# Neighbourhood Services and Community Planning and Engagement Service

## Business Plan 2019-2023

**Dumfries & Galloway** COUNCIL

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**Appendices:**

## 1.    Introduction

Neighbourhood Services was created in April 2019 and brings together the following functions which enhance the quality of life in our local communities and neighbourhoods:

- Arts, Museums, Festivals and Events
- Customer Service Centres (includes Registration and Libraries) and Archives
- Financial Wellbeing and Revenues (includes Welfare Reform and homeless activity. Note: currently includes co-ordination of anti-poverty activity, transferring to Safe and Healthy Communities in 2019)
- Gypsy/Traveller sites at Collin and Glenluce (note: due to transfer to Safe and Healthy Communities in 2019/20)
- Streetscene Services (burials, grounds maintenance, litter prevention, parks and open spaces, public conveniences and street cleaning)

We have c530 staff and an annual Revenue Budget which in 2018/19 comprised:

- Arts and Culture £1.5M
- Community Assets c£5.5M
- Customer Services £3.4M (note: some of this budget will transfer to People and Transformation in 2019/20)
- Events £0.4M
- Financial Wellbeing and Revenues c£10M
- Housing £1.04M (note: some of this budget is due to transfer to Economy and Planning in 2019/20)

Our Capital Budget includes:

- Minimum site standards for the Glenluce Travellers Site £338k
- Community Assets £2.074M (Burial Grounds Maintenance and development £334k; Parks and Greenspaces £236k; Play areas and playing fields £115k; Regional Play Fund £500k; All Inclusive Playparks £854k; and Sports Pitches £35k)

The Community Planning and Engagement Service was created in May 2016 and brings together the following services which lead and support our Council's community empowerment work:

- Community Development (including Community Asset Transfer, Participation Requests, Participatory Budgeting, Windfarm Community Benefit and Volunteering)
- Community Engagement (including Community Councils)
- Community Planning (including Syrian Refugee Resettlement Programme)
- the delivery of these three themes at local level through Ward Officers.

We also support Civic Hospitality, Lord Lieutenancy, Armed Forces and Town Twinning activity.

We have 32 staff and our annual Revenue Budget comprises:
Community Development £180k
Community Engagement £330k
Ward Management £840k
Civic Hospitality £10.5k
Community Councils £56k
The Syrian Refugee Resettlement Programme is fully funded through a Home Office allocation.
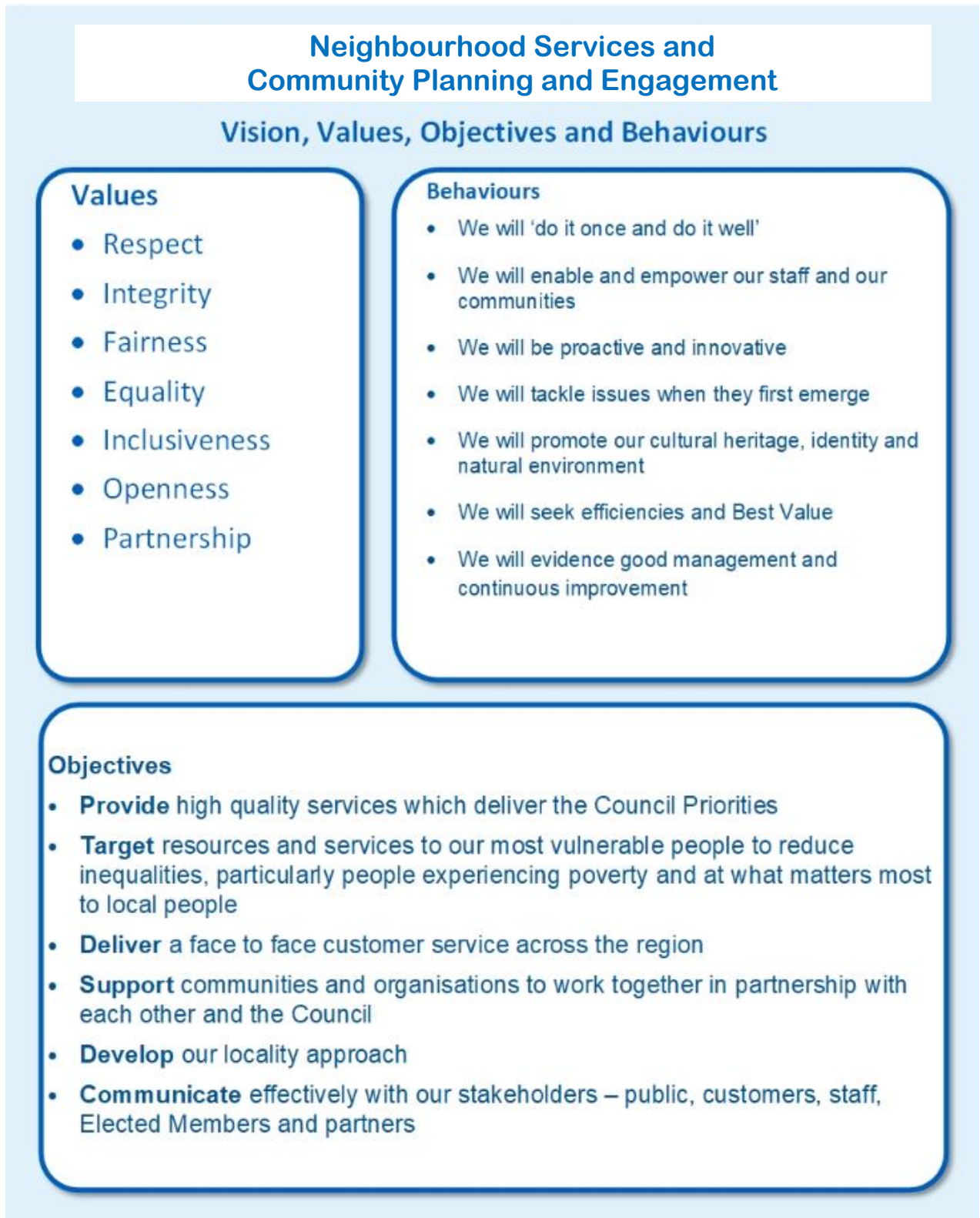
## 2. Values, objectives and behaviours

**Neighbourhood Services and Community Planning and Engagement**

**Vision, Values, Objectives and Behaviours**

**Values**

- Respect
- Integrity
- Fairness
- Equality
- Inclusiveness
- Openness
- Partnership

**Behaviours**

- We will 'do it once and do it well'
- We will enable and empower our staff and our communities
- We will be proactive and innovative
- We will tackle issues when they first emerge
- We will promote our cultural heritage, identity and natural environment
- We will seek efficiencies and Best Value
- We will evidence good management and continuous improvement

**Objectives**

- **Provide** high quality services which deliver the Council Priorities
- **Target** resources and services to our most vulnerable people to reduce inequalities, particularly people experiencing poverty and at what matters most to local people
- **Deliver** a face to face customer service across the region
- **Support** communities and organisations to work together in partnership with each other and the Council
- **Develop** our locality approach
- **Communicate** effectively with our stakeholders – public, customers, staff, Elected Members and partners

Figure 1 – Values, Objectives and Behaviours

## 3.    Delivering the Council Plan

### 3a.    Contribution to Council Priorities and Commitments

The contribution of Neighbourhood Services and the Community Planning and Engagement Service to the Council Priorities and Commitments is illustrated below with the detailed activity set out in **Appendix 1**.

## 1 Build the Local Economy

Our commitments are to:

| | |
|---|---|
| Improve the level of skills within our communities and workforce | Support our small and medium sized businesses to be established and grow |
| Invest in our key infrastructure | Provide an attractive location to do business |

Neighbourhood Services makes a significant contribution to the attractiveness of our region through our grounds maintenance and street cleansing activities; and we maintain playparks and burial sites.

Our arts, museums and major festivals enhance the local economy and raise our profile to international level; Gretna Registration makes a significant contribution to the local economy, as does our Small Business Bonus Rates Relief Scheme provides exemptions for small businesses when they meet qualifying criteria.

Community Planning and Engagement helps improve the reputation of our Council and region through our Fairtrade Zone achievement.

## 2 Provide the best start in life for all our children

Our commitments are to:

| | |
|---|---|
| Ensure early intervention, in particular to keep our region's most vulnerable children safe | Invest in creating schools fit for the 21$^{st}$ Century, which are at the heart of our communities |
| Raise ambition and attainment, in particular to address inequalities | Support children to be healthy and active |

Neighbourhood Services supports elements of the Child Poverty Action Plan, particularly around Benefits and maximising the take up of Free School Meals and Clothing Grants by implementing auto-enrolment.

Our work in libraries with the Scottish Book Trust supports reading and literacy; and our Gypsy/Traveller sites gives these children a settled location with access to services.

Our work on Inclusive Playparks is also making a tangible difference to the quality of life for disabled children, their friends and their families.

## 3 Protect our most vulnerable people

Our commitments are to:

| | |
|---|---|
| Tackle the causes and effects of inequality and poverty | Help older or vulnerable people live healthy and independent lives |
| Ensure our older or vulnerable people receive the care and support they need | Keep our communities safe |

Neighbourhood Services leads our Council in tackling the causes and effects of deprivation and poverty, particularly around financial poverty and homelessness – there is a specialist Benefit Maximisation service to pension-age residents to ensure they access all their income; and we provide dedicated Welfare and Housing Options services to those at risk of losing their home.

Our Outreach Programme ensures that people have books in their own homes, and we can provide large print and audio too.

Gypsy/Traveller sites ensure that this ethnic group has a secure and safe place to live.

Community Planning and Engagement lead on the Syrian Refugee Resettlement Programme and support the Director and Armed Forces Champion which includes support for veterans.

## 4 Be an inclusive Council

Our commitments are to:

| | |
|---|---|
| Ensure local people and communities are at the heart of our decision making | Empower our communities to make the most of their assets |
| Increase equality of opportunity | |

The Community Planning and Engagement Service leads our work with Community Councils; community participation and engagement; Community Asset Transfer; Participatory Budgeting; and volunteering which combine to empower our people and communities.
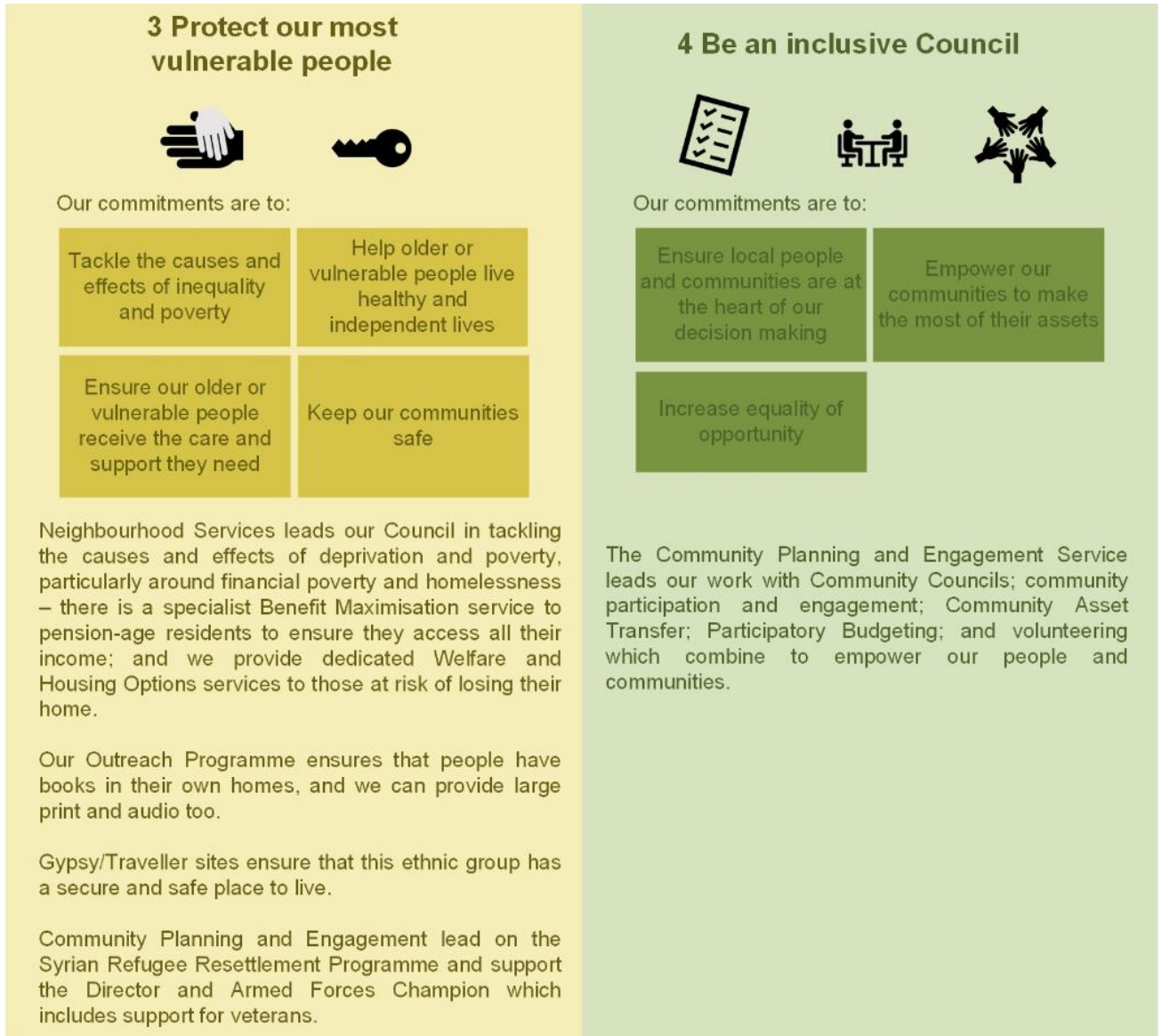
Figure 2 – Contribution to Priorities and Commitments

