

CORPORATE SERVICES COMMITTEE

At a Meeting of the Corporate Services Committee held on Wednesday, 12 November 2014 in Committee Room 3, Council Offices, Garshake Road, Dumbarton at 2.00 p.m.

Present: Councillors Gail Casey, Jim Finn, David McBride, Jonathan McColl, Patrick McGlinchey, John Mooney, Lawrence O'Neill, Tommy Rainey, Martin Rooney and Kath Ryall.

Attending: Angela Wilson, Executive Director of Corporate Services; Stephen West, Head of Finance and Resources; Vicki Rogers, Head of People and Transformation; Peter Barry, Head of Customer & Community Services; Malcolm Bennie, Corporate Communications Manager; Arun Menon, Business Support Manager; Annabel Travers, Procurement Manager; Patricia Kerr, ICT Manager; Jennifer Ogilvie, Finance Business Partner; Peter Hesselst, Head of Legal, Democratic and Regulatory Services and Craig Stewart, Committee Officer.

Apologies: Apologies for absence were intimated on behalf of Councillors George Black and Gail Robertson.

Councillor Kath Ryall in the Chair

DECLARATIONS OF INTEREST

Councillor Mooney declared a non-financial interest in respect of the Item 'Grant Applications 2014/15' as the Chair of Faifley Community Council and advised that he would leave the meeting during consideration of this matter.

MINUTES OF PREVIOUS MEETING

The Minutes of the Meeting of the Corporate Services Committee held on 13 August 2014 were submitted and approved as a correct record.

MINUTES OF JOINT CONSULTATIVE FORUM – 11 SEPTEMBER 2014

The Minutes of Meeting of the Joint Consultative Forum held on 11 September 2014 were submitted for information and noted.

CORPORATE SERVICES DEPARTMENTAL PLAN 2014/15 – MID-YEAR PROGRESS REPORT

A report was submitted by the Executive Director of Corporate Services setting out progress towards the delivery of the Corporate Services Departmental Plan 2014/15.

It was noted that a duplicate appendix had been included in the report, which had subsequently been revised to include updated actions.

Having heard the Executive Director of Corporate Services, the Committee agreed to note the contents of the report and the progress made to date.

CORPORATE SERVICES BUDGETARY CONTROL REPORT TO 30 SEPTEMBER 2014 (PERIOD 6)

A report was submitted by the Executive Director of Corporate Services advising on the performance of the Corporate Services budget for the period to 30 September 2014.

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

- (1) to note that the revenue account currently showed a projected annual favourable variance of £0.404m (2.07% of the total budget); and
- (2) to note that the capital account showed a projected annual favourable variance of £0.400m (7.83% of the budget) and a projected project life adverse variance of £0.032m (0.43% of project life budget).

Note: Councillor Mooney left the meeting at this point.

GRANT APPLICATIONS 2014/15

A report was submitted by the Executive Director of Corporate Services providing information on grant applications and recommending grants to voluntary organisations from Trust Fund, Community Council and Dumbarton Common Good budgets.

The Committee agreed to approve the grants recommended to be awarded for Community Councils (totalling £8,349.27) which would be contained within the Community Council's annual budget allocation.

Note: Councillor Mooney re-entered the meeting after consideration of the above item of business.

FORMER TENANT RENT ARREARS WRITE OFF – 2014/15 QUARTER 1 AND 2

A report was submitted by the Executive Director of Corporate Services seeking approval for the write-off of rent arrears during the first two quarters of 2014/15 from April 2014 to September 2014 for former tenants.

After discussion and having heard the Legal Officer and Executive Director of Corporate Services in further explanation and in answer to Members' questions, the Committee agreed to approve the write off of former tenant arrears totalling £22,777.46.

REVISED PEST CONTROL POLICY

A report was submitted by the Executive Director of Corporate Services seeking approval to introduce a call-out charge for pest control services.

After discussion and having heard the Head of Legal, Democratic and Regulatory Services in further explanation, the Committee agreed:-

- (1) to approve a call-out charge amounting to 50% of the standard charge (currently £48) where a resident cancelled a service on the officer attending; and
- (2) that officers make the resultant changes to the Council's Pest Control Policy.

AUTHORISATION OF OFFICERS EMPLOYED BY TRADING STANDARDS SCOTLAND

A report was submitted by the Executive Director of Corporate Services seeking approval for mechanisms that would allow officers employed by Trading Standards Scotland (TSS) to exercise enforcement powers within West Dunbartonshire.

The Committee agreed:-

- (1) to approve the appointment of TSS staff as 'officers of the Council';
- (2) to approve the delegation of the trading standards and consumer protection functions as listed in Appendix 2 to the Chief Officer of TSS under section 56(1) of the Local Government (Scotland) Act 1973;
- (3) to approve the granting of the power to the Chief Officer of TSS to delegate further the functions under the trading standards and consumer protection legislation as listed in Appendix 2 to TSS employees named on a list maintained of authorised officers; and
- (4) to approve the proposed changes to the Scheme of Delegation as contained in Appendix 2 to the report.

PROCUREMENT POLICY, PROCUREMENT STRATEGY FOR 2015 TO 2017

A report was submitted by the Executive Director of Corporate Services seeking approval for a Procurement Policy and supporting Procurement Strategy which covers the period 2015 to 2017.

Councillor Ryall, Chair, welcomed and introduced Annabel Travers, newly appointed Procurement Manager to her first meeting of the Committee.

After discussion and having heard the Procurement Manager in further explanation, the Committee agreed to approve the Procurement Strategy appended to the report.

CYCLE TO WORK SCHEME

A report was submitted by the Executive Director of Corporate Services providing an update on the participation in the September scheme, including the additional spend approved by the Chief Executive and secured approval for additional funding of future offerings.

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

- (1) to note the success rate of the current scheme; and
- (2) to the on-going offering of the scheme on an annual basis.

ICT MODERNISATION PROJECT UPDATE

A report was submitted by the Executive Director of Corporate Services providing an update on the ICT Modernisation Project.

The Committee agreed:-

- (1) to note the content of the report and progress made to date;
- (2) to note the current financial position;
- (3) to note the adopted approach to redesigning IT service delivery; and
- (4) to note that further updates would be provided to a future meeting of the Committee.

CORPORATE SERVICES ATTENDANCE MANAGEMENT QUARTER 2 (JULY – SEPTEMBER 2014)

A report was submitted by the Executive Director of Corporate Services advising on attendance within Corporate Services and providing a summary of the absence statistics for Quarter 2 (July – September 2014).

After discussion and having heard the Executive Director of Corporate Services and the Head of People and Transformation in further explanation and in answer to Members' questions, the Committee agreed:-

- (1) to note the attendance results for Quarter 2, namely an increase of 0.85 FTE days lost when compared to the same period last year (2013/14 – 2.05 FTE days, 2014/15 – 2.90 FTE days); and
- (2) that officers investigate ways of quantifying the indirect costs of sickness absence in future reports.

EARLY RETIREMENT, VOLUNTARY SEVERANCE AND REDEPLOYMENT – BI-ANNUAL UPDATE 1 APRIL – 30 SEPTEMBER 2014

A report was submitted by the Executive Director of Corporate Services advising on early retirements, voluntary severances and redeployments during the 6 month period 1 April – 30 September 2014.

The Committee agreed to note the contents of the report.

OVERVIEW OF CHANGES TO THE LOCAL GOVERNMENT PENSION AND SCOTTISH TEACHERS' SUPERANNUATION SCHEMES

A report was submitted by the Executive Director of Corporate Services providing a summary of the main changes to The Local Government Pension and Scottish Teachers' Superannuation Schemes which come into effect on 1 April 2015.

The Committee agreed to note the contents of the report.

VARIATION IN ORDER OF BUSINESS

After hearing Councillor Ryall, Chair, the Committee agreed to vary the order of business as hereinafter recorded in these minutes.

TENDER FOR THE PROVISION OF MANAGED WORK FOR HOUSING BENEFIT AND COUNCIL TAX REDUCTION

A report was submitted by the Executive Director of Corporate Services seeking approval to procure the provision of managed work associated with the processing of Housing Benefit and Council Tax Reductions Scheme claims.

After discussion and having heard the Executive Director of Corporate Services and relevant officers in further explanation and in answer to Members' questions, the Committee agreed:-

- (1) the procurement of services identified at paragraphs 4.3 and 4.4 of the report;

- (2) that authority be delegated to the Executive Director of Corporate Services, in consultation with the Convener, to procure and contract in relation to the agreed services; and
- (3) that a further report be submitted to a future meeting of the Committee for Members' consideration, once further information on the 'roll-out' of Universal Credit was available.

EXCLUSION OF PRESS AND PUBLIC

The Committee approved the following resolution:-

"That under Section 50A(4) of the Local Government (Scotland) Act, 1973 the press and public be excluded from the meeting for the following items of business on the grounds that it may involve the likely disclosure of exempt information as defined in Paragraph 14 of Part 1 of Schedule 7A of the Act."

RISK BASED VERIFICATION FOR HOUSING BENEFIT AND COUNCIL TAX REDUCTION

Submit report by the Executive Director of Corporate Services seeking approval for a Risk Based Verification (RBV) policy, a tendering exercise and the award of the RBV system.

After discussion and having heard the Business Support Manager and Legal Officer in further explanation and in answer to Members' questions, the Committee agreed:-

- (1) to approve the policy outlined in Appendix 1, which would allow the Housing Benefit section to carry out targeted verification when administering Housing Benefit (HB) and Council Tax Reduction (CTR) as outlined in paragraph 4.3 of the Appendix to the report; and
- (2) to agree that a tender process be undertaken for procuring a RBV solution and that authority be delegated to the Executive Director of Corporate Services to award the contract to the supplier who submits the most economically advantageous tender.

The meeting closed at 3.17 p.m.

JOINT CONSULTATIVE FORUM

At a Meeting of the Joint Consultative Forum held in Committee Room 3, Council Offices, Garshake Road, Dumbarton on Thursday, 11 December 2014 at 2.05 p.m.

Present: Councillors Patrick McGlinchey and Kath Ryall; Stewart Paterson (EIS); Claire Mackenzie (SSTA); Joanne Harkin*, Tom Morrison, Peter O'Neill, Alistair Young (UNISON); and James Docherty, Charlie McDonald and Jackaleen McMonagle (Unite).

*Arrived later in the meeting.

Attending: Angela Wilson, Executive Director of Corporate Services; Terry Lanagan, Executive Director of Educational Services; Richard Cairns, Executive Director of Infrastructure and Regeneration; Vicki Rogers, Head of People and Transformation; Paul McGowan, Human Resources & Workforce Development Manager; Angela Terry, Manager of Organisational Development & Change; Soumen Sengupta, Head of Strategy, Planning and Health Improvement, West Dunbartonshire Community Health and Care Partnership; Lynda McLaughlin, Manager of Leisure & Facilities; Raymond Lynch, Senior Solicitor; and Scott Kelly, Committee Officer, Legal, Democratic & Regulatory Services.

Apologies: Apologies for absence were intimated on behalf of Councillors George Black, Gail Casey and Jim Finn.

Councillor Patrick McGlinchey 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 11 September 2014 were submitted and approved as a correct record, subject to the word 'inappropriate' being removed from the second paragraph under the heading 'Trades Unions Issues – Unison use of Global Email Withdrawn'.

EMPLOYEE BENEFITS REVIEW

A report was submitted by the Head of People and Transformation providing an update on the outcomes of a review of Employee Benefits.

Having heard the Head of People and Transformation in answer to Members' questions, the Forum agreed to note the contents of the report.

INTRODUCTION OF CHANGE MANAGEMENT TOOLKIT

A report was submitted by the Head of People and Transformation providing an update on the development and implementation of the change management toolkit which underpins the Council's approach to managing change.

Having heard the Head of People and Transformation and the Manager of Organisational Development & Change in explanation of the report and in answer to a Member's question, the Forum agreed:-

- (1) to note the contents of the report and the Change Management Toolkit overview which formed the appendix to the report; and
- (2) to note the supporting development programme implemented to support the toolkit and increase skills and capabilities in managing change.

Note: Ms Harkin entered the meeting at this point.

CATERING FACILITIES AT GARSHAKE

The Manager of Leisure & Facilities provided a verbal update on catering facilities at the Council Offices, Garshake Road, Dumbarton.

In so doing she informed the Forum that consideration had been given to the possibility of providing hot food within the Council Offices.

It was noted:-

- (a) that the costs associated with providing a hot food trolley were prohibitive, particularly in view of the scheduled closure of the Garshake offices; and
- (b) that consideration was being given to expanding the range of foodstuffs provided in the vending machines, to include for example soups which could be heated after purchase, but that this may be challenging in view of food safety and allergen labeling legislation and from a cost perspective.

Following discussion, the Forum agreed to note the present position in respect of hot food provision.

UPDATE ON PERFORMANCE AND DEVELOPING PLANNING (PDP)

A report was submitted by the Head of People and Transformation providing an update on the implementation of PDP for all Council employees.

Having heard the Manager of Organisational Development & Change in explanation of the report and in answer to a Member's question, the Forum agreed:-

- (1) to note the progress achieved in implementing PDP across the Council for 2014/15; and
- (2) to note the development and implementation of improvement measures to support embedding PDP.

HR PAYROLL MODERNISATION – UPDATE

A report was submitted by the Head of People and Transformation providing an update on the work that has been undertaken by HR and Payroll in delivering improvements to business processes and underpinning systems.

Following discussion and having heard the Head of People and Transformation and the Human Resources & Workforce Development Manager in further explanation of the report and in answer to Members' questions, the Forum agreed to note the contents of the report.

GRIEVANCE POLICY AND PROCEDURE REVIEW

A report was submitted by the Head of People and Transformation providing an update on the revised Grievance Policy and Procedure.

Having heard the Head of People and Transformation in explanation of the report, the Forum agreed to note the contents of the report.

EXCESS TRAVEL SCHEME

A report was submitted by the Head of People and Transformation providing an update on the revised Excess Travel Scheme. It was noted that an addendum to the report had been circulated to Members in advance of the meeting.

Following discussion and having heard officers in explanation of the report and in answer to Members' questions, the Forum agreed:-

- (1) to note that further consideration would be given to this matter at the next meeting of the Employee Liaison Group; and
- (2) otherwise to note the contents of the report.

NO SMOKING POLICY

A report was submitted by the Head of People and Transformation providing an update on the revised No Smoking Policy.

Having heard the Head of People and Transformation in explanation of the report, and following discussion, the Forum agreed:-

- (1) to note that the revised No Smoking Policy would be submitted to the next meeting of the Corporate Services Committee and, if approved, would come into effect on 1 April 2015; and
- (2) otherwise to note the contents of the report.

WORKING WELL TOGETHER: ABSENCE QUARTER 2 (JULY – SEPTEMBER 2014)

A report was submitted by the Head of People and Transformation:-

- (a) providing an update on the increasing levels of sickness absence within West Dunbartonshire Council and the actions progressed through the Attendance Working Group, as part of the Working Well Together campaign; and
- (b) providing a summary of absence statistics, and associated data, for the Council and individual departments.

Having heard Officers in further explanation of the report and in answer to Members' questions, the Forum agreed to note the contents of the report.

DISCIPLINE, GRIEVANCE AND DIGNITY AT WORK – QUARTER 2 UPDATE 2013/14

A report was submitted by the Head of People and Transformation providing information on the progress of discipline, grievance and dignity at work cases for the period 1 July 2014 to 30 September 2014.

Following discussion, the Forum agreed to note the contents of the report.

MINUTES OF DEPARTMENTAL JOINT CONSULTATIVE COMMITTEES, HEALTH & SAFETY MEETINGS AND EMPLOYEE LIAISON GROUP

A report was submitted by the Head of People and Transformation providing the minutes from departmental Joint Consultative Committees (JCCs), Health & Safety meetings and Employee Liaison Group (ELG) meetings for the period 1 July 2014 to 30 September 2014.

The Forum agreed to note the contents of the report.

TRADES UNIONS ISSUES

Departmental Restructures and the Creation of New Posts (Item requested by Unite)

The Forum heard Mr McDonald who expressed concern at the re-evaluation of jobs as a result of restructuring.

The Head of People and Transformation was heard in response and stated that job evaluation would be used appropriately and was necessary when a new post was created as a result of the merger of existing roles in order that the appropriate salary could be determined.

Following discussion, the Forum agreed to note that further discussion in relation to this matter would continue between Management and the Trades Unions, outwith the meeting.

The meeting closed at 3.45 p.m.

WEST DUNBARTONSHIRE COUNCIL
Report by the Executive Director of Corporate Services
Corporate Services Committee – 11 February 2015

**Subject: Corporate Services Budgetary Control Report to 31 December 2014
(Period 9)**

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 31 December 2014.

2. Recommendations

- 2.1** Members are asked to:

- i) note that the revenue account currently shows a projected annual favourable variance of £0.786m (4.02% of the total budget); and
- ii) note that the capital account shows a projected annual favourable variance of £0.569m (11.1% of the budget) and a projected project life adverse variance of £0.034m (0.45% of project life budget)

3. Background

Revenue

- 3.1** At the meeting of West Dunbartonshire Council on 6 February 2014, Members agreed the revenue estimates for 2014/2015, including a total net Corporate Services budget of £19.664m. Budget adjustments revised this to £19.611m as reported to members on 13 August 2014; however since then further budget adjustments have taken place revising the budget to £19.541m as detailed below.

Budget Previously Reported to Members	£19.611m
CS contribution to cost of CHCP HR Manager	(£0.020m)
CS Procurement staff transferred to HEEDS	(£0.036m)
Transfer of debt management savings to Miscellaneous	(£0.056m)
Transfer of budget for staff within Leadership Team from HEEDS and Education to CS	£0.052m
Reallocation of costs re mortuary services to Loan Charges	(£0.010m)
Revised Budget	£19.541m

Capital

- 3.2** At the meeting of Council on 6 February 2014, Members also agreed the updated 10 year General Services Capital Plan for 2013/2014 to 2022/23. The next three years from 2014/15 to 2016/17 have been approved in detail with the remaining 6 years being indicative at this stage.

4. Main Issues

Revenue

- 4.1** The summary report at Appendix 1 identifies a projected annual favourable variance (underspend) of £0.786m (4.02% of the total budget). A graphical representation is attached as Appendix 2 while service reports are attached as Appendix 3.
- 4.2** Notes on the projected annual variances in excess of £0.050m are highlighted and noted within Appendix 4, with additional information on action being taken to minimise or mitigate overspends where possible.
- 4.3** Although the report indicates that expenditure is favourable 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 and which could affect the year end results.
- 4.4** Agreed savings and management adjustments for 2014/15 are monitored with current indications showing that of the total target being monitored (£0.773m), the majority of actions are currently on target to be achieved. However it indicates that £0.015m is currently not on target (see Appendix 5). It should be noted that any variances are included within the service information and variances identified within this report.

Capital

- 4.5** The current progress on the capital plan is shown in Appendices 6 to 8.
- 4.6** The overall Corporate Services programme summary report at Appendix 6 shows that planned expenditure and resource for 2014/15 projected to show a favourable variance of £0.569m while the same data for the project life is slightly lower than anticipated by £0.034m. The present variances should be viewed in the knowledge that there are a number of variable factors which could arise between now and project end dates which could affect the overall capital programme.
- 4.7** Appendices 7 and 8 detail financial analysis of projects at red and amber status, with additional information on action being taken to minimise or mitigate slippage and/or overspends where possible.

5. People Implications

- 5.1** There are no people implications.

6. Financial Implications

- 6.1** Other than the financial position noted above, there are no financial 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 departments 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.

Angela Wilson
Executive Director of Corporate Services
Date: 14 January 2015

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Appendices:

Appendix 1 -	Revenue Budgetary Control 2014/15 – Summary Report
Appendix 2 -	Revenue Budgetary Control 2014/15 – Graphs
Appendix 3 -	Revenue Budgetary Control 2014/15 – Service Reports
Appendix 4 -	Analysis of Revenue Variances over £50,000

- Appendix 5 - 2014/15 Savings and Management Adjustments Monitoring
- Appendix 6 - Overall Capital Programme Summary Financials
- Appendix 7 - Analysis of Projects at Red Status
- Appendix 8 - Analysis of Projects at Amber Status

Background Papers: Ledger output – Period 9
 General Services Revenue Estimates 2014/15
 General Services Capital Plan 2014/15 to 2016/17 - Council
 6 February 2014
 Corporate Services Budgetary Control Report to 30
 September 2014 (Period 6)
 General Services Capital Plan - Analysis of Projects at
 Green Status

Wards Affected All Wards

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2014/2015
CORPORATE SERVICES AND CHIEF EXECUTIVE SUMMARY

APPENDIX 1

MONTH END DATE

31 December 2014

PERIOD

9

Actual Outturn 2013/14	Departmental / Subjective Summary	Total Budget 2014/15	Spend to Date 2014/15	% Spend to Date of Total Budget	Forecast Spend 2014/15	Forecast Variance 2014/15	RAG Status
£000	Departmental Summary	£000	£000	%	£000	£000	%
240	Chief Executive	220	162	74%	222	2	1%
822	Directorate & Corporate Resources	789	577	73%	798	9	1%
263	Communications & Marketing	346	228	66%	325	(21)	-6%
795	Audit & Risk	745	566	76%	735	(10)	-1%
1,048	Legal & Committee Services	1,865	1,387	74%	1,844	(21)	-1%
17	Childrens' Panel	0	0	0%	0	0	0%
122	Registrars	112	97	87%	116	4	4%
(130)	Licensing	(194)	(245)	126%	(266)	(72)	37%
332	Consumer & Trading Standards	334	231	69%	321	(13)	-4%
983	Environmental Health	978	632	65%	941	(37)	-4%
99	Members Services	78	59	76%	80	2	3%
1,630	Finance	1,587	1,237	78%	1,612	25	2%
626	Procurement	635	483	76%	571	(64)	-10%
1,538	Revenues & Benefits	2,674	2,031	76%	2,567	(107)	-4%
362	Debtors & Creditors	347	223	64%	334	(13)	-4%
523	Rent Rebates & Allowances	242	4,882	2017%	47	(195)	-81%
72	Cost of Collection of Rates	77	6	8%	85	8	10%
(622)	Cost of Collection of Council Tax	(759)	(149)	20%	(728)	31	-4%
576	Transactional Services	595	414	70%	575	(20)	-3%
458	Change Support	461	330	72%	480	19	4%
2,888	Information Services	2,925	2,325	79%	2,917	(8)	0%
994	Human Resources & Organisational Development	989	675	68%	950	(39)	-4%
775	Customer Service	825	545	66%	816	(9)	-1%
615	Corporate & Community Planning	625	372	60%	564	(61)	-10%
1,542	Advice Service	1,439	979	68%	1,356	(83)	-6%
1,449	Community Learning & Development	1,375	908	66%	1,304	(71)	-5%
229	Employment Support	231	3	1%	189	(42)	-18%
18,246	Total Net Expenditure	19,541	18,958	97%	18,755	(786)	-4%

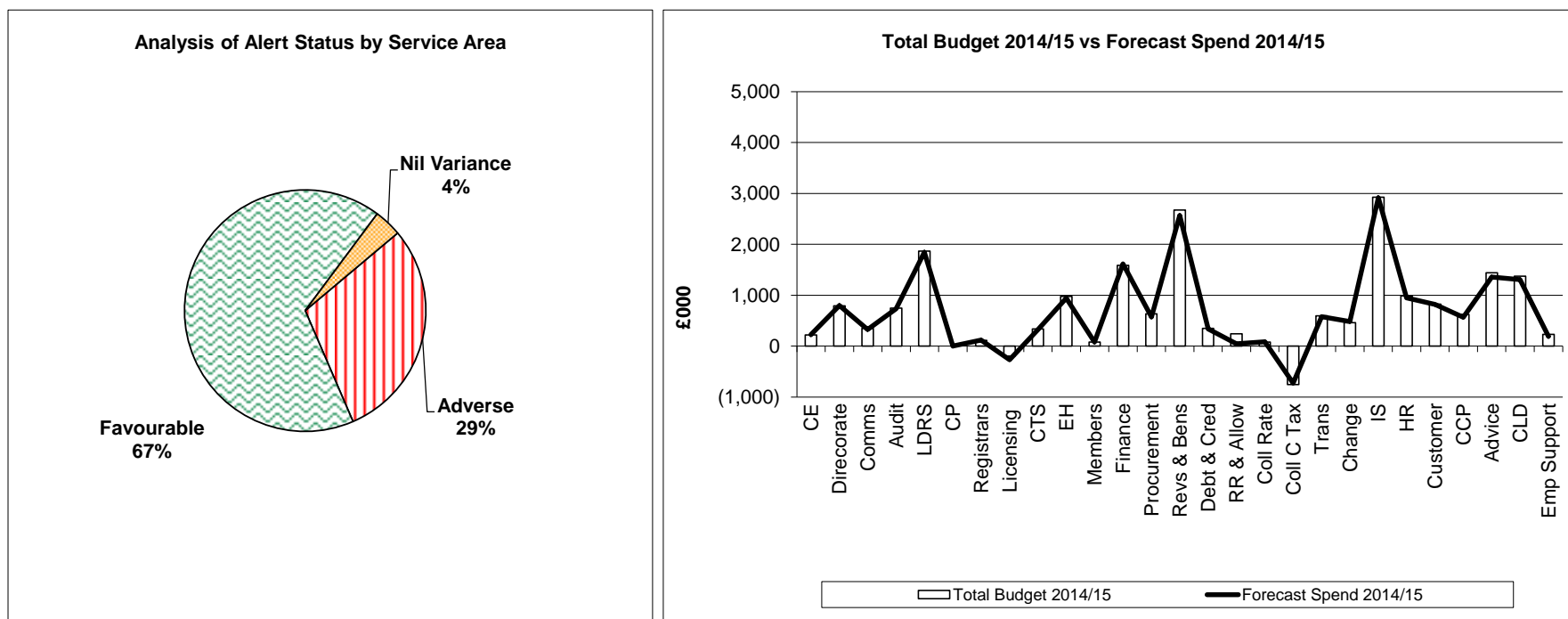
WEST DUNBARTONSHIRE COUNCIL - REVENUE BUDGETARY CONTROL 2014/2015
CORPORATE SUMMARY

