Agenda

West
Dunbartonshire
C O U N C I L

Corporate Services Committee

Date: Wednesday, 22 May 2019

Time: 14:00

Venue: Civic Space,
Council Offices, 16 Church Street, Dumbarton

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

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CORPORATE SERVICES COMMITTEE

WEDNESDAY, 22 MAY 2019

AGENDA

1   STATEMENT BY CHAIR – AUDIO STREAMING

The Chair will be heard in connection with the above.

2   APOLOGIES

3   DECLARATIONS OF INTEREST

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

4   MINUTES OF PREVIOUS MEETING   **5 - 8**

Submit for approval as a correct record the Minutes of Meeting of the Corporate Services Committee held on 13 February 2019.

5   MINUTES OF JOINT CONSULTATIVE FORUM -   **9 - 12**
14 MARCH 2019

Submit for information and where necessary ratification, the Minutes of Meeting of the Joint Consultative Forum held on 14 March 2019.

6   OPEN FORUM

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

7   STRATEGIC DELIVERY PLANS 2019/20   **13 – 186**

   (a) Communications, Culture & Communities
   (b) People & Technology
   (c) Regulatory
   (d) Resources

Submit reports by the four Strategic Leads presenting their 2019/20 Delivery Plans for the above service areas.

CORPORATE SERVICES COMMITTEE

At a Meeting of the Corporate Services Committee held in the Council Chambers, Clydebank Town Hall, Dumbarton Road, Clydebank on Wednesday, 13 February 2019 at 2.00 p.m.

Present:	Councillors Jim Brown, Ian Dickson, Diane Docherty, Daniel Lennie, Caroline McAllister, David McBride, Jonathan McColl, Iain McLaren, John Mooney, Lawrence O'Neill and Martin Rooney.
Attending:	Angela Wilson, Strategic Director – Transformation and Public Service Reform; Peter Hessett, Strategic Lead – Regulatory; Stephen West, Strategic Lead – Resources; Malcolm Bennie, Strategic Lead – Communications, Culture & Communities; Victoria Rogers, Strategic Lead – People & Technology; Arun Menon, Business Support Manager; Patricia Kerr, Manager of ICT; Amanda Coulthard, Performance and Strategy Manager and Craig Stewart, Committee Officer.
Apology:	An apology for absence was intimated on behalf of Councillor Jim Finn.

Councillor Ian Dickson in the Chair

STATEMENT BY CHAIR – AUDIO STREAMING

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

DECLARATIONS OF INTEREST

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

MINUTES OF PREVIOUS MEETING

The Minutes of Meeting of the Corporate Services Committee held on 21 November 2018 were submitted and approved as a correct record.

MINUTES OF JOINT CONSULTATIVE FORUM – 6 DECEMBER 2018

The Minutes of Meeting of the Joint Consultative Forum held on 6 December 2018 were submitted and all decisions contained therein were approved.

OPEN FORUM

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

ICT UPDATE AND CONTRACT SPEND 2019-20

A report was submitted by the Strategic Lead – People & Technology providing a detailed breakdown of the planned Information and Communication Technology (ICT) capital and revenue spend on new and existing contracts in excess of £50,000 and seeking approval to procure and contract for the required goods and services.

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

(1)   to note the ICT Revenue and Capital spend detail included in the report, including the anticipated procurement method. The projects to deliver this spend would be included in the 2019-20 ICT Operational Plan which was currently under development;

(2)   that authority be delegated to the Corporate Procurement Manager, in consultation with the Strategic Lead – People & Technology, to instruct the award of contracts for the planned revenue and capital spend detailed in the report to suppliers providing the most economically advantageous offer to the Council for all spend purchased from existing National Framework agreements; and

(3)   to note that spend not on National Framework agreements and, where the value was in excess of £50,000, would be submitted to the Tendering Committee for approval.

STRATEGIC RISKS 2017-22

A report was submitted by the Strategic Lead – People & Technology providing an update on the strategic risks for 2017-22. It was noted that a copy of Appendix 1 'Detailed Strategic Risk List', which was inadvertently omitted from the agenda papers for the meeting, had already been circulated to Members for their information.

