

Agenda



Corporate Services Committee

Date: Wednesday, 11 November 2015

Time: 14:00

Venue: Committee Room 3 - Council Offices,
Garshake Road, Dumbarton, G82 3PU

Contact: Craig Stewart, Committee Officer
Tel: 01389 737251 craig.stewart@west-dunbarton.gov.uk

Dear Member

Please attend a meeting of the Corporate Services Committee as detailed above.
The business is shown on the attached agenda.

Yours faithfully

JOYCE WHITE

Chief Executive

Distribution:-

Councillor Kath Ryall (Chair)
Councillor George Black
Councillor Gail Casey
Councillor Jim Finn
Councillor David McBride
Councillor Jonathan McColl
Councillor Patrick McGlinchey
Councillor John Mooney
Councillor Lawrence O'Neill
Councillor Tommy Rainey (Vice Chair)
Councillor Gail Robertson
Councillor Martin Rooney

All other Councillors for information

Chief Executive
Executive Director of Corporate Services
Executive Director of Infrastructure and Regeneration
Executive Director of Educational Services
Chief Officer of West Dunbartonshire Health & Social Care Partnership

Date of issue: 29 October 2015

Corporate Services Committee

Wednesday, 11 November 2015

AGENDA

1 APOLOGIES

2 DECLARATIONS OF INTEREST

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

3 MINUTES OF PREVIOUS MEETING 7 - 12

Submit for approval as a correct record, the Minutes of Meeting of the Corporate Services Committee held on 12 August 2015.

4 MINUTES OF JOINT CONSULTATIVE FORUM - 24 SEPTEMBER 2015 13 - 18

Submit for information and where necessary ratification, the Minutes of Meeting of the Joint Consultative Forum held on 24 September 2015.

5 CORPORATE SERVICES DEPARTMENTAL PLAN 2015/16 MID-YEAR PROGRESS REPORT 19 - 26

Submit report by the Executive Director of Corporate Services setting out the progress towards the delivery of the Corporate Services Departmental Plan 2015/16.

6 CORPORATE SERVICES BUDGETARY CONTROL REPORT TO 30 SEPTEMBER 2015 (PERIOD 6) 27 - 54

Submit report by the Executive Director of Corporate Services advising on the performance of the Corporate Services budget for the period to 30 September 2015 (Period 6).

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|-----------|--|------------------|
| 7 | GRANT APPLICATIONS 2015/16 | 55 - 60 |
| | <p>Submit report by the Executive Director of Corporate Services providing information on grant applications with recommendations for payment to voluntary organisations from Trust Fund, Community Council and Dumbarton Common Good.</p> | |
| 8 | WRITE-OFF OF MISCELLANEOUS INCOME DEBTOR AND COUNCIL TAX ACCOUNTS - 2015/16 QUARTERS 1 & 2 | 61 - 64 |
| | <p>Submit report by the Executive Director of Corporate Services seeking approval for the write off of debts in respect of miscellaneous income debtor and council tax accounts, which have been deemed as irrecoverable during Quarter 1 and Quarter 2 of 2015/16, arising from various years as detailed in Appendix 1 and for the reasons detailed in Appendix 2 of the report.</p> | |
| 9 | PROCUREMENT STRATEGY (2015 to 2017) - ANNUAL PROGRESS REPORT | 65 - 70 |
| | <p>Submit report by the Executive Director of Corporate Services providing an update on the outcomes achieved relative to the Council's Procurement Strategy, 2015 to 2017 and the areas of focus for the next 12 months.</p> | |
| 10 | EQUALITY AND DIVERSITY IN EMPLOYMENT POLICY | 71 - 88 |
| | <p>Submit report by the Executive Director of Corporate Services providing an update on the development of the Equality and Diversity in Employment Policy.</p> | |
| 11 | ATTENDANCE MANAGEMENT: QUARTER 2 - 2015/16 | 89 - 100 |
| | <p>Submit report by the Executive Director of Corporate Services advising on attendance levels within Corporate Services and providing a summary of the Quarter 2 absence.</p> | |
| 12 | EARLY RETIREMENT, VOLUNTARY SEVERANCE AND REDEPLOYMENT - 1 APRIL TO 30 SEPTEMBER 2015 | 101 - 106 |

Submit report by the Executive Director of Corporate Services advising on early retirements, voluntary severance, and re-deployments during the 6 month period from 1 April to 30 September 2015.

13 WEST DUNBARTONSHIRE COUNCIL WORKFORCE 107 - 116
MONITORING REPORT

Submit report by the Executive Director of Corporate Services providing employment information relating to the Council for the period 1 April 2015 to 30 September 2015.

CORPORATE SERVICES COMMITTEE

At a Meeting of the Corporate Services Committee held on Wednesday, 12 August 2015 in Committee Room 3, Council Offices, Garshake Road, Dumbarton at 2.00 p.m.

Present: Councillors George Black, Jim Finn, David McBride, Jonathan McColl, Patrick McGlinchey, Tommy Rainey, Gail Robertson, Martin Rooney and Kath Ryall.

Attending: Angela Wilson, Executive Director of Corporate Services; Vicki Rogers, Head of People and Transformation; Peter Barry, Head of Customer and Community Services; Angela Terry, Manager of Organisational Development & Change; Paul McGowan, HR & Workforce Development Manager; Annabel Travers, Procurement Manager; Gillian McNeilly, Finance Manager; Jennifer Ogilvie, Finance Business Partner; Karen Shannon, Section Head (Finance, Administration & Control); Peter Hissett, Head of Legal, Democratic and Regulatory Services and Craig Stewart, Committee Officer.

Apologies: Apologies for absence were intimated on behalf of Councillors Gail Casey, John Mooney and Lawrence O'Neill.

Councillor Kath Ryall 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 at this point in the meeting.

MINUTES OF PREVIOUS MEETING

The Minutes of Meeting of the Corporate Services Committee held on 13 May 2015 were submitted and approved as a correct record.

With regard to the item in the previous minute under the heading 'Update of Voluntary Grants 2014/15', it was noted that all Elected Members would be sent a copy of background information in relation to the Community Loans Fund.

MINUTES OF JOINT CONSULTATIVE FORUM – 11 JULY 2015

After discussion, the Minutes of Special Meeting of the Joint Consultative Forum (JCF) held on 11 June 2015 were submitted for information and noted.

PROVISION OF BANKING SERVICES - RENEWAL OF BANKING CONTRACT

A report was submitted by the Executive Director of Corporate Services seeking approval to commence the tendering process and to award to the preferred bidder the Provision of Banking Services for the period 1 April 2016 to 31 March 2019, with an option to extend for a further 2 years to 31 March 2021.

The Committee agreed:-

- (1) to approve the process to begin invitations to tender for the provision of banking services for a three year period from 1 April 2016 until 31 March 2019, with an option to extend for a further two years until 31 March 2021; and
- (2) that authority be delegated to the Executive Director of Corporate Services, in consultation with the Chair of the Corporate Services Committee, to accept the most economically advantageous tender received providing this was within budgetary provision and at the end of the 3 year contract period, to renew the Council's banking contract and if appropriate agree an extension for a maximum of a further 2 additional 12 month periods until 31 March 2021.

CASH RECEIPTING SYSTEMS CONTRACT

A report was submitted by the Executive Director of Corporate Services seeking approval to award to the Council's existing supplier the provision of the Cash Receipting System Services Contract for the period 1 November 2015 to 31 October 2018.

After discussion and having heard the Executive Director of Corporate Services in further explanation and in answer to a Member's questions, the Committee agreed to award the cash receipting contract for the period 1 November 2015 to 31 October 2018 to the Council's current supplier.

GRANT APPLICATIONS 2015/16

A report was submitted by the Executive Director of Corporate Services providing information on grant applications with recommendations for payment 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 £4,250.59) as shown in Appendix B to the report, which would be contained within the Community Council's annual budget allocation.

CORPORATE SERVICES BUDGETARY CONTROL REPORT TO 30 JUNE 2015 (PERIOD 3)

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 June 2015.

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

- (1) to note the revenue account currently showing a projected annual favourable variance of £0.390m (2.01% of the total budget);
- (2) to note that the capital account shows a projected nil annual and project life variance; and
- (3) that a briefing would be provided to Members of the Committee on the current position of the project associated with cashless payments particularly in relation to schools.

COUNCIL TAX ON LONG TERM EMPTY PROPERTIES: POTENTIAL FOR BACKDATING DISCRETIONS AND POTENTIAL FINANCIAL IMPLICATIONS

A report was submitted by the Executive Director of Corporate Services providing information on the potential financial implications of implementing a backdated new discretion on Long Term Empty Properties which was agreed at Council on 24 June 2015.

After discussion, the Committee agreed to backdate the newly agreed discretions to the date of commencement of the policy in April 2014 on the following basis:-

- (1) The policy will be advertised on the Council website and in social media and members of the public will have six months from the date of advertisement to contact the Council and apply for refund/adjustment of outstanding Council Tax debt in relation to our policy on long term empty properties; and
- (2) The onus will be on members of the public to prove to the satisfaction of officers that they are entitled to the further discretion. This includes where applicable:-
 - (a) Providing evidence that positive steps were being taken by the owner to occupy their property; and/or
 - (b) Providing evidence that positive steps were being taken to refurbish their property; and/or
 - (c) In the absence of being able to fulfil the criterion of the 8 weekly inspection, provide evidence that positive steps were being taken to make their property habitable and that delays had been caused by events outwith their control.

CESSATION OF PUBLICATION OF FOOD HYGIENE AND FOOD STANDARDS INSPECTION REPORTS ON THE WEST DUNBARTONSHIRE COUNCIL WEBSITE

A report was submitted by the Executive Director of Corporate Services seeking approval to cease publication on the Council's website of Food Safety and Food Standards Inspection Reports issued by the Environmental Health Section.

Having heard the Head of Legal, Democratic and Regulatory Services, the Committee agreed to approve the cessation, with immediate effect, of the publication on the Council's website of Food Safety and Food Standards Inspection Reports.

ELECTED MEMBER DEVELOPMENT

A report was submitted by the Executive Director of Corporate Services on Elected Member development undertaken through the annual seminar programme and Personal Development Planning (PDP).

After discussion, the Committee agreed to note the content of the report including the summary at Appendix A of member participation across the 2014/15 programme, and the proposed programme for 2015/16 outlined at Appendix B to the report.

ATTENDANCE MANAGEMENT: QUARTER 1 - 2015/16

A report was submitted by the Executive Director of Corporate Services advising on attendance within Corporate Services and providing a summary of the quarter 1 absence statistics.

After discussion and having heard the Executive Director of Corporate Services in answer to Members' questions, the Committee agreed to note, with satisfaction, the content of the report and the attendance results for the year, namely a significant decrease of 487 FTE days lost (40%) compared to the same period last year.

ATTENDANCE MANAGEMENT POLICY REVISIONS

A report was submitted by the Executive Director of Corporate Services providing and update on proposed revisions to the Attendance Management Policy following discussions with Trade Unions.

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 approve the changes to the Attendance Management Policy, including incorporating the minor typographical adjustments to the Policy discussed at the meeting; and
- (2) otherwise to note the contents of the report.

Councillor Black, having failed to obtain a seconder for a proposed motion, asked that his dissent be recorded in respect of this item.

COUNCIL WORKFORCE PLAN

A report was submitted by the Executive Director of Corporate Services providing an update in relation to the ongoing Workforce Planning Framework.

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 to note the Council Workforce Plan 2015/16.

REVISED RESERVIST POLICY AND EMPLOYER RECOGNITION SCHEME AWARD

A report was submitted by the Executive Director of Corporate Services providing an update on revisions made to the Reservists Policy as a result of legislative changes and to note the Employers Recognition Scheme Bronze Award achieved by the Council.

After discussion and having heard the Head of People and Transformation and the HR and Workforce Development Manager in further explanation and in answer to Members' questions, the Committee agreed to note the contents of the report and agreed the changes to the Reservists Policy.

VALEDICTORY – ANGELA TERRY

As this would be the last meeting of the Corporate Services Committee that Angela Terry, Manager of Organisational Development & Change, would be attending as she was shortly due to leave the Council's service after 8 years to take up a new post at Police Scotland, the Convener, on behalf of the Committee, thanked Angela for her hard work and commitment over the years and wished her every success in the future.

The meeting closed at 3.20 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, 24 September 2015 at 2.05 p.m.

Present: Councillors Jim Finn, David McBride, Patrick McGlinchey, Gail Robertson and Kath Ryall; James Halfpenny (EIS); William Keady, Gary Miller, Tom Morrison and Susan Shannon (UNISON); and James Docherty (Unite).

Attending: Angela Wilson, Executive Director of Corporate Services; Soumen Sengupta, Head of Strategy, Planning and Health Improvement; Ronnie Dinnie, Head of Neighbourhood Services; Vicki Rogers, Head of People and Transformation; Paul McGowan, Human Resources & Workforce Development Manager; Malcolm Bennie, Manager of Corporate Communications; Alison McBride, Manager of Organisational Development & Change; 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 and Tommy Rainey; William McEwan (GMB); Claire Mackenzie (SSTA); Joanne Harkin (UNISON); Charlie McDonald and Jackaleen McMonagle (Unite); and Terry Lanagan, Executive Director of Educational Services.

APPOINTMENT OF CHAIR

In the absence of the Chair, Jackaleen McMonagle, it was noted that the meeting would be chaired by Councillor McGlinchey, the Forum's Vice-Chair. Accordingly, Councillor McGlinchey assumed the Chair.

Councillor Patrick McGlinchey in the Chair**DECLARATIONS OF INTEREST**

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

MINUTES OF PREVIOUS MEETING

The Minutes of Meeting of the Joint Consultative Forum held on 11 June 2015 were submitted and approved as a correct record.

OFFICE RATIONLISATION PROJECT

A presentation was given by Euan Tyson, Projects Manager, Capital Investment Team, on the Office Rationalisation Project (ORP).

The main points covered in the presentation were:-

- That the ORP had been approved by Council at its meeting on 25 June 2014.
- An overview of the Council's current buildings estate and the difficulties associated with it.
- The benefits of the Workplace of the Future programme.
- The progress to date of the ORP.

In this respect, a report was submitted by the Executive Director of Infrastructure and Regeneration providing an update on the progress of the Office Rationalisation Project.

Having heard the Projects Manager, Capital Investments Team, in answer to Members' questions, the Forum agreed to note the contents of the report.

Thereafter, Councillor McGlinchey, Chair, thanked Mr Tyson for his informative presentation.

INTERNSHIP PROGRAMME AND WORK EXPERIENCE PLACEMENTS

A report was submitted by the Head of People and Transformation providing an overview of the Internship Programme and the formalising of work experience placements to support work and career prospects within West Dunbartonshire.

Having heard the Head of People and Transformation in further explanation of the report and in answer to a Member's question, the Forum agreed to note the contents of the report.

SUCCESSION PLANNING

A report was submitted by the Head of People and Transformation providing an update on plans to introduce succession planning as part of the Council's Workforce Planning framework.

Having heard the Executive Director of Corporate Services and the Head of People and Transformation in further explanation of the report and in answer to Members' questions, the Forum agreed to note the contents of the report and the actions being progressed.

SERVICE IN PARTNERSHIP

A report was submitted by the Head of People and Transformation providing an update on the proposal to enter into a reciprocal agreement between West Dunbartonshire Council and the NHS to recognise continuous service for occupational benefits for those moving to and from the Health & Social Care Partnership (HSCP).

Following discussion and having heard the Head of People and Transformation and the Head of Strategy, Planning and Health Improvement, in further explanation of the report and in answer to a Member's question, the Forum welcomed the contents of the report.

ANNUAL REVIEW OF PERFORMANCE AND DEVELOPMENT PLANNING (PDP) 14/15 AND 15/16

A report was submitted by the Head of People and Transformation providing an update on the annual review and operation of Performance and Development Planning (PDP) for Council employees.

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

- (1) to note the outcomes of the annual review and progress implementing PDP for 2014/15 and 2015/16;
- (2) to note: (i) that at the time that the report had been produced 79% of eligible employees had a PDP in place for 2015/16; (ii) that as at 22 September 2015 this figure had risen to 85%; and (iii) that progress towards achieving the Council's target of 95% should be discussed at departmental Joint Consultative Committees; and
- (3) to note the improvement measures being implemented to strengthen the Council's commitment to PDP.

EQUALITY AND DIVERSITY IN EMPLOYMENT POLICY

A report was submitted by the Head of People and Transformation providing an update on the development of the Equality and Diversity in Employment Policy.

Having heard the Head of People and Transformation in further explanation of the report, the Forum agreed to note the contents of the report and that the Equality and Diversity in Employment Policy would be submitted to the Corporate Service Committee in November 2015 for approval.

REVISIONS TO TRAVEL AND SUBSISTENCE SCHEME

A report was submitted by the Head of People and Transformation providing an update on revisions to the Travel and Subsistence Scheme following recommendations made by Internal Audit.

