

Safe and Healthy Communities

Business Plan 2019-2023



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1. Introduction

Safe and Healthy Communities was created in April 2019 and brings together the following services which enhance the quality of life and protect our local communities:-

- Community Protection (Environmental Health and Trading Standards)
- Leisure and Wellbeing
- Lifelong Learning (Adult Learning, Family Learning, Digital Learning, Coach Development and Training and Development)
- Resilience and Community Safety (Including Licensing Standards, HMO Licensing and Landlord Registration)
- Young Persons Services (Youth Work Service, Youth Participation and Engagement, Duke of Edinburgh Award and Champions Board.)

These services make a significant contribution to our Council's priorities, impacting positively on the lives of our communities and vulnerable people, in particular. This ranges from the provision of health and wellbeing activities targeted at people of all ages including the range of excellent leisure facilities on offer across our region to targeted interventions for our most vulnerable young people and adults to build confidence, promote equality & diversity and achieve qualifications to help with employability prospects. Our flagship young people's event, "Youth Beatz" plays a major role in supporting our local economy. We are taking a lead on Poverty and provide a range of services to families and children through our Family Centres.

We are helping to keep our Communities safe through our community resilience model and emergency planning arrangements supported by our ongoing commitment to tackle anti-social behaviour through our localised Community Safety teams.

We are ensuring our public are safe through our Environmental Health and Trading Standards teams and by the maintenance and monitoring of high quality standards, working closely with businesses across our region.

Finally, our training and development unit ensure that our staff possess the statutory, legislative and essential skills to perform their duties safely and to the highest standards.

This Service Plan will establish clear expectations on how our services will contribute to the delivery of the Council Plan 2017-22 within the context of national, local and organisational drivers of change. However, these expectations must be considered in the context of the transformation of the Council which is creating a radical shift in the way services are organised and delivered to address the competing priorities of reduced resources.

We have 342 people, 263 FTE's and 378 positions and an annual Revenue Budget which comprises:-

Community Protection	£1.005m
Leisure and Wellbeing	£4.6m
Lifelong Learning	£1.807m
Resilience and Community Safety	£1.25m
Young Persons Services	£1.12m

2. Values, objectives and behaviours












The vision, values, objectives and behaviours of the service have been shaped and influenced by our work with communities and key stakeholders including input from our staff.



3. Delivering the Council Plan

3a. Contribution to Priorities and Commitments

The contribution of Safe and Healthy Communities Services to the Council Priorities and Commitments is illustrated below with the detailed activity set out in **Appendix 1**.

<p>1 Build the Local Economy</p> <div style="display: flex; justify-content: space-around; align-items: center;">    </div> <p>Our commitments are to:</p> <table border="1" style="width: 100%; text-align: center;"> <tr> <td style="background-color: #f4a460; color: white; padding: 5px;">Improve the level of skills within our communities and workforce</td> <td style="background-color: #f4a460; color: white; padding: 5px;">Support our small and medium sized businesses to be established and grow</td> </tr> <tr> <td style="background-color: #f4a460; color: white; padding: 5px;">Invest in our key infrastructure</td> <td style="background-color: #f4a460; color: white; padding: 5px;">Provide an attractive location to do business</td> </tr> </table> <p>The Safe and Healthy Communities service provide a lead role in providing training solutions for our internal workforce and accredited qualifications for young people and adults.</p>	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	<p>2 Provide the best start in life for all our children</p> <div style="display: flex; justify-content: space-around; align-items: center;">    </div> <p>Our commitments are to:</p> <table border="1" style="width: 100%; text-align: center;"> <tr> <td style="background-color: #4f81bd; color: white; padding: 5px;">Ensure early intervention, in particular to keep our region's most vulnerable children safe</td> <td style="background-color: #4f81bd; color: white; padding: 5px;">Invest in creating schools fit for the 21st Century, which are at the heart of our communities</td> </tr> <tr> <td style="background-color: #4f81bd; color: white; padding: 5px;">Raise ambition and attainment, in particular to address inequalities</td> <td style="background-color: #4f81bd; color: white; padding: 5px;">Support children to be healthy and active</td> </tr> </table> <p>The Safe and Healthy Communities service lead on the Council's tackling poverty agenda and provide a range of early interventions and issue based support for our vulnerable young people.</p>	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
Improve the level of skills within our communities and workforce	Support our small and medium sized businesses to be established and grow								
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Tackle the causes and effects of inequality and poverty	Help older or vulnerable people live healthy and independent lives								
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Increase equality of opportunity									

1. Build the local economy	
<p>Improve the level of skills within our communities and workforce</p> <p>Support our small and medium sized businesses to be established and grow</p> <p>Invest in our key infrastructure</p> <p>Provide an attractive location to do business</p>	<p>Community Protection:</p> <ul style="list-style-type: none"> • engages with all local farmers, businesses, food and non-food manufacturers across Dumfries and Galloway to ensure they are fully compliant with all relevant legislation. National and international reputation, success and growth of this vital sector in our local economy. Provides advice, guidance and support to businesses during the transition of our exit from the EU. • engages with economic development partners to deliver the food and drink strategy. • provides an accredited calibration service for local businesses to help them comply with industry assurance schemes and to evidence the standards required from commercial buyers. • delivers agreed objectives of the Scottish Animal Health and Welfare Framework and aims to meet the minimum level of service, or higher, where we can. • Regulates climate change and environmental issues such as single use bags, energy efficiency labelling on electrical consumer goods and air quality. • Operates our Trusted Trader Scheme which recognises good business practices whilst deterring consumers from using traders who do not meet legal standards. <p>Leisure and Wellbeing:</p> <ul style="list-style-type: none"> • contributes to the regional economy with the delivery of local, national and international sporting events within our leisure facilities. • delivers an effective programme of training and continuous development for our workforce and third sector community sports clubs, including strong relationships with Further and Higher Education providers in our region. • provides volunteer opportunities both to young people and adults to provide valuable work experience and providing opportunities to develop skills and experiences that would support into employment locally. <p>Lifelong Learning:</p> <ul style="list-style-type: none"> • significantly improves the level of skills within our communities and workforce. • develops and delivers a range of training, learning and development solutions for Council staff, working with all Directorates to prioritise statutory, legislative and essential training needs. This includes a wide range of

	<p>face to face and e-learning training courses through flexible learning online (FLO).</p> <ul style="list-style-type: none"> • operates a single Scottish Qualifications Authority (SQA) Centre for our Council, enabling the Council to deliver accredited qualifications including SVQ's, Personal Development Awards (PDA's) and other SQA related qualifications for staff and other learners in the community. • works closely with the Corporate Health and Safety Team to provide a comprehensive programme of Health and Safety training for staff. • delivers a wide range of accredited and non-accredited programmes through our community-based staff aimed at developing core life skills (digital, literacy, numeracy, communication, confidence) and English for Speakers of other Languages (ESOL) and which enables progression to other positive destinations such as volunteering, employment or further learning. • helps to promote Scotland's Digital Participation Charter and develops the digital skills of staff and learners to participate in the digital world. This includes support to new and existing Universal Credit claimants. • delivers ESOL classes which develop English language skills for anyone who has English as a second language such as refugees, asylum seekers and migrants, including refugees who have settled in Dumfries and Galloway as part of the Syrian Refugee Resettlement programme. The development of these skills enhances employability prospects and enables individuals to participate in and contribute to our communities. • provides family learning programmes aimed at increasing opportunities for parents to grow in confidence, develop skills or gain a qualification which enhances employability prospects and can lead to other positive destinations. • coordinates a programme of sport related education, development and CPD opportunities which develops the skills of individuals. • provides opportunities for individuals to develop volunteering skills and be deployed as volunteers, enhancing employability, including members of the Tackling Poverty Reference Group. <p>Resilience and Community Safety:</p> <ul style="list-style-type: none"> • HMO Licensing and Private Landlord Registration scrutiny increases standards, inspires customer confidence and encourages growth through attracting increased investment.
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	<ul style="list-style-type: none"> • offers appropriate advice to Private Landlords ensures growth in the sector. • provides Business Continuity Advice to SMEs and the third sector. • enforces car parking in disc-controlled town centre car parks to enable the supply of customer parking throughout the working day. • LSO visits to Licensed premises increases standards, and as a result footfall and growth. <p>Young Persons Services:</p> <ul style="list-style-type: none"> • makes a significant contribution to the attractiveness of our region through our sector leading youth events programme, including Youth Beatz. The Toon, which forms a key element of Youth Beatz is the cornerstone of youth information and youth work for the event and has significant economic and community impacts. • makes positive impacts to the lives of our young people, building confidence, skills and community and working life. • creates volunteering opportunities both to young people and adults to provide valuable work experience and providing opportunities to develop skills and experiences that would support into employment locally. • provides training and development programmes that are delivered with young people to build on their skills and talents to further support them into employment or training such as Nithsdale challenge, Intergenerational projects, etc. • providing local young people with job opportunities through Youth Activity Worker posts. • supporting local young people who are starting their own business by giving access to resources and support with funding particularly within the new social enterprise hub within Youth Enquiry Service facility.
<p>2. Provide the best start in life for all our children</p>	
<p>Ensure early intervention, in particular, to keep our region's most vulnerable children safe</p>	<p>Community Protection:</p> <ul style="list-style-type: none"> • participates in Child Safety week, promoting messages on the safety of consumer products. • Carries out food hygiene inspections in our schools to ensure the food served is safe. • buys and tests items that have caused or may have caused injury to children. • carries out test purchasing for underage sales of cigarettes and nicotine vapour products to ensure our young people cannot easily obtain these products
<p>Invest in creating schools fit for the 21st century which are at the heart of our communities</p>	

<p>Raise ambition and attainment, in particular to address inequalities</p>	<p>Leisure and Wellbeing:</p> <ul style="list-style-type: none"> • supports community use of the school estate through our Community Sports Hub approach. • celebrates local sporting and volunteer successes with civic recognition and support our local athletes to excel through our talented athlete programme. • providing Wellbeing services working with NHS Public Health through the joint unit 'DG Health and Wellbeing'. • making a significant contribution to the active lifestyles of children and young people through our facility based "Learn to" schemes. • maintaining close links with the Council's Active Schools team and helping to increase physical activity participation levels contributing to sportscotland's "changing lives" agenda.
<p>Support children to be healthy and active</p>	<p>Lifelong Learning:</p> <ul style="list-style-type: none"> • significantly contributes to providing the best start in life for all our children in Dumfries and Galloway. • delivers family centres in Lochside (Dumfries) and at Park School (Stranraer) which provide support to the most vulnerable children and their families. These facilities are also used by Social Work to facilitate supervised family "contact" sessions. • delivers a wide range of family learning programmes in schools and communities which are focused in the communities with the greatest identified needs and contribute to closing the poverty related attainment gap. • helps to increase physical activity and participation in sport by delivering a programme of sport related education, development and CPD opportunities for staff and members of the local community. • provides qualified support to enable the provision of Employability Awards and Youth Work related awards for our Young People. <p>Resilience and Community Safety:</p> <ul style="list-style-type: none"> • enforces minimum property standards in the private rented sector ensures healthier and safer living conditions. • liaises closely with colleges and universities to increase student accommodation standards. • provides a single point of contact for Police, local authority staff and front-line professional to safeguard people who might be vulnerable to being drawn into terrorism.

