

Agenda



Corporate Services Committee

Date: Wednesday, 16 August 2023

Time: 14:00

Format: Hybrid Meeting

Contact: Ashley MacIntyre, Committee Officer
ashley.macintyre@west-dunbarton.gov.uk

Dear Member

Please attend a meeting of the **Corporate Services Committee** as detailed above.

Members will have the option to attend the meeting remotely or in person at the Civic Space, 16 Church Street, Dumbarton.

The business is shown on the attached agenda.

Yours faithfully

PETER HESSETT

Chief Executive

Distribution:-

Councillor Daniel Lennie (Chair)
Councillor Ian Dickson
Councillor David McBride
Councillor Jonathan McColl
Councillor James McElhill
Councillor Michelle McGinty (Vice-Chair)
Councillor June McKay
Councillor Karen Murray Conaghan
Councillor Lawrence O'Neill
Councillor Martin Rooney
Councillor Gordon Scanlan
Councillor Clare Steel

Chief Executive
Chief Officers

Date of issue: 2 August 2023

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CORPORATE SERVICES COMMITTEE

WEDNESDAY, 16 AUGUST 2023

AGENDA

1 STATEMENT BY CHAIR – AUDIO STREAMING

The Chair will be heard in connection with the above.

2 APOLOGIES

3 DECLARATIONS OF INTEREST

Members are invited to declare if they have an interest in any of the items of business on this agenda and the reasons for such declarations.

4 RECORDING OF VOTES

The Committee is asked to agree that all votes taken during the meeting be done by roll call vote to ensure an accurate record.

5 MINUTES OF PREVIOUS MEETING 7 – 11

Submit for approval as a correct record, the Minutes of Meeting of the Corporate Services Committee held on 24 May 2023.

6 MINUTES OF JOINT CONSULTATIVE FORUM 13 – 16

Submit for information and where necessary ratification, the Minutes of Meeting of the Joint Consultative Forum held on 8 June 2023.

7 OPEN FORUM

The Committee is asked to note that no open forum questions have been submitted by members of the public.

8/

8 INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) 17 – 32
STRATEGY 2023-28

Submit report by the Chief Officer – People and Technology setting out the ICT Strategy which provides a framework for the design, sourcing, and delivery of ICT services to support new ways of working and enable service area digital transformation.

9 APPRENTICE REMUNERATION PROPOSAL 33 – 38

Submit report by the Chief Officer – People and Technology seeking approval for the proposed change to Apprentice remuneration in line with West Dunbartonshire Council's commitment as a Scottish Local Government Living Wage (SLGLW) employer.

10 GENDER BASED VIOLENCE POLICY 39 – 67

Submit report by the Chief Officer – People and Technology updating on the development of the new Gender Based Violence Policy and seeking approval for the same.

11 REDUNDANCY PROCEDURE AND GUIDANCE 69 – 97

Submit report by the Chief Officer – People and Technology providing an update on, and seeking approval for, the new Redundancy Procedure and Guidance.

12 UPDATE OF VOLUNTARY GRANTS 2022/23 99 – 109

Submit report by the Chief Officer – Resources providing an update of the voluntary grants administered and awarded by West Dunbartonshire Community & Volunteering Services (WDCVS) in 2022/23 in respect of Community Chest, Playschemes, Cultural, and Social Transport Support Funding Grants on behalf of the Council.

13 GRANT APPLICATION TO DUMBARTON COMMON GOOD 111 – 115

Submit report by the Chief Officer – Resources providing details of one grant application to Dumbarton Common Good for consideration.

14/

14 CORPORATE SERVICES BUDGETARY CONTROL REPORT 117 - 141
TO 30 JUNE 2023 (PERIOD 3)

Submit report by the Chief Officer – Resources advising on the performance of the Corporate Services budget for the period to 30 June 2023.

CORPORATE SERVICES COMMITTEE

At a Hybrid Meeting of the Corporate Services Committee held in the Civic Space, 16 Church Street, Dumbarton on Wednesday, 24 May 2023 at 2.00 p.m.

Present: Councillors Ian Dickson, Daniel Lennie, David McBride, Jonathan McColl, James McElhill, Michelle McGinty, June McKay, Martin Rooney, Gordon Scanlan and Clare Steel.

Attending: Peter Hissett, Chief Executive; Angela Wilson, Chief Officer – Supply, Distribution and Property; Alan Douglas, Chief Officer – Regulatory and Regeneration; Laurence Slavin, Chief Officer – Resources; Arun Menon, Business Support Manager; James Gallacher, Service Manager – ICT; Alison McBride, Strategic People and Change Manager; Annabel Travers, Procurement Manager; Stephen Daly, Citizen and Digital Manager; Ryan Chalmers, Section Head (Revenues & Benefits); Michelle Lynn, Asset Co-ordinator; Adrian Gray, Finance Business Partner; Lisa MacGregor, People and Change Partner and Ashley MacIntyre and Nicola Moorcroft, Committee Officers.

Apologies: Apologies for absence were intimated on behalf of Councillors Karen Conaghan and Lawrence O'Neill; Amanda Graham, Chief Officer – Citizen, Culture and Facilities and Victoria Rogers, Chief Officer – People and Technology.

Councillor Daniel Lennie in the Chair

STATEMENT BY CHAIR – AUDIO STREAMING

Councillor Lennie, Chair, advised that the meeting was being audio streamed and broadcast live to the internet and would be available for playback.

DECLARATIONS OF INTEREST

It was noted that there were no declarations of interest in any of the items of business on the agenda.

RECORDING OF VOTES

The Committee agreed that all votes taken during the meeting would be carried out by roll call vote to ensure an accurate record.

MINUTES OF PREVIOUS MEETING

The Minutes of Meeting of the Corporate Services Committee held on 1 February 2023 were submitted and approved as a correct record.

MINUTES OF JOINT CONSULTATIVE FORUM

The Minutes of Meeting of the Joint Consultative Forum held on 16 March 2023 were submitted and all decisions contained therein were approved.

OPEN FORUM

The Committee noted that no open forum questions had been submitted by members of the public.

CITIZEN, CULTURE AND FACILITIES DELIVERY PLAN 2022/23 – YEAR END PROGRESS AND CITIZEN, CULTURE AND FACILITIES DELIVERY PLAN 2023/24

A report was submitted by the Chief Officer – Citizen, Culture and Facilities setting out the year-end progress of the 2022/23 Delivery Plan and presenting the new Delivery Plan for 2023/24.

After discussion and having heard the Citizen and Digital Manager in further explanation of the report, the Committee agreed to note the progress achieved at year-end and the new plan for 2023/24.

PEOPLE AND TECHNOLOGY DELIVERY PLAN 2022/23 – YEAR END PROGRESS AND PEOPLE AND TECHNOLOGY DELIVERY PLAN 2023/24

A report was submitted by the Chief Officer – People and Technology setting out the year-end progress of the 2022/23 Delivery Plan and presenting the new Delivery Plan for 2023/24.

After discussion and having heard the Strategic People and Change Manager in further explanation of the report and in answer to Members' questions, the Committee agreed to note the progress achieved at year-end and the new plan for 2023/24.

**REGULATORY AND REGENERATION DELIVERY PLAN 2022/23 – YEAR END
PROGRESS AND REGULATORY AND REGENERATION DELIVERY PLAN
2023/24**

A report was submitted by the Chief Officer – Regulatory and Regeneration setting out the year-end progress of the 2022/23 Delivery Plan and presenting the new Delivery Plan for 2023/24.

After discussion and having heard the Chief Officer – Regulatory and Regeneration in further explanation of the report and in answer to Members' questions, the Committee agreed to note the progress achieved at year-end and the new plan for 2023/24.

**RESOURCES DELIVERY PLAN 2022/23 – YEAR END PROGRESS AND
RESOURCES DELIVERY PLAN 2023/24**

A report was submitted by the Chief Officer – Resources setting out the year-end progress of the 2022/23 Delivery Plan and presenting the new Delivery Plan for 2023/24.

After discussion and having heard the Chief Officer – Resources in further explanation of the report, the Committee agreed to note the progress achieved at year-end and the new plan for 2023/24.

**SUPPLY, DISTRIBUTION AND PROPERTY DELIVERY PLAN 2022/23
CORPORATE PROCUREMENT UNIT– YEAR END PROGRESS AND SUPPLY,
DISTRIBUTION AND PROPERTY DELIVERY PLAN 2023/24 CORPORATE
PROCUREMENT UNIT**

A report was submitted by the Chief Officer – Supply, Distribution and Property setting out the Corporate Procurement Unit (CPU) priorities of the Supply Distribution and Property (SD&P) year-end progress 2022/23 and presenting the new Delivery Plan for 2023/24.

After discussion and having heard the Chief Officer – Supply, Distribution and Property in further explanation of the report, the Committee agreed to note the progress achieved at year-end and the new plan for 2023/24.

DEBT MANAGEMENT PARTNERS

A report was submitted by the Chief Officer – Resources seeking approval to commence a tendering exercise during 2023 for Debt Management Partners to assist with the Council's overall debt recovery processes.

Having heard the Chief Officer – Resources in clarification of the tendering process, the Committee noted that paragraph 4.4 of the report included an error and that, in

accordance with the Council's governance arrangements, it would not be necessary for the Tendering Committee to consider the award of the contract.

After discussion and having heard the Chief Officer – Resources, the Chief Officer – Supply, Property and Distribution and the Section Head (Revenues & Benefits) in further explanation of the report and in answer to Members' questions, the Committee agreed:-

- (1) that a tender exercise in line with the Public Contracts (Scotland) Regulations 2015 and Council Standing Orders would be undertaken to procure Debt Management Partners for the provision of Debt Management services and Sheriff Officer services ; and
- (2) that subject to the successful tender being in line with budget and otherwise in line with the tender requirements, the Chief Officer – Regulatory and Regeneration may, after consultation with the Chief Officer – Resources, award the contract on the basis of the most economically advantageous tender for an initial 3 year period with further two potential 12-month periods at the sole discretion of the Council.

TENDER FOR OFF-SITE PRINT AND POSTING SERVICE FOR ANNUAL COUNCIL TAX BILLING

A report was submitted by the Chief Officer – Resources seeking approval to procure the provision of an off-site print and posting service for annual Council Tax billing, including the merging of relevant benefit letters.

After discussion and having heard the Chief Officer – Resources in further explanation of the report, the Committee agreed:-

- (1) that a tender exercise in line with the Public Contracts (Scotland) Regulations 2015 and Council Standing Orders would be undertaken to procure off-site print and posting service for annual Council Tax billing; and
- (2) that subject to the successful tender being in line with budget and otherwise in line with the tender requirements, the Chief Officer – Regulatory and Regeneration may, after consultation with the Chief Officer – Resources, award the contract on the basis of the most economically advantageous tender for an initial 3 year period with further two potential 12-month periods at the sole discretion of the Council.

COUNCIL WORKFORCE PLAN 2022–2027 UPDATE AND ANNUAL ACTION PLANS 2022/23

A report was submitted by the Chief Officer – People and Technology providing an update on the Council's workforce planning activity for 2022/23.

After discussion and having heard the People and Change Partner in further explanation of the report and in answer to Members' questions, the Committee agreed:-

- (1) to note progress during 2022/23 in delivering against the Council Workforce Plan within the People First Strategy and 5 year plan;
- (2) to note the workforce profile as at 31 March 2023 and the key changes; and
- (3) to note progress within the Workforce Plans for each service.

EQUALITY OUTCOMES AND MAINSTREAMING 2021-25 PROGRESS REPORT 2021-2023

A report was submitted by the Chief Officer – Citizen, Culture and Facilities providing an update on progress towards delivery of the Equality Outcomes for the organisation.

After discussion and having heard the Citizen and Digital Manager in further explanation of the report, the Committee agreed to note progress to date in delivery of the Equality Outcomes.

GRANT APPLICATION TO DUMBARTON COMMON GOOD

A report was submitted by the Chief Officer – Resources providing details of one grant application to Dumbarton Common Good for consideration.

After discussion and having heard the Finance Business Partner in further explanation of the report and in answer to Members' questions, the Committee agreed:-

- (1) to approve an £18,403 per annum grant for the three financial years 2023/24, 2024/25 and 2025/26 with the award to be subject to review in 2026 to consider if the grant should be continued further; and
- (2) to note that the grant to West Dunbartonshire Community Food Share would be predominantly to cover rental costs and a small sum of running costs for their premises which is located in Dumbarton.

The meeting closed at 3.00 p.m.

JOINT CONSULTATIVE FORUM

At a Meeting of the Joint Consultative Forum held in the Council Chambers, Clydebanks Town Hall, 5 Hall Street, Clydebanks on Thursday, 8 June 2023 at 2.00 p.m.

Present: Councillors Karen Conaghan, David McBride, Michelle McGinty and Martin Rooney; David Scott (GMB); Claire MacKenzie (SSTA); Susan Shannon and David Smith (UNISON); and Chris Rossi (Unite).

Attending: Victoria Rogers, Chief Officer – People and Technology; Alan Douglas, Chief Officer – Regulatory and Regeneration (Legal Officer); Amanda Graham, Chief Officer – Citizen, Culture and Facilities; Gail Macfarlane, Chief Officer – Roads and Neighbourhood; Laurence Slavin, Chief Officer – Resources; Angela Wilson, Chief Officer – Supply, Distribution and Property; Claire Cusick, Senior Education Officer; Alison McBride, Strategic People and Change Manager; Michelle Lynn, Assets Co-ordinator; Gillian Gall, Head of Human Resources, West Dunbartonshire Health & Social Care Partnership (HSCP); Fraser Jephson, Corporate Project Manager; LeeAnne Galasso and Louise Hastings, People and Change Partners; and Scott Kelly, Committee Officer.

Apologies: Apologies for absence were intimated on behalf of Councillors Jim Bolland, Daniel Lennie and Hazel Sorrell; Michael Dolan and James Halfpenny (EIS); John Wagner (GMB); Margaret Wood (Unite); Peter Barry, Chief Officer – Housing and Employability; Laura Mason, Chief Education Officer; Beth Culshaw, Chief Officer, West Dunbartonshire HSCP; and Margaret-Jane Cardno, Head of Strategy and Transformation, HSCP.

Councillor David McBride in the Chair

DECLARATIONS OF INTEREST

It was noted that there were no declarations of interest in any of the items of business on the agenda.

MINUTES OF PREVIOUS MEETING

The Minutes of Meeting of the Joint Consultative Forum held on 16 March 2023 were submitted and approved as a correct record, subject to the reference to the 'Supply, Distribution and Property Health and Safety Committee' being amended to 'Joint Health and Safety Committee' in the item under the heading 'Trades Union Issues: Fixed Electrical Testing'.

Having heard the Chief Officer – Supply, Distribution and Property, the Forum agreed:-

- (1) to note the up to date position in relation to the progress of the plan to address Fixed Electrical Testing; and
- (2) to note that the Chief Officer, the Corporate Asset Manager and the Building Services Manager had met with Margaret Wood (Unite) to address the concern which she had raised in relation to Kilbowie Emergency Lighting.

PRESENTATION: OUTLOOK 365

Fraser Jephson, Corporate Project Manager, gave a presentation in relation to Outlook 365.

The main points covered in the presentation were:-

- An overview of the objectives of the 365 project including the delivery of efficiencies and transformation of service delivery.
- The achievements to date and the lessons learned so far.
- The plans for the future development of the project.

Following discussion and having heard the Corporate Project Manager and relevant officers in answer to Members' questions, the Forum agreed:-

- (1) to note the contents of the presentation;
- (2) to note the key role of Digital Champions in improving processes; and
- (3) to note that ICT and Legal were currently giving consideration to the implications of employees possibly using their own devices as part of the project, and that guidance on this matter would be issued in due course.

Councillor McBride, Chair, thanked Mr Jephson for his informative presentation.

EQUALLY SAFE AT WORK – PROGRESS UPDATE

A report was submitted by the Chief Officer – People and Technology providing an update on the Council's work on the Equally Safe at Work (ESAW) employers' accreditation programme.

After discussion and having heard the Strategic People and Change Manager in further explanation of the report and in answer to Members' questions, the Forum agreed:-

- (1) to note the contents of the report; and
- (2) to note that the Strategic People and Change Manager would provide further information in relation to other Councils' participation in the Equally Safe at Work accreditation programme.

EMPLOYMENT RELATIONS MONITORING: ANNUAL UPDATE 2022/23

A report was submitted by the Chief Officer – People and Technology providing the annual analysis on employment relations matters and an update on employee engagement activities for the period 1 April 2022 to 31 March 2023.

After discussion and having heard Ms Galasso, People and Change Partner, and relevant officers in further explanation of the report and in answer to Members' questions, the Forum agreed:-

- (1) to note the contents of the report; and
- (2) to note that Ms Galasso, People and Change Partner, would advise Mr Smith (UNISON) of the longest amount of time that a disciplinary investigation had taken.

EMPLOYEE WELLBEING ANNUAL UPDATE 2022/23 (COUNCIL-WIDE)

A report was submitted by the Chief Officer – People and Technology providing detailed analysis on Council-wide employee wellbeing and attendance for the period 1 April 2022 to 31 March 2023.

After discussion and having heard Ms Hastings, People and Change Partner, in further explanation of the report and in answer to Members' questions, the Forum agreed to note the annual findings for reported absence from 1 April 2022 to 31 March 2023, and in particular:-

- (1) the decrease in Council-wide sickness absence of 3,563 full time equivalent (FTE) days lost compared to the previous year;
- (2) that the proportion of absence attributed to minor illness had increased by approximately 13%, there had been a corresponding decrease of 13% in absence attributed to COVID-19, personal stress absences had remained unchanged whilst absences attributed to work related stress had decreased by 1%; and
- (3) that the proportion of absence that is considered long term had increased by 1.5%, up from 74% the previous year.

TRADES UNION ISSUES

The Forum noted that the Trades Union had not intimated, in advance of the meeting, any issues which they wished to raise.

The meeting closed at 3.30 p.m.

WEST DUNBARTONSHIRE COUNCIL**Report by Chief Officer – People and Technology****Corporate Services Committee: 16 August 2023**

Subject: Information and Communication Technology (ICT) Strategy 2023-28**1. Purpose**

- 1.1 The purpose of this report is to set out the ICT Strategy which provides a framework for the design, sourcing, and delivery of ICT services to support new ways of working and enable service area digital transformation.

2. Recommendations

- 2.1 The Committee is asked to:

2.1.1 Approve the proposed ICT Strategy 2023-28 (attached as Appendix 1).

3. Background

- 3.1 The previous ICT Strategy was approved at Corporate Services Committee in April 2016 and covered the period 2016–22 and, in line with the associated project plans, significant technology improvements have been delivered during that period.
- 3.2 Consultation on the ICT Strategy has been undertaken with all Chief Officers and other key stakeholders. The Strategy will be reviewed periodically to ensure it is aligned to corporate and chief officer area delivery plans.

Drivers

- 3.3 There are five principal areas that continue to drive changes in the way ICT is used and delivered, namely:
- Increased demand for technology to support digital transformation;
 - New 'Smart' ways of working;
 - The continued rapid pace of significant technological change;
 - The increased global threat to organisations from Cyber Security attacks; and
 - Increasing financial challenges with wholesale under-funding resulting in reductions in capital and revenue budgets.

Investment

- 3.4** There has been sustained investment in ICT during the period 2016- 22, building a solid foundation for the future and enabling delivery of services in new and innovative ways. The main components of investment were:
- Microsoft 365 cloud technology to strengthen resilience, enable service areas to digitally transform and collaborate effectively, especially during the COVID-19 pandemic.
 - Network Infrastructure including improved performance and increased bandwidth in schools and libraries enabling the use of 12,000 Chromebooks across the education estate.
 - Wireless LAN – upgrade of Wi-Fi access with state-of-the-art technology in council locations, and;
 - Modern Cyber Security technologies and tools to improve our cyber defence and protection against potential security threats.
 - The Council's planned capital and revenue spend on ICT for 2023/24 was approved by Corporate Services Committee in February 2023. ICT spend and plans are centrally governed by ICT Steering Board.

4. Main Issues

- 4.1** There continues to be significant demand pressures and increasing reliance on technology. The strategy provides direction and the priorities that will shape the Council technology environment whilst providing a stable and resilient infrastructure facilitating the most efficient use of resources. Priorities for future investment include:
- Modern technologies that support digital workplaces and sustain smart working from anywhere;
 - Improving and securing the ICT infrastructure to support and innovate service delivery;
 - New service delivery models for ICT services and technologies focusing on cloud appropriate services for increased scalability, resilience, and flexibility; and
 - Delivery of an improving, dependable, and efficient ICT service to enhance employee experiences, drive innovation and improve operational efficiency.

Next Steps

- 4.2** The Council's core infrastructure requires sustained investment in modern technologies in order to deliver future ready architecture. Managing and supporting Smart working environments involves continuous review, and redesign of services around the needs of a digitally enabled and agile workforce.
- 4.3** Investment to deliver fit for purpose network bandwidth and capacity requirements at council locations is essential to support a digital workforce, secure and update council devices with minimal disruption, and to enhance education and learning using technology.
- 4.4** Continue investment in Microsoft 365 technology to design safe, secure, and useful ways of collaborating and to enable services to share the right data securely and appropriately.
- 4.5** Prioritise compliance with data protection regulations, establishing secure data management practices, and protecting data the council store and use.
- 4.6** Cyber Security will continue to be a critical area for investment, research, development, resourcing, and training during the strategy period. As the volume and frequency of cyber-attacks increase, and dependency on systems and data grows, technologies must be secure, and the workforce cyber aware.
- 4.7** In addition to plans for infrastructure and system projects and spend, the ICT Strategy recognises that as the council changes, the demand for ICT support services continues to increase, the service delivery model will be realigned accordingly to ensure employee needs can be met.

5. People Implications

- 5.1** Existing ICT employees will be allocated to the various projects outlined in this report depending on the skills and level of resource required and available. Where a shortfall is identified, or specific technical expertise not held internally is required, ICT will follow the appropriate procurement and governance processes to procure those skills as part of the Capital programme. External support is often required with the introduction of a new technology where supplier support is procured for their expertise.
- 5.2** ICT will consider funding temporary ICT resources for capital projects where a requirement is identified. This approach has been successful for completed projects as it was more cost effective to employ temporary resources, than to engage external suppliers.
- 5.3** Any changes to the current ICT service delivery model, e.g., hosted/cloud services could have an impact on the current ICT resource. These options would be subject to specific and separate business case/option appraisal and submitted for committee consideration at the relevant time.

6. Financial and Procurement Implications

- 6.1** Revenue budget provision exists for all license and maintenance support spend and there is a robust process to ensure that chief officers/nominated senior manager consult with ICT when introducing new systems and services. This ensures systems are appropriately supported by the relevant 3rd party supplier, security requirements are met and ensures visibility in order that related savings and spend can be identified.
- 6.2** The cost estimates for capital spend are based on high level research and may vary due to factors such as inflation and exchange rates but will remain within the existing capital plan approved by Corporate Services Committee in February 2023 as projects can be scaled up or down.
- 6.3** Further funding may be needed to deliver the ICT Strategy and any such bid would be the subject of specific reports for consideration by committee or the Section 95 officer as appropriate.
- 6.4** ICT capital spend will be via framework agreements and processes are in place to evaluate best value for the council. Spend on infrastructure and systems will involve competitive tendering processes, in line with procurement guidance as part of the annual review of ICT planned spend.

7. Risk Analysis

- 7.1** There is a risk that the actual capital project costs may exceed the capital project estimates. This risk can be mitigated by a range of procurement strategy options being explored as well as building scalability into the tender, for example, reducing the number of devices being replaced or specification of the device.
- 7.2** There is a risk that the Council is unable to resource the delivery of the ICT Strategy. This will be mitigated by undertaking a periodic review of the strategy and ensure alignment to corporate and service priorities. Where additional funding is required, separate business case(s) will be made.

8. Equalities Impact Assessment (EIA)

- 8.1** A screening has been conducted and there is no impact on any specific group. The ICT Strategy is technology based to support all relevant council employees in their service delivery.
- 8.2** In the event that a service delivery change is being considered, this will be submitted as a separate report where required in accordance with the Scheme of Delegation and an equalities screening will be undertaken.

8.3 Our approach to supporting change and improvements, will proactively take consider accessibility and usability of systems and their interaction for users. This is especially important for disabled people.