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

- (1) to note that guidance and e-learning on the electronic submission and processing of travel and subsistence claims were available and that the Head of People and Transformation had invited trades unions representatives to bring to her attention any specific queries their members had in relation to the submission of claims; and
- (2) otherwise to note the contents of the report and that the revisions made to the Travel and Subsistence Scheme would be reported to the Council's Audit and Performance Review Committee.

WORKING WELL TOGETHER: QUARTER 1 2015/2016

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

- (1) 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
- (2) providing a summary of absence statistics, and associated data, for the Council and individual departments and the specific actions being progressed.

Having heard the Executive Director of Corporate Services and the Head of People and Transformation in further explanation of the report and in answer to Members' questions, the Forum agreed:-

- (1) to note that there had been a 43% increase in teachers' absence in quarter 1 of 2015/16 in comparison to the same quarter of 2014/15 and that the Executive Director of Educational Services would report on the reasons for this increase to the next meeting of the Educational Services Joint Consultative Committee for Teachers; and
- (2) otherwise to note the contents of the report.

DISCIPLINE, GRIEVANCE AND DIGNITY AT WORK – QUARTER 1 UPDATE (1 APRIL 2015 – 30 JUNE 2015)

A report was submitted by the Head of People and Transformation advising of progress on discipline, grievance and dignity at work cases for the period 1 April 2015 to 30 June 2015.

Having heard the Head of People and Transformation in further explanation of the report, 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 April 2015 to 30 June 2015.

The Forum agreed to note the contents of the report.

TRADES UNIONS ISSUES

Joint Trades Unions Anti-Austerity Day (item requested by UNISON)

The Forum heard Mr Morrison who made reference to the Joint Trades Unions Anti-Austerity Day which had been held recently. Mr Morrison requested that Elected Members support Trades Unions and the local community in challenging both austerity and the Trade Union Bill presently being considered by the UK Parliament.

Elected Members were then heard in response to Mr Morrison's request and their comments were noted.

Refugee Solidarity (item requested by UNISON)

Councillor McGlinchey, Chair, provided an update on the motion relating to the humanitarian crisis in Europe which had been agreed by Council at its special meeting on 16 September 2015.

Thereafter, the Forum heard Mr Morrison who intimated UNISON's support for the aforementioned decision of Council.

Following discussion it was agreed that the Trades Unions would be invited to attend the upcoming public meeting in Clydebank Town Hall at which the local response to the refugees crisis would be discussed.

The meeting closed at 3.20 p.m.

DRAFT

WEST DUNBARTONSHIRE COUNCIL

Report by Executive Director of Corporate Services

Corporate Services Committee 11th November 2015

**Subject: Corporate Services Departmental Plan 2015/16
Mid-Year Progress Report**

1 Purpose

- 1.1** The purpose of this report is to set out the progress towards the delivery of the Corporate Services Departmental Plan 2015/16.

2 Recommendations

- 2.1** It is recommended that the Committee notes the contents of this report and progress to date.

3 Background

- 3.1** The Performance Management Framework requires all directorates to monitor, review and formally report to the relevant committee on mid-year and year-end department plan performance.

4 Main Issues

- 4.1** Appendix 1 sets out the current progress in relation to the actions to deliver departmental objectives as laid out in the department plan for 2015/16 and presented to Committee in May 2015.
- 4.2** Actions which are not progressing as planned are readily identified by their status and explanations for delays are provided in the comment column of the covalent report which is Appendix 1.
- 4.3** At the mid-year, of the 38 actions set out in the plan,
- 37 (97%) are progressing as planned or complete
 - 1 (3%) require progress to be checked
- 4.4** No actions are significantly adrift of target at this point in the year.

5 People Implications

5.1 There are no personnel issues.

6 Financial Implications

6.1 There are no financial implications.

7 Risk Analysis

7.1 There is a risk that performance will decline without adequate performance management and scrutiny by senior management and elected members.

8 Equalities Impact Assessment

8.1 An EIA is not required as this report provides an update on the progress of Corporate Services Departmental Plan. It is therefore not relevant in terms of the Public Sector Equality Duty.

9 Consultation

9.1 Officers from the department were consulted in the preparation of this report.

10 Strategic Assessment

10.1 The Corporate Services Departmental Plan 2014/15 contributes to and facilitates the delivery of all the strategic priorities.

Angela Wilson
Executive Director of Corporate Services
Date: 17 October 2014

Person to Contact: Amanda Coulthard,
Manager of Corporate and Community Planning
Tel: 01389 737271
Council Offices, Garshake Road, Dumbarton G82 3PU
E-mail: Amanda.Coulthard@west-dunbarton.gov.uk

Appendix: Appendix 1: Covalent Progress Report

Background Papers: Corporate Services Committee - '[Corporate Services Departmental Plan](#)' – May 2014

Wards Affected: All wards

Corporate Services Department Plan 2015/16 Mid-Year Performance Report



SOCIAL MISSION

Improve economic growth and employability






Action	Status	Progress	Due Date	Comment	Assigned To
Develop a new, fully integrated Working 4U service that improves customer experience and supports organisational needs		<div><div>50%</div></div>	31-Mar-2016	Consultation event took place in May 2015, with follow up workshops in June 2015. The project implementation and recruitment to new structure is underway and on track for delivery by March 2016 as planned.	Michael Gill
Develop a range of interventions to increase the number of people entering work or training		<div><div>60%</div></div>	31-Mar-2016	Working matters programme commenced in August 2015. Graduate intern recruitment underway for a November start. Additional apprenticeships created across services also.	Michael Gill
Develop the range of learning opportunities across all stages of the Strategic Skills Pipeline, with a particular emphasis on digital and financial exclusion		<div><div>33%</div></div>	31-Mar-2016	Work progressing and linked to the strategic 3 year plan for the learning element of W4U	Lorna Campbell
Develop a range of interventions to maximise income and provide effective money advice services		<div><div>50%</div></div>	31-Mar-2016	Working 4U Money now present in One Stop Shops and Dumbarton HUB. Partnership working with addiction services is in early stages, full partnership will be completed by Dec 15. DWP partnership working providing budgeting advice to Universal Credit claimants implemented and ongoing	Mary Holt

Improve the wellbeing of communities and protect the welfare of vulnerable people






Action	Status	Progress	Due Date	Comment	Assigned To
Ensure the successful implementation of welfare reform locally including the roll out of Universal Credit		<div><div>50%</div></div>	31-Mar-2016	This activity is progressing as planned with 2 of 4 milestones delivered to date.	Marion Smith
Deliver a successful Westminster Election for the West Dunbartonshire area		<div><div>100%</div></div>	31-Mar-2016	The election has been completed successfully and without challenge. Those candidates involved have praised the organisation and efficiency of the event.	George Hawthorn

ORGANISATIONAL CAPABILITIES


Committed and dynamic workforce

Action	Status	Progress	Due Date	Comment	Assigned To
Embed a corporate model of change management across the Council		<div><div>75%</div></div>	31-Mar-2016	All change workshops developed and delivery dates agreed, ongoing change support for key projects being delivered, problem solving session developed as an additional resource for toolkit.	Alison McBride
Deliver an employee development framework for all Council employees		<div><div>75%</div></div>	31-Mar-2016	Employee development framework and supporting communication programme has been developed to engage and raise awareness with line managers and employees.	Linda Butler
Develop innovative strategies and best practice to support employee attendance and reduce absence in line with agreed targets		<div><div>75%</div></div>	31-Mar-2016	Revised attendance management policy agreed at Corporate Services Committee on 12/8/2015. Policy implemented on 1/10/2015 alongside Employee Wellbeing Charter. Management training and employee communications in progress to support implementation.	Paul McGowan
Continuously improve the Council workforce planning process to sustain a committed workforce that supports the organisation's needs		<div><div>25%</div></div>	31-Mar-2016	Best practice guidance currently being developed with HR Business partners to support Workforce planning progress. Procedures for succession planning, internship programmes and work experience placements were agreed at JCF on 24/9/2015	Paul McGowan
Promote a workplace culture that articulates and promotes behaviours from all staff compatible with the Council's aims and ACHIEVE values		<div><div>60%</div></div>	31-Mar-2016	Timelines extended to enable additional underpinning work to be completed.	Lorraine Mair






Continuously improving working practices

Action	Status	Progress	Due Date	Comment	Assigned To
Implement a single corporate approach to performance management		<div><div>43%</div></div>	31-Mar-2016	progressing as planned, work to implement a business partner model of performance management in place	Amanda Coulthard
Lead internal and external communication campaigns, including regular publication of talk magazine for employees and housing news for tenants		<div><div>30%</div></div>	31-Mar-2016	This activity is progressing as planned with 3 of 10 milestones delivered to date	Malcolm Bennie
Explore opportunities for decreasing corporate debt		<div><div>25%</div></div>	31-Mar-2016	Work is progressing well and all milestones on track with 1 of 4 delivered to date	Marion Smith
Improve rent collection rates		<div><div>46%</div></div>	31-Mar-2016	This work is progressing as planned with 7 of 15 milestones delivered to date	Marion Smith
Ensure structures and processes best meet customer needs and are consistent with the customer services strategy		<div><div>25%</div></div>	31-Mar-2016	Work progressing in discussion with union representatives. 2 of 8 milestones delivered to date	Gillian McNeilly







Fit for purpose estates and facilities

Action	Status	Progress	Due Date	Comment	Assigned To
Ensure property and resource optimisation projects are supported by robust ICT infrastructure		<div><div>44%</div></div>	31-Mar-2016	IT input to Bellsmyre and Kilpatrick tenders complete. Key IT resource identified for each project to support evaluation and build stages of the projects. IT input to Care homes, new Dumbarton office, Leisure Centre and Depot projects underway.	Patricia Kerr




Innovative use of Information Technology

Action	Status	Progress	Due Date	Comment	Assigned To
Retain or improve the Council's 3 star SOCITM website rating		<div><div>75%</div></div>	31-Mar-2016	This work is progressing as planned with 4 of 5 milestones now delivered	Jonathan Muir
Extend the scope of the shared data centre		<div><div>25%</div></div>	31-Mar-2016	Work progressing as planned with 3 of 12 milestones delivered to date	Brian Miller
Deliver robust ICT input to transformational change projects		<div><div>35%</div></div>	31-Mar-2016	The action incorporates a range of projects which are at varying stages and some of which will continue into 2016-17. 6 of 22 milestones have been delivered to date	Patricia Kerr; Anne McFadden; Brian Miller
Further develop the workforce management system including phase 2 roll-out		<div><div>50%</div></div>	31-Mar-2016	Rollout of Management Reports to all managers complete with additional functionality added in relation to absence reports. Work ongoing in relation to implementation of full system upgrade.	Paul McGowan
Deliver Purchase to Pay		<div><div>19%</div></div>	31-Mar-2016	Preparatory work underway for the system wide business transformation required to deliver this project. All progressing as planned.	Annabel Travers

Strong Corporate Governance





Action	Status	Progress	Due Date	Comment	Assigned To
Embed a strong corporate approach to risk management		<div><div>50%</div></div>	31-Mar-2016	Strategic risks were reported to the Audit and Performance Committee in June 2015. Work is ongoing across the Council to ensure that departmental risks are up to date.	Colin McDougall
Ensure a strong audit and assurance process is embedded throughout the organisation		<div><div>33%</div></div>	31-Mar-2016	Assurance Statement for y/e 31st March 2015 completed. Key risk based work as identified in the 2015/16 Audit Plan is in progress.	Colin McDougall
Ensure an appropriate legal service response to implementation of new legislation and policy directives		<div><div>50%</div></div>	31-Mar-2016	Work progressing as planned with 2 of 4 milestones delivered	Alan Douglas
Review licensing policies and processes in line with agreed target		<div><div>44%</div></div>	31-Mar-2016	Work is progressing well and generally on track for milestone deadlines to be met.	Raymond Lynch
Ensure an Environmental Health and Trading Standards provide a robust and proactive local response		<div><div>50%</div></div>	31-Mar-2016	The deadlines for the final 2 milestones are March 2016. Work is continuing in respect of each.	Graham Pollock
Ensure compliance through all organisational transformation projects		<div><div>61%</div></div>	31-Mar-2016	Legal Services have led commercial negotiations and provided legal support resulting in the successful conclusion of contracts for transformational Capital Projects (Vale of Leven Industrial Estate Workshops, Clydebank Leisure Centre, and Bellsmyre and Kilpatrick Schools), as well as the Queens Quay, Clydebank regeneration project. Legal Services continues to support the HEEDS Capital Investment Team in other key capital projects, including the developing of alternative delivery models.	Alan Douglas

Strong financial governance and sustainable budget management




Action	Status	Progress	Due Date	Comment	Assigned To
Consider options for improving the corporate budget process		<div><div>66%</div></div>	31-Mar-2016	Progressing as planned with 2 of 3 milestones delivered	Gillian McNeilly
Improve procurement capacity and capability across the Council		<div><div>40%</div></div>	31-Mar-2016	All activity progressing as planned across both key milestones	Annabel Travers
Ensure a corporate approach to supplier relationship management		<div><div>25%</div></div>	31-Mar-2016	Activity progressing as planned across all 4 milestones	Annabel Travers

LEGITIMACY AND SUPPORT

Constructive partnership working and joined-up service delivery

Action	Status	Progress	Due Date	Comment	Assigned To
Implement the neighbourhood management approach across West Dunbartonshire		<div><div>35%</div></div>	31-Mar-2016	Early phase areas underway along with work to further engagement in the pilot area. Community led action plan development and engagement scheduled across a range of communities.	Amanda Coulthard
Implement an accessible and customer focused model of customer service		<div><div>25%</div></div>	31-Mar-2016	Progressing as planned with 1 of 3 milestones delivered	Stephen Daly
Increase the capacity of the Contact Centre to operate on a 24/7 basis		<div><div>0%</div></div>	31-Mar-2016	This action focuses on ensuring customers can access key council services and transact with the council on a 24/7 basis. First milestone is due for delivery at the end of November 2015.	Stephen Daly
Improve complaints processes and responsiveness leading to an outcome focused service		<div><div>33%</div></div>	31-Mar-2016	Progressing as planned with 1 of 3 milestones delivered to date	Stephen Daly

Positive dialogue with local citizens and communities

Action	Status	Progress	Due Date	Comment	Assigned To
Strengthen our approach to community empowerment through a single community engagement service		<div><div>25%</div></div>	31-Mar-2016	work progressing, however a single service will not be progressed at this point.	Amanda Coulthard
Enhance use and reach of Council's social media, with a focus on promoting Council achievements		<div><div>60%</div></div>	31-Mar-2016	This activity is progressing as planned with 3 of 5 milestones delivered to date	Malcolm Bennie
Provide an effective press office service that promotes Council achievements and protects the organisation against unfair criticism		<div><div>50%</div></div>	31-Mar-2016	This activity is progressing as planned with 5 of 10 delivered	Malcolm Bennie

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

**Subject: Corporate Services Budgetary Control Report to 30 September 2015
 (Period 6)**

1. Purpose

- 1.1** The purpose of this report is to advise the Committee on the performance of the Corporate Services budget for the period to 30 September 2015.

2. Recommendations

- 2.1** Members are asked to:

- i) note that the revenue account currently shows a projected annual favourable variance of £0.300m (1.56% of the total budget); and
- ii) note that the capital account shows a projected annual favourable variance of £0.574m (29.2% of annual budget) and project life adverse variance of £0.144m (1.8% of project life budget).

3. Background

Revenue

- 3.1** At the meeting of West Dunbartonshire Council on 4 February 2015, Members agreed the revenue estimates for 2015/2016, including a total net Corporate Services budget of £19.246m. Budget adjustments have taken place revising the budget to £19.173m as detailed below.

Budget Agreed February 2015	£19.246m
Allocation of general savings targets	(£0.023m)
Transfer of phone budgets from other departments	£0.133m
Removal of recurring variances	(£0.183m)
Revised Budget	£19.173m

Capital

- 3.2** At the meeting of Council on 4 February 2015, Members also agreed the updated 10 year General Services Capital Plan for 2013/2014 to 2022/23. The next three years from 2015/16 to 2017/18 have been approved in detail with the remaining 4 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 £0.300m (1.56% 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 2015/16 are monitored with current indications showing that of the total target being monitored (£1.045m), the majority of actions are currently on target to be achieved. However it indicates that £0.016m 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 Appendix 6 and 7.
- 4.6** The overall Corporate Services programme summary report at Appendix 6 shows that planned expenditure and resource for 2015/16 is projected to show a favourable variance of £0.574m while project life is projected to show an adverse variance of £0.144m. Projects which are currently at red status are detailed in Appendix 7.

5. People Implications

- 5.1** There are no people implications.