	<p>Young Persons Services:</p> <ul style="list-style-type: none"> • provides Youth Information workers in every secondary school one day per week providing low level psychological support the mental health crisis in Scotland. This has been a partnership with the Youth Enquiry Service, NHS Mental health team and Education. • facilitates Issue based groups – supporting our most vulnerable young people at the earliest stages through referral from partners in criminal justice, education and social work. These groups include bereavement, LGBT+, Care experienced young people. • contributes to Anti-Poverty work – Period poverty - every youth group has free sanitary products for young people to access and take away. Food – all young people given access to meals through youth work services. School clothing bank – to ensure all young people have access to school uniforms and stationery to attend school. • works with NHS Sexual health to deliver C2U across the region to ensure that young people have access to sexual health information and advice as well as contraception. • delivers Young Person’s Services in a range of settings, including the school estate, both as part of school-based and community-based youth work provision. • provides support to schools with wider achievement accreditation. Input on issue-based work and youth information workers. • provides support to young people’s overall health and wellbeing – physical, mental and emotional through a range of services in house and also in partnership with local organisations and company’s – Dry Bar training, Detached youth work, Happy Feet, Stress Heads.
<p>3. Protect our most vulnerable people</p>	
<p>Tackle the causes and effects of inequality and poverty</p>	<p>Community Protection:</p> <ul style="list-style-type: none"> • monitors air quality across Dumfries and Galloway and can act to require improvement if necessary. • monitors the quality and safety of private drinking water supplies and can assist any required improvement. • monitors our inland waters for toxic blue green algae and informs the public and other stakeholders when there is an issue. • provides signposting at several bathing beaches to inform the public of the water quality. • implements the Food Hygiene Information Scheme and issue ‘Pass’ or ‘Improvement required’ certificates to
<p>Help older or vulnerable people live healthy and independent lives</p>	
<p>Ensure our older or vulnerable people receive the care and support they need</p>	

<p>Keep our communities safe</p>	<p>inform the public of the hygiene status of catering premises.</p> <ul style="list-style-type: none"> • monitors the national consumer helpline to provide intelligence on unfair or illegal trading practices that may be causing consumer detriment. • participates in joint project work with Police Scotland on prevention and detection of doorstep crime. • provides support to victims of nuisance phone calls and scam mail, fitting call blocking devices into the homes of those who would benefit. • Border Policing Command work closely with Trading Standards at a local and national level to tackle not only the threat of terrorism but also public health priorities and the animal and welfare issues that we encounter. <p>Wellbeing services:</p> <ul style="list-style-type: none"> • focus on the benefits of physical activity for those with long term conditions. We prioritise this area and work closely with partners across Health and the Third Sector, drawing external money to lead the delivery of '@Move More' cancer rehabilitation programme. • Through our Active Communities and Facility based programmes, work with partners to deliver social prescribing interventions as part of the pathways developed in H&SC and developing a targeted pricing and membership strategy to reduce inequalities of access. <p>Lifelong Learning:</p> <ul style="list-style-type: none"> • significantly contributes to protecting our most vulnerable people. • delivers a wide range of accredited and non-accredited programmes which develop core life skills (digital, literacy, numeracy, communication, confidence, ESOL) which support people who are living in poverty to move from dependence to independence and enhance employability prospects. • supports the members of the Tackling Poverty Reference Group to contribute to this area of work and with their own personal development. • delivers “holiday hunger” provision as part of our programmes delivered during school holidays. • provides ESOL classes by helping to keep people safe by enabling individuals with English as a second language to participate in and contribute to our communities, including refugees who have settled in Dumfries and Galloway as part of the Syrian Refugee Resettlement programme.
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- provides training and qualifications which help to protect our most vulnerable and keep our communities safe such as SVQ qualifications in Social Work/Care and range of Health and Safety qualifications for our staff which include Safe Moving and Handling techniques and Needles and Sharps training.

Resilience and Community Safety:

- ensure that we have emergency access to a Persons at Risk Database that, if called on, can identify vulnerable people during a disruptive event.
- to contribute to Dumfries and Galloway Council's preparation, response and recovery to any emergency and supports and provides the secretariat for the work of the LRP.
- implementing programmes that will enhance community and organisational resilience to mitigate the impact of widespread community risks. To support and advise Council Services to develop, maintain and implement the Council's Business Continuity Policies.
- helping to plan programmes that will enhance community resilience in order to mitigate the impact of widespread community risks.
- helping to plan programmes that will promote business continuity management within the business and voluntary sectors of Dumfries and Galloway.
- in an emergency the Council executes the tactical deployment and co-ordination of services through the Tactical Support Group under the auspices of the Major Emergency Scheme.
- maximising support to the Tactical Support Group in order to contribute towards resilience in Dumfries and Galloway.
- working with Major Emergency Scheme partners to ensure that Dumfries and Galloway is prepared for emergencies.
- responding to emergencies, as part of the Major Emergency Scheme.
- implementing programmes that will enhance Dumfries and Galloway NHS resilience in order to mitigate the impact of major incident.
- supporting and advise NHS Dumfries and Galloway departments to develop, maintain and implement the Council's Business Continuity Policies.

- organising the delivery of awareness training for “safeguarders” to ensure these staff understand the risk of radicalisation and understand the appropriate referral pathways. We undertake assurance monitoring on a range of other PREVENT, PREPARE and PROTECT tasks.
- through our Community Safety Officers we undertake a wide range of activities. In the main officers execute tasks through a structured “framework” of neighbourhood patrolling. Tasking is assigned by the Senior Community Safety Officer and is a combination of proactive and reactive tasking.
- reactive tasking could come from information provided by individual members of the public, elected representatives (through EMES, MSPMPES and CCES) or partner services (Multi-Agency Tasking and Co-ordination meetings – held monthly in each area).
- proactive tasking will be generated from assessment of the annual Community Safety Survey and our “hot-spot” areas which is held of the Council’s DGi e-mapping platform. Moving forward patrol route density will increasingly be influenced by the annual Community Safety Survey.

Ensuring local patrol activity is prioritised and assigned to achieve one of the following outcomes:

- Deter: a visible presence in our neighbourhood to deter potential perpetrators from undertaking acts of antisocial behaviour, particularly; littering, illegal car-parking (in council-controlled car parks) and dog-fouling. The team also distribute over a million-free poo-bags to encourage responsible behaviour and a thousand “stubbies” to deter smokers from littering cigarette butts.
- Detect: to identify and prosecute those involved guilty undertaking acts of antisocial behaviour, particularly littering, illegal car-parking and dog-fouling. At the discretion of the Senior Community Safety Officers, operations can be in plain clothes. Members increased the income target for FY 2017/18 to just under £50K.
- Divert: where resources allow, to support initiatives that engage people and community groups and divert them from undertaking acts of antisocial behaviour.
- Disrupt: where resources allow, and when requested by Police Scotland, to undertake intelligence led combined operations to disrupt rowdy and/or nuisance behaviour. Members of the CST are trained to facilitate mediations between neighbours and if required to prepare a range

	<p>of measures including Antisocial Behaviour Agreements, Contracts and Orders.</p> <ul style="list-style-type: none"> • Protect: undertake activity to safely dispose discarded syringes and arrange the removal of abandoned vehicles. • Secondary tasks: Patrol staff also undertake a range of secondary or “while we were there tasks” such as reporting pot-holes, empty grit-bins and unsafe playground equipment etc. In addition, CSOs are equipped to undertake basic repairs, reposition and clean dog-fouling and littering signs. They also remove fly-tipping directly depending on the bulk of the waste. • Contingency tasks: Community Safety staff may also be called on (when it is safe and appropriate to do so), to assist in other public safety related contingencies. Examples include assisting in the immediate search for a missing person, undertaking a locality liaison role during a major incident or undertaking hi-visibility reassurance patrols during periods of heightened threat. • planning and delivering a regular programme of 24 Community Safety Engagement days (2 / ward / year). • planning and delivering Community Safety related engagement activity at targeted community events (galas, festivals and similar occasions). • chairing and enabling local Multi-agency Tasking and Co-ordination Meetings and plan joint ASB patrols and related joint operations. • unsatisfactory Home Fire Safety Visits to private rented properties by the Scottish Fire Service are shared and Private landlords are required to install interlinked compliant smoke/heat detectors. • enforcing the Tolerable Standard and Repairing Standard ensures that properties are wind and watertight addressing fuel poverty and resultant health issues. • visiting HMO’s to ensure that the properties are safe and well managed. • landlord checks safeguard tenants by ensuring deposits are lodged, gas and electrical safety checks are documented, and any tenant complaints are addressed. • visiting premises where a gambling or liquor license has been granted safeguards those with an addiction. <p>Young Persons Services:</p> <ul style="list-style-type: none"> • contributes to our Councils priorities in tackling the causes and effects of deprivation and poverty, ensuring all young people have access to the same services and support regardless of background. Focussing on poverty underpins the services work and focuses on creative
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	<p>solutions developed by young people for young people as a community of interest.</p> <ul style="list-style-type: none"> • delivers externally funded projects targeting SIMD areas – urban arts, breakfast programmes, etc. • delivers Intergenerational projects and volunteering opportunities. • delivers a range of early intervention projects in partnership with communities and young people, targeting young people who have potential to get involved in anti-social behaviour or crime.
<p>4. Be an inclusive Council</p>	
<p>Ensure that local people and communities are at the heart of our decision making</p>	<p>Community Protection:</p> <ul style="list-style-type: none"> • has adopted the National Scams Team Scam Marshall model to encourage victims of scams to collect scam mail and information that can form the basis of intelligence. • utilises customer feedback from the Trusted Trader scheme to evaluate member traders. This is a deciding factor for membership renewals. • participates in a number of community engagement events with banks, retailers and Police Scotland to increase awareness of scams, doorstep crime and other fraudulent practices. <p>Leisure and Wellbeing:</p> <ul style="list-style-type: none"> • lead our delivery and support of sport and physical activity for those with a disability working closely with the Dumfries and Galloway Disability Sport Branch. • striving to extend our community sports hub approach supporting communities and local sports clubs to become involved in the management and operation of leisure or sporting assets. • Continue to develop clubs and communities with a view to strengthening overall sustainability using the national Club and Community Framework. <p>Lifelong Learning:</p> <ul style="list-style-type: none"> • lifelong Learning helps to ensure that local people and communities are at the heart of our decision making. • providing opportunities for individuals and groups to help shape their learning with us through one to one and group engagement along with contributing to needs assessment related work. • working with local groups and organisations to help transfer two key assets to our communities (North West Resource Centre and Kirkconnel Resource Base) • supporting members of the Tackling Poverty Reference Group to contribute to decision making.
<p>Empower our communities to make the most of their assets</p>	
<p>Increase equality of opportunity</p>	

	<ul style="list-style-type: none"> • work with a range of local and national partners to deliver a core learning offer which includes digital learning, literacy, numeracy, ESOL and family learning. • develop pathways with our partners to enable learners to progress to positive destinations such as volunteering, employment or further learning. • provide flexible training and development solutions for our staff including the provision of Equality and Diversity training to ensure that we are supporting the Council to be inclusive in everything we do. <p>Resilience and Community Safety:</p> <ul style="list-style-type: none"> • percentage of People who feel safe in their neighbourhood (daytime and night-time) Community Safety Survey (Communities Directorate Business Plan 2018-2023). • implementing an Antisocial Behaviour Strategy 2019-2023 (Communities Directorate Business Plan 2018-2023). • the HMO application process includes the display of public notices inviting objection from the local community. • discriminatory practices by private Landlords and liquor licence holders are investigated and referred to Licensing panel or Licensing Board for consideration of their fit and proper status. <p>Young Persons Services:</p> <ul style="list-style-type: none"> • leads our work with Youth Participation and Democracy; allowing young people to have their say at a local level and be represented regionally and nationally. • 10,000 Voices engagement exercise. • 360 evaluation process that all youth work services delivery ensures that young people and communities are at the heart of service developments. • supporting youth management committees and development trusts delivering youth work events such as the LGBT Gathering, Roots, etc., youth groups for disability and support to third sector organisations working with marginalised groups.
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Safe and Healthy Communities contribute to the following Council Plan statements, the detail of how can be found in Appendix 1.