After discussion and having heard the Strategic Lead – People & Technology in further explanation and in answer to Members' questions, the Committee agreed:-

(1)   to note the strategic risks as detailed in Appendix 1 to the report; and

(2)   to note the next steps to further develop risks, aligned with the delivery plans.

REVIEW OF SOCIAL MEDIA POLICY

A report was submitted by the Strategic Lead – People & Technology providing an update on the review of the social media policy and the subsequent changes made.

After discussion and having heard the Strategic Lead – People & Technology in further explanation and in answer to Members' questions, the Committee agreed to approve the revised social media policy, as detailed in Appendix 1 to the report.

OPTIONS FOR A NEW COMMUNITY CENTRE AT SKYPOINT TO INCLUDE A NEW FAIFLEY LIBRARY

A report was submitted by the Strategic Lead – Communications, Culture & Communities following up on a request by the Corporate Services Committee to bring forward options for a new Community Centre at Skypoint to include a new Faifley Library.

After discussion and having heard the Strategic Lead – Communications, Culture & Communities and the Strategic Director in elaboration and in answer to Members' questions, the Committee agreed:-

(1)   to note the report and the proposal to include aspirations for the new library and community centre into wider asset management plans for the Clydebank area; and

(2)   that when this project was developed by officers it would go to the Infrastructure, Regeneration & Economic Development (IRED) Committee for approval and be delivered by Asset Management.

BRITISH SIGN LANGUAGE ACTION PLAN 2018-2024

A report was submitted by the Strategic Lead – Communications, Culture & Communities presenting the British Sign Language Action Plan 2018-2024, as required by the British Sign Language (Scotland) Act 2015.

After discussion and having heard the Performance and Strategy Manager in further explanation and in answer to Members' questions, the Committee agreed:-

(1)   to commend officers on bringing this report to Committee; and

(2)   otherwise to note the contents of the report.

CORPORATE SERVICES BUDGETARY CONTROL REPORT TO 31 DECEMBER 2018 (PERIOD 9)

A report was submitted by the Strategic Director - Transformation and Public Service Reform on the performance of the Corporate Services budget for the period to 31 December 2018.

After discussion and having heard the Strategic Lead – Resources and the Strategic Director in further explanation and in answer to Members' questions, the Committee agreed:-

(1)   to note that the revenue account currently showed a projected annual favourable variance of £0.319m (1.55% of the total budget); and

(2)   to note that the capital projects being reported to this Committee were projecting to underspend by £0.087m in 2018/19 and an overspend of £0.013m over the project life, and an in-year slippage of £0.492m.

WRITE-OFF OF NATIONAL NON-DOMESTIC RATES

A report was submitted by the Strategic Lead – Resources recommending for approval the write-off of debts in respect of National Non-Domestic Rates (NNDR), which have been deemed as irrecoverable during the financial year 2018/19.

After discussion and having heard the Strategic Lead - Resources in further explanation and in answer to Members' questions, the Committee agreed to note the contents of the report.

HOUSING BENEFIT PERFORMANCE AUDIT

A report was submitted by the Strategic Lead – Resources providing information on a report issued by Audit Scotland on their Housing Benefit Performance Audit.

After discussion and having heard the Business Support Manager in further explanation and in answer to a Member's question, the Committee agreed to note the contents of the report.

The meeting closed at 2.55 p.m.

JOINT CONSULTATIVE FORUM

At a Meeting of the Joint Consultative Forum held in the Council Chamber, Clydebank Town Hall, Dumbarton Road, Clydebank on Thursday, 14 March 2019 at 2.00 p.m.

