

Regulatory & Regeneration Delivery Plan 2025/26 – Year-end Progress

	1. Our communities
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	Our residents' health and wellbeing remains a priority
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Performance Indicator	2024/25	2025/26						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
Percentage of air quality monitoring stations complying with the national objective for nitrogen dioxide at the nearest building façades of residential properties, schools, hospitals and care homes (40ug/m3 NO2)	100%		100%	100%			Target met with all 33 monitoring stations complying with the national objective.	Mark Walsh
Percentage of highest priority pest control service requests responded to within 2 working days	98%		96%	95%			Target exceeded, with 1,156 of 1,190 requests responded to within 2 working days. However, there has been a small decline in the short- and long-term trends.	Eilidh Paton
Percentage of planned underage sales visits carried out by Trading Standards to premises registered on the Scottish Government tobacco and nicotine vapour product retailers register	New for 2025/26		60%	95%	N/A	N/A	Target missed due to a number of factors. A period of long-term sickness absence reduced team capacity and increased the workload for the remaining two officers. Limited team resilience made forward planning more challenging. In addition, higher-priority work, including illicit tobacco investigations, toy safety issues, a large fireworks seizure, and a number of reports made to the procurator fiscal,	Annemarie Clelland

Performance Indicator	2024/25	2025/26						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
							required resources to be redirected, resulting in fewer advisory visits being completed. We will look to prioritise these visits in 2026/27 and aim to complete them towards the beginning of the year.	
Financial impact of disruptive activities carried out by Trading Standards on illegal trading	New for 2025/26		£124,480	N/A	N/A	N/A	This is a data only PI and therefore targets are not applicable for this type of PI. As this is a new indicator for 2025/26, neither short nor long trend data is available this year.	Annemarie Clelland
Percentage of businesses brought into compliance by Trading Standards	New for 2025/26		72%	75%	N/A	N/A	Target narrowly missed. With the increase in premises selling illicit tobacco within our high streets in West Dunbartonshire Council, we see a sector who have no desire to comply with the law, and continued advice and enforcement is not working with these premises. As a profession, Trading Standards Officers are seeking stronger legislative enforcement tools from Scottish Government to tackle this. As this is a new indicator for 2025/26, neither short nor long trend data is available this year.	Annemarie Clelland
Food Law: Percentage of food businesses in the highest risk category (1 to 6 monthly inspections)	100%		95%	100%			While the target was narrowly missed due to significantly reduced resources as a result of long-term absence and a vacancy	Eilidh Paton

Performance Indicator	2024/25	2025/26						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
by Food & Business Group) that were inspected on time							over the period, performance remains high.	
Food Law: Percentage of food businesses in the high-risk category (12 monthly inspections by Food & Business Group) that were inspected on time	87%	✓	89%	80%	↑	↑	Target exceeded and both the short and long trends are improving.	Eilidh Paton
Food Law: Percentage of food businesses in the medium to low-risk category (>12 Monthly inspections by Food and Business Group) that were inspected on time	New for 2025/26	✓	87%	60%	N/A	N/A	Target exceeded. As this is a new indicator for 2025/26, neither short nor long trend data is available this year.	Eilidh Paton

Action	Status	Progress	Due Date	Note	Owner
Implement the requirements of the Digital Markets, Competition and Consumers Act 2024	✓	100%	31-Mar-2026	Completed as planned. All officers have attended training offered by the Chartered Trading Standards Institute and we continue to attend working groups with colleagues to ensure our application of the legislation is consistent across the profession.	Annemarie Clelland
Support and advise businesses in relation to the new Tobacco & Vapes Bill 2024	✓	100%	31-Mar-2026	Completed as planned. Trading Standards Officers have contacted all traders registered with the Scottish Government to sell nicotine vapour products to advise of the upcoming display ban and we have introduced authorisations to ensure officers are legally permitted to enforce the new requirements. However, the display ban did not come into force as expected and there is currently no date set for this. Once the ban has been	Annemarie Clelland

Action	Status	Progress	Due Date	Note	Owner
				introduced, we will monitor complaints to identify non-compliance and take action where required but this will be challenging due to competing priorities and resource constraints.	