<p>Implement a new Major Events and Festivals Strategy, backed up by a dedicated fund to:</p> <ul style="list-style-type: none"> - 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 to minimise associated police charges . 	<p>Carry out a full, more comprehensive review of the council's charging policy across all services.</p>	<p>Maintain funding for Community Safety and our work tackling anti- social behaviour including addressing domestic noise complaints, fly tipping, littering and dog fouling and ensuring equality of service across the region.</p>
<p>We will deliver a targeted sport and physical activity programme, for those members of our community with a disability/additional support needs.</p>	<p>Support the rollout of Public Access Defibrillators to all our communities.</p>	<p>People are able to look after and improve their own health and wellbeing and live in good health for longer.</p>
<p>Work with the NHS and Scottish Ambulance Service to create and support Community First Responder groups where there is both need and community demand.</p>	<p>Roll out best practice in youth work right across the region.</p>	<p>Celebrate local sporting successes with appropriate civic recognition.</p>
<p>Increase the number of businesses taking part in the Trusted Traders Project.</p>	<p>We will engage with and work with our communities to understand and address the effects of antisocial behaviour in line with the National Standards for Community Engagement.</p>	<p>Complete the establishment of Family Centres at the Children's Services Centres at Park Primary in Stranraer and Lochside Primary in Dumfries.</p>
<p>The Barclay Report has concluded that Local Authorities are no longer able to secure National Non Domestic Rate (NNDR) savings in regard to the establishment of Leisure Trusts.</p>	<p style="text-align: center;">Council Plan 2017 – 2023</p> <p style="text-align: center;">Safe and Healthy Communities Statements</p>	<p>Promote fairness and respect across our organisation and communities.</p>
<p>Invest in quality work-based training.</p>		<p>Reduce or remove barriers so that all children and young people have equality of opportunity.</p>
<p>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.</p>	<p>Explore innovative ways we can support our land based industries, in particular agriculture and forestry.</p>	<p>Source external funding to support sport facilities and events.</p>
<p>Invest in quality work-based training.</p>	<p>Provide support to businesses to increase the number of new start-ups and grow existing businesses, including:</p> <ul style="list-style-type: none"> - continuing the innovative Young Entrepreneurs Scheme - reviewing our approach to business rates, for example using rate levies to discourage empty town centre properties. 	<p>Work with the third sector to develop:</p> <ul style="list-style-type: none"> - 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.

3b. Challenges and opportunities

Challenges

Financial resources

The savings that Safe and Healthy Communities Services require to deliver, through transformation, as per the agreed 2019/2020 budget process are:-

Saving Area	Amount
Delivering CLD Differently	£40k (required to increase to £160K in 20/21 on a reoccurring basis)
Keeping Communities Safe	£250K
Trusted Access to Leisure and Sport Facilities	£48K
Reduction of Internal Training Resources	£117K

- The Safe and Healthy Communities Service currently generates £3.18 million of revenue each financial year. This income requires to increase by an estimated 5% per annum over the next three years (15%).
- As part of the previously agreed service review, specific to charging at leisure facilities, additional revenue equating to 10% per annum, for three years from 2018/19 to 2020/21 requires to be generated.

New demands and future expectations

The Training and Development team deliver statutory, legislative and essential needs of the workforce within a vastly reduced budget and with reduced staffing. This creates a challenge within an environment of unpredictable future demand (i.e., legislative changes) and specifically understanding and meeting future SVQ requirements in the Social Work/Care sectors in addition to relying on a range of external providers to provide specialist training.

There are several new initiatives, statutory duties and Government expectations that are expected to increase the demands on the Community Protection service, leading to new challenges and a need to reprioritise and be more innovative. These include the following:-

- New statutory duties due to the widened remit of animal establishment licensing; environmental protection enforcement duties under the deposit return scheme; enforcement of the proposed restrictions on price promotions for foods high in fat, sugar or salt.
- The establishment of Consumer Scotland, which is anticipated to make recommendations on enforcement activities.
- The new Scottish consumer advice helpline, anticipated to generate more consumer complaints that will require criminal investigation.
- UK's exit from the EU, increasing levels of liability for the safety and labelling of goods for our local producers and importers. The potential for an increased demand for export health certification for local food manufacturers.

- Expectations, following Borderlands investment, that more high-quality goods will be produced here, increasing demands for verification against standards.
- The local growth strategy for food and drink, if successful, will increase the number of registered food businesses, creating an increased demand in relation to food premises registration and inspection.
- Tightening of the product recall process for consumer goods with mandatory increased enforcement levels.
- Review of the enforcement of animal feeds in Scotland which will lead to a higher level of enforcement. This will be directly funded by Food Standards Scotland with a high level of accountability.
- The UK Government's White Paper on modernising consumer markets which will recommend enforcement landscape changes.
- New private water supply legislation will result in an increased regulatory burden.
- Energy Efficient Scotland proposals for enforceable statutory minimum energy efficiency standards impact Private Sector Housing first and will require resources to deliver.
- A proposed regulatory framework for Short-Term Lets has been consulted upon and the outcomes are awaited.
- The results of the Scottish Government consultation on Licensing the Sex Industry are also awaited.

Preparing for the UK's Exit from the European Union

The Chief Executive is Chair of the Scottish Resilience Partnership - Civil Contingencies: Preparation for a 'No Deal' European Union Exit and the Council is represented nationally and has opportunity to be well informed and provide input to discussions. The Council's Resilience and Community Safety Service take a leadership role internally, locally and nationally on EU Exit preparations.

The Council has established a 'Corporate EU Exit Preparedness Group' which consists of Heads of Service, Policy Officer and Resilience and Community Safety Officers. The Group meets weekly to consider the Council's planning and regularly reviews and updates the assumptions as new information and guidance is published. Officers continue to report to Full Council and to meet with community planning partners to discuss managing the impacts of the UK exit from the EU, in supporting our region's communities, and ensuring planning is coordinated. A risk management approach has been developed to understand both the likelihood and potential impacts for the region; the assessment also takes into consideration areas where the Council can mitigate potential impacts.

Opportunities

Safe and Healthy Communities Transformation Programme Contributions:

Locality Working

- Integration of Environmental Health, Trading Standards and Community Safety and Resilience allows greater coverage and better response times across all of Dumfries and Galloway.

DG1

- the redevelopment and re-opening of DG1 provides a significant opportunity for service enhancement, maximising income streams through Health and Fitness memberships and the attraction of regional and national level competition.

Club Memberships

- The revised pricing strategy adopted in 2016 for our Health and Fitness Memberships, which reduced membership categories by up to 35% has shown significant growth with a regional increase in sales of over 130%.
- Investment in new and refreshed fitness equipment, introduction of online booking technology improves our offering to maximise a further increase in sales and income generation to reduce our level of subsidy and/or invest in areas of priority.

Public Health Reform

- the introduction of a national public health body will increase the local and national focus on this area and provide impetus to the preventative agenda around mental and physical wellbeing through participation in sport and physical activity.

Review of NHS locality Health and Wellbeing Teams

- Our current focus on adapted sport and physical activity to support a health and independent life for older adults or those with a long-term condition can be strengthened through such a review. With a greater focus on the opportunities of social prescription a means of responding to the needs of patients seeking help from allied health professionals.

Lifelong Learning - continuing to deliver a targeted service through on a locality basis:-

- Improved contribution to addressing the poverty related attainment gap in schools;
- Developing digital partnerships within communities working with third sector providers and ensuring our communities can participate in a digital society;
- Increased positive learner impacts through accredited and non-accredited work leading to enhanced employability prospects;
- Supporting and developing volunteers;
- Supporting the journey from dependence to independence particularly linked to the poverty agenda;

- New funding streams and learning opportunities stemming from the South of Scotland Enterprise Agency.

Training and Development

- Implementation of a new Course Management System; maximising technology to make training more accessible for all (e-learning, webinars, Skype);
- Ensuring our staff possess the necessary digital skills to support the digital transformation agenda;
- Developing a Centre of Excellence approach (working with NHS, College, Third Sector) to help share resources/expertise and innovate;
- Apprenticeship Levy/Flexible Workforce Fund;
- Supporting upskilling/career change through DG Transform.

Young People's Services

- Absolute focus on delivering the 5 key service priorities using a co-production model with young people with focus on poverty and opportunity for all underpinning programme of work.

Resilience and Community Safety

- Work with the NHS and Scottish Ambulance Service to create and support Community First Responder groups where there is both need and community demand (Council Plan 2017-2022).
- Support the rollout of Community Public Access Defibrillators (Council Plan 2017-2022).

3c. Important plans and strategies

LOCAL/REGIONAL	
Dumfries and Galloway NHS Major Outbreak Plan	NHS Dumfries and Galloway Blue Green Action Plan
Draft Food Enforcement Service Delivery Plan 2019-20	Children's Services Plan - 2017-2020
Anti-Poverty Strategy - 2015 - 2020	CLD Partners' Strategic Plan - 2018 – 2021 Gaelic Language Plan 2016-2021
Dumfries & Galloway Integration Joint Board Health & Social Care Strategic Plan 2016-19	Inequalities Action Framework Dumfries & Galloway 2016
Community Participation and Engagement Strategy	Community Justice Outcomes Improvement Plan 2018 - 2021
D&G Equalities Outcomes	Health and Social Care Strategic Plan
D&G Workforce Plan	Regional Economic Strategy
D&G Antisocial Behaviour Strategy	Food and Drink Strategy
Regional Tourism Strategy	D&G Partnership Against Rural Crime workplan
D&G Local Resilience Partnership Workplan	West of Scotland Regional Resilience partnership readiness plans and workplans
Dumfries and Galloway Council Youth Participation and Engagement Strategy	Dumfries and Galloway Council Volunteer Strategy
Dumfries and Galloway Corporate Parenting Plan	Mental Health Strategy 2017-2027
Youth Information Strategy	Duke of Edinburgh Award Dumfries and Galloway Strategic Plan
Dumfries and Galloway Active: A Sport and Physical Activity Strategy 2018-2023	Local Housing Strategy 2018-2023
Third Sector Dumfries and Galloway Business Plan	D&G College Regional Outcome Agreement 2018 - 2021
NATIONAL	
Public Health Priorities:- <ul style="list-style-type: none"> • Priority 1: We live in vibrant, healthy and safe places and communities • Priority 2: We flourish in our early years • Priority 3: We have good mental wellbeing 	

<ul style="list-style-type: none"> • Priority 4: We reduce the use of and harm from alcohol, tobacco and other drugs • Priority 5: We have a sustainable inclusive economy with equality of outcomes for all • Priority 6: We eat well, have a healthy weight and are physically active 	
<ul style="list-style-type: none"> • The Requirements for CLD (Scotland) Regulations 2013 	<ul style="list-style-type: none"> • Community Empowerment Act 2015
<ul style="list-style-type: none"> • Adult Literacies in Scotland 2020 	<ul style="list-style-type: none"> • English for Speakers of Other Languages Strategy 2015– 2020
<ul style="list-style-type: none"> • Developing Scotland’s Young Workforce 	<ul style="list-style-type: none"> • Scottish National Health and Wellbeing Outcomes
<ul style="list-style-type: none"> • Health and Safety at Work Act 1974 and associated Regulations 	<ul style="list-style-type: none"> • Various policy linked National Professional Bodies such as Scottish Social Services Council, CIPFA, Institute of Occupational Safety and Health (IOSH)
<ul style="list-style-type: none"> • Skills for Scotland: A Lifelong Skills Strategy 	<ul style="list-style-type: none"> • Scottish Government’s Enhanced Tobacco Sales Enforcement Programme
<ul style="list-style-type: none"> • Animal Health and Welfare Framework 	<ul style="list-style-type: none"> • Office of Product Safety and Standards’ strategy for product safety
<ul style="list-style-type: none"> • Civil Contingencies Act 2004 and the Pipeline Safety Regulations 1996 	<ul style="list-style-type: none"> • Anti-Social Behaviour (Scotland) 2004, the Dog Fouling (Scotland) Act 2003, the Environmental Protection Act 1990 and the Refuse Disposal (Amenity) Act 1978
<ul style="list-style-type: none"> • Counter Terrorism and Security Act 2015 	<ul style="list-style-type: none"> • National Youth Work Strategy for Scotland
<ul style="list-style-type: none"> • Duke of Edinburgh Award Strategic Plan 	<ul style="list-style-type: none"> • Energy Efficient Scotland
<ul style="list-style-type: none"> • A More Active Scotland: Scotland’s Physical Activity Delivery Plan 	<ul style="list-style-type: none"> • Licensing (Scotland) Act 2005
<ul style="list-style-type: none"> • Scotland Suicide Prevention Action Plan: Every Life Matters 	<ul style="list-style-type: none"> • A Connected Scotland Our Strategy for Tackling Social Isolation and Loneliness and Building Stronger Connections
<ul style="list-style-type: none"> • sportscotland’s Corporate Strategy- ‘Sport for Life’ 	

4. Transforming the Service

The Council is currently undertaking a Transformation Programme and the Safe and Healthy Communities Service will make a significant contribution to this process over the period of the Service Plan. Given the expected financial pressures that the Council will face over the coming years, Transformation is key to ensuring priorities linked to our economy, supporting our young and most vulnerable people and sustaining our communities can still be delivered.

