litter but also takes into account vandalism, graffiti, weeds, detritus, staining, fly-tipping and fly-posting. | East Dunbartonshire has a sustainable and resilient economy with busy town and village centres, a growing business base and is an attractive place to visit and invest. |
| RNS-1-BIP-4 | Percentage of responsive road repairs completed within timescales | Monthly | 75% | 85% | Off target | 85% | An indication of how quickly we respond to road repairs | East Dunbartonshire is a safe place in which to live, work and visit. |
| RNS-2-BIP-4 | Percentage of all street light repairs completed within 7 days | Monthly | 90.2% | 95% | Off Target | 95% | An indication of our performance in repairing street light failures | East Dunbartonshire is a safe place in which to live, work and visit. |
| RNS-7-BIP-5 | Visitor numbers to Mugdock Country Park | Monthly | 843,201 | 620,000 | On Target | 620,000 | Footfall levels at the Park is a local indicator which is used to assess the level of use and popularity of the facility. | East Dunbartonshire is a safe place in which to live, work and visit. |
| RNS-BIP17-01 | Percentage of Fleet Utilisation | Monthly | 82.5% | 80% | On Target | 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. |
| RNS-BIP17-03 | Percentage of special uplifts completed within 10 working days | Monthly | 82.5% | 90% | Off Target | 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. |
| RT-3-BIP-4 | Percentage of traffic light repairs completed within 48 hours | Quarterly | 100% | 85% | On Target | 85% | Due to the complexity of modern traffic lights they are more reliable but can take longer to repair the indicator has moved from 90% to 85% to reflect this | East Dunbartonshire is a safe place in which to live, work and visit. |
| RT-4-BIP-4 | Percentage of noticing failures reported to the Road Works Commissioner | Quarterly | 1.07% | 4% | On Target | 4% | Performance of reporting to the roads commissioner | East Dunbartonshire is a safe place in which to live, work and visit. |
| RT-6-BIP-5 | Category A Utility Inspection | Quarterly | 100% | 100% | On target | 100% | Volume of works require early start | Our people experience good physical and mental health and wellbeing with access to a quality built and natural environment in which to lead healthier and more active lifestyles. |

Section 6- Sustainability

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| **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 River Restoration /  Kelvin Tributaries River Restoration/ / Kelvin Valley restoration | River restoration works to reconnect river to floodplain; habitat creation will provide a higher quality and mosaic of habitats to aid local biodiversity. | Leadership of the river restoration project to design and 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. |
| Nature Networks/Tree planting | Identify suitable areas for replanting of native trees | Woodland habitat creation; improved habitat for local wildlife; capturing particular matter from pollution, carbon capture. | Tree planting will increase woodland within urban and peri-urban areas,and leads to multiple ecological benefits. | Use of park land and street verges for tree planting. | Positively contributes to local biodiversity, surface water retention, urban heat protection and carbon storage. |
| Further Introduction of Plug in Electric Vehicles onto the Council Fleet in order to meet Scottish Government Targets | Reduce carbon footprint and fuel usage for business mileage including significant reduction in grey fleet activity |  |  |  | Improved air quality and the reduction in harmful pollutants with associated health benefits. |
| Development of the service in line with Scottish Government Proposals: | Reduction in overall carbon associated with waste disposal through high levels of waste diversion. |  |  |  | Reduction in waste going to landfill.  Improvement of the quality of recycled material collected to assist in the circular economy  Greater separation of recycled waste at source |
| Delivery of the waste service to minimise waste and optimise recycling and reuse of materials. |  | Reduce emissions from waste and improve recycling rates |  |  | Increase recycling and recovery of waste and minimise waste to landfill through improved treatment and diversion including energy recovery and other treatment processes. |
| Implement a full routing review across the service through the use of new technological routing software, secured through ongoing works with business change teams, | Reduce fuel emissions through the implementation of newly designed routes that are more efficient and reduce travel requirements across waste collection services. |  |  |  |  |
| Monitor and manage the compliance of the Clyde Waste Residual Waste Contract in meeting the Scottish Government Zero Waste Plan ambitions of increased recycling and ban of biodegradable waste to landfill by 2025. | Reduction of the overall carbon impact associated with the disposal of waste through increasing recycling and using nn-recyclable materials for the use of low carbon electricity. |  |  |  |  |
| Introduction of the garden waste charging permit. | Reduction in vehicle movements, reducing carbon emissions.  Reduction in contamination levels, better quality recycling. |  |  |  | Encouraging residents to home compost, applying objectives of the circular economy. |
| Amend the front line residual waste collection frequency, reduction to a 3 weekly cycle. | Reduction in general waste, increase in recycling participation. Reduced vehicle movement and carbon emissions. |  |  |  | Treatment and diversion including energy recovery. |