 2. Our Environment

 Our local environment is protected, enhanced and valued

Performance Indicator	2024/25	2025/26						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
Air Quality: PM10 Concentration	9.4		9	18			Target met. The year-end value is well within the national target of 18ug (micrograms) and both the short and long trends have improved.	Mark Walsh

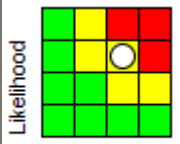
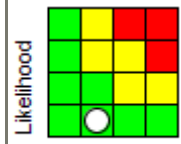
 Our resources are used in an environmentally sustainable way

Performance Indicator	2024/25	2025/26						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
Tonnage of carbon dioxide emissions from Council operations and assets	18,235			18,188			2025/26 data is available in November when all utilities bills and waste figures are validated in advance of preparing our annual mandatory climate change report for submission to the Scottish Government in November 2026.	Amanda Kean

Performance Indicator	2024/25	2025/26						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
							2024/25 data, reported in November 2025, shows significant progress. The value of 18,235 tonnes represents 33.8% reduction on the previous year, 44.7% reduction on the 2012/13 baseline and 5.7% ahead of projected target. These are positive steps. However, the main reduction is from the Council's scope 3 waste emissions, which is a result of shifting a significant amount of waste from landfill to incineration through the Net Zero Cooperation Agreement with Glasgow City Council. Both scope 1 and 2 emissions increased slightly for 2024/25 period. To reach a 61% reduction by 2030/31 we need to reduce a further 16.3% in just over five years and investment in required to reduce gas, electricity and diesel consumption.	

Action	Status	Progress	Due Date	Note	Owner
Co-ordinate, monitor and report the progress of the Council's Climate Change Action Plan for 2025/26		100%	31-Mar-2026	Completed as planned. The Climate Change Action Group meets regularly to progress and monitor this work stream. To encourage wider engagement, service specific meetings have been arranged and are now underway.	Amanda Kean

Action	Status	Progress	Due Date	Note	Owner
Develop the Local Heat and Energy Efficiency Strategy Delivery Plan		50%	31-Mar-2026	Overdue. Recruitment for the Local Heat and Energy Efficiency post has taken longer than anticipated. Due to other commitments, there is not the capacity within the climate team to finalise the Local Heat and Energy Efficiency Delivery Plan. Once the post is filled, the Delivery Plan will be finalised. This action will be carried forward in 2026/27 and completed.	Amanda Kean

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
Inability to reduce carbon footprint in line with targets	The risk that the Council will be unable to achieve net zero emissions by 2045, both in relation to mitigating carbon emissions and adapting to the impacts of climate change. Net zero refers to achieving an overall balance between emissions produced and emissions taken out of the atmosphere. This target has been developed in a way that mirrors the emission reduction trajectory set by the Scottish Government in light of the Climate Emergency.	 Likelihood Impact	 Likelihood Impact	01-Apr-2026	The risk assessment remains unchanged from mid-year. The Council's most recent emissions, reported in November 2025 for 2024/25, showed significant progress. (Details are set out under the PI 'Tonnage of carbon dioxide emissions from Council operations and assets' above.) The long-term Climate Change Coordinator vacancy has been filled internally; this currently leaves another vacancy within the energy team that will be filled as soon as possible. Participation from service areas has increased at Climate Change Action Plan meetings and emission	Alan Douglas; Amanda Kean; Gail Macfarlane

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
					reductions actions and projects are forthcoming. The Council also has the opportunity to utilise ClimateView and track trajectory to Net Zero, allowing actions and projects to be prioritised and a more collective, strategic approach to be implemented. The Strategic Risk will be reviewed at the next Climate Change Action Plan meeting for relevance and an amended risk / set of risks will be reported to future meetings.	