8.4 In relation to Artificial Intelligence (AI), our approach will be in line with the [Equality and Human Rights Commissions guidance](#) in use of AI in the public sector, and proactively considering equality implications.

9. Strategic Environmental Assessment (SEA)

9.1 In accordance with contract strategy development and the Scottish Government Sustainability toolkit, the council will explore sustainability opportunities in all tenders.

10. Consultation

10.1 The appropriate Legal and Finance officers have been consulted in the preparation of this report.

11. Strategic Assessment

11.1 High quality ICT equipment and services contribute to the Council's strategic priority of best use of technology to support service delivery and the everyday lives of residents, and ensuring employees are provided with the technology needed to do their jobs effectively.

Victoria Rogers
Chief Officer - People and Technology
3 July 2023

Person to Contact: James Gallacher, Manager of ICT

Appendices: ICT Strategy 2023-28
EIA – ICT Strategy 2023-28

Background Papers: 8 February 2023 Council – P&T Revenue and Capital Spend

Wards Affected: None



Information & Communications Technology (ICT) Strategy 2023-28



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1. Information & Communication Technology (ICT) Strategy

1.1. Introduction

There continues to be rapid and significant changes across the public sector. We live in a digital age where demand for council services and expectations of service levels continue to increase at a time the council is facing significant financial challenges.

The council needs to ensure we are fit for the future by leveraging the use of technology, to deliver affordable, efficient, sustainable, and digitally enabled services that meet residents and employees needs and expectations. To prepare for this, there has been sustained investment in ICT in recent years, building a strong foundation for the future and enabling delivery of services in new and innovative ways.

ICT is part of the People and Technology service, and this ICT strategy been developed in support of the Council's core strategic ambitions across business service areas as reflected in the Council Strategic 5-year plan 2022-27.

This Strategy will be a live document updated to respond to the changing and evolving business requirements and has been developed in recognition of:

- Increased demand for technology to support digital transformation and new hybrid ways of working.
- The continued rapid pace of significant technological change.
- New service delivery models for IT services and technologies focusing on cloud services funded from revenue budgets, rather than traditional capital funding.
- Increased need to prioritise compliance with data protection regulations, establishing secure data management practices, and protecting data the council store and use.
- Expectations around focusing on sustainability goals and reducing environmental impact while deploying ICT.
- The increased global threat to organisations from Cyber Security attacks; and
- Increasing financial challenges with wholesale under-funding resulting in reductions in capital and revenue budgets.

This strategy should be read alongside the Council's [People First Strategy](#), [People & Technology Annual Service Delivery plan](#) and [People & Technology Spend](#) which provides context for the ICT projects being delivered across the Council.

2. Principles and Ambitions

This ICT Strategy aligns to the values of the Council's Achieve Framework demonstrating an ambitious innovative plan, collaboration and empowering our residents and employees.

The strategy will ensure.

- Best use of technology to support service delivery and the everyday lives of residents.
- and
- Employees are provided with the technology needed to do their jobs effectively.

The ICT service will collaborate with all council services and partnerships to help achieve the above vision and will be underpinned by the principles and ambitions outlined below.

2.1 Modern Infrastructure to enable Digital Transformation

The infrastructure aspect of technology holds significant importance, highlighting the necessity of ensuring that the ICT architecture is future ready. This ensures the provision of an efficient, effective and customer focused ICT service that empowers an agile, flexible, and digital workforce.

A fundamental principle of this revolves around the critical importance of enhancing the management of technological changes and upgrades across the infrastructure estate.

The service delivery model arising from COVID-19 pandemic has required a review of the Council's ICT infrastructure architecture. Managing remote/hybrid technical environments involves redesign, investment in modern technologies in addition to upskilling ICT employees.

We will continually assess and upgrade our ICT infrastructure to support the growing demands of the organisation and explore cloud computing options for increased scalability, resilience, flexibility, cost-effectiveness and to maximise our current investment.

Ambitions

- Cloud appropriate
- Continuous research & development to explore and embrace innovative technologies.
- Provide state-of-the-art wireless access.
- Enable a streamlined remote access solution.
- Deliver fit for purpose bandwidth capacity at all council locations.
- Use the power of 5G to unlock new opportunities.

2.2 Manage risk, security, and compliance.

Risk and security controls should be balanced according to business objectives – security controls need to be proportionate to risk.

We will strive towards an ICT network that has a zero-trust security approach and prioritises continuous verification and strict access controls to protect against potential security threats in line with modern technologies.

We will continually review and assess our security posture to identify vulnerabilities and implement necessary controls.

We will ensure appropriate investment in modern technologies to improve cyber defences and further build the skillset within the relevant ICT teams to appropriate levels.

Ambitions

- Align information security approach to National Cyber Security Centre (NCSC) best practice.
- Work towards achieving Cyber Essentials +
- Continued PSN & PCI Compliance
- Deliver employee awareness programmes for Cyber Security to create a strong security culture.
- Robust and defined DR, Resilience, and recoverability processes
- Establish an incident response plan and conduct regular drills to ensure preparedness.
- Implement actions to respond to Scottish Government's Public Sector Action Plan Cyber Resilience Framework.

2.3 Provide Data to Support Decision-making

We will help services to share the right data securely and appropriately between the Council and our partners.

In accordance with the Council's records management policy and recommendations, we will encourage and use data analytics to:

- help services make informed decisions; and
- open data to give communities and businesses access to information we store.

The Council should provide a consistent experience regardless of the way residents and employees choose to contact us. This can be enabled by presenting easy to use, integrated and standard interfaces.

ICT Services will be delivered as “digital-by-default” and employees who can, will be enabled and encouraged to self-serve with other channels being available for urgent and emergency issues.

Ambitions

- We will design data architectures and infrastructure that allow seamless data exchange and integration across different platforms, databases, and applications.
- We will explore opportunities to proactively publish open datasets and to use this to empower communities.
- We will develop data warehouse type solutions to pull together service and customer data from various sources.
- We will promote and implement Business Intelligence solutions to enable meaningful data analysis across the council.
- We will support service areas to investigate opportunities for commercialisation of appropriate service data.
- We will maximise the use of existing data and systems to support Better Use of Data.

2.4 Delivering a Digital Workplace

As 'Smart Working' has become the default for most desk-based employees, we will ensure that the supporting ICT technology, systems, and support services are in place to deliver a fit for purpose Digital Workplace to council employees. This includes an enhanced onsite experience which provides access to the latest versions of Microsoft office suite with 365 functionality and integration, controlled and consistent access to business applications and state of the art Wi-Fi technology in all council sites to ensure a future proof, strong and robust wireless connection.

Our Digital Workplace vision is to provide a streamlined and smooth remote access facility to mirror the onsite office experience and deliver seamless and fast access to council applications from anywhere. This enables the council to continue to encourage working in a modern way using a mix of office, home, and remote working.

As the council changes, the demand for ICT support services continues to increase, we will review and align our service delivery model to ensure employee needs, satisfaction and expectations can be met.

Ambitions

- We will deploy portable devices such as laptops and tablets to all office workers on a one-to-one basis, removing the need for desktops and thin client devices.
- We will explore supplier zero touch services and use automated technologies to remove the need for ICT teams to manually configure and deploy devices.
- We will continue to use modern technologies to improve the process of updating council devices and reducing impact to council employees and service delivery.
- We will continuously review our approach to secure end user computing - this will consider advances in cloud technology and remote device management.
- We will ensure our communication is jargon free and efficient.
- We will continuously review our ICT support model to align with smarter ways of working.

2.5 Sustainability

While the council's current ICT systems provide efficient services, continuous improvement is crucial to support future changes in a timely and cost-effective manner.

ICT is committed to sustainable technology to lessen energy consumption, carbon emissions, enhance resource management, and decrease the amount of technology waste produced. We will ensure hardware is disposed of properly, recycled, or repurposed whenever possible, and sustainable disposal options, such buy-back programmes, are used.

To promote higher value, conserve energy, and lower heat production we virtualise hardware when it is practical and effective. We will continue to deliver collaboration technologies to support a Digital workforce and reduce travel, reduce our carbon footprint and greenhouse gas emissions whilst supporting the council's property rationalisation project.

In accordance with contract strategy development and the Scottish Government Sustainability toolkit, the council will explore sustainability opportunities in all tenders.

Ambitions

- Use cloud solutions where appropriate.
- Use technology to reduce printing.
- Reduce power consumption with effective power management policies and tools.
- Consider sustainable data management by considering data deduplication, compression, and tiered storage approaches to optimise resource utilisation and reducing energy consumption.
- Enable solutions that promotes electronic records keeping.
- Consider suppliers' Energy star rating programmes that certify their products for energy efficiency.
- Continue to encourage best practice regarding data storage and usage.

2.6 Automation

Automated Technology solutions facilitate new ways of analysing information to streamline processes and decision making.

ICT currently uses automation technology to improve services by automating repetitive tasks such as daily technical checks, ticketing workflows, reporting, data matching, scheduling, and performing maintenance tasks on our infrastructure environment. We have also recently implemented Artificial Intelligence (AI) technology to improve and enhance secure cloud analytics and improve network security. This is in addition the investment council had made in Robotics Process Automation (RPA) to optimise its processes.

As the automation programme matures, we will consider the possibility of using related technologies to provide direct services to employees. This may include the use of chat bots, virtual assistants, and collaborative apps to provide a speedy response to employees and allow them to interact with the ICT service across a range of platforms including social media.

Ambitions

- Support of service initiatives and advances in automation technologies to the benefit of wider council services.
- Continue automation of ICT services.
- Support pilot projects and proof of concepts to highlight the benefits of automation.
- Ensure opportunity for integration and interoperability between automation technologies and existing systems or platforms.

2.7 Digital Age – Research & Development

ICT will evolve in the adoption of innovative trends and technologies to support, advise, and encourage service areas with a key lens on promoting the vision for the future and delivering a council fit for the Digital Age.

We will continue to participate in national initiatives to share information and knowledge and explore opportunities similar to the Council's Internet of Things (IoT) Asset Tracking pilot which promoted collaborative working, business growth, problem solving and improve service delivery.

Researching the secure use of emerging trends and technologies such as Chat GPT, Blockchain and Machine Learning will continue to help the Council foster a culture of innovation and remain adaptable to emerging technologies and trends.

We also need to consider how current technology trends may develop and impact service delivery beyond the lifetime of this strategy.

Ambitions

- Continue partnership collaborating with council Digital Team, National Groups, and projects.
- Encourage the involvement in Tech Cluster initiatives.
- Explore options on attracting investment in digital connectivity and technologies.
- Explore Smart City innovations.

3. Conclusion

The People & Technology service is uniquely positioned to support the council's digital transformation journey. Council employees are more reliant than ever on technology, one of the key principles of this strategy is to ensure the Council's ICT infrastructure remains secure, available, and resilient to the risk of security breaches. The strategy provides direction and strategic priorities that will shape the Council technology environment whilst providing a stable and resilient infrastructure which facilitates the most efficient use of our resources.

The strategy will be delivered over the next 5 years and will be monitored via annual P&T service and spend plans and reported alongside same. The successful execution of this strategy will enable delivery of enhanced employee experiences, drive innovation, improve operational efficiency and maximise investment.

This ICT strategy document provides a roadmap to position ourselves as a fit for purpose and innovative technology service.

AssessmentNo	755	Owner	JGALLACHER
Resource	Transformation		Service/Establishment People and Technology
	First Name	Surname	Job title
Head Officer	James	Gallacher	ICT Manager
	(include job titles/organisation)		
Members	James Gallacher, ICT Manager Victoria Rogers, People & Technology Chief Officer		
	<i>(Please note: the word 'policy' is used as shorthand for strategy policy function or financial decision)</i>		
Policy Title	ICT Strategy 2023-2028		
	The aim, objective, purpose and intended outcome of policy		
	Define the ICT Strategy over a 5 year period which provides a framework for the design, sourcing, and delivery of ICT services.		
	Service/Partners/Stakeholders/service users involved in the development and/or implementation of policy.		
	Consultation with Chief Officers, P&T and ICT Management teams.		
Does the proposals involve the procurement of any goods or services?		No	
If yes please confirm that you have contacted our procurement services to discuss your requirements.		No	
SCREENING			
<i>You must indicate if there is any relevance to the four areas</i>			
Duty to eliminate discrimination (E), advance equal opportunities (A) or foster good relations (F)		Yes	
Relevance to Human Rights (HR)		No	
Relevance to Health Impacts (H)		No	
Relevance to Social Economic Impacts (SE)		No	
Who will be affected by this policy?			
Council employees, Council service users			
Who will be/has been involved in the consultation process?			
Please outline any particular need/barriers which equality groups may have in relation to this policy list evidence you are using to support this and whether there is any negative impact on particular groups.			
	Needs	Evidence	Impact
Age			
Cross Cutting	Implementation of AI and Automation should be informed by the relevant EHRC guidance from 2022 The Council has a commitment to supporting digital inclusion	Our approach to supporting change and improvements, will proactively take into account accessibility and usability of systems and their interaction for users. This is especially important	Positive

		for disabled people. Specific implementations can be impact assessed by services	
Disability	The council has a anticipatory duty to to ensure that services are accessible to disabled people. The Council has a duty to make reasonable adjustments for employees	Our approach to supporting change and improvements, will proactively take into account accessibility and usability of systems and their interaction for users. This is especially important for disabled people.	Positive
Social & Economic Impact			
Sex			
Gender Reassign			
Health			
Human Rights			
Marriage & Civil Partnership			
Pregnancy & Maternity			
Race			
Religion and Belief			
Sexual Orientation			
Actions			
Policy has a negative impact on an equality group, but is still to be implemented, please provide justification for this.			
Will the impact of the policy be monitored and reported on an ongoing bases?			
Q7 What is your recommendation for this policy?			
Please provide a meaningful summary of how you have reached the recommendation			
EIA 755: Our approach to supporting change and improvements, will proactively take into account accessibility and usability of systems and their interaction for users. This is especially important for disabled people. Our approach will be inline with the Equality and Human Rights Commissions guidance in use of AI in the public sector, and proactively consider equality implications, when supporting change and improvements.			

WEST DUNBARTONSHIRE COUNCIL

Report by Chief Officer - People & Technology

Corporate Services Committee: 16 August 2023

Subject: Apprentice Remuneration Proposal

1. Purpose

- 1.1** The purpose of this report is to seek approval for the proposed change to Apprentice remuneration in line with West Dunbartonshire Council's commitment as a Scottish Local Government Living Wage (SLGLW) employer.

2. Recommendations

- 2.1** The Committee is asked to agree the following:
- A starting rate equivalent to the National Minimum Wage (NMW) of £9.18 applicable to apprentices in year 1 for Levels 2 and 3;
 - Incremental progression for Level 3 apprentices over years 2, 3 and 4 (reflected in current Spinal Column Points (SCP) of hourly rates £10.85, £11.41 and £12.76 respectively);
 - Rates to be reviewed annually in line with the application of the pay award and delegated to the Chief Officer People & Technology in the same manner as other collective bargaining awards;
 - Variation to apprentice contracts, current (with undernoted exception) and future, to a standard 35 hours per week;
 - To avoid pay detriment, retention of 37 hour working for those currently in year 4 of their training; and
 - Agree implementation from 1 October 2023 and confirm that the Chief Officer People & Technology is authorised to enact.

3. Background

- 3.1** West Dunbartonshire Council currently employs 58 apprentices on two distinct levels. Level 2 Apprentices are normally employed for 1 year and Level 3 Apprenticeships can vary from 2 to 4 years depending on the discipline.

- 3.1.1.** The breakdown of current apprentices is as follows in the table below:

Table 1

Level	Total Number	Breakdown
-------	--------------	-----------

2	8	4 Greenspace 4 Roads
3 - Craft	31	13 Joiners 8 Plumbers 5 Electricians 3 Painters 1 Plasterer 1 Roofer
3 - Others	19	7 Business Admin/ICT 6 Childcare 4 Mechanics 2 Greenspace

Current Remuneration

- 3.1.2** At the implementation of Single Status in West Dunbartonshire Council (2009), the pay model including percentages as applied to Apprentices (Table 2) was deemed appropriate to reflect the incremental achievement in experience, competence and qualification over the duration of the programme.

Table 2

Level 3 Apprentice	Year 1	Year 2	Year 3	Year 4
SCP Full Rate	SCP3 £9.01	SCP12 £10.07	SCP22 £11.41	SCP31 £12.76
Percentage applied to Apprentice pay	70% £6.31	75% £7.55	90% £10.27	95% £12.12
Salary 35 Hrs:	£11,515.12	£13,778.00	£18,741.72	£22,117.79
Salary 37 Hrs:	£12,173.13	£14,565.31	£19,812.68	£23,381.66
Level 2 Apprentice	Year 1			
SCP Full Rate	SCP3 £9.01			
Percentage applied to Apprentice pay	55% £4.96			
Salary 35 Hrs	£9,051.50			
Salary 37 Hrs	£9,568.73			

- 3.1.3** Table 2 illustrates that all apprentices are currently paid below the NMW of £9.18 per hour in year 1 and below the SLGLW of £10.85 per hour with the exception of a level 3 apprentice in Year 4 of the training programme.
- 3.1.4** Following representations and agreement that a review was prudent given the time elapsed since the development of the current model, revisions to the remuneration package are now proposed.

Proposed Remuneration

3.2 To align the apprentice training pay rates with the NMW and the Scottish Joint Council's Circular Salaries Agreement (SJC 70, 26 October 2022), the proposed changes to remuneration are:

- Levels 2 and 3 Year 1 uprated to £9.18 (representing an 85% and 45% increase respectively based on 35 hour week);
- Level 3 year 2 (SCP 12) adjusted to reflect the current SLGLW rate (£10.85 (representing a 44% increase based on 35 hour week); and
- SCPs 22 & 31, applicable to Level 3 years 3 and 4 to reflect the SJC SCP directly, i.e., without the percentages applied as they are in the current model (Table 2) representing an 11% and 5% increase respectively based on 35 hour week).

Table 3 below sets out the differences in pay, if the proposals are agreed.

3.3 Table 3

Level 3 Apprentice	Year 1	Year 2	Year 3	Year 4
SCP Hourly Rate	NMW £9.18	SCP12 £10.85	SCP22 £11.41	SCP31 £12.76
Salary 35 Hrs:	£16,752.58	£19,800.17	£20,822.11	£23,285.72
Level 2 Apprentice	Year 1			
SCP Hourly Rate	NMW £9.18			
Salary 35 Hrs:	£16,752.58			

3.4 Apprentices are partially funded through various funding streams as and when they are available. Mainly the Apprentice Investment Fund (AIF) is utilised to partially fund apprentices. Currently for each level 3 apprentice the service is given £8,500 towards the salary and for each Level 2 apprentice the service is given £6,500 towards the salary. The service utilise internal budget to make up the difference in the salary. This proposal would see the AIF funding increase to £8,885 which would result in a reduction in the overall number of apprentices employed albeit noting the substantial increase in pay levels for the majority.

3.5 The proposed model removes any age-related differentials and aligns with the Real Living Wage (RLW) foundation's statement that while *"We do not have specific guidance on payment for under 18 employees but we do encourage employers to pay the Real Living Wage to all employees regardless of age"*

According to the Scottish Living Wage Foundation, the benefits associated with payment at RLW and SLGLW rates are considered to include:

- higher staff retention,
- improved wellbeing and attendance,
- a higher level and quality of recruitment applications,
- employees feel valued,
- increased employee loyalty,

- being recognised an employer of choice through fair pay, and
- improved employee morale.

The Scottish Living Wage Foundation promotes RLW and SLGLW in that they allow people the opportunity to provide for their families and plan for the future. It can mean the difference between surviving and thriving. Employees feel valued and appreciated making them more motivated and proud to work for their employer.

- 3.6** Table 4 below illustrates the total hours and costs associated with paragraphs 3.2 and 3.3 above. These are reflective of full year cost so will vary depending on numbers engaged, apprentice start date and transition through training. An additional cost of £244,640 per annum, based on the current level of apprentices, is currently projected. These costs exclude any funding provided through the Apprentice Investment Fund or any other funding.

Table 4

Apprentice	Current Hourly Rate	Current Salary	Current Annual Cost	Proposed Hourly Rate	Proposed Salary	Weekly Hours	Proposed Annual Cost
3	£4.96	£9,568.73	£28,706.20	£9.18	£16,752.58	35	£50,257.75
4	£4.96	£9,051.50	£36,206.02	£9.18	£16,752.58	35	£67,010.33
15	£6.31	£12,173.13	£182,596.89	£9.18	£16,752.58	35	£251,288.73
8	£6.31	£11,515.12	£92,120.95	£9.18	£16,752.58	35	£134,020.66
1	£6.31	£5,757.56	£5,757.56	£9.18	£8,376.29	17.5	£8,376.29
1	£6.31	£4,606.05	£4,606.05	£9.18	£6,701.03	14	£6,701.03
5	£7.55	£14,565.31	£72,826.55	£10.85	£19,800.17	35	£99,000.83
2	£7.55	£13,778.00	£27,555.99	£10.85	£19,800.17	35	£39,600.33
2	£9.18	£17,709.87	£35,419.74	£9.18	£16,752.58	35	£33,505.16
1	£9.18	£16,752.58	£16,752.58	£9.18	£16,752.58	35	£16,752.58
6	£10.27	£19,812.68	£118,876.07	£11.41	£20,822.11	35	£124,932.65
9	£12.12	£23,381.66	£210,434.95	£12.76	£23,285.72	35	£209,571.52
57		TOTAL	£621,424.59			TOTAL	£831,446.34

4. People Implications

- 4.1** The majority of apprentices will have an increase in pay, contributing to addressing in-work poverty and realising the benefits outlined at 3.5 above.
- 4.2** A small number (circa 11) Level 3 year 4 apprentices would have a small element of pay protection circa £100 p.a. applied as a result of moving from 37 to 35 hours. This can be further mitigated by retention of 37 week for current apprentices, recognising the culmination of their training programme is imminent and so aligning them with the normal weekly hours for trades roles.
- 4.3** West Dunbartonshire Leisure Trust (WDLT) separately employ apprentices however the Service level Agreement requires them to offer the same terms and conditions as the Council. Consequently, if agreed, this proposal will be presented for endorsement of the WDLT Board.

5. Financial and Procurement Implications

- 5.1** The additional annual cost based on the current level of apprentices is circa £244,640 (inclusive of on costs). It is anticipated that funds would come from

the current AIF, any other associated funding and current service budgets. Note that for 2023/24, additional costs are applicable for the 6 month period from 1 October 2023.

- 5.2** It is relevant to note that 50% of the current apprentices are within the Housing Maintenance Trading Account (HMTA). Since the costs of HMTA are recovered via repairs recharges to HRA, the ultimate burden of the increased cost of these apprentices will fall on the HRA. The HRA impact is assessed at £100,880, the General Fund impact is assessed at £143,760. Table 4 below details the split.

Table 4

Funding	Current Cost inc 19.3% SA Contribution	Revised Cost inc 19.3% SA Contribution	Change
HRA	£675,606	£776,487	£100,880
General Fund	£357,980	£501,740	£143,760
Total	£1,033,586	£1,278,227	£244,640

- 5.3** It is understood that additional, supplementary expenses may be funded for some apprenticeship roles, e.g. trades. This is thought to include tools and travel to work but requires to be clarified and confirmed. If this proposal is agreed, the increase in annual pay should remove any supplementary requirements.

6. Risk Analysis

- 6.1** While the current rates are reflective of the training nature of the roles, they are significantly lower than the national minimum wage and do not adequately remunerate the recipients. This may lead to apprentices seeking alternative employment elsewhere before the end of their training.
- 6.2** The increase in apprentice pay is likely to lead to fewer apprentices being employed.

7. Equalities Impact Assessment (EIA)

- 7.1** A screening has been undertaken and confirms no detrimental impact on any protected group. This proposal further advances the Council's ambition as a true RLW and SLGLW employer.

8. Consultation

- 8.1** The report has been discussed with the Chief Executive, Legal colleagues, the Section 95 Officer and Chief Officer Housing and Employability.

8.2 Following consultation with the trade unions they were happy to agree the proposed changes, confirming this was a much-appreciated improvement.

9. Strategic Assessment

9.1 The proposal set out in this report will assist the Council to deliver its strategic priority 'A strong local economy and improved job opportunities' by contributing to the underpinning objective 'Our residents are supported to access employment and training opportunities'.