APPENDIX 2

MONTH END DATE 31 December 2014

PERIOD 9

Corporate Services / Chief Executive Graphs



WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2014/2015
CORPORATE SERVICES AND CHIEF EXECUTIVE DETAIL

APPENDIX 3

MONTH END DATE

31 December 2014

PERIOD

9

Actual Outturn 2013/14	Service Summary	Total Budget 2014/15	Spend to Date 2014/15	% Spend to Date of Total Budget	Forecast Spend 2014/15	Forecast Variance 2014/15	RAG Status
£000	Chief Executive	£000	£000	%	£000	£000	%
232	Employee	215	156	73%	215	0	0%
0	Property	0	0	0%	0	0	0%
2	Transport and Plant	1	2	200%	2	1	100%
6	Supplies, Services and Admin	4	4	100%	5	1	25%
0	Payments to Other Bodies	0	0	0%	0	0	0%
0	Other	0	0	0%	0	0	0%
240	Gross Expenditure	220	162	74%	222	2	1%
0	Income	0	0	0%	0	0	0%
240	Net Expenditure	220	162	74%	222	2	1%
£000	Directorate & Corporate Resources	£000	£000	%	£000	£000	%
805	Employee	780	568	73%	788	8	1%
0	Property	0	0	0%	0	0	0%
2	Transport and Plant	1	1	100%	1	0	0%
15	Supplies, Services and Admin	8	7	88%	8	0	0%
0	Payments to Other Bodies	0	1	0%	1	1	0%
0	Other	0	0	0%	0	0	0%
822	Gross Expenditure	789	577	73%	798	9	1%
0	Income	0	0	0%	0	0	0%
822	Net Expenditure	789	577	73%	798	9	1%
£000	Communications & Marketing	£000	£000	%	£000	£000	%
241	Employee	293	201	69%	273	(20)	-7%
0	Property	0	0	0%	0	0	0%
0	Transport and Plant	0	0	0%	0	0	0%
18	Supplies, Services and Admin	50	24	48%	49	(1)	-2%
4	Payments to Other Bodies	3	3	100%	3	0	0%
0	Other	0	0	0%	0	0	0%
263	Gross Expenditure	346	228	66%	325	(21)	-6%
0	Income	0	0	0%	0	0	0%
263	Net Expenditure	346	228	66%	325	(21)	-6%
£000	Audit & Risk	£000	£000	%	£000	£000	%
779	Employee	711	551	77%	699	(12)	-2%
0	Property	0	0	0%	0	0	0%
4	Transport and Plant	4	3	75%	4	0	0%
14	Supplies, Services and Admin	12	10	83%	14	2	17%
0	Payments to Other Bodies	18	2	11%	18	0	0%
0	Other	0	0	0%	0	0	0%
797	Gross Expenditure	745	566	76%	735	(10)	-1%
(2)	Income	0	0	0%	0	0	0%
795	Net Expenditure	745	566	76%	735	(10)	-1%
£000	Legal & Committee Services	£000	£000	%	£000	£000	%
1,101	Employee	1,942	1,376	71%	1,906	(36)	-2%
1	Property	0	8	0%	10	10	0%
2	Transport and Plant	5	5	100%	5	0	0%
33	Supplies, Services and Admin	22	11	50%	27	5	23%
0	Payments to Other Bodies	0	0	0%	0	0	0%
0	Other	0	0	0%	0	0	0%
1,137	Gross Expenditure	1,969	1,400	71%	1,948	(21)	-1%
(89)	Income	(104)	(13)	13%	(104)	0	0%
1,048	Net Expenditure	1,865	1,387	74%	1,844	(21)	-1%

MONTH END DATE

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Actual Outturn 2013/14	Service Summary	Total Budget 2014/15	Spend to Date 2014/15	% Spend to Date of Total Budget	Forecast Spend 2014/15	Forecast Variance 2014/15	RAG Status
£000	Childrens' Panel	£000	£000	%	£000	£000	%
0	Employee	0	0	0%	0	0	0%
0	Property	0	0	0%	0	0	0%
0	Transport and Plant	0	0	0%	0	0	0%
26	Supplies, Services and Admin	0	7	0%	7	7	0%
0	Payments to Other Bodies	0	0	0%	0	0	0%
0	Other	0	0	0%	0	0	0%
26	Gross Expenditure	0	7	0%	7	7	0%
(9)	Income	0	(7)	0%	(7)	(7)	0%
17	Net Expenditure	0	0	0%	0	0	0%
£000	Registrars	£000	£000	%	£000	£000	%
232	Employee	228	170	75%	229	1	0%
1	Property	0	0	0%	0	0	0%
1	Transport and Plant	1	1	100%	1	0	0%
6	Supplies, Services and Admin	4	3	75%	4	0	0%
0	Payments to Other Bodies	0	0	0%	0	0	0%
0	Other	0	0	0%	0	0	0%
240	Gross Expenditure	233	174	75%	234	1	0%
(118)	Income	(121)	(77)	64%	(118)	3	-2%
122	Net Expenditure	112	97	87%	116	4	4%
£000	Licensing	£000	£000	%	£000	£000	%
229	Employee	207	133	64%	182	(25)	-12%
0	Property	0	0	0%	0	0	0%
3	Transport and Plant	2	1	50%	2	0	0%
6	Supplies, Services and Admin	5	5	100%	26	21	420%
12	Payments to Other Bodies	0	0	0%	0	0	0%
0	Other	0	0	0%	0	0	0%
250	Gross Expenditure	214	139	65%	210	(4)	-2%
(380)	Income	(408)	(384)	94%	(476)	(68)	17%
(130)	Net Expenditure	(194)	(245)	126%	(266)	(72)	37%
£000	Consumer & Trading Standards	£000	£000	%	£000	£000	%
319	Employee	321	234	73%	308	(13)	-4%
2	Property	0	0	0%	2	2	0%
7	Transport and Plant	5	4	80%	5	0	0%
4	Supplies, Services and Admin	10	4	40%	17	7	70%
0	Payments to Other Bodies	0	2	0%	2	2	0%
0	Other	0	0	0%	0	0	0%
332	Gross Expenditure	336	244	73%	334	(2)	-1%
0	Income	(2)	(13)	650%	(13)	(11)	550%
332	Net Expenditure	334	231	69%	321	(13)	-4%
£000	Environmental Health	£000	£000	%	£000	£000	%
935	Employee	823	623	76%	848	25	3%
4	Property	57	6	11%	19	(38)	-67%
23	Transport and Plant	19	15	79%	20	1	5%
27	Supplies, Services and Admin	55	28	51%	61	6	11%
108	Payments to Other Bodies	113	53	47%	100	(13)	-12%
0	Other	0	0	0%	0	0	0%
1,097	Gross Expenditure	1,067	725	68%	1,048	(19)	-2%
(114)	Income	(89)	(93)	104%	(107)	(18)	20%
983	Net Expenditure	978	632	65%	941	(37)	-4%
£000	Members Services	£000	£000	%	£000	£000	%
99	Employee	77	59	77%	80	3	4%
0	Property	1	0	0%	0	(1)	-100%
0	Transport and Plant	0	0	0%	0	0	0%
0	Supplies, Services and Admin	0	0	0%	0	0	0%
0	Payments to Other Bodies	0	0	0%	0	0	0%
0	Other	0	0	0%	0	0	0%
99	Gross Expenditure	78	59	76%	80	2	3%
0	Income	0	0	0%	0	0	0%
99	Net Expenditure	78	59	76%	80	2	3%

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2014/2015
CORPORATE SERVICES AND CHIEF EXECUTIVE DETAIL

APPENDIX 3

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Actual Outturn 2013/14	Service Summary	Total Budget 2014/15	Spend to Date 2014/15	% Spend to Date of Total Budget	Forecast Spend 2014/15	Forecast Variance 2014/15	RAG Status
£000	Finance	£000	£000	%	£000	£000	%
1,670	Employee	1,630	1,213	74%	1,651	21	1%
0	Property	0	0	0%	0	0	0%
4	Transport and Plant	3	3	100%	3	0	0%
21	Supplies, Services and Admin	21	18	86%	31	10	48%
2	Payments to Other Bodies	2	3	150%	3	1	50%
0	Other	0	0	0%	0	0	0%
1,697	Gross Expenditure	1,656	1,237	75%	1,688	32	2%
(67)	Income	(69)	0	0%	(76)	(7)	10%
1,630	Net Expenditure	1,587	1,237	78%	1,612	25	2%
£000	Procurement	£000	£000	%	£000	£000	%
557	Employee	638	432	68%	574	(64)	-10%
0	Property	0	0	0%	0	0	0%
1	Transport and Plant	0	1	0%	1	1	0%
3	Supplies, Services and Admin	2	0	0%	1	(1)	-50%
65	Payments to Other Bodies	66	50	76%	66	0	0%
0	Other	0	0	0%	0	0	0%
626	Gross Expenditure	706	483	68%	642	(64)	-9%
0	Income	(71)	0	0%	(71)	0	0%
626	Net Expenditure	635	483	76%	571	(64)	-10%
£000	Revenues & Benefits	£000	£000	%	£000	£000	%
2,644	Employee	2,643	1,834	69%	2,520	(123)	-5%
6	Property	4	0	0%	0	(4)	-100%
29	Transport and Plant	18	13	72%	17	(1)	-6%
107	Supplies, Services and Admin	91	48	53%	101	10	11%
790	Payments to Other Bodies	879	651	74%	922	43	5%
0	Other	0	0	0%	0	0	0%
3,576	Gross Expenditure	3,635	2,546	70%	3,560	(75)	-2%
(2,038)	Income	(961)	(515)	54%	(993)	(32)	3%
1,538	Net Expenditure	2,674	2,031	76%	2,567	(107)	-4%
£000	Debtors & Creditors	£000	£000	%	£000	£000	%
293	Employee	274	183	67%	253	(21)	-8%
0	Property	0	0	0%	0	0	0%
1	Transport and Plant	0	0	0%	0	0	0%
68	Supplies, Services and Admin	73	40	55%	81	8	11%
0	Payments to Other Bodies	0	0	0%	0	0	0%
0	Other	0	0	0%	0	0	0%
362	Gross Expenditure	347	223	64%	334	(13)	-4%
0	Income	0	0	0%	0	0	0%
362	Net Expenditure	347	223	64%	334	(13)	-4%
£000	Rent Rebates & Allowances	£000	£000	%	£000	£000	%
0	Employee	0	0	0%	0	0	0%
0	Property	0	0	0%	0	0	0%
0	Transport and Plant	0	0	0%	0	0	0%
0	Supplies, Services and Admin	0	0	0%	0	0	0%
43,630	Payments to Other Bodies	42,747	33,798	79%	42,556	(191)	0%
0	Other	0	0	0%	0	0	0%
43,630	Gross Expenditure	42,747	33,798	79%	42,556	(191)	0%
(43,107)	Income	(42,505)	(28,916)	68%	(42,509)	(4)	0%
523	Net Expenditure	242	4,882	2017%	47	(195)	-81%
£000	Cost of Collection of Rates	£000	£000	%	£000	£000	%
0	Employee	0	0	0%	0	0	0%
0	Property	0	0	0%	0	0	0%
0	Transport and Plant	0	0	0%	0	0	0%
18	Supplies, Services and Admin	25	6	24%	25	0	0%
86	Payments to Other Bodies	95	0	0%	95	0	0%
0	Other	0	0	0%	0	0	0%
104	Gross Expenditure	120	6	5%	120	0	0%
(32)	Income	(43)	0	0%	(35)	8	-19%
72	Net Expenditure	77	6	8%	85	8	10%

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2014/2015
CORPORATE SERVICES AND CHIEF EXECUTIVE DETAIL

APPENDIX 3

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Actual Outturn 2013/14	Service Summary	Total Budget 2014/15	Spend to Date 2014/15	% Spend to Date of Total Budget	Forecast Spend 2014/15	Forecast Variance 2014/15	RAG Status
£000	Cost of Collection of Council Tax	£000	£000	%	£000	£000	%
0	Employee	0	0	0%	0	0	0%
0	Property	0	0	0%	0	0	0%
0	Transport and Plant	0	0	0%	0	0	0%
141	Supplies, Services and Admin	116	55	47%	101	(15)	-13%
48	Payments to Other Bodies	48	26	54%	48	0	0%
0	Other	0	0	0%	0	0	0%
189	Gross Expenditure	164	81	49%	149	(15)	-9%
(811)	Income	(923)	(230)	25%	(877)	46	-5%
(622)	Net Expenditure	(759)	(149)	20%	(728)	31	-4%
£000	Transactional Services	£000	£000	%	£000	£000	%
559	Employee	581	410	71%	560	(21)	-4%
0	Property	0	0	0%	0	0	0%
0	Transport and Plant	0	0	0%	0	0	0%
17	Supplies, Services and Admin	14	4	29%	15	1	7%
0	Payments to Other Bodies	0	0	0%	0	0	0%
0	Other	0	0	0%	0	0	0%
576	Gross Expenditure	595	414	70%	575	(20)	-3%
0	Income	0	0	0%	0	0	0%
576	Net Expenditure	595	414	70%	575	(20)	-3%
£000	Change Support	£000	£000	%	£000	£000	%
430	Employee	424	312	74%	444	20	5%
0	Property	0	0	0%	0	0	0%
1	Transport and Plant	1	0	0%	0	(1)	-100%
28	Supplies, Services and Admin	36	18	50%	36	0	0%
0	Payments to Other Bodies	0	0	0%	0	0	0%
0	Other	0	0	0%	0	0	0%
459	Gross Expenditure	461	330	72%	480	19	4%
(1)	Income	0	0	0%	0	0	0%
458	Net Expenditure	461	330	72%	480	19	4%
£000	Information Services	£000	£000	%	£000	£000	%
1,758	Employee	1,742	1,227	70%	1,728	(14)	-1%
0	Property	0	0	0%	0	0	0%
7	Transport and Plant	6	5	83%	7	1	17%
1,112	Supplies, Services and Admin	1,164	1,075	92%	1,160	(4)	0%
11	Payments to Other Bodies	13	19	146%	23	10	77%
0	Other	0	0	0%	0	0	0%
2,888	Gross Expenditure	2,925	2,326	80%	2,918	(7)	0%
0	Income	0	(1)	0%	(1)	0%	0%
2,888	Net Expenditure	2,925	2,325	79%	2,917	(8)	0%
£000	HR & Organisational Development	£000	£000	%	£000	£000	%
797	Employee	775	517	67%	717	(58)	-7%
16	Property	0	4	0%	16	16	0%
5	Transport and Plant	2	1	50%	2	0	0%
8	Supplies, Services and Admin	7	2	29%	6	(1)	-14%
196	Payments to Other Bodies	205	151	74%	209	4	2%
0	Other	0	0	0%	0	0	0%
1,022	Gross Expenditure	989	675	68%	950	(39)	-4%
(28)	Income	0	0	0%	0	0	0%
994	Net Expenditure	989	675	68%	950	(39)	-4%
£000	Customer Service	£000	£000	%	£000	£000	%
701	Employee	754	513	68%	738	(16)	-2%
67	Property	59	27	46%	68	9	15%
2	Transport and Plant	2	2	100%	2	0	0%
2	Supplies, Services and Admin	2	3	150%	4	2	100%
3	Payments to Other Bodies	8	0	0%	4	(4)	-50%
0	Other	0	0	0%	0	0	0%
775	Gross Expenditure	825	545	66%	816	(9)	-1%
0	Income	0	0	0%	0	0	0%
775	Net Expenditure	825	545	66%	816	(9)	-1%

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2014/2015
CORPORATE SERVICES AND CHIEF EXECUTIVE DETAIL

APPENDIX 3

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Actual Outturn 2013/14	Service Summary	Total Budget 2014/15	Spend to Date 2014/15	% Spend to Date of Total Budget	Forecast Spend 2014/15	Forecast Variance 2014/15	RAG Status
£000	Corporate & Community Planning	£000	£000	%	£000	£000	%
540	Employee	517	342	66%	487	(30)	-6% ↑
1	Property	0	0	0%	0	0	0% →
2	Transport and Plant	2	1	50%	2	0	0% →
10	Supplies, Services and Admin	8	6	75%	8	0	0% →
66	Payments to Other Bodies	98	23	23%	67	(31)	-32% ↑
0	Other	0	0	0%	0	0	0% →
619	Gross Expenditure	625	372	60%	564	(61)	-10% ↑
(4)	Income	0	0	0%	0	0	0% →
615	Net Expenditure	625	372	60%	564	(61)	-10% ↑
£000	Advice Service	£000	£000	%	£000	£000	%
1,111	Employee	1,035	709	69%	989	(46)	-4% ↑
53	Property	0	1	0%	2	2	0% ↓
12	Transport and Plant	9	7	78%	9	0	0% →
18	Supplies, Services and Admin	18	12	67%	18	0	0% →
508	Payments to Other Bodies	517	290	56%	506	(11)	-2% ↑
0	Other	0	0	0%	0	0	0% →
1,702	Gross Expenditure	1,579	1,019	65%	1,524	(55)	-3% ↑
(160)	Income	(140)	(40)	29%	(168)	(28)	20% ↑
1,542	Net Expenditure	1,439	979	68%	1,356	(83)	-6% ↑
£000	Community Learning & Development	£000	£000	%	£000	£000	%
1,363	Employee	1,282	861	67%	1,237	(45)	-4% ↑
12	Property	0	0	0%	0	0	0% →
27	Transport and Plant	18	11	61%	16	(2)	-11% ↑
27	Supplies, Services and Admin	18	13	72%	22	4	22% ↓
70	Payments to Other Bodies	57	27	47%	57	0	0% →
0	Other	0	0	0%	0	0	0% →
1,499	Gross Expenditure	1,375	912	66%	1,332	(43)	-3% ↑
(50)	Income	0	(4)	0%	(28)	(28)	0% ↑
1,449	Net Expenditure	1,375	908	66%	1,304	(71)	-5% ↑
£000	Employment Support	£000	£000	%	£000	£000	%
474	Employee	354	285	81%	380	26	7% ↓
22	Property	22	12	55%	23	1	5% ↓
30	Transport and Plant	24	20	83%	30	6	25% ↓
14	Supplies, Services and Admin	12	10	83%	13	1	8% ↓
348	Payments to Other Bodies	300	0	0%	300	0	0% →
0	Other	0	0	0%	0	0	0% →
888	Gross Expenditure	712	327	46%	746	34	5% ↓
(659)	Income	(481)	(324)	67%	(557)	(76)	16% ↑
229	Net Expenditure	231	3	1%	189	(42)	-18% ↑

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2014/2015
ANALYSIS FOR VARIANCES OVER £50,000

APPENDIX 4

MONTH END DATE

31 December 2014

PERIOD

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Budget Details	Project Life Financials			
	Budget	Forecast Spend	Forecast Variance	RAG Status
	£000	£000	£000	%

Corporate Services / Chief Executive

Licensing (Peter Hessett)	(194)	(266)	(72)	37%	↑
Service Description	This service area contains the expenditure and income relating to licensing laws which include alcohol, taxi, civic government and houses in multiple occupation licensing.				
Main Issues / Reason for Variance	Additional income anticipated				
Mitigating Action	No mitigating action is required as variance is favourable				
Anticipated Outcome	Additional income anticipated				

Procurement (Stephen West)	635	571	(64)	-10%	↑
Service Description	This service area provides purchasing and tendering support to all departments				
Main Issues / Reason for Variance	A favourable staffing variance due to vacancies				
Mitigating Action	No mitigating action is required as variance is favourable				
Anticipated Outcome	Staffing is anticipated to be underspend at the year end				

Revenues & Benefits (Stephen West)	2,674	2,567	(107)	-4%	↑
Service Description	This service area includes staffing resources for processing of council tax, benefits and debt recovery and non staff payments relating to the social welfare fund. These payments are partially offset by administration subsidy grant income.				
Main Issues / Reason for Variance	The main reason for the favourable variance is staffing vacancies				
Mitigating Action	No mitigating action is required as variance is favourable				
Anticipated Outcome	Staffing is anticipated to be underspend at the year end				

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2014/2015
ANALYSIS FOR VARIANCES OVER £50,000

APPENDIX 4

MONTH END DATE

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PERIOD

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Budget Details	Project Life Financials				RAG Status
	Budget	Forecast Spend	Forecast Variance		
	£000	£000	£000	%	
Rent Rebates & Allowances (Stephen West)	242	47	(195)	-81%	↑
Service Description	This service provides information regarding the HB benefit subsidy claim				
Main Issues / Reason for Variance	Additional income relating to overpayment recoveries is anticipated				
Mitigating Action	No mitigating action is required as variance is favourable				
Anticipated Outcome	Additional income relating to overpayment recoveries is anticipated at the year end				
Human Resources & Organisational Development (Vicki Rogers)	989	950	(39)	-4%	↑
Service Description	This service area includes Human Resources Section and Occupational Health service				
Main Issues / Reason for Variance	A favourable staffing variance of £0.058m due to vacancies is offset by an adverse variance of £0.016m in property costs due to the unachievement of the occupational health relocation savings option.				
Mitigating Action	No mitigating action is required as variance is favourable				
Anticipated Outcome	Staffing is anticipated to be underspend at the year end				

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2014/2015
ANALYSIS FOR VARIANCES OVER £50,000

APPENDIX 4

MONTH END DATE

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PERIOD

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Budget Details	Project Life Financials				RAG Status
	Budget	Forecast Spend	Forecast Variance		
	£000	£000	£000	%	
Corporate & Community Planning (Peter Barry)	625	564	(61)	-10%	↑
Service Description	This service area sits within the Customer and Community Services division with a remit for developing and promoting the strategic approach to planning and performance both with West Dunbartonshire Council and across the Community Planning Partnership, and ensuring the Council and Corporate Management Team are supported to meet the requirements of delivering a Best Value approach to all activities				
Main Issues / Reason for Variance	The favourable variance is the result of a planned review of the overall Community Engagement budgets within Corporate and Community Planning. The efficiencies are being aligned to the wider redesign of community planning, community engagement and community development. This review will support the implementation of new neighbourhood approaches to community planning				
Mitigating Action	No mitigating action is required as variance is favourable				
Anticipated Outcome	The favourable variance is anticipated to continue				
Advice Service (Peter Barry)	1,439	1,356	(83)	-6%	↑
Service Description	This service area helps customers with in and out of work benefits, debt management, appeal representation, energy/fuel advice, Housing Issues, Access to Social Care Services and Information on Grants. Advice Services can also provide access to employment-related support through the Working 4U initiative with Employability Service and Community Learning and Development.				
Main Issues / Reason for Variance	The favourable variance is mainly due to part year vacancies, payments to other bodies less than estimated and opportunity for leveraging of funding from the European Social Fund allocation to support continued collaboration and joint working of Working 4U.				
Mitigating Action	No mitigating action is required as variance is favourable				
Anticipated Outcome	The favourable variance is anticipated to continue				

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2014/2015
ANALYSIS FOR VARIANCES OVER £50,000

APPENDIX 4

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Budget Details	Project Life Financials				RAG Status
	Budget	Forecast Spend	Forecast Variance		
	£000	£000	£000	%	
Community Learning & Development (Peter Barry)	1,375	1,304	(71)	-5%	↑
Service Description	This service area comprises Adult Learning, Community Literacies, Youth Services and Community Development. The main focus is on improved life chances for people of all ages, including young people, in particular through learning, personal development and active citizenship, along with stronger, more resilient, supportive, influential and inclusive communities.				
Main Issues / Reason for Variance	Favourable variance due to part year vacancies offset by slight overspend in supplies and services. Opportunity for leveraging of funding from the European Social Fund allocation to support continued collaboration and joint working of Working 4U.				
Mitigating Action	No mitigating action is required as variance is favourable				
Anticipated Outcome	The favourable variance is anticipated to continue				
Employment Support	231	189	(42)	-18%	↑
Service Description	This service provides a range of employability support and training opportunities aimed at assisting customers to access jobs through our European Funded Employability programme and Skills Development Scotland contracted Employability Fund. In addition the service is also responsible for co-ordinating and leading the ongoing recruitment and training of Level 2 and 3 Modern Apprentices across a range of occupational areas employed within the Council				
Main Issues / Reason for Variance	Favourable variance due to additional income anticipated from Skills Development Scotland and opportunity for leveraging of funding from the European Social Fund allocation to support continued collaboration and joint working of Working 4U.				
Mitigating Action	No mitigating action is required as variance is favourable				
Anticipated Outcome	The favourable variance is anticipated to continue				

WEST DUNBARTONSHIRE COUNCIL
MONTHLY REPORT: MONITORING OF SAVINGS OPTIONS

APPENDIX 5

Department: Corporate Services/Chief Executives

31 December 2014

Description	Annual Target 2014/15	Forecast Variance 2014/15		Comments
	£000	£000	%	
CS2 - Records Management - remove non social work records from Lomond Trade Centre and store in Garshake (if feasible) - save on rates and rent, gas and electricity.	(6)	0	0%	
CS6 - Bring legal aspect of sequestration work inhouse	(20)	0	0%	
CS10 - Review of Corporate training requirements	(11)	0	0%	
CS12 - Withdraw PSIF self evaluation annual membership	(3)	0	0%	
CS13 - Adapting the recognition of long service to incorporate it in the Council-wide annual employee recognition event	(2)	0	0%	
CS15 - Transition management development programme (for Level 5) from delivery through external partnership to in-house delivery. Move CMI Level 5 in-house	(2)	0	0%	
CS16 - Re-location of Occupational Health	(15)	15	-100%	Option currently parked given longer term plans for Garshake
CS19 - Re-location of staff into Garshake	(53)	0	0%	
CS21 - Community Learning & Development - Review of contractual arrangements and delivery costs	(56)	0	0%	
CS22 - Employability increase income	(15)	0	0%	
CS23 - Review of staffing structures within Corporate Services - all departments	(484)	0	0%	
CS New Option - CCP development & other budgets	(20)	0	0%	
Dec Report Appendix 1 (4) - License Fee Increase	(23)	0	0%	
ADMIN 1 - Full recovery on non civic govt licenses	(10)	0	0%	
GEN1 - Reduction in Overtime	(6)	0	0%	
GEN2 - Reduction in Travel & Subsistence	(26)	0	0%	
GEN3 - Reduction in Training	(21)	0	0%	
	(773)	15	-2%	

WEST DUNBARTONSHIRE COUNCIL
GENERAL SERVICES CAPITAL PROGRAMME
OVERALL PROGRAMME SUMMARY

APPENDIX 6

MONTH END DATE 31 December 2014

PERIOD 9

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	2	14%	2,131	58%	2	14%	936	77%
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	1	7%	1,037	28%	1	7%	22	2%
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	11	79%	522	14%	11	79%	261	21%
TOTAL EXPENDITURE	14	100%	3,691	100%	14	100%	1,220	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	Forecast Variance £000	Re-Phasing £000	Over/ (Under) £000
Red										
Projects are forecast to be overspent and/or significant delay to completion	4,316	2,131	4,316	0	3,121	936	2,591	(530)	(530)	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	1,099	1,037	1,099	0	84	22	44	(40)	(40)	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	2,203	522	2,169	(34)	1,907	261	1,908	1	0	1
TOTAL EXPENDITURE	7,618	3,691	7,584	(34)	5,112	1,220	4,543	(569)	(570)	1

WEST DUNBARTONSHIRE COUNCIL
GENERAL SERVICES CAPITAL PROGRAMME
ANALYSIS OF PROJECTS AT RED ALERT STATUS

APPENDIX 7

MONTH END DATE

31 December 2014

PERIOD

9

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

1 ICT Modernisation (Patricia Kerr)						
Project Life Financials	4,186	2,131	51%	4,186	0	0%
Current Year Financials	2,991	936	31%	2,591	(400)	-13%
Project Description	This budget is to facilitate ICT infrastructure and modernise working practices					
Project Lifecycle	Planned End Date	31-Mar-15	Forecast End Date	30-Jun-15		
Main Issues / Reason for Variance						
Wireless installations are 100% complete. Target completion date for WAN upgrade has been further extended to the end of March 2015 due to problems caused by BT Open Reach. Telephony upgrade for Contact Centre completed December 14 and further upgrades for HR Connect planned for January 2015. VOIP telephony will roll out to additional sites during February/March 2015. Server equipment for Thin Client has been delivered to both data centres (Garshake & East Dunbartonshire) and configuration continues with IT testing programmed for January/February 2015. Forecast in-year variance of £400k is required for final payments and retentions which will be payable in 2015/16.						
Mitigating Action						
Due to problems caused by BT Open Reach, the WAN migrations were scaled back to monitor supplier actions and implement new processes and now currently reviewing with the supplier whether the number of installations can now be increased again with targetted completion date of March 2015						
Anticipated Outcome						
Revised project end date still on target for final payment and retention.						