Ob Our neighbourhoods are sustainable and attractive

Action	Status	Progress	Due Date	Note	Owner
Promote the next phases of Queens Quay Housing		100%	31-Mar-2026	Completed as planned. Officers continue to progress this site and support delivery. A planning application for residential development on part of the site has been submitted and further residential applications are expected Q2 2026/2027.	Michael Mulgrew; Magda Swider

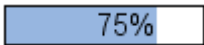
P 3. Our Economy

Ob Our area has the infrastructure for sustainable and inclusive growth where businesses can flourish

Performance Indicator	2024/25	2025/26						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
Number of businesses given advice and assistance to start up through Business Gateway	190		188	180			Target exceeded. During 2025/26, 188 businesses were provided with advice to start-up through Business Gateway, exceeding the target of 180.	Gillian Scholes
Percentage of procurement spent on local small/medium-sized enterprises and SMEs who have a presence in West Dunbartonshire	33.42%		43%	36%			Target met.	Iain Skene
Number of business gateway start-ups per 10,000 population	21.32		21.1	19.78			Target met. Based on the 2025/26 LGBF comparative data published by the Improvement Service, performance at 21.1 was better than the Scottish average of 13.1, and the family group average of 13.4, with a ranking of 4th of 32 local authorities down 2 places from the previous year.	Gillian Scholes
Proportion of properties receiving superfast broadband	99.8%			99%			2025/26 data for this LGBF indicator will be available at a later date (December 2026) following publication by the Improvement Service. Based on the LGBF comparative data for the previous year (2024/25) published by the Improvement Service in February 2026, performance at 99.8% was better than the Scottish average of 97.1%, and better than	Gillian Scholes

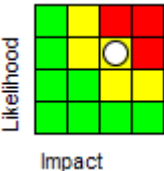
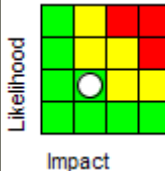
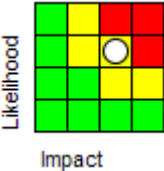
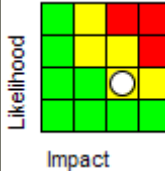
Performance Indicator	2024/25	2025/26						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
							the family group average of 99.1%, with a ranking of 1 of 32 local authorities, consistent with the previous year.	
Immediately available employment land as a % of total land allocated for employment purposes	40.7			40			2025/26 data for this LGBF indicator will be available at a later date (November 2026) following publication by the Improvement Service. Based on the LGBF comparative data for the previous year (2024/25) published by the Improvement Service in February 2026, performance at 40.7% was better than the Scottish average of 21.3%, and better than the family group average of 28.6%, with a ranking of 9 of 32 local authorities, down 2 places from the previous year.	Michael Mulgrew

Action	Status	Progress	Due Date	Note	Owner
Produce a planning focused delivery programme to support key regeneration sites and enable high quality development to be achieved on the ground		25%	31-Mar-2026	Overdue. While we scoped out the content of the programme with Economic Development and began drafting a document setting out how key regeneration sites will be supported, this has now stalled due to workload constraints. This will be taken forward in 2026/27 and completed by end of the period.	Michael Mulgrew
Deliver key regeneration sites across West Dunbartonshire		100%	31-Mar-2026	Completed as planned. Work to support the regeneration of the Exxon and Scottish Marine Technology Park (SMTP) is progressing	Magda Swider

Action	Status	Progress	Due Date	Note	Owner
				well. SMTP was approved as an Investment Zone project in November 2025 and Malin Group are currently preparing an Outline Business Case. Investment Zone funding will contribute £20m towards development of the SMTP over the next 10 years. • An application for Regeneration Capital Grant funding progressed to Stage 2 and results are expected in Spring. • Construction works on the Exxon site are progressing well, with a significant milestone achieved in January 2026 when the western underbridge was completed by Network Rail. Work is also underway on marketing the Exxon site and further updates will be provided to the project board.	
Explore commercial opportunities in our town centres and wider regeneration sites			31-Mar-2026	Overdue. Progress has been achieved in a number of areas over the year including discussions with prospective developers with regards to the Queens Quay development and appointment of consultants to develop a Tourism Strategy for the West Dunbartonshire. However, one milestone relating to the Council's consideration of the Planning Permission in Principle (PPiP) application for the Masterplan Dumbarton Artizan redevelopment has been delayed due to prolonged engagement with the Scottish Environmental Protection Agency (SEPA) which is a statutory consultee. SEPA objected to the application on the grounds that it does not comply with Policy 22 of the National Planning Framework 4 and provided comments on our Flood Risk Assessment. The Flood Risk Assessment was	Magda Swider