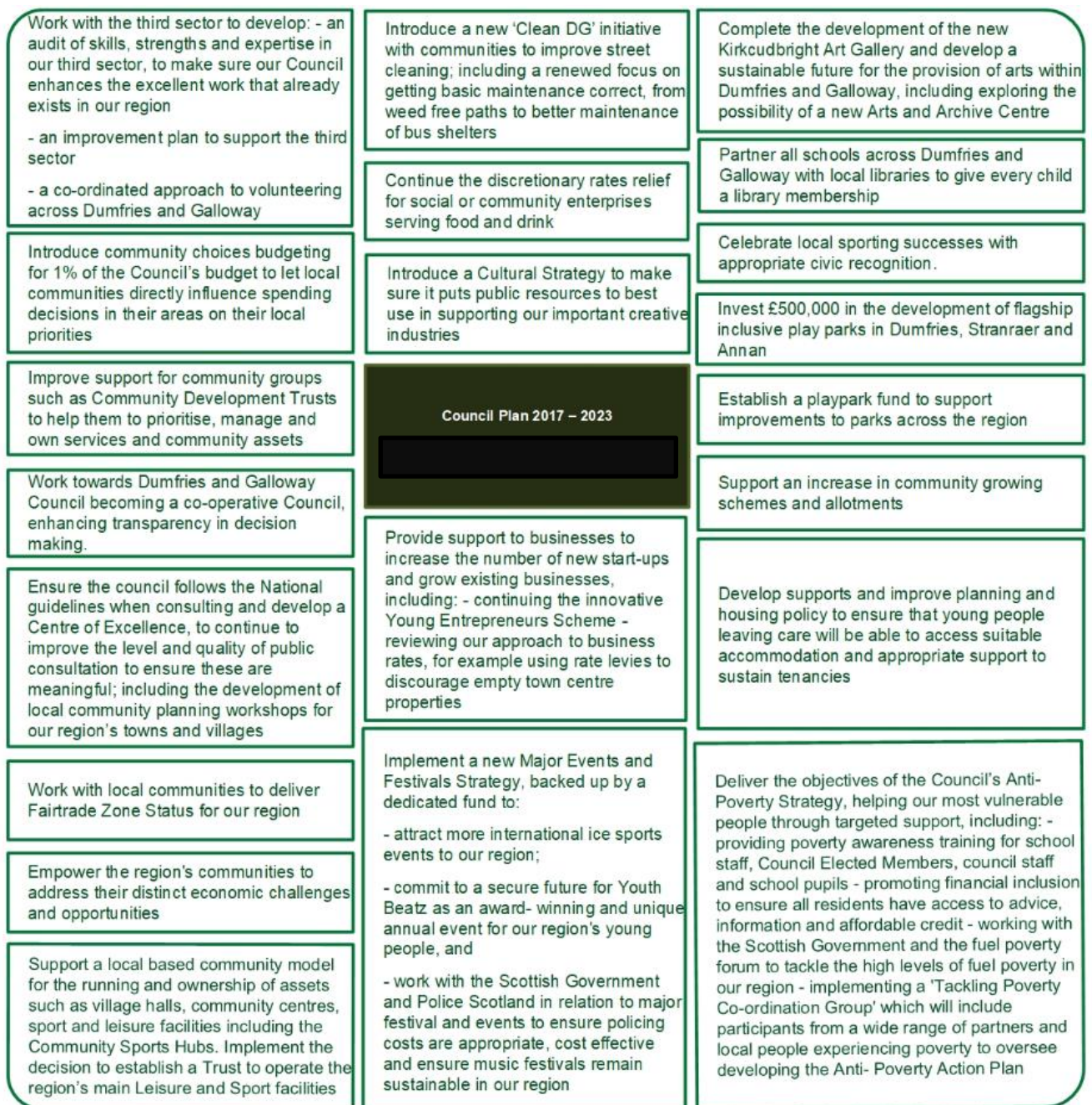The Services are responsible for delivering the statements in the Council Plan:

| | | |
|---|---|---|
| Work with the third sector to develop: - an audit of skills, strengths and expertise in our third sector, to make sure our Council enhances the excellent work that already exists in our region<br><br>- an improvement plan to support the third sector<br><br>- a co-ordinated approach to volunteering across Dumfries and Galloway | Introduce a new 'Clean DG' initiative with communities to improve street cleaning; including a renewed focus on getting basic maintenance correct, from weed free paths to better maintenance of bus shelters | Complete the development of the new Kirkcudbright Art Gallery and develop a sustainable future for the provision of arts within Dumfries and Galloway, including exploring the possibility of a new Arts and Archive Centre |
| | Continue the discretionary rates relief for social or community enterprises serving food and drink | Partner all schools across Dumfries and Galloway with local libraries to give every child a library membership |
| Introduce community choices budgeting for 1% of the Council's budget to let local communities directly influence spending decisions in their areas on their local priorities | Introduce a Cultural Strategy to make sure it puts public resources to best use in supporting our important creative industries | Celebrate local sporting successes with appropriate civic recognition. |
| | | Invest £500,000 in the development of flagship inclusive play parks in Dumfries, Stranraer and Annan |
| Improve support for community groups such as Community Development Trusts to help them to prioritise, manage and own services and community assets | **Council Plan 2017 – 2023** | Establish a playpark fund to support improvements to parks across the region |
| Work towards Dumfries and Galloway Council becoming a co-operative Council, enhancing transparency in decision making. | | Support an increase in community growing schemes and allotments |
| Ensure the council follows the National guidelines when consulting and develop a Centre of Excellence, to continue to improve the level and quality of public consultation to ensure these are meaningful; including the development of local community planning workshops for our region's towns and villages | Provide support to businesses to increase the number of new start-ups and grow existing businesses, including: - continuing the innovative Young Entrepreneurs Scheme - reviewing our approach to business rates, for example using rate levies to discourage empty town centre properties | Develop supports and improve planning and housing policy to ensure that young people leaving care will be able to access suitable accommodation and appropriate support to sustain tenancies |
| Work with local communities to deliver Fairtrade Zone Status for our region | Implement a new Major Events and Festivals Strategy, backed up by a dedicated fund to:<br><br>- attract more international ice sports events to our region;<br><br>- commit to a secure future for Youth Beatz as an award- winning and unique annual event for our region's young people, and<br><br>- work with the Scottish Government and Police Scotland in relation to major festival and events to ensure policing costs are appropriate, cost effective and ensure music festivals remain sustainable in our region | Deliver the objectives of the Council's Anti-Poverty Strategy, helping our most vulnerable people through targeted support, including: - providing poverty awareness training for school staff, Council Elected Members, council staff and school pupils - promoting financial inclusion to ensure all residents have access to advice, information and affordable credit - working with the Scottish Government and the fuel poverty forum to tackle the high levels of fuel poverty in our region - implementing a 'Tackling Poverty Co-ordination Group' which will include participants from a wide range of partners and local people experiencing poverty to oversee developing the Anti- Poverty Action Plan |
| Empower the region's communities to address their distinct economic challenges and opportunities | | |
| Support a local based community model for the running and ownership of assets such as village halls, community centres, sport and leisure facilities including the Community Sports Hubs. Implement the decision to establish a Trust to operate the region's main Leisure and Sport facilities | | |

Figure 3 – Contributions to the Council Plan

## 3b.  Challenges and opportunities

**Challenges**

**Financial resources** – The agreed savings that Neighbourhood Services is required to make in 2019/2020 - 2021/22 are:
Reduce and refocus library spend - £100k
Reduced Housing Support Contracts - £120k
Refocusing Customer Services - £100k
Review of public conveniences - £20k
Extension of Event Box office functions - £12k
Reprioritisation of ticket concessions - £10k

Our income generation streams are:
Memorial stone application fee - £50k
DGHP Playground inspections - £16k
Registration fees and charges - £50k

The savings that Community Planning and Engagement has to make in 2019/20 are:
Reduction in Area Committee Discretionary Budget - £100k
Reduction in Civic Hospitality Budget - £10,500

**Workforce profile**
Appendix 2 of the Business Plan describes the main issues facing our workforce going forward. It sets out the functions of each service and considers the following factors:

- Key workforce challenges
- Future workforce requirements
- Demographic profile
- Attendance and participation
- Skills audit and training and development plans
- Management and supervision

In addition, a range of statistical information is presented in graph format that describes the key characteristics of our workforce.

**New legislation, expectations and demands**
Welfare Reform - The ongoing roll out of Universal Credit and other Welfare Benefits means the Council's delivery of Benefits and Welfare needs to be monitored and adapted to take account of these changes. The service also plays a significant role in assessing the impacts of welfare changes and ensuring wider service areas can respond to these, to plan mitigation where possible if the change has a negative impact on residents.

Fairer Scotland Duty – the introduction of an additional Duty under the Equality Act 2015 requires the Council (along with other Public Bodies) to take inequalities into account when making any decisions of Plans. We have implemented this by updating our Impact Assessment toolkit and including Impact Assessments undertaken in the Annual Report on the Local Outcomes Improvement Plan.

Brexit – the uncertainty of the impact of leaving the EU and the time available to prepare for the change are immediate challenges. Our Services participate in the Council's contingency planning and risk assessment processes and the 'UK Exiting the EU' Group meetings. We have specific responsibilities in relation to returning UK Nationals, particularly Benefits and housing, with signposting (including national advice and information) being the main mitigation.

**Prioritisation**
We recognise that there needs to be a stronger focus on those most in need and that will mean reducing, ceasing and/or funding different ways of delivery for some of our services. We will ensure that the criteria we set for any eligibility frameworks are fair and reasonable and are developed with those who will be affected. Examples of how we are doing this are as follows:
- During 2018/19 the Housing Options and Homeless Service reduced the levels of rents for temporary accommodation across all its leased properties. This ensures accommodation is more affordable to all, the rents will continue to be reviewed and reduced further where possible
- A Welfare and Housing Options Team has been developed to assist those at threat of homelessness. The Team provides financial advice and assistance as well as liaising with other support agencies to prevent evictions were possible.

## **Opportunities**
**Smarter working**
Our services and staff are much more flexible and we have a range of technology and premises that allows services to be delivered wherever it is most convenient for the customer and efficient for our staff.

**Digitalisation**
We're embracing new ways of accessing and using our services including e.g. optimising the use of self service through automated easy-to-use processes which customers are in control of through their own personal account – 'my D&G' which tracks progress and prefills all applications/enquiries with personal details.

**Partnership working**
We seek out possible joint approaches with other services and organisations and our residents to decrease the Council resources required and maintain services. For example our Housing Options and Homeless service are working with the Health and Social Care Partnership in relation to the development and delivery of the Rapid Rehousing Transition Plan; and we now give 'trusted access' to community groups and partners to access our premises which gives them access to their Council's facilities without incurring staff costs to open and close the venues.

**Centre of Excellence (CoE)**
Community Participation and Engagement – there has been excellent progress in the 11 CoE Principles since its creation in December 2015, particularly around partnership working with an integrated Consultation programme now in place and over 200 staff across eight partners trained in the same five day programme, so there is a shared understanding and language around consultation.

**Improved data sharing and information**
There has been and continues to be a significant amount of research around poverty by DGC and national bodies; and the focus is increasingly on ward/local breakdown so as to better understand the profile of particular areas.

Public Health Scotland will be in place from April 2020 and will have a strong focus on improved access to its data and intelligence services for local partners.

**Increase in volunteering**
Volunteer Agreements and Community Spirit Plans - we lead the Council's approach to volunteering and are actively developing Volunteer Agreements across our services including CleanDG Champions, Archives and Local Studies, Arts and Museums to build on the positive reception and benefits being experienced by existing volunteers.
Our volunteering will encourage communities and individuals to take a pride in the areas that matter to them, whatever subject matter interests them and whatever their capabilities.

**Locality Working**
There is a consistent approach across partners in using four areas and 12 Wards as the basis of their planning and resource allocation. There is also a strengthening commitment to 'Place' and locality planning at both national, regional and local level.

## 3c. Important plans and strategies

The Neighbourhood Services Strategies and Plans that have been approved by Full Council /Committee are as follows:

- Anti-Poverty Strategy

- Clean DG

- Community Food Growing Strategy

- Cultural Strategy

- Gypsy Traveller Sites Improvement Plan

- Homelessness Strategy

- Major Festivals and Events Strategy

- Non-Domestic Rates Discretionary Relief Strategy

- Rapid Rehousing Transition Plan

- Scottish Housing Regulator Remedial Plan for Gypsy/Traveller Sites

The Community Planning and Engagement Strategies and Plans that have been approved by Full Council /Committee/Community Planning Partnership Board are as follows:

- Community Asset Transfer Strategy and Action Plan

- Community Council Development Plan

- Community Participation and Engagement Strategy and Action Plan

- Local Outcomes Improvement Plan and Annual Reports

- Locality Plan on Food Sharing and Annual Reports

- Participatory Budgeting Framework

- Participation Request Strategy

- Volunteering Strategy and Action Plan

- Ward Events Protocol

## 4.    Transforming the Services

During the lifetime of this Plan, our approach to transformation is outlined below:

**Neighbourhood Services**

### 1.   Prioritisation

Our Services are focusing our activity of the Priorities and Commitments set out in the Council Plan.  The key changes being made to put this into effect during the lifetime of this Plan are:

- Creation of a Welfare and Housing Options team, which prioritises homeless prevention and specifically around potential evictions by providing financial support to minimise or eradicate arrears and provide wider support to individuals.  Vulnerable customers will still get support needed through existing services including the network of Citizen's Advice Bureau, homeless service, welfare advice and Social Work but they will be better supported through a more effective joined up approach based on individual needs
- Our grounds maintenance work will focus on making our open spaces and parks inclusive and safe; and wherever possible maintained by local volunteers
- Refresh our approach to tackling poverty, following the conclusion of our five year Strategy and embedding the concept across all our Council services.

### 2.  Digital

During the coming four years, our services will be provided across a range of access channels with the emphasis being on digital by choice· This will mean that customers will be able to access services 24/7 across the region including digitally in their own home, in their own time to fit in with their lifestyle

- We will ensure that customers will be helped by trained advisors, able to offer tailored assistance without needing to contact other Services as our systems will speak to each other.
- Housing Options will be available through an online portal for customers, allowing 24/7 access to Housing Options advice and services.
- Customers will have access to library services in different ways including digital access, local hub, community run libraries or school based facilities, with improved choice through the Library Management System.

## 3. Modernisation

Our modernisation work is linked to our digital improvements with some innovative approaches being:

- Automation of transactional services within Council Tax and Benefits, to auto populate back office systems from online forms.
- Renewal and rotation of all temporary accommodation stock to improve the quality and availability for those requiring emergency accommodation.
- Make more use of mobile technology, Skype and videoconferencing to reduce travel.

## 4. Assets

We recognise the need to rationalise our properties but maintain a presence in our communities; and for our buildings to operate in a more energy efficient way.