Going forward this means that the Council will have to be clear with staff and the public on the options to reduce or stop other important but lower priority activities. Mitigation will always be in place to protect the most vulnerable people as services change. The Council will also have fewer, but more multi-skilled staff and staff will increasingly have to be supported and retrained to transfer into new roles in emerging priority areas.

The key thematic areas within the Transformation Programme are:

- Prioritisation - Sustained focus of resources on our Council Plan Priorities outcomes.
- Digital - Transform our customer experience and improve our digital offer.
- Modernisation - Modernise how we deliver some services to meet our outcomes.
- Assets - Maximise use of fewer assets, working with and within communities.
- Workforce - Develop a smaller more flexibly skilled workforce for the future.
- Fees and Charges / Income Generation - Maximising our income and underpinning fairness through targeted concessions.

The Safe and Healthy Communities Service will contribute to transformation as follows:

Prioritisation

The findings of the Young People's 10,000 voices exercise which was completed in 2019, for example, will be fundamental to our Service planning going forward and prioritisation of our Services.

- We will require to prioritise service delivery across all areas of Safe and Healthy Communities in order to deliver the most effective, efficient and economic services within a reducing cash limit revenue budget.
- As part of the Transformation Budget Savings process Safe and Healthy Communities require to identify and deliver circa £500k savings. This equates to 5% of the current revenue budget.
- Our approach will be to develop more innovative and creative ways of delivering our services and reduce our carbon footprint. We will identify smarter ways of working in order to identify efficiencies. In some areas, we will require to focus on statutory functions as a priority and this will result in

elements of added value services reducing or stopping with a subsequent and corresponding reduction in our workforce.

Service Specific Priorities

Young Peoples Services

The service has absolute focus on delivering new service priorities in a creative way in partnership with young people and communities;

1. Community Based Youth Work Opportunities.
2. Youth Work in Schools.
3. Youth Participation and Youth Democracy.
4. Wider Achievement incl Duke of Edinburgh's Award.
5. Support to Third Sector Youth Work.

Lifelong Learning

- Targeting individuals within our communities who have no or few qualifications.
- Those experiencing poverty.
- Those with low confidence levels.
- Groups/organisation involved in learning activities.
- Building capacity within volunteers to help support service delivery.
- Working with Third Sector providers to create local digital partnerships.
- Prioritising training around statutory, legislative and essential needs of our workforce.

Community Protection Prioritisation

- Environmental Health and Trading Standards will focus and prioritise on statutory and high-risk activities. The service activities are aligned with the Council's priorities and commitments and are further prioritised where the risk of harm or detriment is highest.
- Areas such as consumer protection, businesses that are deemed to be high risk such as manufacturers and packers, livestock markets or trade sectors that have received the most consumer complaints such as second-hand car dealers.

Leisure and Wellbeing

- Through attracting and hosting national and international sporting events; by supporting the promotion of our region as a destination for active tourism and through investment in our key leisure infrastructure.
- By supporting children to be healthy and active through delivery in school, our programme of extra-curricular activities and through delivery of and increasing participation in our community sports development; by celebrating local sporting success.
- By offering concessionary pricing and membership for socio economic target groups, by delivering physical activity opportunities to support older or vulnerable people live healthy and independent lives.
- By encouraging and enabling the active to stay active throughout life; by increasing participation amongst underrepresented groups including girls and

young women and people with a disability; by empowering communities to develop a community sports approach within their locality.

Resilience and Community Safety

- Embrace Open data to minimise the administration burden of FOI's and enquiries requesting ASB data.
- Embrace the application of digital transformation opportunities (CCTV, automated number plate recognition, enforcement action and operational issue reporting while on patrol.

Digital

- All services will embrace the opportunities presented through digitisation. Specifically, opportunities to introduce digital health and intervention provision, on-line voting for young people, digital upskilling for our communities, promotion of activities through social media, records management, Licensing applications and on-line booking and payment services.
- We will help deliver upon our Council's commitment to Scotland's Digital Participation Charter by helping to upskill our Communities and Staff to enable participation in a digital society.

Modernisation

- We will apply a phase two element to the work undertaken to review and bring together Environmental Health, Trading Standards, Resilience and Community Safety, Licensing Standards, Private Registered Landlords and HMO functions. Significant efficiencies have been achieved to date (circa £250k) and a further 5% of the total revenue budget (£113k) will be identified for Members consideration as part of the 2020/21 budget saving process. This will require a reduction in the workforce and a corresponding refocussed delivery model with the delivery of statutory functions as a core priority.
- We will contribute positively to climate change and environmental impacts through our Community Protection team by regulating key areas such as single use bags, energy efficiency labelling on electrical consumer goods and air quality. We will minimise our use of vehicles by embracing technology to deliver services more efficiently and reducing travel requirements.
- The Communities Directorate principles of co-delivery and partnership working with our communities will be at the heart of how we will deliver services. The Community Sports Hub Management Model has been a significant success in developing a true partnership approach, empowering communities, trusting and working together to create better services in a more efficient and economical way. This model of service delivery will be embraced and increased where possible in order to contribute to the transformation and budget saving process.

Assets

- We will reduce and improve the number of assets from which we deliver services and embrace co-location and co-delivery options with communities, other partners and key stakeholders.
- This includes working with community organisations/external bodies to transfer facilities such as the North West Resource Centre, Dumfries to further benefit communities.

Workforce

- Whilst our workforce will reduce in number, in order to mitigate risk, we will focus on the Statutory, Legislative and essential needs of our workforce. This will include providing training solutions to multi-skill staff and also to help facilitate the upskilling of staff to transfer into critical posts.
- 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.

Fees and Charges / Income Generation

In line with a corporate approach to charging for services, we will review our fees and charges model and focus on the following key areas;

- Current income streams that are exceeding budget. (Do we have any income lines that are consistently over-achieving against budget providing an opportunity to increase targeted income and reduce net costs?)
- Ensuring a targeted approach to the application of concessionary schemes. (By applying concessions consistently across our Council and services, targeting the scheme at our communities who require support we can ensure concessions are being applied appropriately and fairly and, as a result, generate an increased income)
- Innovative and Creative different charging approaches (Can we adopt different charging models? E.g. reduced price point / increased volume)
- New Charges (Are there things we can start charging for where we currently do not apply a charge?)
- What can we stop charging for? (Are we generating invoices and charging for services, the cost of which exceeds the charge itself?)
- New or increased charges that support behavioural change aligned with Council Policy (Presentation of new or increased current charges that align with changing policy. e.g. Climate Change?)

5. Communicating and involving

We are committed to excellence in communication, engagement with staff, Elected Members, customers, public and our partners.

The Service has adopted the Communities Communication Strategy which complies with good practice guidelines and outlines the quality standards that we strive to deliver to our employees and our customers. Our Communication Strategy focuses on how we communicate key messages externally and internally.

We follow Plain English Campaign Good Practice Guidance and are committed to equalities, so all our staff are trained in Diversity Awareness and, where appropriate, Disability Etiquette. We ensure that all our publications make it clear how to get the information in other formats including use of easy read icons where appropriate, so our information is accessible, and we use photographs and images of people from all walks of life and from across our region.

Any meetings we organise are in accessible, non-faith venues and wherever possible and appropriate we use hearing loops and provide interpretation. All our meetings take place in accessible, non-faith venues and we use written translation and telephone and in-person interpretation; and all our publications indicate that other formats are available.

External Communication

We have direct relationships with our customers, residents and communities and partner organisations and the methods we use follows our Council's good practice Guidance and depends on the urgency and content of the communication. Our approaches include:

Community Councils

- CCES
- Monthly Community Council Newsletter

Customers

- Emails
- Direct letters
- Phone calls
- Responses to Complaints

Public

- Press releases
- Leaflets and posters
- Web – we have pages on the Dumgal website as well as a number of dedicated sites
- Social media - we post regularly on our Council's accounts and have dedicated Facebook pages accounts for Youth Work, Lifelong Learning and Leisure and Sport facilities.
- Committee meetings
- Public meetings
- Responses to FOIs

- DG Vost (Public Information during emergencies)

Partners

- Contributions to Quarterly Community Planning Newsletter
- MP/MSPES
- Partnership meetings and events

Customers

- In addition to the development of the Strategies and Plans in Section 3C, Safe and Healthy Communities Services planned customer engagement during the lifetime of this Plan includes:
 - “have your say” customer satisfaction surveys within Leisure and Sport facilities
 - customer satisfaction surveys within community protection
 - customer satisfaction surveys within community safety
 - annual landlord forum
 - Young People’s Service user locality groups meet bi-monthly with service manager
 - Lifelong Learning service activity and course evaluations (4 time per year approx)
 - Regular engagement with established learner forums

With public/communities

In addition to the development of the Strategies and Plans in Section 3C, and the Rapid Improvement Events as part of the Transformation Programme in Section 4, Safe and Healthy Communities Services planned engagement during the lifetime of this Plan includes:

- annual community safety survey
- service standards produced and made available on Council website for consumer protection services
- Service needs assessments including use of partner lead assessments such as Health and Social Care
- Utilising the 10,000 voices Young People’s engagement exercise to help prioritise and target our resources
- Young Peoples service have youth steering groups in nearly all services across all wards that support the planning and development of services that they are involved with using a co-production model
- Regular engagement with the Dumfries and Galloway Youth Council
- Future engagement work linked to developing a new CLD Partners’ Strategic Plan and Gaelic Language Plan – both will require engagement during 2020/2021
- Community Sport Hub and Club Sport forums in localities across DandG, engaging with sport clubs and community organisations

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 Safe and Healthy Communities Services responsibility which the Council has prioritised for lobbying include:-
- Work with the Scottish Government and Police Scotland to minimise associated police charges and police costs in relation to major festival and events to ensure policing costs do not render music festivals unsustainable
- We play active role in national youth work managers association that lobbies nationally around the nature and purpose of youth work and focusing on value of investing in youth work.
- Continued contribution to Scottish Government, Education Scotland and CLD national bodies other agendas for change.
- Involvement in the National Care Review for Care Experienced Young People focused on national and local policy change to give improved life chances for care experienced young people.

Internal communication

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 managers and supervisors are visible and active in overcoming this challenge to be able to maintain communication with all our employees. Our approaches include:

Staff

- Safe and Healthy Communities – monthly Management Team
- 'Back to the floor' visits involving Head of Service
- Staff Communications Team - to assist two-way communication, the Service has adopted the model of the Staff Communications Team which includes representatives from each of the Services and meets monthly to discuss and make decisions on issues within the Service. Meetings take place monthly, chaired by Head of Safe and Healthy Communities and the agenda is determined by the staff members. This includes representation from all Safe and Healthy Communities services.
- Individual Service team meetings
- 1-2-1 support and supervision meetings
- Communities Directorate Committee Briefings
- Communities Directorate Staff Newsletter

With other services

- Fortnightly Corporate Management Team
- Attendance at other Directorate's management teams as required

With Elected Members

- Annual programme of Ward Visits

- 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 EMES.
- Monthly Ward Updates – we provide Ward Members with a brief note of Ward - specific information ten times a year.
- 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 3 our training and development programme for Elected Members in 2019-2023 includes:
 - Re-affirming agreement on required mandatory e-learning modules to be completed
 - Establishing a dedicated portal on FLO which contains all the mandatory modules that require to be completed by Members
 - Condense any future induction programmes (post Election) over a shorter timeframe
 - Better improve and clarify linkages of the training/learning opportunities available to day to day Member responsibilities and also the CPD Framework
 - Make as many future Service specific familiarisation sessions as possible available digitally. (i.e. webinars/ recorded videos with voice over and integrate opportunity for “live chat” with facilities for follow up questions to be asked);
 - Improve promotion and awareness of the learning opportunities that are available to Members.
 - Completing a baseline digital skills assessment linked to our Council's commitment to Scotland's Digital Participation Charter
 - Monthly meeting with Young Persons Champion
 - Annual Joint meeting of Full Council and Dumfries and Galloway Youth Council
 - Champions Board meets 3 times per year with young people and representatives from all political groups and chief officers.

6. Working in Partnership

Safe and Healthy Communities works with a wide range of public, private and third sector partners to deliver shared outcomes and maximise resource and impact, while avoiding duplication.

The introduction of Community Empowerment legislation gives our Council, NHS, Police Scotland, Scottish Enterprise and the Scottish Fire and Rescue Service the same legal duties around this agenda, resulting in a more equal relationship between these five organisations. Safe and Healthy Communities maintains enhanced relationships at all levels across these organisations in order to maximise partnership working opportunities.