Action	Status	Progress	Due Date	Note	Owner
				subsequently amended to address their feedback and re-submitted to Planning and we are currently awaiting SEPA's response. SEPA's objection will not be lifted, however, once their response is received, the PPIP will be considered by the Council. It is expected to be Spring or early Summer 2026.	
Deliver business support interventions through the UK Shared Prosperity Fund 2025/26		 100%	31-Mar-2026	Completed as planned. Business grants available through the UK Shared Prosperity Fund have been promoted through social media, council website and directly to eligible businesses. The UK Government has extended the deadline for grant spend until the end of September 2026. We will continue to appraise and process applications to maximise funding through this period.	Gillian Scholes
Support town centre revitalisation		 100%	31-Mar-2026	Completed as planned. In Alexandria, we have been working with the Business Improvement District to develop designs for Mitchell Way/main Street improvements. We have also appointed a contractor for the Alexander Street improvements, another of the Alexandria Masterplan projects. In Clydebank, a big milestone was achieved when the Pride in Place Plan was submitted to the UK Government. Once approved it will unlock up to £20m funding over the next 10 years. In Dumbarton, delivery of the UK Government funded regeneration works in the town centre is progressing well, with Phase 1 of Artizan redevelopment now on site.	Magda Swider
Develop a monitoring and compliance framework for major and strategic regeneration sites		 100%	31-Mar-2026	Completed as planned. The monitoring and compliance framework is developed and will be implemented as part	Michael Mulgrew

Action	Status	Progress	Due Date	Note	Owner
to ensure compliance with approved consents				of the review of the statutory Planning Enforcement Charter in 2026/27.	

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
Failure to deliver Queens Quay Masterplan	Following completion of Council investment there is a risk the housing plot sales do not materialise in the next 3-7 years, with implications for the return on investment and the business case for the District Heating Network.			11-Mar-2026	Risk remains unchanged. Delivery of site remains embedded in service workstreams.	Michael Mulgrew; Magda Swider
Inability to meet demands of Council to progress regeneration projects within desired timescales	The number and complexity of regeneration projects is putting considerable strain on the resources available which can be exacerbated by delays out with the control of the service and when pinch points on different projects occur at roughly the same time.			11-Mar-2026	Risk remains unchanged. Individual projects continue to progress and are regularly reviewed, reducing the likelihood of undesirable outcomes. Embedded in workstreams to ensure sufficient resource to support delivery of projects within required timescales.	Manager of Legal and Democratic Services; Michael Mulgrew; Magda Swider

	4. Our Council
	Our workforce is resilient and skilled where digital technology supports service delivery for our residents

Action	Status	Progress	Due Date	Note	Owner
Develop and implement employee life cycle plans in line with the People First Strategy to attract and retain the workforce		 100%	31-Mar-2026	Completed as planned. We have implemented revised structures in several teams following management reviews, including Legal Services, Planning, Building Standards and Environmental Health. These will be complete once a number of vacancies are filled. • Legal Services - Completed in part with the posts of Licensing Assistant and Solicitor (Citizen & Regulator Team) filled and two other vacant posts advertised. • Planning - Completed and fully staffed in current structure. • Building Standards - A training post is going through Job Evaluation and a technical support officer is attending an HNC Architectural Technology course. • Environmental Health - one of two Environmental Health Officer posts have been filled with one remaining vacancy.	Alan Douglas
Implement service review process including role design, use of new technology and new ways of working to add resilience, address gaps, and establish opportunities for efficiencies		 100%	31-Mar-2026	Completed as planned. Work is ongoing to review the management structure in line with the Council's Strategic Operating Model principles to identify and address areas of non-compliance, with new role profiles prepared. We continue to review the impact of saving options and management adjustments identified as part of budget process for 2025/26 and implement any required changes. • Democratic Services - This has been completed, with minimum impact on service delivery. • Planning, Building Standards & Environmental Health - Within Environmental Health, four saving options were identified: Savings for review of Environmental Health and Antonine Wall have been achieved with	Alan Douglas