- We are creating effective community-based library facilities bringing access into the heart of our communities utilising secondary schools
- Our Customer Services Centres will be rationalised and will also focus on services for the most vulnerable people in our community.

## 5. Workforce

- Implement the Improvement Plans derived from our Public Service Improvement Framework reports
- Participate in the Council-wide Admin Clerical Review and maximise the Talentpool opportunities.
- Manage our teams including the use of temporary, part time and project staff; and ensure there is a work/life balance approach and Absence Management to maximise the available resource
- Ensure that our training and development meets the needs of the service, using on-line course and partnership arrangements whenever possible
- Participate in the Council's culture change and workforce development programme that will produce driven, engaged, digitally skilled and customer-orientated staff
- Trained staff will be able to offer tailored assistance to customers without needing to contact other services for the information.

## 6. Fees and charges/income generation

We have a number of services which charge a fee – notably Registration of Births, Deaths and Marriages and Citizenship Ceremonies and also Burials (Advance Lair purchases, lair purchases, internment fees and memorial headstone charges) We work closely at national level to ensure that wherever possible our fees and charges are in line with other similar Councils and we are developing our approach to funeral poverty.

We are now targeting concessions at our most vulnerable people at the Robert Burns Centre Film Theatre and there are further opportunities to increase income through innovative programming of events, exhibitions and films and merchandising linked to our museums and galleries such as the Kirkcudbright Galleries.

Rental income from tenants on the Council owned Gypsy Traveller sites is used to contribute to the costs associated with the services provided on site.

**We are not leading any Transformation Events in 2019/20 but will be contributing to:**
Our Workforce
Council Travel
Future Capital Strategy
Income Generation

## Community Planning and Engagement
### 1. Prioritisation
The resource allocation of the Community Planning and Engagement Service is monitored and adjusted on a regular basis to ensure that we are focussing our support on groups with low social capital and/or which deliver services to people facing the greatest inequalities. This includes supporting the Commission on Representation and Engagement which provides funding for organisations who represent and work with people who have barriers to overcome to allow them to engage fully in our Council's work.

- We support the regional Fairtrade Steering Group which co-ordinates the activities of local groups, working to ensure fair price is paid to producers for their goods and also tackles environmental and climate change challenges in developing countries.
-

### 3. Digital
We have introduced new methods of engagement and online voting for PB and community engagement to enhance our digital officer to groups participating in decision-making.

### 4. Modernisation
We are developing the Ward/locality approach further; and using

Govdelivery and ModernGov for sharing information e.g. Newsletters and consultations.  We are making more use of mobile technology, Skype and video conferencing to reduce travel and have a strong commitment throughout the service to no single use plastics, Fairtrade products and local produce.

## 5. Assets

We are at the forefront of Community Asset Transfers (CATs) in Scotland and have a CATs and sales project, jointly with Property and Architectural Services to reduce Council assets.

## 6. Workforce.

- Implement the Improvement Plan derived from our Public Service Improvement Framework report
- Participate in the Council-wide Admin Clerical Review and maximise the Talentpool opportunities
- Manage our team using temporary, part time and project staff; and ensure there is a work/life balance approach and Absence Management to maximise the available resource
- Ensure that our training and development meets the needs of the service, using on-line course and partnership arrangements whenever possible

## 7. Fees and charges/income generation

There are a number of opportunities to increase our income in a modest way including:
- Percentage of Windfarm Funds
- Increase the percentage contribution for provision of Secretariat from Common Good Funds and Trusts
- Review of partners contributions to Community Planning
- Fees for Education Scotland Associate Inspectors

**We are not leading any Transformation Events in 2019/20 but will be contributing to:**
Our Workforce
Council Travel

**Transformation Engagement Group**

Community Planning and Engagement chairs the Transformation Engagement Group which has the remit to develop and co-ordinate communication and engagement activity for the Transformation Programme.

The programme of work includes the Budget Consultation, scheduled for November 2019 – February 2020.

## 5.    Communicating and involving

We are committed to excellence in communication and two-way communication with staff, Elected Members, customers, public and partners.

The Services have adopted the Communities Communications Strategy which complies with the Council's Communications Strategy and good practice guidelines.  Our Communications Strategy requires each Service to have a specific Communications Action Plan that sets out the detailed activities that will be undertaken during the year for external and internal communications.

We are committed to Plain English and equalities, so all our staff are trained in Diversity Awareness and, where appropriate, Disability Etiquette. All our meetings take place in accessible, non-faith venues, and wherever possible and appropriate we use hearing loops and provide interpretation.

We use written translation and telephone and in-person interpretation; and all our publications indicate that other formats are available. We use photographs and images of people from all walks of life and from across our region and easy read icons where possible to make our written information accessible too.

### External communication
We have direct relationships with our public, customers and partners and the methods we use are applied as appropriate depending on the urgency and content of the communication. We use the following approaches:

Public – press releases; leaflets and posters; web pages and sub sites, including for community planning; social media postings on DGC and dedicated Facebook accounts for Museums and Galleries, Kirkcudbright Gallery and D&G Libraries; plans for an community empowerment Twitter account and a D&G Weddings Instagram account; Committee meetings; public meetings; responses to FOIs

Customers – emails; letters; and phone calls; responses to Complaints

Community Councils
   •    Community Council Enquiry System
   •    monthly Community Council Newsletter

Partners
   •    quarterly Community Planning Newsletter
   •    MPs/MSPs Enquiry Service and liaison meetings

## Internal communication

**Staff**
- Communities Directorate Committee Briefings
- Communities Directorate Staff Newsletter

**Elected Members**
- Officers from across the Directorate regularly provide information to the Leader, Depute Leader, Political Groups, Chairs, Vice Chairs and individual Elected Members on a range of matters.
- We have daily communications and enquiries about our service areas through the Elected Member Enquiry Service.
- Monthly Ward Updates – we provide Ward Members with a brief note of Ward -specific information ten times a year.

## Involving

Our staff work from a wide range of bases throughout the region. Some of our staff work fewer than 10 hours a week and are not connected electronically. Therefore it is important that our managers and supervisors are visible and active in overcoming this challenge to maintain communication with their staff.

To assist with two-way communication, the Services have a Staff Communications Team which includes representation from each of the individual Teams and Services. Meetings take place monthly, chaired by Head of Neighbourhood Services/Community Planning and Engagement Manager and the agenda is determined by the staff members

**Staff**
- Staff Communications Team – 12 members with representation being:
  - Arts, Museums and Events - 1
  - Community Assets - 4 (1 from each area)
  - Customer Services Delivery - 2
  - Community Planning and Engagement - 1
  - Financial Wellbeing and Revenues - 2
  - Homeless - 1

- Neighbourhood Services – monthly Management Team; 'Back to the floor' visits
- Community Planning and Engagement – monthly Management Team; quarterly Ward Officers Development Days; and six monthly Team Development Days

**With other services**
- Fortnightly Corporate Management Team; quarterly Ward Officers and Community Asset Transfer meetings; and Tackling Poverty Officers' Forum meets monthly

**With Elected Members**
- Annual programme of Ward Visits
- Weekly liaison with the Chair and Vice Chair of Communities Committee
- Business Meeting before each Committee meeting
- Quarterly meetings with Area Chairs and Vice Chairs and the Strategic Leadership Team
- Elected Member Briefings and seminars are held to inform Members of any developments on specific topics and raise awareness of any specific issues and receive their feedback.  In addition to the development of Strategies and Plans detailed in Section our training and development programme for Elected Members in 2019-2023 includes:

  Neighbourhood Services – Discretionary Non-Domestic Rates Scheme.

  Community Planning and Engagement Service – Community Initiatives Enablement Fund; and the Social Value Tool

**Customers**
- In addition to the development of the Strategies and Plans in Section 3C, Neighbourhood Services planned customer engagement during the lifetime of this Plan includes:
  - annual survey about Financial Inclusion and Advice Service;
  - ongoing 'press and go' satisfaction with Museums and Galleries facilities;
  - ongoing 'tell us how we're doing' in Customer Service Centres;
  - annual satisfaction survey of residents at Gypsy Traveller sites;
  - annual satisfaction survey of parks and open spaces users; and
  - annual satisfaction survey of housing options and homelessness.

- In addition to the development of the Strategies and Plans in Section 3C, Community Planning and Engagement Service planned customer engagement during the lifetime of this Plan includes:
  - an annual survey of Community Councils about their satisfaction with our support; and
  - annual survey of Community Asset Transfer applicants about their satisfaction with our support.

**With public/citizens**
- In addition to the development of the Strategies and Plans in Section 3C, and the Transformation Events as part of the Transformation Programme in Section 4, Neighbourhood Services planned engagement during the lifetime of this Plan includes:
  - ➢ Community Conversations about public conveniences and Customer Service Centres; and
  - ➢ Ongoing Gypsy/Travellers Liaison Group (representatives from Torthorwald and Old Luce Community Councils and site residents).

- In addition to the development of the Strategies and Plans in Section 3C, Community Planning and Engagement Service planned community engagement during the lifetime of this Plan includes:
  - ➢ holding Ward Events;
  - ➢ Syrian Resettlement Programme Mid-Point Review;
  - ➢ stakeholder involvement in the Local Outcomes Improvement Plan and Locality Plan Annual Reports;
  - ➢ ongoing Community representation on Common Good Sub Committees; and
  - ➢ development of locality partnership models.

**Lobbying**
We will play our part in campaigning and lobbying regarding decision and policies that affect our region in line with the Council's Lobbying and Advocacy Policy. Areas within Neighbourhood Services responsibility which the Council has prioritised for lobbying (through COSLA as appropriate) include:

- Work with the Scottish Government and Police Scotland in relation to major festivals and events to ensure policing costs are proportionate, cost effective and ensure music festivals remain sustainable in our region

- Impacts of Welfare Reform

- The implications and opportunities for our region in relation to the Barclay Review (changes to Non-Domestic Rating)

- More funding for Gypsy/Traveller sites

- Special designation of Half Netting fishing

## 6.  Working in Partnership

**Community Planning**
The Community Planning and Engagement Service has the lead role in supporting our region's community planning activity and partnership working and with the introduction of the Community Empowerment (Scotland) Act 2015 which gives five organisations the same legal duties around this agenda, we look to a more equal relationship between our Council, NHS Dumfries and Galloway, Police Scotland, Scottish Enterprise and Scottish Fire and Rescue Service. We also work closely with Third Sector D&G.

We support the Community Planning Partnership Board and Executive Group; and also the Equality and Diversity; Participation and Engagement; and Tackling Poverty Working Groups; and chair the Syrian Refugee Resettlement Programme Project Board.

We participate as appropriate to thematic forums lead by other partners and services including e.g. the Community Learning and Development Partnership; Third Sector Tackling Poverty Forum; Safer Communities Forum, Child Poverty Annual Reports; and the Strategic Housing Forum.

At local level Community Planning and Engagement support the Third Sector Area Partnerships and Roadshows and provide lead officer contacts for community groups that have received funding of over £10k from Area Committees.

**Key partner organisations**
Neighbourhood Services works well in partnership with APSE (Association of Public Service Excellence), Creative Scotland, Department of Work and Pensions, Events Scotland, Heritage Lottery Fund, National Records Scotland; Scottish Book Trust; Scottish Government Housing Supply Division; Scottish Housing Regulator; the Scottish Library and Information Council, SWestrans; and Visit Scotland.

Community Planning and Engagement is closely involved with Communities Scotland; the Consultation Institute; the Home Office; Scottish Community Development Centre; Scottish Community Council Association; Scottish Fair Trade Forum; Scottish Government; and Volunteer Scotland.

COSLA, the Improvement Service and Audit Scotland are important national organisations for all our services.

**Professional bodies**
We engage with professional bodies for all our services to ensure we are maintaining high professional ethics and standards including CLD Standards Council, Scottish Community Planning Network, Institute of Revenues Rating and Valuation (IRRV) and the Travellers Site Managers Association.

**Trade Unions**

We participate in a quarterly liaison meeting with the joint Trades Unions and have dialogue with individual Trades Union representatives on specific service issues e.g. service restructuring.

## 7. Risks and impact assessment

### Risks

The Business Plan risks for Neighbourhood Services and the Community Planning and Engagement Service are managed by the Service Management Teams. In this business planning period, we have reflected key risks that will be actively managed and monitored as part of our ongoing service planning arrangements. We recognise these will change over the term of this Business Plan and will review these and update our Plan as these emerge.

The Neighbourhood Services Risks identified are:
- Damage or injury caused by unsafe headstones in D&G cemeteries
- Unable to meet statutory compliance and responsibilities for vulnerable people - homeless; affected by welfare reform; and gypsy/travellers
- Unable to meet our customer needs due to reducing capacity and capability

The Community Planning and Engagement Risks identified are:
- Unable to fulfil community empowerment opportunities
- Unable to meet our responsibilities for Syrian Refugees

The risks, together with the actions to manage or mitigate them, will be reported to the Communities Committee alongside Business Plan performance information on a six monthly basis. Managers will review these risks each month at Management Team meetings. The Risk Register is attached within the performance information at **Appendix 1**.

### Business Continuity

Business Continuity is well developed with our individual Service Business Continuity Plans updated and tested on as regular a basis as is required.

A full Impact Assessment has been required as this is a new Business Plan and information on this is included in the cover report to Committee. Any new plans/strategies/ policies emerging from the Business Plan will be individually impact assessed as required.

## Impact Assessment

An Impact Assessment of this Business Plan has shown the following 13 impact areas will be positively impacted:

- Age
- Disability
- Sex
- Gender re-assignment and Transgender
- Marriage and Civil Partnership
- Pregnancy and Maternity
- Race
- Religion or belief
- Sexual Orientation
- Human Rights
- Health & Wellbeing & Health Inequalities
- Economic and Social Sustainability
- Environmental Sustainability, Climate Change and Energy Management

## 8.    Monitoring and reporting on performance

**Business Plan Performance Indicators and Projects**
Neighbourhood Services and Community Planning and Engagement monitors and report on performance using our agreed performance indicators and projects as set out at **Appendix 1**. We report on our performance as shown in Table 1.

| Scrutiny Body | Frequency |
|---|---|
| Service Management Teams | Monthly |
| Head of Service/CPEU Manager 1-1 meeting with the Director | Monthly |
| Corporate Management Team | Quarterly |
| Communities Committee | Bi-annually |
| Area Committees | Bi-annually |

Table 1: Reporting Business Plan Performance

In line with the Best Value Audit Improvement Plan, our Area reporting has been reviewed and enhanced from previous Business Plans and we also attend Area Committees with volunteers and partners as appropriate to illustrate the projects and activities in local communities.