At thematic level we lead the Local Resilience, Anti-Social Behavior and CLD Partnerships.

At operational level we participate in a wide range of professional associations including the CLD Standards Council and Society of Chief Officers of Environmental Health; and are represented on national groups for Resilience, Lifelong Learning and CLD, Leisure and Sport, Environmental Health, Youth Work and Trading Standards; and at local level on the Early Years Strategic Group, GIRFEC Group, Corporate Parenting Strategy Group and others.

Our officers comply with the 'Officer Challenge' Guidance to ensure that our partnership working is effective and makes best use of our time.

Environmental Health works closely with several partner agencies including Food Standards Scotland; Health and Safety Executive; NHS Dumfries and Galloway; Marine Scotland; Police Scotland; Scottish Environment Protection Agency; Scottish Water; Royal Environmental Health Society; Society of Chief Officers of Environmental Health; and Glasgow Scientific Services amongst others. This enables and informs appropriate service planning and delivery and assists in securing successful outcomes.

The nature of the Lifelong Learning Service revolves around establishing and maintaining effective partnerships. A summary of the key partnerships is detailed as follows:

- CLD Partnership - official partnership linked to the Community Planning partnership Board and the driver for the CLD Partners' Strategic Plan (statutory requirement). Recognised forum to bring CLD partners together; plan for inspection activity and contributing to national policy making (includes key partners such as Third Sector D&G; D&G College; NHS; Skills Development Scotland.)
- ESOL Partnership - recognised Dumfries and Galloway partnership to agree and monitor community ESOL provision. Service Level Agreement in place with D&G College.
- CLD South West Network/South West Education Improvement Collaborative - recognised regional forums as stipulated through Education Scotland to drive improvement across authority boundaries.

- Lifelong Learning Partnership Board - reporting into the Joint Consultative Group, this board involving Council Officers and Joint Trade Unions was established to help secure national funding through the JTU's to complement existing Council training/learning. Also a key sounding board for engaging with JTU's on a range of workforce planning and training developments.
- Centre of Excellence – Training and Development - recent network established with the NHS and College to help share learning resources; reduce costs; learn from best practice.

Trading Standards Services key partnerships are as follows:

- Animal and Plant Health Agency (APHA) in delivery of the Animal Health and Welfare Framework. The service delivery levels for the Framework are agreed each year with APHA and these will reflect any changes in capacity through the transformation process.
- SSPCA through a joint MOU with APHA and delegated authorisations through the Council's scheme of delegated powers for officers to selected SSPCA inspectors. This is regularly reviewed.
- Police Scotland for a variety of community engagement and enforcement exercises and through our informal Doorstep Crime partnership.
- Food Standards Scotland – delivery of animal feed official controls through a service level agreement which is regularly reviewed.
- We host and facilitate the West of Scotland Group Notified Body which is a formal partnership with 12 other West of Scotland Councils to form an accredited verification body for weights and measures. This is highly prescriptive in content and relies on a quality manual and is subject to annual audits.
- Our partnership with Advice Direct Scotland, the national consumer helpline provider, is vital as it allows us to prioritise enforcement and investigate consumer crime.

Young Persons Services delivers all frontline services using a co-production model with young people and communities. This work is supported by a range of key relationships and partnerships including:

- Regional Youth Work Strategic Partnership which brings all providers of Youth Work Services together from across the region and is the only partnership for all providers of youth work and allows for self-evaluation and improvement planning to continue to drive forward improvements in services for young people. This group reports into the CLD Strategic Partnership
- Locality Youth Work Forums which run in the 4 locality areas and bring together local communities and young people to focus on local planning of services.
- Duke of Edinburgh Award Regional Association which brings together adult volunteers, schools and community groups running the DofE to share practice, resources and jointly plan work
- Youth Participation and Engagement Steering Group which oversees the development of the Dumfries and Galloway Youth Council and wider youth participation and engagement across our Council

- Corporate Parenting Group and Champions Board which brings together Chief officers, Elected Members and young people to provide oversight and direction to the work to support our Care Experienced Young People.
- The service also works jointly with a range of local and national organisations including LGBT Youth Scotland, YMCA, Events Scotland, YouthLink Scotland and Youth Scotland

For Resilience and Community Safety to do our work it is vital we work with others effectively and efficiently. Therefore, we lead or contribute to a number of important partnerships:

- Resilience partnership activity is co-ordinated through West of Scotland Regional Resilience Partnership (RRP), locally this activity is delivered via the DandG Local Resilience Partnership (LRP). Within the Council, civil contingencies preparedness is delivered via the Tactical Support Group. We lead or contribute to many other short life and technical sub groups meet as required, including the Local Authority Resilience Group for Scotland (LARGS).
- Since 2008 our Shared Health Resilience Service has been delivered and monitored via an annual Service Level Agreement. Monthly strategic meetings are held with the NHS Chief Executive.
- Community Safety activity is agreed and co-ordinated at the Antisocial Behaviour Strategy Partnership and local MATAC meetings, with performance regularly reported to Area Committees.
- Public safety at large entertainment events is co-ordinated through a programme bespoke Safety Advisory Groups with membership drawn from a range of Council services and partner agencies.
- The Resilience and Community Safety Manager chairs the Serious and Organised Crime / Counter-Terrorism group in Dumfries and Galloway and contributes to the West of Scotland C-T PREVENT group.
- In partnership with Landlord Accreditation Scotland training events for private landlords are delivered regularly in the region to increase professional standards.
- LSO's work in partnership with the Alcohol and Drugs Partnership, Local Youth Groups (Oasis Centre) and Best Bar None.

Leisure and Wellbeing - We will strengthen and grow the relationships with local partners to maximise the impact and sustainability of sport and physical activity within our local communities.

- Regional Way of Working – Dumfries and Galloway Council and **sportscotland** commit to work together through a regional way of working. This approach will strengthen the connect between local and national partners, specifically within club and community sport, and ensure a collaborative approach is taken to supporting local outcomes. To do this, Dumfries and Galloway Council will play an active role within South West Regional Leadership Group and South West Regional Club Sport meetings.
- We have established a regional PEPAS Leadership group with sportscotland, accountable for the delivery of the local sport and physical activity strategy.

- Our strategy strengthens our close planning with DG Health and Wellbeing (DGHW), a partnership between NHS Dumfries and Galloway and Dumfries and Galloway Council, located in the Directorate of Public Health. This will help us to reduce health inequalities and improve health and wellbeing outcomes for those with long-term conditions.
- The Community Sports Hub Management Model has been a significant success in developing a true partnership approach, empowering communities, trusting and working together to create better services in a more efficient and economical way. We will develop our partnership with D&G Disability Sport Branch and Scottish Disability Sport and continue to deliver a targeted sport and physical activity programme, for those members of our community with a disability/additional support needs.
- We are partners in the Dumfries and Galloway Physical Activity Alliance working with partners from NHS, Higher and Further Education and wider council to improve physical activity levels in D&G
- Work with all relevant partners to help promote and develop the wider health, wellbeing and learning benefits of participating in physical activity through **sportscotland's** "changing lives."

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. This includes:

- Education Scotland
- The CLD Standards Council
- Youth Link Scotland
- Food Standards Scotland
- Office of Product Safety and Standards
- Scotland's Learning Partnership
- Scottish Social Services Council
- Keep Scotland Beautiful,
- Scottish Community Safety Network
- Her Majesties Inspectorate for Education (HMIe).
- Scottish association of Landlords
- Scottish Housing Network

Trades 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.

A Lifelong Learning Board has also been established with the Joint Trade Unions to act as a sounding/liason board for workforce development/training opportunities and to secure funding from national Trade Unions to support learning and training activity.

7. Risks and impact assessment

Risks

Management

- Over a number of years our Council has faced significant financial challenges and as a result we have reduced the number of Chief Officer and Service Managers. The remaining Chief Officers now have an extended portfolio of responsibilities and, as critical members of the Council's Corporate Management Team, are required to focus on key strategic activities. This will result in a reduced capacity to support operational service matters and an increase in associated risks as a consequence.

Safe and Healthy Communities Services

- Failure to comply with the Requirements for Community Learning and Development (Scotland) Regulations 2013 by not having a 3 Year CLD Partners' Strategic Plan in place
- Failure to meet statutory/legislative needs of our workforce due to reducing budgets/resources
- Ineffectiveness of our response to a Civil Emergency or Disruptive Event

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.

Impact Assessment

An Impact Assessment of this Business Plan has shown the following 12 impact areas will be positively impacted:

- Age
- Disability
- Sex(Gender)
- Gender re-assignment (Transgender identity)
- 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

1 neutral impacts on the following:

- Marriage and Civil Partnership

0 negative impacts have been identified.

This complements Impact Assessments on new plans/strategies/policies emerging from the Business Plan which will be individually impact assessed as required.

8. Monitoring and reporting on performance

Business Plan Performance Indicators and Projects

Safe and Healthy Communities Services 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 – yearly reporting on Quality and Standards Report
- Community Planning Partnership Board – yearly reporting on Dumfries and Galloway Youth Council, CLD Plan – quarterly updates/annual report
- Community Planning Executive Group – CLD Plan – annual report
- Dumfries and Galloway Council – Equality Outcomes, yearly joint full council with young people and Members
- Sportscotland’s MySport – annual online reporting for Community Sport Hubs

Performance Management System

Pentana, an online performance management system, is used to record and report performance. Safe and Healthy Communities Services follow the corporate guidance ‘Managers’ Guide to Reporting Performance’. An Administrator supports this work and a corporate Administrator’s Network enables consistency to be applied across our Council.

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

Benchmarking is about comparing ourselves with others that are providing the same services. It provides opportunities for identifying how well we are delivering our services, best practice and areas for improvement.

Safe and Healthy Communities Services benchmarks with:

- Other local authorities through 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 Council Directorates through Council wide indicators
- Other Community Planning Partnerships through the Scottish Community Planning Network
- Other Local Authorities through Youthlink Scotland national benchmarking.
- Other Local Authority Community areas through HMle inspection reports
- CLD South West network along with East, South and North Ayrshires

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 - Safe and Healthy Communities Appendix 1 – Performance Information

as at 1 April 2019



BUILD THE LOCAL ECONOMY

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

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 to minimise associated police charges

Review of funding arrangements and current financing model for Youth Beatz was considered as part of budget setting in 2018/2019 and Policy Development Funding for this has now been secured for the coming 3 years.

Explore innovative ways we can support our land based industries, in particular agriculture and forestry.

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 farms checked to ensure legal compliance in their trading activities.		400			295	300			268	300			

Increase the number of businesses taking part in the Trusted Traders Project.

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	
Total number of Traders on the Trusted Trader Scheme AREA		185			181	175			170	165			


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

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 businesses checked to ensure legal compliance in their trading activities		1000			666	500			61	65			
Number of new, small and medium sized businesses identified, given advice and supported to ensure legal compliance in their trading activities		100			160	40			176	40			
Total number of higher risk food premises inspections carried out within the agreed timescales (NEW)		800											

PROVIDE THE BEST START IN LIFE FOR ALL OUR CHILDREN

Raise ambition and attainment, in particular to address inequalities

Reduce or remove barriers so that all children and young people have equality of opportunity

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	
Accumulative Number of Looked After Children and Care Leavers gaining free access to leisure and sport activities		480			475	450	✓	↓	310	250	✓		N/A

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.