Name: Victoria Rogers
Designation: Chief Officer – People & Technology
Date: 2 August 2023

Person to contact: John Duffy
People, Quality & Governance Lead
07780165261
John.duffy@west-dunbarton.gov.uk

Background Papers: People First Strategy

Wards Affected: All

Appendices: N/A

WEST DUNBARTONSHIRE COUNCIL

Report by Chief Officer – People & Technology

Corporate Services Committee: 16 August 2023

Subject: Gender Based Violence Policy

1. Purpose

- 1.1** The purpose of this report is to update committee on the development of the new Gender Based Violence Policy and to secure approval for same.

2. Recommendations

- 2.1** The Committee is asked to approve the Gender Based Violence Policy, attached as Appendix 1.

3. Background

- 3.1** West Dunbartonshire Council is committed to supporting its' employees and, in line with the People First Strategy, putting people and good people practice at the heart of the organisation'.
- 3.2** The Gender Based Violence Policy is a new policy which aims to build on existing policies and procedures, such as the Code of Conduct, Disciplinary, Respect at Work and Domestic Abuse Policies, that all contribute to the eradication of sex inequality in the workplace and the right of everyone to a world free from violence and harassment as enshrined in the Violence and Harassment treaty.
- 3.3** The development and implementation on the Gender Based Violence Policy is required to achieve the Development Tier of the Equally Safe at Work (ESAW) accreditation programme, which supports Scottish Local Authorities to progress gender equality in the workplace and prevent violence against women. Criteria outlined within the ESAW framework has informed the content of this policy.
- 3.4** The Gender Based Violence Policy brings together the gender based violence aspects already within existing policies, ensuring that any employee who has or is experiencing any form of gender based violence is able to raise the issue with their manager in the knowledge that they will receive appropriate support and assistance. It also makes it easier for employees to access information on how best to support colleagues who disclose or show signs of experiencing gender based violence.

4. Main Issues

- 4.1** The intention of the policy is to ensure confidential and empathetic handling of situations arising from gender based violence and to appropriately support employees requiring help to address problems arising from gender based violence.
- 4.2** The Policy is applicable to Local Government Employees, those on SNCT terms and conditions, Chief Officers and Quasi-Craft workers
- 4.3** The policy provides clarity on the different forms of gender based violence such as domestic abuse, sexual harassment, stalking and so called honour based violence and the resulting impact on individuals who have or are experiencing it, in order to raise awareness thereby embedding a culture where there is improved understanding of gender based violence.
- 4.4** Supporting information for managers and employees is appended to this policy to provide further advice and guidance including information on spotting some common signs of gender based violence and how best to support individuals.
- 4.5** Whilst the policy acknowledges that any individual can experience gender based violence, it recognises that the overwhelming majority will feature male perpetrators and female victims/survivors.
- 4.6** The policy also includes guidelines to address the behaviour of employees who may be or are perpetrators of gender based violence and who may pose a risk to others within the context of their work.
- 4.7** Any employee who is alleged or proven to have perpetrated (or aided a perpetrator of) gender based violence, referral will be made to the Disciplinary Policy and Procedure.

5.0 Next Steps

- 5.1** This is a new policy and will result in minor changes to existing policies. Section 8.14 of the Special Leave Scheme will be updated to provide up to 5 days leave with pay for employees experiencing any form of gender based violence, currently only mentions domestic violence. The Domestic Abuse Policy will have a technical update to include a reference to the Gender Based Violence Policy.
- 5.2** Highlighting this new policy will be achieved through presentation at senior manager meetings, workforce updates, newsfeed articles, Trickle and briefing notes provided for managers to share at team meetings. HR will support managers to raise awareness amongst teams Wellbeing Advocates will be used as a communication channel. TU Convenors will be asked to brief their respective branches to enable them to support members. Finally, the HR team will use email signature messaging to promote the policy in all of their

correspondence.

- 5.3 Promotion of the relevant i-learn modules, 'Together for Gender Equality' and 'Understanding Domestic Abuse', developed by Equally Safe in Practice, a partner of Equally Safe at Work, will continue to raise awareness.

6.0 People Implications

- 6.1 The introduction of this policy will promote awareness in relation to gender based violence and ensure effective processes are available to appropriately support employees. The Policy reinforces the Council's zero tolerance approach with regards perpetrators and such concerns being treated seriously with appropriate action being taken in relation to behaviours that breach the expected standards of behaviours.
- 6.2 The policy for employees is accessible on the Council intranet and e-learning modules in relation to equality, discrimination and Human Rights and LBBTQ+ awareness are a mandatory part of the induction process for all employees. It is expected that the Together for Gender Equality and Understanding Domestic Abuse modules, developed by Equally Safe in Practice, will be adopted as mandatory training during 2024.

7.0 Financial and Procurement Implications

- 7.1 Any financial implications will be in relation to the paid leave and additional support required which may take place during working time. However this will bring benefits for the Council in supporting employee wellbeing and those at risk which potentially increases loyalty, prevents loss of key skills and experience and mitigates against other types of leave and loss of working time which can often be a factor in gender based violence.
- 7.2 It is recognised that the associated iLearn modules will usually be completed during working hours, however this is acceptable given the consequential increase of knowledge and understanding.

8.0 Risk Analysis

- 8.1 Application of the new policy and procedure will mitigate against any potential risks in relation to employee wellbeing, safety and potential loss of productivity by ensuring the availability of sources of information and support for those who experience gender based violence. It also ensures managers and colleagues are given the knowledge to spot any signs and handle disclosures of gender based violence. Information is also provided on how to manage employees who are or may be perpetrators of gender based violence.

9.0 Equalities Impact Assessment (EIA)

- 9.1 An Equality Impact Assessment has been undertaken and identified no negative impact. The policy promotes equality of opportunity across all

equality strands and protected characteristics and encourages employees to report any potential unlawful practice which would include any breach of the Equality Act 2010. The Equality Impact Assessment can be found in Appendix 2.

10.0 Consultation

- 10.1** The Gender Based Violence Policy was informed by feedback from HR, Trade Unions and the Equally Safe at Work Working Group.
- 10.2** Agreement of the policy has been provided by Unite, GMB and Unison. Due to the summer break, no response or agreement has been received from EIS on behalf of the Education Trade Unions thus far.

11.0 Strategic Assessment

- 11.1** This policy directly supports the Council's Strategic Plan, Strategic Priorities and Outcomes 4 Our Council – Inclusive and Adaptable; Service Delivery Plans and People First Strategy ensuring this policy is aligned to the ethos that all employees have equity of support and opportunity.

Victoria Rogers
Chief Officer – People and Technology
Date: 05/07/23

Person to Contact:	Tara Spooner HR Adviser, Church Street, Dumbarton Tel: 01389 737402 Email: Tara.Spooner@west-dunbarton.gov.uk
Appendices:	Appendix 1 – Gender Based Violence Policy Appendix 2 - EQIA
Background Papers:	None
Wards Affected:	None

HR Employment Policy and Procedures

Gender Based Violence Policy

Implementation Date: August 2023

The behaviours outlined in the ACHIEVE Framework should be reflected in the application of this Scheme.



Document Management - Version Control

Policy Title & Reference	Gender Based Violence Policy	HRP/067
Version Number & Date	1.0	August 2023
Title, Version Number & Date of Superseded Version (if applicable)	N/A	N/A
Rationale for introduction/Driver for change	The policy is being introduced as part of The Council's commitment to achieving the Equally Safe at Work accreditation and fundamentally to support employees who have experienced gender based violence. The policy will help to raise awareness on the subject throughout West Dunbartonshire Council.	
Summary of Substantive Changes (if applicable)	N/A – new policy	
Summary of Technical Changes (if applicable)	N/A – new policy	
Lead Officer	Tara Spooner, HR Adviser	
Final Trades Union Position	Agreed by Unite, Unison & GMB. Awaiting agreement from EIS on behalf of Teaching Unions	
Consultation & Approval Process	Committee	<i>Date</i>
	Equally Safe at Work Working Group	<i>June 2023</i>
	Trade Union Convenors	July 2023
	CS Committee	
Accompanying Documentation (incl. EIA)	EIA Gender Based Violence Policy	

Linked Policies, Schemes and Procedures	Domestic Violence and Abuse Policy Supporting Employee Wellbeing Policy Supporting Employee Performance Policy Special Leave Policy Flexible Working Policy Disciplinary Policy Code of Conduct
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1 Introduction

- 1.1 West Dunbartonshire Council (the Council), recognises that gender based violence has no place in society and is committed to helping eradicate all forms of violence. The Council strongly promotes the view that gender based violence must not and will not be tolerated and will promote the right to live free from violence of any form and that the responsibility for violence lies with the perpetrator.
- 1.2 The Council is aware that women are affected by violence and abuse in far higher numbers, and the impact is more likely to cause severe harm, or result in death. One in three women globally experience some form of gender based violence in their lifetime. This is a violation of women's human rights and an enduring social problem that undermines workplaces and communities. This information has been sourced from [Equally Safe at Work](#). For the last decade West Dunbartonshire has consistently ranked in the top 3 for prevalence rates of domestic abuse. Domestic abuse is a form of gender based violence.
- 1.3 The Council recognises that its' employees will be amongst those affected by gender based violence as defined in section 3. Whether gender based violence takes place within or outwith the workplace, the implications for employees who experience abuse are significant. It can have a detrimental impact on health and well-being, which may impact upon attendance, performance and productivity.
- 1.4 Furthermore, the Council recognises that prevention is intrinsically linked to addressing women's inequality in all areas of society including the workplace. This is because gender based violence/violence against women is a cause and consequence of gender inequality as the women's labour market, and economic inequality, reduces their financial independence and restricts their choices in employment which creates a conducive context for gender based violence.
- 1.5 This policy has been developed to assist and support employees who have experienced gender based violence and to raise awareness on the subject throughout West Dunbartonshire Council. Development of this policy has taken into account the recommendations of the Equally Safe at Work framework. Equally Safe at work is an innovative employer accreditation programme developed by 'Close the Gap', Scotland's national policy and advocacy body working on women's labour market equality, to address gender inequality and violence against women.

- 1.6 Therefore, the Council will strive to create a working environment that supports and helps those involved in, or experiencing gender based violence. Furthermore, the Council has an ethical and legal responsibility to:
- Take reasonable steps to promote equality and reduce the risk of gender based violence; and
 - Take action where incidents occur or allegations of gender based violence are raised.
- 1.7 The Council must, as far as is reasonably practicable, protect the health, safety and welfare of its employees at work by establishing an environment in which employees are safe to disclose their experience of gender based violence in order to access support and increase safety for themselves and others. However, the right of employees not to disclose must be respected and employees must never feel pressured into sharing this information if they do not wish to do so.
- 1.8 This policy compliments the Domestic Violence and Abuse Policy. Where there are clear cases of domestic violence or abuse, these should be addressed under the Domestic Violence and Abuse Policy.

2 Scope

- 2.1 This policy applies to Local Government Employees, Teachers and those on SNCT terms and conditions, Chief Officers and Quasi-Craft workers.
- 2.2 The Council applies a gendered analysis acknowledging that gender based violence disproportionately affects more women than men. However, this policy covers all employees, irrespective of gender, who experience gender based violence.
- 2.3 The Council will, at all times, strive to ensure that an employee's human rights are respected and that approaches taken are in line with the requirements of the Equality Act 2010, in terms of preventing discrimination and harassment, advancing equality of opportunity and fostering good relations between different protected groups.

3 Definitions

- 3.1 Gender based violence is an umbrella term that encompasses a spectrum of abuse, experienced mostly by women and perpetrated mainly by men, including: domestic abuse, rape and sexual assault, childhood sexual abuse, sexual harassment, stalking, commercial sexual exploitation and harmful traditional practices such as female genital mutilation, forced marriage and so-called "honour" based violence.
- 3.2 This behaviour includes physical, emotional, psychological, sexual and economic abuse. It can affect those from all backgrounds, irrespective of age, sexual orientation, race, education, culture and socioeconomic demographic.

Some examples of gender based violence that can be more visible in the workplace are:

- Domestic abuse
- Sexual harassment
- Stalking and harassment
- So called honour based violence

3.3 **Domestic abuse** – is a pattern of controlling, coercive, threatening, degrading and/or violent behaviour, including sexual violence, by a partner or ex-partner. It affects women from all economic, educational, cultural, age, racial and religious demographics. One in four women in Scotland will experience domestic abuse in her lifetime, and three quarters of women experiencing domestic abuse are targeted at work.

3.4 Perpetrators of domestic abuse often use a number of tactics to disrupt women's employment including:

- Using workplace resources such as phone and email to threaten, harass or abuse them;
- Isolating them from their colleagues by not allowing them to attend social events;
- Destroying personal documents which may prevent them from applying for jobs;
- Preventing them from going to work by locking them in, or by hiding their keys or other belongings;
- Interfering with and/or preventing them from working from home;
- Preventing them from accessing equipment they may need to work from home, such as a laptop or phone;
- Offering to provide childcare and not turning up;
- Following them to and from work;
- Following them into their workplace or waiting outside for them;
- Verbal harassment or assault when victim survivors leave to go to work or at the workplace;
- Assault or threats of assault;
- Sending abusive and threatening phone calls, text messages or emails to their personal phone while at work;
- Controlling their finances to prevent them from paying for transport costs;
- Sabotaging their work clothes;
- Threatening to take their children if they go to work; and
- Contacting their employers and making false allegations.

3.5 **Coercive control** is a pattern of behaviour that seeks to take away the victim-survivor's freedom, and strip away their sense of self. It includes behaviours like, isolation, degradation, and the micromanagement of everyday life. This may include monitoring movements, phone calls, dress, social activity and other relationships. The perpetrator creates a world in which the victim-survivor is constantly monitored, criticised and intimidated. Compliance is further ensured with the threat of physical or sexual violence

- 3.6 **Sexual harassment** –is unwanted conduct of a sexual nature, which is intended to, or has the effect of, violating a person's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment. Examples of sexual harassment include unwelcome physical contact, sexual comments, inappropriate and sexist jokes, and displaying sexually graphic pictures.
- 3.7 **Stalking** - is a persistent and unwanted pattern of behaviour which causes, or has the intention to cause, fear and alarm. It's a form of highly personalised, targeted surveillance underpinned by the communication of that surveillance to the victim-survivor.
- 3.8 Stalking has a strong link to homicide and is covered by specific legislation due to the severe nature of the threat of this tactic. It is a common tactic used by perpetrators of domestic abuse, but can also be perpetrated by colleagues, neighbours, friends, acquaintances and strangers. The emotional and psychological impact of stalking can result in increased fear, stress and anxiety, and loss of safety or trust. Victim-survivors of stalking worry that it will impact their job because of unexplained or frequent absences to avoid their stalker.
- 3.9 Stalking can have a significant impact on the workplace because stalkers are able to pinpoint the location of their victim when they're at work. Tactics used by stalkers to disrupt women's employment can include:
- Preventing them from attending work by tampering with their car;
 - Using workplace resources such as phones and email to threaten, harass and abuse employees;
 - Watching or spying on them, or forcing contact with them through any means, including social media;
 - Following victim-survivors to and from work;
 - Sending unwanted gifts or flowers to their work;
 - Targeting their colleagues; and
 - Technology abuse is on the increase and this can apply to work assets.
- 3.10 **So called honour based violence** – is a form of violence and abuse that is committed to protect family and community honour. It's the belief that family and community honour is rooted in women's behaviour, appearance, and sexuality, and is to be guarded by men. It includes restricting women from doing certain things that are perceived as going against culture, family, community and religion, and can involve physically and sexually harming a woman, forcing marriage and isolating them from friends and family. It can also involve controlling finances, preventing women from learning the language of their new country, restricting movement and using their immigration status to threaten to send them away. In many cases of so called 'honour-based' violence, victim-survivors have multiple perpetrators which can include partners and family members. Women can be subject to so called

'honour-based' violence for having a relationship or socialising with someone that the family and community disapprove of, becoming too 'western', refusing a forced marriage or wearing make-up or certain clothing. Victim-survivors of so called 'honour-based' violence are also policed by members of their wider community, particularly around socialising with people from different cultures.

3.11 So called 'honour-based' violence has similar impacts as domestic abuse on women's experiences of the workplace. In addition to the impacts of domestic abuse listed above, so called 'honour-based' violence can also affect women's experiences of work by:

- Being coerced into specific occupations;
- Being coerced into not going for a promotion because it's seen as inappropriate for a woman, or because they will be expected to interact with men;
- Shaming and judging a woman for wanting a job;
- Threatening to have a woman deported or send her away unless she stops going to work;
- Preventing women from applying for a job by restricting access to a language course; and
- Spiritual abuse.

4 Key Principles

4.1 This policy aims to:

- Ensure confidential and empathetic handling of situations for employees arising from gender based violence.
- Assist and support employees requesting help in addressing problems arising from gender based violence.
- Send a positive message to employees with experience of gender based violence that they will be listened to and supported;
- Provide a framework for addressing the behaviour of employees who may be perpetrators of gender based violence and who may pose a risk to others within the context of their work.
- Project a clear signal that the actions of employees who perpetrate gender based violence within or outside the workplace is unacceptable;
- Raise awareness of gender based violence as a serious health and social issue, highlighting its hidden nature and the impact on those affected by it.;
- Reinforce that West Dunbartonshire Council is committed to the principle that gender based violence and abuse is wrong and that everyone has a right to live free from fear and abuse;
- Clarify the scope for managers to interpret and apply the provisions within existing policies when responding to gender based violence;
- Create a potential cost benefit for West Dunbartonshire Council, by contributing to the reduction of absence related costs and increased productivity; and

- Improve the organisation's reputation by formally recognising and responding to gender based violence as a serious workplace issue.

5.0 Background and Drivers

- 5.1 The Council is the biggest employer in West Dunbartonshire with a workforce of over 6000 employees, 74% of whom are women. According to Engender (2017) Gender Matters Roadmap: Towards Gender Equality in Scotland, 1 in 4 women in Scotland experiences some form of domestic abuse in the course of their lifetime. This therefore means there is the potential that more than 1000 of our employees have experience of some form of abuse, past or current. The Equality and Human Rights Commission reported in 2013: Managing and Supporting Employees Experiencing Domestic Abuse, that 75% of victim survivors are targeted at work.
- 5.2 The Equally Safe at Work survey of employees in early adopter councils found that three quarters (75%) of respondents had either experienced or witnessed sexual harassment in the last 12 months. Of those, the vast majority (70%) did not report it to their employer. Experiences included unwelcome jokes of a sexual nature; feeling uncomfortable when alone with a male colleague; comments of a sexual nature about a woman's body or clothes; displays of pornographic photographs or drawings in the workplace; unwelcome verbal and physical advances; and unwanted touching. Sexual harassment can be under-reported because of fear of being blamed or not being believed, feeling embarrassed, and a lack of confidence in the complaints procedure
- 5.3 Statistics show that gender based violence can have an impact on attendance, productivity and performance. Whether it takes place within or outside of the workplace, the employment implications for employees who experience abuse are significant. It can have a detrimental impact on health and well-being, which may affect attendance, performance and productivity.
- 5.4 The Council has a duty of care towards its employees meaning that we need to deal with issues surrounding workplace stress. We should also exercise this duty even where the cause of stress is in someone's private life.
- 5.5 Given the size of our workforce it is further recognised that a number of our employees will be perpetrators of gender based violence and this requires to be addressed appropriately through the application of this policy.
- 5.6 Gender based violence not only impacts on employees' ability to provide and care for themselves and their families, but it also affects the financial strength and success of the organisations they work for.
- 5.7 In the 2009 "The cost of Domestic Violence: Up-date, S Walby, estimated the cost of domestic abuse to the UK to be £16 billion, which included an estimated £1.9 billion lost due to decreased productivity, administrative difficulties from unplanned time off, lost wages and sick pay. It therefore

makes sound business sense for the Council, and all employers, to support victim-survivors of gender based violence at work.

- 5.8 The effects of gender based violence are associated with many direct and indirect costs including: arriving late for work;
- leaving work early;
 - taking time off work;
 - once a person leaves an abusive partner they are especially vulnerable at work, as it may be the only place they can be located or harmed;
 - many domestic abuse victims are targeted at work - from harassing phone calls and abusive partners arriving at the office unannounced, to physical assaults.
- 5.9 Gender based violence also affects other employees that may:
- have to fill in for absent or non-productive colleagues;
 - feel resentful of victims needing time off or receiving extra attention;
 - try to “protect” victims from unwanted phone calls and visits;
 - be completely unaware of how to intervene, often feeling helpless and distracted from their work;
 - fear for their own safety;
 - hear and/or take part in gossip and rumours.
- 5.10 Employers who fail to protect their employees from violence (e.g. stalking and harassment via text, telephone, email and in person visits) at work may be liable as we have a duty of care towards our employees. Post separation abuse and stalking are common features of an abusive relationship.
- 5.11 Employees who are abusers may use employers' resources such as telephone, email and company vehicles to make threats and stalk their victim. This is known as tech abuse.
- 5.12 The Equality Act 2010 and its associated public sector duties compel public bodies to be proactive when carrying out their functions to the promotion of equality. One of these duties is the requirement to foster good relations between people who share a protected characteristic and those who do not.
- 5.13 Given the disproportionate impact on women and girls, gender based violence is one of the most sensitive indicators of gender equality. As such, implementation of this policy will assist West Dunbartonshire Council to meet its legislative obligations to promote equality under the Equality Act 2010.
- 5.14 As well as being rooted in gender inequality, gender based violence cuts across boundaries of ethnicity, age, disability, sexual orientation, religion and belief. This guidance will therefore also contribute to West Dunbartonshire Council's legal requirements in relation to these other aspects of the Equality Act 2010.

6 Confidentiality and Record keeping

- 6.1 All disclosures of gender based violence, advice, information and support provided to an employee will remain confidential. No information will be disclosed without the express consent of the employee.
- 6.2 However, where issues regarding the protection of children or adults in need of support arise, the child or adult protection services may need to be involved. In these circumstances, local child/adult protection procedures must be followed. In circumstances where you have to breach confidentiality you should seek specialist advice before doing so from colleagues in Legal Services and the appropriate Social Work teams. If it is decided to proceed in breaching confidentiality after having taken advice, you should discuss this with the employee and seek the employee's agreement where possible
- 6.3 Where domestic abuse in a same sex relationship is disclosed, due regard should be paid to the double disclosure of confidential information particularly where the individual recipient of abuse may not have disclosed their sexual preference at work.
- 6.4 Any records will be kept strictly confidential in accordance with the Council's information handling policy and procedures. All data recorded under this policy will be held in compliance with UK General Data Protection Regulations and the Data Protection Act 2018. It should be made clear that the recording of information on gender based violence will have no adverse impact on the employee's work record.
- 6.5 Any local records of absences related to gender based violence should be secured in a highly restricted area and password protected and there should be no adverse impact on the employment records of victims of gender based violence .

7 Roles and Responsibilities

- 7.1 The Council is committed to creating a safe and supportive environment, which encourages people to report gender based violence. Alongside this policy the contact details of services who can provide support can be found in Appendix A.
- 7.2 Manager's Responsibilities
- Be aware of the possibility that employees could be affected by past or current abuse;
 - Engage in relevant learning and development opportunities related to gender based violence
 - Take a victim focused approach when abuse is disclosed;
 - Recognise potential signs of abuse;
 - Initiatite discussion if they have concerns about abuse;

- Respond sensitively to disclosure;
- Help employees to assess their level of risk and plan with them for their safety;
- Consider what workplace supports could be provided within the scope of current policy provision e.g. Special Leave and Domestic Abuse Policies;
- Provide information about other sources of help;
- Keep good records, documenting discussion and action taken, ensuring that information is stored confidentially;
- Ensure disclosures are dealt with quickly avoiding unnecessary delays; with efforts made to address any internal matters/supports required within 4-6 weeks. However, it is expected some cases will take longer because of their nature or complexity.

7.3 Where an employee feels more comfortable discussing the situation out-with their own Service, the line manager should encourage the employee to contact Strategic HR.

7.4 HR Responsibilities

- Provide guidance to managers or individuals on the application of this policy and other related and relevant policies; and
- Signpost employees and managers to specialist information and support.