**Additional reporting routes**
There are additional reporting routes for specific Indicators and Projects including:

- Communities Committee – six monthly performance reports on the Community Facilities Review; and the Actions arising from Ward Events.

- Community Planning Partnership Board – Annual Report on the Local Outcomes Improvement Plan and Locality Plan

- Community Planning Executive Group – Annual Report on the operation of the Participation and Engagement Working Group

- Dumfries and Galloway Council – Annual Reports on Equality Outcomes and Mainstreaming Report

- Scottish Government - Housing Options and Homeless key indicators quarterly reports

- Scottish Housing Regulator - Charter on Gypsy Traveller, homeless and housing options services, annual report

**Performance Management System**
The Council's performance management system is used to record and report performance. Neighbourhood Services and the Community Planning and Engagement Service follow the corporate guidance 'Managers' Guide to Reporting Performance'. Performance indicators are used to report on the Council Priorities and Commitments and the Scottish Local Government Benchmarking Framework.

Where a service's performance exceeds or is below targets set, or projects do not achieve milestones, we produce exception reports on a six monthly basis which outline corrective action being taken to ensure performance is back on track or to explain the reasons we have been able to over achieve.

**Audit, Risk and Scrutiny Committee**

Scrutiny Review(s) aspects of the Service; these may be undertaken and would be supported; with the Findings and Recommendations reported through the Audit, Risk and Scrutiny Committee, this Committee and Full Council as required.

**Benchmarking our performance to understand how we compare to others**
We use benchmarking as a tool to help us improve the services we deliver. This is more than simply comparing data; it is also about understanding why there are differences in performance, cost and quality by looking not only at the way we are organised to deliver and manage, but also at the processes and policies we have adopted. We participate in several benchmarking groups and clubs including:

- the Local Government Benchmarking Framework (LGBF),

- Other public bodies through the Chartered Institute of Public Finance and Accountancy (CIPFA)

- Other Scottish local authorities through Scottish Government returns

- Other UK local authorities through information collated by the Department of Works and Pensions (DWP)

- Other Community Planning Partnerships through the Scottish Community Planning Network

- Internal comparison of our annual performance across services

Benchmarking information is embedded in our performance information at Appendix 1 and will also form part of our performance reporting. This will allow us to understand our own performance over time as well as how we compare to others. This information can then be used to help us understand how good we are at the services we deliver, the areas where there is scope for us to do better and if there are any areas where, compared to others, we are over-

achieving. This helps us to set realistic targets, prioritise the services that we deliver and where we target our resources.

We also undertake benchmarking informally through information and experience sharing with other local authorities and partners including through the Association of Public Service Excellence and COSLA. This does not form part of the Performance Management Framework but provides valuable evidence and information which informs Committee recommendations and service improvement.

# Appendix 1 - Neighbourhood Services & Community Planning & Engagement Business Plan

as at 1 April 2019

## BUILD THE LOCAL ECONOMY

Support our small and medium sized businesses to be established and grow

Work with local communities to deliver Fairtrade Zone Status for our region.

| Improvement Projects | Start Date | Due Date | Current Position | Status |
|---|---|---|---|---|
| Maintain Fairtrade Zone Status for Dumfries & Galloway | 01-Apr-2018 | 31-Mar-2023 | 30% | ▶ |

Continue the discretionary rates relief for social or community enterprises serving food and drink.

| Improvement Projects | Start Date | Due Date | Current Position | Status |
|---|---|---|---|---|
| Implement Transitional Rates Relief Scheme for 2018/19 | 01-Apr-2018 | 31-Mar-2019 | 100% | ✔ |

Introduce a Cultural Strategy to make sure it puts public resources to best use in supporting our important creative industries.

| Improvement Projects | Start Date | Due Date | Current Position | Status |
|---|---|---|---|---|
| Development of a Cultural Strategy | 01-Apr-2018 | 30-Jun-2020 | 42% | ▶ |

Implement a new Major Events and Festivals Strategy, backed up by a dedicated fund to:
- attract more international ice sports events to our region;
- commit to a secure future for Youth Beatz as an award- winning and unique annual event for our region's young people, and
- work with the Scottish Government and Police Scotland in relation to major festival and events to ensure policing costs are appropriate, cost effective and ensure music festivals remain sustainable in our region.

| Key Performance Indicators | 2019/20 | | | | 2018/19 | | | | 2017/18 | | | | Benchmark Source |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Value | Target | Status | Short Trend | Value | Target | Status | Short Trend | Value | Target | Status | Short Trend | |
| Annual number of tourism visits to Dumfries and Galloway through major festivals and events strategy | | 37,500 | | | 49,505 | 37,500 | ✅ | NEW | New 2018/19 | | | | |

| Improvement Projects | Start Date | Due Date | Current Position | Status |
|---|---|---|---|---|
| Delivery of the Major Festivals and Events Strategy 2018 -2022 | 01-Apr-2018 | 31-Mar-2022 | 51% | ▶ |

Complete the development of the new Kirkcudbright Art Gallery and develop a sustainable future for the provision of arts within Dumfries and Galloway, including exploring the possibility of a new Arts and Archive Centre.

| Improvement Projects | Start Date | Due Date | Current Position | Status |
|---|---|---|---|---|
| Kirkcudbright Art Gallery | 01-Apr-2018 | 30-Jun-2018 | 100% | ✅ |
| Arts & Archive Centre – Options Appraisal **AREA (NEW)** | 01-Apr-2017 | 30 Jun-2020 | 71% | ▶ |

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Provide support to businesses to increase the number of new start-ups and grow existing businesses, including: - continuing the innovative Young Entrepreneurs Scheme - reviewing our approach to business rates, for example using rate levies to discourage empty town centre properties

## Provide an attractive location to do business

Introduce a new 'Clean DG' initiative with communities to improve street cleaning; including a renewed focus on getting basic maintenance correct, from weed free paths to better maintenance of bus shelters.

| Key Performance Indicators | 2019/20 | | | | 2018/19 | | | | 2017/18 | | | | Benchmark Source |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Value | Target | Status | Short Trend | Value | Target | Status | Short Trend | Value | Target | Status | Short Trend | |
| Cost of Parks & Open Spaces per 1,000 Populations | Exp Jan 2021 | tbc | | | Exp Jan 2020 | £19,878.00 | | | £20,355.00 | £18,887.00 | 🔴 | ⬇ | Scottish LGBF Average |
| Percentage of adults satisfied with parks and open spaces | Exp Jan 2021 | 80% | | | Exp Jan 2020 | 80% | | | 74% | 80% | 🔴 | ⬇ | Scottish LGBF Average |
| Overall cleanliness index measurement | Exp Jan 2021 | 90 | | | Exp Jan 2020 | 90 | | | 97 | 85 | ✅ | ⬆ | Scottish LGBF Average |
| Net cost of street cleaning per 1,000 population | Exp Jan 2021 | tbc | | | Exp Jan 2020 | £9,486.00 | | | £8,572.00 | £9,264.00 | ✅ | ⬆ | Scottish LGBF Average |
| Percentage of adults satisfied with street cleaning | Exp Jan 2021 | 80% | | | Exp Jan 2020 | 80% | | | 71% | 80% | 🔴 | ⬇ | Scottish LGBF Average |
| Public Open Space Maintenance and Management (LAMS) | | 75% | | | 81.51% | 75% | ✅ | ⬆ | 80.05% | 75% | ✅ | ⬆ | |
| Street Cleansing | | 75% | | | 78.8% | 75% | ✅ | ⬆ | 78.38% | 75% | ✅ | ⬆ | |

| Improvement Projects | Start Date | Due Date | Current Position | Status |
|---|---|---|---|---|
| Clean DG Initiative | 01-Jul-2018 | 31-Mar-2019 | 100% | ✅ |

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| Improvement Projects | Start Date | Due Date | Current Position | Status |
|---|---|---|---|---|
| Clean DG Initiative – Phase 2 Action Plan | 15-Jun-19 | 31-Mar-2021 | 14% | ▶ |

Empower the region's communities to address their distinct economic challenges and opportunities

| Improvement Projects | Start Date | Due Date | Current Position | Status |
|---|---|---|---|---|
| Area Committee Discretionary Budget events/activities delivered **(NEW)** | 01-04-2019 | 30-09-2020 | – | – |

## PROVIDE THE BEST START IN LIFE FOR ALL OUR CHILDREN

### Raise ambition and attainment, in particular to address inequalities

Partner all schools across Dumfries and Galloway with local libraries to give every child a library membership.

| Key Performance Indicators | 2019/20 | | | | 2018/19 | | | | 2017/18 | | | | Benchmark Source |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Value | Target | Status | Short Trend | Value | Target | Status | Short Trend | Value | Target | Status | Short Trend | |
| Partner all schools across Dumfries and Galloway with local libraries to give every child a library membership | | 83% | | | 84% | 78% | ✅ | NEW | New 2018/19 | | | | |

### Support children to be healthy and active

Celebrate local sporting successes with appropriate civic recognition.

Ongoing activities that support this:    Celebrate local sporting successes with appropriate civic recognition.

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Invest £500,000 in the development of flagship inclusive play parks in Dumfries, Stranraer and Annan.
Can the undernoted projects be broken down for each of the Areas above?   They can then be reported at area level

| Improvement Projects | Start Date | Due Date | Current Position | Status |
|---|---|---|---|---|
| Inclusive Play Parks - Phase 1 **AREA (NEW)** | 01-Apr-2018 | 31-Mar-2020 | 50% | ▶ |
| Inclusive Play Parks - Phase 2 **AREA (NEW)** | 01-Jul-2018 | 31-Mar-2020 | 52% | ▶ |

Establish a playpark fund to support improvements to parks across the region.

| Improvement Projects | Start Date | Due Date | Current Position | Status |
|---|---|---|---|---|
| Play Park Fund for existing play parks in Dumfries and Galloway | 01-Jul-2018 | 31-Mar-2020 | 33% | ▶ |

## PROTECT OUR MOST VULNERABLE PEOPLE

Tackle the causes and effects of inequality and poverty

Develop supports and improve planning and housing policy to ensure that young people leaving care will be able to access suitable accommodation and appropriate support to sustain tenancies

| Key Performance Indicators | 2019/20 | | | | 2018/19 | | | | 2017/18 | | | | Benchmark Source |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Value | Target | Status | Short Trend | Value | Target | Status | Short Trend | Value | Target | Status | Short Trend | |
| No of homeless applications received where someone has been a looked after child by the Local Authority less than 5 years ago | | 20 | | | 20 | 20 | ✅ | NEW | New 2018/19 | | | | |

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| Key Performance Indicators | 2019/20 | | | | 2018/19 | | | | 2017/18 | | | | Benchmark Source |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Value | Target | Status | Short Trend | Value | Target | Status | Short Trend | Value | Target | Status | Short Trend | |
| No of homeless applications received where someone has been a looked after child by the Local Authority more than 5 years ago | | 20 | | | 24 | 20 | 🛑 | NEW | New 2018/19 | | | | |

Deliver the objectives of the Council's Anti-Poverty Strategy, helping our most vulnerable people through targeted support, including: - providing poverty awareness training for school staff, Council Elected Members, council staff and school pupils - promoting financial inclusion to ensure all residents have access to advice, information and affordable credit - working with the Scottish Government and the fuel poverty forum to tackle the high levels of fuel poverty in our region - implementing a 'Tackling Poverty Co-ordination Group' which will include participants from a wide range of partners and local people experiencing poverty to oversee developing the Anti- Poverty Action Plan.

| Key Performance Indicators | 2019/20 | | | | 2018/19 | | | | 2017/18 | | | | Benchmark Source |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Value | Target | Status | Short Trend | Value | Target | Status | Short Trend | Value | Target | Status | Short Trend | |
| Monitor the number of clients assisted with debt advice through commissioned services | | 1,395 | | | 2,132 | 1,395 | ✅ | ⬆ | 2,015 | 850 | ✅ | ⬆ | |
| Value of additional benefits identified through Financial Inclusion Advice income maximisation services | | £11.500m | | | £15.994m | £15.670m | ✅ | ⬆ | £16.212m | £15.500m | ✅ | ⬆ | |

| Improvement Projects | Start Date | Due Date | Current Position | Status |
|---|---|---|---|---|
| Annual Reports on Locality Plan for food sharing | 01-Apr-2018 | 31-Mar-2023 | 24% | ▶ |
| Annual Reports on Local Outcomes Improvement Plan | 01-Apr-2018 | 31-Mar-2023 | 24% | ▶ |

| Improvement Projects | Start Date | Due Date | Current Position | Status |
|---|---|---|---|---|
| Implementation of the Tackling Poverty Action Plan | 01-Apr-2018 | 31-Mar-2020 | 60% | ▶ |
| Prepare both clients and all services and partner organisations to successfully manage the transition to Universal Credit | 05-Sep-2017 | 31-Mar-2019 | 100% | ✓ |
| Implementation of the Welfare and Housing Options Support Project | 05-Sep-2017 | 31-Oct-2019 | 100% | ✓ |
| Develop new channels for information and support to remove barriers for people experiencing poverty | 01-Apr-2017 | 01-Mar-2020 | 41% | ▶ |
| Delivery of a 'Customer Hub' | 01-Aug-2019 | 31-Mar-2021 | | |

## BE AN INCLUSIVE COUNCIL

Ensure that local people and communities are at the heart of our decision making

Work towards Dumfries and Galloway Council becoming a co-operative Council, enhancing transparency in decision making.

| Key Performance Indicators | 2019/20 | | | | 2018/19 | | | | 2017/18 | | | | Benchmark Source |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Value | Target | Status | Short Trend | Value | Target | Status | Short Trend | Value | Target | Status | Short Trend | |
| Number of Ward Events across Dumfries and Galloway **AREA** | | 24 | | | 22 | 18 | ✓ | NEW | New 2018/19 | | | | |
| Percentage of Dumfries and Galloway respondents who agreed with the statement 'I can influence decisions affecting my local area' | Exp Sept 2020 | 14% | | | Exp Sept 2019 | 24% | | | 13% | 24% | ⬟ | ⬆ | SHS |
| Percentage of Community Councils satisfied with the support provided by | | 85% | | | 85% | 85% | ✓ | ▬ | 85% | 95% | ⬟ | ⬇ | |

| Key Performance Indicators | 2019/20 | | | | 2018/19 | | | | 2017/18 | | | | Benchmark Source |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Value | Target | Status | Short Trend | Value | Target | Status | Short Trend | Value | Target | Status | Short Trend | |
| Council staff that enables them to be confident to deliver in their community | | | | | | | | | | | | | |

| Improvement Projects | Start Date | Due Date | Current Position | Status |
|---|---|---|---|---|
| Develop and Monitor a Commission on Representation and Engagement | 01-Apr-2018 | 31-Mar-2020 | 76% | ▶ |
| Review of the Scheme of Establishment for Community Councils in Dumfries and Galloway | 01-Apr-2018 | 31-Dec-2018 | 100% | ✔ |
| Support the Management and Development of the Tackling Poverty Reference Group | 05-Sep-2017 | 31-Mar-2020 | 61% | ▶ |
| Community Council Development Programme | 01-Apr-2018 | 31-Mar-2021 | 61% | ▶ |
| Develop and implement the arrangements for the Community Initiatives Enablement Fund **(NEW)** | 01-Apr-2019 | 31 Mar-2021 | – | – |

Introduce community choices budgeting for 1% of the Council's budget to let local communities directly influence spending decisions in their areas on their local priorities.

| Ongoing activities that support this: | Introduce community choices budgeting for 1% of the Council's budget to let local communities directly influence spending decisions in their areas on their local priorities. |
|---|---|

| Code | Improvement Projects | Start Date | Due Date | Current Position | Status |
|---|---|---|---|---|---|
| P4C1S2_COM1 | Mainstream Participatory Budgeting across the Council | 01-Apr-2018 | 31-Mar-2021 | 85% | ▶ |

Ensure the council follows the National guidelines when consulting and develop a Centre of Excellence, to continue to improve the level and quality of public consultation to ensure these are meaningful; including the development of local community planning workshops for our region's towns and villages.