6. Financial and Procurement Implications

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

7. Risk Analysis

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

8. Equalities Impact Assessment (EIA)

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

9. Consultation

9.1 All 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: 16 October 2015

Person to Contact: Jennifer Ogilvie, Finance Business Partner
Council Offices, Garshake Road, Dumbarton
Telephone: (01389) 737453
E-mail: jennifer.ogilvie@west-dunbarton.gov.uk

Appendices:

- Appendix 1 - Revenue Budgetary Control 2015/16
– Summary Report
- Appendix 2 - Revenue Budgetary Control 2015/16
– Graphs
- Appendix 3 - Revenue Budgetary Control 2015/16
– Service Reports
- Appendix 4 - Analysis of Revenue Variances over
£50,000
- Appendix 5 - 2015/16 Savings and Management
Adjustments Monitoring
- Appendix 6 - Overall Capital Programme Summary
Financials
- Appendix 7 - Capital Projects at Red Status

Background Papers: Ledger output – Period 6
General Services Revenue Estimates 2015/16
General Services Capital Plan 2015/16 to 2017/18 - Council
4 February 2015

Corporate Services Budgetary Control Report to 30
September (Period 6)
General Services Capital Plan - Analysis of Projects at
Green Status

Wards Affected

All Wards

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2015/2016
CORPORATE SERVICES AND CHIEF EXECUTIVE SUMMARY

APPENDIX 1

MONTH END DATE

30 September 2015

PERIOD

6

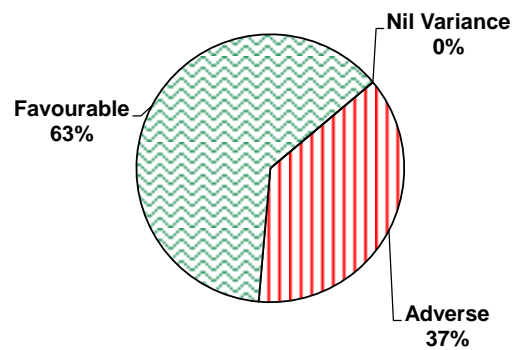
Actual Outturn 2014/15	Departmental / Subjective Summary	Total Budget 2015/16	Spend to Date 2015/16	% Spend to Date of Total Budget	Forecast Spend 2015/16	Forecast Variance 2015/16	RAG Status
£000	Departmental Summary	£000	£000	%	£000	£000	%
221	Chief Executive	209	103	49%	210	1	0%
791	Directorate & Corporate Resources	732	369	50%	755	23	3%
316	Communications & Marketing	356	136	38%	350	(7)	-2%
730	Audit & Risk	790	386	49%	741	(49)	-6%
1,374	Administrative & Democratic Services	1,421	734	52%	1,458	37	3%
634	Legal Services	660	340	52%	632	(28)	-4%
(282)	Licensing	(213)	(87)	41%	(201)	12	-6%
1,239	Environmental Health	1,238	586	47%	1,237	(1)	0%
1,584	Finance	1,577	805	51%	1,572	(5)	0%
555	Procurement	529	230	43%	530	1	0%
2,511	Revenues & Benefits	2,574	1,172	46%	2,556	(18)	-1%
319	Debtors & Creditors	354	153	43%	345	(9)	-3%
243	Rent Rebates & Allowances	51	60	118%	56	5	10%
61	Cost of Collection of Rates	73	4	5%	68	(5)	-7%
(586)	Cost of Collection of Council Tax	(741)	(135)	18%	(749)	(8)	1%
571	Transactional Services	610	292	48%	606	(4)	-1%
448	Change Support	460	202	44%	427	(33)	-7%
2,882	Information Services	3,092	1,686	55%	3,150	58	2%
945	Human Resources & Organisational Development	968	453	47%	958	(10)	-1%
800	Customer Service	843	365	43%	845	2	0%
520	Corporate & Community Planning	908	303	33%	848	(60)	-7%
1,286	Advice Service	1,350	608	45%	1,245	(105)	-8%
1,248	Community Learning & Development	1,153	398	35%	1,050	(104)	-9%
195	Employment Support	179	400	223%	185	6	3%
18,605	Total Net Expenditure	19,173	9,563	50%	18,873	(300)	-2%

MONTH END DATE 30 September 2015

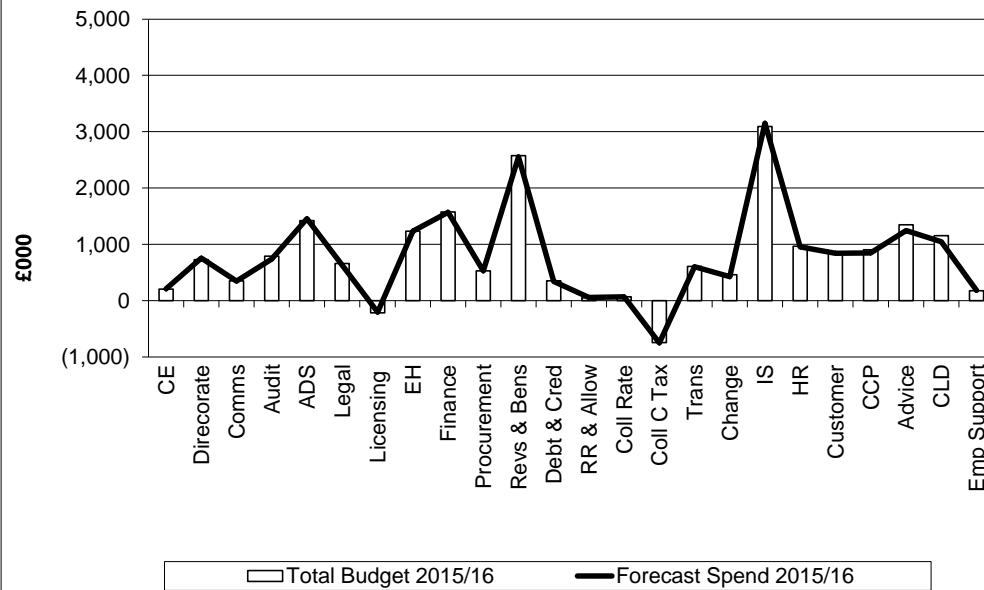
PERIOD 6

Corporate Services / Chief Executive Graphs

Analysis of Alert Status by Service Area



Total Budget 2015/16 vs Forecast Spend 2015/16



WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2015/2016
CORPORATE SERVICES AND CHIEF EXECUTIVE DETAIL

APPENDIX 3

MONTH END DATE 30 September 2015

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Actual Outturn 2014/15	Service Summary	Total Budget 2015/16	Spend to Date 2015/16	% Spend to Date of Total Budget	Forecast Spend 2015/16	Forecast Variance 2015/16	RAG Status
£000	Chief Executive	£000	£000	%	£000	£000	%
214	Employee	203	100	49%	202	(1)	0%
0	Property	0	0	0%	0	0	0%
2	Transport and Plant	1	1	100%	3	2	200%
5	Supplies, Services and Admin	5	2	40%	5	0	0%
0	Payments to Other Bodies	0	0	0%	0	0	0%
0	Other	0	0	0%	0	0	0%
221	Gross Expenditure	209	103	49%	210	1	0%
0	Income	0	0	0%	0	0	0%
221	Net Expenditure	209	103	49%	210	1	0%
£000	Directorate & Corpportate Resources	£000	£000	%	£000	£000	%
781	Employee	726	364	50%	748	22	3%
0	Property	0	0	0%	0	0	0%
2	Transport and Plant	1	1	100%	2	1	100%
8	Supplies, Services and Admin	5	4	80%	5	0	0%
0	Payments to Other Bodies	0	0	0%	0	0	0%
0	Other	0	0	0%	0	0	0%
791	Gross Expenditure	732	369	50%	755	23	3%
0	Income	0	0	0%	0	0	0%
791	Net Expenditure	732	369	50%	755	23	3%

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2015/2016
CORPORATE SERVICES AND CHIEF EXECUTIVE DETAIL

APPENDIX 3

MONTH END DATE 30 September 2015

PERIOD 6

Actual Outturn 2014/15	Service Summary	Total Budget 2015/16	Spend to Date 2015/16	% Spend to Date of Total Budget	Forecast Spend 2015/16	Forecast Variance 2015/16	RAG Status
£000	Communications & Marketing	£000	£000	%	£000	£000	%
263	Employee	287	120	42%	282	(5)	-2% ↑
0	Property	0	0	0%	0	0	0% →
0	Transport and Plant	0	1	0%	1	1	0% ↓
50	Supplies, Services and Admin	63	13	21%	63	0	0% →
3	Payments to Other Bodies	6	2	33%	4	(3)	-42% ↑
0	Other	0	0	0%	0	0	0% →
316	Gross Expenditure	356	136	38%	350	(7)	-2% ↑
0	Income	0	0	0%	0	0	0% →
316	Net Expenditure	356	136	38%	350	(7)	-2% ↑
£000	Audit & Risk	£000	£000	%	£000	£000	%
705	Employee	806	386	48%	798	(8)	-1% ↑
0	Property	0	0	0%	0	0	0% →
3	Transport and Plant	5	2	40%	4	(1)	-20% ↑
13	Supplies, Services and Admin	14	10	71%	14	0	0% →
12	Payments to Other Bodies	15	1	7%	15	0	0% →
0	Other	0	0	0%	0	0	0% →
733	Gross Expenditure	840	399	48%	831	(9)	-1% ↑
(3)	Income	(50)	(13)	26%	(90)	(40)	80% ↑
730	Net Expenditure	790	386	49%	741	(49)	-6% ↑

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2015/2016
CORPORATE SERVICES AND CHIEF EXECUTIVE DETAIL

APPENDIX 3

MONTH END DATE 30 September 2015

PERIOD 6

Actual Outturn 2014/15	Service Summary	Total Budget 2015/16	Spend to Date 2015/16	% Spend to Date of Total Budget	Forecast Spend 2015/16	Forecast Variance 2015/16	RAG Status
£000	Administrative & Democratic Services	£000	£000	%	£000	£000	%
1,543	Employee	1,501	774	52%	1,538	37	2% ↓
8	Property	0	0	0%	0	0	0% →
6	Transport and Plant	6	3	50%	6	0	0% →
27	Supplies, Services and Admin	32	16	50%	32	0	0% →
0	Payments to Other Bodies	0	0	0%	0	0	0% →
0	Other	0	0	0%	0	0	0% →
1,584	Gross Expenditure	1,539	793	52%	1,576	37	2% ↓
(210)	Income	(118)	(59)	50%	(118)	0	0% →
1,374	Net Expenditure	1,421	734	52%	1,458	37	3% ↓
£000	Legal Services	£000	£000	%	£000	£000	%
641	Employee	750	351	47%	731	(19)	-3% ↑
0	Property	0	0	0%	0	0	0% →
1	Transport and Plant	1	1	100%	1	0	0% →
17	Supplies, Services and Admin	16	5	31%	15	(1)	-6% ↑
0	Payments to Other Bodies	10	8	80%	12	2	20% ↓
0	Other	0	0	0%	0	0	0% →
659	Gross Expenditure	777	365	47%	759	(18)	-2% ↑
(25)	Income	(117)	(25)	21%	(127)	(10)	9% ↑
634	Net Expenditure	660	340	52%	632	(28)	-4% ↑

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2015/2016
CORPORATE SERVICES AND CHIEF EXECUTIVE DETAIL

APPENDIX 3

MONTH END DATE **30 September 2015**

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Actual Outturn 2014/15	Service Summary	Total Budget 2015/16	Spend to Date 2015/16	% Spend to Date of Total Budget	Forecast Spend 2015/16	Forecast Variance 2015/16	RAG Status
£000	Licensing	£000	£000	%	£000	£000	%
181	Employee	178	83	47%	180	2	1% ↓
0	Property	0	0	0%	0	0	0% →
2	Transport and Plant	1	0	0%	1	0	0% →
31	Supplies, Services and Admin	5	4	80%	5	0	0% →
0	Payments to Other Bodies	0	0	0%	0	0	0% →
0	Other	0	0	0%	0	0	0% →
214	Gross Expenditure	184	87	47%	186	2	1% ↓
(496)	Income	(397)	(174)	44%	(387)	10	-3% ↓
(282)	Net Expenditure	(213)	(87)	41%	(201)	12	-6% ↓
£000	Environmental Health	£000	£000	%	£000	£000	%
1,154	Employee	1,164	561	48%	1,166	2	0% ↓
10	Property	21	6	29%	14	(7)	-33% ↑
25	Transport and Plant	24	11	46%	24	0	0% →
93	Supplies, Services and Admin	46	21	46%	46	0	0% →
89	Payments to Other Bodies	87	34	39%	87	0	0% →
0	Other	0	0	0%	0	0	0% →
1,371	Gross Expenditure	1,342	633	47%	1,337	(5)	0% ↑
(132)	Income	(104)	(47)	45%	(100)	4	-4% ↓
1,239	Net Expenditure	1,238	586	47%	1,237	(1)	0% ↑

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2015/2016
CORPORATE SERVICES AND CHIEF EXECUTIVE DETAIL

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MONTH END DATE

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PERIOD

6

Actual Outturn 2014/15	Service Summary	Total Budget 2015/16	Spend to Date 2015/16	% Spend to Date of Total Budget	Forecast Spend 2015/16	Forecast Variance 2015/16	RAG Status	
£000	Finance	£000	£000	%	£000	£000	%	
1,623	Employee	1,684	800	48%	1,676	(8)	0%	↑
0	Property	0	0	0%	0	0	0%	→
4	Transport and Plant	2	2	100%	2	0	0%	→
22	Supplies, Services and Admin	12	14	117%	17	5	42%	↓
3	Payments to Other Bodies	2	2	100%	2	0	0%	→
0	Other	0	0	0%	0	0	0%	→
1,652	Gross Expenditure	1,700	818	48%	1,697	(3)	0%	↑
(68)	Income	(123)	(13)	11%	(125)	(2)	2%	↑
1,584	Net Expenditure	1,577	805	51%	1,572	(5)	0%	↑
£000	Procurement	£000	£000	%	£000	£000	%	
559	Employee	538	230	43%	632	94	17%	↓
0	Property	0	0	0%	0	0	0%	→
1	Transport and Plant	1	0	0%	1	0	0%	→
0	Supplies, Services and Admin	1	0	0%	1	0	0%	→
66	Payments to Other Bodies	66	0	0%	66	0	0%	→
0	Other	0	0	0%	0	0	0%	→
626	Gross Expenditure	606	230	38%	700	94	16%	↓
(71)	Income	(77)	0	0%	(170)	(93)	121%	↑
555	Net Expenditure	529	230	43%	530	1	0%	↓

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2015/2016
CORPORATE SERVICES AND CHIEF EXECUTIVE DETAIL

APPENDIX 3

MONTH END DATE 30 September 2015

PERIOD 6

Actual Outturn 2014/15	Service Summary	Total Budget 2015/16	Spend to Date 2015/16	% Spend to Date of Total Budget	Forecast Spend 2015/16	Forecast Variance 2015/16	RAG Status
£000	Revenues & Benefits	£000	£000	%	£000	£000	%
2,482	Employee	2,562	1,176	46%	2,543	(19)	-1% ↑
1	Property	0	1	0%	0	0	0% →
17	Transport and Plant	10	3	30%	10	0	0% →
94	Supplies, Services and Admin	62	23	37%	62	0	0% →
870	Payments to Other Bodies	870	415	48%	870	0	0% →
0	Other	0	0	0%	0	0	0% →
3,464	Gross Expenditure	3,504	1,618	46%	3,485	(19)	-1% ↑
(953)	Income	(930)	(446)	48%	(929)	1	0% ↓
2,511	Net Expenditure	2,574	1,172	46%	2,556	(18)	-1% ↑
£000	Debtors & Creditors	£000	£000	%	£000	£000	%
242	Employee	280	128	46%	281	1	0% ↓
0	Property	0	0	0%	0	0	0% →
0	Transport and Plant	0	0	0%	0	0	0% →
77	Supplies, Services and Admin	74	25	34%	64	(10)	-14% ↑
0	Payments to Other Bodies	0	0	0%	0	0	0% →
0	Other	0	0	0%	0	0	0% →
319	Gross Expenditure	354	153	43%	345	(9)	-3% ↑
0	Income	0	0	0%	0	0	0% →
319	Net Expenditure	354	153	43%	345	(9)	-3% ↑

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2015/2016
CORPORATE SERVICES AND CHIEF EXECUTIVE DETAIL

APPENDIX 3

MONTH END DATE **30 September 2015**

PERIOD **6**

Actual Outturn 2014/15	Service Summary	Total Budget 2015/16	Spend to Date 2015/16	% Spend to Date of Total Budget	Forecast Spend 2015/16	Forecast Variance 2015/16	RAG Status	
£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%	→
46,840	Payments to Other Bodies	42,556	20,654	49%	46,825	4,269	10%	↓
0	Other	0	0	0%	0	0	0%	→
46,840	Gross Expenditure	42,556	20,654	49%	46,825	4,269	10%	↓
(46,597)	Income	(42,505)	(20,594)	48%	(46,769)	(4,264)	10%	↑
243	Net Expenditure	51	60	118%	56	5	10%	↓
£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%	→
22	Supplies, Services and Admin	25	4	16%	20	(5)	-20%	↑
98	Payments to Other Bodies	98	0	0%	98	0	0%	→
0	Other	0	0	0%	0	0	0%	→
120	Gross Expenditure	123	4	3%	118	(5)	-4%	↑
(59)	Income	(50)	0	0%	(50)	0	0%	→
61	Net Expenditure	73	4	5%	68	(5)	-7%	↑