2	One Stop Shop						
	Project Life Financials	130	0	0%	130	0	0%
	Current Year Financials	130	0	0%	0	(130)	-100%
	Project Description	Establish a One Stop Shop in Dumbarton					
	Project Lifecycle	Planned End Date	31-Mar-15	Forecast End Date	31-Mar-18		
Main Issues / Reason for Variance							
The long term plan for the one stop shop in Dumbarton is to place it within the new Council offices in Dumbarton Town Centre therefore spend will not be required in 2014/15. This budget has therefore been added to the Office Rationalisation project within the capital plan update report scheduled to be discussed at the Council budget meeting on 4 February 2015 .							
Mitigating Action							
Currently as informed by the wider project							
Anticipated Outcome							
As informed by the wider project							

TOTAL PROJECTS AT RED STATUS						
Project Life Financials	4,316	2,131	49%	4,316	0	0%
Current Year Financials	3,121	936	30%	2,591	(530)	-17%

WEST DUNBARTONSHIRE COUNCIL
GENERAL SERVICES CAPITAL PROGRAMME
ANALYSIS OF PROJECTS AT AMBER ALERT STATUS

APPENDIX 8

MONTH END DATE

31 December 2014

PERIOD

9

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

1 **Workforce Management System (Paul McGowan)**

Project Life Financials	1,099	1,037	94%	1,099	0	0%
Current Year Financials	84	22	26%	44	(40)	-48%
Project Description	Rollout of self service module of existing Workforce Management System					
Project Lifecycle	Planned End Date	31-Mar-14	Forecast End Date	31-Mar-16		

Main Issues / Reason for Variance

Phase 1 of self-service rollout is scheduled to be completed by 31/3/2015. The availability and benefits of using additional modules has contributed to the extension of the project lifespan. This will allow the organization to maximize the automation available, reducing manual processes and increasing efficiency. Due to timing of software releases and current workload priorities within Payroll and WMS Project Team system upgrades will require to be completed in Phase 2, 2015/16 of the project. An admin support officer has been recruited to facilitate roll out of self service and additional consultancy support is being utilised within WMS Team to support future developments and service improvements. In addition a temporary WMS officer has been recruited for a six month period to increase capacity within team and roll out of further WMS modules.

Mitigating Action

Project manager will have regular discussions with software company through user groups in relation to software releases.

Anticipated Outcome

The aim is to have the project completed by the forecast end date.

TOTAL PROJECTS AT AMBER STATUS

Project Life Financials	1,099	1,037	94%	1,099	0	0%
Current Year Financials	84	22	26%	44	(40)	-48%

WEST DUNBARTONSHIRE COUNCIL
Report by the Executive Director of Corporate Services
Corporate Services Committee: 11 February 2015

Subject: Former Tenant Rent Arrears Write Off – 2014/15 Quarter 3

1. Purpose

- 1.1** The purpose of this report is to seek Committee approval for the write-off of rent arrears which have arisen during the third quarter of 2014/15 from October 2014 to December 2014 for former tenants.

2. Recommendations

- 2.1** It is recommended that the Committee approve the write off of former tenant arrears accounts totalling £10,457.68.

3. Background

- 3.1** Financial Regulations D4 gives the Head of Finance & Resources authority to write-off individual debts up to £500. Individual debts exceeding £500 can be written off only with the approval of Committee.

4. Main Issues

- 4.1** The Council has to consider writing-off arrears of rent which it has not been possible to collect. It should be noted that, although these cases are written-off, there is nothing to prevent later pursuit of the debt if new information becomes available in the future.

- 4.2** The accounts submitted for write off are for former tenants and fall into the following categories:

Deceased

- 4.2.1** When a tenant dies and leaves no estate. Records are checked to determine whether any estate exists against which a claim could be made. The total proposed write-off in this category is £9,030.70.

Unreasonable to Pursue

- 4.2.2** When a tenant is permanently hospitalised, or goes into residential care, their income is used towards the cost of their care, as is any capital which the person may have. It is often unreasonable to pursue any arrears from people in this category due personal financial circumstances. It is also unreasonable to pursue arrears from former tenants who cannot deal with their arrears problems due to mental illness, dementia or learning disability. Former tenants who receive a custodial sentence will have their debt written off for the period of their sentence,

this will be reinstated upon their release. The total proposed write-off in this category is £1,426.98.

4.3 The total proposed write-off is therefore £10,457.68.

5. People Implications

5.1 There are no people implications.

6. Financial Implications

6.1 Sufficient budgetary provision exists for this write off.

7. Risk Analysis

7.1 If write offs are not approved, this will affect the monitoring of performance against targets for performance indicators and budget monitoring within the Housing Revenue Account (HRA).

8. Equalities Impact Assessment (EIA)

8.1 No significant issues were identified in a screening for potential equality impact of this report.

9. Consultation

9.1 Consultation has taken place with Finance and Legal Services.

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'.

.....
Angela Wilson
Executive Director of Corporate Services
Date: 16 Jan 15

Person to contact: Marion Smith, Section Head (Revenues & Benefits)
Council Offices, Garshake Road, Dumbarton
Telephone (01389) 737412
Email: Marion.smith@west-dunbarton.gov.uk

Appendix: None
Background Papers: Detailed list of proposed write offs
Wards affected: All Council wards

WEST DUNBARTONSHIRE COUNCIL

Report by the Executive Director of Corporate Services

Corporate Services Committee: 11 February 2015

Subject: Write-Off of National Non-Domestic Rates

1. Purpose

- 1.1** The purpose of this report is to recommend for approval the write-off of debts in respect of National Non-Domestic Rates (NNDR), which have been deemed as irrecoverable during the financial year 2014/15, arising from various years as detailed in the Summary of Write Offs by Year (Appendix 1) and for the reasons detailed in the Summary of Write Off Reasons (Appendix 2).

2. Recommendations

- 2.1** It is recommended that the Committee approve the write-off of NNDR accounts totalling £860,005.52

3. Background

- 3.1** The NNDR is a national rate on non-domestic properties and is determined each year by the Scottish Parliament. All local authorities collect the rate and the monies collected are pooled into a central fund. The Scottish Government allocates a grant to each authority from this fund. The Council's annual billing amount for NNDR is £32M of which approximately 98% is collected.
- 3.2** The grant distribution formula used by the Scottish Government has regard to the amount of NNDR collectable by each local authority. The Council makes an annual return to the Scottish Government detailing the amounts collected for each year. Included in this return is a note of any amounts written off as uncollectable. As such, NNDR collected by a local authority represents a receipt of grant income. Specific debts deemed uncollectable are written off and the reduction in NNDR collected locally is compensated for in future grant settlements.
- 3.3** A report is submitted annually to Committee seeking approval for write-off of irrecoverable debts. The write offs are not specific to any one year, but instead are debts which have been deemed irrecoverable during 2014/15. Appendix 1 outlines the distribution of the recommended write off over the years from which the debts were originally raised. Write off can be due to a number of reasons for example a company has ceased trading or a review of outstanding cases has now deemed that the debt is irrecoverable.

- 3.4** Where a company has ceased trading through liquidation or administration WDC formally submit a claim to the trustee up to and including the date of liquidation/administration. At this stage WDC would propose this amount for write off. WDC is classed as an unsecured creditor (i.e. secured creditors are organisations such as HMRC and Banks) and in these cases it is extremely unlikely that any recovery of the outstanding monies will be received. If such a recovery was received then this would be credited to the rates account and the write off to this value would be reversed or reduced.

4. Main Issues

- 4.1** Debts totalling £860,005.52 are submitted for write-off. Non-collection of the debts and request for write-off is predominately due to the companies being liquidated, dissolved or sequestration. Appendix 2 outlines the reasons for NNDR write off in more detail.
- 4.2** Although the debts are treated as written off, should any circumstances change whereby debts can be collected, the Council will pursue them.

5. People Implications

- 5.1** There are no people implications.

6. Financial Implications

- 6.1** The NNDR debts written off totalling £860,005.52 will be notified to the Scottish Government NNDR pool for reimbursement.

7. Risk Analysis

- 7.1** The grant distribution formula adopted by the Scottish Government assumes the Council will collect NNDR liabilities. If sums deemed uncollectable are not notified to the Scottish Government, this will have an adverse effect upon the Council's cash flow.

8. Equalities Impact

- 8.1** No significant issues were identified in a screening for potential equality impact of this measure.

9. Consultation

- 9.1** Consultation has taken place with Finance and Legal Services and both have advised there are neither any issues nor concerns with the proposal.

10. Strategic Assessment

- 10.1** The write-off of uncollectible NNDR debts forms part of the financial governance of the Council. Sound financial practice and budgetary control are

imperative to assist with the governance of the Council and supports officers of the Council in achieving the five strategic priorities.

.....
Angela Wilson
Executive Director of Corporate Services

Date: 28 January 2015

Person to Contact: Karen Shannon, Section Head (Financial, Administration & Control), Garshake Road. Telephone: (01389) 737842.
Email: karen.shannon@west-dunbarton.gov.uk

Appendices: Appendix 1: Summary of Write-off by Year
Appendix 2: Summary of Write-off Reasons

Background Papers: Equalities Impact Screening

Wards Affected: All Council wards.

WEST DUNBARTONSHIRE COUNCIL

Report by the Executive Director of Corporate Services

Corporate Services Committee: 11 February 2015

Subject: Write-Off of National Non-Domestic Rates

Appendix 1-Summary of Write Off by Year

Year	Total
1995/1996	£20.73
1997/1998	£1,072.10
1999/2000	£19.83
2001/2002	£118.60
2002/2003	£366.40
2003/2004	£837.46
2004/2005	£2,166.57
2005/2006	£2,859.21
2006/2007	£2,877.08
2007/2008	£13,052.14
2008/2009	£22,826.53
2009/2010	£24,760.20
2010/2011	£76,389.32
2011/2012	£104,271.49
2012/2013	£223,913.86
2013/2014	£315,899.59
2014/2015	£68,554.41
Totals	£860,005.52

WEST DUNBARTONSHIRE COUNCIL

Report by the Executive Director of Corporate Services

Corporate Services Committee: 11 February 2015

Subject: Write-Off of National NDR

Appendix 2-Summary of Write Off Reasons

Reason	Total
Administration	£26,083.44
Ceased Trading	£12,483.96
Dissolved	£81,229.58
Gone Away- No forwarding Address	£9,694.84
Liquidation	£278,140.71
Sequestration	£139,370.86
Sheriff Officers-Dissolved	£148,867.86
Sheriff Officers-Gone Away	£97,459.13
Sheriff Officers-Irrecoverable	£5,962.88
Sheriff Officers-Liquidation	£12,118.60
Sheriff Officers-Whereabouts Unknown	£48,593.66
Totals	£860,005.52

WEST DUNBARTONSHIRE COUNCIL

Report by the Executive Director of Corporate Services

Corporate Services Committee: 11 February 2015

Subject: Write-Off of Miscellaneous Income Debtor Accounts

1. Purpose

- 1.1** The purpose of this report is to recommend for approval the write-off of debts in respect of miscellaneous income debtor accounts, which have been deemed as irrecoverable during the financial year 2014/15, arising from various years as detailed in Appendix 1 and for the reasons detailed in the Appendix 2.

2. Recommendations

- 2.1** It is recommended that the Committee approve the write-off of miscellaneous income debtor accounts totalling £196,822.47.

3. Background

- 3.1** Miscellaneous income debtor accounts are issued to individuals and organisations for the use of Council services. The Council's annual billing amount for miscellaneous income debtors is £18.5M of which approximately 80% is collected in the year it is billed. In certain circumstances these debts may become uncollectable. Financial Regulation D4 gives the Head of Finance & Resources authority to write-off individual debts up to £500. The Head of Finance & Resources is required to seek the approval of Members prior to writing off any debt in excess of £500.00.

4. Main Issues

- 4.1** Debts totalling £196,822.47 are submitted for write off. Appendix 2 outlines the reasons for miscellaneous debt write off in more detail. Following legal advice the information on individual cases will no longer be circulated to every Elected Member. Although the debts are treated as written off, should any circumstances change whereby debts can be collected, the Council will pursue them.

5. People Implications

- 5.1** There are no people implications.

6. Financial Implications

- 6.1** The miscellaneous income debtor accounts being written off, totalling £196,822.47 are provided for in the Council's bad debt provision.

7. Risk Analysis

- 7.1** The amount of write off has been provided for in the Council's bad debt provision.

8. Equalities, Health & Human Rights Impact Assessment (EIA)

- 8.1** No significant issues were identified in a screening for potential equality impact of this report

9. Consultation

- 9.1** The views of Finance and Legal Services have been requested on this report and both have advised there are neither any issues nor concerns with the proposal.

10. Strategic Assessment

- 10.1** The write-off of uncollectible miscellaneous income debtors accounts forms part of the financial governance of the Council. Sound financial practice and budgetary control are imperative to assist with the governance of the Council and supports officers of the Council in achieving the five strategic priorities

.....
Angela Wilson
Executive Director of Corporate Services
Date: 28 January 2015

Person to Contact: Karen Shannon, Section Head (Financial, Administration & Control), Garshake Road. Telephone (01389) 737842.
Email: karen.shannon@west-dunbarton.gov.uk

Appendices: Appendix 1: Summary of Write Off by Year
Appendix 2: Summary of Write Off Reasons

Background Papers: Equalities Impact Screening

Wards Affected: All Council wards.

WEST DUNBARTONSHIRE COUNCIL

Report by the Executive Director of Corporate Services

Corporate Services Committee: 11 February 2015

Subject: Write-Off of Miscellaneous Income Debtor Accounts

Appendix 1-Summary of Write Off by Year

Year	Total
1996/1997	£3,421.06
2005/2006	£6,346.72
2006/2007	£14,671.07
2007/2008	£12,514.99
2008/2009	£66,607.08
2009/2010	£46,362.67
2010/2011	£19,387.67
2011/2012	£8,284.93
2012/2013	£4,852.29
2013/2014	£13,056.83
2014/2015	£1,317.16
Totals	£196,822.47

WEST DUNBARTONSHIRE COUNCIL

Report by the Executive Director of Corporate Services

Corporate Services Committee: 11 February 2015

Subject: Write-Off of Miscellaneous Income Debtor Accounts

Appendix 2-Summary of Write Off Reasons

Reason	Total
Ceased Trading	£1,248.44
Deceased	£2,318.86
Liquidation	£6,618.59
Prescribed-Collection Process Exhausted	£29,880.33
Prescribed-Company Dissolved	£623.22
Prescribed-Dispute	£18,077.00
Prescribed-Income Based DWP Benefits	£59,767.55
Prescribed- No Forwarding Address	£51,263.69
Prescribed-unsuccessful diligence enforcement	£5,334.78
Sequestration	£20,438.91
Trust Deed	£509.60
Unsuccessful Diligence	£741.50
Totals	£196,822.47

Note

Prescribed is the legal terminology under the Prescription & Limitations Act 1973 and means no further action can be taken to recover the debt due to length of time for non- activity by the debtor (e.g. no acknowledgment from the debtor re the debt)

Unsuccessful diligence refers to action taken which has not been successful e.g. bank arrestment, court action

WEST DUNBARTONSHIRE COUNCIL
Report by Executive Director of Corporate Services
Corporate Services Committee: 11th February 2015

Subject: Procurement Capability Assessment (PCA) 2014

1 Purpose

- 1.1 The purpose of this report is to update the Corporate Services Committee on the outcome of the Council's Procurement Capability Assessment (PCA) which took place on 26th November 2014.

2 Recommendations

- 2.1 It is recommended that the Committee notes the content of the report.

3 Background

- 3.1 The PCA was introduced by the Public Procurement Reform Board (PPRB) in 2009, as a means of supporting public sector bodies to review and improve their procurement performance.
- 3.2 The economic challenges the Council faces means that it is more important than ever that procurement activity across the Council is conducted as effectively as possible. By improving procurement performance through enhanced governance and controls and optimised structures, capabilities, processes and systems, the procurement function will be a key enabler in delivery of the Council's strategic outcomes.

4 Main Issues

- 4.1 The PCA consists of 52 questions across 8 core areas, with four possible levels of attainment: *Non Conformance* (0% to 24%); *Conformance* (25% to 49%); *Improved Performance* (50% to 74%) and *Superior Performance* (75% to 100%).
- 4.2 The Council underwent its latest annual PCA on 26 November 2014 and attained a score of 60%; which equates to *Improved Performance*. The table below details the Council's position over the last 2 PCA's and gives a comparison with the national average for local authorities:

	2014		2013	
	WDC	National Average	WDC	National Average
Section 1: Procurement Leadership & Governance	73%	66%	67%	63%
Section 2: Procurement Strategy and Objectives	80%	77%	80%	73%
Section 3: Defining the Supply Need	61%	60%	61%	54%
Section 4: Procurement Commodity/Project Strategies & Collaborative Procurement	67%	67%	58%	61%
Section 5: Contract and	29%	46%	33%	39%

Supplier Management				
Section 6: Key Purchasing Processes and Systems	27%	44%	27%	40%
Section 7: People	83%	76%	83%	70%
Section 8: People	61%	55%	56%	49%
Overall Status	60%	61%	58%	56%

4.5 As with the 2013 PCA and consistent with the assessment of other local authorities, the 2014 PCA indicates scope for considerable improvement in the areas of *Contract and Supplier Management* and *Key Purchasing Processes and Systems*.

4.6 At its meeting on the 12th November 2014, the Corporate Services Committee approved the Procurement Strategy for 2015 to 2017. This Procurement Strategy includes a number of actions aimed at improving procurement performance with particular focus on Contract and Supplier Management and Key Purchasing Processes and Systems.

4.7 An exercise is being finalised which aims to consolidate those actions detailed within the Procurement Strategy with the gaps and opportunities confirmed in the 2014 PCA; new requirements arising from the Procurement Reform (Scotland) Bill; changes in EU Legislation and the recommendations of the "Review of Scottish Public Sector Procurement in Construction". The output of this consolidation exercise is a Prioritised Procurement Plan which will enable the Council to achieve its strategic target for procurement - Superior Performance by 2017; and position the procurement function as a key enabler in delivery of the Council's strategic outcomes.

5 People Implications

5.1 There is a significant number of employees across the Council who are involved in procuring at all levels and their input will be critical over the period of the Procurement Strategy and Priority Procurement Plan.

6 Financial Implications

6.1 The Council currently spends approximately £135 million per annum buying in works, goods and services from third parties. One of the aims of improving procurement performance is to facilitate the delivery of financial savings through greater control and influence of procurement spend, improved procurement practices and the development of a strategic sourcing methodology.

7 Risk Analysis

7.1 The risks associated with not improving procurement performance are in relation to failure to optimise benefits and the impact on cost, quality and service. These risks are mitigated through a robust, programme management approach to delivery of the Procurement Priority Plan.

8 Equalities Impact Assessment (EIA)

8.1 There are no direct EIA implications as a result of this paper. An initial screening exercise will be undertaken to assess whether any activities within the Procurement Priority Plan are likely to impact on the wellbeing of specific groups. Where there is likely to be an impact, provision shall be made for this.

9 Consultation

9.1 The Head of Finance and Head of Legal, Democratic and Regulatory Services have been consulted on the content of this report.

10 Strategic Assessment

10.1 Through successful implementation of the Procurement Strategy and Procurement Priority Plan, the procurement function will be a key enabler in the delivery of the Council's high level priorities and objectives as detailed in the Community Plan, Single Outcome Agreement and the Corporate Plan.

Angela Wilson
Executive Director of Corporate Services
Date: 11 February 2015

Person to Contact: Annabel Travers, Corporate Procurement Manager
Garshake Road, Dumbarton G82 3PU
email: annabel.travers@west-dunbarton.gov.uk

Background Papers: Procurement Strategy for 2015-2017; Corporate Services Committee, 12 November 2014

Procurement Capability Assessment (PCA) 2012, Corporate Services Committee 13 February 2013.

Wards Affected: All

WEST DUNBARTONSHIRE COUNCIL

Report by the Executive Director of Corporate Services

Corporate Services Committee: 11 February 2015

Subject: Contract for Payment Processing Services

1. Purpose

- 1.1** The purpose of this report is to advise the Corporate Services Committee on changes to the current arrangements for the provision of payment processing services.

2. Recommendations

- 2.1** It is recommended that the Committee note the contents of this report and homologate the actions taken by officers (awarding of the contract to the preferred bidder All Pay Limited) in order to maintain services in a best value manner.

3. Background

- 3.1** West Dunbartonshire Council is part of a Local Authority Collaboration, which was led by Renfrewshire Council, for the Provision of Payment Processing Services. This contract with our current provider terminates on the 31 March 2015.
- 3.2** The contract provides customers of West Dunbartonshire Council with the facility to pay Council Tax and Rent by a payment card at post offices and pay point outlets.
- 3.3** Renfrewshire Council advised that they were unable to pursue a new collaborative contract and Western Isles Council confirmed that they would lead a new collaborative contract for Councils to participate in. West Dunbartonshire Council agreed to be part of this new Local Authority collaboration to secure payment processing services.

4. Main Issues

- 4.1** It is essential that a new contract is in place commencing 1st April 2015 and there is a lead in time of circa 12 weeks to transfer from one provider to another to ensure a seamless process of continuation of the service.
- 4.2** After careful consideration of the various options by Officers of the Council, the conclusion was for West Dunbartonshire Council to migrate across to the new Western Isles Framework with effect from 1st April 2015.

4.3 The contract with this framework is for a period of 3 years and will provide the same service to the customers (seamless transition) and improvements to the Council's terms and conditions in respect of this service.

4.4 The contract for this framework has been awarded to the preferred bidder of the Western Isles Framework due to the tight timescales to ensure the seamless process of continuation of the service.

5. People Implications

5.1 There are no people implications.

6. Financial Implications

6.1 The Council currently spends around £71,500 per year to collect approximately £8.5m (147,000 transactions) of income per year through this service. Under the new framework based on the same level of transactions would make savings of around £2,500 per year.

6.2 The new system is more automated than the previous system and therefore it is anticipated that the new system and related processes will reduce administration time.

7. Risk Analysis

7.1 The risks associated with not having a formal contract in place would potentially include a breach of standing orders, lack of continuation of best service provision to customers and no control over prices with the provision of the service (which could impact on the budgetary position of the service).

8. Equalities, Health & Human Rights Impact Assessment (EIA)

8.1 No significant issues were identified in a screening for potential equality impact of this report

9. Consultation

9.1 The views of Finance, Procurement and Legal Services have been requested on this report and all have advised there are neither any issues nor concerns with the decision taken.