**Section 7- Risk Management**

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| **Description** | **Treatment Strategy** | **Internal Controls** | **Category(s)** | **LOIP Outcome(s)** | **Current Risk Matrix** | **Target Risk Matrix** | **Linked Actions** |
| Failure to comply with External Funding Terms and Conditions. | Tolerate | Project Planning.  Progress Updates.  Financial Controls. | Financial | All | Risk Matrice | Risk Matrice | Not applicable |
| Failure to deliver effective winter maintenance service. | Tolerate | Winter maintenance Policy.  Salt Supply contract  SECG arrangements  Location tracking  Remote Weather sensors.  Use of sand.  Fleet maintenance programme.  Lessons Learned Sessions.  Winter Roadshow and other publications.  Transport Scotland. | Political  Legal/Compliance  Reputation | All | Risk Matrice | Risk Matrice | Not applicable |
| Failure to provide inspection and maintenance regime for Roads network. | Tolerate | Risk Assessments.  Inspection regime.  Toolbox talks.  Inspection and Maintenance Policy review. | Political  Legal/Compliance  Reputation | All | Risk Matrice | Risk Matrice | Not applicable |
| Failure to achieve Scottish Government compliance targets for Roads Asset Management. | Tolerate | SCRIM Reporting.  "SCOTS" meeting attendance.  Asset Management Group. | Political  Legal/Compliance  Reputation | All | Risk Matrice | Risk Matrice | Not applicable |
| Failure to follow Health & Safety Procedures. | Tolerate | Toolbox Talks.  Training and Records.  Health and Safety Meetings.  Risk Assessments. | Political  Legal/Compliance  Reputation | All | Risk Matrice | Risk Matrice | Not applicable |
| Failure to inspect, maintain and invest in infrastructure, structures. | Tolerate | Inspection regime  Workforce. | Political  Legal/Compliance  Reputation | All | Risk Matrice | Risk Matrice | Not applicable |
| Failure to retain workforce. | Tolerate | Workforce Strategy | Political  Legal/Compliance  Reputation | All | Risk Matrice | Risk Matrice | Not applicable |
| Failure to adopt upgrades in technology for fault reporting, asset protection and claims compliance. | Tolerate | RMMS Upgrade Scheme. | Political  Legal/Compliance  Reputation | All | Risk Matrice | Risk Matrice | Not applicable |
| Breach of legislation / guidelines laid down in Scottish burial law. | Tolerate | Adminstration Procedures.  Operational Procedures.  Staff Training.  Procedure reviews. | Political  Legal/Compliance  Reputation | All | Risk Matrice | Risk Matrice | Not applicable |
| Breach of legislation / guidelines pertaining to the Inspection of Memorials and Headstones within EDC Cemeteries and Church Yards. | Tolerate | Inspection Procedures.  Staff training.  Risk Assessments. | Political  Legal/Compliance  Reputation | All | Risk Matrice | Risk Matrice | Not applicable |
| Breach of legislation / guidelines pertaining to the Inspection of Trees on EDC Land. | Tolerate | Tree Management Policy.  Staff Training.  Inspection Database. | Political  Legal/Compliance  Reputation | All | Risk Matrice | Risk Matrice | Not applicable |
| Failure to integrate Mugdock ICT system with wider Council ICT systems. | Tolerate | Dual System workarounds. | Political  Legal/Compliance  Reputation | All | Risk Matrice | Risk Matrice | Not applicable |
| Failure to complete and or undertake scheduled works on road network. | Tolerate | Supplier Communication. | Political  Legal/Compliance  Reputation | All | Risk Matrice | Risk Matrice | Not applicable |
| Failure to secure and supply fuel. | Tolerate | Bunkered Fuel tanks.  Filtration Systems.  Deliveries.  Fuel Management system.  Stock. Alarms/Manual dips.  WSRSP Contingency Planning.  Business Continuity Planning. | Political  Legal/Compliance  Reputation | All | Risk Matrice | Risk Matrice | Not applicable |
| Failure to comply with operator licence conditions and undertakings. | Tolerate | DCPC Training.  Supervisor Training.  Written instructions.  In-Cab weighing facilities.  System Audits.  Checking and maintenance procedures.  Fleet maintenance schedule.  Bi- Annual Licence check procedure.  OCRS SCORE - GREEN 00.  LGV Annual Test Performance. | Political  Legal/Compliance  Reputation | All | Risk Matrice | Risk Matrice | Not applicable |
| Serious Breach of Health & Safety Legislation / Rules by Neighbourhood front line staff. | Tolerate | Health and Safety policy.  Risk Assessments & Safety Standards.  Staff Training.  Equipment maintenance and repair programme. | Political  Legal/Compliance  Reputation | All | Risk Matrice | Risk Matrice | Not applicable |
| Failure to deliver Waste Collection Service as a result of extreme weather. | Tolerate | Corporate Communications.  Contingency Procedures.  Customer Contact Centre.  Service prioritisation. | Political  Legal/Compliance  Reputation | All | Risk Matrice | Risk Matrice | Not applicable |