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2015/2016
CORPORATE SERVICES AND CHIEF EXECUTIVE DETAIL

APPENDIX 3

MONTH END DATE 30 September 2015

PERIOD 6

Actual Outturn 2014/15	Service Summary	Total Budget 2015/16	Spend to Date 2015/16	% Spend to Date of Total Budget	Forecast Spend 2015/16	Forecast Variance 2015/16	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%	→
91	Supplies, Services and Admin	88	25	28%	81	(7)	-8%	↑
47	Payments to Other Bodies	48	9	19%	47	(1)	-2%	↑
0	Other	0	0	0%	0	0	0%	→
138	Gross Expenditure	136	34	25%	128	(8)	-6%	↑
(724)	Income	(877)	(169)	19%	(877)	0	0%	→
(586)	Net Expenditure	(741)	(135)	18%	(749)	(8)	1%	↑
£000	Transactional Services	£000	£000	%	£000	£000	%	
562	Employee	602	289	48%	598	(4)	-1%	↑
0	Property	0	0	0%	0	0	0%	→
0	Transport and Plant	0	0	0%	0	0	0%	→
9	Supplies, Services and Admin	8	3	38%	8	0	0%	→
0	Payments to Other Bodies	0	0	0%	0	0	0%	→
0	Other	0	0	0%	0	0	0%	→
571	Gross Expenditure	610	292	48%	606	(4)	-1%	↑
0	Income	0	0	0%	0	0	0%	→
571	Net Expenditure	610	292	48%	606	(4)	-1%	↑

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2015/2016
CORPORATE SERVICES AND CHIEF EXECUTIVE DETAIL

APPENDIX 3

MONTH END DATE 30 September 2015

PERIOD 6

Actual Outturn 2014/15	Service Summary	Total Budget 2015/16	Spend to Date 2015/16	% Spend to Date of Total Budget	Forecast Spend 2015/16	Forecast Variance 2015/16	RAG Status
£000	Change Support	£000	£000	%	£000	£000	%
416	Employee	459	202	44%	426	(33)	-7% ↑
0	Property	0	0	0%	0	0	0% →
0	Transport and Plant	0	0	0%	0	0	0% →
34	Supplies, Services and Admin	1	0	0%	1	0	0% →
0	Payments to Other Bodies	0	0	0%	0	0	0% →
0	Other	0	0	0%	0	0	0% →
450	Gross Expenditure	460	202	44%	427	(33)	-7% ↑
(2)	Income	0	0	0%	0	0	0% →
448	Net Expenditure	460	202	44%	427	(33)	-7% ↑
£000	Information Services	£000	£000	%	£000	£000	%
1,745	Employee	1,765	878	50%	1,823	58	3% ↓
0	Property	0	0	0%	0	0	0% →
8	Transport and Plant	6	3	50%	7	1	17% ↓
1,109	Supplies, Services and Admin	1,308	802	61%	1,309	1	0% ↓
25	Payments to Other Bodies	13	6	46%	13	0	0% →
0	Other	0	0	0%	0	0	0% →
2,887	Gross Expenditure	3,092	1,689	55%	3,152	60	2% ↓
(5)	Income	0	(3)	0%	(2)	(2)	0% ↑
2,882	Net Expenditure	3,092	1,686	55%	3,150	58	2% ↓

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2015/2016
CORPORATE SERVICES AND CHIEF EXECUTIVE DETAIL

APPENDIX 3

MONTH END DATE 30 September 2015

PERIOD 6

Actual Outturn 2014/15	Service Summary	Total Budget 2015/16	Spend to Date 2015/16	% Spend to Date of Total Budget	Forecast Spend 2015/16	Forecast Variance 2015/16	RAG Status
£000	HR & Organisational Development	£000	£000	%	£000	£000	%
715	Employee	738	365	49%	738	0	0% →
16	Property	16	2	13%	16	0	0% →
2	Transport and Plant	2	1	50%	2	0	0% →
3	Supplies, Services and Admin	3	1	33%	3	0	0% →
209	Payments to Other Bodies	209	85	41%	200	(9)	-4% ↑
0	Other	0	0	0%	0	0	0% →
945	Gross Expenditure	968	454	47%	959	(9)	-1% ↑
0	Income	0	(1)	0%	(1)	(1)	0% ↑
945	Net Expenditure	968	453	47%	958	(10)	-1% ↑
£000	Customer Service	£000	£000	%	£000	£000	%
688	Employee	767	344	45%	767	0	0% →
65	Property	62	21	34%	62	0	0% →
2	Transport and Plant	2	0	0%	1	(1)	-50% ↑
13	Supplies, Services and Admin	8	0	0%	11	3	38% ↓
32	Payments to Other Bodies	4	0	0%	4	0	0% →
0	Other	0	0	0%	0	0	0% →
800	Gross Expenditure	843	365	43%	845	2	0% ↓
0	Income	0	0	0%	0	0	0% →
800	Net Expenditure	843	365	43%	845	2	0% ↓

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2015/2016
CORPORATE SERVICES AND CHIEF EXECUTIVE DETAIL

APPENDIX 3

MONTH END DATE 30 September 2015

PERIOD 6

Actual Outturn 2014/15	Service Summary	Total Budget 2015/16	Spend to Date 2015/16	% Spend to Date of Total Budget	Forecast Spend 2015/16	Forecast Variance 2015/16	RAG Status
£000	Corporate & Community Planning	£000	£000	%	£000	£000	%
471	Employee	687	289	42%	627	(60)	-9% ↑
0	Property	0	0	0%	0	0	0% →
1	Transport and Plant	7	2	29%	7	0	0% →
5	Supplies, Services and Admin	7	1	14%	7	0	0% →
43	Payments to Other Bodies	207	11	5%	207	0	0% →
0	Other	0	0	0%	0	0	0% →
520	Gross Expenditure	908	303	33%	848	(60)	-7% ↑
0	Income	0	0	0%	0	0	0% →
520	Net Expenditure	908	303	33%	848	(60)	-7% ↑
£000	Advice Service	£000	£000	%	£000	£000	%
946	Employee	1,068	434	41%	872	(196)	-18% ↑
2	Property	0	0	0%	0	0	0% →
9	Transport and Plant	9	4	44%	9	0	0% →
15	Supplies, Services and Admin	17	7	41%	17	0	0% →
506	Payments to Other Bodies	511	186	36%	512	1	0% ↓
0	Other	0	0	0%	0	0	0% →
1,478	Gross Expenditure	1,605	631	39%	1,410	(195)	-12% ↑
(192)	Income	(255)	(23)	9%	(165)	90	-35% ↓
1,286	Net Expenditure	1,350	608	45%	1,245	(105)	-8% ↑

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2015/2016
CORPORATE SERVICES AND CHIEF EXECUTIVE DETAIL

APPENDIX 3

MONTH END DATE 30 September 2015

PERIOD 6

Actual Outturn 2014/15	Service Summary	Total Budget 2015/16	Spend to Date 2015/16	% Spend to Date of Total Budget	Forecast Spend 2015/16	Forecast Variance 2015/16	RAG Status
£000	Community Learning & Development	£000	£000	%	£000	£000	%
1,154	Employee	1,181	388	33%	992	(189)	-16% ↑
0	Property	0	0	0%	0	0	0% →
15	Transport and Plant	13	5	38%	9	(5)	-35% ↑
23	Supplies, Services and Admin	17	5	29%	17	0	0% →
101	Payments to Other Bodies	57	0	0%	57	0	0% →
0	Other	0	0	0%	0	0	0% →
1,293	Gross Expenditure	1,268	398	31%	1,075	(194)	-15% ↑
(45)	Income	(115)	0	0%	(25)	90	-78% ↓
1,248	Net Expenditure	1,153	398	35%	1,050	(104)	-9% ↑
£000	Employment Support	£000	£000	%	£000	£000	%
379	Employee	868	432	50%	876	8	1% ↓
23	Property	22	17	77%	22	0	0% →
27	Transport and Plant	33	13	39%	31	(2)	-6% ↑
12	Supplies, Services and Admin	9	8	89%	9	0	0% →
300	Payments to Other Bodies	229	130	57%	229	0	0% →
0	Other	0	0	0%	0	0	0% →
741	Gross Expenditure	1,161	600	52%	1,167	6	1% ↓
(546)	Income	(982)	(200)	20%	(982)	0	0% →
195	Net Expenditure	179	400	223%	185	6	3% ↓

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2015/2016
ANALYSIS FOR VARIANCES OVER £50,000

APPENDIX 4

MONTH END DATE **30 September 2015**

PERIOD **6**

Budget Details	Variance Analysis			
	Total Budget	Forecast Spend	Forecast Variance	RAG Status
	£000	£000	£000	%

Corporate Services / Chief Executive

Rent Rebates & Allowances (Stephen West)	51	56	5	10%	↓
Service Description	This service area includes both the spend and resources associated with benefit payments				
Main Issues / Reason for Variance	An overspend in benefit payments of £53k is anticipated, however this is fully funded by additional income				
Mitigating Action	None required at this time				
Anticipated Outcome	Net nil impact anticipated at year end				

Information Services (Vicki Rogers)	3,092	3,150	58	2%	↓
Service Description	This service area provides general ICT support to the Council and also support tranformational change and modernisation of working practices through technology.				
Main Issues / Reason for Variance	Staffing is currently showing an overspend of 58k due to full turnover savings not being met. Due to changes in technology, and the consequential skills and experience required, we require the support from suppliers/agency for specific pieces of work for the larger corporate projects				
Mitigating Action	Officers will monitor budget closely and take remedial action where possible				
Anticipated Outcome	Overspend in staffing anticipated by year end				

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2015/2016
ANALYSIS FOR VARIANCES OVER £50,000

APPENDIX 4

MONTH END DATE

30 September 2015

PERIOD

6

Budget Details	Variance Analysis			
	Total Budget	Forecast Spend	Forecast Variance	RAG Status
	£000	£000	£000	%

Corporate & Community Planning (Peter Barry)	908	848	(60)	-7%	↑
Service Description	Corporate and Community Planning supports the development and promotes the strategic approach to planning and performance both with West Dunbartonshire Council and across the Community Planning Partnership.				
Main Issues / Reason for Variance	Vacancy savings ahead of restructure has resulted in a favourable position				
Mitigating Action	Currently the service is undergoing restructure to achieve the savings target.				
Anticipated Outcome	A favourable variance is anticipated				

Advice Service (Peter Barry)	1,350	1,245	(105)	-8%	↑
Service Description	This service area comprises welfare rights, Macmillan Team, money advice, and information workers. The main focus is on advice and advocacy in relation to social security benefits and debt issues. It sits within the wider Working4U service.				
Main Issues / Reason for Variance	Staffing is currently showing an underspend due to effective budget management in relation to current vacancies with a view to mitigating the future impact of the W4U restructure on staff.				
Mitigating Action	None required at this time				
Anticipated Outcome	Favourable staffing variance anticipated at year end				

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2015/2016
ANALYSIS FOR VARIANCES OVER £50,000

APPENDIX 4

MONTH END DATE 30 September 2015

PERIOD 6

Budget Details	Variance Analysis				RAG Status
	Total Budget	Forecast Spend	Forecast Variance		
	£000	£000	£000	%	
Community Learning & Development (Peter Barry)	1,153	1,050	(104)	-9%	↑
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. It sits within the wider Working4U service.				
Main Issues / Reason for Variance	Staffing is currently showing an underspend of £189k while transport is showing a small underspend of £5k. This is due to effective budget management in relation to current vacancies with a view to mitigating the future impact of the W4U restructure on staff. These favourable variances are partially offset by an adverse variance of £90k due to income for ESA Working Matters (City Deal) which is not now as expected for 15/16.				
Mitigating Action	None required at this time				
Anticipated Outcome	Favourable staffing variance partially offset by adverse income variance anticipated at year end				

REF	DETAIL	DEPT	AMOUNT (£)	PROJECTION OF TOTAL SAVED DURING 2015/16 (£)	PROJECTION OF TOTAL NOT SAVED DURING 2015/16 (£)	ACTION TAKEN	COMMENTS
MA 1	Implement new model for secretarial support	CS	70,000	70,000	-	Budget reduced, department will work toward revised budget	Anticipate savings will be achieved by end of year
MA 5	Review of Community Engagement budgets in Corporate & Community Planning	CS	47,392	47,392	-	Budget reduced, department will work toward revised budget	Anticipate savings will be achieved by end of year
MA 7	Cashless Organisations - partial or fully embedding cashless by default	CS	13,865	8,365	5,500	Unlikely to be achieved due to current requirement for cash uplifts	Anticipate savings will not be fully achieved
MA 8	Consider current advertising policy - consider selling of space & any alternatives to the Council's adverts (including vacancy adverts outwith myjobscotland)	CS	42,000	42,000	-	Budget reduced, department will work toward revised budget	Anticipate savings will be achieved by end of year
MA 9	Rationalise training spend	CS	43,760	43,760	-	Budget reduced, department will work toward revised budget	Anticipate savings will be achieved by end of year
MA 11	New workforce models within Corporate Services through removal of vacant posts, more efficient working practices	CS	401,299	401,299	-	Budget reduced, department will work toward revised budget	Anticipate savings will be achieved by end of year
MA 12	Working 4 U - maximise funding from European Programme	CS	73,833	73,833	-	Budget reduced, department will work toward revised budget	Anticipate savings will be achieved by end of year
MA 13	10% reduction in postage as a result of installation of risk verification software	CS	5,000	5,000	-	Budget reduced, department will work toward revised budget	Anticipate savings will be achieved by end of year
MA 14	Reduction in legal publication budget	CS	1,500	1,500	-	Budget reduced, department will work toward revised budget	Anticipate savings will be achieved by end of year
MA 15	Council Tax magazine to be replaced by a short leaflet with 'how Council tax is spent' info and pointing people to the website for all other things.	CS	5,000	5,000	-	Budget reduced, department will work toward revised budget	Anticipate savings will be achieved by end of year
MA 16	Remove budget for one issue of Talk per year.	CS	950	950	-	Budget reduced, department will work toward revised budget	Anticipate savings will be achieved by end of year
MA 17	Remove provision for Transport, Services and Supplies and Subsistence.	CS	622	622	-	Budget reduced, department will work toward revised budget	Anticipate savings will be achieved by end of year
MA 18	Organisation and Development: reduction in training/equipment	CS	4,700	4,700	-	Budget reduced, department will work toward revised budget	Anticipate savings will be achieved by end of year
MA 19	Organisation Development: reduction in catering	CS	2,000	2,000	-	Budget reduced, department will work toward revised budget	Anticipate savings will be achieved by end of year
MA 20	Reduction in printing costs	CS	15,000	15,000	-	Budget reduced, department will work toward revised budget	Anticipate savings will be achieved by end of year
SO 30	sales fees charges review - other	CS	10,000	-	10,000	National changes recently announced may result in this saving not being achieved	Anticipate savings will be not achieved

REF	DETAIL	DEPT	AMOUNT (£)	PROJECTION OF TOTAL SAVED DURING 2015/16 (£)	PROJECTION OF TOTAL NOT SAVED DURING 2015/16 (£)	ACTION TAKEN	COMMENTS
MA 2	Service Rationalisation: Corporate & Community Planning; Advice Services; CLD; Performance and Policy; Anti-Social Behaviour; and potentially others	CS /HEED	308,000	308,000	-	Budget reduced, department will work toward revised budget	Anticipate savings will be achieved
			1,044,921	1,029,421	15,500		

WEST DUNBARTONSHIRE COUNCIL
GENERAL SERVICES CAPITAL PROGRAMME
OVERALL PROGRAMME SUMMARY

APPENDIX 6

MONTH END DATE 30 June 2015

PERIOD 3

Project Status Analysis	Project Life Status Analysis				Current Year Project Status Analysis			
	Number of Projects at RAG Status	% Projects at RAG Status	Spend to Date £000	% Project Spend at RAG Status	Number of Projects at RAG Status	% Projects at RAG Status	Spend to Date £000	% Project Spend at RAG Status
Red								
Projects are forecast to be overspent and/or experience material delay to completion	3	25%	5,891	95%	3	25%	543	88%
Amber								
Projects are either at risk of being overspent and/or delay in completion (although this is unquantifiable at present) or the project has any issues that require to be reported at this time	0	0%	0	0%	0	0%	0	0%
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	9	75%	303	5%	9	75%	71	12%
TOTAL EXPENDITURE	12	100%	6,194	100%	12	100%	614	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	6,996	5,891	7,142	146	1,648	543	1,076	(572)	(592)	20
Amber										
Projects are either at risk of being overspent and/or delay in completion (although this is unquantifiable at present) or the project has any issues that require to be reported at this time	0	0	0	0	0	0	0	0	0	0
Green										
Projects are on target both in relation to overall budget and the forecast stages in the project life cycle and no issues are anticipated at this time	912	303	910	(2)	320	71	318	(2)	0	(2)
TOTAL EXPENDITURE	7,908	6,194	8,052	144	1,968	614	1,394	(574)	(592)	18

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

APPENDIX 7

MONTH END DATE

30 September 2015

PERIOD

6

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

1 **Workforce Management System (Arun Menon)**

Project Life Financials	1,099	1,070	97%	1,099	0	0%
Current Year Financials	38	9	24%	20	(18)	-47%

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-17

Main Issues / Reason for Variance

Delays in implementation of functionality continue to impact on WDC ability to upgrade and/or introduce relevant and required modules to WMS offering. Currently testing multi-contract and version upgrade to ensure suitable for implementation. Its likely that the testing will be complete by Dec 2015 which will give a better indication of future spend.