Action	Status	Progress	Due Date	Note	Owner
				minimal impact on overall service delivery. Part of the Antonine Wall saving was to be achieved by an increase in fee income. Income looks to be on track but will not be known until year end. Planning savings will not be achieved as option was a backstop where a Lead Planner post was not able to be filled but the service was successful in recruitment. Combining Dog and Pest Control posts is ongoing through job evaluation and saving is expected to be achieved in line with target. Full operational impact will not be known until year end. • Legal Services & Trading Standards - While the Records Management Officer retired in late July, the impact will not be known until year-end. Work is ongoing to deliver Trading Standards saving option. • Building Standards has developed a revised structure that supports career pathways. Further details are set out in the action below. • Further changes introduced to comply with SOM Principles with Energy and Compliance, Legal and Democratic and Registration Services all having changes to Senior Management- with Registration Services moving to Citizen, Culture and Facilities from 1st April 2026.	
Develop and implement learning and development plans and development opportunities to improve capabilities and resilience within the workforce			31-Mar-2026	Completed as planned. Relating specifically to Building Standards, we have identified learning opportunities that support the development of skills and knowledge required for hard to fill posts in the team. This has been achieved through a revised structure that supports career pathways. The new structure, agreed by the	Alan Douglas

Action	Status	Progress	Due Date	Note	Owner
				Strategic Resources & Recovery Group, is now being implemented in conjunction with Human Resources and Job Evaluation. Building Standards has also secured a funded place on an HNC Architectural Technology course for an officer from the technical support team.	



Our Council is adaptable and focused on delivering best value for our residents

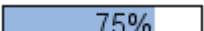
Performance Indicator	2024/25	2025/26						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
Planning Applications (Major Developments - Without Processing Agreement): Average number of weeks to decision	20.3		21.7	16			Target missed. One major application was decided in this period that took longer to process than normal and required to be re-reported to committee due to a request for further information and consultation. In addition, whilst not part of this performance indicator, the service also processed two national planning applications.	Michael Mulgrew
Planning Applications (Locals - Householder): Average number of weeks to decision	8.2		13.7	8			Target missed. This was due to a small number of applications exceeding the target time. The performance equates to 89.3% of applications decided in the 8-week timescale with the monthly data showing that the service met the 8-week target in 9 out of 12 months. It is expected that performance will continue to improve in 2026/27.	Michael Mulgrew
Planning Applications (Other Locals): Average	14.1		9.6	8			Target missed although the short and long trends are improving. Whilst the target has	Michael Mulgrew

Performance Indicator	2024/25	2025/26						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
number of weeks to decision							been missed, this was an improvement on the previous year 2024/25 and is expected to further improve in 2026/27.	
Planning Applications (Major Developments – With Processing Agreements): Percentage decided within agreed target	New for 2025/26	N/A	N/A	90%	N/A	N/A	There were no applications of this type in 2025/26.	Michael Mulgrew
Planning Applications (Locals – Householder): Percentage decided within statutory 8-week timescale	New for 2025/26		89.3%	80%	N/A	N/A	Target exceeded. 67 of 75 applications of this type were decided within the statutory 8-week timescale.	Michael Mulgrew
Planning Applications (Other Locals): Percentage decided within statutory 8-week timescale	New for 2025/26		55.9%	80%	N/A	N/A	Target missed. 33 of 59 applications of this type met the 8-week timescale. This was due to a number of older applications clearing the system that pre-date the new project management approach that was introduced in late summer 2025. Since December 2025, this target has been met consistently, and this trend is expected to continue into 2026/27.	Michael Mulgrew
Percentage of building warrant applications responded to within 20 working days	95.6%		62.98%	95%			Target missed. 206 of 327 building warrant applications were responded to within 20 working days. Performance was impacted by a combination of vacant posts and a significant period of back-office outage and	Judi Jamieson

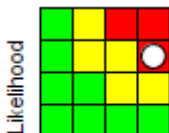
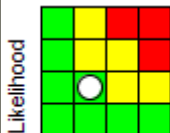
Performance Indicator	2024/25	2025/26						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
							longer-term absences in late summer 2025. Performance was further impacted by vacant posts and longer-term absences January - March 2026. Recruitment and implementation of a new back-office document management system is expected to improve performance in 2026/27.	
Percentage of Environmental Health service requests from citizens first responded to within 2 working days	90%		90%	90%			Target met. Performance is consistent with the previous year and although there has been a slight reduction over the long term, it remains high.	Eilidh Paton
Cash savings achieved from procurement activity	£3,857,546		£1,845,089	£400,000			Target exceeded. Savings included a recurring saving on Janitorial Supplies (£171k x 4 years), a saving on Microsoft Licences, both corporate and education (£596k), one off savings on various building materials eAuctions / further competitions (£254k), and various works contracts tendered under budget (£127k).	Iain Skene