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| Key Performance Indicators | 2019/20 | | | | 2018/19 | | | | 2017/18 | | | | Benchmark Source |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Value | Target | Status | Short Trend | Value | Target | Status | Short Trend | Value | Target | Status | Short Trend | |
| Number of Consultation Mandates agreed **AREA** | | 12 | | | 6 | 📈 | ▬ | NEW | New 2018/19 | | | | |

| Improvement Projects | Start Date | Due Date | Current Position | Status |
|---|---|---|---|---|
| Improve Community Participation and Engagement across our Council | 01-Oct-2018 | 31-Mar-2023 | 40% | ▶ |
| Develop Locality Planning **AREA** | 01-Apr-2018 | 31-Mar-2023 | 66% | ▶ |

Empower our communities to make the most of their assets

Support an increase in community growing schemes and allotments.

| Improvement Projects | Start Date | Due Date | Current Position | Status |
|---|---|---|---|---|
| Community Food Growing Strategy & Implementation Plan | 01-May-2018 | 30-Nov-2018 | 100% | ✅ |

Work with the third sector to develop: - an audit of skills, strengths and expertise in our third sector, to make sure our Council enhances the excellent work that already exists in our region
- an improvement plan to support the third sector
- a co-ordinated approach to volunteering across Dumfries and Galloway

| Key Performance Indicators | 2019/20 | | | | 2018/19 | | | | 2017/18 | | | | Benchmark Source |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Value | Target | Status | Short Trend | Value | Target | Status | Short Trend | Value | Target | Status | Short Trend | |
| Number of Volunteer Agreements across the Council **AREA** | | 24 | | | 28 | 📈 | ▬ | NEW | New 2018/19 | | | | |

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Improve support for community groups such as Community Development Trusts to help them to prioritise, manage and own services and community assets.

| Improvement Projects | Start Date | Due Date | Current Position | Status |
|---|---|---|---|---|
| Supporting Community Groups **AREA** | 01-Apr-2018 | 31-Mar-2022 | 50% | ▶ |

Support a local based community model for the running and ownership of assets such as village halls, community centres, sport and leisure facilities including the Community Sports Hubs. Implement the decision to establish a Trust to operate the region's main Leisure and Sport facilities.

| Improvement Projects | Start Date | Due Date | Current Position | Status |
|---|---|---|---|---|
| Annual Reports on Community Asset Transfer | 01-Apr-2018 | 31-Mar-2023 | 34% | ▶ |

## Key Functions - Performance Scorecard

### People / Learning and Growth Indicators

The people/learning and growth information was previously reported at directorate level and therefore comparator information at service level is being collated for the first time for the new services.

| Key Performance Indicators | 2019/20 | | | | Benchmark Source |
|---|---|---|---|---|---|
| | Value | Target | Status | Short Trend | |
| The average number of days lost per all other (non-teacher) local government employees through sickness absence – CP&E | | | | | |
| The average number of days lost per all other (non-teacher) local government employees through sickness absence - NS | | | | | |
| Percentage of days lost per employee through sickness absence as a percentage of total possible attendances – CP&E | | | | | |

| Key Performance Indicators | 2019/20 | | | | Benchmark Source |
|---|---|---|---|---|---|
| | Value | Target | Status | Short Trend | |
| Percentage of days lost per employee through sickness absence as a percentage of total possible attendances - NS | | | | | |
| Percentage of staff who have completed an annual performance development review – CP&E | | | | | |
| Percentage of staff who have completed an annual performance development review - NS | | | | | |
| Level of positive engagement recorded in employee survey – CP&E | | | | | |
| Level of positive engagement recorded in employee survey - NS | | | | | |
| Percentage of Council staff who know how their job contributes to Council Priorities – CP&E | | | | | |
| Percentage of Council staff who know how their job contributes to Council Priorities - NS | | | | | |

## Process Indicators

| Key Performance Indicators | 2019/20 | | | | 2018/19 | | | | 2017/18 | | | | Benchmark Source |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Value | Target | Status | Short Trend | Value | Target | Status | Short Trend | Value | Target | Status | Short Trend | |
| Percentage of play equipment that is independently inspected & classed as end of their useful life | | 5% | | | 5.18% | 5% | ✅ | ⬆ | 6.5% | 5% | 🛑 | ➖ | |
| Percentage of all DGC Playpark equipment that is currently in working order for our children to use | | 95% | | | 98.14% | 95% | ✅ | ⬇ | 98.89% | 95% | ✅ | ⬇ | |
| Crisis Grant Processing Time | | 1days | | | 0.7days | 1days | ✅ | ⬇ | 0.2days | 1days | ✅ | ⬆ | |
| Community Care Grant Processing Time | | 15days | | | 10.9days | 15days | ✅ | ⬇ | 5.3days | 15days | ✅ | ⬆ | |

| Key Performance Indicators | 2019/20 | | | | 2018/19 | | | | 2017/18 | | | | Benchmark Source |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Value | Target | Status | Short Trend | Value | Target | Status | Short Trend | Value | Target | Status | Short Trend | |
| Number of days to process Housing Benefit (New Claims) | | 16days | | | 14.2days | 16days | ✅ | ⬆ | 15.4days | 16days | ✅ | ⬆ | |
| Number of days to process Housing Benefit (changes) | | 5days | | | 2.8days | 5days | ✅ | ⬆ | 3.5days | 5days | ✅ | ⬆ | |
| Number of days to process Council Tax Reduction (changes) | | 4days | | | 3days | 4days | ✅ | ⬆ | 3.1days | 4days | ✅ | ⬆ | |
| Number of days to process Council Tax Reduction (new claims) | | 17days | | | 13.5days | 17days | ✅ | ⬆ | 15.5days | 17days | ✅ | ⬆ | |
| Percentage of decision notifications issued within 28 days of initial presentation by statutory and non-statutory homeless households | | 95% | | | 98.04% | 95% | ✅ | ⬆ | 95.24% | 95% | ✅ | ⬆ | |
| Homeless households who have been permanently rehoused as a percentage of all social rented lets | | 30% | | | 37% | 30% | ✅ | ⬆ | 36.92% | 40% | ⚠️ | ⬆ | |
| Percentage of homeless cases re-assessed (as homeless or potentially homeless) within 12 months of completion of duty | | 13% | | | 10.2% | 13% | ✅ | ⬆ | 10.5% | 10% | ⚠️ | ⬆ | |
| The number of visits to/usages of Council operated museums and galleries in Dumfries & Galloway (excluding website visits which are recorded annually). | | 232000 | | | 244013 | 220000 | ✅ | ⬆ | 188748 | 222628 | 🛑 | ⬇ | |
| The number of visits to/usages of Council operated museums and galleries in Dumfries & Galloway (including website visits which are recorded annually). | | 500000 | | | 502287 | 500000 | ✅ | ⬆ | 687963 | 488545 | ✅ | ⬆ | |
| Number of visits/usages of Customer Service Centres in Dumfries and Galloway | | 911,952 | | | 1,006,641 | 911,952 | ✅ | ⬆ | 944,724 | 894,468 | ✅ | ⬇ | |

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This process information was previously reported at directorate level and therefore comparator information at service level is being collated for the first time for the new services

| Key Performance Indicators | 2017/18 | | | | Benchmark Source |
|---|---|---|---|---|---|
| | Value | Target | Status | Short Trend | |
| Percentage of Member enquiries dealt with through the Elected Members Enquiry Service within the agreed timescales – CP&E | | | | | |
| Percentage of Member enquiries dealt with through the Elected Members Enquiry Service within the agreed timescales - NS | | | | | |
| Percentage of Stage 2 complaint responses issued within statutory timescales – CP&E | | | | | |
| Percentage of Stage 2 complaint responses issued within statutory timescales - NS | | | | | |
| Percentage of FOI requests received that have been responded to within 20 working days of receipt – CP&E | | | | | |
| Percentage of FOI requests received that have been responded to within 20 working days of receipt - NS | | | | | |
| Percentage or requests for personal information completed within 30 days - Community Planning and Engagement – CP&E | | | | | |
| Percentage or requests for personal information completed within 30 days - Neighbourhood Services - NS | | | | | |
| Percentage of Community Council enquiries dealt with through the Community Council Enquiry Service within the agreed timescale – CP&E | | | | | |
| Percentage of Community Council enquiries dealt with through the Community Council Enquiry Service within the agreed timescale - NS | | | | | |
| Percentage of MP/MSP enquiries dealt with through the MP/MSP Enquiry Service within the agreed timescale – CP&E **(NEW)** | | | | | |
| Percentage of MP/MSP enquiries dealt with through the MP/MSP Enquiry Service within the agreed timescale – NS **(NEW)** | | | | | |

## Customer Indicators

| Key Performance Indicators | 2019/20 | | | | 2018/19 | | | | 2017/18 | | | | Benchmark Source |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Value | Target | Status | Short Trend | Value | Target | Status | Short Trend | Value | Target | Status | Short Trend | |
| Public Conveniences (Cleanliness) **AREA** | | 95% | | ➖ | 100% | 95% | ✅ | ⬆️ | 99.83% | 65% | ✅ | ➖ | |
| Percentage of adults satisfied with libraries | Exp Jan 2021 | | | | Exp Jan 2020 | | | | 63.7% | 73% | 🛑 | ⬇️ | Scottish LGBF Average |
| Percentage of adults satisfied with museums and galleries | Exp Jan 2021 | 65% | | | Exp Jan 2020 | 65% | | | 54.3% | 70% | 🛑 | ⬇️ | Scottish LGBF Average |

| Key Performance Indicators | 2019/20 | | | | 2018/19 | | | | 2017/18 | | | | Benchmark Source |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Value | Target | Status | Short Trend | Value | Target | Status | Short Trend | Value | Target | Status | Short Trend | |
| Percentage of Gypsy/Travellers surveyed in relation to the Councils management of the site | | 85% | | | 100% | 85% | ✅ | ➖ | 100% | 85% | ✅ | ➖ | |
| Satisfaction levels with Customer Service Centres in Dumfries and Galloway AREA – **(NEW)** | | | | | - | - | - | - | - | - | - | - | |

| Improvement Projects | Start Date | Due Date | Current Position | Status |
|---|---|---|---|---|
| Framework developed as an outcome of the Barclay Review | 01-Apr-2018 | 01-Apr-2020 | 35% | ▶️ |
| Homeless Strategy 2018-2023 | 01-Apr-2018 | 31-Mar-2023 | 48% | ▶️ |

## Finance / Asset Indicators

| Key Performance Indicators | 2019/20 | | | | 2018/19 | | | | 2017/18 | | | | Benchmark Source |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Value | Target | Status | Short Trend | Value | Target | Status | Short Trend | Value | Target | Status | Short Trend | |
| Income due from council tax for the year excluding reliefs and rebates | | £60,500,000 | | | £64,638,385 | £60,500,000 | ✅ | ⬆ | £62,546,008 | £57,709,404 | ✅ | ⬆ | |
| Cost of collecting council tax per household | | £7.20 | | | £8.23 | £7.39 | 🛑 | ⬇ | £7.39 | £10.63 | ✅ | ⬆ | DGC |
| Percentage of income received from council tax for the year | | 96.1% | | | 96.1% | 96.1% | ✅ | ➖ | 96.1% | 95.9% | ✅ | ⬆ | |
| Cost per Library Visit | Exp Jan 2021 | | | | Exp Jan 2020 | | | | £2.46 | £2.08 | 🛑 | ⬆ | Scottish LGBF Average |
| Cost per visit to museums and galleries | Exp Jan 2021 | | | | Exp Jan 2020 | £2.49 | | | £2.03 | £3.49 | ✅ | ⬆ | Scottish LGBF Average |

This finance information below was previously reported at directorate level and therefore comparator information at service level is being collated for the first time for the new services

| Key Performance Indicators | 2019/20 | | | | Benchmark Source |
|---|---|---|---|---|---|
| | Value | Target | Status | Short Trend | |
| Revenue Budget Outturn - Projected Outturn as a % of Budget – CP&E | | | | | |
| Revenue Budget Outturn - Projected Outturn as a % of Budget - NS | | | | | |
| Capital Spending - Projected Capital spend as a % of Agreed Capital Plan – CP&E | | | | | |
| Capital Spending - Projected Capital spend as a % of Agreed Capital Plan - NS | | | | | |

| Improvement Projects | Start Date | Due Date | Current Position | Status |
|---|---|---|---|---|
| First Phase of Improving Gypsy Traveller Sites | 01-Apr-2018 | 31-Jan-2019 | 100% | ✅ |
| Improving Gypsy Traveller Sites P2 AREA – **(NEW)** | - | - | | |

## Transformation Activities

### Prioritisation

| Improvement Projects | Start Date | Due Date | Current Position | Status |
|---|---|---|---|---|
| Reduce and refocus library book spend | 01-Apr-2019 | 31-Mar-2020 | 100% | ✅ |
| Reduced Housing Support Contracts | 01-Apr-2019 | 31-Mar-2020 | 100% | ✅ |
| Refocusing Customer Services | 01-Apr-2019 | 31-Mar-2020 | 93% | ▶ |
| Delivering CLD differently | 01-Apr-2019 | 31-Mar-2020 | 100% | ✅ |

### Digital

### Modernisation

### Assets

| Improvement Projects | Start Date | Due Date | Current Position | Status |
|---|---|---|---|---|
| Review of Public Toilet Provision | 01-Apr-2019 | 31-Mar-2020 | 100% | ✅ |

Workforce

Fees and Charges

| Improvement Projects | Start Date | Due Date | Current Position | Status |
|---|---|---|---|---|
| Extension of Event Box Office Functions | 01-Apr-2019 | 31-Mar-2020 | 100% | ✅ |
| Reprioritisation of Ticket Concessions | 01-Apr-2019 | 31-Mar-2020 | 100% | ✅ |
| Memorial Stone Installation Application Fee | 01-Apr-2019 | 31-Mar-2020 | 14% | ▶ |

## Health and Safety

Health and Safety information was previously reported at directorate level and therefore comparator information at service level is being collated for the first time for the new services.