Mitigating Action

Regular meetings with Frontier providers to resolve bugs and ensure smooth implementation. Issues are being raised nationally and through user groups. We have adjusted internal resourcing to better support WMS and protect ability to implement further changes and system enhancements. Until implementation of the latest module and bug fixes are complete, it is challenging to forecast whether the project will be implemented within the original timescale. This is due to the issues with Frontier software where testing of the solution has highlighted various issues that have been unresolved. Hence the focus of raising this through Scottish Frontier user group and other means.

Anticipated Outcome

This upgrade will improve general system functionality, enable greater self service, reduce manual interventions especially around pay calculations

2 **Working 4U Client Tracking System (Peter Barry)**

Project Life Financials	20	0	0%	40	20	100%
Current Year Financials	20	0	0%	40	20	100%

Project Description Upgrade to current Management Information System to facilitate streamlining of information recording and sharing across the 3 aligned services and reduced customer disengagement.

Project Lifecycle Planned End Date 31-Mar-16 Forecast End Date 31-Mar-16

Main Issues / Reason for Variance

The upgrade is potentially more expensive than originally estimated due to increased functionality requirements. These additional one off costs cannot be met from revenue in 2015/16.

Mitigating Action

Every effort will be made to minimise the additional costs

Anticipated Outcome

An overspend is anticipated

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

APPENDIX 7

MONTH END DATE

30 September 2015

PERIOD

6

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

3

ICT Modernisation / Infrastructure (Patricia Kerr)						
Project Life Financials	5,877	4,821	82%	6,003	126	2%
Current Year Financials	1,590	534	34%	1,016	(574)	-36%
Project Description	This budget is to facilitate ICT infrastructure and modernise working practices					
Project Lifecycle	Planned End Date		31-Mar-16	Forecast End Date		31-Aug-17
Main Issues / Reason for Variance						
<p>Whilst the overall ICT Modernisations project has progressed well with 80% of WAN delivered, 100% wireless delivered and 100% of LAN delivered, XP devices upgraded to Windows 7™, no progress has been made in the last period with BT Openreach for the remaining 20 sites (20% of sites) which are still to be migrated for WAN. This has had a knock on effect on the telephony with 2 of the key sites (Bridge St and Kilbowie) not migrated and experiencing network performance issues. All the budget has been committed but due to supplier delivery delays invoices have not been received or paid. Project Board and Team have conducted an escalation meeting with the Supplier (Capita) but the delivery is dependant on BT Openreach which is outwith the control of the Council and Capita. We have asked for Capita to write a letter of complaint to the Regulator on behalf of WDC. Pilot of thin client at Aurora is continuing well and now being extended to Garshake and planning wider rollout which includes data management, (moving data off PCs) and onto shared folders. Due to the supplier delays and following the escalation meeting it is now anticipated the project will not finish this financial year</p>						
Mitigating Action						
<p>Contractual discussions are ongoing in order to consider options for compensation from Capita re delays, this is alongside weekly escalation discussions with the supplier. Preparatory works are ongoing to ensure that WDC resources are aligned as soon as work completed by supplier. ICT Service & Education with approval from ICT Security officer have identified a workaround to enable the non-migrated schools (including the 5 high schools) to use Chromebooks and implementation is almost complete. The supplier Capita has been asked to identify alternate solutions to mitigate potential delays to other WDC projects.</p>						
Anticipated Outcome						
<p>Aspects of the project that are not dependant on the WAN upgrades will continue. Planning work carried out to ensure WDC resources and tasks are ready for implementation as and when WAN migrations take place. Survey and investigative work started on contingency solution for some WAN locations. Escalation meeting between WDC Strategic Director Corporate Services & Supplier Capita will be held. It is hoped that the Regulator will progress an investigation into BT Openreach's service performance.</p>						

TOTAL PROJECTS AT RED STATUS

<u>Project Life Financials</u>						
Corporate Services	6,996	5,891	84%	7,142	146	2%
<u>Current Year Financials</u>						
Corporate Services	1,648	543	33%	1,076	(572)	-35%

WEST DUNBARTONSHIRE COUNCIL**Report by Chief Executive or Exec Director of Corporate Services****Committee Services Committee 11 November 2015**

Subject: Grant Applications 2015/16**1. Purpose**

- 1.1** The purpose of this report is to provide Committee with information on grant applications with recommendations for payment to voluntary organisations from Trust Fund, Community Council and Dumbarton Common Good budgets.

2. Recommendations

- 2.1** The grants shown in Appendix A are recommended to be paid, following assessment of financial need and favourable impact to residents within the Council area. The Committee is asked to:
- i) agree the grants recommended to be awarded for Community Councils (totalling £3,258) which will be contained within the Community Council's annual budget allocation.

3. Background

- 3.1** Community Chest grants are administered by the West Dunbartonshire Community Volunteer Service (WDCVS) and are reported to Committee at the year end.
- 3.2** The Council continues to administer grants for organisations identified as Strategic Partners, Community Councils, Dumbarton Common Good and Trust Funds and the Older People's Grant payments.

4. Main IssuesCommunity Council Applications

- 4.1** Three applications have been received for funding in respect of running costs of the Community Councils in 2015/16. Details are shown in Appendix A and Members should note £3,258 is due to be paid.

5. People Implications

- 5.1** There are no personnel issues.

6. Financial and Procurement Implications

- 6.1** The recommended grants to Community Councils per the Appendix A will be met from within the budget for this purpose.

7. Risk Analysis

- 7.1** The Council must consider financial and reputational risks when considering grant applications. The financial risk is not only that the Council and Common Good Fund remain within budget, but also that the voluntary organisation is in a long term viable position. Organisations funded by the Council and the Common Good Fund must also comply with conditions of grant which cover issues such as discrimination, health and safety, insurance, etc.

8. Equalities Impact Assessment (EIA)

- 8.1** No issues were identified in a screening of applications.

9. Consultation

- 9.1** Consultation has taken place with Legal Services. Those organisations submitting grant application are consulted regarding recommendations of grant prior to the report being submitted to Committee.

10. Strategic Assessment

- 10.1** The Council has identified five main strategic priorities, namely; improve economic growth and employability, improve life chances for children and young people, improve care for and promote independence with older people, improve local housing and environmentally sustainable infrastructure, improve the wellbeing of communities and protect the welfare of vulnerable people.
- 10.2** The award of these grants has an indirect impact on social regeneration through work by the groups.

Angela Wilson
Executive Director of Corporate Services
Date: 28 October 2015

Person to Contact: Jennifer Ogilvie, Finance Business Partner
Telephone: (01389) 737453
E-mail: jennifer.ogilvie@west-dunbarton.gov.uk

Appendices: Appendix A: Detail of applications for assessment

Background Papers: Grant application forms

Wards Affected: Wards 1,2,3 & 5

**Community Council applications
for consideration on 11 November 2015
(2015/16)**

Organisation	Purpose of organisation	Grant requested	Purpose of grant	Comments
Kilmaronock Community Council c/o Mr James Macrae Burnside Cottage Gartocharn	To find out the views of the community, co-ordinate and express these views to the local public and public authorities. Act in the interest of their community.	£800	To fund the running costs of the Community Council in 2015/16	Amount as per agreed formula £872.12 Recommendation: £800
Number of members	How often does it meet	Other grants applied for/ awarded	Bank Balance	Accounts balance
6	Monthly	No other funding applied for/awarded	£1,076.87 as @ 13/07/15	£891.15 as @ 28/02/15

Organisation	Purpose of organisation	Grant requested	Purpose of grant	Comments
Dalmuir & Mountblow Community Council c/o Mr Craig Edward 11B Crescent Court Dalmuir Clydebank	To find out the views of the community, co-ordinate and express these views to the local public and public authorities. Act in the interest of their community.	£2,258	To fund the running costs of the Community Council in 2015/16	Amount as per agreed formula £3,482.94 Recommendation: £2,258
Number of members	How often does it meet	Other grants applied for/ awarded	Bank Balance	Accounts balance
9	Monthly	No other funding applied for/awarded	New Community Council	New Community Council

Organisation	Purpose of organisation	Grant requested	Purpose of grant	Comments
Bowling & Milton Community Council 8 Scott Avenue Bowling	To find out the views of the community, co-ordinate and express these views to the local public and public authorities. Act in the interest of their community.	£200	To fund the running costs of the Community Council in 2015/16	Amount as per agreed formula £967.23 Recommendation: £200
Number of members	How often does it meet	Other grants applied for/ awarded	Bank Balance	Accounts balance
8	Monthly	No other funding applied for/awarded	£1,357.51 as @ 02/10/15	£1,357.51 as @ 31/03/15

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

**Subject: Write-Off of Miscellaneous Income Debtor Accounts
2015/2016 Quarter 1 & 2**

1. Purpose

- 1.1** The purpose of this report is to seek Committee approval for the write off of debts in respect of miscellaneous income debtor accounts, which have been deemed as irrecoverable during Quarter 1 and Quarter 2 2015/16, arising from various years and reasons as detailed in Appendix 1.

2. Recommendations

- 2.1** It is recommended that the Committee approve the write-off of miscellaneous income debtor accounts totalling £129,309.54.

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.
- 3.2** Financial Regulation D4 gives the Head of Finance & Resources authority to write-off individual debts up to £1,000. The Head of Finance & Resources is required to seek the approval of Members prior to writing off any debt in excess of £1,000.

4. Main Issues

- 4.1** Debts totalling £129,309.54 are submitted for write off. Appendix 1 outlines the dates and reasons for miscellaneous debt write off in more detail

5. People Implications

- 5.1** There are no people implications.

6. Financial & Procurement Implications

- 6.1** The value of miscellaneous income debtor accounts being written off, totalling £129,309.54 is provided for in the Council's bad debt provision. There are no procurement implications.

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.

8. Equalities Impact Assessment (EIA)

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

9. Strategic Environmental Assessment (SEA)

- 9.1** There is no requirement to carry out a SEA.

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: 29 October 2015

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

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

Background Papers: Detailed list of proposed write offs

Wards Affected: All Council wards.

Appendix 1-Summary of Write Off by Category and Year

Year	Miscellaneous Income Debtors Deceased	Miscellaneous Income Debtors Prescribed	Total
2001/2002	£2,256.53		£2,256.53
2003/2004	£1022.19		£1,022.19
2006/2007		£3,952.00	£3,952.00
2007/2008	£1,263.24		£1,263.24
2008/2009	£7,162.44	£38,900.78	£46,063.22
2009/2010	£7,412.98	£34,955.97	£42,368.95
2010/2011	£2,120.63	£27,385.16	£29,505.79
2012/2013	£1,736.68		£1,736.68
2013/2014	£1,140.94		£1,140.94
Totals	£24,115.63	£105,193.91	£129,309.54

Note

Prescribed:

Prescribed is the legal terminology under the Prescription & Limitations (Scotland) Act 1973. This means a debt cannot be enforced after 5 years from the date it became due. The period applies in the absence of a relevant claim e.g. a court decree, summary warrant, or acknowledgement of the debt via letter or payment. Where a relevant claim has been made, statute advises that all debts cannot be legally collected after 20 years of the last payment or acknowledgment of the debt and a debt becomes prescribed at that point.

Deceased:

When someone dies that owes debt we contact the executor of the estate and check records to determine whether any estate exists against which a claim could be made.

WEST DUNBARTONSHIRE COUNCIL

Report by Executive Director of Corporate Services

Corporate Services Committee: 11th November 2015

Subject: Procurement Strategy (2015 to 2017) – Annual Progress Report**1. Purpose**

- 1.1 The purpose of this report is to update Members on the outcomes achieved relative to the Councils Procurement Strategy, 2015 to 2017 and the areas of focus for the next 12 months.

2. Recommendations

- 2.1 It is recommended that Members note the content of this report.

3. Background

- 3.1 The Councils Procurement Strategy (2015 to 2017), approved by the Corporate Services Committee on 12th November 2014, set out the framework through which the Council would continue to develop its procurement transformation programme and to improve its procurement capability, processes and performance.

4. Main Issues

- 4.1 As outlined in the paragraphs below, steady progress has been made in the first year of the Councils Procurement Strategy (2015 to 2017). Work is ongoing to continue to develop and embed best practice procurement policies, procedures and practices that optimise benefit delivery including financial savings; sustainable procurement activity and wider community benefit opportunities for West Dunbartonshire.
- 4.2 Performance Measurement: The Council underwent its last PCA on 26 November 2014 and attained a score of 60% - Improved Performance; a small increase on our previous assessment but just short of our target of 65%. This assessment confirmed the need for greater focus on Contract and Supplier Management and Key Purchasing Processes and Systems.

The PCA has now been replaced by a new assessment – the Procurement & Commercial Improvement Programme (PCIP). The PCIP introduces a new, higher level of capability, processes and performance for procurement and commercial activity that is not comparable to the previous PCA. As such, the Council's target of achieving Superior Performance by 2017 is no longer relevant. The Council will be targeting 25% or Basic Performance for our first PCIP assessment in March 2016 which is reflective of our achievements to

date, the work still be done in delivering against our Procurement Strategy and the higher level of procurement capability sought by the PCIP. A significant increase in score is anticipated in the subsequent PCIP assessment.

4.3 Category Management: The Category Management model has been instrumental in developing the Councils procurement policies, procedures and practices to national standards:

- Attained 60% in PCA in FY14/15;
- Increased spend under contract – 69% in FY14/15 against a target of 60%;
- Secured revenue savings in excess of £703K in FY14/15 against a target of £600K.

The next phase of the Category Management model implementation has entailed a restructure of our category teams, aligning procurement resources to themes – People, Place & Corporate, rather than directorates. The new structure which came into effect on 1st October 2015, will strengthen our procurement capacity and capability; re-position procurement as an enabler of transformational change and support the development of more innovative and localised service delivery including working with partners to develop new models of sustainable growth for the West Dunbartonshire. Our targets for FY15/16 are:

- 25% in our PCIP assessment;
- 75% of spend under contract;
- £900K of revenue savings over next three years.

4.4 Process and System Improvements: The November 2014 PCA confirmed the need to invest in and transform the Council's purchase to pay (P2P) systems, processes and procedures. A project team, drawing upon existing Council knowledge and capability has been established to take forward this transformation. Phase one of the project entails the optimisation of existing processes and systems and the development of the business case for wider transformation. Phase one is on track to realise its year one savings targets of £55,700 with a further £111,400 targeted in year two.

4.5 Local Procurement: In FY13/14, the Council spent £8.2M or 6.72% of its external spend with West Dunbartonshire registered businesses. In FY14/15, this increased to £9.6M or 8.1% of spend. Through promotion of "buy-local" for non regulated procurement and increased efforts to support and develop local suppliers to bid for our work, a 2.5% increase each year on spend with local businesses is being targeted - 11.04% of FY15/16 spend to date has been with West Dunbartonshire registered businesses.

Through the promotion of proposals which have a positive social, economic or environmental impact for West Dunbartonshire, a number of community

benefit proposals have also been secured through our contracting activity in year one of the Procurement Strategy including:

- donation of benches, bins and football strips for a local football team;
- donation of plants for a community garden;
- a range of curriculum support activities including industry based and project based presentations, shrub planting for pupils and work experience;
- sponsorship of community events;
- donation of labour for a litter pick;
- donation of labour to upgrade a local community garden;
- commitment to advertising and recruiting new jobs locally
- commitment to use of local supply chains wherever feasible;
- commitment to use of recycled materials where these can be reasonably identified;
- recruitment of two local modern apprentices.

Work is underway to develop a more targeted and ambitious approach to community benefits for future contract activity.

- 4.6** Supplier & Contract Management: Implementation of the Council's Supplier Relationship Management Policy has commenced with the development of key performance indicators and scorecards rolled out across several strategic suppliers. An exercise will shortly commence to prioritise our whole supply base – Level 1/ level 2 / Level 3; with key performance indicators and scorecards to be rolled out to all Level 3 (strategic) suppliers by the end of FY15/16 and 40% of Level 2 suppliers by the end of FY16/17.

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 continue to be critical over the period of this Procurement Strategy.
- 5.2** The restructure of the category teams and the creation of the P2P project team will ensure that we continue to grow our capacity and develop the modern procurement competencies needed to support delivery of the Council's strategic outcomes.

6. Financial and Procurement Implications

- 6.1** The spend in 14/15 on supplies, works and services with third parties was £120m. One of the aims of the Procurement Strategy is to facilitate the delivery of financial savings through more informed spending with greater control and improved procurement practices.