7.5 Trade Unions

- Provide guidance to individuals on the application of this policy and other relevant policies;
- Signpost employees to specialist information and support; and
- Support employees who are perpetrators through any Council processes as appropriate.

8 Approaches to Disclosures

8.1 Whilst it is for the individual themselves to recognise they are a victim of gender based violence, there are signs which may indicate an employee may be a victim.

These may include:

- The employee confiding in their colleagues/manager;
- Employees may inform their manager that a colleague is suffering from domestic abuse or gender based violence;
- There may be obvious effects of physical abuse (though it is important not to make assumptions);
- It may come to light as a result of enquiries into a drop in performance or a significant change in behaviour;
- It may reveal itself as the background to poor attendance or presenteeism – where victims prefer to be at work rather than at home.

It is essential to understand that any of the above may arise from a range of circumstances of which gender based violence may be one.

- 8.2 Line managers who are supporting employee/s in such matters should address the issue sympathetically ensuring that the employee is aware that support and assistance can be provided.
- 8.3 The Council respects employees' right to privacy. Whilst we strongly encourage victims to disclose for the safety of themselves and all those in the workplace, it does not force them to share this information if they do not want to.
- 8.4 Employees experiencing gender based violence may choose to disclose, report to or seek support from a union representative, a line manager, or colleague. Line managers, colleagues and union representatives will not counsel victims, but offer information, workplace support, and signpost to other organisations. A list of support agencies can be found in Appendix A. Individuals should respond sympathetically, confidentially and effectively to any employee who discloses that they are suffering from gender based violence.
- 8.5 The Council's in house specialist services, Challenging and Responding to Abuse, (CARA), Children Experiencing Domestic Abuse Recovery, (CEDAR) and Women's Safety and Support Service (WSSS) and Strategic HR will provide an additional confidential contact for employees.
- 8.6 The Council recognises that developing a life free from gender based violence is a process not an event and employees who disclose should have access to ongoing support. Where gender based violence has been reported line managers should treat unplanned absences and temporary poor timekeeping sympathetically, in line with the appropriate policies, applying discretion and seeking advice from a HR Adviser. Line managers may offer employees experiencing gender based violence a broad range of support. This may include, but is not limited to:
 - Special paid leave for relevant appointments, including with support agencies, solicitors, to rearrange housing or childcare, and for court appointments.
 - Temporary or permanent changes to working times and patterns;
 - Changes to specific duties, for example to avoid potential contact with an abuser in a customer facing role;
 - Redeployment or relocation;
 - Measures to ensure a safe working environment, for example changing a telephone number to avoid harassing phone calls;
 - Using other existing policies, including flexible working;
 - Access to counselling/support services in work time;
 - Access to local services;

- Other existing provisions (including occupational health, independent counselling service) should also be signposted to employees as a means of help;
- Consider and approve requests for an advance of pay, supporting the employee to consider how they can manage the resulting pay deductions going forward;
- Agree that an employee can use an assumed name at work;
- Review the security of information held such as temporary or new addresses, bank or healthcare details;
- With the employees consent, advise colleagues of the situation on a need to know basis and agree the response should the perpetrator/alleged perpetrator contact the workplace or present themselves at the workplace;
- At times when the employee needs to be absent from work, mutually agree a safe, confidential method of communication and consider safety implications that may arise when working from home;
- Implement particular security arrangements that may have to be put in place to ensure the safety of the employee and colleagues.

- 8.7 Line managers should respect the right of employees to make their own decision on the course of action at every stage and should avoid being judgemental. It must be recognised that the employee may need some time to decide what to do and may try many different options during this process.
- 8.8 Managers should prioritise the safety of employees if they make it known that they are experiencing gender based violence. When an employee discloses they are experiencing gender based violence managers should encourage the employee to contact a specialist support agency and make appropriate referrals where necessary.
- 8.9 Managers can work with the employee and a specialist agency (with the employee's consent) to identify what actions can be taken to increase their personal safety as well as address any risks there may be to colleagues, taking into account the duty of care for all employees

9 Guidance for Employees

- 9.1 The Council is committed to ensuring all line managers and employees are aware of gender based violence and its implications in the workplace. Information is available through completion of the Together for Gender Equality and Understanding Domestic Violence training courses on iLearn will ensure that all managers are able to:
- Identify if an employee is experiencing difficulties because of gender based violence;
 - Respond to disclosure in a sensitive and non-judgemental manner;
 - Provide initial support – be clear about available workplace support including in-house specialist employees where applicable;
 - Discuss how the organisation can contribute to safety planning; Signpost to other organisations and sources of support;

- Understand that they are not counsellors.
- 9.2 All employees of the Council have a responsibility to ensure their workplaces are safe and strive to prevent all forms of gender based violence. Employees are encouraged to respond appropriately if they suspect that a colleague is experiencing or perpetrating gender based violence. Employees may not want to discuss their experiences but concerns should be raised in confidence with a manager and where possible with the permission of the individual.
 - 9.3 Some victims of gender based violence seek help only when they feel it is safe to do so. This can be difficult for others to understand. Colleagues should offer support, where possible, but not force an individual to disclose or to follow a course of action they are uncomfortable with.
 - 9.4 Where employees have concerns that a colleague may be experiencing gender based violence either as a victim or a perpetrator they can tell their line manager in confidence. In dealing with a disclosure from a colleague, managers should ensure that the person raising the concern is made aware of the existence of this policy and supporting information
 - 9.5 Personal information about colleagues should never be divulged to others, including other colleagues, without their permission. If an employee is found to be colluding with an abuser in perpetrating gender based violence, for example, by giving them information or where the perpetrator is also an employee by giving them access to facilities such as telephones, emails etc. this will be viewed as a conduct issue and the disciplinary policy invoked.
 - 9.6 If it becomes evident that an employee has made a malicious allegation that another employee is perpetrating gender based violence then this should be considered in the context of the Disciplinary Policy.
 - 9.7 Witnessing a colleague experience gender based violence can be traumatic and employees may feel powerless or unable to help. Support can be sought from managers or from the support agencies detailed at Appendix A

10 Employees who are Perpetrators

- 10.1 Where the Council has received information sufficient to believe that an employee may have perpetrated gender based violence, an appropriate manager will promptly risk assess such behaviour considering the role they are employed to do and take the necessary steps to mitigate any risk.
- 10.2 In such circumstances, the Council will investigate the facts to determine whether the disciplinary procedure will be invoked. In some cases the possibility of redeployment into an alternative role must be considered, while any process is ongoing. Where appropriate, the matter will also be reported to the police.
- 10.3 There areas listed below are some of the factors that should be considered by managers on receipt of an allegation:

- A police investigation of a possible criminal offence;
 - Safety of the victim;
 - Identifying areas of potential risk in the workplace and safety measures
- 10.4 If a colleague is found to be assisting an abuser in perpetrating gender based violence, their actions should also be considered within the context of the Disciplinary Policy.
- 10.5 It is a condition of employment in the Council that if an employee is arrested, charged, convicted of a criminal offence, bound over or cautioned, pending appointment to, or whilst employed in the Council's service, that they report details of the matter to a Manager or a more Senior Manager, who may decide to investigate the matter taking account of the Council's Code of Conduct. Where information on un-notified criminal charges comes to the Council's attention, this will be discussed with the employee and appropriate action taken.
- 10.6 This applies to conduct outside work (whether or not it leads to a criminal conviction) including posts or contents on social media, or while at work where an employee has used workplace resources such as work time, telephones, email or information to undertake or facilitate gender based violence against another person.
- 10.7 Perpetrators may intentionally misuse their job-related authority to negatively impact on victim survivors of gender based violence. By spreading rumours or manipulative behaviour they may influence others to assist them in locating their victims, in perpetrating acts of gender based violence or to protect themselves. It is important that the public has high levels of trust in our employees and managers should be concerned about perpetrators bringing the Council into disrepute by misusing workplace information and resources, and their authority.
- 10.8 Allegations of gender based violence made against employees could have potential implication for their employment role and could breach Council and professional codes of conduct. Depending on the circumstances of the allegations and the nature of the employee's job, this may result in disciplinary sanctions up to and including dismissal.
- 10.9 Employees may be subject to investigation under the Disciplinary Policy in the following circumstances:
- If they have committed a criminal offence, or there is evidence of assault, harassment or coercive control;
 - If they are involved in gender based violence related incidents that occur in the workplace or during work time, including making threatening telephone calls or misuse of the computer network;

- If an employee's activities outside work have an impact on their ability to perform the role for which they are employed, or are likely to bring the Council into disrepute. This is particularly relevant for those who work with the public, with children or vulnerable adults.

The above list is not exhaustive. Further information can be sought from HR.

- 10.10 Employees should not suffer victimisation as a result of the application of any aspect of this Policy. Where there is evidence that an employee has been victimised this will be investigated and addressed through the Disciplinary Policy.
- 10.11 In cases where both the victim and the perpetrator of gender based violence work in the Council Services, you should take appropriate action. In addition to considering disciplinary action against the employee who is the perpetrator, action may need to be taken to ensure that the victim and perpetrator do not come into contact in the workplace. A safety plan and/or risk assessment may be required to achieve this. Action may also need to be taken to minimise the potential for the perpetrator to use their position or work resources to find out details about the whereabouts of the victim. This may include a change of duties for one or both employees or withdrawing the perpetrators access to certain computer programmes or offices.
- 10.12 Perpetrators rarely self refer to support agencies. However the Council recognises that it has a role in encouraging and supporting employees to address violent and abusive behaviour of all kinds. Should a manager become aware that an employee has or may have perpetrated violent or abusive behaviour, they should encourage them to seek help from a specialist agency. Details of support agencies for perpetrators can be found at Appendix A.

11 Feedback Process

- 11.1 Should an employee feel dissatisfied after raising a disclosure they should provide feedback by email directly to Strategic HR through the Employee Relations inbox here: employeerelations@west-dunbarton.gov.uk.

12 Review

- 12.1 This Policy will be reviewed in line with any related new or amendments to legislation or best practice as required.

Appendix A – Useful Telephone Numbers/Contacts

Local Services

West Dunbartonshire Council Homelessness Service	0800 1971004 (Out of Hours Services)
West Dunbartonshire Council HSCP (Social Work Services)	0800 811505 (Out of Hours Services)
ASSIST	0141 276 7710
CARA Project (Challenging And Responding to Abuse) Free and independent service that provides short to medium term support for women living with or escaping domestic abuse .	01389 738680 (This number for CARA is for West Dunbartonshire Residents only)
CARA Service	0141 562 8800
CEDAR	0141 562 8870
Clydebank Women's Aid	0141 952 8118
Dumbarton District Women's Aid	01389 751036
Inverclyde Women's Aid	01475 781689
Glasgow Women's Aid	0141 553 2022
Police Scotland	Call 101 to report an incident or report an incident online on the Police Scotland website. In an emergency please call 999
PAM Assist – Employee Counselling Service	Employee Helpline 0800 9703980
Rape Crisis Glasgow	0141 552 3200
Womens Safety and Support Service	01389 738484
Dumbarton District Women's Aid For Emergency Accommodation Out of Hours	01389 751036 0800 1971004
Inverclyde Women's Aid	01475 888505
Glasgow Women's Aid	0141 553 2022
East Dumbarton Women's Aid	0141 776 0864
South Larnarkshire and East Renfrewshire Women's Aid	01355 249897 and 0141 404 0015
Renfrewshire Women's Aid	0141 561 7030
Argyll & Bute Women's Aid	01369 706636

National Services

Women's Aid Federations around the UK (office numbers only)	0131 2266606 (Scotland)
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Scottish Domestic Abuse and Forced Marriage Helpline A service for women experiencing domestic violence, their family, friends, colleagues and others calling on their behalf. It is run in partnership between Women's Aid and Refuge. Callers may first of all hear an answer phone message before speaking to a person.	0800 027 1234 www.sdafmh.org.uk email: helpline@sdaafmh.org.uk
Moira Anderson Foundation	01236 602890
Women's Aid National Domestic Violence Helpline	0808 2000247
The Samaritans The Samaritans is a nationwide charity which provides 24 hour confidential emotional support to anyone in crisis. The Samaritans has introduced a single national telephone number to link up all branches with one easy to remember, low-cost number although callers will still be able to use their local branch number if they wish. This number can be found in your local telephone directory.	116 123
Freecall message home This is confidential, non-traceable service for those who have left home but want to pass on a message to family and friends without communicating directly. People escaping domestic violence can use this service without having to give details of where they are. This is a free service.	116 000
The National Child Protection Helpline (NSPCC) This is a free, confidential service for anyone concerned about children at risk, including children themselves. The service offers counselling, information and advice.	0800 800500
Childline A national, confidential counselling line for children, young people and adults on any issue including family, marital and relationship problems, child abuse rape and sexual assault, depression and anxiety.	0800 1111

Specialist Services

Hemat Gryffe, Womens Aid	0141 3530859
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Asian, Black and Minority Ethnic Women's Aid Group in Scotland which provides a safe refuge accommodation, information and support.	
Jewish Women's Aid The only specialist organisation in the UK supporting Jewish women affected by domestic violence.	0808 8010500
GALOP National Lesbian, Gay, Bisexual and Trans (LGBT) Domestic Violence Helpline provides confidential support to all members of the LGBT communities, their families, friends and agencies supporting them. Ran by trained LGBT people.	0800 9995428
Saheliya Support Services 1-1 Support Workers at Saheliya can help you with a wide range of problems which include: <ul style="list-style-type: none"> ▪ Legal issues ▪ Safety issues ▪ Housing issues ▪ Health issues ▪ Financial advice, including benefit rights ▪ Language support ▪ Practical and emotional support ▪ Supporting you in meetings with solicitors, GP, other services etc <p>Have direct experience of different cultures and can deliver casework and advocacy in 14 different languages between Glasgow and Edinburgh.</p>	Support Work - Saheliya St. Rollox House 130 Springburn Road Glasgow G21 1YL Tel: 0141 552 6540 Email: admin.glasgow@saheliya.co.uk 125 McDonald Road Edinburgh EH7 4NW For phone calls please call our Glasgow office: 0141 552 6540 Email: info@saheliya.co.uk

Mens Services

Abused Men in Scotland (AMIS) A national organisation dedicated to supporting men who are experiencing, or have experienced, domestic abuse.	03300 949 395
Men's Aid	0333 5670556

Providing support to men on a number of issues, including domestic abuse.	
Men's Advice Line Advice and support for men experiencing domestic violence and abuse.	0808 8010327
Victim Support Male Helpline Helpline for victims of domestic abuse, rape and sexual assault.	0345 6039213

Appendix B – Support Services for Perpetrators

Respect Phonenumber Confidential and anonymous helpline offering advice, information and support to anyone concerned about their violence and/or abuse towards a partner or ex-partner.	Phone: 0808 8024040 (Phonenumber open Monday to Friday, 9 am to 5 pm) Email: info@respectphonenumber.org.uk
Everyman Project Counselling, support and advice to men who are violent or concerned about their violence and any one affected by that violence.	Phone: 0207 2638884
AVP Britain (Alternatives to Violence Project) Run workshops through the country for anyone who has niggle little resentments that become grudges, anyone who gets upset at being ignored, anyone who has difficulty with anger, anyone who is a bully, or is bullied, in fact, anyone who wants an alternative to violence.	Phone: 0207 3244755
Brian Nelson's Abuse Pages Website created and maintained by an ex-abuser. Descriptive pages on the cycle of abuse.	Website: http://blainn.com/abuse/

Appendix C - Community Languages

This document is also available in other languages, large print and audio format on request.

Arabic

هذه الوثيقة متاحة أيضا بلغات أخرى والأحرف الطباعية الكبيرة وبطريقة سمعية عند الطلب.

Hindi

अनुरोध पर यह दस्तावेज़ अन्य भाषाओं में, बड़े अक्षरों की छपाई और सुनने वाले माध्यम पर भी उपलब्ध है

Punjabi

ਇਹ ਦਸਤਾਵੇਜ਼ ਹੋਰ ਭਾਸ਼ਾਵਾਂ ਵਿਚ, ਵੱਡੇ ਅੱਖਰਾਂ ਵਿਚ ਅਤੇ ਆਡੀਓ ਟੇਪ 'ਤੇ ਰਿਕਾਰਡ ਹੋਇਆ ਵੀ ਮੰਗ ਕੇ ਲਿਆ ਜਾ ਸਕਦਾ ਹੈ।

Urdu

درخواست پر یہ دستاویز دیگر زبانوں میں، بڑے حروف کی چھپائی اور سننے والے ذرائع پر بھی میسر ہے۔

Chinese (Cantonese)

本文件也可應要求，製作成其他語文或特大字體版本，也可製作成錄音帶。

Polish

Dokument ten jest na życzenie udostępniany także w innych wersjach językowych, w dużym druku lub w formie audio.



British Sign Language

BSL users can contact us via [contactSCOTLAND-BSL](https://www.scotland.gov.uk/contact-scotland-bsl), the on-line British Sign Language interpreting service.

☎ 01389 737527

✉ West Dunbartonshire Council, 16 Church Street, Dumbarton, G82 1QL

 **communications@west-dunbarton.gov.uk**

WEST DUNBARTONSHIRE COUNCIL

Report by Chief Officer – People & Technology

Corporate Services Committee: 16 August 2023

Subject: Redundancy Procedure & Guidance

1. Purpose

- 1.1** The purpose of this report is to provide an update on, and seek approval for, the new Redundancy Procedure & Guidance.

2. Recommendations

- 2.1** The Committee is asked to approve the Redundancy Procedure & Guidance (attached at Appendix 1).

3. Background

- 3.1** In order to deliver effective and efficient services to the residents of West Dunbartonshire, the Council must ensure that resources are deployed appropriately to achieve the strategic priorities as set out in the [West Dunbartonshire Strategic Plan](#) and the [Local Outcome Improvement Plan](#) within the financial envelope available.
- 3.2** It is within this context and in order to achieve this, services will require to be reviewed resulting in proposed changes to workforce requirements.
- 3.3** The Redundancy Procedure & Guidance is required in order to provide a fair, transparent, robust and consistent framework that is in accordance with employment law for managing redundancy situations.
- 3.4** The Procedure is applicable to Local Government Employees, Teachers, Chief Officers and Craft/Quasi-craft workers.

4. Main Issues

- 4.1** West Dunbartonshire Council is committed to retaining employees and will seek to minimise redundancies wherever possible. Where redundancies are proposed, careful consideration will be given to all options of avoiding and/or minimising compulsory redundancy situations.
- 4.2** However, there may be times where a redundancy situation is unavoidable, and it is essential that there is a clear procedure in place to manage such situations and the attached Procedure & Guidance sets out this framework.

- 4.3** The attached procedure outlines the key principles of a defined redundancy and the process that must be followed in such a situation. The method of statutory redundancy payment calculation is included.
- 4.4** Appendices 4 and 5 of the Procedure outline the support available to employees and managers in such circumstances. Managers also have additional considerations relating to the support offered to employees during such difficult times. On-going communication will be essential, and managers should prepare a well-developed consultation and engagement plan in line with the organisational change procedures.
- 5.0 Key change drivers**
- 5.1** This is a new policy and procedure and therefore there are no key changes to existing policy. However, on application it should be considered with the [Organisational Change Procedure](#) and the [SWITCH \(Redeployment\) Policy](#).
- 6.0 Next steps**
- 6.1** Subject to this committee's approval, the procedure will be communicated through workforce updates, newsfeed articles, Trickle engagement platform and topic based briefing notes provided for managers. Trade Union Convenors, stewards and Chief Officers will also be asked to circulate, ensuring all employees are aware.
- 7. People Implications**
- 7.1** The introduction of this procedure will ensure that there is a fair, transparent and consistent framework available to appropriately and consistently manage redundancy situations should they arise.
- 7.2** The procedure is also accessible on the Council intranet.
- 8. Financial and Procurement Implications**
- 8.1** Any financial implications associated with this procedure will be in relation to the costs associated with voluntary severance/voluntary early retirement or statutory redundancy.
- 9. Risk Analysis**
- 9.1** Application of the procedure will reduce risk of employment claims as the policy and procedure are in keeping with the relevant legislation.
- 10. Equalities Impact Assessment (EIA)**
- 10.1** A screening has been undertaken and confirms no detrimental impact on any protected group.

11. Consultation

- 11.1** Consultation on the Redundancy Policy & Procedure has taken place with relevant stakeholders including the recognised Trade Unions.
- 11.2** Agreement to the Policy & Procedure has been provided by Unite and GMB, UNISON have agreed best achievable through negotiation and further feedback is awaited from the other Teaching unions.

12. Strategic Assessment

- 12.1** This Redundancy Policy & Procedure will assist the Council to deliver its strategic priority 'Our Council – Inclusive and Adaptable' and supports the objective 'Our Council is adaptable and focused on delivering best value to our residents'.

Victoria Rogers
Chief Officer – People and Technology
Date: 21st July 2023

Person to Contact: Leeanne Galasso, Church Street, Dumbarton
Tel: 07823 516 151
Email: leeanne.galasso@west-dunbarton.gov.uk

Appendices: Appendix 1 – Redundancy Policy & Procedure
Appendix 2 – Equality Impact Assessment

Background Papers: None

Wards Affected: None

HR Employment Policy & Procedures

Redundancy Procedures & Guidance

Implementation Date: *August 2023 (scheduled for
CS Committee)*

Document Management - Version Control

Policy Title & Reference	Redundancy Procedures & Guidance		
Version Number & Date	1.0		May 2023
Title, Version Number & Date of Superseded Version (if applicable)	N/A	N/A	N/A
Rationale for introduction/Driver for change	To provide a fair, transparent, robust and consistent framework that is in accordance with employment law for managing redundancy situations.		
Summary of Substantive Changes (if applicable)	Nil		
Summary of Technical Changes (if applicable)	N/A		
Lead Officer	People and Change Partner		
Final Trades Union Position	UNITE & GMB AGREED; UNISON AGREED BEST ACHIEVABLE THROUGH NEGOTIATION		
Consultation & Approval Process	Committee		
	Convenors	16 May 2023	
	JCF (if applicable)		
	C. S. Committee (if applicable)	16 August 2023	
Accompanying Documentation	Equality Impact Assessment		
Linked Policies, Schemes and Procedures	<p>Equality Impact Assessment (EIA) Guide (http://intranet.west-dunbarton.gov.uk/media/8262/wdc-eia-guidance-august-2016.docx)</p> <p>This Procedure complies with the Employment Rights Act 1996, Equality Act 2010 and ACAS guidance.</p>		

	<p>This procedure is supported by a range of Council Policies:</p> <ul style="list-style-type: none"> • Organisational Change Procedure • SWITCH (Redeployment) Policy • Supporting Employee Wellbeing Policy • Recruitment and Selection Policy
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Redundancy Procedures & Guidance

1. Introduction

- 1.1 In order to deliver effective and efficient services to the residents of West Dunbartonshire, the Council must ensure that resources are deployed appropriately to achieve the strategic priorities as set out in the [West Dunbartonshire Strategic Plan](#) and the [Local Outcome Improvement Plan](#) within the financial envelope available.
- 1.2 It is within this context it is recognised that in order to achieve this, services may require to be reviewed resulting in proposed changes to workforce requirements. This procedure outlines the approach to be adopted in cases of potential redundancy and will be applied with due regard to legislative provisions. It should be read in conjunction with the [Organisational Change Procedure](#) and the [SWITCH \(Redeployment\) Policy](#).
- 1.3 Section 139 of the Employment Rights Act 1996 defines the situations in which redundancy arises. There are in essence four different situations in which it can do so. These are as follows:
 - **Job redundancy:** this occurs where the employer ceases to trade or intends to cease trading in the business or that part of it in which the employee works.
 - **Place of work redundancy:** this occurs when the employer has ceased or intends to cease trading in the business where the employee works.
 - **Employee Redundancy:** this occurs when the employer's requirements for employees to carry out "work of a particular kind" or for employees to carry out work of a particular kind at the employee's workplace have ceased or diminished or are expected to cease or diminish.
 - **Bumped redundancy:** this occurs where an employee whose job is redundant, but who can do another employee's job, is reallocated that employee's job with the result that the person whose job remains is "bumped" out of a job by the person whose job became redundant.
- 1.4 As an overarching principle, the Council is committed to retaining employees and will seek to minimise redundancies wherever possible. Where redundancies are proposed, careful consideration will be given to all options of avoiding compulsory redundancy or reducing the number of employees impacted by the proposal including:
 - Turnover.
 - Re-training and/or redeployment in line with SWITCH (Redeployment) Policy.
 - Voluntary early retirement (redundancy/efficiency)/voluntary severance, where applicable.
 - Considering the introduction of short-term working, i.e., reduced hours where practicable.
 - Introducing or extending the use of flexible working, reducing hours to fit budget or workload.
 - Reducing/removing non-contractual overtime, where appropriate.
 - Reduced use of temporary, agency workers, sessional/casual, and/or
 - Achieving savings through other means.
- 1.5 Where possible Managers must involve Trades Unions and employees as soon possible where any redundancies have been proposed, allowing for consideration of concerns, views and ideas at an early stage in the process.