Our Service will set out and demonstrate our commitment and arrangements for health and safety

| Key Performance Indicators | 2019/20 | | | | Benchmark Source |
|---|---|---|---|---|---|
| | Value | Target | Status | Short Trend | |
| Head of Service H&S Management Arrangements are up-to-date, relevant and within programmed review. | | | | | |

Our Service shall incorporate health and safety considerations when planning activities and before carrying out tasks

| Key Performance Indicators | 2019/20 | | | | Benchmark Source |
|---|---|---|---|---|---|
| | Value | Target | Status | Short Trend | |
| Health & Safety priorities from Head of Service (risk based) have been provided to H&S. | | | | | |

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| Key Performance Indicators | 2019/20 | | | | Benchmark Source |
|---|---|---|---|---|---|
| | Value | Target | Status | Short Trend | |
| Head of Service has trained Health & Safety Duty Holders appointed and recorded in register | | | | | |
| Planned occupational health needs verified and submitted to OD&HR. | | | | | |
| H&S risks and resource considered within business cases/Project Briefs | | | | | |

## Our Service shall ensure people have the competency to enable them to fulfil their H&S responsibilities

| Key Performance Indicators | 2019/20 | | | | Benchmark Source |
|---|---|---|---|---|---|
| | Value | Target | Status | Short Trend | |
| Competence requirements for Service Manager posts reviewed in terms of managing their service safely | | | | | |
| Service Health & Safety training requirements reviewed, prioritised and submitted to Lifelong Learning Centre | | | | | |

## Our Service shall consult, engage and communicate effectively on H&S arrangements

| Key Performance Indicators | 2019/20 | | | | Benchmark Source |
|---|---|---|---|---|---|
| | Value | Target | Status | Short Trend | |
| Consultation arrangements for H&S Implemented | | | | | |
| Communication arrangements for H&S Implemented | | | | | |
| Number of Service wide Management meetings where H&S is discussed | | | | | |
| Number of H&S Briefing Notes provided to managers | | | | | |
| Number of H&S Newsletters issued to staff | | | | | |

## Our Service shall work safely and be positive and pro-active in our approach

| Key Performance Indicators | 2019/20 | | | | Benchmark Source |
|---|---|---|---|---|---|
| | Value | Target | Status | Short Trend | |
| Implementation of service H&S risk priorities | | | | | |
| Percentage of Service action plans developed within 6 weeks to meet Health & Safety Audit recommendations | | | | | |
| Percentage of Health & Safety Audit Service action plans completed or on target as planned and agreed | | | | | |

## Our Service shall monitor that we are managing H&S effectively

| Key Performance Indicators | 2019/20 | | | | Benchmark Source |
|---|---|---|---|---|---|
| | Value | Target | Status | Short Trend | |
| H&S Support offered and performance reviewed with Service Management | | | | | |
| Percentage of Service Health & Safety Plan actions completed or on target and verified by the Head of Service | | | | | |
| Number of planning/review meetings held between Head of Service and H&S Partner | | | | | |
| Number of performance reports incorporating delivery of Service Health & Safety Action Plan submitted to Service Committee | | | | | |
| Carry out statistical analysis of work-related incidents and ill health and take appropriate actions | | | | | |
| Number of RIDDOR and Incidents and Timescales for Reporting & Investigation | | | | | |
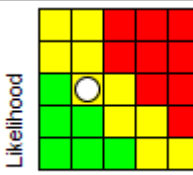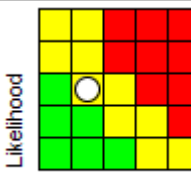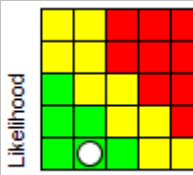
Our Service shall audit and review our H&S arrangements to encourage continuous improvement
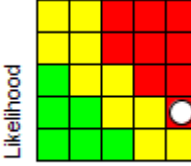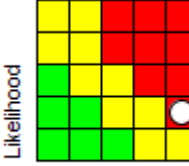
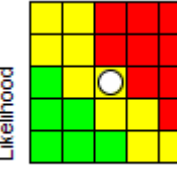| Key Performance Indicators | 2019/20 | | | | Benchmark Source |
|---|---|---|---|---|---|
| | Value | Target | Status | Short Trend | |
| Percentage of planned Service Health & Safety audits carried out | | | | | |
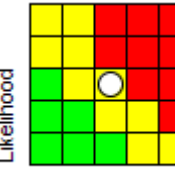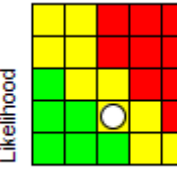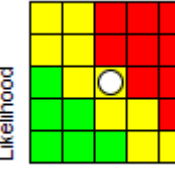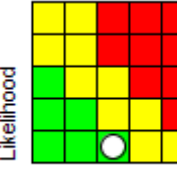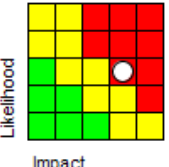
## Risk Register

| Risk | Risk Factors | Mitigation / Contingency | Original Risk | Current Risk | Target Risk | Latest position |
|---|---|---|---|---|---|---|
| Unable to fulfil community empowerment opportunities | 1. Lack of leadership at political and managerial level<br>2. Insufficient skills across officers to manage new relationships with communities<br>3. Lack of structure and guidance to inform our approach<br>4. Organisational culture does not promote positive ethos for communities<br>5. Focus on affluent/vocal communities and individuals because they have the highest profile<br>6. Insufficient resource to support community groups and individuals<br>7. Community groups and individuals do not wish or cannot participate | **Mitigation Plan**<br>1. Review of the Annual Reports on the Local Outcomes Improvement Plan (LOIP)<br>2. Review of the Annual Reports on Community Asset Transfer<br>3. Review of the Annual Reports on Participation Requests<br>4. Review of the Annual Report on the Locality Plan<br>5. Participatory Budgeting & Community Conversations Evaluation Reports<br>6. Mainstreaming Participatory Budgeting<br>7. Ward Visits Programme<br>8. Ward Events and six monthly reports to Communities Committee | <br>Impact | <br>Impact | <br>Impact | (Numbers refer to Mitigation Plan)<br>1&4. LOIP and Locality Plan Annual Reports included examples of community empowerment and were agreed by the Community Planning Partnership Board in November 2018.<br>2&3.CAT & PR Annual Reports agreed by Communities Committee in June 2018 and 2019 have evidenced successful programme and high satisfaction with support and promotion of these empowerment opportunities.<br><br>5&6 Evaluation Reports have been agreed by Communities Committee and evidenced high satisfaction from local people and organisations with these initiatives.<br>7. Ward Visits programme for 2018/19 100% complete and a new peer evaluation approach shows |

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| Risk | Risk Factors | Mitigation / Contingency | Original Risk | Current Risk | Target Risk | Latest position |
|---|---|---|---|---|---|---|
|  |  | 9. Implementation of new Community Council Scheme of Establishment<br>10. Community Council satisfaction annual survey<br>11. Implement Community Food Growing Strategy<br>12. Monitor the number of Community Groups supported<br>13. Monitor the number of Consultation Mandates<br>14. Monitor the number of Volunteer Agreements<br><br>**Contingency Plan**<br>1. Revisit Business Plan objectives |  |  |  | strong community and Elected Member support for ward working as a community development approach.<br>8. 18 Ward Events have now taken place – range of formats and topics – high satisfaction from attendees with their ability to engage and contribute.<br>9&10 New Community Council Scheme agreed by D&G Council in October 2018; and Development Plan now being implemented.<br><br>12&13 New approaches to Consultation Mandates and Volunteer Agreements have been introduced, with officer and Members training undertaken.<br>Additional activity<br>Our Council's Transformation Programme sets out commitment at political and managerial level to the community empowerment agenda; the Transformation Engagement Group workplan for 2019/20 includes key messages to be used in dialogue with all stakeholders: citizens, customers, Councillors, staff and partners. |

| Risk | Risk Factors | Mitigation / Contingency | Original Risk | Current Risk | Target Risk | Latest position |
|---|---|---|---|---|---|---|
| Unsafe Headstones in Dumfries & Galloway Cemeteries | There is an unquantified number of unsafe grave stones across the region with assessments still to be carried out. No warning signs or barriers yet in place. Most of our cemeteries are open. Risk to staff working in cemeteries. Risk to members of public visiting cemeteries. | **Mitigation Plan** 1. Inspection regime currently being developed in line with Ministry of Justice Methodology 2. Traffic light system has been developed in order to deal with cemeteries most at risk first. 3. Guidance is being drafted by Scottish Government and will be implemented once received. 4. Training will be provided to staff to facilitate the correction of headstones. **Contingency Plan:** 1. Monuments identified as posing significant risk will be made safe through lowering or laying flat. 2. Where necessary cemeteries or sections of cemeteries may be closed to public access. |  |  |  | A contractor has now been appointed to undertake initial inspections and assessment and staff training for DGC staff. |

| Risk | Risk Factors | Mitigation / Contingency | Original Risk | Current Risk | Target Risk | Latest position |
|------|--------------|--------------------------|---------------|--------------|-------------|-----------------|
| Welfare Reform | Increased administration pressures with reduced funding and resources. | **Mitigation Plan** 1. Ongoing monitoring of impacts and regular updates to Communities Committee. 2. Implementation of a universal Credit service 3. Scottish Social Security benefits introduced<br><br>**Contingency Plan** 1. Maximisation use of all resources 2. Maximise support provided from partners and 3rd sector | | | | Regular reports to the Communities committee on Welfare Reform progress. The Benefits service continues to process benefits within target helping to mitigate the impacts of welfare reform. |
| Syrian Refugee resettlement programme | - Lack of capacity in DGC - Lack of support from other partners - Lack of understanding of Syrian families of Scottish systems and arrangements (including rent and Benefits systems) | **Mitigation Plan** 1. Syrian Refugee Resettlement Programme progress is monitored by the Community Planning Executive Group (CPEG) 2. Syrian Refugee Resettlement Programme Board in place. 3. Regular engagement with families including by landlord 4. Information Pack and Befrienders Briefings provide information on Scottish systems and cultures 5. Regular meetings with DWP Job Coaches | | | | 1. Annual Report approved by the CPEG on 15 May 2019 2. Mid Term Review reported to the Board in August 2019. 3. 16 families now re-settled in our region. |

| Risk | Risk Factors | Mitigation / Contingency | Original Risk | Current Risk | Target Risk | Latest position |
|------|-------------|--------------------------|---------------|--------------|-------------|-----------------|
|      |             | 6. Engagement with the ESOL Partnership about the arrangements across the region for language support.<br><br>**Contingency Plan**<br>1. Increased proportion of Home Office funding used to support the project |               |              |             |                 |

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| COM04a | Homelessness & Housing Options | - Homeless applications not taken<br>- Temporary accommodation not provided<br>- Duty to rehouse not discharged | **Mitigation Plan**<br>1. Homeless Strategy 2018-2023<br>2. Restructure of the Homeless and Housing Options Service<br>3. Specific protocols developed to support vulnerable groups<br>4. Review of temporary accommodation<br>5. Development of cross partner Homeless Forum<br><br>**Contingency Plan**<br>1. Homeless applications taken manually<br>2. Work with Registered Social Landlords (RSLs) to provide temporary accommodation | | | | The Homeless service restructure has now been completed and the Homeless Strategy is in place. Partnerships are now developed to ensure the homeless service works closely with Housing providers, Health and Social care and Revenues staff to ensure homeless prevention is prioritised and appropriate housing solutions are sourced. Performance reporting now indicates that homeless assessments are made within 28 days and the time spent in temporary accommodation has reduced. |
| COM04c | Gypsy/Travellers | There is a risk that the Council could be in breach of the Scottish Government's minimum site standards. This may result in scrutiny from the Scottish Housing Regulator and/or the Scottish Government. | **Mitigation Plan**<br>1. Implementation of Improvement Plan to meet standards as set out by Scottish Government<br>2. Regular monitoring of the Improvement Plan | | | | An allocation of £338k has been made to address the need to meet minimum site standards on the Gypsy/Traveller site at Glenluce. |

| | | | | | | |
|---|---|---|---|---|---|---|
| | | | **Contingency Plan**<br>1. Carry out site assessments to identify the required investment needed to achieve the minimum site standards.<br>2. Seek agreement for inclusion of costs for site improvements in the Council's Capital Investment Strategy<br>3. Continue to communicate with the Scottish Government to ensure that the needs of Gypsy/Traveller site residents are considered as a priority in future decision making. | | | Members have also agreed to receive a future report setting out the options to resolve the current issues presenting at the Collin site. In addition, a remedial plan has been submitted to the Scottish Housing Regulator as they have requested. |

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**Appendix 2**

## WORKFORCE PLANS

### 1. Neighbourhood Services

Revenues and Benefits | Welfare Reform | Tackling Poverty | Homelessness Prevention | Customer Service Centres | Libraries | Registration | Arts and Museums | Festivals and Events | Grounds Maintenance | Street Cleansing | Litter Prevention | Burial Grounds | Parks and Open Spaces | Public Conveniences

### 1.1 Civic and Local Services

Functions
Neighbourhood Services consists of a broad range of functions including:
- Community Assets
    - Grounds Maintenance
    - Street Cleansing
    - Burials
    - Public Conveniences
    - School Crossing Patrols
    - Community and Village Halls
- Arts and Museums
- Events

In the coming 5 years the "Communities approach" will significantly alter the way we deliver services with our communities, giving a much greater emphasis to community partnership, engagement and participation. Our staff will need to be equipped to deliver a broader range of services, to communicate effectively with individuals and community groups, and to build community views and values into service delivery. Our services will wherever possible recognise that community groups and individuals have valuable knowledge of the talent, experience and skills available at local level, and give full appreciation to the benefits which these can bring to bear on our own service delivery.