Present:	Councillors Karen Conaghan, Ian Dickson and Jonathan McColl; James Halfpenny* (EIS); Allan Kane (GMB); Claire Mackenzie (SSTA); Sean Davenport, Val Jennings and David Smith (UNISON); and Richard O'Malley (Unite).
	*Arrived later in the meeting.
Attending:	Angela Wilson, Strategic Director - Transformation & Public Service Reform; Richard Cairns, Strategic Director - Regeneration, Environment and Growth; Victoria Rogers, Strategic Lead - People and Technology; Julie Lusk, Head of Mental Health, Addictions and Learning Disability; Alison McBride, Organisational Development & Change Manager; Claire Cusick, Senior Education Officer, Pupil Support; Raymond Lynch, Senior Solicitor; and Scott Kelly, Committee Officer.
Apologies:	Apologies for absence were intimated on behalf of Councillors Jim Finn and David McBride; David Scott and John Wagner (GMB); Simon Macfarlane (UNISON); Margaret Wood (Unite); Stephen West, Strategic Lead - Resources; and Malcolm Bennie, Strategic Lead - Communications, Culture & Communities.

Councillor Jonathan McColl in the Chair

DECLARATIONS OF INTEREST

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

MINUTES OF PREVIOUS MEETING

The Minutes of Meeting of the Joint Consultative Forum held on 6 December 2018 were submitted and approved as a correct record.

ASSESSMENT OF VACANT/OBSOLETE POSTS AND IMPACT ON SICKNESS ABSENCE AND WORK RELATED STRESS (QUARTER 3 2018/2019)

A report was submitted by the Strategic Lead - People and Technology:-

(a)   providing a detailed analysis on the vacant and/or obsolete posts within Strategic Lead areas and establishing whether there is a clear link between these and the reported levels of sickness absence attributed to mental health absences and work related stress; and

(b)   examining the absence information from October to December 2018 and giving consideration to establishment changes processed through the workforce management system (WMS) since April 2017.

After discussion and having heard the Strategic Lead and relevant officers in further explanation of the report and in answer to Members' questions, the Forum agreed:-

(1)   to note, based on the information available, that a direct correlation between mental health/work related stress and vacant/obsolete posts had not been established;

(2)   to note that while an increase in these sickness categories had been evident during some service redesigns (e.g. the reduction in care homes in Community Health and Care in 2017), they had also increased in areas of growth and investment (e.g. early years expansion in Education and Attainment);

(3)   to note that vacancy information had proved difficult to track during this exercise, specifically by date, and that validation was underway across services to ensure that establishment information held on the WMS is up-to-date which will improve how vacancies and obsolete posts are tracked and reported;

(4)   to note the continuation of focused efforts to support mental health and work related stress absences through the Employee Well-being Group;

(5)   to note the active promotion of available supports, jointly with Trades Unions, to ensure that all employees can easily access assistance/guidance when required;

(6)   to note the terms of the discussion which had taken place in relation to this matter;

(7)   to note that information from stress risk assessment forms was not collated or held centrally but that going forward it would be possible for the number of forms being raised to be reported, with the proviso that where the numbers were small, service areas may be grouped together in order to protect anonymity;

(8)   to note that the Attendance Management Policy was currently being reviewed, particularly in terms of its language which should emphasise the supportive nature of the policy, and that the outcome of this was expected to be reported within the next few months; and

(9)   to note the Chair and the Vice Chair of the Forum would speak with the Strategic Lead, outwith the meeting, to discuss what information relating to this matter might usefully be reported to the Forum in perhaps one year's time.

Note: Mr Halfpenny entered the meeting during consideration of this item.

TRADES UNIONS ISSUES

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

The meeting closed at 2.50 p.m.

WEST DUNBARTONSHIRE COUNCIL

Report by Strategic Lead – Communications, Culture & Communities

Corporate Services Committee: 22 May 2019

Subject: **Communications, Culture & Communities Delivery Plan 2019/20**

1   Purpose

1.1   The purpose of this report is to present to members the 2019/20 Delivery Plan for Communications, Culture & Communities and the year-end progress report for the 2018/19 Delivery Plan as agreed at Committee on 16 May 2018

2   Recommendations

2.1   It is recommended that the Committee:
   • Notes the 2019/20 Delivery Plan and
   • Notes progress made on delivery of the 2018/19 plan

3.   Background

3.1   In line with the strategic planning & performance framework each Strategic Lead has developed an annual delivery plan for 2019/20. This plan sets out actions to address key priority areas and issues identified through the service planning process as well as actions to deliver the Council's strategic objectives. It also provides an overview of services and resources, including employees and budgets, and considers relevant risks.