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| **Section 8 - 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 | May 2024 | |
| 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 | 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  Improvement to junctions/road network affected by development  Deliver improvements to the A81 Route Corridor to mitigate congestion and improve air quality  Implement the SCOOT system to improve traffic management | April 2020 | March 2025 | |
| Lennoxtown Sustainable Transport Improvements | Information and Consultation Drop In events    Presentations and awareness raising with regular attendance at community committee meetings and other stakeholder events delivered in partnership with other internal services. | Widespread public awareness raising throughout the project | Support LP&D Traffic and Transport Colleagues in the delivery  Better health and safer routes for walking and cycling  Reducing inequalities -  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.  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.  Supporting delivery of sustainable economic growth  Improving the path network while investing in tourism, active travel and recreational walking and cycling. | April 2019 | March 2025 | |
| 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  5. MOC Railway Restoration Project  6. Friends of Lenzie Moss  7. Waterside Community Council  8. Bishopbriggs Community Council  9. Milngavie in Bloom  10. Balmore Community Council  11. Torrance Greenspace Group  12. Milngavie Community Council  13. Milngavie Development Trust  14. King George V Group  15. Cairnhill Woods Group  16. Mains Estate Residents Group  17. Westerton Group  18. Friends of Bishopbriggs Park  19. Lenzie Community Council | Local residents | Maintain communication with local communities providing updates on projects and improvement works | Apr 2023 | Mar  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- 2024 | March  2025 | |
| Open Space Management Plans | Consultation with local residents to inform creation of management plans | Local residents | Consultation will take place to identify opportunities and constraints. | Apr - 2024 | March 2025 | |
| Pavement Parking | Implementing provision or pavement parking ban within Transport (Scotland) Act 2019. | Authority wide | Consultation will inform where exemptions will be created | Apr - 2024 | March 2025 | |
| 20mph | Proposal to make residential areas 20mph | Authority wide | Consultation will inform if proposals are for signage or traffic calming | Apr - 2024 | March 2025 | |
| Implement 3 weekly residual waste collection service. | Provide information to residents on new collection frequency, collections days and address all capacity concerns with larger families and medical waste. Accurately record the impact of the new service delivery in relation to overall tonnage distribution and costs. | Residents, Contractors and Elected Members. | Working in partnership with Corporate Communication to communicate changes through campaigns and social media platforms. Letters will be distributed to individual householders addressing changes to collection days and new service implementation dates. Technical staff will be visible on routes. | June 2024 | December 2024 | |
| Introduce garden waste charging permit. | Develop and implement a new charging permit for householder for the collection of garden waste. Accurately record participation in the scheme and impact of the scheme on recycling rates. | Residents, Contractors and Elected Members. | Working in partnership with both Corporate Communications and Business Change teams to communicate the changes and requirements and adopt a new IT solution that will ensure accessibility for householders to obtain a permit. Technical staff will monitor and encourage participation. | April 2024 | August 2024 | |
| Apply new legislation / regulations on the disposal and treatment of Persistent Organic Pollutants. | New regulations published in October 2023 requiring complete separation and treatment of all Waste Upholstery Domestic items containing Persistent Organic Pollutants. | Residents, employees and Contractors | New separation arrangements created at household waste recycling centre and within bulky waste collection scheme. Information provided through signage, briefing notes and website. Tonnage information obtained and feedback gained from other department to monitor impact of change. | April 2024 | March 2025 | |

1. [UK Loses First Legal Challenge of ‘Net Zero’ Climate Target - Bloomberg](https://www.bloomberg.com/news/articles/2022-07-18/uk-loses-first-legal-challenge-of-net-zero-climate-target) [↑](#footnote-ref-1)
2. See BBC (2024) [Government defeated in High Court over climate plans - BBC News](https://www.bbc.co.uk/news/science-environment-68947242) [↑](#footnote-ref-2)
3. Copernicus (2024) [Copernicus: 2023 is the hottest year on record, with global temperatures close to the 1.5°C limit | Copernicus](https://climate.copernicus.eu/copernicus-2023-hottest-year-record) [↑](#footnote-ref-3)
4. BBC (2023) [Warmest September on record as 'gobsmacking' data shocks scientists - BBC News](https://www.bbc.co.uk/news/science-environment-67017021) [↑](#footnote-ref-4)
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