7. Risk Analysis

- 7.1** The Council's Project Management Approach (PMA) has been adopted for the delivery of the Procurement Strategy including its approach to the identification and management of risk.
- 7.2** In progressing the Procurement Strategy the Council is proactively managing the risk that procurement benefits are not optimised and the risk of non compliance with procurement regulations and best practice principles. Delivery of the full Procurement Strategy is dependent upon stakeholder buy-in to working with the Corporate Procurement Unit to identify and take forward opportunities.

8. Equalities Impact Assessment (EIA)

- 8.1** An equalities impact assessment carried out in the development of the Procurement Strategy identified that procurement activities must take account of any impact on the wellbeing of specific groups. This must be considered at the earliest possible stage in the contract strategy formation and, where there is likely to be an impact, provision should be made within the contract for this. In addition, it is necessary to ensure that companies contracting with the Council comply with the same equality standards adopted by the Council.

9. Strategic Environmental Assessment

The delivery of the Procurement Strategy takes cognisance of the Sustainable Procurement Duty when assessing best value. This aligns well with the Environmental Assessment (Scotland) Act 2005 requirement to assess the need for an SEA prior to carrying out any plans, programmes and strategies.

10. Consultation

- 10.1** The Corporate Management Team, the Head of Finance & Resources and the Head of Legal, Democratic & Regulatory Services have all been consulted on the contents of this report.

11. Strategic Assessment

- 11.1** Delivery of the Procurement Strategy will support the delivery of the Councils 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: October 2015

Person to Contact: Annabel Travers, Corporate Procurement Manager,
Council Offices, Garshake Rd,
tel: 01389 73 7748

e-mail: annabel.travers@west-dunbarton.gov.uk

Appendices: None

Background Papers: West Dunbartonshire Council Procurement Strategy
(2015 to 2017)

Wards Affected: N/A

WEST DUNBARTONSHIRE COUNCIL**Report by the Head of People and Transformation****Corporate Services Committee: 11 November 2015**

Subject: Equality and Diversity in Employment Policy**1. Purpose**

- 1.1** This report updates the Corporate Services Committee on the development of the Equality and Diversity in Employment Policy.

2. Recommendations

- 2.1** The Corporate Services Committee is asked to:
- 1) Note the contents of the report;
 - 2) Approve the implementation of the Equality and Diversity in Employment Policy;
 - 3) Approve the amendments to the Grievance Policy.

3. Background

- 3.1** Feedback from Trade Unions highlighted that the current Dignity at Work Policy has been underutilised and on some occasions unnecessarily prolonged the resolution of issues raised by employees. It was agreed with Trade Unions through discussions at the Employee Liaison Group that concerns raised by employees not directly related to one of the protected characteristics e.g. race or sex would be better managed within the Grievance or Disciplinary Procedures, having first explored resolution informally and considered mediation where appropriate.
- 3.2** Managing concerns of discrimination in relation to the Equality Act 2010 is a cornerstone of the Council's employment framework. This aspect of the current Dignity at Work Policy was included in the review of the Equal Opportunities policy resulting in the development of the Equality and Diversity in Employment Policy. The introduction of the Equality and Diversity in Employment Policy will replace the current Dignity at Work Policy and Equality Policies.
- 3.3** The purpose of the Equality and Diversity in Employment Policy is to eliminate discrimination on the grounds of age, sex, disability, gender re-assignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, or sexual orientation ensuring equality and fairness for all in our employment. This supports the Council's wider equality agenda by encouraging the development of a diverse workforce which reflects the community it serves; where employees understand and promote equality; and where equality is part of management culture.

4. Main Issues

4.1 The development of the Equality and Diversity in Employment Policy clarifies the Council's key responsibilities:

- To eliminate discrimination, harassment and victimisation in employment ;
- To advance equality of opportunity between all employees;
- To foster good relations between all employees;
- To remove or minimise disadvantages suffered by employees as a result of a protected characteristic;
- To take steps to meet the needs of employees who share a relevant protected characteristic that are different from the needs of employees who do not share it.

4.2 The development of this policy clearly focuses on our equality duty allowing any issues of discrimination to be recorded, monitored and appropriately actioned as part of our employment framework. It also supports the move to simplify the Council's employment policy framework ensuring that employment issues can be identified and resolved in a manner that meets employee expectations within appropriate timescales. The policy is attached as Appendix 1.

4.3 A comprehensive appendix will be added to the Council's Grievance Policy to re-enforce the Council's commitment to addressing issues of bullying and harassment within the workplace. This is attached as Appendix 2.

4.4 Changes will be communicated to employees and Line Managers using the usual methods and revisions will be made to Council Internet pages.

5. People Implications

5.1 The establishment of an Equality and Diversity in Employment Policy and a clear and understandable mechanism for raising issues and resolution of same is critical for the promotion and maintenance of effective employee relations and for the reputation of the Council.

6. Financial and Procurement Implications

6.1 There are no direct financial implications however; a clear statement illustrating how the Council aims to eliminate discrimination and support each protected characteristic will raise awareness and mitigate against claims of discrimination.

7. Risk Analysis

7.1 Clear policies with strong messages to support employment equalities mitigate the risk to the Council regarding discrimination claims.

8. Equalities Impact Assessment (EIA)

- 8.1** An Equality Impact Assessment has been carried out and found no negative impact to any protected characteristic. The policy promotes equality of opportunity across all equality strands and protected characteristics and encourages employees to report any potential unlawful practice which would include any breach of the Equality Act 2010.

9. Consultation

- 9.1** As part of the development of the policy, feedback was sought from Legal Services, HR Business Partners and the Trade Unions. Benchmarking against other organisations was carried out and research into best practice was undertaken.
- 9.2** Trade Unions were fully committed to the development of the updated policy and their feedback through the Employee Liaison Group was incorporated. The final draft of The Equality and Diversity Policy was discussed at the Employee Liaison Group on 18th August 2015 and the JCF of 24th September 2015.

10. Strategic Assessment

- 10.1** The Equality and Diversity Policy aims to ensure that the Council remains an inclusive employer of choice and encourages those from all protected groups to access and remain in employment.

Vicki Rogers
Head of People and Transformation
Date: 13 October 2015

Person to Contact: Paul McGowan, HR & Workforce Development Manager,
People and Transformation
Garshake Road, Dumbarton
Tel: 01389 737645
Email: paul.mcgowan@west-dunbarton.gov.uk.

Appendices: Appendix 1 – Equality and Diversity in Employment Policy
Appendix 2 – Appendix to Grievance Policy

Background Papers: None

Wards Affected: None

Equality and Diversity in Employment Policy

Appendix 1

Implementation Date:





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1. INTRODUCTION

- 1.1** West Dunbartonshire Council (the Council) is committed to eliminating discrimination, harassment and victimisation and encouraging diversity amongst its workforce. The Council recognises the unique contribution each employee can make and will promote a climate of respect for all, requiring all employees to treat each other with fairness, dignity and respect.
- 1.2** The purpose of this policy is to eliminate discrimination, harassment and victimisation on the grounds of age, sex, disability, gender re-assignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief and sexual orientation to ensure equality and fairness for all in our employment.
- 1.3** The Equality and Diversity in Employment policy supports the Council's wider equality agenda through encouraging the development of a diverse workforce which reflects the community it serves; where employees understand and promote equality; and where equality is part of management culture.

2. SCOPE

- 2.1** This policy applies to all employees.
- 2.2** The conduct expected of Elected Members is set out in the Code of Conduct for Councillors however; the principles of this policy are also applicable given the frequent interaction with council employees.

3. KEY PRINCIPLES

3.1 Our commitments are:

- To create an environment in which individual differences and the contributions of all our employees are recognised and valued;
- To ensure every employee has a working environment that promotes dignity and respect to all. No form of intimidation or harassment will be tolerated;
- To ensure selection for employment, promotion, training or any other benefit will be on the basis of fairness. All employees will be supported and encouraged to develop their full potential and the talents and resources of the workforce will be fully utilised to maximise the efficiency of the organisation;

- To ensure equality in pay and remuneration;
- To ensure breaches of our Equality and Diversity policy will not be tolerated and are addressed through the relevant employment policy.

3.2 Our key responsibilities are:

- To eliminate discrimination, harassment and victimisation in employment;
- To advance equality of opportunity between all employees;
- To foster good relations between all employees;
- To remove or minimise disadvantages suffered by employees because of a protected characteristic; and
- To take steps to meet the needs of employees who share a relevant protected characteristic that are different from the needs of employees who do not share it.

4. LEGISLATIVE CONTEXT

4.1 This policy takes into consideration the legal requirements of UK Employment Law, the relevant provisions of EU Law and non-statutory materials.

4.2 This policy should be read in conjunction with other relevant Council policies and procedures as appropriate, including:

- Attendance Management Policy;
- Recruitment and Selection Procedures;
- PDP Framework;
- Grievance Procedures;
- Disciplinary Procedures;
- Code of Conduct for Employees.

5. APPLICATION OF POLICY AND PROCEDURES:

5.1 Procedures have been developed to outline how to raise and manage concerns when it is suspected that the standards of this policy have been breached.

6. ROLES AND RESPONSIBILITIES

6.1 Employees must not:

- discriminate against other colleagues;
- encourage colleagues to treat others unfairly; or
- victimise those who have made allegations or complaints of discrimination or who have been witnesses in cases of discrimination.

6.2 Employees should ensure that their behaviour does not cause offence or mislead other about their wishes or intentions.

6.3 All employees need to ensure their own behaviour and conduct models best practice and that they take steps to correct behaviour or actions which do not comply with the Equality and Diversity policy.

6.4 Employees should promote a working environment in which employees feel confident bringing forward complaints of discrimination, harassment or victimisation.

6.5 Employees should raise any concerns with an appropriate manager if they believe they have witnessed an incident of discrimination, harassment, or victimisation.

6.6 Managers should resolve issues by the most appropriate method by using associated policies and procedures which may include invoking disciplinary action.

6.7 Managers are responsible for ensuring compliance with the policy and will ensure employment decisions are based on job related, objective criteria, particularly when:

- recruiting staff;
- making decisions about work-related opportunities, promotion and pay issues;
- managing employee performance and development;
- allocating training opportunities to staff;
- managing pregnant employees and employees with dependent care responsibilities;
- managing change;
- managing requests for flexible working and paid or unpaid leave;
- managing attendance.

7. REVIEW AND MONITORING

7.1 The Policy will be updated to incorporate any relevant change to legislation or best practice as required

7.2 Human Resources are responsible for:

- ensuring employment policies, procedures and practices reflect relevant employment legislation and best practice and are assessed for their equalities impact;
- monitoring equality through employment statistics and publishing workforce equality information in accordance with the Specific Public Sector Equality Duty.

PROCEDURES FOR THE EQUALITY AND DIVERSITY IN EMPLOYMENT POLICY

1. INTRODUCTION:

- 1.1** The Council is committed to treating all complaints seriously, swiftly and sensitively, on an informal and/or formal basis, in line with the procedures detailed below.
- 1.2** If an employee, or group of employees, have any concerns in respect of discrimination, harassment or victimisation these procedures should be used to raise their concerns.

2. REPORTING PROCEDURE

- 2.1** Every employee has a duty to report instances regarding discrimination, harassment and victimisation.
- 2.2** Employees should report any concerns as soon as possible using the appropriate reporting route. An employee is not expected to carry out any personal investigations to gather evidence.
- 2.3** An employee should provide as much information about the matter including; the nature of the concern, any relevant background information; and the employees involved.
- 2.4** The manager receiving this information will take a record of the details. A template for recording concerns is available at Appendix A.
- 2.5** When an employee does not feel confident about raising a concern with their immediate line manager, or they suspect the concern implicates the line manager in some way, the concern can be raised at a more senior level.
- 2.6** On receipt of a complaint the manager and employee expressing the concerns should meet to discuss the issue in a preliminary meeting.
- 2.7** When an employee raises a concern, the manager will consider if the matter can be resolved informally. This may be in cases where an employee may not be aware of their inappropriate behaviour and an informal discussion may put an end the behaviour.
- 2.8** Many issues can also be resolved through mediation if those involved want to find a way forward. Mediation should be considered prior to any

formal process commencing where it is deemed by both parties to be an appropriate method of addressing the concern raised.

- 2.9** When a complaint is so serious that it cannot be managed informally or through mediation, managers should consider the complaint under the appropriate employment policy. Guidance should be sought from HR.
- 2.10** It is a fundamental principle of this policy that no employee shall suffer any form of disadvantage for bringing forward an allegation of discrimination, harassment or victimisation unless that allegation is found to be malicious/vexatious and unfounded.



Private and Confidential

Equality and Diversity in Employment - Record of Concern

Employee Number	
Employee Name	
Job Title	
Department	
Phone Number	

The Council takes all forms of discrimination seriously. In order to deal with your concerns please detail the protected characteristic relating to your complaint: (please select)	
--	--

Age	
Disability	
Gender Reassignment	
Marriage and Civil Partnership	
Pregnancy and Maternity	
Race	
Religion or Belief	
Sex	
Sexual Orientation	

Details of concern			
Date concern raised			
Employee's Signature			<div>Date</div>

Response (please select)		Supporting Evidence	
Management Discussion (informal action)			
Complaint will be investigated under the appropriate employment policy			
Line Manager's Signature		<div>Date</div>	

Details of actions agreed:			
Employee's Signature		<div>Date</div>	
Line Manager's Signature		<div>Date</div>	
HR Advisor Consulted		<div>Date</div>	

C.C HR Connect

Grievance Policy Appendix 4**Bullying and Harassment in the Workplace****Introduction:**

West Dunbartonshire Council is committed to creating a working environment that promotes dignity and respect to all. Neither bullying nor harassment will be tolerated, in any form.

Bullying and harassment in the workplace can affect attendance, performance and morale which in turn can lead to increased costs, service delivery issues and increased turnover. It is the responsibility of all employees to help to create and maintain an environment that is free from bullying and harassment. This means being aware how your behaviour affects others and treating colleagues with dignity and respect at all times.

Purpose:

This information note provides guidance on the standards expected of employees and the process to be followed when reporting bullying and harassment.

Formal allegations of bullying or harassment may be raised by employees through the grievance policy and managers should make themselves aware of the appropriate procedures and timescales that require to be followed.

Definitions:

- Bullying is persistent or repeated negative behaviour that is offensive, intimidating, malicious or insulting, an abuse or misuse of power through means intended to undermine, humiliate, denigrate or injure the recipient.
- Harassment is unwanted conduct affecting the dignity of men and women in the workplace. It may be related to age, sex, race, disability, religion and belief, sexual orientation, nationality or any personal characteristic of the individual, and may be persistent or an isolated incident.
- Cyber bullying is bullying or harassment which is conducted via social networking channels, often using blogs or social networking sites to post photographs or offensive or threatening comments. Please refer to the Social Media Policy regarding the appropriate use of social media.

Key Points:

Employees are expected to:

- treat colleagues with dignity and respect;
- consider how their behaviour impacts on others;
- report any witnessed incidents of bullying or harassment;
- take a stand if they think inappropriate jokes or comments are being made;
- make it clear to others when they find their behaviour unacceptable;
- intervene, if possible, to stop harassment or bullying and give support to recipients;
- make it clear that they find harassment and bullying unacceptable.

It is appreciated that this is a difficult and complex issue, which can and often does cause distress and anxiety for employees who feel they have been subjected to bullying or harassment in some form. An informal attempt to stop the behaviour may resolve the problem. People's perceptions of unacceptable behaviour vary and sometimes simply pointing out that something is offensive or unwanted is enough to stop it continuing.

Where inappropriate behaviour is witnessed or comes to the attention of a line manager it is very important that it is dealt with immediately whether or not it is formally brought to their attention. This may also include communication via social media.

Managers may also identify employees who may be experiencing bullying or harassment through information gathered at return to work or attendance counselling meetings, or perhaps through behaviour observed personally or by others which may appear out of character.

If no formal allegation is brought regarding any witnessed incident of bullying or harassment then, depending upon the circumstances, the line manager may seek clarification of the incident from both parties and try to resolve the matter informally if appropriate.

How to seek advice or report bullying or harassment

Employees affected by bullying and harassment should speak to their line manager or another colleague. Confidential guidance can also be sought from Human Resources who can provide support and assistance to enable an employee to make an informed decision on the most appropriate course of action.

Employees also have the option of taking informal or formal action as a means of resolving the problem through the Grievance Policy. The decision on whether or

not to make a formal complaint through the grievance procedure rests entirely with the employee. However, formal action may require to be taken if this is appropriate in the circumstances.

Sources of Support

Support is available for employees, who have experienced unacceptable behaviour, through –

- occupational health
- employee counselling
- Human Resources

Details on this can be accessed through the Intranet.

Sources of Further Information:

- Grievance Policy
- Equality and Diversity Policy

WEST DUNBARTONSHIRE COUNCIL**Report by Executive Director of Corporate Services****Corporate Services Committee: 11 November 2015**

Subject: Attendance Management: Quarter 2 - 2015/16**1. Purpose**

- 1.1** The purpose of this report is to advise Committee on attendance levels within Corporate Services and provide a summary of the quarter 2 absence statistics.