4.   Main Issues

Delivery Plan 2019/20

4.1   Appendix 1 sets out the Communications, Culture & Communities Delivery Plan for 2019/20.   This includes information detailing the action plan for delivery over 2019/20 and the workforce plan for the service.

4.2   Progress towards delivery of the plan is monitored monthly through the senior management team of the service, and also scrutinised on a quarterly basis through the strategic leadership performance monitoring and review meetings. A mid-year progress report on actions will be presented to committee in November 2019.

4.3   The following key activity relating to Corporate Services Committee was identified for the coming year in the strategic assessment section of the plan:

   • Implementation of web chat functionality
   • Improvement to telephone platforms

- Continued development of the library service including phase two of the Clydebank Library, and delivery of the £421k of capital investment across all branches

- Enhancing overall council data analysis and data warehousing

- Review and redesign of staffing structures.

<u>Workforce Planning</u>

4.4   Each strategic delivery plan has a supporting annual workforce plan, which is developed to highlight and plan for the management of key workforce issues which are necessary to fully support the delivery of the plan.

4.5   These workforce issues are anticipated to have significant implications in terms of organisational change, resource planning, resource profiling, skill mix, training and development and restructuring.   The workforce plan sits as appendix 4 to the Delivery Plan 2019/20.

<u>2018/19 Year-end progress</u>

4.6   The Delivery Plan for 2018/19 was supported by an action plan of activities to be delivered over the year. Appendix 2 details the progress on delivery of this action plan. Sixteen of the twenty one actions have been completed in year as planned.

4.7   The remaining five actions have not been completed as planned work will continue in 2019/20 to progress these to a completed status:

- Deliver digital skills training to front line staff where required; 66% complete – work will continue into 2019/20.
- Maximize opportunities for innovative use of technology across library and culture services and facilities; 57% complete - work will continue into 2019/20
- Successfully upgrade Clydebank library; 33% complete - work will continue into 2019/20
- Ensure that a culture of continuous improvement is embedded across Libraries and Cultural Services; 33% complete - work will continue into 2019/20
- Deliver a programme of venue enhancements to ensure all libraries and cultural facilities are accessible and fit for purpose; 20% complete - work will continue into 2019/20

4.8   Significant achievements delivered through the plan are highlighted in the Delivery Plan for 2019/20. Updates on the linked performance indicators for the delivery plan will be published in line with annual public performance reporting for the organization later in 2019/20.

4.9   2018/19 was a pilot year for the use of quality standards within this service area and following the pilot the effectiveness/meaningfulness of each has

been reviewed and a revised set has been agreed for 2019/20. The progress of the 2018/19 quality standards is set out in Appendix 2.

5. People Implications

5.1 There are no direct people implications arising from this report. Any workforce implications arising from the Delivery Plan are detailed in the workforce plan.

6. Financial & Procurement Implications

6.1 There are no direct financial or procurement implications arising from this report. All commitments will be delivered through existing resources as described in the financial resources section of the plan.

7. Risk Analysis

7.1 Failure to deliver on the actions assigned to the strategic area may have a direct impact on the delivery of the Council's Strategic Plan. It is essential that remedial action is taken to ensure strategic delivery plans achieve the commitments detailed and approved.

8. Equalities Impact Assessment

8.1 Screening and Impact Assessments will be carried out on specific activities as required.

9. Consultation

9.1 The Delivery Plan detailed in this reported was developed through consultation with officers from the strategic service area.

10 Strategic Assessment

10.1 The strategic delivery plan sets out actions to support the successful delivery of the strategic priorities of the Council.