10. Strategic Assessment

10.1 Migration to this new framework contract ensures best value and promotes quality of service delivery, which forms part of the financial governance of the Council. Sound financial practice and budgetary control are imperative to assist with the governance of the Council and supports officers of the Council in achieving the five strategic priorities.

.....
Angela Wilson
Executive Director of Corporate Services
Date: 28 January 2015

Person to Contact: Karen Shannon, Section Head (Financial, Administration & Control), Garshake Road. Telephone (01389) 737842.
Email: karen.shannon@west-dunbarton.gov.uk

Background Papers: Equalities Impact Screening

Wards Affected: All Council wards.

WEST DUNBARTONSHIRE COUNCIL

Report by the Executive Director of Corporate Services

Corporate Services Committee – 11 February 2015

Subject: Renewal/Re-Tendering of the Council's and the Leisure Trust's Insurance Contracts

1. Purpose

- 1.1** To seek authority to renew and, where appropriate, re-tender the Council's and the Leisure Trust's Insurance Contracts.

2. Recommendations

- 2.1** It is recommended that the Committee:

- (1)** note the position with regard to the main insurance policies and delegate authority to the Executive Director of Corporate Services in consultation with the Chair of the Corporate Services Committee to renew and, if appropriate agree an extension, or where the terms offered break current Long Term Agreements and the Council's and the Trust's best interests are serviced by a re-tendering exercise, to re-tender and award the Insurance Contracts;
- (2)** note the position with regard to the Engineering Insurance Programme i.e. Engineering Insurance/Inspection and Hired in Plant Contracts which will be renewed on 1 August 2015;
- (3)** note the position with regard to the renewal of the Mortgage Property 'Right to Buy' Block Buildings Insurance Policy on 1 April 2015; and
- (4)** delegate authority to the Executive Director of Corporate Services, in consultation with the Chair of the Corporate Services Committee, to re-tender and award the Mortgage Property 'Right to Buy' Block Buildings Insurance Policy with a new contract to come into effect from 1 April 2016.

3. Background

- 3.1** Since the formation of West Dunbartonshire Leisure Trust in April 2012, the Council's main Insurance Policies as detailed in this report also cover the elements of service which have been passed to the Trust to manage.

Main Insurance Contracts:

- 3.2.1** There are currently a number of insurance policies placed covering matters such as Motor Fleet, Property, Combined Liability, Officials' Indemnity, Miscellaneous Risks and Group Personal Accident/Travel (including Educational Excursions).
- 3.2.2** A meeting of the Tendering Committee on 14 February 2013 authorised placement of these policies on the basis of Long Term Agreements with effect from 1 March 2013. The policies are written on a year to year basis where the Council and the Trust are contractually bound to agree to renew the policies for up to an aggregate period of two years and five months provided that the Insurers offer renewal on broadly similar terms. The Long Term Agreements allow for up to a two year extension at the request of the Council. Alternatively, the contracts can be re-let, following tender, with effect from 1 August in each of the years 2015 and 2016.

Engineering Insurance Programme:

- 3.3.1** A meeting of the Corporate Services Committee on 12 February 2014 authorised delegated authority to re-tender and award the Engineering Insurance Programme i.e. Engineering Insurance/Inspection and Hired-in Plant Contracts with the new contract to come into effect from 1 August 2014.
- 3.3.2** The Council proceeded to tender the Engineering Insurance Programme. The Insurance Company who was underwriting these Contracts at the time agreed to a three month extension with effect from 1 August 2014 whilst the re-tendering exercise was undertaken. The existing cover as per the current arrangements at the time remained in force pending finalisation of the re-tendering process.
- 3.3.3** Following completion of the tender evaluation process, Risk Management Partners Ltd was identified as the preferred bidder. This represented best value for the Council and the Trust. The Engineering Insurance/Inspection and Hired in Plant Contracts were therefore awarded to Risk Management Partners Limited with effect from 1 November 2014. The contracts are on the basis of an initial Long Term Agreement of two years and nine months i.e. from 1 November 2014 to 31 July 2017 with the option to extend for a further two twelve month periods.

The Mortgage Property 'Right to Buy' Block Buildings Insurance Policy:

- 3.4.1** A meeting of the Corporate and Efficient Governance Committee on 16 February 2011 delegated authority to tender the Mortgage Property 'Right to Buy' Block Buildings Insurance Policy.
- 3.4.2** On 1 September 2011, the Council entered into a Long Term Agreement with the current Insurer for an initial term of two years and

seven months. The policy is written on a year to year basis where the Council is contractually bound to agree to renew the policies for up to an aggregate period of two years and five months provided that the Insurer offers renewal on broadly similar terms. In terms of the Long Term Agreement, there was also an option to extend for a further two twelve month periods at the request of the Council. Alternatively, the contract could have been re-tendered with effect from 1 April in each of the years 2014 and 2015.

- 3.4.3** Renewal terms received from the Insurer who is presently underwriting this contract in respect of the 2013/14 insurance year confirmed that existing rates, levels of cover etc. would be maintained. Following strong recommendations from the Council's Insurance Advisors that the proposals were appropriate for acceptance, the decision was taken to extend for a twelve month period with effect from 1 April 2014.

4. Main Issues

Main Insurance Contracts:

- 4.1.1** In the report to the Tendering Committee of 14 February 2013 when advising of the outcome of the most recent tendering process, it was advised that officers would consider future approaches to risk management and options in relation to insurance coverage. Prior to seeking renewal terms with the current Insurers for the 2014/15 insurance year, officers examined risk profiles to consider opportunities to alter variables of cover within these policies to seek potential cost reductions. The main variable in most policies relates to levels of excess that the Council and the Trust is willing to hold.
- 4.1.2** As part of the 2014/15 renewal process, the Insurers were therefore asked to quote on existing basis and to quote on the basis of two excess variants in respect of some of the classes of business i.e. Combined Property (Material Damage), Combined Liability, Directors and Officials Indemnity and Motor Fleet. The cost of the annual insurance premiums, which includes an increase in the excess levels in respect of the classes of business as stated, is detailed at 6.1.
- 4.1.3** An update on the claims history and other relevant factors will be provided to our Insurers in early 2015 with a request that they provide renewal terms for 2015/16 for our consideration. As part of this process, officers will undertake a further review of risk profiles to consider any opportunities to alter variables of cover with a view to seeking potential additional cost reductions.
- 4.1.4** It is anticipated that the existing Insurers may well offer renewal terms which are acceptable under the terms of the Long Term Agreements but should it be the case that the terms offered are such that the Council's and the Trust's best interests are serviced by a re-tendering

exercise then the Committee is asked to agree that the relevant Insurance Contract or Contracts can be re-tendered.

Engineering Insurance Programme:

- 4.2.1** The appropriate information will be provided to our existing Insurer in late March/early April 2015 in order that they can provide renewal terms for our consideration.
- 4.2.2** It is anticipated that the Insurer who is presently underwriting these insurance policies may well offer renewal terms which are acceptable under the terms of the Long Term Agreement. If the Insurer does offer such insurance on broadly similar terms, we remain bound to continue with them. If however, they offer terms which are considered to be a material departure from the terms previously offered by them, the Council has the right, in terms of the Long Term Agreement to re-tender the policies.

The Mortgage Property 'Right to Buy' Block Buildings Insurance Policy:

- 4.3.1** Renewal Terms received from the current Insurer confirmed that existing rates, levels of cover etc. would be maintained for a further period of 12 months i.e. 1 April 2015 to 31 July 2016.
- 4.3.2** Having consulted with the Council's Insurance Advisors, the renewal proposals were considered appropriate for acceptance. On this basis, the Long Term Agreement has been extended for a further period of twelve months with effect from 1 April 2015. This policy will therefore enter into the final year of the Long Term Agreement and will require to be re-tendered with the new contract to come into effect from 1 April 2016.

5. People Implications

- 5.1** There are no people implications.

6. Financial Implications

- 6.1** The financial implications for the Council and the Trust will depend on the terms received following the renewal/re-tendering of the Insurance Contracts. As stated above, there may be another opportunity when renewing the main Insurance Contracts to seek further variations to the existing insurances around excess levels, cover etc. which may generate reduced costs. A premium summary for the 2014/15 insurance year is as follows:

Main Insurance Contracts i.e.	£1,383,111
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Motor Fleet, Property, Combined Liability, Officials' Indemnity, Miscellaneous Risks and Group Personal Accident/Travel (including Educational Excursions) etc.	
Claims Handling Provision	£50,106
Engineering Insurance Programme	£33,541
Mortgage Property 'Right to Buy' Block Buildings Insurance Policy	£548,184

* Above figures exclude Insurance Premium Tax (presently rated at 6%) and VAT, where applicable.

7. Risk Analysis

- 7.1** Failure to demonstrate flexibility in the management of the Insurance Programme in terms of levels of cover, excess levels, premium costs etc and the commitment to effective risk management, including proactive claims management, claims analysis and loss mitigation, may result in higher insurance premiums or lack of interest in tendering for the Council's and the Trust's business.
- 7.2** To control this risk, demonstrating a flexible approach in the management of the Insurance Programme and the successful demonstration of risk management practices may secure competitive terms with reduced insurance premiums which are acceptable to the Council and the Trust in terms of best value.

8. Equalities Impact Assessment

- 8.1** No significant issues were identified in a screening for potential equality impact of this service

9. Consultation

- 9.1** This report has been subject to consultation with Finance & Resources and Legal, Democratic & Regulatory Services with no issues identified.

10. Strategic Assessment

- 10.1** This report relates to all five of the Council's Strategic Priorities.

- 10.2** The proposals will complement the Council's strategic priorities by ensuring the provision of adequate insurance cover on a best value basis, providing fit for purpose services.

Angela Wilson
Executive Director of Corporate Services
Date: 12 January 2015

Person to Contact:	Stephen West, Head of Finance & Resources, Council Offices, Garshake Road, Dumbarton. Tel 01389 737191
Appendices:	None
Background Papers:	Report by the Executive Director of Corporate Services to the Corporate & Efficient Governance Committee on 16 February 2011. Report by the Executive Director of Corporate Services to the Tendering Committee on 14 February 2013. Report by the Executive Director of Corporate Services to the Corporate Services Committee on 12 February 2014.
Wards Affected:	All Wards

WEST DUNBARTONSHIRE COUNCIL

Report by Executive Director of Corporate Services

Corporate Services Committee: 11 February 2015

Subject: Tender for the provision of Occupational Health Services

1. Purpose

- 1.1** To obtain approval to commence a tendering process for Occupational Health Services and to delegate authority to the Executive Director of Corporate Services to appoint a successful tenderer.

2. Recommendations

- 2.1** The Committee is asked to agree the contents of the report and approve;
- i) An open tender exercise in line with European legislation and Council Standing Orders involving issuing an ITT (Invitation to Tender) to be advertised in the Official Journal of the European Union (OJEU) and Public Contracts Scotland Tender to obtain provision of an Occupational Health and Physiotherapy Service for West Dunbartonshire Council, and that the contract should be for an initial fixed 2 year period with a further two potential consecutive 12-month periods;
 - ii) That authority be delegated to the Director of Corporate Services, to accept the most economically advantageous tender received and appoint a successful tenderer; and
 - iii) That at the end of the fixed contract period, the Director of Corporate Services should review the position and consider whether to extend the contract for further additional 12-month periods, taking the maximum contract term to 4 years.

2. Background

- 2.1** The provision of an Occupation Health Service is central to supporting employee wellbeing and reducing absence levels.
- 2.2** The Council's current Occupational Health Service contract with Optima Health commenced on 18 October 2012 and expires on 31 August 2015.

3. Main Issues

- 3.1** On expiration of the current contract on 31st August 2015 there will be no formal contract in place for the provision of an Occupational Health Service.

- 3.2** The Council's current Occupational Health Service provision supports the organisation through advising on work-related illnesses and accidents, carrying out health screening for new starters and monitoring the health of employees. The Occupational Health Service also supports the Council in managing absence situations – both short and long term. The opinion of Occupational Health specialist is crucial in determining how to manage capability issues, and is key evidence in supporting management decisions. The Council is also obliged under the LGPS regulations to obtain the opinion of an independent OH medical adviser in the consideration of ill health retirement and this is currently provided under the contract.
- 3.3** The provision of an Occupational Health Service is essential to ensuring that the Council meets its health surveillance obligations under Health and Safety legislation. The majority of surveillance carried out at West Dunbartonshire Council is Hand Arm Vibration (HAV) and Audiometry testing with some specific Skin and Lung function assessments.
- 3.4** Currently West Dunbartonshire Council has one of the highest absence rates of all local authorities in Scotland. This is unsustainable and impinges on our ability to provide efficient and effective services. The tendering for Occupational Health services provides an opportunity to integrate with the Work of the AWG to procure services that are responsive to our needs and which are designed with the goal of reducing attendance levels. As such the contract specification will centre not only on employee wellbeing but with specific deliverables in relation to reduction of absence levels and specifically the provision of effective management information.
- 3.5** As set out in the Public Contracts (Scotland) Regulations 2012, the EU Directives apply to procurement of goods and services in excess of £172,514, known as the EU threshold. All contracts above this threshold must be openly tendered/advertised in the Official Journal of the European Union (OJEU).
- 3.6** The anticipated annual contract spend for the provision of an Occupational Health and Physiotherapy Service for West Dunbartonshire Council is expected to be worth £167,000. As this exceeds the EU Public Procurement threshold of £172,514 for the life of the contract, the Council must comply with the appropriate public procurement procedure.
- 3.7** Given the number of anticipated bidders for the tender and that the contract value will exceed the EU Procurement Threshold it is advised that we adopt the Open procurement procedure and use The Public Contract Scotland Tender portal to both advertise and award the tender.
- 3.8** With these goals in mind the tender process will invite interested suppliers to bid for the provision of an Occupational Health and Physiotherapy Service for West Dunbartonshire Council, and that the contract should be for an initial fixed 2 year period with a further 2 potential 12-month periods.

4. People Implications

- 4.1** The provision of a dedicated Occupational Health Service demonstrates investment in the management of employee health and wellbeing. This investment provides a consistency of support to managers and employees when managing issues relating to health.

5. Financial Implications

- 5.1** The current annual budgeted cost for the Occupational Health services contract is £167,461. Additional costs relating to specialist medical reports and services such as CBT (Cognitive Behavioural Therapy) are charged to individual departments with an average spend of approximately 10K. It is proposed the tender be advertised with an annual value of 160K inclusive of CBT reducing current spend by approximately 10% per annum.
- 5.2** £10,000 is currently budgeted separately to provide Employee Counselling Services and it is proposed that these arrangements continue to remain outwith the Occupational Health Service contract.

6. Risk Analysis

- 6.1** West Dunbartonshire Council remains one of the poorest performing Councils in Scotland in relation to the statistics for sickness absence. The requirement for the provision of a robust and comprehensive Occupational Health Service is an integral and critical component in the Council's action plan on tackling attendance management from a long term and sustainable perspective.
- 6.2** The Occupational Health Service plays a significant part in the effective management of absence through the provision of specialist medical advice and guidance. The Council's Attendance Management Policy includes mandatory referrals to Occupational Health to ensure early intervention and maintain focus on the continuous improvement of the Council's absence levels. Without a dedicated Occupational Health Service provision the Council will be unable to support this policy.
- 6.3** In the absence of a dedicated Occupational Health Service the Council will still be required to monitor the health of its employees but this is likely to be at a higher cost outwith an agreed contract with an Occupational Health Provider.

7. Equalities, Health & Humans Rights Impact Assessment (EIA)

- 7.1** An Equality Impact Assessment has been completed on the decision to tender for the provision of an Occupational Health Service and highlights that this provision supports the Council's responsibilities under the Equality Act 2010 and the obligations outlined in the Equality and Human Rights Commission Employment Statutory Code of Practice.

8. Consultation

There was no requirement to undertake any consultation in terms of the information contained in this report.

9. Strategic Assessment

- 9.1** The provision of an Occupational Health Service supports the Council's Strategic priority of developing and retaining a committed and dynamic workforce by improving the health and wellbeing of employees and contributing to effective attendance management.

Vicki Rogers
Head of People & Transformation
Date: 11 January 2015

Person to Contact: Paul McGowan, HR & Workforce Development Manager,
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Appendices: None

Background Papers: None

Wards Affected: None

WEST DUNBARTONSHIRE COUNCIL

Report by Executive Director of Corporate Services

Corporate Services Committee: 11 February 2015

Subject: Grievance Policy and Procedure Review

1. Purpose

- 1.1** To update the Corporate Services Committee on agreed revisions to the Grievance Policy and Procedure.

2. Recommendations

- 2.1** The Committee is asked to agree the contents of the report and the attached Grievance Policy and Procedure.

3. Background

- 3.1** West Dunbartonshire Council is committed to the fair and consistent treatment of all employees to create a positive and productive working environment. It is in both the Council's and its employees' interests to develop a procedure by which issues can be raised, discussed and resolved quickly to the satisfaction of all concerned.
- 3.2** Following clarification sought by Trades Unions on a number of issues and in recognition of the emphasis placed on the use of mediation by ACAS within dispute resolution and Employment Tribunal guidelines, a review of the grievance policy and procedure has been undertaken. This ensures that the policy provides a clear and transparent framework for dealing with concerns or complaints at the earliest opportunity and with an increased focus on resolution.

4. Main Issues

Timescales

- 4.1** A number of timescales within the current Grievance Policy and Procedure have proved to be challenging to Trades Unions and managers. Revisions to some timescales have been made to ensure that concerns or complaints are managed effectively with appropriate time afforded to all parties to provide appropriate and meaningful responses.

Clarification of Procedure

- 4.2** The terminology throughout the policy has been updated to ensure consistency of approach at all stages, particularly in relation to the use of mediation. Procedural guidance has also been revised for ease of use and to

reflect the requirement for issues and resolutions to be clearly stated at each stage of the process.

Informal Resolution and Mediation

- 4.3** In line with the ACAS Code of Practice on disciplinary and grievance procedures the revised policy reflects our focus on resolving concerns or complaints informally through the use of appropriate tools such as mediation at all stages of the process to limit damage to working relationships

Partnership Working

- 4.4** West Dunbartonshire Council is committed to working in partnership with the Trade Unions and the revised policy reflects our ongoing focus on partnership working to satisfactorily resolve employment issues at the earliest opportunity without the need to progress through the various stages of the process.

Appeals Procedure

- 4.5** The revised policy provides clarification on the procedure to be followed in preparation for and during the Stage 3 Appeals Process, in particular the requirement to provide clear details of unresolved matters. In developing a resolution focused approach all parties will be required to meet and agree “joint submissions” relating to case history, allowing elected members to focus on the unresolved issues of the case. The revised procedures also clarify the provision of advice to Elected Members on HR Policy, procedural and legal matters.

Other Revisions

- 4.6** In response to TU feedback, where an employee and or their trades union believes that a current practice or provision should continue, this should be clearly stated on the grievance paperwork to allow consideration, of the matter subject to Health and Safety, employment law or Council Policy.
- 4.7** The Grievance Policy will not be used in place of another West Dunbartonshire Council Policy where separate complaint and appeal procedures exist, e.g. Attendance Management Policy, Flexible Working Policy. In addition, matters covered by national and local agreements, payment of salary (relating to the administration of same), and where the resolution sought is outwith delegated authority will not be progressed through the Grievance Procedures. Such matters should be progressed as necessary directly with the Head of People & Transformation.
- 4.8** A copy of the revised Grievance Policy and Procedure is attached as Appendix 1.

5. People Implications

- 5.1** The review of this policy ensures that employees are supported by providing a clear and transparent framework for dealing with concerns or complaints which may arise as part of the working relationship, focusing on the benefits of early resolution and mediation.

6. Financial Implications

- 6.1** There are no financial implications associated with this report.

7. Risk Analysis

- 7.1** No risk assessment is required.

8. Equalities Impact Assessment (EIA)

- 8.1** An Equality Impact Assessment has been carried out and found no negative impact to any protected characteristic in carrying out this exercise.

9. Consultation

- 9.1** The development of the policy and the benefits of mediation within the dispute resolution process have been discussed with Trade Unions through the ELG, with presentations made by the Councils Mediation Team. This was further developed and supported by a training session delivered to 25 HR Officers and Trade Union Stewards as part of on-going partnership working arrangements. Following positive engagement and feedback further training will be developed to support managers on the revised Grievance Procedure.

- 9.2** Revisions to the grievance policy have also been discussed at the ELG meetings of 21st October and 18th November and agreed at the JCF of 11 December 2014.

10. Strategic Assessment

- 10.1** This report directly supports the Council's Strategic priority of supporting and retaining a committed and dynamic workforce

Vicki Rogers
Head of People & Transformation
Date: 11 January 2015

Person to Contact: Paul McGowan, HR & Workforce Development Manager,
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Appendices:	Appendix 1 – Revised Grievance Policy and Procedure.
Background Papers:	ACAS Code of Practice on disciplinary and grievance procedures
Wards Affected:	None

Grievance Policy and Procedure



Quick Reference - Associated Documents and Version Control

Title	Grievance Policy & Procedures
Version	4.0
Responsible	HR & Workforce Development Manager
Committee approval date:	
Date reported to JCF:	
Consultation with trades unions:	
Supersedes Version	3.0 – Updated 22 July 2011
Driver for change	Policy reviewed in recognition of the emphasis placed on the use of mediation by ACAS within dispute resolution and Employment Tribunal guidelines and in response to clarification sought by trades unions.
Legislative Context	
Date for Review	The Policy will be updated to incorporate any relevant change to legislation or best practice as required.
	<p>Agreed Corporate Services Committee –</p> <p>This policy replaces the policy agreed in July 2011. Updated January 2015 to reflect increased focus on mediation.</p>

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Grievance Policy

1. INTRODUCTION

- 1.1 West Dunbartonshire Council is committed to the fair and consistent treatment of all employees to create a positive and productive working environment.
- 1.2 This policy provides a clear and transparent framework for dealing with concerns or complaints which may arise as part of the working relationship.
- 1.3 It is in both the Council's and its employees' interests to follow a procedure by which issues can be raised, discussed and resolved quickly to the satisfaction of all concerned.

2. SCOPE

- 2.1 This Policy and procedure applies to Local Government Employees Chief Officers and Craft workers. Separate grievance policies and procedures exist for Teachers.
- 2.2 The Council will ensure that good equal opportunities practice underpins the operation of this policy and will apply to all employees irrespective of age, disability, gender re-assignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

3. KEY PRINCIPLES

- 3.1 West Dunbartonshire Council is committed to:
 - Providing a fair and consistent framework to enable employees to raise concerns regarding their employment.
 - Seeking early resolution to these concerns through relevant tools such as mediation
 - Investigating concerns raised by employees
 - Providing a justified outcome to employees and taking appropriate action
 - Providing employees with the right of appeal
 - Promoting partnership working

4. APPLICATION OF POLICY AND PROCEDURE

- 4.1 This policy will not be used in place of another West Dunbartonshire Council policy with separate complaint and appeal procedures, e.g.:
 - Disciplinary Policy and procedure
 - Attendance Management Policy
 - Job Evaluation Policy

- SWITCH Policy
- Internal Disputes Resolution Procedure
- Flexible Working Policy

In addition, matters covered by national and local agreements, payment of salary (relating to the administration of same) and where the resolution sought is outwith delegated authority will not be progressed through the Grievance Procedures. Such matters should be progressed as necessary directly with the Head of People & Transformation.

- 4.2** Where clarification is required as to the substance of the grievance or whether the resolution sought is within the delegated authority of the department or Appeals Committee advice should be obtained from the Council's Monitoring Officer before proceeding.
- 4.3** Where grievances relate to proposed changes to terms and conditions or working practices and continuation would not breach legislative provision, equality duties, Council Policy or otherwise adversely impact on service delivery, consideration will be given to allow current practice to continue while the matter is resolved. Reasons for any such consideration must be clearly stated on the grievance submission.

5. RESPONSIBILITIES

- 5.1** In order to ensure the fair and consistent application of the policy and procedure, all parties have responsibilities to:
- Adhere to the standards and procedures set out in the policy
 - Raise complaints and concerns quickly and seek to resolve issues informally
 - Co-operate in all attempts to resolve any matters
 - Work in partnership throughout the grievance procedure to achieve a positive outcome.
- 5.2** HR will support managers by providing advice and guidance on the application of the policy.
- 5.3** Trades Unions will work within the procedures set out in the policy to provide support and guidance to their members
- 5.4** Managers will keep a confidential file containing all relevant information. The case file should include:-
- A copy of the written grievance
 - Invitation Letters
 - Record of the Hearings agreed and signed by the employee
 - Investigation Reports
 - Outcome Letters including the rationale for decisions

- 5.5** Grievances will be treated with the highest degree of confidentiality by everyone involved in the process. Records will be treated as confidential and kept no longer than necessary in accordance with the Data Protection Act 1998.

6. SCHEME OF DELEGATION

- 6.1** Executive Directors have delegated responsibility for ensuring the consistent application of the grievance procedures within their department. Appendix 2 provides the Scheme of Delegation which identifies the level of Officer authorised to deal with grievances at each stage.

7. RIGHT TO BE REPRESENTED/ACCOMPANIED AT THE GRIEVANCE MEETING

- 7.1** Employees have a statutory right to be accompanied at the grievance hearing by a companion, who may be:
- a fellow worker
 - a trade union representative or official employed by a trade union
- 7.2** It will not be acceptable to request a specific companion who would not be available to attend the hearing, where this would prevent the hearing taking place within a reasonable timescale, if an alternative companion is more readily available. If the companion cannot attend on a proposed date, the employee can suggest an alternative date and time so long as it is reasonable and is not more than **5** working days after the original date.
- 7.3** The companion will be allowed to address the meeting, to put and sum up the employee's case, respond on behalf of the employee to any views expressed at the meeting and to confer with the employee during the meeting. The companion, however, cannot answer questions on behalf of the employee or address the meeting if the employee does not wish it.