2. Recommendations

- 2.1** It is recommended that the Committee note the content of the report and the attendance results for the year, namely a significant decrease of 513 days lost (32%) compared to the same period last year.

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 per employee by 2017.
- 3.3** The 2015/16 target for Corporate Services (Local Government Employees) has been set at 8 FTE days lost.

4. Main IssuesQuarter 2 Performance

- 4.1** Appendix 1 shows quarter 2 absence data for Corporate Services. Absence was reported as 1.98 days lost per employee representing a 32% improvement on quarter 2 last year. Chart 1 below shows the monthly trend for the last six months (April – September 2015) and compares with the same period last year. The results show that there has been a consistent improvement for the last six months and in fact improvement has been reported for eleven consecutive months.

Chart 1 – Absence Trend

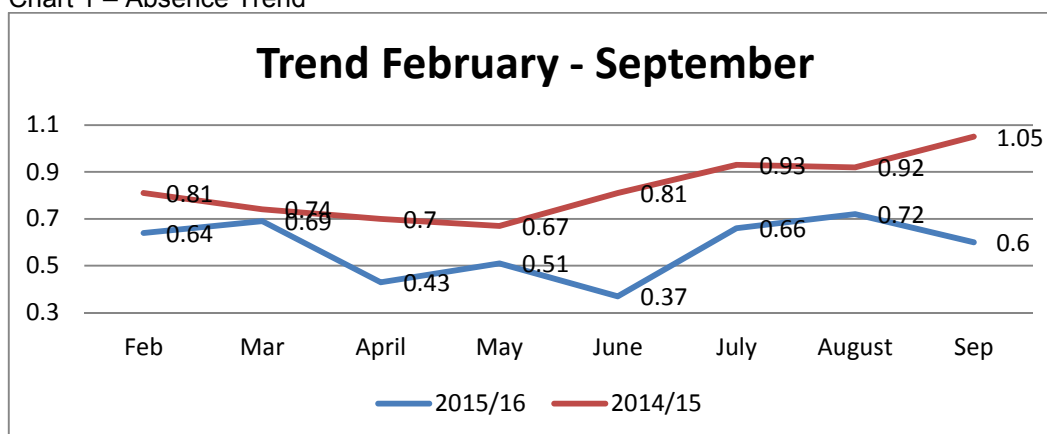


Table 1 shows the service breakdown across Corporate Services. With the exception of Customer and Community Services, all service areas reported a significantly improved performance compared to last year.

Table 1 – Service Breakdown Quarter 2 (2015/16)

Service Area	Days Lost FTE*
CE/CS Management & Admin	0
Corporate Communications	0
Customer & Community Services	2.79
Finance & Resources	2.44
Legal, Democratic and Regulatory Services	1.53
People & Transformation	0.89
Average	1.98

*Total number of FTE days lost divided by the number of FTE employees

Year End Projection

- 4.2** After quarter 2 the projected year end result is 6.58 FTE days lost per employee. However, this does not take into account the winter months where absence traditionally rises. Taking into account the seasonal adjustment, the year end result is projected to be 7.31 days lost, which would meet the Council's target.

Absence Duration

- 4.3** Across Corporate Services, long term absence (over 4 weeks) is the predominant duration with 48% of days lost in this category. This is a shift from quarter 2 last year (61%) suggesting that actions taken to address long term absence continue to take effect and this is consistent with our findings in respect of the reasons for absence in quarter 2 discussed in section 4.4.

Absence Reasons

- 4.4** Table 2 shows the top 5 reasons for absence recorded in quarter 2 this year and last year.

Table 2 – Reasons analysis

Q2	2015/16		2014/15	
	Reason	Days lost	Reason	Days lost
1	Stress	229	Acute Medical Cond	481
2	Musculo-skeletal Injuries	221	Stress	414
3	Minor Illness	191	Minor Illness	350
4	Recurring Med Cond	176	Recurring Med Cond	234
5	Mental Health	161	Musculo-skeletal Injuries	130

Analysis of the reasons reported shows that although Stress accounted for the most days lost in the quarter, days lost due to stress fell significantly compared to quarter 2 last year with a 45% improvement. We can also see that days lost due to Acute Medical Conditions fell dramatically and did not feature in the top 5 reasons for absence in quarter 2 this year. This demonstrates the significant effort by managers to reduce the duration of absence periods and to intervene early in potential long term cases.

There was an unusual rise in the number of days lost due to musculo-skeletal conditions and this is accounted for by a number of employees undergoing operations for MSK and their post operative recovery periods.

Corporate Services Actions

- 4.5** Appendix 2 shows the Corporate Services Absence Action Plan, detailing activities being undertaken during the course of the year to improve attendance levels within Corporate Services. The main activities currently underway are the promotion of the Employee Wellbeing Charter, coaching activities in respect of the implementation of the revised Attendance Management Policy, and analysis of the findings on this years' Corporate Services absence audit.

Attendance Working Group

- 4.6** The Attendance Working Group last met on 29 September 2015. Actions being progressed are:
- Attendance Management Policy – Launched on 1 October 2015 with a series of supporting communication via Intranet, desktop messages, Senior Manager Network and posters / team meetings for employees with limited access to email.
 - Employee Wellbeing Charter has been developed by the Attendance Working group to support the launch of the revised policy. (Appendix 3)
 - Employee Counselling Services – New contract with Time for Talking in place from 1 October 2015.
 - Manager Masterclasses developed to support implementation of revised Attendance Management policy and will cover this and related Wellbeing topics on a cyclical basis

- Wellbeing taskforce created comprising of departmental 'champions' to develop new initiatives and communication streams to deliver the wellbeing message across the organisation.
- Smoke Free Grounds –Following recent press reports about the use of E-cigarettes, Health Improvement team have confirmed that as e-cigarettes remain unregulated, Council policy will remain unchanged.
- Occupational Health – Council appointed People Asset Management (PAM) following tender process on 1 September 2015.

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 2, Corporate Services lost a total of 1032 FTE working days of productivity to sickness absence which is a decrease of 32% compared to last year. Based upon the nominal daily cost of a day's absence (£118.00), it is estimated that the cost of absence for the quarter was £121,776. 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 quarter 2 last year, there continues to be a significant improvement in absence performance, however, there is still a risk that if the focus and attention by all stakeholders is not maintained, absence rates could rise making it difficult to achieve the Council's target of 8 FTE days. This would contribute adversely to the Council's overall performance.

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, Carers' 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: 8 October 2015

Person to Contact: Vicki Rogers, Head of People & Transformation,
Garshake Road, Dumbarton
Tel: 01389 737548
Email: vicki.rogers@west-dunbarton.gov.uk.

Appendices: Appendix 1 – Quarter 1- Corporate Services Attendance
Appendix 2 – Absence Action Plan
Appendix 3 – Employee Wellbeing Charter

Background Papers: None

Wards Affected: None

Appendix 1 - WDC Absence Statistics

Department: Corporate Services
Period: Quarter 2 2015/16



TABLE 1 - Headline Figure	Q2 2015/16	1.98	Q2 2014/15	2.90	Year on Year +/-	-31.7%
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TABLE 2 - Days Lost per Employee

Department	FTE Employees	Intermittent (1-3 days)		Short Term (4-5 days)		Medium Term (6 days - 4 weeks)		Long Term (over 4 weeks)		Total Working Days Lost	Total FTE Days Lost	Total FTE Days Lost by FTE Employees
		Working Days Lost	% of Total Days Lost	Working Days Lost	% of Total Days Lost	Working Days Lost	% of Total Days Lost	Working Days Lost	% of Total Days Lost			
CE/CS Management & Administration	2.00	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00	0.00
Corporate Communications	7.97	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00	0.00
Customer & Community Services	118.97	15	4.07%	22	5.96%	182	49.32%	150	40.65%	369	332.40	2.79
Finance & Resources	180.89	33	6.78%	18	3.70%	127	26.08%	309	63.45%	487	441.11	2.44
Legal, Democratic & Regulatory Services	110.51	18	9.33%	26.5	13.73%	104.5	54.15%	44	22.80%	193	168.71	1.53
People & Transformation	101.06	7	7.49%	6	6.42%	36.5	39.04%	44	47.06%	93.5	89.90	0.89
LOCAL GOVERNMENT EMPLOYEES TOTAL	521.40	73	6.39%	72.5	6.35%	450	39.39%	547	47.88%	1,142.5	1,032.12	1.98

TABLE 3 - Breakdown of Days Lost by Duration Category

Duration	Working Days Lost	Percentage of Lost Days
Intermittent (1-3 days)	73.0	6.39%
Short Term (4-5 days)	72.5	6.35%
Medium Term (6 days-4 weeks)	450.0	39.39%
Long Term (over 4 weeks)	547.0	47.88%
TOTAL	1,142.5	100%

TABLE 4 - Absence Reasons

Department	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	Reason Not Disclosed	Total Working Days Lost	FTE Days Lost	Total FTE Days Lost by FTE Employees
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	7.97	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0.00
Customer & Community Services	118.97	58	12.5	117	97	21	0	0	11.5	43	9	0	0	369	332.40	2.79
Finance & Resources	180.89	45	14	43	99.5	128	2	5.5	89	61	0	0	0	487	441.11	2.44
Legal, Democratic & Regulatory Services	110.51	63.5	0	9	27	17.5	3	0	61	0	12	0	0	193	168.71	1.53
People & Transformation	101.06	25	0	52	6	9.5	0	0	0	1	0	0	0	93.5	89.90	0.89
LOCAL GOVERNMENT EMPLOYEES TOTAL	521.40	191.5	26.5	221	229.5	176	5	5.5	161.5	105	21	0	0	1,142.5	1,032.12	1.98

TABLE 5 - Days Lost by Absence Category

Absence Reason	Working Days Lost	Percentage of Lost Days
Minor Illness	191.5	16.76%
Back Pain	26.5	2.32%
Musculo-skeletal Injuries	221.0	19.34%
Stress	229.5	20.09%
Recurring Medical Conditions	176.0	15.40%
Non Work Related Accidents / Injuries	5.0	0.44%
Work Related Accidents / Injuries	5.5	0.48%
Mental Health	161.5	14.14%
Acute Medical Conditions	105.0	9.19%
Pregnancy Related Absence	21.0	1.84%
Drink or Drug Related Condition	0.0	0.00%
Reason Not Disclosed	0.0	0.00%
TOTAL	1,142.5	100%

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 might not be identical to locally-held information.

Appendix 2 - Corporate Services Absence Action Plan –2015/2016

<u>Activity</u>	<u>Dependencies / Risks</u>	<u>Comments / Update</u>	<u>DATE</u>
Day one Stress Notification to HR team. HR Case team contact manager on day one.	Accurate and timely inputting of absence to HR21 by managers	Currently progressing very well. Manager feedback positive. Impact visible.	Ongoing
Day one MSK notification to HR team. HR Case team contact manager on day one.	Accurate and timely inputting of absence to HR21	Positive results so far, managers anticipating calls from HR and taking action early. Some managers need prompting re inputting to HR21.	Ongoing
7 day trigger notification to HR	WMS input / HR team resource.	Early intervention telephone call to manager to ensure manager support offered. Head off long / medium term absence before it starts.	Ongoing
Monthly HR Team Case Review	Time resource	Keeps track of cases and ensures consistency across CS HR team. Up-skilling HR team.	Monthly
Follow up with CS Managers to analyse impact of Stress Workshops	Time resource.	Identify areas where manager confidence and competence is still lacking. Initiate General stress risk assessment. See below separation action.	Complete
Critical Case Reviews with Exec Director and line manager	Exec Director time resource	Positive impact so far. Monthly reviews need to continue.	Ongoing
Annual Absence Audit (June / July Absence)	HR team resource	Audit complete – Findings currently being reviewed and actions to be incorporated into this Attendance Action Plan	Complete
Revised Policy Update session to CS Mangers	Dependent upon approval of new policy	Will roll out at an Extended CS Management team meeting or via Management Team Meetings. Hotspot areas to be identified.	Oct 2015
Devise Employee Wellbeing Charter	Availability of OD	Completed – roll out to all employees and managers at time of launch of new policy.	Complete
Continue with one to one HR / Manager meetings	HR Resource	Widen exposure of HR Team to CS Management	Ongoing
Conduct a general Stress Risk Assessment (Identify appropriate service area)	Identification of area of high risk (stress) HR Resource / Coaching of managers	Stress Risk Assessment completed in Finance & Resources. Progressing Action Plan	Complete
		Further area being identified (possibly Customer and Community Services / LDRS)	End Oct 15
Stress Action Plans completed for Stress Risk Assessments.	Participation by service area	Actions plans to be developed and progressed following completion of previous action	End December 2015

EMPLOYEE WELLBEING CHARTER

we

as your employer, **we promise...**

- You will be treated fairly, with dignity and supported to achieve a healthy balance between home and work
- To genuinely care about you and value the role you do within our organisation
- To support you to remain at work or to return to work, keeping you informed and explaining all decisions taken about you
- To apply our policies and procedures consistently, whilst taking into account your individual circumstances
- To ensure managers are available for you at work and during any absence should you need to discuss your wellbeing
- To keep you informed of anything that affects your job, if you are absent
- To invest in training and support for your managers to ensure they are properly trained to support you

you

in return, we ask that **you...**

- Ask for help when you need it and are open with your manager about your health and wellbeing
- Take the time to understand the Attendance Management Policy and are clear on what you are expected to do, should you become unwell
- Consider and explore alternatives to absence - where possible
- Make yourself available to attend meetings with your manager and occupational health

together

together **we can...**

- Ensure we get the benefit of your skills and knowledge by supporting you to remain at work
- Work together to do our best for our internal and external customers by reducing our absence
- Benefit from developing healthy workplaces and practices



WEST DUNBARTONSHIRE COUNCIL

Report by the Executive Director of Corporate Services

Corporate Services Committee: 11 November 2015

**Subject: Early Retirement, Voluntary Severance and Redeployment –
1 April – 30 September 2015**

1. Purpose

- 1.1** The purpose of this report is to advise Committee on early retirements, voluntary severance, and re-deployments during the 6 month period from 1 April to 30 September 2015.

2. Recommendations

- 2.1** The Committee is asked to note the contents of this report.

3. Background

- 3.1** The Council analyses the number of employees being released through early retirement and voluntary severance, and all of the associated costs. This forms part of the ongoing monitoring process derived from the Audit Scotland Report, “Bye now pay later?”
- 3.2** This report provides information on the Council’s position for the 6 month period 1 April to 30 September 2015.

4. Main Issues

Early Retirements (Efficiency of the Service/Voluntary Redundancy) and
Voluntary Severance

- 4.1** During the 6 month period, 16 employees were granted early retirement on the grounds of efficiency of the service, redundancy or voluntary severance as shown in Table 1 overleaf.
- 4.2** Voluntary severance is dealt with by way of a discretionary payment that can be granted in situations where an employee is not eligible to retire under the Local Government Pension Scheme regulations due to their age or length of service; is not a member of the LGPS, or where, an employee has reached retirement age and where a severance payment would be more beneficial than the award of Compensatory Added Years (although this will be used in exceptional circumstances only).

Table 1 – Voluntary Early Retirement/Severance (1 April – 31 September 15)

Department	No. of Employees	*One-Off Costs	Recurring Annual Costs	Recurring Net Annual Savings
** Corporate Services/HSCP/ Educational Services (Support Staff)/HEED	8	£521,726	£10,850	£351,185
Educational Services (Teachers)/	8	£39,578	£5,268	£121,760
TOTALS	16	£561,304	£16,118	£472,945

Net annual savings take account of annual costs. * One-off costs include provisional capitalisation (strain on the fund) costs. **In accordance with data protection regulations departments with 2 or fewer employees will be merged.

Trend Analysis

- 4.3** During the 6 month period, 12 employees were granted early retirement on efficiency grounds, 2 on redundancy grounds and 2 employees were granted voluntary severance. A comparison has been made against the period in previous years (Table 2). The number of staff being released through voluntary early retirement/severance has increased slightly in comparison with the previous year. The number of teachers being released is similar to the same period for the last 2 years.

Table 2 – Comparison to Previous Years

Annual Period	01/04/13-30/09/13	01/04/14-30/09/14	01/04/15-30/09/15
No of employees released through early retirement/voluntary severance	2	4	8
No. of employees released through early retirement - STSS (Teachers)	9	9	8
TOTAL	11	13	16

Early Retirements - Ill-health

- 4.4** In cases of early retirement on the grounds of ill-health, there are no capitalisation costs to the Council as this cost is borne by the pension fund. During the 6 month period the following ill-health retirements were approved:-

Table 3 – Ill Health Retirements (1 April – 30 September 15)

Department	No. of Employees
CE/Corporate Services	3
CHCP	6
Educational Services	1
HEED	1
TOTAL	11

- 4.5** The LGPS regulations allow for 2 tiers of ill-health retirement in situations where the member's ill-health or infirmity of mind or body renders them permanently incapable of discharging efficiently the duties of their current employment. Tier 1 relates to members with no reasonable prospect of obtaining gainful employment before the age of 65. Tier 2 relates to members with a reasonable prospect of obtaining gainful employment before the age of 65.
- 4.6** During the 6 month period, 1 employee was awarded serious ill health, 10 employees were awarded Tier 1 and there were no awards at Tier 2. No appeals were submitted during the period.