Malcolm Bennie
Service Lead – Communications, Culture & Communities
Date: 26 April 2019

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Person to Contact: Nicola Docherty
  Business Partner (Performance and Strategy)
  Council Offices, 16 Church Street, Dumbarton G82 1QL
  Tel: 01389 776957
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Appendix: Appendix 1: Communications, Culture & Communities
Delivery Plan 2019/20
Appendix 2: End of year report 2018/19

Background Papers: None

Wards Affected: All

West
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Communications, Culture and Communities Delivery Plan 2019/20

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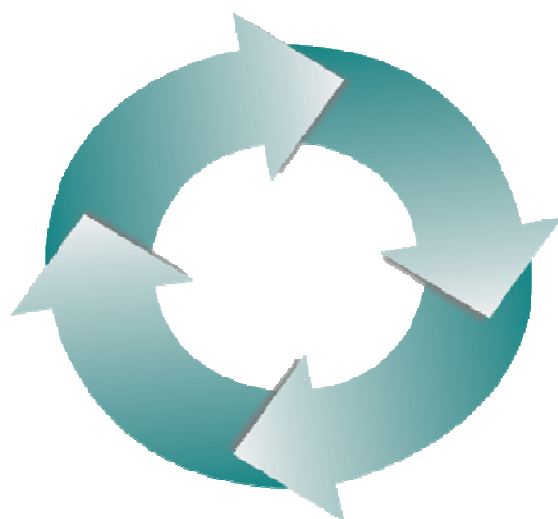
1. Overview & Profile

Overview

The Communications, Culture and Communities (CCC) Service has a great opportunity to make a difference every day, and improve the lives of the residents of West Dunbartonshire. During 2019/20 we will continue to deliver excellent services to our citizens which fully respond to the demands of our communities. We will support our Council-wide services to be the best they can by providing robust, reliable performance information that underpins continuous improvement. We will deliver high-quality library and cultural services which enhance our communities and allow our residents to explore, interact, learn and imagine. We will deliver first-class communications which inform, educate and empower our residents for the benefit of all and provide strategic communications support which enhances the reputation and raises the profile of the organisation. We will also operate professionally-run Council Offices, and seek to establish the Clydebank Town Hall as a premier events venue in the West of Scotland.

Our CCC Purpose:

- To deliver modern, excellent and essential services to residents and colleagues as efficiently as possible

Our CCC Ethos:

- Make it happen
- Make a difference

This Delivery Plan provides a review of our key achievements in 2018/19, sets out our strategic priorities for 2019/20, and highlights the key activities that will be progressed to meet those priorities.

Profile

With a net budget of £6.355M, CCC is one of 8 strategic service areas for the Council. Brief details of each service are outlined below and a structure chart is set out at Appendix 1.

Citizen and Digital Services
The Citizen and Digital Services team are responsible for frontline service delivery, covering face-to-face requests at our One Stop Shops, telephone requests through the Contact Centre, the Council's website, and enquiries via social media. The team is

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also responsible for management of the Council complaints process. As part of our ambition to centralise and improve access to services, the team is also now responsible for telephone enquiries for Benefits, Council Tax and Housing Repairs & Maintenance. The team also provide access to the Scottish Welfare Fund for Community Care Grants and Crisis Payments. In addition the team leads the Council's website and intranet activity.

Communications, Offices and Clydebank Town Hall
The team provides information on Council services to ensure that residents, employees, stakeholders and media are fully informed. The team designs, plans and manages campaigns to change behaviour, improve the local area and enhance the lives of local residents, and delivers projects that save money or generate income for the Council. In addition the team protects the reputation of the organisation and leads the use of social media platforms to engage with communities and raise the profile of the Council.

The team incorporates the Chief Executive's office and is also responsible for employee engagement activity through the Senior Manager Network, staff bulletin, intranet and emails. The team supports the employee recognition activity and the employee survey, manages Clydebank Town Hall and the Council's office buildings and leads on the delivery of corporate events and VIP visits.

Libraries and Cultural services
Libraries & Cultural Services encompasses all activities delivered by Libraries, Arts and Heritage and the Titan Crane. The Libraries team manages eight public libraries, five school libraries as well as a mobile and housebound library service. Libraries support lifelong learning, promote healthy living and inspire creativity through free access to information and by encouraging reading and wellbeing. Our wide portfolio of activities embrace all age ranges and include baby yoga, Storytime, computer classes, Macmillan drop-in sessions, author events and literature festivals.