2. Statutory Notification Requirements

- 2.1 There is a statutory requirement for the Government to assist employees facing redundancy. In order to do this, advance notification of potential redundancies is required.
- 2.2 The notification criteria are set out in s.193 of the Trade Union and Labour Relations (Consolidation) Act 1992 (TULR(C)A)).
- 2.3 Failure to comply with the statutory notification requirements below, without good cause, may result in prosecution and a fine, on summary conviction for the organisation and/or officer of the organisation.
- 2.4 The Council is required to notify the Insolvency Service's Redundancy Payment Service (RPS) of a proposal to dismiss 20 or more employees as redundant at one establishment within a period of 90 days or less in certain circumstances:
 - between 20 and 99 redundancies before giving notice to terminate any of the relevant employees' contracts and at least 30 days before the first of the dismissals takes place.
 - 100 or more redundancies before giving notice to terminate any of the relevant employees' contracts and at least 45 days before the first of the dismissals takes place.
- 2.5 Advance notification is made using form HR1 and this can be accessed on the government website. The form HR1 is submitted prior to the commencement of the statutory consultation period (see section 3 below) by the Chief Officer People & Technology (or suitable senior officer, as delegated) and with advice from the People & Change Partner.
- 2.6 The Council routinely provides copies of this notification to the recognised trade unions that it is under a duty to consult.

3. Consultation

- 3.1 Consultation must always be undertaken prior to making redundancies. In all cases there should be consultation with individual employees, and in certain circumstances, collective consultation with the Trade Unions as employee representatives is required by statute, in addition to individual consultation.

Collective Consultation

- 3.2 As part of West Dunbartonshire Council's employee relations framework, collective consultation/bargaining is in place with Trade Unions through established forums including Convenor meetings and service specific Joint Consultative Committees (JCC). Collective consultation on any proposed redundancies should ideally be within these forums, led by the relevant Chief Officer/Service Manager, supported by Strategic HR.
- 3.3 Where proposed redundancies are not covered by the statutory notice and consultation provisions, it is still be considered good practice to discuss job losses with the Trade Unions, and to give as much warning as possible to employees and Trade Unions of an impending redundancy situation. The relevant manager will make sure that all employees, including those who may be absent from work due to, e.g.,

maternity, adoption, parental or sick leave, or career break are consulted and kept informed.

- 3.4 Section 188 of the Trade Union and Labour Relations (Consolidation) Act 1992 requires consultation with recognised trade unions if 20 or more employees are to be dismissed at one establishment within 90 days for “a reason not related to the individual concerned or for a number of reasons all of which are not so related” (s.195 TULR(C)A). While the duty to consult set out in s.188 covers mass redundancies, it also covers situations in which 20 or more employees are dismissed and offered new contracts because of a restructuring or a change in the terms and conditions.
- 3.5 Voluntary redundancies are included when calculating if 20 or more employees will be dismissed.
- 3.6 Employees working under a fixed-term contract are protected by the Fixed-Term Employees (Prevention of Less Favourable Treatment) Regulations 2002 (“the Regulations”), which require that such employees are treated no less favourably than comparable permanent employees. The non-renewal of a fixed term contract is treated as a dismissal in the same way as the termination of a permanent contract unless the employer can objectively justify the difference in treatment is fair, i.e., the reason for dismissal is for some other substantial reason. This includes in circumstances where a short-term cover arrangement ceases, e.g., maternity or sickness absence cover.
- 3.7 Consultation need not be undertaken when the possibility of redundancies is initially being considered but must take place once a specific proposal is made. In order to be meaningful, it must take place before a final decision is taken. Any formal decisions regarding redundancy proposals will therefore be made subject to consultation.
- 3.8 The purpose of the consultation is to discuss ways of:
 - Avoiding the dismissals
 - Reducing the number of employees to be dismissed
 - Mitigating the consequences of the redundancies
- 3.9 Where the need to reduce employee levels has been identified, a detailed communication in the form of a consultation pack will be prepared to explain:
 - The reason for the reduction in employees;
 - The number, type and location of employees affected, (e.g. job roles), and how they will be selected;
 - The timescales for the reduction in employees;
 - The arrangements for making the redundancies and selection methods to be used;
 - The arrangements for calculating redundancy pay; and
 - Options and alternative employment opportunities available to avoid compulsory redundancies.
 - Agency workers: the number of agency workers, where they are working and the type of work they are doing.
- 3.10 The relevant Trade Union(s), covering all categories of employees who may be affected, will be presented with the consultation pack at the start of the consultation process.
- 3.11 Although all the information listed above must be given in writing to the relevant Trade Union, it need not all be given at once. However, the Trade Union must have

adequate time in which to make detailed representations, in writing. The Chief Officer/Manager will consider and respond to all representations made by the Trade Union, giving reasons if rejecting them.

- 3.12 While the consultation should be undertaken with a view to reaching agreement, and the Chief Officer/Manager must consider matters raised by the Trade Union, the final decision rests with the Chief Officer/Manager.
- 3.13 The Council will, as far as reasonably practicable, ask for volunteers for VER/VS, with an enhanced payment in line with Council arrangements and discretions, applicable at that time. Where necessary, a settlement agreement may be part of any such arrangement. Strategic HR will retain records of all selection or rejection justification via the Cost Benefit Analysis (CBA) process. Where there are insufficient volunteers, it may be necessary to select employees for compulsory redundancy.

Individual Consultation

- 3.14 In advance of the individual consultation process and in order to ensure that all affected employees as far as possible receive the information on the proposal at the same time, a group communication meeting will be held. This will outline the reasons for the proposal and details of the proposal and will provide the opportunity for affected employees to ask any questions. This will be chaired by the Chief Officer/Manager and supported by Strategic HR, as required. The consultation pack will also be shared with employees in advance of the communication meeting.
- 3.15 Following the group communication meeting, affected employees will receive notification in writing that they are at risk of redundancy. To maximise any redeployment opportunities, those employees at risk of redundancy will be contacted by an HR Advisor to support them in accordance with the SWITCH (Redeployment) Policy with a view to completing their skills profile without delay.
- 3.16 Affected employees will have at least one individual consultation meeting and will have the opportunity provide feedback on the proposal and any suggestions. The Manager will consider all feedback and at the end of the consultation period, will provide an update.

4. Selection for Redundancy

- 4.1 If, following the consultation period, there is still a requirement for redundancies, redundancy selection criteria will be used. It is essential that a fair and consistent approach is taken. The selection process is based on retaining the key skills/competence, experience, and knowledge required for the Council's current and future needs.
- 4.2 The redundancy selection matrix is detailed in Appendix 1 and this will be used in the event of redundancy situations when selecting employees for redundancy (ref: [Making staff redundant: Compulsory redundancy - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/publications/making-staff-redundant-compulsory-redundancy)). This matrix is based on the following:
- Standard of performance (as evidenced by formal performance measures)
 - Skills, competencies and experience
 - Disciplinary record – 'live' issues only
 - Attendance record
 - Length of Service (in the event of a score tie)
- 4.3 Employees within the targeted service areas (also known as the "selection pool") will be individually scored against the agreed criteria by the manager and supported by

Strategic HR where appropriate. The reference period to be used is the duration of the employee's employment.

- 4.4 Each criterion has been weighted by a factor of 1, 2 or 3 to reflect their relative importance to the Council. The weightings are as follows: -
- Standard of performance – multiplied by 3
 - Skills, competencies and experience - multiplied by 3
 - Disciplinary record - multiplied by 2
 - Attendance record - multiplied by 2 (N.B. this would exclude consideration of absences arising as a direct result of pregnancy or disability)
 - Length of Service – multiplied by 1 and to be used in situations where there is a tie breaker.
- 4.5 Once each area has been scored, a total will be calculated for each employee. Provisional redundancy selection will be based on those with the lowest scores. In practical terms this means that in a section where it is necessary to reduce the number of employees from 20 to 15, the selection matrix would be completed for all 20 employees, with the 5 employees scoring lowest being provisionally selected for redundancy.
- 4.6 The Manager will ensure that they are able to evidence each scoring assessment made and this be available to individuals and their trade unions representatives upon request to demonstrate objectivity of the assessment process. The scores of others will not be shared beyond the individual and must be treated in strictest confidence.
- 4.7 The Council reserves the right to retain employees with particular skills and competencies required to deliver services. This will be done in line with all pertinent equalities legislation and the relevant Council policies.
- 4.8 In the case of employees with disabilities, reasonable adjustments may need to be made to the redundancy process and method of selection. The Manager, with support from Strategic HR if appropriate, will consider the following:
- providing documents in alternative formats e.g., braille or large text
 - advising employees that if they wish to apply for alternative roles, reasonable adjustments will be considered for those roles or the application process
 - disability-related absences will be disregarded if assessing sickness absence
 - scoring adjustments e.g., discounting a particular criterion or giving the employee an average score based on other employees' score for that criterion.
- 4.9 What amounts to a reasonable adjustment will depend on the nature of the disability. However, if the adjustment would leave the Council with insufficient skills or resource, it is likely not a reasonable adjustment.
- 4.10 Within the selection process, the manager will give due consideration to employees who are pregnant or on maternity, adoption or shared parental leave. While they should not be artificially excluded from redundancy pools, employers should adjust the selection process to prevent an employee who is pregnant or on maternity, adoption or shared parental leave from being put at a disadvantage - but that 'special treatment' must be proportionate.
- 4.11 Employees who are provisionally selected for redundancy will be given information on their assessment and the opportunity to discuss this with their manager and a representative from Strategic HR, if appropriate, before the final decision is made.

- 4.12 Assessment of the selection pool can take place during the consultation phase but notice of redundancy will not be issued until the consultation phase has concluded.

5. Redundancy Selection Appeals Process

- 5.1 Following conclusion of the Redundancy Selection process, each affected employee will be advised in writing of the decision in their case, including where they have been selected for redundancy, written notice of their dismissal on the grounds of redundancy as detailed in Section 6 Notice below, and advised of their right to appeal.
- 5.2 Employees have only one right to appeal, which takes place at the above stage and where it is felt that the redundancy selection criteria have been unfairly applied in their case.
- 5.3 The appeal arrangements replicate those used for other appeals against dismissal and will be considered by the Appeals Committee.
- 5.4 Employees have the right to be accompanied by a trade union representative or work colleague at all stages of the appeal process.

6. Notice

- 6.1 Those selected for redundancy will be given notice of termination in accordance with their contractual entitlements and the Employment Rights Act 1996. Employees are expected to work their full period of notice. Pay in lieu of notice will only be paid where there is good reason for the employee not working the notice period.
- 6.2 Employees may ask to leave early, for example, to start work for another organisation. An employee wishing to leave early must secure the Council's agreement to avoid jeopardising their right to a redundancy payment and will waive the relevant part of their notice period and pay. See section 7 Redundancy Payments.
- 6.3 Redundancy notices will not be issued until collective and individual consultation has been completed. This notice may be given before the end of the minimum period, if the consultation is genuinely complete.
- 6.4 The dismissal itself will not take effect until the minimum period has expired and individual notice periods have been observed. The date the dismissals take effect, therefore, may also depend on the period of notice applicable.
- 6.5 The Council will give at least the minimum statutory notice period. This is
- One week's notice if the employee has been employed continuously for one month or more, but for less than two years; or
 - One week's notice for each year employed if the employee has been employed by the employer continuously for two years or more, up to a maximum of 12 weeks. For example, if an employee has worked for five years, then they are entitled to five weeks' notice.
- 6.6 This is the minimum period of notice. Longer periods of notice may be afforded in the individual employment contract. The notice applicable is whichever is the longer period.

- 6.7 The first dismissal will not take effect until the minimum period has expired. The date on which a dismissal takes effect is the date on which the notice expires, not the date on which it is given.
- 6.8 During the employees notice period, the employee will remain on SWITCH and the Council will continue to support the employee and explore suitable alternative roles options for redeployment.

7. Redundancy Payments

- 7.1 Employees who have been issued notice of dismissal for the reason of redundancy are entitled to a statutory redundancy payment. This is only payable if an employee has at least two years' continuous service. The amount of the statutory payment will be based on the employee's age and years of service, up to a maximum of 20 years of service and is capped at the statutory limit. For each full year of service, an employee will receive statutory payments of:
- Under age 22: One half a week's pay;
 - Age 22-40: One week's pay;
 - Over 41: One and one half week's pay
- 7.2 The maximum payment is equal to 30 weeks' pay (see Appendix 2); based on current legislation, weekly pay is capped and reviewed annually. The current rate can be found [here](#).
- 7.3 A week's pay is that which the employee is entitled to under the terms of their contract at the 'calculation date' or the statutory weekly cap. The 'calculation date' is the date on which the employer gives the employee the minimum notice to which he or she is legally entitled. If the pay varies (e.g., through piece-work), the amount of the week's pay is averaged over the 12 weeks prior to the 'calculation date'.
- 7.4 The manager will provide the employee with a written statement of how the redundancy payment is calculated along with their calculation in their notice letter.

Discretionary Payments

- 7.5 Under The Local Government (Discretionary Payments and Injury Benefits) (Scotland) Regulations 1998, the Council has the discretion to enhance redundancy/severance packages (within specified limits).
- 7.6 West Dunbartonshire Council may offer enhanced redundancy packages in the circumstances of voluntary severance or voluntary early retirement.
- 7.7 The discretionary payments offered by West Dunbartonshire Council can be found [here](#).

8. Calculation of Payments

- 8.1 Where an employee's redundancy payment is in accordance with the table in appendix 2, 'pay' is the weekly gross pay at the date of redundancy. To arrive at a weekly amount, the contracted weekly hours are multiplied by the specified hourly rate.
- 8.2 In order to quantify the amount of money payable to the employee, reference should be made to the employee's normal working hours. The Employment Rights Act 1996 ss.221-229 provides a formula for determining how a week's pay is to be calculated. in respect of varying circumstances – where remuneration does not vary s. 221(2).

Compensation payment

- 8.3 Where an employee's compensation payment is in accordance with Regulation 35 of The Local Government (Discretionary Payments and Injury Benefits) (Scotland) Regulations 1998 (as amended), 'pay' is calculated in accordance with the provisions stated above.
- 8.4 'Pay' for the purpose of the above calculations is defined as: basic pay and contractual elements, e.g. contractual overtime (non-contractual elements of pay such as casual overtime, do not count).

9. Offer of Alternative Employment

- 9.1 If an employee is redundant, the Council will, where it is possible, make an offer of suitable alternative employment through either renewal of the existing contract or re-engagement. The Employment Rights Act 1996 (s.138 ERA 1996) states that alternative work would be appropriate if the provisions of the new contract as to the capacity and place in which the employee would be employed and the other terms and conditions of employment would not differ from the previous contract. If the employee accepts the alternative employment, they are deemed not to have been dismissed on the termination of the original employment for the purposes of determining and redundancy payment liability on the part of the employer.
- 9.2 If an offer of re-engagement involves differences (wholly or in part) in the terms and conditions of employment from the corresponding provisions of the previous contract but it constitutes an offer of suitable employment in relation to the employee, they are not entitled to a redundancy payment if they unreasonably refuse the offer (s. 141 ERA 1996). Whether or not a job is suitable would depend on such issues as pay, grade, job content, hours, status, place of work etc.
- 9.3 Offers of alternative employment are subject to a statutory four-week trial period if any term of the new contract differs from the corresponding term in the old contract. Trial periods can be extended by agreement for the purposes of retraining only.
- 9.4 The test to determine if the offer of alternative employment is suitable is an objective test, but the test of whether any rejection of the offer of alternative employment by the employee was reasonable is a subjective one, and the circumstances of the particular employee must be considered.
- 9.5 To preserve continuity, the offer of the new job must be made before the redundancy takes effect and start no later than four weeks after the first job ended. Where the termination takes effect on a Friday, Saturday or Sunday, the contract is treated as terminating on the following Monday (s.146 ERA 1996).
- 9.6 The Council's SWITCH Policy will apply in the circumstances outlined above.

Appendix 1: Redundancy Selection Matrix

SELECTION SCORING MATRIX	
CRITERIA	SCORE
Work Performance	
Overall performance is outstanding, and quality of work consistently exceeds the expected standards	5
Overall performance and quality of work exceeds the expected standards	4
Overall performance and quality of work meets all the expected standards	3
Overall performance and quality of work meets most of the expected standards	2
Overall performance and quality of work fails to meet the expected standards	1
Skills, competence and experience	
Displays full competence in current role, is multi-skilled, capable of providing support to others	5
Displays full competence in current role	4
Displays competence in most aspects of the role but requires some supervision	3
Displays some of the competencies required in the current role, requires regular supervision and support	2
Has insufficient skills in the current role and cannot operate without close supervision	1
Disciplinary Record – live issues	
No disciplinary record	5
Informal disciplinary discussion recorded	4
Written warning	3
Written warning/demotion/suspension without pay	2
Final written warning	1
Attendance history*	
Excellent attendance, no instance of absence	5
Above average attendance, some examples of absence/poor timekeeping but less than the selection pool average	4
Attendance/timekeeping equivalent to the selection pool average	3
Below average or poor attendance/poor timekeeping	2
Unacceptable levels of attendance/poor timekeeping	1
Note: each of the criterion are weighted therefore to calculate the total score for each employee, apply the following multipliers: -	
Work performance score x 3	Disciplinary record score x 2
Skills/competencies score x 3	Attendance history score x 2
Length of service x1 (only to be used in score tie scenario)	
*(N.B. this would exclude consideration of absences arising as a direct result of pregnancy or disability)	

****ALL CASES WILL BE SUBJECT TO THE COST BENEFIT ANALYSIS (CBA) PROCESS AND MUST BE COMPLIANT WITH PAYBACK TERMS**

Appendix 2: Statutory Redundancy Ready Reckoner

To calculate a redundancy payment, cross reference the employee's age and years of service to obtain the number of weeks' pay, then multiply by the amount of a week's pay.

Age	Continuous Years Service																			
	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	
17	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
18	1	1.5	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
19	1	1.5	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
20	1	1.5	2	2.5	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
21	1	1.5	2	2.5	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
22	1	1.5	2	2.5	3	3.5	-	-	-	-	-	-	-	-	-	-	-	-	-	
23	1.5	2	2.5	3	3.5	4	4.5	-	-	-	-	-	-	-	-	-	-	-	-	
24	2	2.5	3	3.5	4	4.5	5	5.5	-	-	-	-	-	-	-	-	-	-	-	
25	2	3	3.5	4	4.5	5	5.5	6	6.5	-	-	-	-	-	-	-	-	-	-	
26	2	3	4	4.5	5	5.5	6	6.5	7	7.5	-	-	-	-	-	-	-	-	-	
27	2	3	4	5	5.5	6	6.5	7	7.5	8	8.5	-	-	-	-	-	-	-	-	
28	2	3	4	5	6	6.5	7	7.5	8	8.5	9	9.5	-	-	-	-	-	-	-	
29	2	3	4	5	6	7	7.5	8	8.5	9	9.5	10	10.5	-	-	-	-	-	-	
30	2	3	4	5	6	7	8	8.5	9	9.5	10	10.5	11	11.5	-	-	-	-	-	
31	2	3	4	5	6	7	8	9	9.5	10	10.5	11	11.5	12	12.5	-	-	-	-	
32	2	3	4	5	6	7	8	9	10	10.5	11	11.5	12	12.5	13	13.5	-	-	-	
33	2	3	4	5	6	7	8	9	10	11	11.5	12	12.5	13	13.5	14	14.5	-	-	
34	2	3	4	5	6	7	8	9	10	11	12	12.5	13	13.5	14	14.5	15	15.5	-	
35	2	3	4	5	6	7	8	9	10	11	12	13	13.5	14	14.5	15	15.5	16	16.5	
36	2	3	4	5	6	7	8	9	10	11	12	13	14	14.5	15	15.5	16	16.5	17	
37	2	3	4	5	6	7	8	9	10	11	12	13	14	15	15.5	16	16.5	17	17.5	
38	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	16.5	17	17.5	18	
39	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	17.5	18	18.5	
40	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	18.5	19	
41	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	19.5	
42	2.5	3.5	4.5	5.5	6.5	7.5	8.5	9.5	10.5	11.5	12.5	13.5	14.5	15.5	16.5	17.5	18.5	19.5	20.5	
43	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	
44	3	4.5	5.5	6.5	7.5	8.5	9.5	10.5	11.5	12.5	13.5	14.5	15.5	16.5	17.5	18.5	19.5	20.5	21.5	
45	3	4.5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	
46	3	4.5	6	7.5	8.5	9.5	10.5	11.5	12.5	13.5	14.5	15.5	16.5	17.5	18.5	19.5	20.5	21.5	22.5	
47	3	4.5	6	7.5	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	
48	3	4.5	6	7.5	9	10.5	11.5	12.5	13.5	14.5	15.5	16.5	17.5	18.5	19.5	20.5	21.5	22.5	23.5	
49	3	4.5	6	7.5	9	10.5	12	13	14	15	16	17	18	19	20	21	22	23	24	
50	3	4.5	6	7.5	9	10.5	12	13.5	14.5	15.5	16.5	17.5	18.5	19.5	20.5	21.5	22.5	23.5	24.5	
51	3	4.5	6	7.5	9	10.5	12	13.5	15	16	17	18	19	20	21	22	23	24	25	

52	3	4.5	6	7.5	9	10.5	12	13.5	15	16.5	17.5	18.5	19.5	20.5	21.5	22.5	23.5	24.5	25.5
53	3	4.5	6	7.5	9	10.5	12	13.5	15	16.5	18	19	20	21	22	23	24	25	26
54	3	4.5	6	7.5	9	10.5	12	13.5	15	16.5	18	19.5	20.5	21.5	22.5	23.5	24.5	25.5	26.5
55	3	4.5	6	7.5	9	10.5	12	13.5	15	16.5	18	19.5	21	22	23	24	25	26	27
56	3	4.5	6	7.5	9	10.5	12	13.5	15	16.5	18	19.5	21	22.5	23.5	24.5	25.5	26.5	27.5
57	3	4.5	6	7.5	9	10.5	12	13.5	15	16.5	18	19.5	21	22.5	24	25	26	27	28
58	3	4.5	6	7.5	9	10.5	12	13.5	15	16.5	18	19.5	21	22.5	24	25.5	26.5	27.5	28.5
59	3	4.5	6	7.5	9	10.5	12	13.5	15	16.5	18	19.5	21	22.5	24	25.5	27	28	29
60	3	4.5	6	7.5	9	10.5	12	13.5	15	16.5	18	19.5	21	22.5	24	25.5	27	28.5	29.5
61+	3	4.5	6	7.5	9	10.5	12	13.5	15	16.5	18	19.5	21	22.5	24	25.5	27	28.5	30

Age 17 - While it is possible for a 17-year-old to have 2 years' service, any service with the employer before school leaving age does not count towards the continuous employment and cannot be used in any statutory pay entitlement.

Age 61+ - In respect of those over age 61, the payment remains the same as for age 61.