Action	Status	Progress	Due Date	Note	Owner
Prepare a succession plan to recruit and replace the Manager of Democratic and Registration Services post			31-Jan-2026	Completed as planned. Handover meeting took place on 23 January with new manager in post from 2 March 2026.	Manager of Legal and Democratic Services;

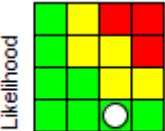
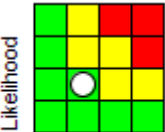
Action	Status	Progress	Due Date	Note	Owner
Continue to develop the 20-minute mapping tool for use at both local and regional levels		100%	31-Mar-2026	Completed as planned. We continue to use the tool and explore ways it can be developed as part of the Geographic Information System and Local Development Plan workstreams.	Michael Mulgrew
Prepare a robust evidence report for the next Local Development Plan (LDP3) for submission for Gatecheck to Scottish Government Planning and Environmental Appeals Division		50%	31-Mar-2026	Overdue. Work on the evidence report is advancing but is taking significantly longer than anticipated due to the breadth and complexity of the work. It has not been possible to progress this to submission as planned. Officers continue to work to complete the evidence report and it will be complete in 2026/27. A revised Development Plan Scheme will be reported to September Planning committee to reflect changes to programming.	Michael Mulgrew
Continue to promote and support communities in the preparation of Local Place Plans		100%	31-Mar-2026	Completed as planned. Officers continued to engage communities in the preparation of Local Place Plans. Funding was available to support communities until the end of March 2026 and had limited uptake.	Michael Mulgrew
Develop a plan to ensure compliance with the new Building Standards Regulations is implemented		0%	31-Mar-2026	Cancelled. This action has been cancelled as the required regulations and guidance have not been implemented by the Scottish Government relating to the new compliance regime.	Michael Mulgrew
Progress the introduction of a new document management system for Planning and Building Standards		100%	31-Mar-2026	Completed as planned. The system has been procured and implementation is in progress. Full system will be operational in 2026/27 as scheduled.	Michael Mulgrew
Provide procurement advice, guidance and support on non-complex procurement for low contractual risk projects		100%	31-Mar-2026	Completed as planned with support provided to service areas as and when required.	Iain Skene

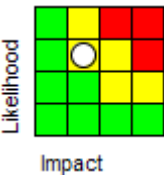
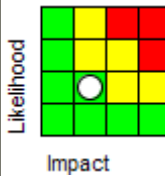
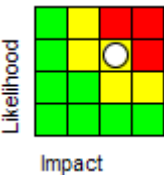
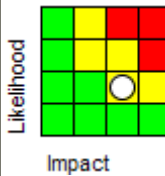
Action	Status	Progress	Due Date	Note	Owner
Continue to implement the key deliverables from the Procurement Improvement Plan focusing on reporting improvements within WeBuy purchase to pay system		 100%	31-Mar-2026	Completed as planned. We have completed a number of reporting improvements in the WeBuy purchase to pay system.	Iain Skene
Provide legal services to the Council and West Dunbartonshire Energy LLP in relation to heat supply agreements and network supply contracts		 100%	31-Mar-2026	Completed as planned. Legal services continue to provide advice to the Council and West Dunbartonshire Energy LLP in relation to connecting a new client to the network.	Manager of Legal and Democratic Services;
Continue to provide high quality and timely legal support across all Council services		 100%	31-Mar-2026	Completed as planned. Legal Services continue to provide support to all Council services as well as the Health & Social Care Partnership and the Leisure Trust in relation to a number of matters that contribute towards the Council's strategic priorities and protect the Council's interests in a range of matters. For example: • Issued Notice of confirmation of the proposed Gruggies Burn Flood Alleviation Scheme. • Legal support on decriminalisation of car parking. • Legal support on the development of Scottish Marine Technology Park.	Manager of Legal and Democratic Services;
Review processes and procedures within Legal Services' Commercial & Place and Citizen & Regulatory teams		 75%	31-Mar-2026	Overdue. Awaiting the appointment of a new Section Head in Citizen & Regulatory.	Manager of Legal and Democratic Services;