8. REVIEW AND MONITORING

- 8.1** This Policy will be updated to incorporate any relevant change to legislation or best practice as required.

Grievance Procedure

1.0. INTRODUCTION

- 1.1** This procedure outlines the process to be undertaken when dealing with grievance issues.
- 1.2** Each stage of the grievance procedure should be dealt with within the timescales detailed at Appendix 1.

2.0. INFORMAL PROCEDURE

- 2.1** Employees are encouraged to discuss day-to-day issues with their line Manager in order that concerns can be raised and responded to as soon as possible.
- 2.2** An employee should indicate to their line Manager how they think the concern or problem could be resolved. The line Manager will seek to assist the employee to achieve a resolution to employee's concerns.
- 2.3** Where the issue cannot be resolved informally, the employee should be advised of the reasons for this and the procedure for raising the matter formally.

3 MEDIATION

- 3.1** Many kinds of dispute can be mediated if those involved want to find a way forward. Mediation should be considered at every stage but is most effective before positions become entrenched. Where mediation is not considered the reasons for this should be recorded.
- 3.2** Mediation is a voluntary and confidential form of dispute resolution involving an independent and impartial person. The overall aim of workplace mediation is to restore and maintain the employment relationship wherever possible. The focus is on working together to go forward. Any agreement comes from those in dispute and not the mediator.
- 3.3** Where mediation is deemed by both parties to be an appropriate method of resolving the dispute the grievance procedure can be held in abeyance. In-house trained mediators will be used.

4.0. FORMAL PROCEDURE

- 4.1** Where an informal approach is not appropriate, or the employee remains aggrieved having tried to resolve the matter informally, the employee should move promptly to the formal grievance procedure.

Stage 1

- 4.2** An employee wishing to raise a grievance formally must put their complaint in writing to their Head of Service and state that they are invoking the grievance procedure. Employees should clearly set out the nature of the grievance and indicate how they would wish the grievance to be resolved. When stating their grievance, employees should stick to the facts and avoid language which may be considered insulting or abusive. Where appropriate the aggrieved employee should set out the names of any witnesses.
- 4.3** On receipt of the written grievance, the Head of Service will appoint a Hearing Officer, in line with the scheme of delegation, who will arrange for the grievance to be heard. Mediation should be considered at this stage. Where mediation is not used, the reasons for this should be recorded. The Hearing Officer will consult with a member of HR before proceeding with the hearing. The grievance will be heard at a formal hearing which will normally take place within **10** working days of receipt of the employee's written grievance. Only in exceptional circumstances should the meeting take place outwith this time limit.
- 4.4** The Hearing Officer may adjourn the hearing to obtain further information to provide a decision. On occasion a formal investigation may be instructed to gather this information. Following the investigation the hearing will be reconvened as promptly as possible.
- 4.5** Within **5** working days of the hearing, the Hearing Officer will issue their decision in writing providing reasons for the decision, including any action to be taken to resolve the grievance.
- 4.6** If the grievance has not been upheld or at Stage 1 of the procedure the employee has the right of appeal. The appeal will be heard at Stage 2 in line with the scheme of delegation. Where the grievance has been partially upheld only the outstanding matters will be considered at Stage 2.

Stage 2

- 4.7** Mediation should be reconsidered at this stage. Where mediation is not used the reasons for this should be recorded.
- 4.8** The employee should submit their stage 1 Appeal to their Head of Service, within 10 working days of receipt of the Stage 1 outcome letter, and clearly set out elements of the stage 1 outcome that have not been satisfactorily resolved. Matters upheld at Stage 1 should not be included.
- 4.9** The Head of Service will appoint a Hearing Officer, in line with the scheme of delegation, who will arrange for the appeal to be heard. The Hearing Officer will consult with a member of HR who will attend the appeal hearing in an advisory capacity. The grievance will be heard at

a formal hearing which will normally take place within **10** working days of receipt of the employee's written appeal. Only in exceptional circumstances should the meeting take place outwith this time limit.

- 4.10** The Hearing Officer may require the attendance of relevant parties to the Stage 2 hearing. Where the employee intends to call a witness the Hearing Officer should be notified in advance of the hearing giving at least 2 days' notice.
- 4.11** The Hearing Officer may adjourn the hearing to obtain further information to provide a decision. On occasion a formal investigation may be instructed to gather this information. Following the investigation the hearing will be reconvened as promptly as possible.
- 4.12** Within **5** working days of the meeting, the Hearing Officer will issue their decision in writing, providing reasons for the decision including any action to be taken to resolve the grievance.
- 4.13** If the grievance has not been upheld at Stage 2 of the procedure the employee has the right of appeal. The appeal will be heard by the Council's Appeals Committee in line with the scheme of delegation. Where the grievance has been partially upheld only the outstanding matters will be considered at Stage 3.

Stage 3

- 4.14** Mediation should be reconsidered at this stage. Where mediation is not used the reasons for this should be recorded.
- 4.15** The employee should submit their stage 2 Appeal to the Head of People and Transformation within 10 working days of receipt of the Stage 2 outcome letter and clearly set out elements of the stage 2 outcome that have not been satisfactorily resolved. Matters upheld at Stage 1 and Stage 2 should not be included. The Head of People and Transformation will advise the department.
- 4.16** The employee will be advised in writing of the arrangements for the Appeals Committee Hearing at least 4 weeks in advance and will also be provided with the information that has been submitted to the committee 9 working days before the date of appeal.
- 4.17** The employee will have the right to be accompanied at the Appeals Hearing by a companion in line with section 7. The process to be followed at the Appeal Hearing is outlined in Appendix 3.
- 4.18** The decision of the Appeals Committee will be notified to the employee and confirmed in writing within **5** working days of the Hearing. The decision of the Appeals Committee is final.

5 OVERLAPPING GRIEVANCE AND DISCIPLINARY CASES

- 5.1** Where an employee raises a grievance during a disciplinary process the disciplinary process may be temporarily suspended in order to deal with the grievance. Where the grievance and disciplinary cases are related it may be appropriate to deal with both issues concurrently.

Appendix 1

TIMESCALES FOR GRIEVANCE PROCESS

It is important that, insofar as is possible, all parties should adhere to the required time-scales set out in this Grievance Policy and Procedure, and in particular that no party(ies) should cause there to be undue delay in a grievance being heard at any stage(s) of the procedure.

Person	Action	Timescale (working days) within:
	INFORMAL PROCESS	
Employee	Raise grievance informally	As soon as possible
Line Manager	Respond to informal grievance	5 days
	FORMAL PROCESS	
Employee	Raise grievance formally	5 days
Stage 1 Hearing Officer	Grievance hearing	10 days
Stage 1 Hearing Officer	Notification of outcome in writing	5 days
Employee	If progressing to Stage 2 - notification of Stage 2	As soon as possible but within 10 days
Stage 2 Hearing Officer	Stage 2 grievance hearing	10 days
Stage 2 Hearing Officer	Notification of outcome of Stage 2	5 days
Employee	If progressing to Stage 3 (Appeal) - notification	As soon as possible but within 10 days
Appeal Panel	Stage 3 Appeal- normally heard	8 weeks (subject to committee timetable)
Legal	Notification of appeal outcome	5 days

SCHEME OF DELEGATION

AUTHORITY TO TAKE ACTION FOR GRIEVANCE HEARINGS

Level of Action		Employees Grade 1-8 and Craft Workers	Section Head Grades 9-10	Service Managers Grades 11-12
Informal		Line Manager	Line Manager	Line Manager
Stage 1		Line Manager's Manager or equivalent level Manager	Line Manager's Manager or equivalent level Manager	Service Manager
Stage 2		Service Manager or equivalent level Manager or Head of Service	Service Manager or equivalent level Manager or Head of Service	Service Manager or equivalent level Manager or Head of Service
Stage 3 Appeal		Council Appeals Committee	Council Appeal Committee	Council Appeal Committee

This list is for illustrative purposes and levels may be changed to reflect structure arrangements.

Appendix 3

APPEALS COMMITTEE HEARINGS - GRIEVANCE APPEALS PROCESS

1. The Appellant or his/her representative will have set out in writing details of the grievance and the resolution sought on Form GR3. Matters upheld at Stage 1 and Stage 2 should not be included as part of Stage 3 Appeal.
2. On receipt of the scheduled Appeal Hearing date representatives of both parties will meet to agree which documents will be submitted jointly to support the case. This will normally be the correspondence relating to the case and will include relevant letters, notes of meetings etc.
3. The appellant will be invited to submit any additional information supporting their case no later than 15 working days prior to the scheduled Appeals Committee on the agreed template.
4. The responding department will be invited to submit a response to the case no later than 15 working days prior to the scheduled Appeals Committee on the agreed template.
5. Items 1-4 above will be issued to the parties and Members of the Committee 9 days prior to the hearing.
6. Additional documentation will only be considered by the Appeals Committee in exceptional circumstances and by agreement with the Appeals Panel Chair.
7. Subject to Paragraphs 19, the Appellant, his/her representative and Departmental representatives are entitled to be present at all times.
8. A Human Resources Adviser, and if required, a Legal Adviser will be present at all times to provide advice to the Committee on matters such as the procedure to be followed by the Committee, the policies of the Council and the range of decisions available to the Committee.
9. A person acting in an advisory capacity to the Appellant or his/her representative or to the departmental representative will also be allowed to be present provided that person is made known to the Committee prior to the commencement of the Hearing.
10. The Appellant or his/her representative will present his/her case and call such witnesses as may be required.
11. The departmental representative will have the opportunity to ask questions of the Appellant, his/her representative and any witnesses called by the Appellant or his/her representative.

12. The Members of the Committee will have the opportunity to ask questions of the Appellant, his/her representative and any witnesses called by the Appellant or his/her representative.
13. The Appellant or his/her representative will have the opportunity to ask further questions of any witnesses called by them to clarify points arising from questions from Management's representative and Members of the Committee. Should new material be introduced and be accepted by the Committee, the procedure will revert to Paragraph 10 above. New material will normally only be accepted where this information was not available at earlier stages of the process.
14. The departmental representative will present their case and call such witnesses as may be required.
15. The Appellant or his/her representative will have the opportunity to ask questions of the departmental representative and any witnesses called by Management.
16. The Members of the Committee will have the opportunity to ask questions of the departmental representative and any witnesses called by the department.
17. Management's representative will have the opportunity to ask further questions of any witnesses called by them to clarify points arising from questions from the Appellant, his/her representative and Members of the Committee. Should new material be introduced and be accepted by the Committee, the procedure will revert to Paragraph 10 above. New material will normally only be accepted where this information was not available at earlier stages of the process.
18. Management's representative and thereafter the Appellant or his/her representative will have the opportunity to sum up their case, introducing no new material.
19. The Appellant, his/her representative, Management's representative, any advisers to the parties and any witnesses will then withdraw from the meeting.
20. The Committee in the presence of the Legal Adviser (if required) and the Human Resources Adviser will then deliberate in private, only recalling, if necessary, the Appellant, his/her representative and Management's representative, together with any witnesses who may be required, to clarify points of uncertainty arising from evidence already given. If recall is necessary, both parties are to return even if only one is required to clarify the point giving rise to doubt.
21. The Committee will recall the Appellant, his/her representative and Management's representative and announce its decision which will be confirmed in writing to both parties.

22. The Committee will uphold or reject the Appeal. The form of the decision will be one of the following:-

- (i) The grievance has been found to be justified and the Appeal is upheld
- (ii) The grievance has been found to be justified in part and the Appeal is upheld to the extent that ...
- (iii) The grievance has not been found to be justified and the Appeal is not upheld.

WEST DUNBARTONSHIRE COUNCIL

Report by Executive Director of Corporate Services

Joint Consultative Forum: 11 February 2015

Subject: No Smoking Policy

1. Purpose

- 1.1** To update the Corporate Services Committee on agreed revisions to the No Smoking Policy.

2. Recommendations

- 2.1** The Committee is asked to agree the contents of the report and the attached No Smoking Policy.

3. Background

- 3.1** The Council's No Smoking Policy has been in place since 1999 and this revised policy has arisen from our legislative obligations imposed upon the Council in terms of the Smoking, Health and Social Care (Scotland) Act 2005 (The Act) and also taking recognition of the Scottish Government's Strategy on "Creating a Tobacco-Free Generation: A Tobacco Control Strategy for Scotland" published in March 2013.
- 3.2** The policy has also been updated to reflect the increased use of E – Cigarettes and provide guidance to employees on usage.
- 3.3** The Council currently holds the "Healthy Working Lives" Gold Award and the No Smoking Policy and strategy is central to this award and is audited on an on-going basis.

4. Main Issues

- 4.1** The Council seeks to set a good example in health promotion and to work towards national targets set to reduce the prevalence of smoking and to improve the health and fitness of our employees. As an employer we are committed to the Healthy Working Lives campaign, and will continue to introduce and promote policies which encourage a healthy lifestyle.

Consistency of Approach

- 4.2** Currently all NHS premises under the management of the CHCP prohibit smoking within their grounds. Prohibiting smoking within the grounds of WDC premises will provide a consistency of approach and avoid any confusion amongst staff groups while aspiring to meet the Scottish Government's Strategy on "Creating a Tobacco-Free Generation. In addition to employees

this policy will apply to anyone entering Council premises e.g. contractors, visitors and members of the public.

4.3 While recognising the choice of employees to smoke the policy objective of the Council aims to:-

- Provide all employees with a safe and healthy working environment
- Support employees who wish to stop smoking
- Encourage and assist every employee to adopt a healthy lifestyle
- Work with Health Board partners to support cessation initiatives

Prohibiting smoking within Council grounds together with the support mechanisms already in place may encourage employees to stop smoking and meet this objective.

E- Cigarettes

4.4 Over recent years the use of E Cigarettes has increased significantly. E-Cigarettes are not currently endorsed by the NHS as being a supportive method for smoking cessation unlike patches and other supports which can be offered by GP's. This is as a result of e-cigarettes currently being unregulated and without appropriate research having been carried out into the long term effects of the various products on the market. As such the provisions of the No Smoking Policy will apply to E – Cigarettes.

4.5 A copy of the revised No Smoking Policy is attached as Appendix 1.

5. People Implications

5.1 The review of this policy will ensure the provision of a safe environment for employees and customers, whilst ensuring compliance with Legislation

6. Financial Implications

6.1 There are no financial implications associated with this report.

7. Risk Analysis

7.1 No risk assessment is required.

8. Equalities Impact Assessment (EIA)

8.1 A high level Equality Impact Assessment has been carried out and found no negative impact to any protected characteristic in carrying out this exercise.

9. Consultation

9.1 The revisions to this policy have been discussed with Trade Unions through the Attendance Working Group and the Employee Liaison Group. Revisions to

the policy have also been discussed and agreed at the JCF of 11 December 2014.

10. Strategic Assessment

- 10.1** This report directly supports the Council's Strategic priority of supporting and retaining a committed and dynamic workforce

Vicki Rogers
Head of People & Transformation
Date: 11 January 2015



Person to Contact: Paul McGowan, HR & Workforce Development Manager,
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Appendices: Appendix 1 – Revised No Smoking Policy
Background Papers: “Creating A Tobacco-Free Generation: A Tobacco
Control Strategy for Scotland”

Wards Affected: None

Creating a smoke free environment
NO SMOKING POLICY

Quick Reference - Associated Documents and Version Control

Title	No Smoking Policy
Version	3.0
Responsible	HR & Workforce Development Manager
Committee approval date:	
Date reported to JCF:	
Consultation with trades unions:	
Supersedes Version	2.0 – Updated October 2010
Driver for change	Compliance with Scottish Government's National Strategy on "Creating A Tobacco-Free Generation: A Tobacco Control Strategy for Scotland"
Legislative Context	<p>The Policy and Procedure complies with the following Legislation:</p> <ul style="list-style-type: none"> • Health and Safety at Work Act, 1974 • The Safety & Health of Pregnant Workers Act (Directive 92/85/EEC) • Smoking, Health and Social Care (Scotland) Act 2005 • Prohibition of Smoking in Certain Premises (Scotland) Regulations 2006 <p>This policy is supported by a range of Council Initiatives:</p> <p>Healthy Working Lives Smoking Cessation Classes Promotion of Health and Wellbeing</p>
Date for Review	The Policy will be updated to incorporate any relevant change to legislation or best practice as required.
  <small>INVESTOR IN PEOPLE</small>	<p>Agreed Corporate Services Committee –</p> <p>This policy replaces the policy agreed in February 2006 Updated October 2010 with regard to Equality Act 2010 and updated September 2014 with regard to Scottish Government's National Strategy "Creating A Tobacco-Free Generation: A Tobacco Control Strategy for Scotland"</p>

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No Smoking Policy - Creating a smoke free environment -

1.0 INTRODUCTION

- 1.1** The Council will ensure that good equal opportunities practice underpins the operation of this policy and will apply to all employees irrespective of age, disability, gender re-assignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 1.2** The Council seeks to set a good example in health promotion and to work towards national targets set to reduce the prevalence of smoking and the incidence of diseases caused by tobacco smoke and to improve the health and fitness of our employees. As an employer we are committed to the Healthy Working Lives campaign, and will introduce and promote policies which encourage a healthy lifestyle.
- 1.3** The Council also recognises the health risks associated with tobacco use, not only for smokers but also the effects of second hand smoking on non-smokers. Second hand smoking – inhaling other people’s tobacco smoke is a particular issue for the workplace and the Council has a duty of care under the Health and Safety at Work Act, 1974 and the Safety & Health of Pregnant Workers Act (Directive 92/85/EEC) to:
- maintain a safe and healthy working environment;
 - protect the health of employees, and not to subject them to hazardous environments and materials;
 - ensure that employees understand their responsibilities to take reasonable care of the health and safety of other people.
- 1.4** The Council’s No Smoking Policy has been in place since 1999 and this revised policy has arisen from our legislative obligations imposed upon the Council in terms of the Smoking, Health and Social Care (Scotland) Act 2005 (The Act) and also taking recognition of the Scottish Government’s Strategy on “Creating a Tobacco-Free Generation: A Tobacco Control Strategy for Scotland” published in March 2013. The Act banned the smoking of tobacco and tobacco related products in enclosed public places from 26 March 2006 and the Scottish Government’s Tobacco Control Strategy aims to reduce the number of people in Scotland who smoke by 2035.
- 1.5** The Council has also sought to reduce the risk posed from second hand smoking when entering council premises and prohibited smoking at all entranceways to council premises and where no smoking signs are present.
- 1.6** In addition, the Scottish Government published their Strategy paper in March 2013 - “Creating A Tobacco-Free Generation: A Tobacco Control Strategy for Scotland” which all Local Authorities are encouraged to support and states that:

“All Local Authorities should implement fully smoke free policies across their properties and surrounding grounds”.

([Scotland.Gov.Uk Creating a Tobacco-Free Generation: A Tobacco Control Strategy for Scotland](#))

- 1.7** Failure to enforce the smoking ban is a criminal offence. All elected members and employees have a legal duty to comply with this law. Anyone can notify the enforcing authority that a smoking ban is being ignored. The person smoking will be asked to leave the premises. Managers have a duty to ensure their employees/clients/visitors comply with this law. The Council may be fined £200 for permitting smoking on no-smoking premises and not displaying appropriate warning signage. In addition employees/clients/visitors may be fined £50 for smoking in no-smoking premises.
- 1.8** Employees are required, as part of the Council’s Code of Conduct to support the Council in implementing this policy. Where an employee ignores this policy the Council will view this as an act of misconduct to be further considered through the agreed Disciplinary Procedures.

2.0 POLICY OBJECTIVES

- 2.1** The Council is committed to promoting healthy living and non-smoking as its normal culture by establishing a smoke-free environment for all employees, and being sensitive to the needs of those who smoke by offering support to those wishing to give up smoking.

Procedures will be put in place to achieve the following policy objectives:-

- Provide all employees with a safe and healthy working environment
- Support employees who wish to stop smoking
- Encourage and assist every employee to adopt a healthy lifestyle
- Work with Health Board partners to support cessation initiatives

3.0 KEY PRINCIPLES

- 3.1** The aim of the Policy is to ensure a smoke free environment in compliance with The Smoking, Health and Social Care (Scotland) Act 2005 and the Prohibition of Smoking in Certain Premises (Scotland) Regulations 2006 which came into effect on 26 March 2006 and from 31st March 2015 to comply with the Scottish Government’s National Strategy on “Creating a Tobacco-Free Generation: A Tobacco Control Strategy for Scotland”.
- 3.2** The law and the National Strategy have been introduced to save lives and prevent diseases caused by second hand smoking.
- 3.3** Smoking is prohibited within all Council premises, at or near the main entranceways to Council premises; in Council vehicles and from 31st March 2015 smoking will be prohibited within the surrounding grounds of all Local Authority

buildings. Employees will also not be permitted to smoke in their cars if their car is parked in a Council car park. In addition, where an employee is using their own vehicle for business purposes and is carrying other employees/clients as passengers, they should not smoke. This prohibition also includes all previously designated smoking areas and shelters.

- 3.4** All public buildings including surrounding grounds will be smoke free, including schools, community centres, libraries, leisure facilities, public halls and theatres – this is also applicable to public lets. Managers in these areas will have a duty to ensure that this policy is being applied by anyone entering our premises e.g. contractors, visitors and members of the public.

E-Cigarettes

- 3.5** E-Cigarettes are not currently endorsed by the NHS as being a supportive method for smoking cessation unlike patches and other supports which can be offered by GP's. This is as a result of e-cigarettes currently being unregulated and without appropriate research having been carried out into the effects of the product.

The same restrictions apply to e-cigarettes as with normal cigarettes in that employees are not permitted to use e-cigarettes within Council premises, at or near the main entranceways to Council premises, Council vehicles or within the grounds of any Local Authority Buildings. In addition, where an employee is using their own vehicle for business purposes and is carrying other employees/clients as passengers, they should not use e-cigarettes. This prohibition includes all previously designated smoking areas and shelters.

The prohibition of the use of e-cigarettes also applies to all public buildings including schools, community centres, libraries, leisure facilities, public halls and theatres – this is also applicable to public lets. Managers in these areas will have a duty to ensure that this policy is being applied by anyone entering our premises e.g. contractors, visitors and members of the public.

3.6 Statutory Exemptions:

Exemptions to the Act can apply in the following circumstances:

- **Council Care Homes.** The regulations allow for the provision of designated smoking rooms for residents. Smoke-free Scotland Guidance, December 2005, views that smoking rooms are for residents only not staff or visitors. However, the law does not oblige the Council to create such rooms and this will be an operational matter for the Executive Director of Community Health and Care Partnership (CHCP).
- **Outdoor work locations.** Smoking will only be permitted during recognised breaks. Whilst the Council would encourage employees not to smoke for health reasons, it recognises that this is a matter of personal choice. Employees must not smoke where this affects their ability to carry out their

duties in a safe manner. Where an employee requires to smoke during a break (i.e. lunch time or other statutory break/s) they must ensure they smoke out with the surrounding grounds of all Council buildings.

- **Client Homes.** The council will adopt the Smoke-free Scotland, national guidance on smoking policies for the NHS, Local Authorities and Care Service providers (Dec 2005). This can be found www.clearingtheairscotland.com, the Council's Intranet and hard copies can be requested from HR Connect. Employees concerned about working in the homes of clients, who smoke, will always be handled in a sensitive manner. The Manager will undertake a risk assessment and take appropriate action to eliminate/minimise any risk identified. Employees will be expected to work in partnership with their manager to identify a suitable solution.

4.0 PROMOTING A HEALTHY WORKPLACE AND LIFESTYLE

4.1 Council Actions – The Council will:-

- Provide a safe environment for employees and customers, whilst ensuring compliance with Legislation in that the Council will ensure there is a Council wide ban on smoking within all Council premises, including the surrounding grounds of Council Buildings, at or near all entranceways to council premises and in all Council vehicles.
- Display notices indicating that the location is smoke free and notices will be displayed in public spaces within Council premises and vehicles.
- Promote and offer a comprehensive range of support and assistance to employees who wish to stop smoking. In partnership with NHS Greater Glasgow and Clyde and West Dunbartonshire Community Health and Care Partnership (CHCP). WDC provides access to smoking cessation groups or one-to-one support with a dedicated specialist.
- Employees are entitled to paid leave to attend Council recognised smoking cessation support groups. Employees can contact the local Smokefree Service on smokefreewd@ggc.scot.nhs.uk, text "QUIT" to 83123 or phone 01389 744650, or contact Smokeline on 0800 84 84 84 (8am - 10pm, 7 days a week) or use the online webchat at <http://www.canstopsmoking.com/>
- Smokers are more likely to be successful at quitting if they use NRT (nicotine replacement therapy) and/or other medication such as bupropion hydrochloride (Zyban) or varenicline (Champix). In addition, a smoker is four times more likely to be successful with support from a group
- Identify ways to recognise the achievement of those who have successfully stopped smoking.
- In partnership with NHS Glasgow and the Community Health and Care Partnership (CHCP), introduce health promotions which encourage employees to adopt a balanced lifestyle and identify and address personal health problems through awareness leaflets and information on the internet/intranet site.

- Develop partnerships with other agencies and bodies to promote health improvement initiatives and promote these throughout the organisation
- Work towards the achievement and maintenance of Healthy Working Lives – Health in the Workplace Award.
- Encourage employees to take up West Dunbartonshire Leisure Trust's Passport to Leisure Scheme or discounted fitness membership so that employees can benefit from the ability to access fitness & lifestyle assessments.
- Work with the trade unions to gain support for health improvement initiatives.