The Arts and Heritage Team operates Clydebank Museum and Art Gallery within Clydebank Town Hall, the Backdoor Gallery in Dalmuir, as well and the Clydebank and Dumbarton Heritage Centres. Clydebank Museum and Art Gallery is the focal point for the team's ambitious Cultural Programme, which includes an exciting and varied exhibition programme, while the Backdoor Gallery provides an important platform for showcasing emerging artists from across the west of Scotland. Through the Heritage Centres local residents and visitors to the area can access the Council's local history collections in order to trace their family history, or in support of other research, whilst also enjoying a changing programme of exhibitions that tell local stories. Behind the scenes, the team also manages and cares for the Council's heritage collections and archive, making both accessible for the purpose of learning and research whilst ensuring that they are preserved for the benefit of generations to come.

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The Titan Crane is operationally managed through Libraries and Cultural Services on behalf of the Clydebank Property Company. The focus of this activity is on cementing the status of the Crane as a premier heritage and tourism destination in Clydebank, linked to the wider cultural and heritage offer in the area.

Performance & Strategy
The Performance & Strategy team provides strategic planning and performance support to the Council. This includes providing a business partner to all Strategic Leads, leading the use of benchmarking, providing a data analysis and business intelligence support to all services, delivering a comprehensive continuous improvement exercise for all services not subject to statutory regulation, and ensuring a consistent approach in the development of strategies and plans which deliver on the objectives of the Council. The team is also responsible for strategic consultation and engagement, and the telephone survey and citizens panel activity. Responsibility for the corporate equalities agenda and supporting Community Planning West Dunbartonshire also sit within this team.

2. Performance Review

The CCC management team completed a detailed performance review of 2018/19, looking at:
- current and previous performance;
- how our performance compares with other local authorities (known as benchmarking);
- feedback from service users gathered through our Citizen Panel survey, monthly telephone surveys, internal surveys, and complaints; and
- self-evaluations

During 2018/19 CCC delivered a range of key achievements on behalf of the Council. In a challenging environment this service area has led exemplar statutory and strategic services within West Dunbartonshire; the following section contains some of the more notable achievements as well as a number of performance challenges to be addressed in 2019/20.

Key Achievements 2018/19

Citizen and Digital Services
- Integration of Revenues and Benefits telephone calls to the Contact Centre
- Delivery of Housing Repairs and Maintenance telephone support following the transfer to Citizen Services
- Improved decision making in Welfare Fund applications recognised by the Scottish Public Service Ombudsman's office
- Successful Alexandria One Stop Shop transfer to Alexandria Library
- Successful removal of cash payments to the Council providing financial savings
- Increase in website traffic and number of online transactions
- Improved complaint resolution times

Communications, Offices & Town Hall
- Introduced new charging model and initiatives to increase income generation at the Town Hall. Also reviewed the structure to deliver a more efficient service
- Increased social media audience to 34% of population of West Dunbartonshire
- Secured £25k of additional income for the Council by proactively selling commercial waste services
- Secured national media coverage for a range of Council activities

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Libraries and Cultural services
- New strategy delivered £460K of savings and maintained high satisfaction levels amongst users
- Installed the new branding improvements to three library branches to enhance the environment for residents
- Successfully hosted the nationally recognised Tom McKendrick 'Soldiers' exhibition at Clydebank Town Hall
- New combined mobile library service re-launched with a data-led route that now serves more areas of deprivation
- Developed exciting investment proposals for expanding the offer to residents at Alexandria and Clydebank Libraries

Performance & Strategy
- Creation of business intelligence function for use by all Council services
- Delivery of a successful Best Value Audit and positive Assurance report
- Creation of a segmentation data offer to support service planning
- Improved service benchmarking through participation in an APSE pilot
- Developed a comprehensive suite of Quality Standards across organisation