Action	Status	Progress	Due Date	Note	Owner
Review workstreams and procedures within Environmental Health	✓	 100%	31-Mar-2026	Completed as planned. High level workstream reviews, such as dog and pest control, have taken place and actions arising are being taken forward under general service improvement actions.	Michael Mulgrew
Review the planning preapplication process	✓	 100%	31-Mar-2026	Completed as planned. Draft process changes and guidance have been prepared and are under review internally with the service. This is linked to a budget option for 2026/27 and a report regarding cost changes will be taken to a future planning committee.	Michael Mulgrew
Work with other Steering Group partners to support Historic Environment Scotland to finalise a new Antonine Wall Management Plan	✓	 100%	31-Mar-2026	Completed as planned. We continue to engage with all Steering Group partners on the Antonine Wall project.	Michael Mulgrew

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
Failure to monitor and enforce regulatory areas with public risk	The Council fails to comply with statutory regulatory duties in respect of environmental health, trading standards and licensing laws	 Likelihood Impact	 Likelihood Impact	05-Mar-2026	The year-end risk assessment has increased since mid-year, particularly to reflect circumstances within Trading Standards. Within Trading Standards, low staffing numbers and competing priorities continued to put pressure on the service. This will be exacerbated when a full-time Trading Standards Officer post is	Annemarie Clelland; Eilidh Paton; Manager of Legal and Democratic Services

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
					deleted from the structure as previously agreed as part of the 2025/26 budget savings. During 2025/26, the service received considerable pressure in relation to fireworks where resources were not able to fulfil demand. This has also led to an increase in the year-end risk assessment. Where possible, our high-risk routine inspections continue as well as our reactive work into criminal complaints and intelligence received but other areas of proactive work such as market surveillance and animal health and welfare work is difficult to achieve. Within Environmental Health, low staffing numbers and competing priorities continue to put pressure on the service as did a long-term absence throughout the majority of 2025/26. All statutory work is being prioritised but continuing reduced resources, including one vacancy, will likely impact 2026/27.	

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
					Licensing Standards Officers continue to engage in a pro-active programme of inspections. Reactive work is driven by complaints and applications received. They also engage with Scottish Society of Local Authority Lawyers and Administrators, Licensing Forum and other bodies to assist with horizon scanning to identify emerging issues.	
Failure to adequately respond to an emergency situation such as a multiple fatality workplace accident, outbreak of food borne communicable disease, a major public health incident or pandemic	There is a national shortage of qualified staff in Environmental Health, across Scotland. This impacts on West Dunbartonshire Council. Vacancy levels at WDC might impact on our ability to respond to emergencies.	 Likelihood Impact	 Likelihood Impact	01-Apr-2026	The risk score remains unchanged since mid-end. Due to a reduction in staff resources as a result of budget savings and difficulty recruiting qualified Environment Health Officers, management and team responsibilities have significantly increased as a result of service restructure. We will continue monitor the impact.	Eilidh Paton
Inability to recruit successfully to enable performance to be maintained	There is a current issue with recruitment of qualified staff in various parts of the service.	 Likelihood Impact	 Likelihood Impact	11-Mar-2026	Risk remains unchanged. Whilst Planning is fully staffed currently, the recruitment landscape across the service as a whole remains	Michael Mulgrew; Eilidh Paton

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
					challenging with vacancies difficult to fill.	
Failure to secure best value of procurement spend and ensure compliance with financial regulations	Improved procurement management process, contract strategies, planning, monitoring and reporting in collaboration with services will continue to mitigate against non-compliant procurement spend			03-Mar-2026	There are a number of actions and strategies in place to deliver best value in procurement. However, the transfer of low complexity procurement to service areas when utilising a framework agreement may be increasing the risk. The risk assessment therefore remains high but unchanged. Further training and guidance for services has been rolled out.	Iain Skene
Failure to continue to achieve increased savings from procurement activity	As second or third generation revenue contracts seldom deliver the same cost savings as first generation, the contract strategies need to focus on governance, operating models, total cost of ownership, service quality and innovation			03-Mar-2026	Reduction in staff due to previous Council measures to address the budget gap and global supply chain issues that impact directly on price means that risks to savings will increase. There are also a number of market factors which are difficult to mitigate - increases to employers' national insurance, high inflation and the potential impact of climate change. As a result of these factors, the risk remains unchanged.	Iain Skene