4.2 Employee Action:-

- Employees should be aware of and comply with their obligations under the Smoking, Health and Social Care (Scotland) Act 2005 and the Council's No Smoking Policy.
- Consider utilising the support services available that will assist them to stop smoking, when they are ready to do so.
- Participate in activities and promotions to improve their own health.

5.0 POLICY IMPLEMENTATION

- 5.1** Executive Directors and Heads of Service will ensure appropriate plans are in place to address operational matters arising from the Smoking, Health and Social Care (Scotland) Act 2005 (The Act) and from Scottish Government Strategy on "Creating A Tobacco-Free Generation: A Tobacco Control Strategy for Scotland".
- 5.2** Managers will be responsible for ensuring the Policy is implemented within their area. Guidance will be provided for Managers and staff on an ongoing basis and to all new employees through the Safety Basics Training Course. This will assist with effective implementation of the Policy.
- 5.3** The revised Policy will be communicated to all employees and will be made available on the Intranet site.
- 5.4** Advice and guidance is available by contacting HR Connect on 01389 737373.

6.0 REVIEW

- 6.1** The Policy will be updated to incorporate any relevant change to legislation or best practice as required.

WEST DUNBARTONSHIRE COUNCIL

Report by Executive Director of Corporate Services

Corporate Services Committee: 11th February 2015

Subject: Shared Parental Leave Policy

1. Purpose

- 1.1** To update the Corporate Services Committee on the introduction of the Shared Parental Leave Policy as a result of the Shared Parental Leave Regulations 2014.

2. Recommendations

- 2.1** The Corporate Services Committee is asked to:
 - (1) Note the contents of the report, and
 - (2) Approve the introduction of the Shared Parental Leave Policy

3. Background

- 3.1** Shared Parental Leave (SPL) is a statutory entitlement available to eligible parents of babies due, or children placed for adoption, on or after 5 April 2015. It allows parents to choose how to share the care of their child during the first year of birth or adoption.

4. Main Issues

- 4.1** The amount of leave available as SPL is calculated using the mother's entitlement to maternity/adoption leave, which allows parents to take up to 52 weeks' leave (less the mandatory 2 weeks for the mother). If the mother reduces her maternity/adoption leave entitlement then she and/or her partner may opt-in to the SPL system and take any remaining weeks as SPL.
- 4.2** Any SPL taken by the partner would be paid at Statutory Shared Parental Pay (ShPP), currently £138.18 a week or 90% of average weekly earnings, whichever is the lower sum).
- 4.3** Shared Parental Leave should not be confused with ordinary parental leave, which is unaffected by shared parental leave. Ordinary parental leave is the entitlement to up to 18 weeks' unpaid leave. (The Council provides a separate policy on ordinary parental leave).
- 4.4** This scheme outlines the rights, obligations and entitlements including pay and leave provisions for Local Government Employees, Craft Operatives,

Teachers and Chief Officials. This policy applies in relation to employees, whether they are the mother or partner.

4.5 SPL can only be used by two people and they must share the main responsibility for the care of the child at the time of the birth/placement for adoption. The eligibility criteria are different for employees and their partner.

4.6 In addition to meeting the eligibility requirements for SPL, an employee seeking to claim ShPP must further meet the criteria below:

- The mother/adopter must be/have been entitled to statutory maternity/adoption pay or maternity allowance and have reduced their maternity/adoption pay or maternity allowance period.
- Employee must intend to care of the child during the week in which ShPP is payable.
- Employee must remain in continuous employment until the first week of ShPP has begun.

5. People Implications

5.1 The Council is committed to providing the opportunity for employees to achieve a balance between their caring obligations and work requirements. The introduction of Shared Parental Leave will have a positive impact on employees.

6. Financial Implications

6.1 There are no direct financial implications associated with this report.

7. Risk Analysis

7.1 It was not necessary to carry out a risk assessment.

8. Equalities Impact Assessment (EIA)

8.1 An EIA screening has been completed which identified no equalities impact on any specific equalities group.

9. Consultation

9.1 The introduction of the Shared Parental Leave Policy is a legislative requirement and was discussed at the ELG on 16 December 2014 and agreed at the ELG of 20th January 2015.

10. Strategic Assessment

10.1 This report directly supports the Council's Strategic priority of developing and retaining a committed and dynamic workforce.

Vicki Rogers
Head of People & Transformation
Date: 9 January 2015

Person to Contact: Paul McGowan, HR & Workforce Development Manager,
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Appendices: Appendix 1 – Shared Parental Leave Policy

Background Papers: None

Wards Affected: None

Shared Parental Leave

Implementation Date:



Quick Reference - Associated Documents and Version Control

Title	Shared Parental Leave Scheme
Version	Version 1
Responsible	HR & Workforce Development Manager
Committee approval date:	
Date reported to JCF:	
Consultation with trades unions:	
Supersedes Version	Not Applicable
Driver for change	New legislation introduced on Shared Parental Leave
Legislative Context	<p>Law that relates to this Scheme and supporting Guidance:</p> <ul style="list-style-type: none"> • The Shared Parental Leave Regulations 2014 • The Shared Parental Pay (General) Regulations 2014 • The Maternity and Adoption Leave (Curtailed of Statutory Rights to Leave) Regulations 2014 • Employment Rights Act 1996 • Child and Families Act 2014 • Equality Act 2010
Date for Review	As deemed necessary

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SCHEME: Shared Parental Leave

1. INTRODUCTION

- 1.1 Shared Parental Leave (SPL) is a statutory entitlement available to eligible parents of babies due, or children placed for adoption on or after 5 April 2015. It allows parents to choose how to share the care of their child during the first year of birth or adoption.
- 1.2 The amount of leave available as SPL is calculated using the mother's entitlement to maternity/adoption leave, which allows them to take up to 52 weeks' leave. If the mother reduces her maternity/adoption leave entitlement then she and/or her partner may opt-in to the SPL system and take any remaining weeks as SPL.
- 1.3 Any SPL taken by the partner would be paid at Statutory Shared Parental Pay (ShPP).
- 1.4 Shared Parental Leave should not be confused with ordinary parental leave, which is unaffected by shared parental leave. Ordinary parental leave is the entitlement to up to 18 weeks' unpaid leave. (The Council provides a separate policy on ordinary parental leave).
- 1.5 This scheme outlines the rights, obligations and entitlements including pay and leave provisions for Local Government Employees, Craft Operatives, Teachers and Chief Officials. This policy applies in relation to employees, whether they are the mother or partner.

2 COMMONLY USED TERMS

- 2.1 The terms and definitions listed below are used throughout this document:
 - **Partner** – the child's biological father or the partner of the mother. This can be a spouse, civil partner or a partner who is living in an enduring relationship with the mother and the child.
 - **Qualifying Week** - is the 15th week before the expected week of child birth.
 - **Expected Week of Child birth** - is the week, beginning with midnight on Saturday/Sunday, in which the Maternity Certificate (MAT B1) indicates the employee's baby is due.
 - **Childbirth** - means the birth of a living child or a stillbirth after a pregnancy lasting at least 24 weeks.
 - **Continuous Service** - for the purposes of SPL, continuous service will include continuous previous service with any public authority to which the Redundancy Payments (Continuity of Employment in Local Government, etc) (Modification) Order 1999 applies.
 - **Continuous Leave** – a period of leave that is take in one block e.g. four weeks' leave.

- **Discontinuous Leave** – a period of leave that is arranged around weeks where the employee will return to work e.g. an arrangement where an employee will work every other week for a period of three months.
- **SPLIT day** – Shared Parental Leave in Touch Day.
- **SPL** – Shared Parental Leave
- **ShPP** – Statutory Shared Parental Pay
- **Curtail** – where an eligible mother brings their maternity leave, and if appropriate, pay or allowance entitlement to an end earlier. This is sometimes referred to as reducing the maternity leave period or reducing the maternity pay or Maternity Allowance period.

3 KEY PRINCIPLES

3.1 Eligibility for SPL

- 3.1.1 SPL can only be used by two people and they must share the main responsibility for the care of the child at the time of the birth/placement for adoption. The eligibility criteria are different for employees and their partner.

Eligibility Requirements for Mother:

- 3.1.2 Be employed continuously for at least 26 weeks by the end of the 15th week before the due date (or by the date of matching with an adopted child).
- 3.1.3 Continue to be employed by the Council during the period of SPL.
- 3.1.4 Earned at least £111 a week on average for 8 weeks prior to the 15th week before the due date or date of matching.

Eligibility Requirements for Mothers Partner:

- 3.1.5 The mother must have ended or given notice to end maternity/adoption leave prior to the commencement of the SPL. Where there is no entitlement to maternity/adoption leave there must be an entitlement to statutory maternity/adoption pay or maternity allowance.
- 3.1.6 During the 66 weeks before the due date they must have been working for 26 weeks (these do not need to be continuous).
- 3.1.7 Earnings must have been at least £30 a week on average in 13 of 66 weeks.
- 3.1.8 The Council may, within 14 days of the SPL entitlement notification being received, request further evidence of eligibility:

- The name and business address of the partner's employer (where the employee's partner is no longer employed or is self-employed their contact details must be given instead)
- In the case of biological parents, a copy of the child's birth certificate (or where one has not been issued, a declaration as to the time and place of birth)
- In the case of adoption, documentary evidence of the name and address of the adoption agency, the date on which they were notified of having been matched with the child and the date on which the agency expects to place the child for adoption.

3.2 Eligibility for Statutory Shared Parental Pay

3.2.1 In addition to meeting the eligibility requirements for SPL, an employee seeking to claim ShPP must further meet the criteria below:

- The mother/adopter must be/have been entitled to statutory maternity/adoption pay or maternity allowance and have reduced their maternity/adoption pay or maternity allowance period.
- Employee must intend to care of the child during the week in which ShPP is payable.
- Employee must remain in continuous employment until the first week of ShPP has begun.
- Proper notification, in accordance with guidance set out at 4.2.

4 SHARED PARENTAL LEAVE PROCEDURES

4.1 Discussions regarding Shared Parental Leave

- 4.1.1 Any employee considering taking SPL is encouraged to discuss their potential entitlement and plans with their line manager as early as possible to identify what support can be put in place.
- 4.1.2 These discussions should detail the leave proposed and what will happen while the employee is away from work. Where it is a request for discontinuous leave the discussion may also focus on how the leave proposal could be agreed, whether a modified arrangement would be agreeable to the employee and the Council and what the outcome may be if no agreement is reached.

4.2 Notification Procedures

- 4.2.1 Employees who intend to take SPL must give their line manager notification of their entitlement and intention to take SPL. This must be done at least eight weeks prior to any period of SPL.

- 4.2.2 This notification must be in writing and the employee and their partner must also provide signed declarations that they meet the eligibility criteria. The “Application for Shared Parental Leave” (Appendix 1) can be used for this purpose by both the employee and their partner.
- 4.2.3 Where there is suspicion that fraudulent information has been provided or where the HMRC have advised that there is a fraudulent claim the Council will investigate the matter in line with the Disciplinary Policy and Procedure.

4.3 Compulsory Maternity Leave & Risk Assessment

- 4.3.1 The mother must take 2 weeks compulsory maternity leave. This increases to 4 weeks for certain types of manual posts. A risk assessment will be undertaken by the manager and the mother to ensure that they are not exposed to any significant risk.
- 4.3.2 Eligible mothers can opt to curtail their maternity leave and the remaining 50 weeks (or 48 weeks for those manual posts) can be allocated as SPL. The mother should set out when proposes to end her maternity leave (unless they have already returned from maternity leave) by giving notice of curtailing her maternity leave.

4.4 Statutory Shared Parental Pay (ShPP)

- 4.4.1 Eligible employees may be entitled to take up to 37 weeks ShPP while taking SPL. The eligibility criteria are set out at 3.2.
- 4.4.2 A mother, subject to certain criteria, will be entitled to statutory maternity/adoption pay or maternity allowance for up to 39 weeks. If the mother gives notice to reduce their entitlement before they will have received it for 39 weeks then any remaining weeks could become available as ShPP.
- 4.4.3 ShPP may be payable during some or all of SPL, depending on the length and timing of the leave.
- 4.4.4 In order to receive ShPP employees need to give at least eight weeks notice indicating eligibility. Employees can use the pro forma “Application for Shared Parental Leave” (Appendix 1) to ensure that they are providing all necessary information.
- 4.4.5 Any ShPP due will be paid at the rate set by the Government for the relevant tax year.

4.5 Booking Shared Parental Leave

- 4.5.1 In addition to notifying the Council of entitlement to SLP/ShPP, an employee must also give, in writing, at least eight weeks notice to take the leave. In many cases, notice to take leave will be given at the same time as the notice of entitlement to SPL.
- 4.5.2 SPL can only be taken in blocks of 4 complete weeks but can begin on any day of the week.

- 4.5.3 An employee has the right to submit three notifications specifying leave periods they intend to take.
- 4.5.4 A notice to book SPL must be in writing, dated and clearly set out what leave the employee intends to take.
- 4.5.5 Any leave notifications will be dealt with as soon as possible with a response being provided no later than 14 calendar days from the date the leave request was received. The employee will be notified, in writing, of the decision.
- 4.5.6 Form “Shared Parental Leave Notifications” Appendix 2 can be used to book either continuous leave or discontinuous leave.

Continuous Leave Notifications

- 4.5.7 Employees have the right to take a continuous block of 4 weeks leave notified in a single notification, so long as it does not exceed the total number of weeks of SPL available to them. All requests for continuous periods of leave will be accepted.

Discontinuous Leave Notifications

- 4.5.8 A notification for SPL may contain a request for two or more periods of blocks of four weeks of discontinuous leave; where the employee intends to return to work between periods of leave. All requests for discontinuous periods of leave will be considered.

Responses to Leave Notifications

- 4.5.9 The employee will be informed in writing of the decision of the leave notification as soon as reasonably practicable, but no later than 14 days after the leave notification was made.
- 4.5.10 The request may be granted in full or in part; it may be that the manager proposes a modified version of the request.
- 4.5.11 Where there are issues with accommodating the request with service delivery requirements the line manager will try and agree a modified request with the employee that meets both the employee’s requirements and those of the Council. The line manager will have the right to refuse a discontinuous leave request and each case will be considered on a case-by-case basis. Agreeing to one request will not set a precedent or create the right for another employee to be granted a similar pattern of SPL.
- 4.5.12 If a leave pattern is refused the employee can withdraw it within 15 days of giving it, or can take the leave in a single continuous block.

Varying Agreed SPL

- 4.5.13 Employees can vary or cancel agreed and booked periods of SPL, provided that they do so, in writing, at least eight weeks before the date of any variation. Any new start date cannot be earlier than eight weeks from the date of the variation.

- 4.5.14 Any variation or cancellation will count as a new notification except where this is as a result of the child being born early or the Council requesting the leave be changed.

4.6 Revocation of Maternity Leave Curtailment Notice

- 4.6.1 The mother can withdraw her notice curtailing her maternity leave in limited circumstances. This must be done in writing and can only be given if the mother has not returned to work. The mother can withdraw her maternity leave curtailment notice if:

- It is discovered that neither the mother nor the partner are entitled to shared parental leave or statutory shared parental pay and the mother withdraws her curtailment notice within eight weeks of the date on which the notice was given.
- The maternity leave curtailment notice was given before the birth of the child and the mother withdraws her curtailment notice within six weeks of the child's birth
- The partner has died.

4.7 Terms and Conditions of Employment

- 4.7.1 During the period of SPL, the employee's contract of employment continues.
- 4.7.2 Pension contributions will continue to be made during any period when the employee is receiving ShPP, but not during any period of unpaid SPL.

4.8 Annual Leave/Public Holidays

- 4.8.1 Annual leave continues to accrue throughout SPL. Annual leave should, wherever possible, be taken in the year that it is earned. Where SPL overlaps two leave years employees should consider how their annual leave entitlement can be used to ensure that it is not untaken at the end of the leave year.

4.9 Maintaining Contact/Shared Parental Leave in Touch Days (SPLIT)

- 4.9.1 Before the SPL begins the line manager will make arrangements for keeping in touch during the leave. This can be to keep the employee informed of any changing circumstances at work.
- 4.9.2 Employees can agree to work for the Council or attend training for up to 20 days during SPL without bringing their period of SPL to an end or impacting on their right to claim ShPP for that week. These are known as Shared Parental Leave in Touch Days (SPLIT) and cover any work carried out on a day or part of a day. The Council has no right to require the employee to carry out any work, and is under no obligation to offer any work.
- 4.9.3 Full pay will be paid for any day worked as SPLIT. If an employee is receiving ShPP, this will be "topped up".

- 4.9.4 An employee may request to use SPLIT days to have a phased return to work at the end of a long period of SPL or to trial a possible flexible working pattern.

4.10 Return to Work

- 4.10.1 The end date of any period of SPL will be advised in writing by the line manager, following agreement to take this leave. The employee is expected to return on the next working day after this date, unless they notify the Council otherwise.
- 4.10.2 If an employee is unable to physically return to work due to sickness or injury, normal sickness absence reporting procedures will apply. Late return without following normal reporting procedures or prior authorisation will be treated as unauthorised absence.
- 4.10.3 Should an employee wish to return to work earlier than the expected return date, they may provide written notice to vary the leave and give the Council at least eight weeks notice of their date of early return. This will count towards the three notifications that an employee has and if they have already used their three notifications to book and/or vary leave then the Council does not have to accept the notice to return early but may do so if it is considered reasonably practicable to do so.
- 4.10.4 Employees are entitled to return to the same job if the aggregate total statutory maternity/paternity/adoption leave and SPL amounts to 26 weeks or less, they will return to the same job. The same job is the one that they occupied immediately before commencing their leave, on the same terms and conditions of employment as if they had not been absent.
- 4.10.5 If their maternity/paternity/adoption leave and SPL is more than 26 weeks in aggregate, the employee is entitled to return to the same job they held before commencing the last period of leave or, if this is not reasonably practicable, to another job which is both suitable and appropriate and on terms and conditions no less favourable.

WEST DUNBARTONSHIRE COUNCIL

Report by Executive Director of Corporate Services

Corporate Services Committee: 11 February 2015

Subject: Corporate Services Attendance Management: Quarter 3 (October – December 2014)

1. Purpose

- 1.1** The purpose of this report is to advise Committee on attendance within Corporate Services and provide a summary of the absence statistics for quarter 3 (October – December 2014).

2. Recommendations

- 2.1** It is recommended that the Committee note the content of the report and the attendance results for the quarter, namely an decrease of 6.1% when compared to the same period last year (2013/14 – 2.79 FTE days, 2014/15 – 2.62 FTE days).

3. Background

- 3.1** Improving attendance at work is a key strategic priority for the Council requiring commitment from elected members, Corporate Management Team, Trade Unions, individual managers and employees.
- 3.2** The Council has made a commitment to improving attendance levels by setting ambitious targets of reducing days lost for Local Government Employees to 7 FTE days lost by 2017.
- 3.3** The 2014/15 target for Corporate Services (Local Government Employees) has been set at 9 FTE days lost.
- 3.4** Recent results published by Audit Scotland ranks West Dunbartonshire Council 32nd out of 32 Councils for absence. (2013/14 performance results) This is despite an improvement on the previous years' absence.

4. Main Issues

Quarter 3 Performance

- 4.1** Appendix 1 shows Quarter 3 absence data for Corporate Services. Corporate Services absence for Q3 was 2.62 FTE days lost which represents a 6.1% decrease compared to the same period last year. Quarter 2 this year reported a significant increase compared to the same period last year (41%), therefore

the Q3 result represents a marked reversal in the results reported earlier in the year. Taking into account results for the first 9 months of the financial year, the projected year end result is 10.19 FTE days lost per employee. Table 1 shows the service breakdown across Corporate Services. LD&RS represented the highest proportion of absence with 31.8% followed by Customer & Community Services (26.8%) and Finance & Resources (23.2%).

Table 1 – Service Breakdown. Q3 (2014/15)

Service Area	Days Lost FTE	% of CS Absence
CE/CS Management & Admin	0	0
Corporate Communications	0.39	3.6
Customer & Community Services	2.93	26.8
Finance & Resources	2.54	23.2
Legal, Democratic and Regulatory Services	3.48	31.8
People & Transformation	1.59	14.5

Quarter 3 – Absence Duration

- 4.2** Across Corporate Services, long term absence is the predominant duration with 52.2% of days lost in this category. This is a significant shift from the position at the end of Quarter 2 (61.4%) suggesting that actions taken to address long term absence are taking effect. At the end of Quarter 3 (December 2014), 56 Corporate Services employees were absent from work a significant decrease from Q2 results (84). This is particularly significant given that Quarter 3 absence is historically the highest month for absence.

Quarter 3 – Absence Reasons

- 4.3** In Q3, the most common reasons for days lost within Corporate Services were Acute Medical Conditions (27.5%), Minor Illness (24.8%) Stress (17.5%). Of note is the significant reduction in stress related absence which was the second highest reason for absence in Quarter 2 with 24% of all days lost. A rise in minor illness is not unexpected at this time of year, however managers across Corporate Services continue to focus upon solutions to avoid absence for minor illness. The results for Acute Medical Conditions is consistent with the relatively high instance of serious illness, including cancer, and managers continue to manage cases sensitively while seeking a positive outcome.

Corporate Services Actions

- 4.4** The following actions are being progressed within Corporate Services in an attempt to reduce sickness absence:
- Communication from the Executive Director to all Corporate Services employees
 - Introduction of Short Term Leave (Personal Days)
 - Case conference for long term cases
 - Working Well Together Workshops (wash up)

- Stress Workshops (Currently 95 managers booked to attend)
- Focus upon day one reporting and contact with line manager
- Focus upon absence where other HR issue is present (grievance, disciplinary etc)
- Monthly Director's Brief highlighting all absence cases
- Director and Head of Service attendance at team meetings promote effective absence management
- Encouraging managers and employees to be flexible and to consider other options before absence

Attendance Working Group

4.5 The Attendance Working Group continues to meet on a regular basis to develop initiatives and interventions to support employee attendance at work. The Attendance Working Group recognises that novel and potentially contentious initiatives may be required to bring about a reduction in days lost due to sickness absence. Initiatives currently being implemented are:

- Next phase of the Working Well Together communication campaign
- Extension of the Council's Smoking policy to include a ban on smoking (and related products) within the grounds of Council buildings (March 2015)
- Extension of the Short Term Leave scheme (Personal Days) in Homecare (Already implemented in Corporate Services)
- Re-tendering of the Occupational Health service
- Improved communication of absence data across the Council
- Induction Training / Workshops for employees using e-learn
- Cancer Support Policy and support for managers from MacMillan team.

5. People Implications

5.1 Absence impacts not only those who are absent from work due to illness or injury but also those remaining at work. The absence levels experienced within our services leads to significant additional burdens on our attending workforce. Striving to reduce absence through the appropriate support to those with health issues as well as ensuring that we provide the right assistance to those at work is fundamental to the successful achievement of our annual target.

6. Financial Implications

6.1 Significant absence levels impact on the Council in terms of cost, service delivery and motivation. In Quarter 3, Corporate Services lost a total of 1388 FTE working days of productivity to sickness absence which compares favourably with Q3 last year (1545) and in Q2 this year (1545). It is estimated that the cost of absence for Q3 was £163784. This figure does not take into

account the indirect costs of absence such as overtime, loss of productivity, reduced team performance.

7. Risk Analysis

- 7.1** Compared with last year's absence, this year's absence continues to give cause for concern. Although Quarter 3 reported a positive performance, it may not be enough for Corporate Services to achieve target. Without continued, focused intervention the year end result may not achieve target and could contribute adversely to the overall performance of the Council.

8. Equalities Impact Assessment (EIA)

- 8.1** An Equalities Impact Assessment Screening has been undertaken and noted that a high level of employees on long term sickness absence will be covered by the Equality Act 2010. Measures to mitigate impact include reasonable adjustments, introduction of Tailored Adjustment Agreements, Disability Leave and the provision of Occupational Health advice.

9. Consultation

- 9.1** Consultation is on-going with Trade unions through the Attendance Working Group, ELG, JCF and Corporate Services JCC to identify and address attendance issues.

10. Strategic Assessment

- 10.1** Effective attendance management will support the Council's aim to make best use of both financial and human resources resulting in a positive impact upon service provision.

Angela Wilson
Executive Director of Corporate Services
Date: 12 January 2014

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Appendices: Appendix 1 – Q3 Corporate Services Attendance levels

Background Papers: None

Wards Affected: None

WDC Absence Statistics

Department: Corporate Services

Period: Quarter 3 2014/15

TABLE 1 - Headline Figure	Quarter 3 2014/15	2.62	Quarter 3 2013/14	2.79	Year on Year +/-	-6.1%
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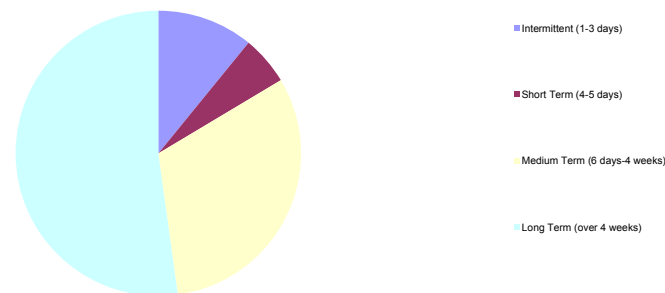
TABLE 2 - Days Lost per Employee

Service	FTE Employees	ACTUAL WORKING DAYS LOST				Total Working Days Lost	Total FTE Days Lost	Total FTE Days Lost by FTE Employees
		Intermittent 1-3 days	Short Term 4-5 days	Medium Term 6 days - 4 weeks	Long Term over 4 weeks			
CE/CS Management & Administration	2.00	0	0	0	0	0	0.00	0.00
Corporate Communications	7.76	3	0	0	0	3	3.00	0.39
Customer & Community Services	124.60	42	34	126	191	393	365.34	2.93
Finance & Resources	182.20	73.5	28	178	233	512.5	463.28	2.54
Legal, Democratic & Regulatory Services	115.23	29	21.5	164	230	444.5	400.80	3.48
People & Transformation	97.72	24.5	4	27	169	224.5	155.76	1.59
Corporate Services TOTAL	529.52	172	87.5	495	823	1,577.5	1,388.18	2.62

TABLE 3 - Breakdown of Days Lost by Duration Category

Duration	Total Working Days Lost	Percentage of Lost Days
Intermittent (1-3 days)	172.0	10.90%
Short Term (4-5 days)	87.5	5.55%
Medium Term (6 days-4 weeks)	495.0	31.38%
Long Term (over 4 weeks)	823.0	52.17%
TOTAL	1,577.5	100.00%

Working Days Lost



Reports are compiled as per COSLA Methodology. Fixed-term employees with less than one year's service are excluded from this report. Full Time Equivalent figures are based upon the average FTE for the reported period. Consequently, data may not be identical to locally-held information.