The development of the Street-scene approach within Community Assets – empowering employees to acquire new skills, to communicate within their service areas, and to proactively deliver services within increased levels of delegation – will assist in delivery transformative service change.

Whilst our Community Assets Services continue to be managed and delivered in the context of four local areas there will also be important functions which will benefit from the development of specialist skills for delivery across the region e.g. with respect to safety inspections and the use of specialist machinery.

Transfer of service delivery to community and voluntary groups, and the establishment of the appropriate delivery vehicles to achieve this may also have a significant impact within the Arts and Museums sector.

Key Workforce Challenges

Scarcity of capital funding for the development of community assets has led to an increased reliance on community groups bringing forward proposals for expenditure on play park equipment, furniture etc.  The potential for this to be a feature of future service delivery is heightened by the new legislative framework embodied by the Community Empowerment Act 2015 and in particular the elements associated with Community Asset Transfer and Right to Buy.  The ability of the service to work co-operatively with such groups in supporting the delivery of new and enhanced facilities will be key to maximising the benefits achieved through external funding.

The Service Review of Community and Neighbourhood Services undertaken in 2015 identified financial and operational benefits which might be gained from implementing more flexible working practices and employing staff on 5/7 contracts or on weekend only contracts.  Staff have been moved to non-seasonal contracts during 2017 and the impact of this will be kept under review.

Management and staff representatives have begun the development of a "Skills Matrix" which will help to provide a career path and structure for progression within the key skill sets, both technical and generic, which we would expect staff working within the Street-scene service to possess.  This will also provide greater consistency of pay and conditions and job enrichment for all employees, as well as improving service delivery.

The Scottish Government is encouraging the development of Litter Prevention Action Plans which will encourage a more proactive approach to litter prevention and is currently consulting on a draft Code of Practice on Litter and Refuse which will relax the reactive targets for litter issues where authorities have given greater priority to prevention.  This will require the Council to enable greater numbers of staff to issue Fixed Penalty Notice's for litter and other offences, and invest in further educational and marketing activity to promote anti-littering messages.

Our Museums and Galleries continue to face the challenge of attracting visitors on a seasonal or year round basis.  The Council has invested significantly on a new Art Gallery in Kirkcudbright and is currently reviewing its options for the Gracefield Arts Centre and Gallery in Dumfries.  Despite increased footfall in recent years, recent data has indicated that this might have plateaued for now and there is a continuing need to ensure that Museums and Arts officers are effectively trained in programming and marketing.  The service is currently replacing its Collections Management System which should enable a greater proportion of staff to be able to access and update the system.

Future Workforce Requirements

The new Skills Matrix development for the Street-scene approach is likely to require staff to acquire a broader range of skills through a combination of formal training and on the job experience.  This is likely to lead to a greater proportion of band 4/5 posts within the Community Assets workforce, reflecting the enhanced skills, though it is also likely that this will be achieved through a small further reduction in the overall staffing complement within this service.

The training available for the service's workforce has been prioritised towards that which safeguards health and safety for workers and the general public. The service will continue to review its ability to deliver training to workforce through peer coaching and mentoring and through on the job training, toolbox talks etc. Where this is not possible then we will work with Lifelong Learning and Development to procure external training.

The management structure within the service has been revised in line with the Council's overall reshaping. It is notable that the number of posts at band 10 and above is very small and reflects an efficient span of control within the service. Operational supervision and management has been significantly delegated to posts at band 7 – 9 and there will be an ongoing need to provide training, coaching and mentoring to staff at these levels, many of whom have been promoted from within the service. We have begun work on a development programme for Community Assets Supervisors with colleagues in Lifelong Learning, the first sessions of which took place in June 2017.

Analysis of workforce by age suggests that there is a need to refresh a significant element of our services. There are a surprising number of staff who are more than 70 years of age, and whilst the majority of these are School Crossing Patrol Attendants or Public Convenience Cleaners issues relating to lone working, for the latter group in particular, would suggest the need to review existing employment arrangements.

The fact that we have considerably more employees over the age of 60 as opposed to under the age of 30 should cause some concern over the sustainability of the service's workforce in the medium term. The Skills Matrix development for community assets should provide some career structure within this service. A number of senior staff within the Arts and Museums Service are also approaching 60 years of age and it will therefore be sensible to seek to succession plan in advance of their retirement. There has been an element of staff recruitment made possible through the Kirkcudbright Art Gallery project.

The lack of access to modern apprenticeships within services over the last several years has limited options for bringing in younger staff and will need to be addressed. In terms of gender balance the service's supervisory and managerial ratio is broadly one to one at band 7 and above. Male supervisors dominate in band 7 (primarily community assets and community safety) whilst females are more represented at band 8 (within the arts and museums service). At bands 9 and above there is almost complete parity. However whilst males comprise a significantly greater part of the workforce at bands 3 – 6, females are much more represented at band 3 (Living Wage). This has to be a concern, and will be addressed to specifically seek to make full time Community Assets posts more attractive to female applicants (both internal and external).

### 1.2 **Customer Services**

Functions

Customer Services consists of a broad range of functions including:

- Financial Wellbeing and Revenues
    - Benefits and Financial advice
    - Revenue Services
    - Homelessness and Housing Options

- Customer Services
    - Libraries
    - Registration (Births, Deaths and Marriages)
    - Customer Service Centres
    - Archives and Local Studies

- Gypsy Traveller Liaison and Sites

The portfolio is designed to maximise the synergies between service planning and front line delivery which results in a more customer focussed and responsive approach but also generates efficiencies. The focus is to "do it once and do it well" and ensure that barriers to access services and information are removed (particularly important for our most vulnerable).

UK and Scottish Government policy decisions have an impact on Strategic Workforce Planning for this Service, such as Welfare Reform (introduction of Universal Credit) and Council Tax/Non Domestic Rates reform.

Over the next five years the "Communities approach" model will be a key driver in relation to service delivery, greater emphasis on Community partnership, engagement and volunteering for example. Effective partnership working with key external agencies (e.g. DWP) and Registered Social Landlords is absolutely critical to deliver our ambitions in relation to Strategic housing and improving the homeless service. There is also a need to focus on inclusive growth to avoid the gap between financial wellbeing and poverty increasing.

Customer services require a mix of very specialist staff (Registrars, Homeless Officers, qualified housing professionals and Benefit Officers etc.) to ensure our statutory functions are effectively discharged and more "generic" staff who are able to adapt/translate effective management and leadership into a variety of settings.

Key Workforce Challenges

- Full roll out of Universal Credit. Key staff require to fully translate this into a D&G context and support dealing with the consequences of reduced household income/wider implications.
- The cultural shift required across certain categories of staff to move from 'technical' roles to more generic functions.
- Providing the strategic leadership across the housing sector to discharge the Council's role as Strategic Housing Authority to deliver national, and local, priorities.
- Designing and planning services that deliver more proactive/early interventions as opposed to reactive/"crisis" services.  This is a key consideration for the homelessness service and will require sustainable "resource shift".
- Developing effective core manager/leadership competencies in key staff that currently have gaps in overall performance.
- Continuing to maintain effective staff engagement and empowerment during substantial periods of change.
- Availability of capital funds to deliver key projects (gypsy traveller sites, regional archive facility, ICT developments etc.).
- Delivering effective and sustainable shared services and dealing with the associated cultural changes.
- Recruitment and retention of staff.
- Ensuring we have the right staff resources in place to ensure our services comply with relevant legislation and meet the expectation of the Scottish Housing Regulator.
- Succession planning to ensure crucial technical knowledge is retained by the organisation.
- The need to adapt to changes in the external environment such as new legislation or the introduction of different policy approaches at a national level.
- The need to continue to reduce staffing levels balanced with the requirement to deliver agreed front line services.
- Maximise the use of agile working opportunities to help retain our staff, meet our obligations under the terms of the Equality Act and reduce our fixed overhead costs. This includes innovative use of ITC.
- Some of our staff deal with the most vulnerable on a daily basis and encounter extremely difficult and distressing circumstances.  Need to ensure staff welfare.
- Balance service delivery, Council efficiencies and staff expectations in relation to the Council ERVS scheme and associated policies.

- The high expectations associated with dealing with poverty in our region and the need to mitigate the impact of 'external factors' the Council has limited control over.
- The age profile of our staff highlights a significant proportion are 56 years of age plus (please see diagram 1).
- The need to develop models of front line service delivery that reflects specific demographics and circumstances as opposed to a one size fits all design.
- Ensure our work force is outward looking and willing to work across services, and organisations, to deliver the best outcomes for our communities.
- The required cultural shift for some customers to make more use of "self service" and the ITC infrastructure to facilitate it.

<u>Future Workforce Requirements</u>

- Focus on effective recruitment and retention of staff in Dumfries and Galloway.
- A sustainable training and development programme that supports staff to develop the necessary skills and competencies.
- A sustainable approach to succession planning (including peer support and mentoring)
- Ongoing availability of 'real time' staffing information to ensure responsive and robust planning/decision making.
- Consider the future capacity of staff as overall workforce reduces including the impact on staff wellbeing.
- Consistent approach to managing ERVS and related policies in terms of staff expectations, future service requirements and sustainable savings.
- Beneficial to consider the Council wide approach to Complaints, FOI, investigations etc. from a staffing capacity/skills set perspective to highlight alternative more sustainable/efficient arrangements.
- An effective programme of Modern Apprentices and/or Graduates to both support young people and sustain our workforce in the future.

## 2.  **Community Planning and Engagement**

Functions

- Community Development (including Community Asset Transfer; Community Benefit, Fairtrade, Participatory Budgeting, Participation Requests and Volunteering)
- Community Engagement (including Community Councils, Community Participation and Engagement)
- Community Planning (including Syrian Refugee Resettlement Project)

Delivery of these three functions at local level is undertaken through

- Ward Working

In addition, we are responsible for

- Civic hospitality, Armed Forces and liaison with the Lord Lieutenancies

All aspects of the service are mutually supportive and are part of the national and Council focus on the empowerment of the individuals and communities.

Demographic Profile

The Management Team are included in Bands 13-16 and those reporting to the Community Planning and Engagement Manager each have between three and four direct reports. This means that the service is very balanced across all the teams.

The gender balance and age profile is also fairly well balanced and will allow for succession planning as required. We maximise opportunities for bringing Talentpool colleagues and Graduate Placements into the service for temporary periods.

Attendance and participation

The attendance figures are also very positive with 100% for the majority of months since the service's establishment in 2016; and there is high participation in training and development opportunities (on average over 80%); and the Staff Survey (between 50-75% on each occasion).

Key Workforce Challenges

There is a Development Programme which sees a whole Team Development session twice a year as we are at the cutting edge of the Council's transformation agenda. The Programme features briefings and information updates on key functions of the service; Health and Safety; presentations and Q and A sessions with other Council services; and sessions run by key partners. The challenge is moving the team forward in new empowerment opportunities while delivering the day to day activities at a high standard.

Additional sessions are arranged as required – e.g. a bimonthly session between the Ward Officers and Community Asset Managers; and one-off sessions with Democratic Services and Finance and Procurement training around Common Good Sub-Committees and Trusts.

Individual Skills Audit and Training and Development Plan
An individual Skills Audit was undertaken within one month of the service being in place to record the mandatory training completed and identify any gaps for the initial Training and Development Plan.  Other training and expertise that individuals bring to the service has also been recorded.  Personal Development Reviews for all staff are undertaken which has enabled the Training and Development Plan to be completed and submitted to Lifelong Learning Service each year.

We undertake personality work to ensure we are deploying out team in the most effective and efficient way; and also align our support for community groups and partners to best effect.

Individuals are encouraged to attend national events; put their names forward for Continuing Professional Development opportunities ( e.g. Associate Inspectors with Education Scotland); and participate in benchmarking and peer groups (e.g. Community Planning Network).There is unlikely to be sufficient funding available for the full T&D Plan and so prioritisation will be required.

'Champions'
Members of the service have a 'champion' role in addition to the portfolio for their post. This includes things like communications, environment, health and wellbeing, equality and diversity. Officers give an update as appropriate by email and/or at the Team Development Sessions and feedback evidences that staff find this an enjoyable and fulfilling role.

Management and supervision
There is a face to face meeting for every member of the team with their direct line manager on a monthly basis, using a standard agenda which is adapted as required. An action note is issued shortly after the meeting by the manager.

The Management Team meets monthly, with the Finance Officer and other officers invited to attend as required. Again, a standard agenda is produced and a note of the meeting is taken. The Community Planning and Engagement Manager attends the Communities Directorate meetings.

Future Workforce Requirements

New legislative Duties and Council Priorities
The service is at the forefront of the implementation of a number of empowerment legislative requirements on the Community Planning Partnership and Council. This requires training and support; benchmarking; and personal development to ensure that these Duties are appropriately fulfilled.
The Council's focus on community empowerment requires cultural change across Directorates and a close working relationship with Elected Members which the service's staff are expected to lead by example.
The increasing focus on place and a different balance between our Council and volunteers/our communities means that Ward working is increasingly seen as the lynch-pin and that bring with it opportunities to be embraced and challenges to be met.

Flexible and agile working
The nature of the Ward Working posts in particular means that staff are often working from different offices, often with no other team members in the area; working at different times of day and weekends; and working with different communities. This demands new skills in terms of using new technology and being flexible in managing calendars and communications.

### 3. Statistical information

There are a number of changes being put in place to align the Neighbourhood Services staffing complement with the new Senior Management structure – in particular the co-ordination of poverty activity, gypsy traveller sites, responsibility for legacy properties and Customer Excellence all move outwith Neighbourhood Services.

Therefore the charts presented here (which covers both Neighbourhood Services and Community Planning and Engagement Service) are indicative only and will change over the coming weeks and months.