Trend Analysis - Ill-health Retirement

- 4.7** A comparison has been made against the same period in previous years (Table 4). During the 6 month period the number of ill health retirements granted increased by 4 when compared to the same period in the previous year.

Table 4

6 Month Period	01/04/13 30/09/13	01/04/14 30/09/14	01/04/15 30/09/15
No of employees granted ill-health retirement	7	7	11

Redeployment

- 4.8** Redeployment is monitored centrally within HR. An employee may be unable to continue in their substantive post either through ill-health or being displaced through organisational change. Within the 6 month period, a total of 9 employees were permanently redeployed to suitable alternative posts within the Council and one employee was redeployment on a temporary basis. Details of the number of employees on the redeployment register are shown below -

Table 5 – Employees on redeployment register by reason by month (1 April – 30 September 2015)

Month	No. of Employees (Ill health/ Capability)	No. of employees (Displaced)	No. of Employees (Job Evaluation)	Total no of employees on redeployment register
April	0	7	7	14
May	0	9	8	17
June	1	9	8	18
July	2	2	8	12
August	2	2	8	12
September	2	3	8	13

- 4.9** The approval and introduction of the Switch Policy on 13th August 2014 extended the scope of the register and provided clear guidance on the categorisation of employees on the register as the reasons for requiring redeployment can vary and are prioritised in relation to access to opportunities.
- 4.10** Employees can now be added to the Switch register following the Job Evaluation process where the post is evaluated lower than the current grade.

Flexible Retirement

- 4.11** The approval of those employees granted flexible retirement is monitored by the Head of People & Transformation and the Head of Finance & Resources. During the 6 month period, 1 request was approved as detailed below, with no cost to the Council.

Table 6 – Flexible Retirements (1 April – 30 September 2015)

Department	No. of employees
CE/Corporate Services	0
CHCP	0
Educational Services	0
HEED	1
TOTALS	1

Trend Analysis – Flexible Retirement

- 4.12** A comparison has been made against the same period last year (Table 7). The number of employees granted flexible retirement has decreased significantly in comparison to the same period in the previous year. Flexible requests are monitored centrally within HR and during the period no requests were declined.

Table 7 – Flexible Retirements – Comparison to previous year

	01/04/13- 30/09/13	01/04/14- 30/09/14	01/04/15- 30/09/15
No of employees granted flexible retirement	9	11	1

5. People Implications

- 5.1** Employees refused retirement on ill-health grounds may be considered in accordance with incapability dismissal procedures.
- 5.2** In respect of employees applying for early retirement or voluntary severance where these requests cannot be supported this can lead to poor employee morale therefore will be appropriately targeted to mitigate against this.

6. Financial and Procurement Implications

- 6.1** All costs associated with early retirement or voluntary severance will be met from existing resources. As illustrated at Tables 1 operating a voluntary scheme generates significant savings on an ongoing basis.

7. Risk Analysis

- 7.1** The early release of employees across the Council requires to be properly managed to minimise the risk of adversely impacting service levels, through the loss of vital skills and experience. In line with Council commitment, redeployment of employees continues to be considered as a priority.

8. Equalities Impact Assessment (EIA)

- 8.1** The report does not introduce a new policy, function, or strategy or recommend a change to an existing policy, function or strategy and, therefore, no impact assessment is required.

9. Consultation

- 9.1** All releases were in line with agreed policies and procedures and therefore no further consultation was required.

10. Strategic Assessment

- 10.1** Early retirement and voluntary severance are important tools which help the Council to adjust its' workforce profile to changing circumstances. Management of early retirement should not only be fair to the employee but give value for money to the Council and secure service delivery without

putting undue strain on the pension fund. Managed effectively this will support the Council aim to improve economic growth and employability.

.Electronic Signature

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

Person to Contact: Vicki Rogers, Head of People & Transformation, Council Offices, Garshake Road, Dumbarton.
Tel: 01389 737584 Email: vicki.rogers@west-dunbarton.gov.uk

Appendices: None

Background Papers: “Bye Now, pay later?”, follow up report, Audit Scotland June 2003 and “Bye Now, pay later?”, Accounts Commission December 1997

Wards Affected: None

WEST DUNBARTONSHIRE COUNCIL

Report by Executive Director of Corporate Services

Corporate Services Committee: 11 November 2015

Subject: West Dunbartonshire Council Workforce Monitoring Report**1. Purpose**

- 1.1** The purpose of this report is to provide employment information relating to the Council for the period 1 April to 30 September 2015.

2. Recommendations

- 2.1** It is recommended that the Committee note the following employment information for 1 April to 30 September 2015:

- Attendance statistics
- Occupational health and counselling
- Accidents/incidents
- Discipline, grievance and dignity at work
- Employee development
- Recruitment monitoring
- Staffing watch as at 14 June 2015

3. Background

- 3.1** This report provides information on a range of employment areas for the period 1 April to 30 September 2015.

4. Main IssuesAttendance Statistics

- 4.1** Information on absence statistics for 1 April to 30 September is detailed below:

Table 1- Breakdown for 1 April to 30 September

	2015 Days Lost (FTE)*	2014 Days Lost (FTE)*
Local Government Employees	6.31	6.68
Teachers	3.09	2.24

* Total number of FTE days lost divided by the number of FTE employees

- In 2015/16 the target for Local Government Employees is 8 FTE days lost per FTE employee.

- In 2015/16 the target for Teaching Employees is 5 FTE days lost per FTE employee.
- In the first 6 months of the year, the Local Government Employee figure is 6.31 FTE days lost per FTE employee; this is a reduction of 0.37 days.
- In the first 6 months of the year, the Teaching Employee figure is 3.09 FTE days lost per FTE employee; this is an increase of 0.85 days.

4.2 Comparison of Council-wide statistics for 1 April to 30 September 2015 to the same period in 2014 shows:

Table 2 –Days lost during 1 April– 30 September

	2015 Days Lost	2014 Days Lost
Local Government Employees	22421.79	23978.33
Teachers	2730.85	1966.5
TOTAL	25152.64	25944.83

- In 2015 a total of 25152.64 FTE days were lost due to sickness absence, a decrease of 792 FTE days lost on the previous year.
- Local Government Employees had a reduction of 1557.14 days lost and Teachers had an increase of 764.35 days lost.

Table 3 – Reason analysis

1 April – 30 September	2015		2014	
	Reason	Days Lost	Reason	Days Lost
1	Minor Illness	7573	Acute Medical Conditions	7670.5
2	Acute Medical Conditions	6120.5	Musculoskeletal Conditions	7012
3	Stress	5928	Minor Illness	6238.5
4	Musculoskeletal Conditions	5684.5	Stress	5997
5	Mental Health	2012.5	Back Pain	1713

- Both years had the same top 4 reasons for sickness absence; however the order changed between the 2 years and number of days lost decreased across all reasons with the exception of Minor Illness.
- Main reason for absence this year is Minor Illness, with an increase of 1334.5 days. In 2014 the main reason for absence was Acute Medical Conditions.
- There was a reduction in 2015 from the days lost in 2014 due to Acute Medical Conditions of 1550 days.
- Total days lost due to Stress had remained static with a very slight reduction of 69 days.
- Total days lost due to Musculoskeletal Conditions reduced by 1327.5 days.

Occupational Health and Counselling

- 4.3** Occupational Health management information will now be produced by our new OH suppliers People Asset Management. Comparable statistics for the full period of 1 April to 30 September is not available due to the provision of service under two contracts. For the period 1 September – 30 September 2015 there were:

Table 4 – Attendance at Occupational Health and Physiotherapy in September

	2015	2014
Medical Referrals	90	91
Physiotherapy	94	104

- The number of referrals is broadly comparable for the same period last year.

- 4.4** Counselling management information will be produced by our new provider Time for Talking. Due to the unanticipated closure of the previous counselling provider comparable statistics for the full period of 1 April to 30 September 2015 is not available. For the period of 1 June – 31 August 2015 there were:

Table 5 – Counselling Usage for 1 June to 31 August

	2015	2014
Counselling Appointments	34	45
Telephone Sessions	1	4

- 34 employees have attended counselling appointments and 1 employee had had telephone sessions. This is a decrease of 11 appointments and 3 telephone sessions when compared to the same period in 2014.

Accidents/Incidents

- 4.5** Information on the accident/incident statistics for the period 1 April to 30 September 2015 is detailed below:

Table 6 – Accidents and Incidents for 1 April to 30 September

	2015	2014
Reported accidents and incidents	105	93
Accidents and incidents reported under RIDDOR	13	18
Accidents and incidents resulting in over 7 days absence	13	18
Major accidents and incidents	0	0

- In 2015 there was an increase of 12 reported accidents and incidents for the period when compared to the same period for the previous year.

- For accidents and incidents reported under RIDDOR and for those accidents and incidents resulting in over 7 days absence there was a decrease of 5 when compared to the same period for the previous year.
- During the period, for both years, there were no major accidents/incidents.

Disciplinary, Grievance and Dignity at Work

4.6 Information on Disciplinary, Grievance Hearings and Dignity at Work for the period 1 April – 30 September 2015 is detailed below:

Table 7 – Details of Disciplinary Action - 1 April – 30 September

	2015	2014
Disciplinary Investigations	77	64
Disciplinary Hearings	33	40
Disciplinary Hearing Outcome - Demotion	-	1
Disciplinary Hearing Outcome – Dismissed with Notice	-	3
Disciplinary Hearing Outcome – Summary Dismissal	4	5
Disciplinary Hearing Outcome – Final Written Warning	7	10
Disciplinary Hearing Outcome – First Written Warning	8	9
Disciplinary Hearing Outcome – Verbal Warning	9	7
Disciplinary Hearing Outcome – Informal Action	4	1
Disciplinary Hearing Outcome – No further action	1	4
No further action at Investigatory Stage	17	18
Investigations on-going	25	1
Awaiting a hearing date	3	-
Employee at investigation stage resigned	4	4

Table 8 – Appeals - 1 April – 30 September

	2015	2014
Appeals submitted to Corporate Services Appeals Panel	1	4
Appeals submitted to Educational Services Grievance and Disciplinary Appeals Sub-Committee	1	-

- During the period there were 2 disciplinary dismissal appeals submitted; a decrease of 2 when compared to the same period the previous year. Both appeals were upheld.

Table 9 – Grievances - 1 April – 30 September

	2015	2014
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Grievances raised	9	26
Grievance Outcomes – Not Upheld	2	5
Grievance Outcomes – Partially Upheld	4	10
Grievance Outcomes – Upheld	-	4
Informal Resolution	1	5
Investigation On-going	1	1
Awaiting a Hearing Date	1	
Not competent	-	1

- Overall 9 grievances were raised during the period, a decrease of 17 when compared with the same period the previous year.

Table 10 – Dignity at Work - 1 April – 30 September

	2015	2014
Dignity at Work Complaints	8	10
Dignity at Work Outcomes – Informal Resolution	-	4
Dignity at Work Outcomes – Mediation	2	2
Dignity at Work Outcomes – Moved to Disciplinary	1	1
No Action Following Investigation	1	3
Investigation On-going	4	

- There were 10 dignity at work complaints raised; this is a decrease of 2 when compared to the same period the previous year.

Table 11 – Mediation Referrals – 1 April – 30 September

	2015	2014
Mediation Referrals	6	6
Mediation Outcome – Agreement Reached	3	4
Mediation Outcome – No Agreement Reached	-	1
Mediation On-going	1	
Employee Withdrew from Mediation	2	1

- Employees were referred to the Mediation service on 6 occasions in both 2015 and 2014. The use of mediation is actively promoted in cases where this would be of value.

Employee Development

4.7 Information on Employee Development for the period 1 April – 30 September 2015 is detailed below:

Table 12 – Workshop and Courses – 1 April – 30 September

Workshop/course	Total number of sessions per	Total number of attendees per
-----------------	------------------------------	-------------------------------

	course/workshop	course/workshop
Change Workshop	7	53
Change Focus	5	35
Change Engage	1	4
Be the Best at Managing People	2	25
Data Protection, ICT Security and Fraud Awareness	1	10
Equality and Diversity	1	6
Interview skills	2	17
Planning a Positive Retirement	2	15
Practical PDP	2	14
Stress Management	14	87
Working Well together	6	42
CMI Level 3	2	76 (over 12 training days)
CSPQ Induction	2	7
CSPQ exam sessions	6	8
Continuously Improving your Team	4	28
16 available topics	57 sessions	427 attendees

- During the period in 2015, 57 delivered courses and training events were available and 427 candidates attended. For the same period the previous year there is a reduction of 6 sessions in the number of sessions delivered, however, the number of attendees increased from 380 to 427 attendees.
- During the period 821 employees accessed e-learning resources with the Customer Charter and Welcome to West Dunbartonshire Council – Corporate Induction being the most accessed resources.

Recruitment Monitoring

- 4.8** 123 vacancies were advertised in 2014/15. Since April 2015, 79 vacancies have been advertised. Based on the mid-year figures, applications for employment have decreased compared to 2014/15. In order to provide meaningful comparisons for each selected protected characteristics, the success rates for each under represented group has been measured against the success rate of its comparator. A success rate measures the percentage of the group that were successful in gaining employment and is a more accurate way to establish potential barriers to employment.

The table below shows Recruitment Equal Opportunities Monitoring for the year to date, compared to last year. It shows the number of applicants identified by their protected characteristic and the number of those applicants who were appointed. The information is based upon equalities monitoring questionnaires voluntarily completed by applicants.

Table 13 – Recruitment Monitoring for 1 April to 30 September

Protected Characteristic	Mid-Year 2015/16			2014/15		
	No of applicants in group	No of applicants successful in gaining employment in group	Success Rate of group	No of applicants in group	No of applicants successful in gaining employment in group	Success Rate of group
Female	1244	67	5.47%	10111	226	2.24%
Male	524	29	5.53%	5320	97	1.82%
BME	52	1	1.92%	437	6	1.37%
White	1707	95	5.56%	14880	314	2.11%
LGBT	40	4	10%	348	3	0.86%
Heterosexual	1653	87	5.26%	14462	304	2.10%
Disability	58	2	3.45%	990	14	1.41%
No-disability	1678	93	5.54%	14302	308	2.15%
Non-Christian	32	2	6.25%	487	5	1.03%
Christian	857	47	5.48%	8080	198	2.45%

- The gender split of applicants remains reflective of the Council's workforce profile with 69% of applications received from females and 30% from males. In 2015/16, both groups have a success rate of 5.5%. This is an increase to the success rate for male applicants and shows a shift from the previous trend.
- The level of applications by people with BME backgrounds in 2015/16 is around 3% of the total applications; for comparison 1.5% of the West Dunbartonshire Population is from BME groups, as is 4% of the Scottish Population. However the actual success rates for BME groups are much lower with 1.92% compared to 5.56% for those who identified as White; this means that white candidates were nearly three times as likely to be appointed as BME candidates. Despite there being an increased success rate for BME applicants than the previous year, the success rate for those who identify as White has dramatically increased from 2.11% to 5.56% meaning an increased gap.
- 2% of applications were from individuals from LGBT groups. The success rate for this group is 10% compared to 5.26% for those identified as heterosexual. This illustrates a positive change to the previous trends for this group however the number of applications remains low.
- 3% of applications were from individuals who identified as having a disability. The success rate for this group is 3.45% compared to 5.54% for those who identified as not having a disability. This continues to illustrate

that disabled applicants are less likely than non-disabled applicants to secure employment.

- 2% of applications were from individuals from non-Christian groups. The success rate for this group is 6.25% compared to 5.48% for Christian groups. This illustrates a significant increase from 2014/15 figure but this is due to the small number of applicants.

Staffing Watch

4.9 The reported number of employees in post for September 2015 and September 2014 are detailed below:

- The staffing watch completed in September showed that there were 5761 employees (headcount) in post in 2015 compared to 5876 on the same date the previous year. This is a decrease of 115. There was a reduction of 44 casuals, 38 short-term temporary contracts within Education and the remainder was due to a reduction in contracted employees through a variety of routes.

5. People Implications

5.1 There are no people implications for employees arising from the information presented in this report.

6. Financial and Procurement Implications

6.1 **Financial** – No direct financial implications.

7. Risk Analysis

7.1 There are no risks identified in terms of the information presented in this report.

8. Equalities Impact Assessment (EIA)

8.1 This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and therefore no equalities impact assessment is required.

10. Consultation

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

11. Strategic Assessment

- 11.1** Undertaking HR Monitoring will support the Council's aim to make the best use of both financial and human resources resulting in a positive impact upon service provision.

Angela Wilson

Executive Director of Corporate Services

Date: 26 October 2015

Person to Contact: Vicki Rogers, Head of People and Transformation,
Garshake Road, Dumbarton
Tel: 01389 737548
Email: vicki.rogers@west-dunbarton.gov.uk

Appendices: None

Background Papers: None

Wards Affected: None