Complete the establishment of Family Centres at the Children's Services Centres at Park Primary in Stranraer and Lochside Primary in Dumfries

Improvement Projects	Start Date	Due Date	Current Position	Status
Develop Family Centres at Lochside (Dumfries) and Park School Children's Services Centres (Stranraer)	17-Apr-2017	31-Mar-2020	<input type="text" value="80%"/>	

Roll out best practice in youth work right across the 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	
Number of young people attending youth work services AREA		7,549			33,970	7,549	✓						N/A
Number of young people attending youth work events AREA		40,000			44,742	18,000	✓						N/A

Improvement Projects	Start Date	Due Date	Current Position	Status
Roll out best practice in youth work right across the region	1 -Sep-2017	31-Mar-2023	100%	

PROTECT OUR MOST VULNERABLE PEOPLE

Help older or vulnerable people live healthy and independent lives

People are able to look after and improve their own health and wellbeing and live in good health for longer

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 participants attending community based high intensity physical activity opportunities for adults (NEW)		3750											
Number of participants attending community based low intensity physical activity opportunities for adults (NEW) AREA		11,000											
Number of community based low intensity physical activity opportunities for adults (NEW) AREA		950											
Number of community based high intensity physical activity opportunities for adults (NEW)		640											
Number of Let's Motivate physical activities in service training sessions		6											

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	
delivered to care staff and volunteers (NEW) AREA													
Number of adult participants referred to Council physical activity sessions through social prescribing by NHS Partners (NEW)		48											
Number of physical activity referrals for people affected by cancer through MacMillan Move More programme (NEW)		25											
Number of diabetes intervention classes delivered in partnership with NHS (NEW)		16											
Number of attendances at diabetes intervention classes delivered in partnership with NHS (NEW)		125											

Keep our communities safe

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	
Respond to all initial reports of privately rented properties failing to meet the repairing standard within 14 days		100%			100%	100%	✓		100%	100%	✓		

Work with the NHS and Scottish Ambulance Service to create and support Community First Responder groups where there is both need and community demand.

Improvement Projects	Start Date	Due Date	Current Position	Status
Work with NHS & Scottish Ambulance Service to create and support Community First Responder Groups	01-Nov-2019	31-Mar-2022	0%	

Maintain funding for Community Safety and our work tackling anti-social behaviour including addressing domestic noise complaints, fly tipping, littering and dog fouling and ensuring equality of service across the 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	
% of income target met generated from Community Safety Antisocial Behaviour Detection Patrols		100%			100%	100%							

Support the rollout of Public Access Defibrillators to all our communities.

Improvement Projects	Start Date	Due Date	Current Position	Status
Support the Rollout of Community Public Access Defibrillators	01-Nov-2019	31-Mar-2022	0%	

Carry out a full, more comprehensive review of the council's charging policy across all services.

Improvement Projects	Start Date	Due Date	Current Position	Status
Review of the Council's Charging Policy 2019/20	1 April 2019	31 March 2020	50%	


Monitoring of savings in relation to Council charges for services for the period 1 April 2010 to 31 March 2021 will be monitored in each Service Business Plan from 1 April 2020 once saving targets have been agreed.

BE AN INCLUSIVE COUNCIL



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

We will engage with and work with our communities to understand and address the effects of antisocial behaviour in line with the National Standards for Community Engagement

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 people who feel safe in their neighbourhood (daytime and night-time)		87%			Expected by March 2020	87%			90%	78.5%			

Improvement Projects	Start Date	Due Date	Current Position	Status
Implement an Antisocial Behaviour Strategy	01-Apr-2018	31-Dec-2019	<input type="text" value="33%"/>	

Promote fairness and respect across our organisation and communities


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 employees who have had equality and diversity training		162			326	162							

Empower our communities to make the most of their assets

Source external funding to support sport facilities and events.

Ongoing activities that support this: Source external funding to support sport facilities and events.

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

Improvement Projects	Start Date	Due Date	Current Position	Status
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	1 April 2018	31-Mar-2021	100%	

The ongoing monitoring of the Community Learning and Development (CLD) Partners strategic plan is reported on a quarterly basis to the Community Planning Partnership Board and annual to the Community Planning Executive Group.




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.

The Barclay Report has concluded that Local Authorities are no longer able to secure National Non Domestic Rate (NNDR) savings in regard to the establishment of Leisure Trusts.







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 leisure facilities operating on a Partnership basis with community organisations (NEW) AREA		13											



Increase equality of opportunity

We will deliver a targeted sport and physical activity programme, for those members of our community with a disability/additional support needs.

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 physical activity sessions offered to those with a disability/additional support need		880			867	baseline							
Number of participants on sessions for those with a disability or additional support need		10,500			10,322	baseline							
Number of disability sport events delivered across our region		8			7	baseline							

Ongoing activities that support this: Invest in quality work-based training.

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 children, young people and adults supported to improve life chances through participation in youth work, lifelong learning and wellbeing activities AREA		16,000			16,319	16,000							
% of young people and adults who report an improvement in their confidence, skills, individual, family, community or working life following participation in youth work, lifelong learning and wellbeing activities AREA		75%			77%	75%							
Number of volunteers supporting Youth Work, Lifelong Learning and Wellbeing activities		1400			1480	1400							

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	
AREA													
Number of training, learning & development opportunities completed which meet the statutory, legislative and essential needs of our workforce		21,000			30881	19400							

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				2018/19				2017/18				Benchmark Source
	Value	Target	Status	Short Trend	Value	Target	Status	Short Trend	Value	Target	Status	Short Trend	
The average number of days lost per all other (non-teacher) local government employees through sickness absence													
Percentage of days lost per employee through sickness absence as a percentage of total possible attendances													
Percentage of staff who have completed an annual performance development review													
Level of positive engagement recorded in employee survey													
Percentage of Council staff who know how their job contributes to Council Priorities													

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 HMO licence applications processed within twelve months which is a statutory requirement		100%			100%	100%			100%	100%			
Percentage of Environmental Health service requests responded to on time		90%			96.94 %	95%			98.14 %	95%			
Carry out scheduled pest control visits on time		90%			97.22 %	90%							

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	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 Member enquiries dealt with through the Elected Members Enquiry Service within the agreed timescales													
Percentage of Community Councils enquiries dealt with through the Enquiry Service within agreed timescales													
Percentage of MP/MSP enquiries dealt with through the Enquiry Service within agreed timescales (NEW)													
Percentage of Stage 2 complaint responses issued within statutory timescales													

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 FOI requests received that have been responded to within 20 working days of receipt													
Percentage of requests for personal information completed within 30 days - Safe and Healthy Communities													

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	
The number of attendances at swimming pools (Regional) AREA		429,000			418,969	380,758	✓	↓	419,900	365,337	✓	↑	
The number of attendances for indoor sports and leisure facilities (Regional) AREA		875,000			864,448	745,627	✓	↑	845,776	672,936	✓	↑	
Percentage of adults satisfied with leisure facilities	Figures due January 2021				Figures due January 2020				41.7%				Scottish LGBF
Percentage of adult customers satisfied with our leisure facilities (local 'Have your say' survey) (NEW)		70%											
Customer Satisfaction rating for Environmental Health		80%			92%	80%	✓	↑	90%	80%	✓	↑	Scottish LGBF
Customer Satisfaction rating for Trading Standards		70%			No responses	80%	-	-	100%	80%	✓	▬	

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 Local Resilience and Corporate Emergency Preparedness Assessment		100%			100%	100%	✓						
Community Safety Quality Assurance		84%			99%	84%	✓	↑	92.92%	84%	✓	↑	

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	
Cost per attendance at Sports facilities	Figures due January 2021				Figures due January 2020				£3.17			↑	LGBF
Cost of trading standards per 1,000 population	Figures due January 2021				Due Jan 2012	£10,277.00			£9,658.00	£10,277.00	✓	↓	LGBF
Cost of environmental health per 1,000 population	Figures due January 2021				Due Jan 2020	£13,059.00			£20,034.00	£13,059.00	⬛	↓	LGBF



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				2018/19				2017/18				Benchmark Source
	Value	Target	Status	Short Trend	Value	Target	Status	Short Trend	Value	Target	Status	Short Trend	
Revenue Budget Outturn - Projected Outturn as a % of Budget													

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	
Capital Spending - Projected Capital spend as a % of Agreed Capital Plan													

Transformation Activities


Prioritisation

Improvement Projects	Start Date	Due Date	Current Position	Status
Remove internal provision of outdoor education	06-Aug-2019	31-Mar-2020	95%	
Keeping communities safe	1-Apr-2019	31-Mar-2020	75%	
Deliver CLD Differently	1-Apr-2019	31-Mar-2020	25%	


Digital

Modernisation

Assets

Improvement Projects	Start Date	Due Date	Current Position	Status
Trusted access to leisure & sport facilities	1-Apr-2018	31-Mar-2020	100%	

Workforce

Improvement Projects	Start Date	Due Date	Current Position	Status
Reduction in Internal Training Resources	01-Apr-2019	31-Mar-2020	100%	

Fees and Charges

The 'Review of the Council's Charging Policy - 2019/2020' project is detailed above. In relation to Council Plan statement 'Carry out a full, more comprehensive review of the council's charging policy across all services'. Additionally, monitoring of savings in relation to Council charges for services for the period 1 April 2010 to 31 March 2021 will be monitored in each Service Business Plan from 1 April 2020 once saving targets have been agreed.

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

Head of Service H&S Management Arrangements are up-to-date, relevant and within programmed review.

2019/20				Benchmark Source
Value	Target	Status	Short Trend	

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

Key Performance Indicators
Health & Safety priorities from Head of Service (risk based) have been provided to H&S.
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

2019/20				Benchmark Source
Value	Target	Status	Short Trend	

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

Key Performance Indicators
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

2019/20				Benchmark Source
Value	Target	Status	Short Trend	

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

Key Performance Indicators
HSBSD1 Consultation arrangements for H&S Implemented
HSBSD2 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

2019/20				Benchmark Source
Value	Target	Status	Short Trend	

Key Performance Indicators
Number of H&S Newsletters issued to staff

2019/20				Benchmark Source
Value	Target	Status	Short Trend	

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

Key Performance Indicators
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

2019/20				Benchmark Source
Value	Target	Status	Short Trend	

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

Key Performance Indicators
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

2019/20				Benchmark Source
Value	Target	Status	Short Trend	

Key Performance Indicators
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

2019/20				Benchmark Source
Value	Target	Status	Short Trend	

Our Service shall audit and review our H&S arrangements to encourage continuous improvement

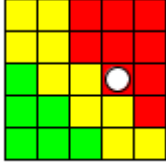
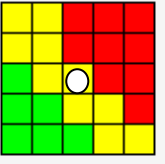
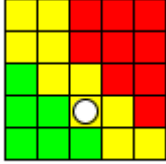
Key Performance Indicators
Percentage of planned Service Health & Safety audits carried out

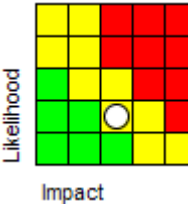
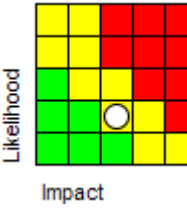
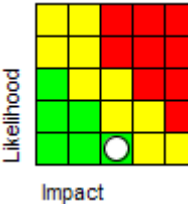
2019/20				Benchmark Source
Value	Target	Status	Short Trend	

Risk Register

Risk	Risk Factors	Mitigation / Contingency	Original Risk	Current Risk	Target Risk	Latest position
Ineffectiveness of our response to a Civil Emergency or Disruptive Event	<ul style="list-style-type: none"> . Loss of life, property & infrastructure . Loss or interruption of service delivery . Interruption to daily life for the wider community . Increase in public and Elected Members complaints . Possible loss of reputation 	<p>Mitigation Plan</p> <p>1. Corporate and Directorate Business Continuity Plans in place for disruptive events inc; corporate systems or supply chain failure, utility outage, denial of access to key buildings, loss of staff)</p> <p>2. Community Resilience Plans in place</p>				<p>(Numbers refer to Mitigation Plan)</p> <p>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.</p> <p>2&3. CAT & PR Annual Reports agreed by Communities Committee in June 2018 and</p>

Risk	Risk Factors	Mitigation / Contingency	Original Risk	Current Risk	Target Risk	Latest position
	<ul style="list-style-type: none"> . Possible widespread negative media coverage . Possible Fatal Accident Inquiry . Possible Parliamentary or Independent Inquiries 	<p>3. Regular Training and Exercising for appropriate staff</p> <p>4. Local Resilience Partnership business plans in place</p> <p>Contingency Plan</p> <p>1. Graduated Readiness Implementation Plan for Extreme weather</p> <p>2. Graduated Security Plan (terrorist threat)</p> <p>3. Council Emergency Centre kept at appropriate state of readiness</p> <p>4. Internal Notification and mobilisation Plans</p> <p>5. Maintenance of public warning and informing systems</p> <p>6. Systems to identify and triage “persons at risk”</p>				<p>evidenced successful programme and high satisfaction with support and promotion of these empowerment opportunities.</p> <p>5&6 Evaluation Reports have been agreed by Communities Committee and evidenced high satisfaction from local people and organisations with these initiatives.</p> <p>7. Ward Visits programme 92%% complete and a new peer evaluation approach shows strong community and Elected Member support for ward working as a community development approach.</p> <p>8. 18 Ward Events have now taken place – range of formats and topics – high satisfaction from attendees with their ability to engage and contribute.</p> <p>9&10 New Community Council Scheme agreed by D&G Council in October 2018; and Development Plan now being implemented.</p> <p>12&13 New approach to Consultation Mandates and Volunteer Agreements being introduced, after officer and Members training completed.</p> <p>Additional activity Our Council’s Transformation Programme sets out commitment</p>