**Chart 1: Establishment Positions (Including Vacancies) by Band/Grades**

Band 01-09: 540
Band 10-12: 34
Band 13-15: 14
Band 16 + Head of...: 3
Directors: 0
D&GC Other: 0
Teachers: 0
Others -Education: 0

Legend: No of Positions

**Chart 2: Age Profile by Gender (Positions)**

| Age | Female | Male |
|-----|--------|------|
| <20 | 0 | 1 |
| 20-29 | 20 | 18 |
| 30-39 | 31 | 45 |
| 40-49 | 90 | 56 |
| 50-59 | 113 | 87 |
| 60+ | 50 | 52 |
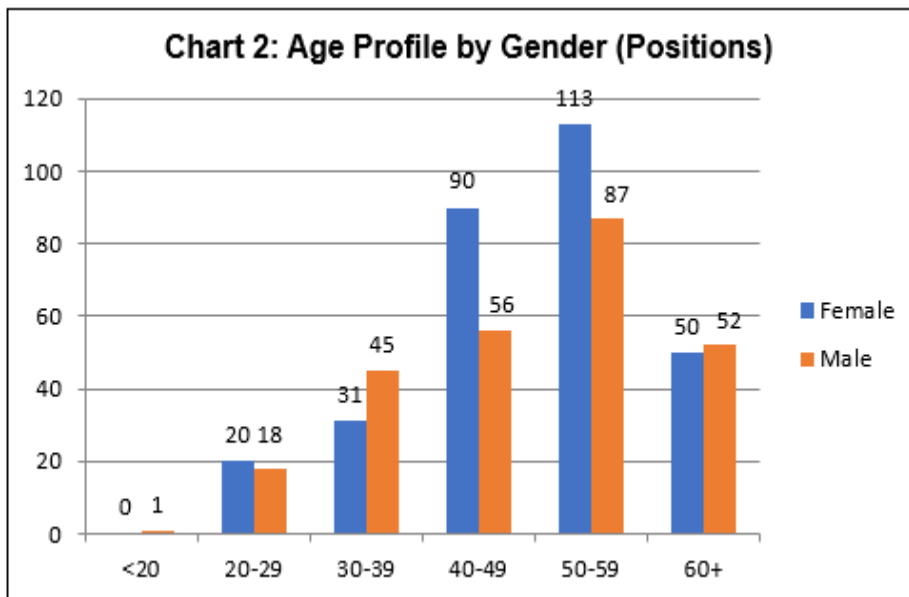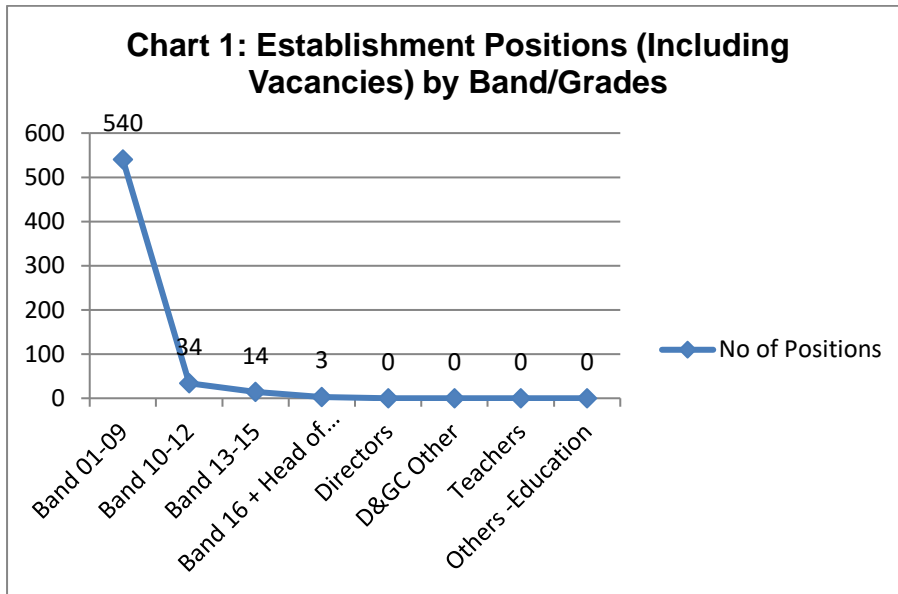
## Chart 3: Age Profile by Bandings (Positions)

|  | Band 01-09 | Band 10-12 | Band 13-15 | Band 16 + Head of Service | Directors | D&GC Others | Teachers | Others - Education |
|---|---|---|---|---|---|---|---|---|
| <20 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 20-29 | 38 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 30-39 | 69 | 5 | 2 | 0 | 0 | 0 | 0 | 0 |
| 40-49 | 124 | 14 | 7 | 1 | 0 | 0 | 0 | 0 |
| 50-59 | 182 | 13 | 3 | 2 | 0 | 0 | 0 | 0 |
| 60+ | 99 | 2 | 1 | 0 | 0 | 0 | 0 | 0 |

Legend: <20, 20-29, 30-39, 40-49, 50-59, 60+
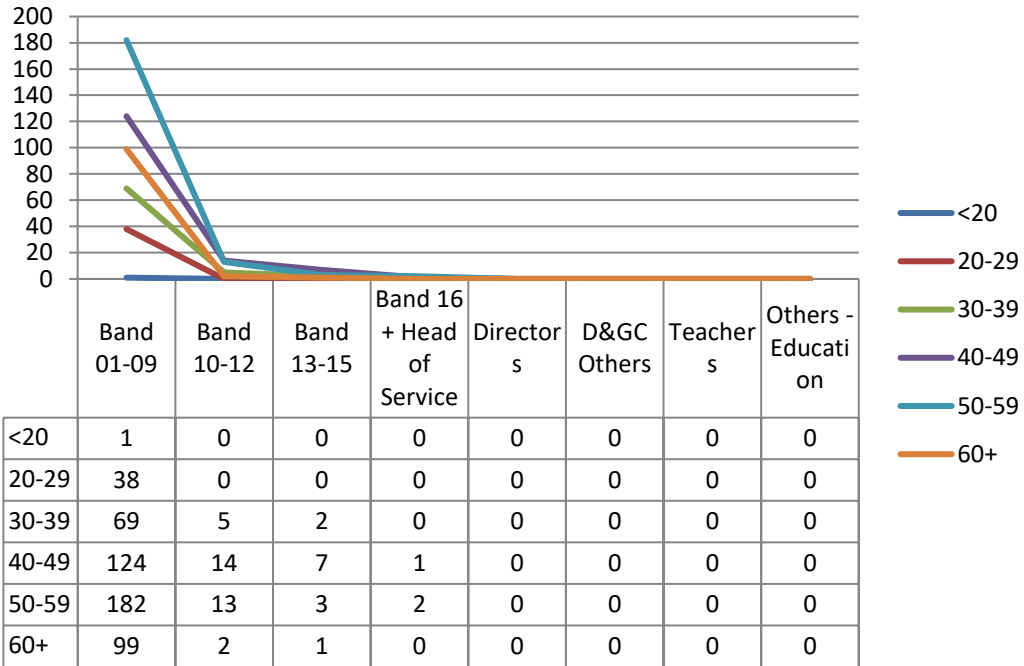
## Chart 4: Age Profile by Gender and Type (Positions)

|  | <20 | 20-29 | 30-39 | 40-49 | 50-59 | 60+ |
|---|---|---|---|---|---|---|
| Female (Permanent) | 0 | 14 | 30 | 85 | 106 | 46 |
| Female (Fixed Term) | 0 | 6 | 1 | 5 | 7 | 4 |
| Male (Permanent) | 0 | 16 | 40 | 49 | 86 | 50 |
| Male (Fixed Term) | 1 | 2 | 5 | 7 | 1 | 2 |
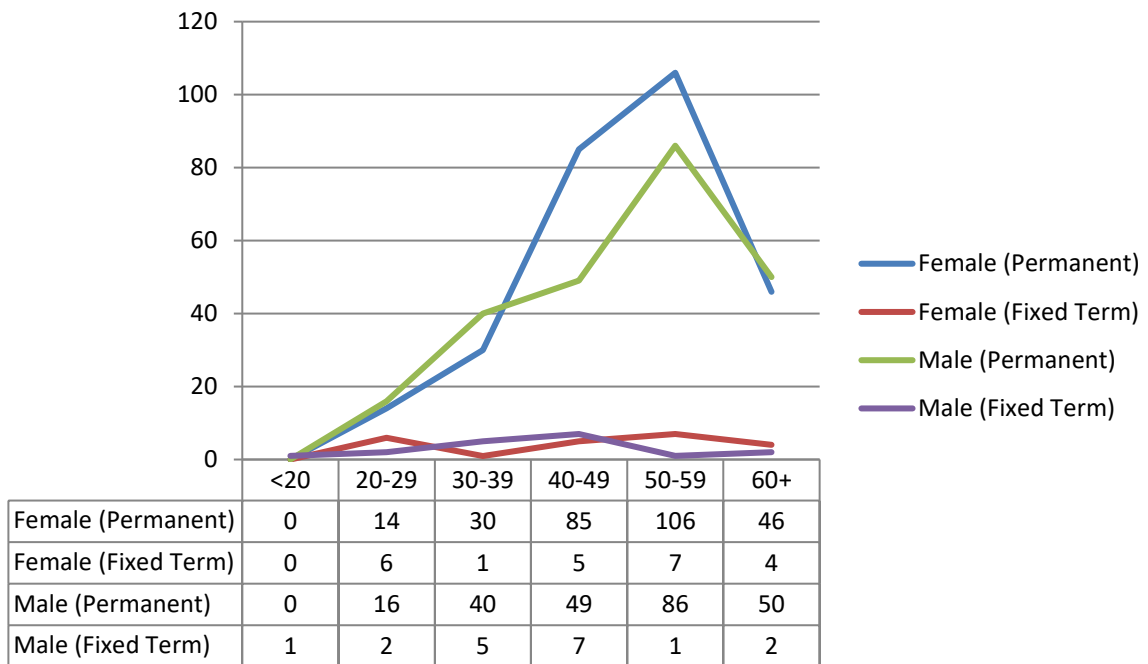
## Chart 5: Age Profile by Gender and Basis (Positions)
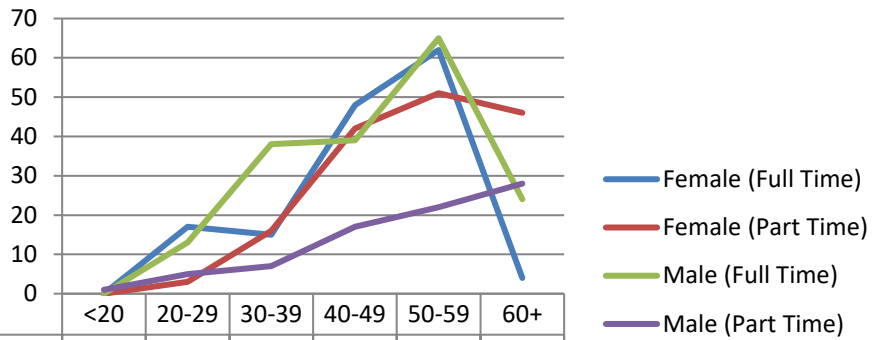
| | <20 | 20-29 | 30-39 | 40-49 | 50-59 | 60+ |
|---|---|---|---|---|---|---|
| Female (Full Time) | 0 | 17 | 15 | 48 | 62 | 4 |
| Female (Part Time) | 0 | 3 | 16 | 42 | 51 | 46 |
| Male (Full Time) | 0 | 13 | 38 | 39 | 65 | 24 |
| Male (Part Time) | 1 | 5 | 7 | 17 | 22 | 28 |

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**Appendix 3 - The Analysis of Neighbourhood Services and Community Planning and Engagement Service Budgets for 2019/2020**

| Neighbourhood Services Communities Budget Estimates Summary Subjective Analysis | Anti-Poverty | Arts & Culture | Customer Services | Events | Financial Wellbeing & Revenues | Travelling Persons | Community Assets | Community Planning, Engagement & Ward Working | Total Budget Estimates for Neighbourhood Services |
|---|---|---|---|---|---|---|---|---|---|
| | £ | £ | £ | £ | £ | £ | £ | £ | £ |
| **Expense** | | | | | | | | | |
| Staff Costs | 64,333 | 1,145,858 | 2,327,203 | 73,957 | 4,122,682 | 63,538 | 4,774,989 | 1,730,321 | 14,302,881 |
| Property Costs | 0 | 278,484 | 313,315 | 9,479 | 967,759 | 36,041 | 941,237 | 691 | 2,547,006 |
| Transport Costs | 0 | 6,263 | 41,440 | 695 | 34,468 | 0 | 1,292,586 | 16,620 | 1,392,072 |
| Supplies, Services and Administration Costs | 40,000 | 271,767 | 331,393 | 21,874 | 749,989 | 4,800 | 1,199,082 | 56,327 | 2,675,232 |
| Payments to Other Bodies | 1,645,605 | 195,974 | 0 | 401,615 | 45,030,540 | 0 | 0 | 517,139 | 47,790,873 |
| | **1,749,938** | **1,898,346** | **3,013,351** | **507,620** | **50,905,438** | **104,379** | **8,207,894** | **2,321,098** | **68,708,064** |
| **Income** | | | | | | | | | 0 |
| Fees and Charges | 0 | (373,997) | (1,150,702) | (165,698) | (2,102,412) | (37,910) | (1,473,491) | (33,000) | (5,337,210) |
| Government Grants | 0 | 0 | 0 | 0 | (38,444,497) | 0 | 0 | 0 | (38,444,497) |
| Other Grants | 0 | (238) | 0 | 0 | (54,425) | 0 | 0 | 0 | (54,663) |
| Other Contributions/Donations | 0 | (16,637) | 0 | 0 | 0 | 0 | 0 | 0 | (16,637) |
| Other Income | 0 | 0 | 0 | 0 | (1,000) | 0 | 0 | 0 | (1,000) |
| Internal Recharge Income | 0 | (2,800) | 0 | 0 | (1,078,666) | 0 | (1,990,333) | 0 | (3,071,799) |
| | **0** | **(393,672)** | **(1,150,702)** | **(165,698)** | **(41,681,000)** | **(37,910)** | **(3,463,824)** | **(33,000)** | **(46,925,806)** |
| | | | | | | | | | |
| **Net Expenditure** | **1,749,938** | **1,504,674** | **1,862,649** | **341,922** | **9,224,438** | **66,469** | **4,744,070** | **2,288,098** | **21,782,258** |

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