Appendix 3: Voluntary Severance: Enhanced Ready Reckoner

Continuous Years Service																			
	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Age																			
17*[1]	1.5																		
18	1.5																		
19	1.5	2.25																	
20	1.5	2.25	3.00																
21	1.5	2.25	3.00	3.75															
22	1.5	2.25	3.00	3.75	4.50														
23	2.25	3.00	3.75	4.50	5.25	6.00													
24	3.0	3.75	4.50	5.25	6.00	6.75	7.50												
25	3.0	4.50	5.25	6.00	6.75	7.50	8.25	9.00											
26	3.0	4.50	6.00	6.75	7.50	8.25	9.00	9.75	10.50										
27	3.0	4.50	6.00	7.50	8.25	9.00	9.75	10.50	11.25	12.00									
28	3.00	4.50	6.00	7.50	9.00	9.75	10.50	11.25	12.00	12.75	13.50								
29	3.00	4.50	6.00	7.50	9.00	10.50	11.25	12.00	12.75	13.50	14.25	15.00							
30	3.00	4.50	6.00	7.50	9.00	10.50	12.00	12.75	13.50	14.25	15.00	15.75	16.50						
31	3.00	4.50	6.00	7.50	9.00	10.50	12.00	13.50	14.25	15.00	15.75	16.50	17.25	18.00					
32	3.00	4.50	6.00	7.50	9.00	10.50	12.00	13.50	15.00	15.75	16.50	17.25	18.00	18.75	19.50				
33	3.00	4.50	6.00	7.50	9.00	10.50	12.00	13.50	15.00	16.50	17.25	18.00	18.75	19.50	20.25	21.00			
34	3.00	4.50	6.00	7.50	9.00	10.50	12.00	13.50	15.00	16.50	18.00	18.75	19.50	20.25	21.00	21.75	22.50		
35	3.00	4.50	6.00	7.50	9.00	10.50	12.00	13.50	15.00	16.50	18.00	19.50	20.25	21.00	21.75	22.50	23.25	24.00	
36	3.00	4.50	6.00	7.50	9.00	10.50	12.00	13.50	15.00	16.50	18.00	19.50	21.00	21.75	22.50	23.25	24.00	24.75	25.50
37	3.00	4.50	6.00	7.50	9.00	10.50	12.00	13.50	15.00	16.50	18.00	19.50	21.00	22.50	23.25	24.00	24.75	25.50	26.25
38	3.00	4.50	6.00	7.50	9.00	10.50	12.00	13.50	15.00	16.50	18.00	19.50	21.00	22.50	24.00	24.75	25.50	26.25	27.00
39	3.00	4.50	6.00	7.50	9.00	10.50	12.00	13.50	15.00	16.50	18.00	19.50	21.00	22.50	24.00	25.50	26.25	27.00	27.75
40	3.00	4.50	6.00	7.50	9.00	10.50	12.00	13.50	15.00	16.50	18.00	19.50	21.00	22.50	24.00	25.50	27.00	27.75	28.50
41	3.00	4.50	6.00	7.50	9.00	10.50	12.00	13.50	15.00	16.50	18.00	19.50	21.00	22.50	24.00	25.50	27.00	28.50	29.25
42	3.75	5.25	6.75	8.25	9.75	11.25	12.75	14.25	15.75	17.25	18.75	20.25	21.75	23.25	24.75	26.25	27.75	29.25	30.75
43	4.50	6.00	7.50	9.00	10.50	12.00	13.50	15.00	16.50	18.00	19.50	21.00	22.50	24.00	25.50	27.00	28.50	30.00	31.50
44	4.50	6.75	8.25	9.75	11.25	12.75	14.25	15.75	17.25	18.75	20.25	21.75	23.25	24.75	26.25	27.75	29.25	30.75	32.25
45	4.50	6.75	9.00	10.50	12.00	13.50	15.00	16.50	18.00	19.50	21.00	22.50	24.00	25.50	27.00	28.50	30.00	31.50	33.00
46	4.50	6.75	9.00	11.25	12.75	14.25	15.75	17.25	18.75	20.25	21.75	23.25	24.75	26.25	27.75	29.25	30.75	32.25	33.75
47	4.50	6.75	9.00	11.25	13.50	15.00	16.50	18.00	19.50	21.00	22.50	24.00	25.50	27.00	28.50	30.00	31.50	33.00	34.50
48	4.50	6.75	9.00	11.25	13.50	15.75	17.25	18.75	20.25	21.75	23.25	24.75	26.25	27.75	29.25	30.75	32.25	33.75	35.25
49	4.50	6.75	9.00	11.25	13.50	15.75	18.00	19.50	21.00	22.50	24.00	25.50	27.00	28.50	30.00	31.50	33.00	34.50	36.00
50	4.50	6.75	9.00	11.25	13.50	15.75	18.00	20.25	21.75	23.25	24.75	26.25	27.75	29.25	30.75	32.25	33.75	35.25	36.75
51	4.50	6.75	9.00	11.25	13.50	15.75	18.00	20.25	22.50	24.00	25.50	27.00	28.50	30.00	31.50	33.00	34.50	36.00	37.50
52	4.50	6.75	9.00	11.25	13.50	15.75	18.00	20.25	22.50	24.75	26.25	27.75	29.25	30.75	32.25	33.75	35.25	36.75	38.25

53	4.50	6.75	9.00	11.25	13.50	15.75	18.00	20.25	22.50	24.75	27.00	28.50	30.00	31.50	33.00	34.50	36.00	37.50	39.00
54	4.50	6.75	9.00	11.25	13.50	15.75	18.00	20.25	22.50	24.75	27.00	29.25	30.75	32.25	33.75	35.25	36.75	38.25	39.75
55	4.50	6.75	9.00	11.25	13.50	15.75	18.00	20.25	22.50	24.75	27.00	29.25	31.50	33.00	34.50	36.00	37.50	39.00	40.50
56	4.50	6.75	9.00	11.25	13.50	15.75	18.00	20.25	22.50	24.75	27.00	29.25	31.50	33.75	35.25	36.75	38.25	39.75	41.25
57	4.50	6.75	9.00	11.25	13.50	15.75	18.00	20.25	22.50	24.75	27.00	29.25	31.50	33.75	36.00	37.50	39.00	40.50	42.00
58	4.50	6.75	9.00	11.25	13.50	15.75	18.00	20.25	22.50	24.75	27.00	29.25	31.50	33.75	36.00	38.25	39.75	41.25	42.75
59	4.50	6.75	9.00	11.25	13.50	15.75	18.00	20.25	22.50	24.75	27.00	29.25	31.50	33.75	36.00	38.25	40.50	42.00	43.50
60	4.50	6.75	9.00	11.25	13.50	15.75	18.00	20.25	22.50	24.75	27.00	29.25	31.50	33.75	36.00	38.25	40.50	42.75	44.25
61*[2]	4.50	6.75	9.00	11.25	13.50	15.75	18.00	20.25	22.50	24.75	27.00	29.25	31.50	33.75	36.00	38.25	40.50	42.75	45.00

Appendix 4: Support for Employees



Appendix 5: Support for Managers

A redundancy situation can be a traumatic time for all members of the employee group affected - both those who leave and those who are ultimately retained. It can also be extremely difficult for managers who have to handle the process.

Managers charged with handling redundancies may find themselves in a new situation which they are uncomfortable with and not sure how to handle. Uncertainty on the part of the manager leading the process may result in pressure for them as well as increased confusion and concern for the affected employees.

Practical Support and Guidance

The Council will ensure that managers involved in redundancy situations have the required support and skills. This could include the following

- Manager drop in sessions on the Council's redundancy procedures
- Skills training on how to approach difficult conversations with employees
- Coaching skills
- Communication skills - managers will need to be able to communicate effectively with employees about the current situation, any available options (e.g. pension choices, redeployment), and what may happen next, even where the outlook is negative.

Survivor Syndrome

Managers will also require to have an awareness of 'Survivor Syndrome' where, although an employee remains employed, they are affected by issues such as damage to the psychological contract, guilt, anger at poor treatment of colleagues made redundant, and the difficulties of taking on new/more work.

The symptoms of survivor syndrome include:

- Lower morale and commitment
- Increased stress
- Reduced motivation
- Breakdown of trust in management
- Reduced productivity and attendance
- Increased staff turnover
- Poorer performance
- Greater risk-avoidance and slower decision-making
- Poorer customer focus
- Less inclination to learn new skills

These are damaging for both employee and the Council, disrupting efforts to move forward and impacting adversely on cost saving estimates.

It seems likely that these problems will be most acute where redundancies have been compulsory, rather than voluntary, or where a volunteer has not been selected for redundancy.

Managers should be encouraged to take measures to minimise survivor syndrome including:

- Regular and open communication
- Effective and meaningful consultation
- Encouraging employees to voice concerns (and addressing these)
- Setting out clear plans for the future
- Raising awareness of Employee Assistance Programme or other support agencies.
- Discussion of changes to job roles, progress reviews
- Fostering team-working and engendering team spirit

AssessmentNo	764	Owner	lgalasso	
Resource	Transformation		Service/Establishment	People and Technology
	First Name	Surname	Job title	
Head Officer	Leeanne	Galasso	People &Change Partner	
	(include job titles/organisation)			
Members	Lisa MacGregor, People &Change Partner Louise Hastings, People &Change Partner			
	<i>(Please note: the word 'policy' is used as shorthand for strategy policy function or financial decision)</i>			
Policy Title	Redundancy Policy &Procedure			
	The aim, objective,purpose and intended out come of policy			
	The Redundancy Policy and Procedure is required in order to provide a fair, transparent, robust and consistent framework that is in accordance with employment law for managing redundancy situations.			
	Service/Partners/Stakeholders/service users involved in the development and/or implementation of policy.			
	Human Resources			
Does the proposals involve the procurement of any goods or services?			Yes	
If yes please confirm that you have contacted our procurement services to discuss your requirements.			No	
SCREENING				
<i>You must indicate if there is any relevance to the four areas</i>				
Duty to eliminate discrimination (E), advance equal opportunities (A) or foster good relations (F)			Yes	
Relevance to Human Rights (HR)			No	
Relevance to Health Impacts (H)			No	
Relevance to Social Economic Impacts (SE)			Yes	
Who will be affected by this policy?				
The whole workforce are in scope for this policy and procedure. However, those affected by it will be dependent upon the services that require to reduce workforce.				
Who will be/has been involved in the consultation process?				
Trade Union Colleagues (Unison, Unite, GMB, EIS) Strategic HR				
Please outline any particular need/barriers which equality groups may have in relation to this policy list evidence you are using to support this and whether there is any negative impact on particular groups.				
	Needs	Evidence	Impact	
Age	The council has duty of care toward all its workers, and in terms of the Public Sector Equality Duty. The statutory redundancy	The Council's age profile confirms that the highest percentage of employees remain clustered in the age groups 50-59.	In line with statutory legislation, those aged over 41 will receive a higher level of compensation and those under 22 will	

	legislation and compensation does take account of age and length of service.		receive a lower level of compensation.
Cross Cutting	Might be a need to tailor communications to different groups of the workforce	The Councils 'Communicating Effectively' guidance will be followed to support communication, e.g. interpreting translation etc. accessible meetings	No impact as this will be mitigated by following guidance.
Disability	The Council should always be mindful of the duty to make reasonable adjustments when carrying out a redundancy process. This might include making adjustments when scoring employees under selection pool criteria. For example, where an employee has had disability-related absences, selection for redundancy on the basis of a poor attendance record/score may amount to disability discrimination and adjustments should be made to discard any disability-related absences. The council has duty of care toward all its workers, and in terms of the Public Sector Equality Duty	The Council's disability profile confirms 1.38% of employees have declared a disability.	There is no specific impact in relation to disability.
Social & Economic Impact	Reduction in workforce requirements may have a consequential impact on reduction on pay and disposable income	Possible reduction in workforce requirements would have a consequential impact on spending.	Negative impact but justifiable if the work ceases or reduces to determine a redundancy situation.

	being reduced may have a reduced amount to spend in the economy.		Additionally, every effort will be made to redeploy affected employees.
Sex	The council has duty of care toward all its workers, and in terms of the Public Sector Equality Duty	Workforce profile concludes 71% female and 29% male.	There is no specific impact on sex. Whilst there may be more females impacted, it has not been identified that females will be disproportionately affected.
Gender Reassign	The council has duty of care toward all its workers, and in terms of the Public Sector Equality Duty	No information reported on marital status/civil partnership.	There is no specific impact in relation to gender re-assignment.
Health	The Council has a commitment to supporting the health and well being of its workers	Redundancy situations can be stressful. To support employees and managers through the redundancy process, employee wellbeing supports will be offered throughout and after the process.	N/A
Human Rights	N/A	N/A	N/A
Marriage & Civil Partnership	The council has duty of care toward all its workers, and in terms of the Public Sector Equality Duty	No information reported on marital status/civil partnership.	There is no specific impact in relation to marriage and civil partnership
Pregnancy & Maternity	Cross cuts with sex The Council should always be mindful of the duty to make reasonable adjustments when carrying out a redundancy process. This might include making adjustments when scoring employees under selection pool criteria. For example, where an employee has had pregnancy-related absences, this should	Cross-Cutting with Sex	There is a statutory provision for those on maternity leave who can receive preferential treatment where there is a suitable alternative vacant role.

	be disregarded. For employees who are on maternity leave, where there is a suitable alternative vacant role, this should be offered. The council has duty of care toward all its workers, and in terms of the Public Sector Equality Duty		
Race	The council has duty of care toward all its workers, and in terms of the Public Sector Equality Duty	The Council's race profile confirms 0.58% of the workforce are BAME.	There is no specific impact in relation to race.
Religion and Belief	The council has duty of care toward all its workers, and in terms of the Public Sector Equality Duty	The Council's religion and belief provide confirms that 1.45% are Christian, 0.89% other and 8.56% none.	There is no specific impact in relation to religion and believe.
Sexual Orientation	The council has duty of care toward all its workers, and in terms of the Public Sector Equality Duty	The Council's sexual orientation profile concludes that 0.81% of the workforce have declared LGB and 18.26% as heterosexual with 80.41 unknown	There is no specific impact on Sexual Orientation.

Actions

Policy has a negative impact on an equality group, but is still to be implemented, please provide justification for this.

No negative impact on a specific group has been identified.

Will the impact of the policy be monitored and reported on an ongoing bases?

The data on workforce reduction in line with this policy will be monitored and reported on an on-going basis through the Chief Officer - People & Technology or suitable alternative forum.

Q7 What is your recommendation for this policy?

Introduce

Please provide a meaningful summary of how you have reached the recommendation

EIA 764: It is important that there is a transparent framework in place to manage redundancy situations that is in line with legal requirements. Whilst the overarching aim is to avoid a redundancy situation, this framework, should it be required, will ensure fairness, consistency and application of process to mitigate legal risk. It is on that basis that it is recommended that the policy is introduced. We are aware from the workforce profile data that the majority of the workforce are female and

clustered within the age category 50-59. However, this framework incorporates approached inline with the Equality Act which will provide additional protection and compensation for those protected characteristics as outlined in section 2 of the EIA, including disabled employees. Services who are implementing the redundancy policy and procedure will be required to undertake a equality impact assessment of their specific proposal, and monitoring of actual impacts.

WEST DUNBARTONSHIRE COUNCIL

Report by Chief Officer – Resources

Corporate Services Committee: 16 August 2023

Subject: Update of Voluntary Grants 2022/23

1. Purpose of Report

- 1.1** The purpose of this report is to provide Members with an update of the voluntary grants administered and awarded by West Dunbartonshire Community & Volunteering Services (WDCVS) in 2022/23 in respect of Community Chest, Playschemes, Cultural, and Social Transport Support Funding Grants on behalf of the Council.
- 1.2** The report also provides information on the position regarding the Provost's Fund and the Dumbarton Common Good Fund.

2. Recommendations

- 2.1** The Committee is asked to note the position of the grants paid out by WDCVS, the Provost's Fund and the Dumbarton Common Good Fund.
- 2.2** The Committee is asked to approve a top-up payment of £2,429.64 to be made to the Provost's Fund as detailed in paragraph 4.6 below.

3. Background

- 3.1** The Corporate Services Committee in March 2007 agreed that a report should be brought to Committee after each year-end, giving information regarding the grants approved during the financial year.
- 3.2** Community Chest, Playscheme, Cultural and Social Transport Support Grants are administered by WDCVS. The Council continues to administer grants for Dumbarton Common Good and the Provost's Fund.
- 3.3** The Provost's Fund was established in 1953 as the Burgh of Clydebank Provost's Fund and in November 1998 it was determined that the Fund may be used to cover the whole of West Dunbartonshire.

4. Main Issues

WDCVS Administered Funds

- 4.1** During 2022/23, the total budgets available and the amounts paid out in grants administered by WDCVS are noted below:

Group Type	Total Budget	Agreed Spend	% Spent	Unspent	% Unspent
Community Chest/Cultural/Playscheme	£50,000	£45,000	90.0%	£5,000	10.0%
Social Transport Support	£100,000	£58,550	58.6%	£41,450	41.4%
WDC funded total	£150,000	£103,550	69.0%	£46,450	31.0%

Community Chest/Cultural/Playschemes

- 4.2** The 2022/23 budget was set at £50,000 and WDCVS has awarded £45,000 in grant funding to organisations as noted in Appendix A.
- 4.3** In addition to the above, a number of organisations submitted funding applications and were referred by WDCVS to other funders. As a result of this a further £321,750 of applications for funding was supported by WDCVS by re-routing applications to other sources as noted in Appendix B.
- 4.4** All applications received by WDCVS were granted funding from either Community Chest Grants or alternative funders.

Social Transport Funding

- 4.5** The 2022/23 budget was set at £100,000 and WDCVS has awarded £58,550 during 2022/23. 6 groups who have been awarded grants in previous years have ceased operating during 2022-23 and a further 1 group did not operate during 2022-23 but intend to restart during 2023-24. The grant value of these 7 groups is normally £11,450.

Provost's Fund

- 4.6** Members are requested to approve a top-up payment of £2,429.64 to be made to the Provost's fund to restore the fund balance to £3,000. The table below details the current balance in the fund and value of grants paid since April 2022.

<u>Provost Fund</u>	<u>In/Out</u>	<u>Balance</u>	
			(Top-up covered £720 already paid in 22-23)
22-23 Opening Balance		3,720.00	
Grants paid (prior to top-up)	- 720.00	3,000.00	
Grants paid during 22-23	-2,129.64	870.36	
22-23 Closing Balance		870.36	
Grants paid in 23-24 (prior to top-up)	- 300.00	570.36	
Top-up requested	<u>2,429.64</u>	<u>3,000.00</u>	

Members are advised that the top-up value is taken from funding otherwise made available to WDCVS and as such the top-up reduces the funding to be administered by WDCVS.

Dumbarton Common Good

- 4.7** Fifteen organisations benefited from funding from the Dumbarton Common Good Fund totalling £287,207 (67.7%) against a budget of £424,455, as detailed in Appendix D. The £7,000 small grants budget has not awarded any funding during 2022-23 as no applications were received.

The main reason for the budget underspend was £142,547 not spent on Town Centre Management. This part of the budget has been devolved to the Regeneration Team for a number of years and has continued to carry a large unspent balance each year-end. A review of the arrangements for this budget will be undertaken during 2023/24 to consider whether further promotion of the fund availability should be carried out or whether the budgeted expenditure should be reduced to be more aligned to historic spend levels.

5. Option Appraisal

- 5.1** No option appraisal was required for this report.

6. People Implications

- 6.1** There are no people implications.

7. Financial and Procurement Implications

- 7.1** WDCVS paid out grants totalling £103,550 during 2022/23. The full budget was £150,000, leaving a balance of £46,450 unspent. The unspent funds are returned to the council.

The Provost's Fund spent £2,849.64 in 2022/23 and £870.36 funding was available for spend in 2023/24 at the beginning of April. One award of £300 during 2023-24 has reduced the remaining funds to £570.36.

8. Risk Analysis

- 8.1** The Council must consider financial and reputational risks when considering grant applications. The financial risk is not only that the Council and Common Good Fund remain within budget, but also that the organisations funded by the Council and the Common Good Fund are both viable in the long term and comply with the Conditions of Grant which cover issues such as discrimination, health and safety, insurance, etc.

9. Equalities Impact Assessment (EIA)

- 9.1** No equalities impact assessment was required in relation to this report.

10. Environmental Sustainability

10.1 No assessment of environmental sustainability was required in relation to this report.

11. Consultation

11.1 Legal and Financial Officers have been consulted in preparing this report.

12. Strategic Assessment

12.1 Proper budgetary control and sound financial practice are cornerstones of good governance and support Council and officers to pursue the 5 strategic priorities of the Councils Strategic Plan.

12.2 Payment of voluntary grants contributes to improvements in life changes for children and young people, care for elderly and the wellbeing of communities.

Laurence Slavin
Chief Officer, Resources
Date: 01 August 2023

Person to Contact: Adrian Gray, Finance Business Partner,
Church Street, Dumbarton,
Email: adrian.gray @west-dunbarton.gov.uk

Appendices:

Appendix A:	Breakdown of Community Chest, Cultural & Playscheme Grants 2022/23
Appendix B:	Organisations Supported by WDCVS to attract external funding in 2022/23
Appendix C:	Breakdown of Social Transport Grants 2022/23
Appendix D:	Breakdown of Dumbarton Common Good Grants 2022/23

Background Papers: Grant application summary information
Individual group grant applications

Wards Affected: All wards

Community Chest Grant Scheme 2022-23
Budget Pot £50,000 Sum Awarded £45,000

<i>Group</i>	<i>Purpose</i>	<i>Award Made</i>
Dumbarton Disabled Childrens Forum	Holiday provision for children and families	£4,500
Double L Centre	Community Facility running costs	£4,500
Clydebank East Community Council	Community Engagement activity	£1,800
Age Concern Dumbarton	Running Costs for activities for older people	£4,500
WD Sports Club	Running Costs	£4,500
Crosslet Centre	Community Facility running costs	£4,500
WDEMA	Running Costs - office hire	£3,500
Bankie Talk	Running Costs	£3,500
Christie Park Veterans Bowling	Premises costs	£1,500
Castlegreen Allotments	Project Costs	£2,000
Levenvale Older Peoples Welfare	Premises costs	£2,000
Shipyards Trust	Project Costs	£1,500
Daniels Wish	Project Costs - Children with additional support needs	£2,500
Time for Tully	Set up costs - Community activity for young people	£1,600
Mentor Scotland	Project Costs - Men's Support Group	£2,600

£45,000

Grants Given By Category:

Disability/Care Organisations	£8,600
Community Facilities	£10,500
Older People	£8,000
Playschemes/Childcare	£6,100
Sport	£4,500
Justice/Equalities	£3,500
Leisure/Recreation	£3,800
	£45,000

Grants Given By Area:

Dumbarton	£15,500
Clydebank	£11,300
Vale of Leven	£7,600
Milton/Bowling/OK	£0
WD wide	£10,600
	£45,000

Potential Applicants Re-routed to alternative funding

Applications By Category:

Disability/Care Organisations	£94,300
Community Facilities	£24,000
Older People	£39,800
Playschemes/Childcare	£14,300
Sport	£21,850
Justice/Equalities	£53,200
Leisure/Recreation	£74,300
	£321,750

Applications By Area:

Dumbarton	£54,975
Clydebank	£101,100
Vale of Leven	£32,255
Milton/Bowling/OK	£12,120
WD wide	£121,300
	£321,750

Social Transport Grant Scheme Awards 2022-23

Available Budget	£100,000
Awarded	£58,550
Unallocated	£41,450

Group Name	Indicative Award
Age Concern VOL/Dalmonach Caravan	£2,700
Access Panel	£3,000
Get Up and Go Youth Group	£5,750
Vale of Leven Arthritis Club	£4,000
Dumbarton & District MS	£4,000
Manage Your Pain	£2,500
Clyde Shopmobility	£2,000
50+ Walking Group	£1,000
Levenvale Older Peoples Welfare	£500
50-60 Club	£1,000
Rockvale Rebound	£1,250
DDDCF	£2,000
Unity Enterprise	£2,000
Out and About Club	£2,000
BIEN	£2,500
Faifley Art Group	£100
DDWA	£2,000
WDEMA	£1,500
Kinship Carers WD	£2,000
Bellsmyre Development Trust	£2,000
v-Befriend	£4,000
Dalmonach Tuesday-Friday Seniors	£3,000
Alzheimer Scotland	£2,500
WD Epilepsy Support Group	£1,500
Bridge Court	£1,000
Old Kilpatrick Seniors	£2,500
Manse Garden Sheltered Housing Users Group	£250

£58,550

Groups Withdrawing from the scheme during year due to closure

Phin Club	£7,000
St Eunans Sen Cit Club	£700
Oakbank Users Group	£450
St Josephs Seniors	£300
Focus	£250
Parkhall Mondays	£2,000

£10,700

Groups not yet re-started activity

Age Concern Dumbarton	£750

DUMBARTON COMMON GOOD	22-23 Grants Paid
Description	£
Alcoholics Anonymous - Grant for Property	21,078
Alternatives	5,000
Bellsmyre Digital Project	35,602
Bellsmyre Schools Out	2,500
Bellsmyre Development Trust	36,000
Christmas Lights	15,000
Dumbarton Senior Citizens	10,000
Dumbarton Fireworks	11,780
Town Centre Management - Capital & Revenue	22,777
Rockvale Rebound - Rent	2,630
Scottish Maritime Museum	50,000
Small Grants	0
West Dunbartonshire Citizen's Advice Bureau	40,000
Central Admin Allocation	24,000
Estates Dept - Management Fee	10,840
Total Expenditure	287,207

WEST DUNBARTONSHIRE COUNCIL

Report by Chief Officer – Resources

Corporate Services Committee: 16 August 2023

Subject: Grant Application to Dumbarton Common Good

1. Purpose of Report

- 1.1** The purpose of this report is to provide Members with details of one grant application to Dumbarton Common Good for consideration.