Risk	Risk Factors	Mitigation / Contingency	Original Risk	Current Risk	Target Risk	Latest position
						at political and managerial level to the community empowerment agenda; culture change work is in the Transformation Engagement Group workplan for 2019 and will include communications and development for communities, staff, Members, customers and partners.
Failure to meet the statutory/legislative training and learning needs of our workforce	1. Failure to ensure front line staff (i.e. those who require to operate specialist equipment /machinery such as Pool Plant operators; require driver CPC qualifications to operate buses/lorries, etc) have the relevant certificates to work safely and legally to comply with legislation 2. Failure to ensure that our workforce have the relevant professional certificates/qualifications, including refresher qualifications to practice 3. Failure to have adequate resource available to deliver on SVQ requirements and particularly those within the Social work/Care sector	Mitigation 1. Ensure Directorates complete learning plans which highlight all essential, legislative and statutory learning needs and which is refreshed annually with any new requirements being highlighted 2. Systems in place to automatically capture renewal dates so that refresher training can be planned and booked well in advance (i.e. Course MGT system) 3. Strong working relationships in place with key Directorate contacts to enhance awareness and understanding of training and learning needs 4. Effective forward planning mechanisms in	 <p>Likelihood</p> <p>Impact</p>	 <p>Likelihood</p> <p>Impact</p>	 <p>Likelihood</p> <p>Impact</p>	Risk is being managed throughout 2019/20 through the completion and assessment of Directorate Learning Plans. This includes a risk scoring matrix which is helping to prioritise spend against the Legislative, Statutory and Essential and training needs of our workforce.

Risk	Risk Factors	Mitigation / Contingency	Original Risk	Current Risk	Target Risk	Latest position
	4. Inability to deliver provide front line services to the public 5. Risk to staff and customer safety 6. Increased risk of claims against the Council 7. Increased risk of fines due to breaches in legislation	place to help foresee increased demand for certain types of essential qualifications and make a case for additional resource if required				
Failure to comply with the Requirements for Community Learning and Development (Scotland) Regulations 2013 by not having a 3 Year CLD Partners' Strategic Plan in place	1. Tailored sanctions on the local authority through Education Scotland 2. Increased inspection/scrutiny 3. Reputational damage 4. Inadequate partner arrangements in place to "secure" the provision of CLD 5. Those who are most vulnerable/disadvantaged not being identified and having their needs met 6. Increased risk of poor Education Scotland inspection results in the future due to inadequate arrangements being in place 7. Partners not working and planning effectively together leading to duplication/poorer quality services and limited	Mitigation 1. Ensure CLD Partnership is in place involving key sector partners 2. Robust scrutiny and reporting through Area/Service Committees and Community Planning Executive Group/Community Planning Partnership Board 3. Timetables and action plans in place to ensure all partners are working to key dates 4. Self-evaluation activities in place with partners to ensure continuous improvement 5. Ensure positive relationships are established with Education				A CLD Partners' Plan 2018-2021 is in place, with progress being monitored through the CLD Partnership; Community Planning Partnership Board and the Community Planning Executive Group. this is helping to identify any new risks which may impact on the delivery of plan and associated compliance with the statutory requirements

Risk	Risk Factors	Mitigation / Contingency	Original Risk	Current Risk	Target Risk	Latest position
	impact on our children, young people and communities	Scotland and Community Planning Partners				

Appendix 2 – Workforce Information

The following provides an overview of workforce data for Safe and Healthy Communities staff as at 1 April 2019.

Chart 1 Establishment Position (including Vacancies) by Band/Grades

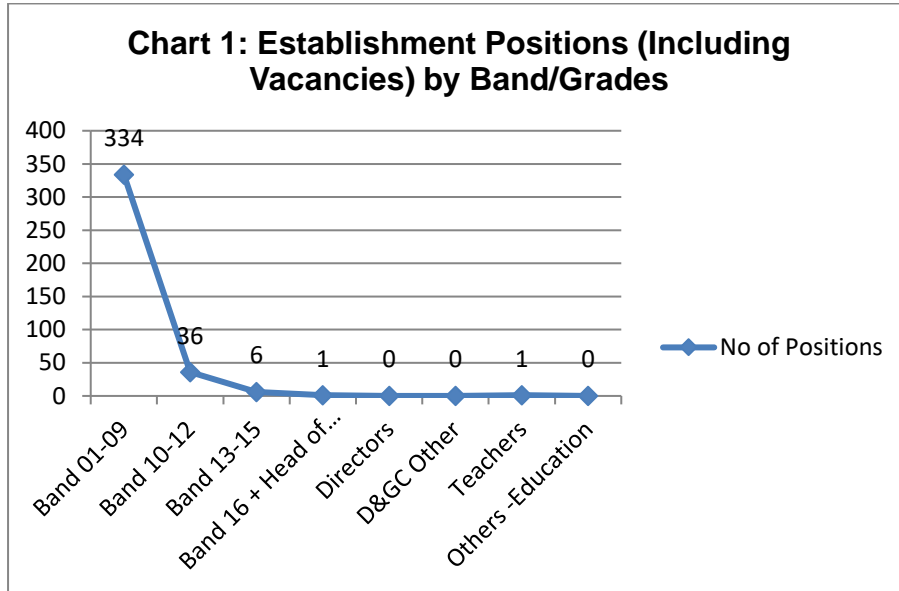


Chart 1 shows that 88% (334 positions) of all Safe and Healthy Communities staff are in band 1- 9 job roles. These staff performance front line services including Leisure Centre Attendants, Duty Officers, Lifelong Learning Assistants, Swimming Teachers, Youth Workers, Community Safety Officers, Receptionists, Youth, Animal Health and Welfare, Pest Control and Dog Warden this profile reinforces the very customer ‘front facing’ focus of this Service.

Chart 2 – Workforce Profiling – Age by Gender (Positions)

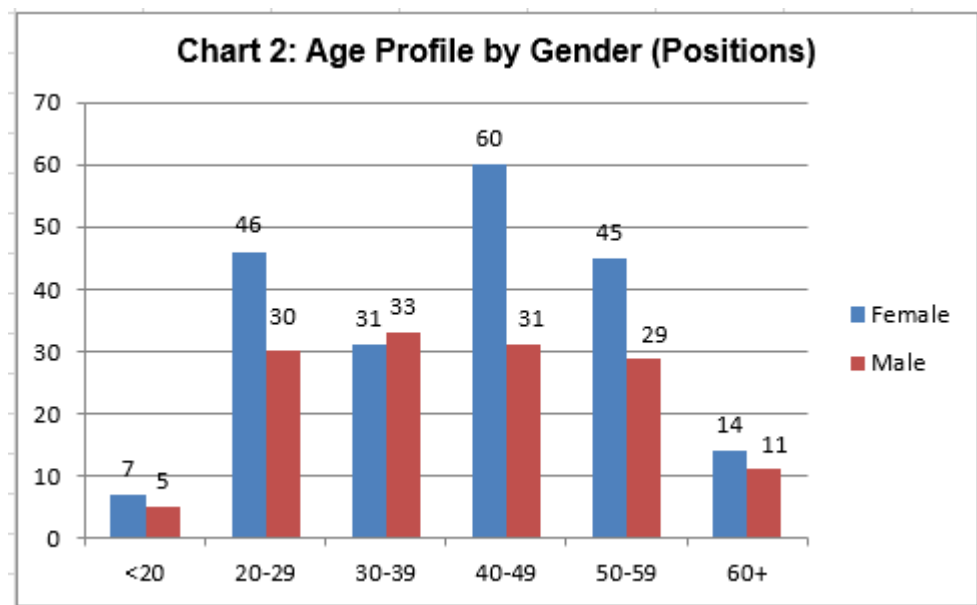


Chart 2 shows that Safe and Healthy Communities have 139 male staff and 203 female staff. The age profile is fairly spread across the age bands, with <20 and 60+ being lower than the mid ranges.

Chart 3 – Workforce Profiling – Age by Banding

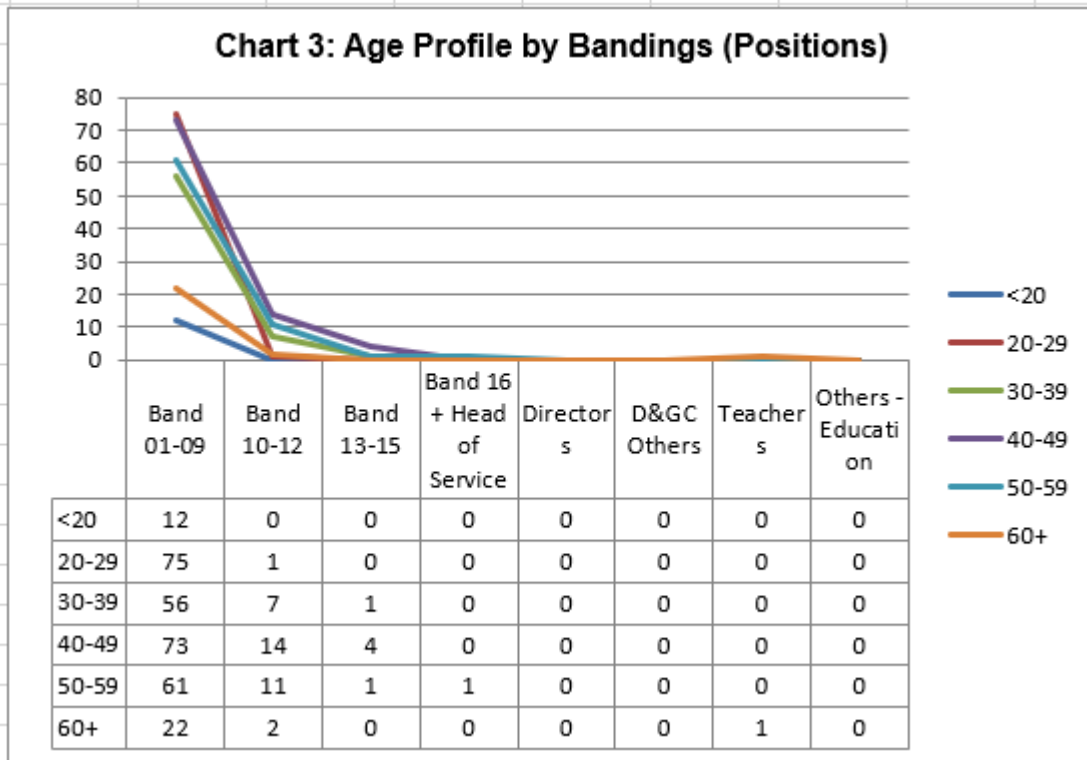


Chart 3 shows that 299 staff in Bands 1 – 9 are evenly spread across the age ranges, with <20 and 60+ being lower than the mid ranges. The over Band 10 's are predominately over 40 year old.