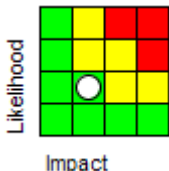
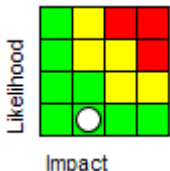
Ob	Our residents are engaged and empowered
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Performance Indicator	2024/25	2025/26						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
Percentage of Council and Committee minutes produced within 3 clear working days of the meeting	100%		100%	98%			All Council and committee minutes met the timescale.	Carol-Ann Burns
Percentage of committee agendas published within standing order timescales	100%		100%	99%			All committee agendas were published within standing order timescales.	Carol-Ann Burns

Action	Status	Progress	Due Date	Note	Owner
Implement the various requirements of the Scottish Elections (Representation and Reform) Act			31-Mar-2026	Completed as planned. The project plan and nomination pack have been updated to include the new legislative requirements.	Manager of Legal and Democratic Services;
Plan for the Scottish Parliamentary Elections for the Dumbarton and Clydebank and Milngavie Constituencies			31-Mar-2026	Completed as planned. All preparation work for the election has been completed.	Manager of Legal and Democratic Services;
Conduct an interim review of the Polling Scheme in West Dunbartonshire			31-Oct-2025	Completed as planned. Council has approved changes to polling scheme and Electoral Registration Officer has been notified to amend registers accordingly.	Manager of Legal and Democratic Services;
Continue the development of Community Planning			31-Mar-2026	Completed as planned. The development of Community Planning has progressed well during 2025/26. A review of Delivery Improvement Groups was completed and a	Colin Smith

Action	Status	Progress	Due Date	Note	Owner
				recommendations paper was submitted to the Management Board in November setting out recommendations on partnership reporting. A pilot in Alexandria looking at access to services was established and the initial engagement stage was completed in 2025/26. Next steps will be identified, and this work will continue in 2026/27.	
Continue to contribute to the Community Learning and Development Plan 2024/27	✓	100%	31-Mar-2026	Completed as planned. The Communities Team continues to deliver community development support to groups across West Dunbartonshire to maximise their impact. This can be through support to secure external funding, promotion or by developing skills and improving governance arrangements. The team is represented on the Community Development Alliance and plays a key role in supporting communities through the development of Locality Plans. Of particular note, we supported the completion of two community-led Local Place Plans in Old Kilpatrick and Central Alexandria, both of which have been approved and adopted at Planning Committee.	Colin Smith
Conclude the Cash First Project including evaluation	✓	100%	31-Mar-2026	Completed as planned. The Cash First Project is a Scottish Government initiative to end the need for food banks in Scotland through providing funds or vouchers to people in financial crisis. Delivered jointly by the Communities Team and Working 4U, it has been very successful, with the available funding reaching those most in need through a network of trusted partner referrals. The Communities Team has developed and carried out the evaluation engagement to support the Cash-First programme. This will be submitted to the	Colin Smith

Action	Status	Progress	Due Date	Note	Owner
				Scottish Government as the end of the project draws to a successful close.	

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
Engaging positively with Residents, Communities & Partnerships	The risk that the Council fails to adequately engage, establish and maintain positive relationships with local residents and communities in addition to partnership bodies.			11-Mar-2026	A partnership approach to Community engagement is being undertaken led by the Community Planning Partnership and associated partnerships - Community Learning and Development and Community Development Alliance in particular. The Communities Team and other partners deliver community development work which seeks to raise awareness of community planning and Community Empowerment in communities. Locality plans, community-led place planning and work to support the Clydebank Neighbourhood Board's community engagement means this risk is unchanged.	Colin Smith

Action Status	
	Cancelled
	Overdue
	Completed

PI Status	
	Target significantly missed
	Target narrowly missed
	Target met or exceeded

Risk Status	
	Alert
	Warning
	OK

Long Term Trends	
	Improving
	No change
	Getting worse

Short Term Trends	
	Improving
	No change
	Getting worse