2. Recommendations

- 2.1** The Committee is asked to approve a grant of £16,250.62 for 2023/24 and a grant of £15,000 for 2024/25 and 2025/26 with the award to be subject to review in 2026 to consider if the grant should be continued further. The grant to Food for Thought SCIO is to cover rental costs for their premises which is located in Dumbarton.

3. Background

- 3.1** Dumbarton Common Good Fund grants are administered by the West Dunbartonshire Council and are reported to the Committee as and when applications are received.
- 3.2** The value of fund as at 31 March 2023 was £668,478.

4. Main Issues

Grant Applications to Dumbarton Common Good

- 4.1** Appendix A summarises the aims of the group and advises on their current financial position. Committee is asked to approve the grant application of £16,250.62 for 2023/24 and further grant of £15,000 for 2024/25 and 2025/26.

5. Option Appraisal

- 5.1** No option appraisal was required for this report.

6. People Implications

- 6.1** There are no people implications.

7. Financial and Procurement Implications

- 7.1 It is recommended that members agree to the grant funding requested by Food for Thought SCIO.

8. Risk Analysis

- 8.1 The Council must consider financial and reputational risks when considering grant applications. The financial risk is not only that the Council and Common Good Fund remain within budget, but also that the organisations funded by the Council and the Common Good Fund are both viable in the long term and comply with the Conditions of Grant which cover issues such as discrimination, health and safety, insurance, etc.

9. Equalities Impact Assessment (EIA)

- 9.1 No equalities impact assessment was required in relation to this report.

10. Environmental Sustainability

- 10.1 No assessment of environmental sustainability was required in relation to this report.

11. Consultation

- 11.1 Legal and Financial Officers have been consulted in preparing this report.
- 11.2 All organisations are consulted regarding recommendations of grant prior to the report being submitted to Committee.

12. Strategic Assessment

- 12.1 Proper budgetary control and sound financial practice are cornerstones of good governance and support Council and officers to pursue the 5 strategic priorities of the Councils Strategic Plan.

Laurence Slavin
Chief Officer, Resources
Date: 01 August 2023

Person to Contact: Adrian Gray, Finance Business Partner,
Church Street, Dumbarton,
Email: adrian.gray@west-dunbarton.gov.uk

Appendices

Appendix A: Details of Grant Application

Background Papers:

Grant application summary information
Individual group grant applications

Wards Affected:

Ward 3

**Dumbarton Common Good Fund
for consideration by Corporate Services Committee on 16 August 2023
(2023/2024)**

Organisation	Purpose of organisation	Purpose of grant	Grant Requested and Officer Recommendation
Food For Thought SCIO	To provide emergency food aid to people suffering from poverty in the community. To provide individuals and families with support and knowledge to improve life choices through peer support, community participation and education.	Funding to cover the cost of rent for premises. The higher figure requested for 23-24 reflects a part year occupation of a second premises which has now been vacated. The organisation are now located at a single location.	Grant request: £16,250.62 Officer Recommendation: Agree: £16,250.62 for 23/24 £15,000 for 24/25 and 25/26
Number of members	How often does it meet		Bank Balance and Accounts Balance
250 service users	Open Monday – Friday 10am – 5pm Dalmuir – Monday 11am-12 Alexandria – Tuesday - 11am-12 Clydebank – Wednesday – 11am-12		August 2021 Accounts balance £65,989 Bank Balance as at 18/11/2022: £23,319.61

WEST DUNBARTONSHIRE COUNCIL
Report by the Chief Officer – Resources
Corporate Services Committee: 16 August 2023

**Subject: Corporate Services Budgetary Control Report to 30 June 2023
(Period 03)**

1. Purpose

- 1.1** The purpose of this report is to advise the Committee on the performance of the Corporate Services budget for the period to 30 June 2023.

2. Recommendations

- 2.1** Members are asked to:

- i) note that the revenue account currently shows a projected annual adverse variance of £0.034m (0.1% of the total budget) and
- ii) note that the capital account is showing a projected in-year overspend of £0.011m (0.2% of in-year budget) due to 9 projects showing projected variances as a result of delays to these projects with explanations for delays detailed in Appendices 5 and 6. The project life projection is currently showing a projected underspend of £-0.068m (-0.53% of project life budget).

3. Background

3.1 Revenue Budget

At the meeting of West Dunbartonshire Council on 1 March 2023, Members agreed the revenue estimates for 2023/24.

A total net budget of £34.850m was approved for services under the remit for Corporate Services at that time.

3.2 Capital Budget

At the meeting of Council on 1 March 2023, Members also agreed the updated 10 year General Services Capital Plan for 2023/2024 to 2031/32. The three years from 2023/24 to 2025/26 have been approved in detail with the remaining 7 years being indicative at this stage. The total project life budget approved for projects that have either commenced or are due to commence in that period total for Corporate Services was £5.347m.

4. Main Issues

Revenue Budget

- 4.1 The summary report at Appendix 1 identifies a projected annual adverse variance (overspend) of £0.034m (0.10% of the total budget). Detailed service reports are attached as Appendix 2.
- 4.2 There are ten projected annual variances in excess of £0.050m. Notes on these variances are highlighted and noted within Appendix 3, with additional information on action being taken to minimise or mitigate overspends where possible.
- 4.3 Although the report indicates that expenditure is adverse in comparison to that anticipated during the budget exercise, the present variance should be viewed in the knowledge that there are a number of variable factors which could arise between now and 31 March 2024 and which could affect the year end results.

Capital Budget

- 4.4 Appendices 4 to 6 highlight 9 projects showing an in-year overspend and 10 projects on target. The overall Corporate Services programme summary report at Appendix 4 shows that there is a projected £0.011m (0.2% of the total programmed budget) to be re-phased in future years.

There is one significant variance within the Capital Budget, which is shown in the following table. See Appendices 5 and 6 for more details.

Project	Variance £m
ICT Modernisation	-0.087

5. People Implications

- 5.1 There are no people implications.

6. Financial and Procurement Implications

- 6.1 Other than the financial position noted above, there are no financial or procurement implications from this budgetary control report.

7. Risk Analysis

- 7.1 The main financial risks to the ongoing financial position relate to unforeseen costs being identified between now and the end of the financial year. This can affect all service areas

8. Equalities Impact Assessment (EIA)

- 8.1 No equalities impact assessment was required in relation to this report.

9. Consultation

9.1 All services involved in delivering the revenue and capital budgets have been consulted in the compilation of this report.

10. Strategic Assessment

10.1 Proper budgetary control and sound financial practice are cornerstones of good governance and support Council and officers to pursue the 5 strategic priorities of the Council's Strategic Plan. This report forms part of the financial governance of the Council.

Laurence Slavin
Chief Officer Resources

Date: 02 August 2023

Person to Contact: Adrian Gray, Finance Business Partner
Council Offices, 16 Church Street, Dumbarton
Telephone: (01389) 737838
E-mail: adrian.gray@west-dunbarton.gov.uk

Appendices:

- Appendix 1 - Revenue Budgetary Control 2023/24 – Summary Report
- Appendix 2 - Revenue Budgetary Control 2023/24 – Service Reports
- Appendix 3 - Analysis of Revenue Variances over £50,000
- Appendix 4 - Overall Capital Programme Summary Financials
- Appendix 5 - Capital Programme – Red Status
- Appendix 6 - Capital Programme – Green Status

Background Papers:

Ledger output – Period 03
General Services Revenue Estimates 2023/24 – Council 1 March 2023
General Services Capital Strategy 2023/24 to 2032/33 - Council 1 March 2023

Wards Affected All Wards

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2023/24
CORPORATE SERVICES SUMMARY

PERIOD END DATE

30 June 2023

Service / Subjective Summary	Total Budget 2023/24	Spend to Date 2023/24	Forecast Spend	Variance 2023/24		Annual RAG Status
	£000	£000	£000	£000	%	
Audit	78	98	69	(9)	-12%	↑
Finance	1,292	381	1,362	70	5%	↓
Rent Rebates & Allowances	(341)	4,449	(276)	65	19%	↓
Revenues & Benefits	2,287	657	2,250	(37)	-2%	↑
Finance Service Centre	323	73	330	7	2%	↓
Cost of Collection of Rates	17	0	25	8	47%	↓
Cost of Collection of Council Tax	(798)	(78)	(823)	(25)	-3%	↑
Central Admin Support	2,803	706	2,801	(2)	0%	↑
Procurement	166	183	188	22	13%	↓
Democratic and Registration Service	869	176	792	(77)	-9%	↑
Environmental Health	744	190	770	26	3%	↓
Licensing	(149)	(4)	(104)	45	30%	↓
Legal Services/Trading Standards	822	225	751	(71)	-9%	↑
Planning	749	22	587	(162)	-22%	↑
Transactional Services	836	210	814	(22)	-3%	↑
Human Resources (including Change and Risk)	2,034	450	2,048	15	1%	↓
Information Services	4,709	2,233	4,690	(19)	0%	↑
Communications & Marketing	333	56	306	(27)	-8%	↑
Citizen Services	1,308	338	1,360	52	4%	↓
Performance & Strategy	236	45	229	(7)	-3%	↑
Clydebank Town Hall	345	(16)	350	5	1%	↓
Office Accomodation	1,168	211	1,203	35	3%	↓
Libraries	1,815	359	1,867	52	3%	↓
Arts and Heritage	326	65	322	(4)	-1%	↑
Catering Services	4,747	1,205	4,704	(43)	-1%	↑
Building Cleaning	1,895	497	1,980	86	5%	↓
Building Cleaning PPP	(202)	(67)	(198)	4	-2%	↓
Facilities Assistants	2,410	540	2,414	4	0%	↓
Facilities Management	524	87	567	43	8%	↓
Leisure Management	3,459	1,851	3,459	0	0%	→
Events	48	7	48	0	0%	→
Total Net Expenditure	34,850	15,149	34,884	34	0.10%	↓

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2023/24
CORPORATE SERVICES COMMITTEE DETAIL

PERIOD END DATE **30 June 2023**

Service Summary	Total Budget 2023/24	YTD Spend 2023/24	Forecast Spend 2023/24	Variance 2023/24	RAG Status
All Services	£000	£000	£000	£000	%
Employee	30,642	6,913	30,679	36	0%
Property	2,246	325	2,276	31	1%
Transport and Plant	153	5	146	(7)	(5%)
Supplies, Services and Admin	5,699	2,226	5,774	74	1%
Payments to Other Bodies	6,050	2,346	6,128	78	1%
Other	36,747	9,121	36,812	65	0%
Gross Expenditure	81,537	20,936	81,815	278	0%
Income	(46,687)	(5,787)	(46,932)	(244)	(1%)
Net Expenditure	34,850	15,149	34,884	34	0%
Audit	£000	£000	£000	£000	%
Employee	379	95	370	(9)	(2%)
Property			0	0	0%
Transport and Plant	0	0	0	0	0%
Supplies, Services and Admin	2	2	2	0	0%
Payments to Other Bodies			0	0	0%
Other			0	0	0%
Gross Expenditure	381	98	372	(9)	(2%)
Income	(303)	0	(303)	0	0%
Net Expenditure	78	98	69	(9)	(12%)
Finance	£000	£000	£000	£000	%
Employee	1,514	371	1,588	74	5%
Property			0	0	0%
Transport and Plant	0	0	1	1	0%
Supplies, Services and Admin	65	10	64	(1)	(1%)
Payments to Other Bodies	2	0	2	0	0%
Other			0	0	0%
Gross Expenditure	1,581	381	1,656	75	5%
Income	(289)	0	(294)	(5)	(2%)
Net Expenditure	1,292	381	1,362	70	5%
Rent Rebates & Allowances	£000	£000	£000	£000	%
Employee			0	0	0%
Property			0	0	0%
Transport and Plant			0	0	0%
Supplies, Services and Admin			0	0	0%
Payments to Other Bodies			0	0	0%
Other	36,747	9,121	36,812	65	0%
Gross Expenditure	36,747	9,121	36,812	65	0%
Income	(37,088)	(4,672)	(37,088)	0	0%
Net Expenditure	(341)	4,449	(276)	65	(19%)
Revenues & Benefits	£000	£000	£000	£000	%
Employee	1,988	451	1,957	(31)	(2%)
Property			0	0	0%
Transport and Plant	2	0	1	(1)	(50%)
Supplies, Services and Admin	31	3	25	(6)	(19%)
Payments to Other Bodies	895	309	901	6	1%
Other			0	0	0%
Gross Expenditure	2,916	764	2,884	(32)	(1%)
Income	(629)	(107)	(634)	(5)	(1%)
Net Expenditure	2,287	657	2,250	(37)	(2%)

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2023/24
CORPORATE SERVICES COMMITTEE DETAIL

PERIOD END DATE

30 June 2023

Service Summary	Total Budget 2023/24	YTD Spend 2023/24	Forecast Spend 2023/24	Variance 2023/24	RAG Status
Finance Service Centre	£000	£000	£000	£000	%
Employee	283	67	292	9	3%
Property				0	0%
Transport and Plant	0	0	0	0	0%
Supplies, Services and Admin	39	6	38	(1)	(4%)
Payments to Other Bodies				0	0%
Other				0	0%
Gross Expenditure	323	73	330	7	2%
Income	0	0	0	0	0%
Net Expenditure	323	73	330	7	2%
Cost of Collection of Rates	£000	£000	£000	£000	%
Employee				0	0%
Property				0	0%
Transport and Plant				0	0%
Supplies, Services and Admin	3	0	3	0	0%
Payments to Other Bodies	100	0	108	8	8%
Other				0	0%
Gross Expenditure	102	0	110	8	8%
Income	(85)	0	(85)	0	0%
Net Expenditure	17	0	25	8	47%
Cost of Collection of Council Tax	£000	£000	£000	£000	%
Employee				0	0%
Property				0	0%
Transport and Plant				0	0%
Supplies, Services and Admin	64	10	64	0	0%
Payments to Other Bodies	30	6	30	0	0%
Other				0	0%
Gross Expenditure	94	17	94	0	0%
Income	(892)	(95)	(917)	(25)	(3%)
Net Expenditure	(798)	(78)	(823)	(25)	3%
Procurement	£000	£000	£000	£000	%
Employee	591	183	612	21	4%
Property	0	0	0	0	0%
Transport and Plant	0	0	0	0	0%
Supplies, Services and Admin	2	0	2	0	0%
Payments to Other Bodies	73	0	73	0	0%
Other	0	0	0	0	0%
Gross Expenditure	666	183	687	22	3%
Income	(500)	0	(500)	0	0%
Net Expenditure	166	183	188	22	13%
Democratic and Registration Service	£000	£000	£000	£000	%
Employee	980	203	904	(76)	(8%)
Property				0	0%
Transport and Plant	1	0	1	0	0%
Supplies, Services and Admin	9	1	8	(1)	(11%)
Payments to Other Bodies				0	0%
Other				0	0%
Gross Expenditure	990	204	913	(77)	(8%)
Income	(121)	(28)	(121)	0	0%
Net Expenditure	869	176	792	(77)	(9%)

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2023/24
CORPORATE SERVICES COMMITTEE DETAIL

PERIOD END DATE **30 June 2023**

Service Summary	Total Budget 2023/24	YTD Spend 2023/24	Forecast Spend 2023/24	Variance 2023/24	RAG Status
Central Admin Support	£000	£000	£000	£000	%
Employee	2,744	636	2,750	6	0%
Property				0	0%
Transport and Plant	0	0	0	0	0%
Supplies, Services and Admin	11	3	11	0	0%
Payments to Other Bodies	69	69	69	(0)	(1%)
Other				0	0%
Gross Expenditure	2,824	708	2,829	5	0%
Income	(21)	(2)	(28)	(7)	(33%)
Net Expenditure	2,803	706	2,801	(2)	(0%)
Environmental Health	£000	£000	£000	£000	%
Employee	1,010	238	1,040	30	3%
Property	6	2	4	(2)	(33%)
Transport and Plant	11	1	12	1	9%
Supplies, Services and Admin	22	8	21	(1)	(5%)
Payments to Other Bodies	71	18	71	0	0%
Other				0	0%
Gross Expenditure	1,119	265	1,147	28	3%
Income	(375)	(75)	(377)	(2)	(1%)
Net Expenditure	744	190	770	26	3%
Licensing	£000	£000	£000	£000	%
Employee	302	72	315	13	4%
Property				0	0%
Transport and Plant	1	0	0	(1)	(100%)
Supplies, Services and Admin	7	2	6	(1)	(14%)
Payments to Other Bodies	8	0	8	0	5%
Other				0	0%
Gross Expenditure	318	73	330	12	4%
Income	(467)	(77)	(434)	33	7%
Net Expenditure	(149)	(4)	(104)	45	(30%)
Legal Services/Trading Standards	£000	£000	£000	£000	%
Employee	992	205	941	(52)	(5%)
Property				0	0%
Transport and Plant	3	0	3	0	0%
Supplies, Services and Admin	15	25	38	22	144%
Payments to Other Bodies	2	0	1	(1)	(50%)
Other				0	0%
Gross Expenditure	1,013	231	982	(31)	(3%)
Income	(191)	(6)	(231)	(40)	(21%)
Net Expenditure	822	225	751	(71)	(9%)
Planning	£000	£000	£000	£000	%
Employee	1,212	244	1,144	(67)	(6%)
Property				0	0%
Transport and Plant	2	0	1	(1)	(50%)
Supplies, Services and Admin	20	10	22	2	10%
Payments to Other Bodies	130	(6)	130	0	0%
Other				0	0%
Gross Expenditure	1,364	248	1,298	(66)	(5%)
Income	(615)	(226)	(711)	(96)	(16%)
Net Expenditure	749	22	587	(162)	(22%)

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2023/24
CORPORATE SERVICES COMMITTEE DETAIL

PERIOD END DATE

30 June 2023

Service Summary	Total Budget 2023/24	YTD Spend 2023/24	Forecast Spend 2023/24	Variance 2023/24	RAG Status
Transactional Services	£000	£000	£000	£000	%
Employee	911	211	885	(25)	(3%)
Property				0	0%
Transport and Plant	0	0	0	0	0%
Supplies, Services and Admin	5	1	5	1	17%
Payments to Other Bodies				0	0%
Other				0	0%
Gross Expenditure	915	212	891	(24)	(3%)
Income	(79)	(2)	(77)	2	3%
Net Expenditure	836	210	814	(22)	(3%)
Human Resources (including Change and Risk)	£000	£000	£000	£000	%
Employee	1,816	415	1,841	25	1%
Property				0	0%
Transport and Plant	1	0	2	1	100%
Supplies, Services and Admin	5	0	3	(2)	(40%)
Payments to Other Bodies	262	54	262	(0)	(0%)
Other				0	0%
Gross Expenditure	2,084	470	2,107	24	1%
Income	(50)	(20)	(59)	(9)	(18%)
Net Expenditure	2,034	450	2,048	15	1%
Information Services	£000	£000	£000	£000	%
Employee	2,207	466	2,182	(25)	(1%)
Property				0	0%
Transport and Plant	2	0	2	0	0%
Supplies, Services and Admin	2,958	1,809	3,009	51	2%
Payments to Other Bodies	17	0	17	0	0%
Other				0	0%
Gross Expenditure	5,184	2,276	5,210	26	1%
Income	(475)	(43)	(520)	(45)	(9%)
Net Expenditure	4,709	2,233	4,690	(19)	(0%)
Communications & Marketing	£000	£000	£000	£000	%
Employee	403	55	373	(30)	(7%)
Property	0	0	0	0	0%
Transport and Plant	0	0	0	0	0%
Supplies, Services and Admin	9	2	10	1	7%
Payments to Other Bodies	0	0	0	0	0%
Other	0	0	0	0	0%
Gross Expenditure	412	56	383	(29)	(7%)
Income	(79)	0	(78)	2	2%
Net Expenditure	333	56	306	(27)	(8%)
Citizen Services	£000	£000	£000	£000	%
Employee	1,477	346	1,544	67	5%
Property	0	0	0	0	0%
Transport and Plant	0	0	0	0	0%
Supplies, Services and Admin	37	7	37	0	0%
Payments to Other Bodies	0	0	0	0	0%
Other	0	0	0	0	0%
Gross Expenditure	1,514	353	1,581	67	4%
Income	(206)	(15)	(221)	(15)	(7%)
Net Expenditure	1,308	338	1,360	52	4%

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2023/24
CORPORATE SERVICES COMMITTEE DETAIL

PERIOD END DATE

30 June 2023

Service Summary	Total Budget 2023/24	YTD Spend 2023/24	Forecast Spend 2023/24	Variance 2023/24	RAG Status
Performance & Strategy	£000	£000	£000	£000	%
Employee	221	51	220	(1)	(0%)
Property	0	0	0	0	0%
Transport and Plant	0	0	0	0	0%
Supplies, Services and Admin	1	0	1	0	0%
Payments to Other Bodies	14	0	14	0	0%
Other	0	0	0	0	0%
Gross Expenditure	236	51	235	(1)	(0%)
Income	0	(6)	(6)	(6)	0%
Net Expenditure	236	45	229	(7)	(3%)
Clydebank Town Hall	£000	£000	£000	£000	%
Employee	135	28	138	4	3%
Property	299	10	299	0	0%
Transport and Plant	0	0	0	0	0%
Supplies, Services and Admin	48	10	48	0	0%
Payments to Other Bodies	0	1	1	1	0%
Other	0	0	0	0	0%
Gross Expenditure	481	48	486	5	1%
Income	(136)	(64)	(136)	0	0%
Net Expenditure	345	(16)	350	5	1%
Office Accomodation	£000	£000	£000	£000	%
Employee	93	33	96	3	4%
Property	1,320	208	1,352	31	2%
Transport and Plant	0	0	0	0	0%
Supplies, Services and Admin	49	0	49	0	0%
Payments to Other Bodies	20	0	20	0	0%
Other	0	0	0	0	0%
Gross Expenditure	1,482	241	1,517	35	2%
Income	(314)	(31)	(314)	0	0%
Net Expenditure	1,168	211	1,203	35	3%
Libraries	£000	£000	£000	£000	%
Employee	1,290	316	1,386	95	7%
Property	297	22	297	(0)	(0%)
Transport and Plant	15	2	15	0	1%
Supplies, Services and Admin	250	64	250	0	0%
Payments to Other Bodies	0	0	0	0	0%
Other	0	0	0	0	0%
Gross Expenditure	1,852	405	1,948	96	5%
Income	(38)	(46)	(81)	(43)	(115%)
Net Expenditure	1,815	359	1,867	52	3%
Arts and Heritage	£000	£000	£000	£000	%
Employee	347	68	343	(4)	(1%)
Property	3	0	3	0	0%
Transport and Plant	0	0	0	(0)	(100%)
Supplies, Services and Admin	34	0	34	0	0%
Payments to Other Bodies	18	7	18	0	0%
Other	0	0	0	0	0%
Gross Expenditure	402	75	398	(4)	(1%)
Income	(76)	(10)	(76)	0	0%
Net Expenditure	326	65	322	(4)	(1%)

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2023/24
CORPORATE SERVICES COMMITTEE DETAIL