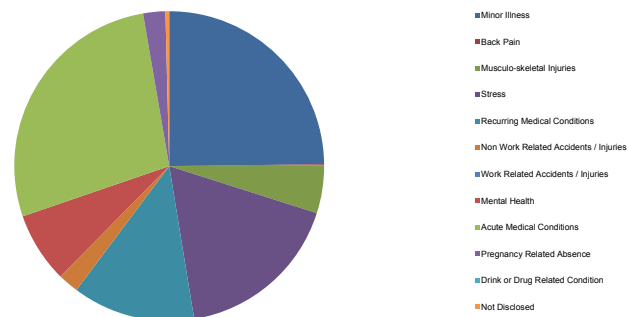
TABLE 4 - Absence Reasons

Service	FTE Employees	Absence Reasons												Total Working Days Lost	FTE Days Lost	Total FTE Days Lost by FTE Employees
		Minor Illness	Back Pain	Musculo-skeletal Injuries	Stress	Recurring Medical Conditions	Non Work Related Accident / Injuries	Work Related Accidents / Injuries	Mental Health	Acute Medical Conditions	Pregnancy Related Absence	Drink or Drug Related Condition	Not Disclosed			
CE/CS Management & Administration	2.00	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0.00
Corporate Communications	7.76	3	0	0	0	0	0	0	0	0	0	0	0	3	3.00	0.39
Customer & Community Services	124.60	133	0	4	135	63	0	0	0	25	28	0	5	393	365.34	2.93
Finance & Resources	182.20	134	0	27	46	125	34	0	0	146.5	0	0	0	512.5	463.28	2.54
Legal, Democratic & Regulatory Services	115.23	88	2	25.5	55	14	0	0	114	137	9	0	0	444.5	400.80	3.48
People & Transformation	97.72	33.5	0	22	40	0	0	0	2	126	0	0	1	224.5	155.76	1.59
Corporate Services TOTAL	529.52	391.5	2	78.5	276	202	34	0	116	434.5	37	0	6	1,577.5	1,388.18	2.62

TABLE 5 - Days Lost by Absence Category

Absence Reason	Total Working Days Lost	Percentage of Lost Days
Minor Illness	391.5	24.82%
Back Pain	2.0	0.13%
Musculo-skeletal Injuries	78.5	4.98%
Stress	276.0	17.50%
Recurring Medical Conditions	202.0	12.81%
Non Work Related Accidents / Injuries	34.0	2.16%
Work Related Accidents / Injuries	0.0	0.00%
Mental Health	116.0	7.35%
Acute Medical Conditions	434.5	27.54%
Pregnancy Related Absence	37.0	2.35%
Drink or Drug Related Condition	0.0	0.00%
Not Disclosed	6.0	0.38%
TOTAL	1,577.5	100.00%

Working Days Lost



WEST DUNBARTONSHIRE COUNCIL

Report by Executive Director of Corporate Services

Corporate Services Committee: 11 February 2015

Subject: Job Evaluation Policy and Procedure Review

1. Purpose

- 1.1** To update the Corporate Services Committee on the review of the Job Evaluation Policy and Procedure and associated administrative arrangements.

2. Recommendations

- 2.1** The Committee is asked to note the contents of the report, the changes to the Job Evaluation administrative processes and the inclusion of craft workers and Chief Officers in the scope of the Policy.

3. Background

- 3.1** The current Job Evaluation Policy and Procedure was produced to outline the process for evaluating jobs following the implementation of Single Status.
- 3.2** The aim of the Job Evaluation Policy and Procedure is to ensure that job evaluation is dealt with fairly and consistently in accordance with current legislation, the nationally agreed JE Scheme and best practice to ensure a robust defence to any future equal pay challenges.
- 3.3** The Policy and Procedure provides detailed guidance to line managers and employees on identifying the requirement for the evaluation of posts and the subsequent evaluation process. The procedure includes an Appeal stage and provides standard documentation which supports the evaluation and appeals processes.
- 3.4** The Policy and Procedure was reviewed in consultation with key stakeholders including Job Analysts from management, HR and the Trades Union.
- 3.5** When the policy was initially developed, Craft Workers and Chief Officers were not included within the scope of the Policy. Following the Council's recent Equal Pay Audit the requirement to evaluate Craft jobs using a recognised job evaluation scheme was identified. The current policy has been amended to include Craft Workers and Chief Officers, (copy attached in Appendix 1), acknowledging that the Scottish Councils' Job Evaluation was developed to incorporate all roles previously categorised as APT & C, Manual Worker, Craft Worker and Chief Officers.

4. Main Issues

- 4.1** In discussions with members of the Job Evaluation Team, comprising representatives from Trades Unions, Departments and HR a number of issues were identified to improve the current job evaluation process.

Quality of Job Profiles

- 4.2** A key part of the job evaluation process is the provision of up to date and accurate Job Profiles without which the evaluation process is made more difficult. While HR support is available to assist managers when writing or reviewing Job Profiles the engagement of this support is low. Further communications will be issued to ensure that managers are aware of the importance of Job Profiles to the evaluation process together with the available support. Profiles will be assessed before onward submission for evaluation with any deficiencies highlighted for remedy before being evaluated. This will ensure that all evaluations are undertaken on the basis of robust and current information.

Job Analyst Pool

- 4.3** Over the last few years the number of trained Job Analysts available to participate in panels has reduced resulting in current analysts being utilised almost every month. Consequently training was designed and delivered to 15 potential new Job Analysts on 2nd and 5th December 2014. These comprised of 6 HR representatives, 4 departmental representatives (1 x CHCP, 1 x Educational Services and 2 x Corporate Services) and 5 Trade Union representatives. Feedback on the training was very positive with planning ongoing to integrate the new Job Analysts into the team. It is anticipated that the new analysts will be fully operational by April reducing the pressure on the existing analyst pool while increasing the knowledge pool within the organisation.

Process in relation to Employee Requests for Evaluation of posts.

- 4.4** Unlike the process for Management to request evaluation of posts, the current process for employee requests does not include notification to the HR Business Partner or Head of Service. As requests for job evaluation may have workload and budgetary implications within departments, the process has been amended to include notification of all employee led requests to the HR Business Partner and Head of Service.

Reduction in panel size

- 4.5** Feedback confirmed that many of the Job Analysts felt that there are too many people on the job evaluation panel. While this does not present any operational issues it can make the process daunting for employees and line managers. As it is intended that the job evaluation process is as “informal” as possible arrangements to remove the “Gauge Operator” from the panel to reduce the panel size have been put in place. The Gauge Operator” is a

member of the HR team who operates the job evaluation software during the panel evaluation. Due to the Chair of the Panel leading the meeting they will take over the role of operating the software. The introduction of the new web based evaluation system will reduce the administrative tasks involved in the Gauge Operator role therefore it will not have a huge impact on the Chair of the Panel.

Consistency of Approach

- 4.6** With the introduction of new Job Analysts it is essential to ensure that consistency amongst job analysts' in relation to their application of the JE scheme is maintained. It is proposed that quarterly analyst consistency meetings will be held to review current practice and ensure that a consistent application of the scheme is maintained. This will include a review of posts and evaluations.

Administrative Arrangements

- 4.7** In order to improve the administrative arrangements relating to job evaluation requests and reduce the volume of paper submitted an online form is being created to ensure all the information is captured and the relevant approval has been obtained.

Other changes to Job Evaluation process

- 4.8** It is proposed that the appeal route is open to all parties regardless of the origin of the Job Evaluation request, i.e. employees can appeal management submissions and vice versa. This is, of course, subject to satisfactory grounds being cited in each case.
- 4.9** Good practice dictates that appropriate employee representatives input to evaluations where there are changes to existing roles and the process has been adapted to reflect this.
- 4.10** A new web version of the Gauge evaluation software has been developed and is currently being rolled out. The new web based version makes it much more accessible and user friendly and reduces the administrative burden of the current system. Other benefits include improved comparison, extracting tools and reports and the ability to store reference documents against each evaluation.

5. People Implications

- 5.1** The review of the Policy and the administrative arrangements will ensure that employees and managers are fully supported by providing a clear and transparent framework for dealing with concerns or complaints in relation to their job content.

6. Financial Implications

- 6.1** The Council is committed to the management of pay and reward through appropriate pay and benefits strategies. The Job Evaluation process will ensure that placement on pay structures remain compliant with our duties under the Equality Act 2010.

7. Risk Analysis

- 7.1** The Council needs robust systems in place to avoid the risk of challenges in relation to equal pay. This includes ensuring that Job Analysts are properly trained to use the Scottish Councils' Job Evaluation Scheme and the Gauge system and that the application of the scheme is monitored to ensure consistency.

8. Equalities Impact Assessment (EIA)

- 8.1** A high level Equality Impact Assessment has been carried out and found no negative impact to any protected characteristic in carrying out this exercise.

9. Consultation

- 9.1** The review of the Policy and Procedure has been discussed with Trade Unions through the Job Analyst Team and was discussed and agreed at the Employee Liaison Group on 20th January 2015. Training has been delivered to expand the pool of Trades Unions Job Analysts.

10. Strategic Assessment

- 10.1** This report directly supports the Council's Strategic priority of supporting and retaining a committed and dynamic workforce.

Vicki Rogers
Head of People & Transformation
Date: 11 January 2015

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Appendices: Appendix 1 – Job Evaluation Policy and Procedure.

Background Papers: None

Wards Affected: None

Job Evaluation Policy & Procedures

Implementation Date: 20th June 2012

Quick Reference - Associated Documents and Version Control

Title	Job Evaluation Policy and Procedures
Version	Version 2
Responsible	HR & Workforce Development Manager
Committee approval date:	11 th February 2015
Date reported to JCF:	
Consultation with trades unions:	October 2014
Supersedes Version	Version 1 – approved 20 th June 2015
Driver for change	Scheduled review and inclusion of Craft Workers
Legislative Context	<p>Law that relates to this Policy and supporting Procedures:</p> <ul style="list-style-type: none"> • Equality Act 2010 • Equal Pay (Amendment) Regulations 1983
Date for Review	As deemed necessary

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Job Evaluation Policy:

1. INTRODUCTION

- 1.1** The Council implemented the Single Status Agreement in 2009 using the agreed Scottish Councils' Job Evaluation (SCJE) Scheme to evaluate local government employee posts. The Council will build on and extend this work by continuing to use the SCJE Scheme where new posts are introduced or where there have been any changes to existing posts that impact on one or more of the 13 factors of the SCJE Scheme.
- 1.2** The Council is committed to ensure a fair, open, transparent and legally compliant approach to the evaluation of jobs and ensure equal pay for work of equal value. This policy and supporting procedure sets out the Council's approach to ensuring consistency in the evaluation of new jobs and the re-evaluation of existing jobs beyond the initial application of the SCJE Scheme within the Council.

2. DEFINITION

- 2.1** Job Evaluation is defined by the Equalities Human Rights Commission (EHRC) as *"a method for comparing different jobs to provide a basis for a grading and pay structure. Its aim is to evaluate the job, not the jobholder, and to provide a relatively objective means of assessing the demands of a job"*
- 2.2** The evaluation process will be supported by the Gauge system which is a computerised tool to support and speed up steps in the evaluation process and generate a Job Overview document.

3. SCOPE

- 3.1** This policy applies to all Local Government employees including Craft Workers and Chief Officers. Teachers are excluded.
- 3.2** The Council will ensure that good equal opportunities practice underpins the operation of this policy irrespective of age; disability; sex; gender re-assignment; race; religion or belief; pregnancy and maternity, marriage and civil partnership; or sexual orientation.

4. KEY PRINCIPLES

- 4.1** The key principles of the Job Evaluation Policy and Procedure are to ensure:

- The Council provides equality in terms of pay and that our job evaluation processes are fair, open, consistent and legally compliant.
- Ensure that the Scottish Councils' Job Evaluation (SCJE) Scheme is used to evaluate jobs and it is fit for purpose and supports the Council to provide an objective, rational and reliable measure of the size and significance of each job in relation to other jobs within the Council.
- A robust framework is in place to evaluate posts using factual and objective documentation and allow appeals against evaluation outcomes.
- Evaluation is undertaken by a panel of trained and competent job analysts, who will include representatives from trade unions, management and human resources.
- Jobs not people are evaluated and it does not consider the individual's performance.

5. LEGISLATIVE CONTEXT

- 5.1** The Policy and Procedure complies with the Equality Act 2010.
- 5.2** The Policy and Procedure also complies with ACAS Guidance "Job Evaluation: Consideration and Risks" and the Equality and Human Rights Commission (EHRC) Job Evaluation Checklists.

6. APPLICATION OF POLICY AND PROCEDURES

- 6.1** Separate Job Evaluation Procedure, documentation and flowcharts have been developed to support the application of the Policy.

7. ROLES AND RESPONSIBILITIES

In order to support the application of this policy and procedure the following roles and responsibilities will apply:

Council

- 7.1** The Council has a responsibility to provide a robust job evaluation policy and process to underpin equal pay legislation. The Council will ensure that training is provided for those involved in the job evaluation process and ensure that job evaluation is undertaken in a fair, open and transparent way.

Managers

- 7.2** Managers are responsible for understanding of the Job Evaluation Policy and Procedure and their role in the process. Managers are required to

submit posts for evaluating to the HR Business Partners and provide the appropriate documentation.

- 7.3** Managers must ensure that job profiles are accurate, complete and comprehensive and meet the needs of the service and that they are completed on the standard template.
- 7.4** Managers are responsible for attending Job Evaluation Panels and Appeals Panels as requested to provide information on the role being evaluated.

Human Resources Business Partners

- 7.5** HR Business Partners will provide advice and guidance on the Job Evaluation Policy and Procedures to managers in relation to developing accurate, complete and comprehensive job profiles.
- 7.6** HR Business Partners will ensure that Job Profiles are suitable for submission to the Job Evaluation process and submit posts for evaluation to the appropriate team.
- 7.7** Contribute to the development and review of the Job Evaluation Policy and Procedures in line with legislative requirements and good practice.
- 7.8** Attend Job Evaluation Panels as requested to assist in providing information on the role being evaluated.

Human Resources

- 7.9** Human Resources are responsible for ensuring compliance with the Job Evaluation Policy, Procedures and processes, and ensuring the administration of the Job Evaluation process on behalf of the Council, including notification of outcomes.
- 7.10** Human Resources will develop effective documentation and systems are in place to evidence compliance with the policy and procedures and support an auditable process.
- 7.11** Ensure that those involved at all stages of the evaluation process are provided with adequate training to undertake their role. Ensure adequate resources are available through maintenance of a pool of trained Job Analysts available to participate in the process.
- 7.12** Providing advice and guidance to managers in relation to developing accurate, complete and comprehensive job profiles, and provide advice

and guidance to managers in relation to the Job Evaluation Policy and Procedure.

- 7.13** Lead on the development and review of the Job Evaluation Policy, Procedures, supporting documentation and processes in line with legislative requirements and good practice.

Trade Unions

- 7.14** Trade Unions will be consulted on the development and review of the Job Evaluation Policy and Procedures.
- 7.15** Actively support the ongoing training and participation of trade union representatives in the evaluation process.
- 7.16** Support their members by providing advice and guidance to employees in relation to the Job Evaluation Policy, Procedure and process.
- 7.17** Support the Job Evaluation process as a Job Analyst/Panel Member or as an employee representative and not undertaking both roles in relation to a particular job or group of jobs.

Job Analysts/Panel Member/Job Evaluation Panel Members

- 7.18** All those undertaking a role in the job evaluation process will be required to maintain confidentiality with regard to all aspect of work undertaken in their role as analyst or panel member and must declare any conflict of interest with any role being evaluated.
- 7.19** Those participating in these roles are responsible for attending training as required and ensuring a full understanding of the Scottish Councils' Job Evaluation Scheme and participating in refresher training where appropriate. There is a requirement for participants to follow the job evaluation procedure as outlined in the policy, procedure and supporting documentation.
- 7.20** The role must be undertaken on a regular basis and analysts/members are required to participate and attend evaluation panels to which they have given a commitment. This includes recording all outcomes on the Gauge Job Evaluation system to create Job Overview Documents.

Employees

- 7.21** Employees must provide all relevant information with their submission to the Job Evaluation Panel or Appeals Panel.

- 7.22** Employees must ensure that any documentation submitted is accurate, complete and comprehensive and that they are completed on the standard templates.
- 7.23** Employees are responsible for attending Job Evaluation Panels and Appeals Panels as requested to provide information on the role being evaluated.

8 REVIEW AND MONITORING

- 8.1** The Job Evaluation Policy, Procedure and supporting documentation will be reviewed on an ongoing basis to ensure best practice.

JOB EVALUATION PROCEDURES:

1. INTRODUCTION:

1.1 A Job Evaluation Scheme is a method of systematically and objectively assessing individual jobs, with a view to avoiding prejudice or discrimination. This procedure has been developed to ensure the ongoing evaluation of posts within the Council is managed in a fair, open, transparent and legally compliant way utilising the Scottish Councils' Job Evaluation Scheme.

1.2 The Job Evaluation process will:

- Ensure that the demands of the post, not the performance of the post holder(s) are assessed.
- Evaluate jobs as they exist now and not how they used to operate or might operate in the future.

2. WHEN TO EVALUATE JOBS

2.1 These procedures detail the process for evaluating jobs and roles in line with the work already undertaken by the implementation of Single Status Agreement.

2.2 Posts may need to be evaluated where:

- they are newly created.
- internal restructuring has an impact on the job in terms of one or more of the 13 factors of the SCJE Scheme.
- there is a vacancy and changes are made to the remit of the job.
- there has been a permanent change in the work, and this change impacts on the job in terms of one or more of the 13 factors of the SCJE Scheme, and responsibilities of the role and re-evaluation is sought by either an employee or management. This applies equally to reductions as well as increases to the job activity.
- there has been an appeal against an evaluation result and re-evaluation is recommended.

2.3 Requests for evaluation/re-evaluation will not be considered where:

- the request is based on a comparator's job evaluation outcome only (that is, the result of the evaluation of a separate post) and no evidence in relation to one or more of the 13 factors of the SCJE Scheme can be demonstrated with respect to the post which it is requested be evaluated.

- the post has already been evaluated once in the last 12 month period, unless changes, that impact on one or more of the 13 factors of the SCJE Scheme, have been made to the post since the last evaluation.

2.4 A change means where there has been a material change to an existing job in relation to one or more of the 13 factors of the SCJE Scheme.

3 PROCEDURE FOR EVALUATING JOBS

3.1 The procedures allow for two types of request; (1) Management requests and (2) Employee requests for evaluation.

3.1.1 A Management request is initiated by management where a new job has been created, where restructuring has had an impact on the job or where there is evidence of a change to the job that would impact on one or more of the 13 factors of the SCJE Scheme.

3.1.2 An Employee request is initiated by a post holder or post holders where they feel that there is evidence of a change to the job that has an impact on one or more of the 13 factors of the SCJE Scheme. This can be a request by a group of employees.

3.1.3 The process for evaluation is the same regardless of whether the evaluation has been requested by management or an employee.

3.2 A flowchart has been developed in relation to the Job Evaluation Process and this can be found at Appendix 2.

Submitting Evaluation Requests

3.3 A number of documents have to be prepared and submitted, in advance, in relation to requesting an evaluation of a post:

3.3.1 For Management requests:

- A new Job Profile and Person Specification – using the standard Council template and guidance. A copy of this template and guidance can be found at on the HR and OD Knowledge Portal on the Intranet.
- A completed Managers Job Evaluation Request Form (Appendix 3) – including a summary of:
 - For new jobs, the reason for the job being introduced
 - For existing jobs, what changes have been made to the role
 - What factors of the Scottish Council Job Evaluation Scheme are believed to have been effected by the changes (A summary of the 13 Factors can be found at Appendix 5)

3.3.2 For Employee requests:

- Current Job Profile and Person Specification.
- Current Job Overview Document and Factor Level Scores Breakdown
- A completed Employees Job Evaluation Request Form (Appendix 4) – including a summary of:
 - What has changed in the job
 - What factors of the Scottish Council Job Evaluation Scheme are believed to have been effected by the changes (A summary of the 13 Factors can be found at Appendix 5)

3.4 The submissions should be checked for inclusion of all relevant information.

Management Request

3.4.1 In terms of management requests these need to be checked with the Departmental HR Business Partner. The HR Business Partner checks the submission to ensure it is in the right format and contains all the relevant information for an effective evaluation. It may be that the HR Business Partner returns the submission to the manager if additional information or clarity is required for evaluation. The relevant Head of Service must approve the submission before it is passed to the HR team.

Employee Request

3.4.2 In terms of employee requests these should be submitted to their manager for initial checking and verification. Where the manager agrees the content, the completed request form and supporting documentation should be submitted to the Human Resources Team for inclusion in the evaluation process after the relevant Head of Service and HR Business Partner have been notified.

3.4.3 Where the manager does not agree with the submission, the manager should complete the appropriate section on the submission form outlining the reasons for rejection and discuss this with the employee.

3.4.4 Where the employee's request is rejected by the manager and the employee believes that (1) the factors outlined in the submission have not been considered and/or (2) there are relevant areas of dispute as referred to in section 3.4.5 below, the employee can submit an appeal to the Job Evaluation Appeals Panel. This appeal must be submitted in writing to the Job Evaluation Appeals Panel

within 10 working days of the date they are informed of the manager's rejection of their request.

- 3.4.5** Only where the employee sets out grounds which could demonstrate that not all job demands were considered by the manager or which could demonstrate that the demands and responsibilities of the job in question are outwith the existing job overview or job profile for the post can such an appeal be submitted to the Job Evaluation Appeals Panel. The appeal must contain information setting out the basis on which it is claimed that this is the case, or it will not be admissible.
- 3.4.6** In hearing appeals, the Job Evaluation Appeals Panel will meet with all parties and consider the submissions from the employee and the manager. After consideration the Job Evaluation Appeals Panel will make a final decision on whether there are sufficient grounds for the post to be re-evaluated by the Job Evaluation Panel. There is no further right of appeal against this decision.
- 3.5** The agreed submission documents should be passed to Human Resources. Human Resources will organise Job Evaluation Panels and ensure that the submission is scheduled for the next available slot at the panel. They will advise the manager and the employee(s) of the date and time of the panel.
- 3.6** The manager and, where appropriate, the employee will be required to attend the panel to discuss the job and submission documents. The employee may choose to ask a colleague or trade union representative to attend this meeting as their representative. In some circumstances the HR Business Partner may also be required to attend the Panel.

Job Evaluation Panels

- 3.7** The Job Evaluation Panel will comprise of a management representative, a trade union representative and an HR representative.
- 3.8** The Panel will convene to evaluate requests submitted by management / an employee, which contain sufficient grounds for evaluation or re-evaluation as referred to above. As part of the evaluation process the Panel will require to meet with the manager and the employee and their representative to discuss the submission documents and the role/changes in more depth.
 - 3.8.1** Where it is an employee request, an employee (or group of employees) may choose to be represented by their Trade Union representative if they so wish.

- 3.8.2** Should there be a number of employees in the same post a group request for evaluation may be submitted, however, for practical purposes this will normally be dealt with by one individual representing the group.
- 3.9** The Gauge system is a computerised tool which supports the evaluation process. The system generates a question and answer stream in line with the 13 factors of the scheme and helps to ensure consistency of application of the scheme. The evaluation is undertaken using the Gauge system, submitted documentation and panel discussion to cross check job facts.
- 3.10** The Gauge system will score the post in line with the responses given and a Job Overview Document and Factor Level Scores Breakdown document will be generated.
- 3.11** No score, or indication of an outcome, will be given to either the manager or the employee and their representative at this meeting. The Job Overview Document, Factor Level Scores Breakdown and submission papers will then be consistency checked.
- 3.12** Consistency checking is the process of ensuring that evaluations are accurate and consistent with existing evaluated posts across the Council in order to avoid anomalies. This is done by reviewing the outcome in line with hierarchies (subordinates, equivalent and higher graded posts within the relevant structure).
- 3.13** The Job Overview Document will then be issued to the manager and employee and their representative for checking. When the Job Overview document has been agreed the scoring matrix will then be applied and the post holder advised of the grade in writing. They will have an opportunity to obtain clarity of the outcome with the Chair of the Job Evaluation Panel.
- 3.14** The manager and the employee have the right to appeal the outcome of the evaluation. Appeals must be based on job facts and the level definitions of the JE Scheme and demonstrate admissible grounds.

Appeals

- 3.15** Appeals on the outcome of the evaluation must be submitted to the Job Evaluation Appeals Panel within 10 working days of the date they were informed of the evaluation outcome (score and grade) on the standard appeals form (Appendix 7).