Chart 4 – Age Profile by Gender and Type (Positions)

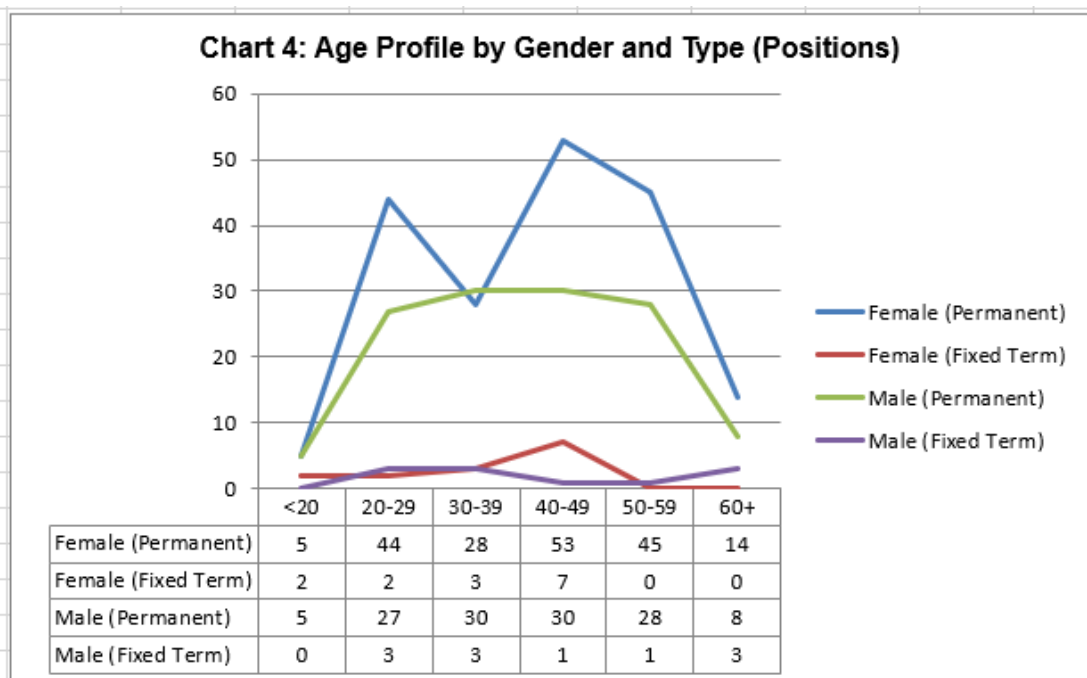


Chart 4 shows staff on permanent and those on temporary contracts. The Service has 317 staff on permanent contracts and 25 on temporary contracts.

Chart 5 Age Profile by Gender and Basis (Position)

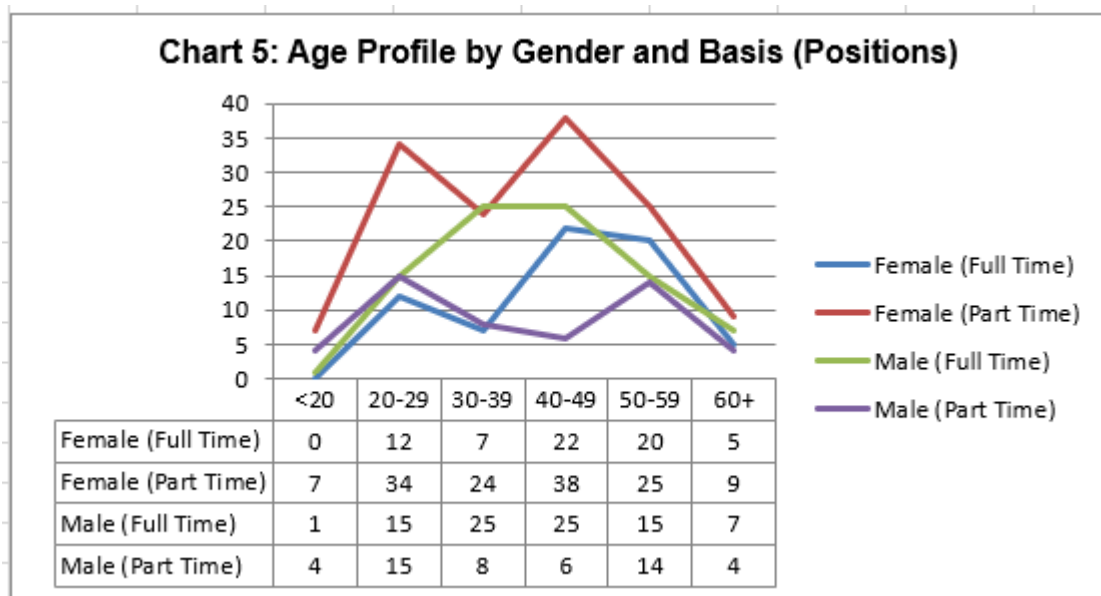


Chart 5 illustrates the breakdown by gender of the Service’s workforce on a full time/part time basis. The gender split within the Service is 59% female (203 positions) and 41% male (139 positions). The female population has 66 full time staff and 137 part time staff (both predominately in the mid age ranges). The male population has 88 full time staff and 51 part time staff (both predominately in the mid age ranges).

1. Key Challenges

Leisure and Sport

In regard to Leisure Facilities, continued pressure on repair and maintenance budgets and a reduction in revenue funding streams mean that we will seek to deliver more efficient, effective and economic services by exploring alternative methods of service delivery. Over the next five years, we aim to work with our Communities to embrace the Community Sports Hub Management Model by encouraging our Partners, Stakeholders and Sports Clubs to have an active role in decision making, sharing resources and managing our facilities.

Leisure Facilities have predominantly young workforce and the high turnover of part time leisure attendant posts is a continued challenge for the service. Attracting new customers and increasing participation and retention within the existing customer base requires knowledgeable frontline staff who are able to deliver high levels of customer care and who understand and are able to adapt to the changing delivery needs within the sector.

Lifelong Learning

Recent proposed legislative changes stemming from Scottish Government will likely have an impact on both Community Learning & Development (CLD) and Training & Development over the next few years. These include the following:-

- CLD Regulations
- Policy for CLD moving back to Scottish Government from Education Scotland
- Enterprise & Skills Review and new South of Scotland model
- Regionalisation models
- National/industry changes affecting statutory training, learning & development requirements (particularly linked to Social work Registration).

Implementing the outcomes of the Supporting Lifelong Learning Service Review will lead to a more focused and targeted service for Community Learning. This will see provision being better co-ordinated and focused with key partners and also the introduction of criteria based assessment to help identify priority interventions with learners.

It is expected that future budget savings requirements over the next few years will lead to a leaner staffing model and the structure to support a new Community Learning model will require to change and evolve to encompass and support a wider portfolio of Services.

This could also see whole or parts of Service becoming part of an “arms length” organisation or being commissioned depending on national and local political priorities and policy decisions.

Training & Development and the progression of a Centre of Excellence will lead to innovative change and progression in technology to support a culture of becoming a “learning organisation”; this will also likely lead to wider partnership agreements being formed.

Young People Services

Recent proposed legislative changes stemming from Scottish Government will likely have an impact on Young Peoples Services over the next few years. These include the following:-

- CLD Regulations
- Policy for CLD moving back to Scottish Government from Education Scotland
- National Youth Work Strategy
- Children & Young Peoples Scotland Bill

Implementing the outcomes of the Young Peoples Service Review will lead to a more focused and integrated service for young people across the region. This will see young people’s service work on an enhanced partnership model and youth work services being within the one team as the Champions Board Project for care experienced young people.

Community Protection and Community Safety

Agile working will affect staff working in young people's services, in particular, with an expectation that increased staff will be working more remotely and from home. This presents challenges in terms of communication and also developing teams. These services are provided by staff from a variety of professional backgrounds, supported by technical and administrative staff. Environmental Health and Trading Standards are both established professions requiring recognised qualifications and accreditation through professional bodies in order to practice.

Our Resilience and Community Safety service recognises the significant connections between the two elements and has recently been subject to a review of structures which seeks to further engage with local communities in making provision for their own resilience arrangements. A programme of Community Safety Days of Action has been put in place across the region with two taking place in each ward annually, which will require Community Safety Officers and Supervisors to work with other Council officers and voluntary sector agencies in promoting the community safety message. Resilience arrangements in the Council have made significant use of staff talents within other departments who act as Functional Team Managers and Officers. The availability of such staff has been affected by recent structural changes within the Council with a number either leaving the Council through retirement or being promoted into new roles which restrict their flexibility.

2. Future Requirements

Leisure and Sport

We have a relatively young workforce reflecting the industry that we operate within so ERVS is not an area of expected opportunity nor concern.

Our staff are multi-skilled and officers require to have capacity building skills to further the aims of the community empowerment legislation which can strongly relate to community sports clubs and clearly links to the aims of both sportscotland and Scottish Government who have set ambitious targets for the creation of Community Sports Hubs.

We expect over the next five years that we will have to develop the next generation of potential front line managers from our young workforce. This will require new training needs to be identified and supported.

Improving quality of service, customer retention and participation will require an ongoing programme of training in customer care, quality assurance (including QUEST and PSIF) and service improvement and performance tools. In order to be able to react to changes within the sector the service has to be able to provide training in new fitness programmes etc. quickly as they become available and ongoing CPD for coaches and teachers is essential in continued delivery of these services.

Lifelong Learning

We expect over the next five years that there will be an increase in interest in early retirement/voluntary severance and we require to identify, support and development the next generation of potential front line managers which may link to implementing a new structure which supports improved career pathways.

It is likely that new job descriptions and posts will require to be created to replace outdated/historical roles and better reflect the need to have a more flexible workforce. This will also require new training needs to be supported, particularly in order to support more challenging customer groups (i.e. those facing poverty; people with disabilities/additional support needs) but also to be able to deliver on a wider range of interventions.

Through improved strategic planning of Learning, Training and Development within an environment of anticipated reducing budgets, we will require to look at new models of delivery to meet essential and changing needs including the progression/development of e-learning, increasing the no. of staff able to support in-house training and being able to provide a suite of qualifications to support succession planning and future workforce development.

Young People Services

Young People's services have a low average age of staff which will reduce number of applications for ERVS. However, the loss of experience through some staff that are eligible leaving is a risk to the service.

The high turnover of part time youth work posts is a continued challenge for the service and the ongoing training requirements of staff especially in relation to delivery of mobile youth work provision.

Community Protection and Resilience

Increasing technical and regulatory complexity is a real challenge for staff to keep up to date with so that they can maintain professional competencies and provide accurate advice.

Alongside this, the pace of change in the environment in which we operate has increased, with the creation of national organisations such as Food Standards Scotland, Trading Standards Scotland with Scottish Government now setting national priorities and holding us to account.

Public expectations have increased and this places greater demands on staff. This is the case for customers using our services, whose expectations of our application processes and access to information are much greater, and for local communities, where greater awareness of environmental issues and use of social media can quickly generate campaigns around specific issues, creating demands and pressures on staff.

The need to deliver these regulatory functions in ways which support the Council's priorities whilst recognising the statutory requirements that still have to be met requires a proactive use of professional judgement that recognises the bigger picture.

Attracting suitably qualified and experienced professional staff is a real challenge because of our location remote from major population centres.

Appendix 3 – The Analysis of Safe and Healthy Communities Budget for 2019/2020

Safe and Healthy Communities Communities Budget Estimates Summary Subjective Analysis	Safe & Healthy Communities Management	Leisure Facilities	Lifelong Learning	Young People Services	Training & Development	Trading standards	Environmental Health	Housing	Resilience & Community Safety	Total Budget Estimates
	£	£	£	£	£	£	£	£	£	£
Expense										
Staff Costs	105,839	4,275,038	770,200	981,622	657,127	474,325	717,763	117,440	909,660	9,009,014
Property Costs	0	1,899,790	91,706	27,021	0	0	761	0	500	2,019,778
Transport Costs	0	47,768	9,974	30,276	4,100	10,824	26,116	300	66,475	195,833
Supplies, Services and Administration Costs	0	564,142	74,616	45,112	3,200	41,982	137,009	4,924	69,424	940,409
Payments to Other Bodies	0	68,631	163,535	198,097	0	0	22,000	0	17,000	469,263
	105,839	6,855,369	1,110,031	1,282,128	664,427	527,131	903,649	122,664	1,063,059	12,634,297
Income										0
Fees and Charges	0	(2,620,405)	(21,210)	0	0	(103,250)	(88,150)	(185,527)	(118,600)	(3,137,142)
Government Grants	0	0	0	0	0	0	(29,000)	0	0	(29,000)
Other Grants	0	(53,817)	0	0	0	0	0	0	0	(53,817)
Internal Recharge Income	0	0	0	(6,664)	0	0	(38,000)	0	0	(44,664)
	0	(2,674,222)	(21,210)	(6,664)	0	(103,250)	(155,150)	(185,527)	(118,600)	(3,264,623)
Net Expenditure	105,839	4,181,147	1,088,821	1,275,464	664,427	423,881	748,499	(62,863)	944,459	9,369,674

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