PERIOD END DATE 30 June 2023

Service Summary	Total Budget 2023/24	YTD Spend 2023/24	Forecast Spend 2023/24	Variance 2023/24	RAG Status
Catering Services	£000	£000	£000	£000	%
Employee	3,929	878	3,825	(104)	(3%) ↑
Property	71	19	71	0	0% →
Transport and Plant	110	0	103	(7)	(6%) ↑
Supplies, Services and Admin	1,918	234	1,922	4	0% ↓
Payments to Other Bodies	29	74	93	64	225% ↓
Other	(0)	(0)	0	0	(100%) ↓
Gross Expenditure	6,056	1,205	6,014	(42)	(1%) ↑
Income	(1,309)	(0)	(1,309)	(0)	(0%) ↑
Net Expenditure	4,747	1,205	4,704	(43)	(1%) ↑
Building Cleaning	£000	£000	£000	£000	%
Employee	2,027	467	2,114	87	4% ↓
Property	165	33	165	0	0% →
Transport and Plant	2	1	2	0	0% →
Supplies, Services and Admin	21	4	26	5	23% ↓
Payments to Other Bodies	0	0	0	0	0% →
Other	0	0	0	0	0% →
Gross Expenditure	2,215	504	2,306	92	4% ↓
Income	(320)	(8)	(326)	(6)	(2%) ↑
Net Expenditure	1,895	497	1,980	86	5% ↓
Building Cleaning PPP	£000	£000	£000	£000	%
Employee	823	186	827	4	1% ↓
Property	42	16	42	0	0% →
Transport and Plant	0	0	0	0	0% →
Supplies, Services and Admin	10	0	10	0	0% →
Payments to Other Bodies	0	0	0	0	0% →
Other	0	0	0	0	0% →
Gross Expenditure	875	202	879	4	0% ↓
Income	(1,077)	(269)	(1,077)	0	0% →
Net Expenditure	(202)	(67)	(198)	4	(2%) ↓
Facilities Assistants	£000	£000	£000	£000	%
Employee	2,432	540	2,410	(22)	(1%) ↑
Property	42	15	44	1	3% ↓
Transport and Plant	0	0	0	0	0% →
Supplies, Services and Admin	13	0	15	1	10% ↓
Payments to Other Bodies	0	0	0	0	0% →
Other	0	0	0	0	0% →
Gross Expenditure	2,488	555	2,469	(19)	(1%) ↑
Income	(78)	(16)	(55)	23	29% ↓
Net Expenditure	2,410	540	2,414	4	0% ↓
Facilities Management	£000	£000	£000	£000	%
Employee	539	87	582	43	8% ↓
Property	0	0	0	0	0% →
Transport and Plant	2	0	2	0	0% →
Supplies, Services and Admin	3	0	3	0	0% →
Payments to Other Bodies	0	0	0	0	0% →
Other	0	0	0	0	0% →
Gross Expenditure	544	87	587	43	8% ↓
Income	(20)	0	(20)	0	0% →
Net Expenditure	524	87	567	43	8% ↓

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2023/24
CORPORATE SERVICES COMMITTEE DETAIL

PERIOD END DATE **30 June 2023**

Service Summary	Total Budget 2023/24	YTD Spend 2023/24	Forecast Spend 2023/24	Variance 2023/24	RAG Status
Leisure Management	£000	£000	£000	£000	%
Employee	0	0	0	0	0% →
Property	0	0	0	0	0% →
Transport and Plant	0	0	0	0	0% →
Supplies, Services and Admin	0	0	0	0	0% →
Payments to Other Bodies	4,217	1,814	4,217	0	0% →
Other	0	0	0	0	0% →
Gross Expenditure	4,217	1,814	4,217	0	0% →
Income	(758)	38	(758)	0	0% →
Net Expenditure	3,459	1,851	3,459	0	0% →
Events	£000	£000	£000	£000	%
Employee	0	0	0	0	0% →
Property	0	0	0	0	0% →
Transport and Plant	0	0	0	0	0% →
Supplies, Services and Admin	51	15	51	0	0% →
Payments to Other Bodies	93	0	93	0	0% →
Other	0	0	0	0	0% →
Gross Expenditure	144	15	144	0	0% →
Income	(96)	(8)	(96)	0	0% →
Net Expenditure	48	7	48	0	0% →

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2023/24
ANALYSIS FOR VARIANCES OVER £50,000

PERIOD END DATE

30 June 2023

Budget Details	Variance Analysis				RAG Status
	Total Budget	Annual Spend	Variance		
	£000	£000	£000	%	
Finance	1,292	1,362	70	5%	↓
Service Description	The service provided by this area deals with Accountancy, Capital, Treasury, Reconciliations, Cash Office and Municipal Bank				
Main Issues / Reason for Variance	Main reason for adverse variance is full turnover savings are not being achieved.				
Mitigating Action	None available at this time.				
Anticipated Outcome	Adverse variance is anticipated				
Rent Rebates & Allowances	(341)	(276)	65	-19%	↓
Service Description	Payment of Rent Rebates and other Allowances				
Main Issues / Reason for Variance	A change to DWP practice where DWP targets some overpayment recoveries directly is impacting the available recovery income to WDC.				
Mitigating Action	None available at this time.				
Anticipated Outcome	Adverse variance is anticipated				
Democratic and Registration Service	869	792	(77)	-9%	↑
Service Description	This services deals with the administration functions and Democratic Services within the Authority				
Main Issues / Reason for Variance	The main reason for the variance is vacancies within the service				
Mitigating Action	Some vacancies are being advertised, the projected outturn assumes these will be filled later				
Anticipated Outcome	Favourable variance is anticipated				
Legal Services/Trading Standards	822	751	(71)	-9%	↑
Service Description	This services provides legal advice to the Council				
Main Issues / Reason for Variance	The main reason for the favourable variance is vacancies in the service and additional income received. An unbudgeted legal expense is partially offsetting the favourable outturn predicted.				
Mitigating Action	Some vacancies are being advertised, the projected outturn assumes these will be filled later				
Anticipated Outcome	Favourable variance is anticipated				
Planning	749	587	(162)	-22%	↑
Service Description	This Service provides Building & Planning services				
Main Issues / Reason for Variance	The main reason for the favourable variance is vacancies in the service and income is higher than budgeted. The additional income predicted is an in-year benefit only as a result of one-off additional fees.				
Mitigating Action	A service restructure is planned for in-year implementation				
Anticipated Outcome	A favourable variance is anticipated.				
Information Services	4,709	4,690	(19)	0%	↑
Service Description	This service area provides general ICT support to the Council and also supports transformational change and modernisation of working practices through technology				
Main Issues / Reason for Variance	Main reason for the favourable variance is vacancies within the service. Additional telephone costs are being offset by recharge income to recover these from other services.				
Mitigating Action	None at this moment				
Anticipated Outcome	Favourable variance is anticipated				

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2023/24
ANALYSIS FOR VARIANCES OVER £50,000

PERIOD END DATE

30 June 2023

Budget Details	Variance Analysis				RAG Status
	Total Budget	Annual Spend	Variance		
	£000	£000	£000	%	
Citizen Services	1,308	1,360	52	4%	↓
Service Description	This service includes one stop shops and the contact centre				
Main Issues / Reason for Variance	Variance due to projected higher overtime for out of hours controllers and turnover not being met.				
Mitigating Action	Spend to be monitored.				
Anticipated Outcome	Overspend is projected.				
Libraries	1,815	1,867	52	3%	↓
Service Description	This service includes the provision of Library, Culture and Museums within West Dunbartonshire				
Main Issues / Reason for Variance	Variance due to budgeted turnover not being projected as being met.				
Mitigating Action	Spend to be monitored.				
Anticipated Outcome	Overspend is projected.				
Catering Services	4,747	4,704	(43)	-1%	↑
Service Description	Catering Services across WDC				
Main Issues / Reason for Variance	Employee costs lower due to the delay to the free school meal expansion.				
Mitigating Action	None required at present				
Anticipated Outcome	A favourable variance is likely.				
Building Cleaning	1,895	1,980	86	5%	↓
Service Description	This service provides cleaning services across all council buildings				
Main Issues / Reason for Variance	Employee costs are adverse as a result of the knock-on effect of last year's pay increase (which was close to 10% in this service) on the current year costs and the higher turnover target not being achieved				
Mitigating Action	No action is possible at this time.				
Anticipated Outcome	An adverse variance is anticipated				

WEST DUNBARTONSHIRE COUNCIL
GENERAL SERVICES CAPITAL PROGRAMME - CORPORATE SERVICES COMMITTEE
OVERALL PROGRAMME SUMMARY

PERIOD END DATE 30 June 2023

PERIOD 3

Project Status Analysis	Project Life Status Analysis				Current Year Project Status Analysis			
	Number of Projects at RAG Status	% Projects at RAG Status	Spend to Date £000	% Project Spend at RAG Status	Number of Projects at RAG Status	% Projects at RAG Status	Spend to Date £000	% Project Spend at RAG Status
Red Projects are forecast to be overspent and/or experience material delay to completion	9	47.4%	3,006	29.4%	9	47.4%	(246)	193.6%
Amber Projects are either at risk of being overspent and/or delay in completion (although this is unquantifiable at present) or the project has any issues that require to be reported at this time	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Green Projects are on target both in relation to overall budget and the forecast stages in the project life cycle and no issues are anticipated at this time	10	52.6%	7,204	70.6%	10	52.6%	119	-93.6%
TOTAL EXPENDITURE	19	100%	10,210	100%	19	100%	(127)	100%

Project Status Analysis	Project Life Financials				Current Year Financials					
	Budget £000	Spend to Date £000	Forecast Spend £000	Forecast Variance £000	Budget £000	Spend to Date £000	Forecast Spend £000	Actual Variance £000	Re-profiling £000	Over/ (Under) £000
Red Projects are forecast to be overspent and/or significant delay to completion	2,991	3,006	3,016	24	928	(246)	939	11	11	0
Amber Projects are either at risk of being overspent and/or delay in completion (although this is unquantifiable at present) or the project has any issues that require to be reported at this time	0	0	0	0	0	0	0	0	0	0
Green Projects are on target both in relation to overall budget and the forecast stages in the project life cycle and no issues are anticipated at this time	17,570	7,204	17,477	(93)	4,419	119	4,419	0	0	0
TOTAL EXPENDITURE	20,561	10,210	20,493	(68)	5,347	(127)	5,358	11	11	0

GENERAL SERVICES CAPITAL PROGRAMME
ANALYSIS OF PROJECTS MASTER LIST

PERIOD END DATE

30 June 2023

PERIOD

3

Budget Details		Project Life Financials						
		Budget		Spend to Date		Forecast Spend	Variance	
		£000	£000	%	£000	£000	%	
1	Cost of Living							
	Project Life Financials	1,000	226	23%	1,000	0	0%	
	Current Year Financials	250	0	0%	250	0	0%	
	Project Description	To support Council and community organisations with capital costs for cost of living initiatives.						
	Project Manager	Adrian Gray						
	Chief Officer	Laurence Slavin						
	Project Lifecycle	Planned End Date		31-Mar-26	Forecast End Date		31-Mar-26	
	Main Issues / Reason for Variance							
	No variances currently anticipated.							
	Mitigating Action							
	None required at this time.							
	Anticipated Outcome							
	Project will be delivered on time and on budget							
2	Solicitor Project Support for Capital Projects							
	Project Life Financials	53	48	90%	48	(5)	-10%	
	Current Year Financials	7	0	0%	7	0	0%	
	Project Description	Solicitor costs to directly support capital projects						
	Project Manager	Alan Douglas						
	Chief Officer	Alan Douglas						
	Project Lifecycle	Planned End Date		31-Mar-24	Forecast End Date		31-Mar-24	
	Main Issues / Reason for Variance							
	Trainee solicitor in place. Budget will be fully spent.							
	Mitigating Action							
	None required at this time.							
	Anticipated Outcome							
	Solicitor support for Capital Projects, with full budget spend anticipated.							
3	Re -imagine Antonine Wall							
	Project Life Financials	30	20	67%	30	0	0%	
	Current Year Financials	10	0	0%	10	0	0%	
	Project Description	Council's capital contribution towards the multi-partner (five local authorities and Historic Environment Scotland) Rediscovering the Antonine Wall project which is also funded by the Heritage Lottery Fund.						
	Project Manager	Pamela Clifford						
	Chief Officer	Alan Douglas						
	Project Lifecycle	Planned End Date		31-Mar-24	Forecast End Date		31-Mar-24	
	Main Issues / Reason for Variance							
	This goes into the overall Antonine Project budget.							
	Mitigating Action							
	No action required							
	Anticipated Outcome							
	Anticipate full budget spend.							
4	Demolition 215 Main Street Alexandria							
	Project Life Financials	155	155	100%	155	0	0%	
	Current Year Financials	10	0	0%	10	0	0%	
	Project Description	Demolition of 215 Main Street Alexandria.						
	Project Manager	Pamela Clifford						
	Chief Officer	Alan Douglas						
	Project Lifecycle	Planned End Date		31-Mar-24	Forecast End Date		31-Mar-24	
	Main Issues / Reason for Variance							
	This outstanding money is being sought through the recharging order and through debtors.							
	Mitigating Action							
	No action required at this time in the hands of Legal							
	Anticipated Outcome							
	Continue to pursue repayment							

GENERAL SERVICES CAPITAL PROGRAMME
ANALYSIS OF PROJECTS MASTER LIST

PERIOD END DATE

30 June 2023

PERIOD

3

Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%
Transformation of Infrastructure Libraries and Museums						
Project Life Financials	421	421	100%	421	(0)	0%
Current Year Financials	116	0	0%	116	0	0%
Project Description	To improve performance and efficiency of Council's Libraries and Cultural Services.					
Project Manager	David Main					
Chief Officer	Amanda Graham					
Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date	31-Mar-24		
Main Issues / Reason for Variance						
Budget has been rephased to this financial year for Dalmuir library as work was scheduled for 2023/2024.						
Mitigating Action						
None required.						
Anticipated Outcome						
Projects delivered on budget						
Strathleven Place						
Project Life Financials	1,590	1,590	100%	1,590	0	0%
Current Year Financials	1,590	0	0%	1,590	0	0%
Project Description	Re-development of Strathleven.					
Project Manager	Michelle Lynn/ Sarah Christie					
Chief Officer	Amanda Graham					
Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date	31-Mar-25		
Main Issues / Reason for Variance						
This project is linked to Glencairn House and Depot Rationalisation and will free up the current museum store and office space in Poplar Road. Opportunities exist to attract external funding.						
Mitigating Action						
None available at this time						
Anticipated Outcome						
Project delivered on budget						
ICT Modernisation						
Project Life Financials	11,413	2,127	19%	11,325	(87)	-1%
Current Year Financials	1,332	13	1%	1,332	0	0%
Project Description	This budget is to facilitate ICT infrastructure and modernise working practices.					
Project Manager	James Gallacher					
Chief Officer	Victoria Rogers					
Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date	31-Mar-24		
Main Issues / Reason for Variance						
This budget will be utilised facilitate ICT infrastructure and modernise working practices.						
Mitigating Action						
none required						
Anticipated Outcome						
projects delivered on time and on budget						
ICT Security & DR						
Project Life Financials	2,026	2,026	100%	2,026	0	0%
Current Year Financials	873	112	13%	873	0	0%
Project Description	The project is for the enhancement of security systems, server replacement and the update of corporate applications to ensure compliance with 15/16 PSN requirements, to enhance the disaster recovery capabilities of WDC.					
Project Manager	James Gallacher					
Chief Officer	Victoria Rogers					
Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date	31-Mar-24		
Main Issues / Reason for Variance						
The project is for the enhancement of security systems, server replacement and the update of corporate applications to ensure compliance with 15/16 PSN requirements, to enhance the disaster recovery capabilities of WDC. Projects will be undertaken throughout bthe year to support this						
Mitigating Action						
none required						
Anticipated Outcome						
projects delivered on time and on budget						

GENERAL SERVICES CAPITAL PROGRAMME
ANALYSIS OF PROJECTS MASTER LIST

PERIOD END DATE

30 June 2023

PERIOD

3

Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%
365 Implementation						
Project Life Financials	503	503	100%	503	0	0%
Current Year Financials	185	(7)	-4%	185	0	0%
Project Description	Project services to delivery Microsoft 365 Implementation including 3rd party supplier, training, technical consultancy etc.					
Project Manager	James Gallacher					
Chief Officer	Victoria Rogers					
Project Lifecycle	Planned End Date	30-Sep-23	Forecast End Date	30-Sep-23		
Main Issues / Reason for Variance						
Project spend relates to internal and external resources to implement new systems, processes and user training skills. Mailbox migration aspect of the project now being resumed as cloud backup solution is in place. Implementation of device management functionality in 365 is live for corporate devices but full rollout is linked to mailbox migrations. Information governance work stream in progress. Project resourcing issues continue due to competing demands and competitive environment for recruitment.						
Mitigating Action						
none required						
Anticipated Outcome						
projects delivered on time and on budget						
Development of Workforce Management System						
Project Life Financials	379	88	23%	379	(0)	0%
Current Year Financials	46	0	0%	46	0	0%
Project Description	Project to develop the Workforce Management System.					
Project Manager	Arun Menon					
Chief Officer	Victoria Rogers					
Project Lifecycle	Planned End Date	31-Mar-30	Forecast End Date	31-Mar-30		
Main Issues / Reason for Variance						
Work continues on developments.						
Mitigating Action						
none required						
Anticipated Outcome						
project complete and on time						

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Budget Details	Project Life Financials						
	Budget	Spend to Date		Forecast Spend	Variance		
	£000	£000	%	£000	£000	%	
1	Valuation Joint Board - Requisition of ICT Equipment						
	Project Life Financials	15	6	38%	16	1	4%
	Current Year Financials	2	2	119%	2	0	19%
	Project Description	Requisition ICT Equipment.					
	Project Manager	Russell Hewton					
	Chief Officer	Russell Hewton					
	Project Lifecycle	Planned End Date		31-Mar-23	Forecast End Date	31-Mar-24	
	Main Issues / Reason for Variance						
	Replacement of laptops, monitors and other ICT equipment. No further spend anticipated.						
	Mitigating Action						
	None required at this time.						
	Anticipated Outcome						
	Requisition of ICT Equipment.						
2	Payment Card Industry Data Security Standard (PCIDSS)						
	Project Life Financials	10	20	199%	20	10	99%
	Current Year Financials	0	0	0%	10	10	13594%
	Project Description	Module would ensure that WDC were compliant with the current requirements of PCIDSS for card payments without the need for numerous costly workarounds					
	Project Manager	Karen Shannon					
	Chief Officer	Laurence Slavin					
	Project Lifecycle	Planned End Date		31-Mar-24	Forecast End Date	31-Mar-24	
	Main Issues / Reason for Variance						
	Budget was rephased to 2022-2023 as version upgrade of the Council's cash receipting system is required beforehand and is currently underway. The Module for this has been secured and anticipated timescales for Go Live is May 2023.						
	Mitigating Action						
	None required at this time.						
	Anticipated Outcome						
	Upgraded version with PCI compliant telephone payment system.						
3	Electronic Insurance System						
	Project Life Financials	50	51	101%	51	1	1%
	Current Year Financials	7	0	0%	8	1	10%
	Project Description	Acquisition of a claims/incident management system supported by an electronic document management system.					
	Project Manager	Karen Shannon					
	Chief Officer	Laurence Slavin					
	Project Lifecycle	Planned End Date		31-Mar-23	Forecast End Date	31-Mar-24	
	Main Issues / Reason for Variance						
	The various claim forms and departmental reports have been reviewed and updated and the relevant online request forms were submitted to the Digital Sub-Group to be converted to Online Achieve Forms. The various claim forms and departmental reports have now been converted to Online Achieve Forms and are in the process of being tested. Once complete, the supplier will take matters forward with their design team. An anticipated timeline for completion of the project, taking into account the various stages i.e. development, testing, going live etc. will be drawn up in conjunction with the supplier at that time. Budget spend anticipated in 2023/2024.						
	Mitigating Action						
	None required at this time.						
	Anticipated Outcome						
	Upgraded Electronic Insurance System.						

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Budget Details	Project Life Financials				
	Budget	Spend to Date	Forecast Spend	Variance	
	£000	£000	%	£000	£000

4	Enhancements to Cash Receipting System							
	Project Life Financials	40	40	100%	40	(0)	0%	
	Current Year Financials	35	0	0%	35	0	0%	
	Project Description		To enhance the cash receipting system in the way payments are made and allocated to back office by increasing the level of security that is required for online payments made by customers					
	Project Manager		Karen Shannon					
	Chief Officer		Laurence Slavin					
	Project Lifecycle		Planned End Date		30-Sep-23	Forecast End Date		30-Nov-23
	Main Issues / Reason for Variance							
	Budget has been reprofiled to Financial Year 2023-2024. Version 2 of the upgrade was completed Jan 2023. Currently working on Call Secure Module with an anticipated go live late Autumn 2023.							
	Mitigating Action							
None required at this time.								
Anticipated Outcome								
Enhancements to the cash receipting system including PCI compliant telephone payment system.								

5	Agresso development						
	Project Life Financials	30	30	100%	30	0	0%
	Current Year Financials	23	0	0%	23	0	0%
	Project Description	The purpose of this project is to carry out an upgrade of the Agresso Finance System which was last upgraded in 2015. The requirement to upgrade is to maintain a level of support available from Unit 4 who have advised that support for older versions of the system is being reduced.					
	Project Manager	Adrian Gray					
	Chief Officer	Laurence Slavin					
	Project Lifecycle	Planned End Date	31-Mar-27	Forecast End Date	31-Mar-27		
	Main Issues / Reason for Variance						
	Work done during May and June, plus ongoing. Not invoiced until July.						
	Mitigating Action						
None required							
Anticipated Outcome							
Anticipate completion of upgrade during 23-24 financial year.							

6	IFRS 16 Database						
	Project Life Financials	5	5	100%	5	0	0%
	Current Year Financials	5	0	0%	5	0	0%
	Project Description	This is a system which will ensure that WDC has the correct level of information and adheres to correct reporting of IFRS16 - Leasing.					
	Project Manager	Jackie Nicol Thomson					
	Chief Officer	Laurence Slavin					
	Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date	31-Mar-24		
	Main Issues / Reason for Variance						
	IFRS16 has been postponed and is due for implementation this financial year. It is anticipated that full spend will be incurred by 31 March 2024						
	Mitigating Action						
None available at this time.							
Anticipated Outcome							
Completion of project by 31 March 2024							

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Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%

7	Legal Case Management System						
	Project Life Financials	33	33	100%	33	0	0%
	Current Year Financials	33	0	0%	33	0	0%
	Project Description	Legal Case Management System					
	Project Manager	Alan Douglas					
	Chief Officer	Alan Douglas					
	Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date		31-Mar-24	
	Main Issues / Reason for Variance						
	Budget has been repahsed from 2022/23. Project was originally delayaed due to COVID19 restrictions and a decision was made to resume project once mocrsoft 365 was implemeted. It is anticipated that the project will complete by 31 March 2024						
	Mitigating Action						
	None available at this time.						
	Anticipated Outcome						
	Project will be delivered on budget						
8	Heritage Capital Fund						
	Project Life Financials	2,749	2,762	100%	2,762	13	0%
	Current Year Financials	814	(248)	-30%	814	0	0%
	Project Description	Heritage Capital Fund.					
	Project Manager	Sarah Christie/Michelle Lynn					
	Chief Officer	Amanda Graham					
	Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date		31-Mar-24	
	Main Issues / Reason for Variance						
	The original projected spend has been affected by internal and external delays due to the Covid 19 recovery, a reduction in the scope of the Clydebank Town Hall project, a change in the delivery date for the Clydebank Museum at Clydebank Library during the contract award stage, while the new Dalmuir Library and Gallery had to be rescheduled for approval in August 2021. Officers are now making progress to get projects back on track, projects will still be delivered in full.						
	Mitigating Action						
	None available at this time						
	Anticipated Outcome						
	Projects delivered on budget						
9	Internet of Things Asset Tracking						
	Project Life Financials	60	60	100%	60	0	0%
	Current Year Financials	10	0	0%	10	0	0%
	Project Description	Asset Tracking.					
	Project Manager	James Gallacher					
	Chief Officer	Victoria Rogers					
	Project Lifecycle	Planned End Date	31-Oct-22	Forecast End Date		31-Mar-24	
	Main Issues / Reason for Variance						
	Technical aspect of the project is complete and WDC are assisting with user testing. Delayed but on budget. This is funded by Scottish Government budget.						
	Mitigating Action						
	None available at this time.						
	Anticipated Outcome						
	Technical aspect of the project is complete and WDC assisting with user testing. Delayed but on budget.						