- 3.16** An appeal cannot be made solely because an employee disagrees with the score and grade resulting from the job evaluation outcome unless one of the other grounds listed below apply. Appeals need to be on one or more of the following grounds:
- Panel misunderstood the information submitted in relation to one or more of the 13 factors.
 - The job evaluation process was not carried out in accordance with the Council's procedures.
- 3.17** Appeals should be submitted on the standard pro forma Appeals Against Evaluation Outcome found at Appendix 7 and be supported by evidence on both sides.
- 3.18** The Job Evaluation Appeal Panel will comprise a management, Trade Union and an HR representative. None of these people will have been involved with the post at the Job Evaluation Panel stage. The Job Evaluation Panel will consider the whole job and the 13 factors not just those being contested.
- 3.19** The HR Team will acknowledge that an appeal has been submitted and arrange a date for the appeal to take place.
- 3.19.1** For management appeals the manager is expected to prepare and present the case and detail and provide evidence to support their case.
- 3.19.2** For employee appeals the individual concerned will be expected to prepare and present the case and detail and provide evidence to support their case. Assistance can be sought from their Trade Union representative. The manager will be required to attend the appeal.
- 3.20** Appellant will present their case to the Job Evaluation Appeals Panel and answer any questions that the Panel may have.
- 3.21** Once the case has been presented the manager/employee and their representative must withdraw from the panel to allow the Job Evaluation Appeals Panel to consider the information presented.
- 3.22** The appeal outcome will be decided on by the Job Evaluation Appeals Panel and advised to the manager and employee in writing by Human Resources after the meeting, and where requested feedback can be given by the Chair of the Panel.
- 3.23** There is no further right of appeal.

4. JOB EVALUATION/APPEALS OUTCOMES

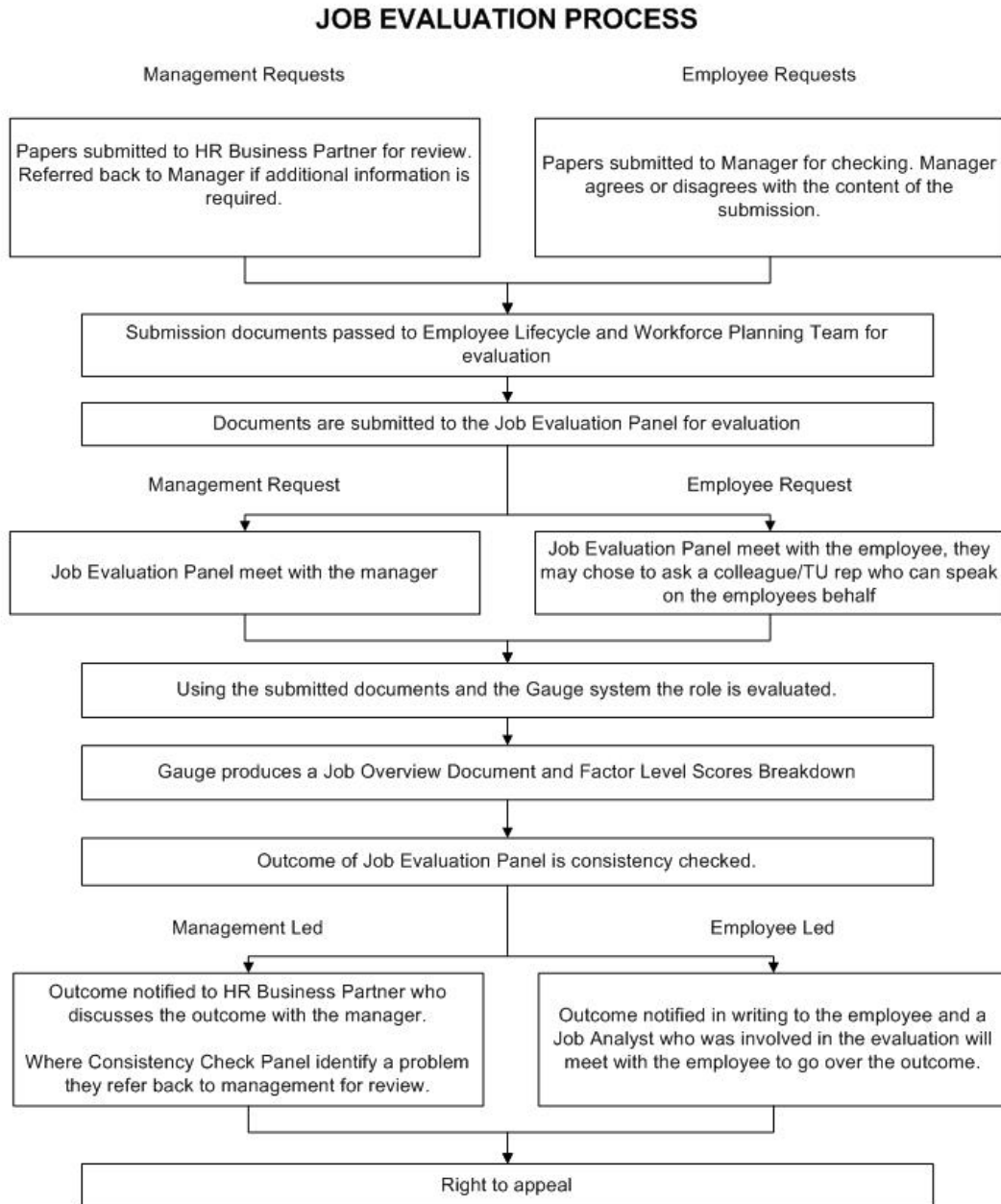
- 4.1** The effective date of the evaluation outcome will be confirmed in writing and reflect one of the following:
- Implementation of the new structure
 - Date that the application was submitted
 - Backdated to the date that the employee commenced the role/duties
- 4.2** The outcome of the evaluation will be that the job is given an overall score. For existing jobs this may result in an increase in factor level/score, a decrease in factor level/score or no change to the factor level/scores.
- 4.3** A change in factor level and or/score will not necessarily lead to a change in the grading of the post unless sufficient points are awarded or subtracted to enable a move to another grade.
- 4.4** Where a job is upgraded, the employee(s) will be placed on the bottom point of the scale of the new grade. Progression through the scale will proceed as normal.
- 4.5** The employee(s) will be issued with a new or revised job profile and person specification and, where appropriate, will be issued with a variation to their contract of employment detailing any changes to grade.
- 4.6** As a result of the job evaluation outcome the grade of the post is lower then discussions will take place with the employee(s) regarding changing terms and conditions in line with the SWITCH policy.

Glossary of Terms

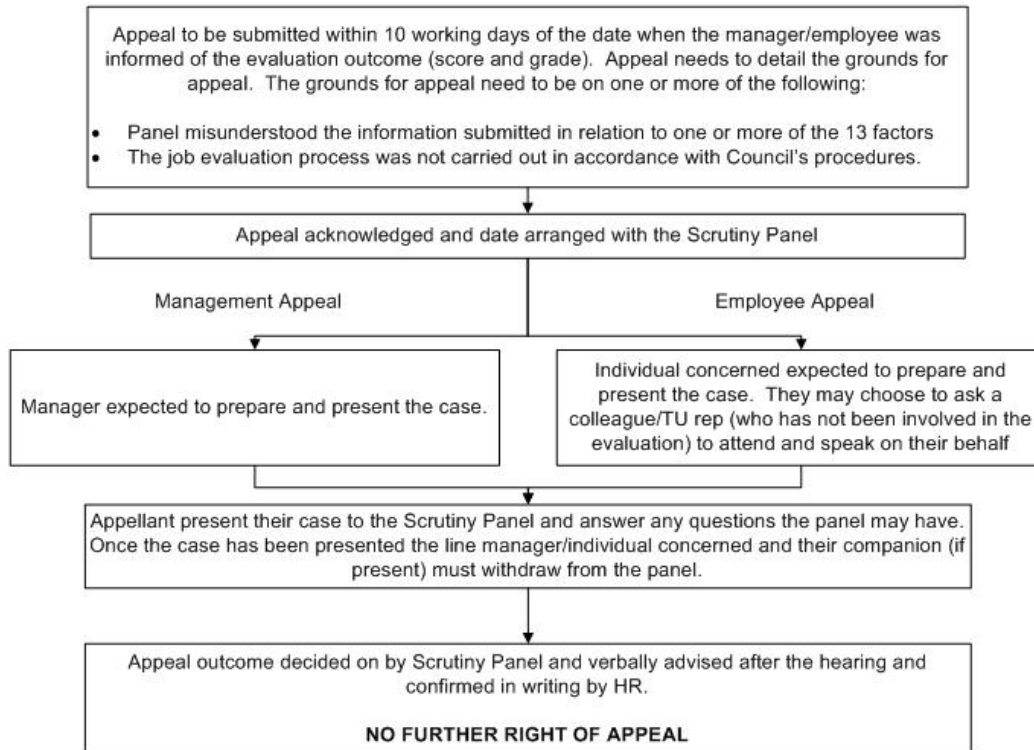
A number of terms are used within the Policy and Procedure and these terms are explained in detail below:

Job Evaluation	robust, fair, open and transparent process of determining the value of a post using the SCJE Scheme and achieving and maintaining grading structures which satisfy the principle of equal pay for work of equal value
Job Profile	a factual written account of the purpose, major tasks and main activities carried out by a post holder or a number of post holders.
Person Specification	an extension of the Job Profile. It is a profile of the ideal person for the job; listing the criteria necessary to do the job.
Job overview Document	the computerised job evaluation system (Gauge) produces a Job Overview Document as a summary of the information captured during the evaluation process. This is different in style and content from job profiles and person specifications.
Job Analysis	process of systematically identifying the critical elements of the job, the necessary knowledge, skills, abilities and other personal characteristics required by the way of Job Profiles, Person Specifications, Job Evaluation Request Form and Interview to determine the evaluation outcome of the job using the SCJE Scheme.
Job Evaluation Panel	group of trained and impartial evaluators, comprising of managers, trade unions and human resources who undertake the job evaluation process.
Appeal Panel	additional scrutiny applied where a manager or post holder(s) feels that the evaluation is incorrect. Panel comprises of managers, trade unions and human resources
Change to a Job	where there has been a change in the level of responsibility, in line with one or more of the 13 factors of the SCJE Scheme, to an existing job this would constitute a change.

Job Evaluation and Appeal Process



APPEAL PROCESS



JOB EVALUATION REQUEST FORM Management Request

ROLE DETAILS:		
Department		
Section		
Job Title		
Reports to (title)		Name
Current Post Holder		
Previous Post Holder		

JOB PROFILE PREPARATION DETAILS:	
Job Profile Prepared By	
Contact Details (tel no)	
Who will be attending the Job Evaluation Panel?	

In order to assist the evaluation process we require some background information as to why this post is being submitted for Job Evaluation.

IS THE POST	YES	NO
A completely new post?		

In relation to new posts please provide further details as to the background of the post and why it is being evaluated

--

IS THE POST	YES	NO
An existing post which has changed (where there has been a change in line with one or more of the 13 factors of the SCJE Scheme)?		
For existing posts do the changes in duties or responsibilities arise from a change in service requirements?		
For existing posts are the changes permanent?		

For existing posts please identify below the changes in relation to the 13 factors of the Scottish Councils' Job Evaluation Scheme.

Factor	Nature of Changes
1. Working Environment	
2. Physical Co-ordination	
3. Physical Effort	
4. Mental Skills	
5. Concentration	
6. Communication Skills	
7. Dealing with Relationships	
8. Responsibility for Employees	
9. Responsibility for Services to Others	
10. Responsibility for Financial Resources	
11. Responsibility for Physical & Information Resources	
12. Initiative and Independence	

13. Knowledge	
---------------	--

SIGN OFF	
I confirm that this post requires to be evaluated	
Head of Service Signature	
Print Name	
Date	
I confirm that this submission has been checked for completeness	
HR Business Partner Signature	
Print Name	
Date	

Please attach the new or revised Job Profile and Person Specification to this form and return to Human Resources.

JOB EVALUATION REQUEST FORM

Employee Request

ROLE DETAILS:			
Department			
Section			
Job Title			
Reports to (title)		Name	
Current Post Holder			
Previous Post Holder			

JOB EVALUATION REQUEST DETAILS:	
Evaluation Requested By	
Request Form Prepared By	
Contact Telephone Number	
Contact Email Address	
Who will be attending the Job Evaluation Panel?	

ABOUT THE POST	YES	NO
Are the changes to the role outlined in this request permanent?		

For existing posts please detail below the changes in relation to the 13 factors of the Scottish Councils' Job Evaluation Scheme. In completing this form it is important to provide as much detail as possible in support of your request.

Before setting out the details of your case, you must familiarise yourself with the Council's Job Evaluation Policy and Procedure and the factor definitions and guidance of the Scottish Councils' Job Evaluation Scheme. A summary is set out at Appendix 4 of the Job Evaluation Policy and Procedure.

Please use the boxes below to set out the details of your request under the factor headings against which you believe that there has been a change.

Factor	Nature of Changes
1. Working Environment	
2. Physical Co-ordination	

3. Physical Effort	
4. Mental Skills	
5. Concentration	
6. Communication Skills	
7. Dealing with Relationships	
8. Responsibility for Employees	
9. Responsibility for Services to Others	
10. Responsibility for Financial Resources	
11. Responsibility for Physical & Information Resources	
12. Initiative and Independence	
13. Knowledge	

CONFIRMATION OF INFORMATION	
I confirm that the above information is a true reflection of the job/changes	
Employee(s) Signature	
Print Name	
Date	

Management should sign the appropriate section

LINE MANAGER APPROVAL	
Line Manager Signature	
Print Name	
Date	
Justification for Approval	

LINE MANAGER REJECTION OF SUBMISSION	
Line Manager Signature	
Print Name	
Date	
Justification for Rejection	

Please send the submission form to Human Resources along with the current Job Profile and Person Specification for the role as well as the current Job Overview Document (HR Connect can assist in locating these documents).

JOB EVALUATION SCHEME AND ITS APPLICATION

1. The Council has evaluated local government employees' jobs using the Scottish Council's Job Evaluation Scheme. The scheme measures the size of each job relative to others by identifying the main elements of the job and establishing the appropriate rank order of jobs.

Gathering Information

2. The quality of information gathered about jobs is central to the success and credibility of the job evaluation process. Information is collated from a number of sources throughout the evaluation process:
 - Completion of a Job Profile and Person Specification
 - Completion of a Job Evaluation Request Form
 - Discussion with trained Job Analysts at the Job Evaluation Panel
 - Answering a computerised question stream (Gauge system)
 - Verification of the Job Overview Document that is produced by the Gauge system
3. These documents provide evidence in terms of the facts and decisions and will ensure a consistent approach it taken across all the jobs that are evaluated.

Job Overview Document

4. The Job Overview Document produced by the Gauge system shows analytical information about the nature, degree, frequency and duration of job demands set out under the factor headings of the job evaluation scheme, it will not include any scoring information.
5. The Job Overview Document is very different in style and content from Job Profiles. The information provided under the factor headings is more analytical and relates directly to the definitions of demand contained within the Scheme. Some of the examples given may not be directly relevant to the job to which the Job Overview Document relates as they were designed to reflect the whole job population of the Council.
6. Consistency and objectivity are central to effective evaluation and Job Analysts should:
 - Restrict their discussions to the facts of the job as presented in the submission documents and during the discussion with either the manager or employee and their representative, and avoid making assumptions about the job.

- Ensure all job demands are fully considered
- Ensure that there is no double counting of job demands under more than one factor heading

Job Evaluation Scheme Factors

7. The Scottish Councils' Job Evaluation Scheme will be used. This has 13 factors which look at the nature, degree, frequency and duration of job demands. An overview of the 13 factors are detailed below:

7.1 Working Environment – considers the physical environment in which the job is carried out

All aspects of the physical environmental working conditions in which the job is undertaken are considered, including dirt, smells and noise resulting from both the physical environment and contact or work with people.

The factor has five levels, from “unpleasant” to “very hazardous”. The emphasis is on the degree of unpleasantness or discomfort encountered, which is affected by the frequency, intensity and duration of exposure to particular conditions. Health and Safety regulations and requirements are assumed to be met by both the employer and employee.

7.2 Physical Co-ordination – considers the physical co-ordination required to do the job

This factor considers the predominant demand for physical skills and co-ordination required to do the job in the course of normal working, for example, in the operation of hand tools and other equipment. This factor takes into account the skills required and the demands arising from the need to achieve specified standards of speed and precision.

7.3 Physical Effort – considers the strength and stamina required to do the job

This factor covers all forms of physical effort required in the course of normal working, for example, standing, walking, lifting, carrying, pulling, pushing, working in awkward positions such as bending, crouching, stretching; for sitting, standing or working in a constrained position.

The factor takes account of the greatest demands on the post holder in terms of the nature and degree of physical effort required, and the

other main demands in terms of the frequency and duration of the physical effort required to do the job.

7.4 Mental Skills – considers the thinking requirement in the job

This factor considers the range of thinking activities and mental skills required for the job, from choosing between options, through planning or scheduling to exercising judgement or creativity. It includes problem solving, options appraisals, creativity and design, innovation, imaginative and development skills, analytical and strategic thinking, research, planning, and the ability to conceptualise.

The factor takes into account the predominant nature and complexity of the mental tasks undertaken.

7.5 Concentration – considers the concentration required to do the job

This factor covers the need for mental or sensory attention, awareness and alertness, and anything which may make concentration more difficult, such as repetitive work, interruptions or the need to switch between varied tasks or activities; and other forms of work related pressure, for example, arising from simultaneous/conflicting work demands or deadlines.

The factor takes into account the nature and degree of the highest level of concentration required in the course of normal working and the duration of requirement.

7.6 Communication Skills – considers the predominant requirement for spoken and written communication in the course of normal working

This factor covers the nature of oral, sign, linguistic and written communication skills such as informing, exchanging information, listening, interviewing, persuading, advising, presenting, training, facilitating, conciliating, counselling, negotiating and advocacy.

The factor takes into account the purpose of the communication, the sensitivity, complexity or contentiousness of the subject matter, and the nature and diversity of the intended audience. This factor considers communication with others, not with the post holder's own colleagues or team.

7.7 Dealing with Relationships – considers the demands on the post holder arising from the circumstances and/or behaviour of those they come into contact with as an integral part of normal working

This factor covers the interpersonal skills needed to deal with and/or care for other people (excluding the post holder's immediate work colleagues) who are upset, unwell, difficult, angry, frail, confused, have special needs, are at risk of abuse, are terminally ill or are disadvantaged in some way. It also considers the need to cope with abuse, aggression, the threat of violence, and/or to deal with conflict.

The factor takes account of the extent of dealing with such contacts in the course of normal working, and the frequency and duration of the contact.

7.8 Responsibility for Employees – considers the responsibility of the post holder for the supervision, co-ordination or management of employees, or equivalent others

This factor covers the responsibilities for work allocation and planning, checking, evaluating and supervising the work of others; providing guidance, training and development of own team/employees, motivation and leadership; and involvement in personnel practices such as recruitment, appraisal and discipline.

The factor takes account of the nature of the responsibility, rather than the precise numbers of employees supervised, co-ordinated or managed; and the extent to which the post holder contributes to the overall responsibility for employees.

7.9 Responsibility for Services to Others – considers the post holders responsibility to others in terms of the quality and delivery of service provision

This factor covers responsibility for the provision of physical, mental, social, economic, business and environmental services, including health and safety. This includes services to individuals or groups such as internal or external clients, service users and recipients, customers, contractors and members of the public.

The factor takes account of the nature of the responsibility and the extent of the post holders impact on individuals or groups for example, providing personal services, advice and guidance, or other forms of assistance; applying, implementing or enforcing regulations; or designing, developing, implementing and/or improving services or processes.

7.10 Responsibility for Financial Resources – considers the post holders responsibility for financial resources

This factor covers responsibility for cash, vouchers, cheques, debits and credits, invoices and responsibility for the range of budgetary activities – including project, expenditure and income budgets, income generation and the generation of savings, assessments of risk/grants, loans/investments.

The factor takes account of the nature of the responsibility, for example accuracy, processing, checking, safekeeping, security, authorising, monitoring, accounting, auditing, budgeting, estimating, business and financial planning, control and long term development of financial resources. It also takes into account the need to ensure economy, efficiency and effectiveness in the use of financial resources, and the need to ensure financial probity.

The factor also takes into account the extent to which the post holder contributes to the overall responsibility, rather than just the value of the financial resources.

7.11 Responsibility for Physical and Information Resources – considers the post holders primary and secondary responsibilities for the Council's physical and information resources

This factor covers tools, equipment, instruments, vehicles, plant and machinery, materials, goods, produce, stocks and supplies, manual or computerised information used in the normal course of working. It also covers responsibility for offices, buildings, fixtures and fittings, Council databases, information systems and records, land and construction works.

The factor also takes into account the nature of the post holders primary responsibility for resources and any secondary responsibility, for example, safekeeping, confidentiality and security, deployment and control, maintenance and repair, requisition and purchasing, planning, organising, or design and long term development of physical or information resources.

The factor also takes into account the degree to which the post holder contributes to the overall responsibility, and the value of the resource.

7.12 Initiative and Independence – considers the post holders scope to exercise initiative and the extent to which they have freedom to act

This factor covers account the nature and degree of supervision and guidance of the post holder provided by instructions, procedures, practices, checks, policy, precedent, regulation, strategy and statute.

The factor takes into account the problems which the post holder must deal with in the course of normal working, the decisions which the post holder is able to take and the extent to which advice and guidance is available.

7.13 Knowledge – considers what the job holder needs to know to do the job

This factor covers all practical, procedural, technical, specialist, policy and organisational knowledge required for the job, including knowledge of equipment and machinery, numeracy and literacy, culture and techniques, ideas, theories and concepts necessary to do the job.

The factor takes into account the breadth, and complexity of knowledge required, and the depth of understanding needed. It considers the minimum qualifications or experience which will typically be needed to do the job, but does not take into account qualifications specified as a recruitment criteria to fill the post. These minimum qualifications and experience will therefore not necessarily be those held by any individual post holder.

Appendix 6

SALARY SCALES AND POINTS

	JE Points	Spinal Column Points	Hourly Rate WEF 01/04/14	Annual Salary 35 hours	Annual Salary 37 hours
1	218-240	3	£6.48	£11,825	£12,501
		5	£6.70	£12,226	£12,925
		7	£6.89	£12,573	£13,292
		9	£7.10	£12,956	£13,679
2	241-262	12	£7.43	£13,599	£14,333
		14	£7.64	£13,942	£14,738
		16	£7.89	£14,398	£15,221
		18	£8.10	£14,781	£15,626
3	263-290	22	£8.61	£15,712	£16,610
		24	£8.88	£16,205	£17,131
		26	£9.14	£16,679	£17,632
		28	£9.41	£17,172	£18,153
4	291-319	31	£9.85	£17,975	£19,002
		33	£10.15	£18,522	£19,581
		35	£10.46	£19,088	£20,179
		37	£10.78	£19,672	£20,796
5	320-351	40	£11.26	£20,548	£21,722
		42	£11.58	£21,132	£22,339
		44	£11.95	£21,807	£23,053
		46	£12.31	£22,464	£23,748
6	352-398	50	£13.07	£23,851	£25,214
		52	£13.46	£24,563	£25,966
		54	£13.87	£25,311	£26,757
		56	£14.29	£26,077	£27,567
7	399-425	61	£15.41	£28,121	£29,728
		63	£15.88	£28,979	£30,635
		65	£16.34	£29,818	£31,522
		67	£16.85	£30,749	£32,506
8	426-468	70	£17.60	£32,118	£33,953
		72	£18.13	£33,085	£34,976
		74	£18.69	£34,107	£36,056
		76	£19.23	£35,092	£37,098
9	469-514	79	£20.13	£36,735	£38,834
		81	£20.74	£37,848	£40,011
		83	£21.37	£38,998	£41,226
		85	£22.01	£40,166	£42,461
10	515-566	88	£23.03	£42,027	£44,429
		90	£23.70	£43,250	£45,721
		92	£24.42	£44,564	£47,110
		94	£25.18	£45,950	£48,576
11	567-622	97	£26.32	£48,031	£50,776
		99	£27.11	£49,473	£52,300
		101	£27.92	£50,951	£53,862
		103	£28.75	£52,465	£55,463
12	623-685	106	£30.08	£54,892	£58,029
		108	£31.01	£56,590	£59,823
		110	£31.92	£58,250	£61,579
		112	£32.89	£60,020	£63,450

APPEAL TO JOB EVALUATION PANEL AGAINST EVALUATION OUTCOME FORM

ROLE DETAILS:			
Department			
Section			
Job Title			
Reports to (title)		Name	
Current Post Holder			
Previous Post Holder			

JOB EVALUATION REQUEST DETAILS:	
Date Post Was Evaluated	
Appeal Requested By	
Appeal Form Prepared By	
Contact Telephone Number	
Contact Email Address	
Who will be attending the Job Evaluation Panel?	

ABOUT THE APPEAL	
Please tick the box which relates to the grounds of appeal	
Panel misunderstood the information submitted in relation to one or more of the 13 factors.	
The job evaluation process was not carried out in accordance with the Council's procedures	

Please use the boxes below to set out the details of your appeal under the factor headings against which you believe that the panel misunderstood the information submitted.

Factor	Details of misunderstood information
Working Environment	
Physical Co-ordination	
Physical Effort	

Mental Skills	
Concentration	
Communication Skills	
Dealing with Relationships	
Responsibility for Employees	
Responsibility for Services to Others	
Responsibility for Financial Resources	
Responsibility for Physical & Information Resources	
Initiative and Independence	
Knowledge	

Please detail below how you believe that the job evaluation process was not carried out in accordance with the Council's procedures.

CONFIRMATION OF INFORMATION	
I confirm that the above information is a true reflection of the misunderstanding of the job details	
Employee(s) Signature	
Print Name	
Date	

Please send the signed off appeal form to Human Resources along with the original request paperwork and outcome documentation from the Job Evaluation Panel.