Challenges

Absence

The CCC Service saw a disappointing increase in absence levels during 2018/19, however analysis of the figures highlighted that the absences were predominantly a small number of long-term cases, rather than a general problem with the wider workforce. Reviewing these cases in more detail identified that many of these were the result of serious health issues or issues with personal stress unrelated to work. The increase is also reflective of the fact that the profile of the service has continued to change since it was established in April 2016. Previously there was a more even split between back-office functions and frontline workers, whereas the expansion to include Council Tax enquiries, housing repair call centre, and the operational running of Church Street and Aurora means there are now more frontline employees. This increased proportion of frontline employees has understandably impacted on absence levels.

Resilience/ capacity

In Citizen Services, there remains an ongoing challenge with the resilience of the telephone platform to continue to deliver an ever increasing number of telephone calls through a centralized team. Our colleagues in ICT have a project plan to upgrade the platform and provide further opportunities to use technology to provide enhanced services to our citizens. With this enhanced technology, the training time of new team members will reduce and provide further opportunities to increase the capacity of the

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teams to respond to residents enquiries. The service has a live Business Continuity plan for any event such as loss of shops, telephones or systems to mitigate risks.

The resilience of the Libraries team came under pressure following the introduction of the new timetable, the departure of the key Team Leader, and delays with the recruitment of new peripatetic library assistants. These issues will be mitigated in 2019/20 thanks to the successful appointment of a new Team Leader, and recruitment of additional library assistants to add further resilience to the timetable.

In Communications, Offices & Town Hall there were a number of staffing issues linked to the operation of the Town Hall and Church Street buildings. These led to significant challenges in delivering the core functions, and some disruptions to service delivery. It also led to pressure on other areas of the team as individual employees temporarily filled gaps in key operational roles. This meant some planned activity for 2018/19 was delayed or stopped – for example campaign activity was limited as a result of reduced capacity. These problems will be mitigated moving forward following a successful recruitment drive in early 2019.

Capability

The restructures in Citizen Services, Libraries and Culture, Performance and Strategy, and changes at the Town Hall have led to a number of employees taking on new tasks, and often a greater degree of accountability than had been the case previously. This has highlighted skills gaps within the team as some team members have not previously been required to perform at these levels, or in these new ways of working. Additional support is being provided to teams to ensure success in these new roles. It should be recognised that this is a limited problem, and that there are also positive examples of internal candidates being successfully promoted or regraded in recognition of their continued personal development

Investment

For a variety of reasons, including absence and experience, there were also issues with the delivery of the £421k investment in the transformation of Libraries and Culture in 2018/19. Regrettably this project experienced significant slippage with only around 10% of capital invested as planned. This will be mitigated in 2019/20 with an updated and detailed project plan, clear prioritisation and through the appointment of an experienced Library Team Leader.

Citizens Panel

During 2018/19 work has been underway to grow the membership of the refreshed citizens panel, ensuring it reflects the demographic profile of the area as a whole while containing as large a sample as possible. However while numbers continue to grow, and response rates from those registered is high, the pace of growth has been quite slow. This was also impacted by a number of panel members leaving following the

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GDPR opt-in assurance exercise. Further work will be undertaken in 2019/20 to actively target underrepresented groups and areas.

Benchmarking

All 32 councils in Scotland measure a common set of performance indicators called the Local Government Benchmarking Framework (LGBF). It comprises service delivery, cost, and customer satisfaction indicators covering all major council service areas, including education, housing, social work, and leisure.

Using the same indicators across all councils allows us to compare our performance so that we can identify best practice, learn from each other, and improve what we do.

CCC assumes organisational responsibility for four of the LGBF performance indicators. The most recent comparative data for all councils was published in January 2019 and relates to the period 2017/18:

The indicators for CCC are set out in Appendix 5. Year on year performance improved for one of the four PIs, whilst the remaining three PIs performed worse than the previous reporting period. In terms of performance against other local authorities, one of the PIs showed improvement in ranked position, two remained better than average for Scotland, and one – cost per library visit – is worse than the Scottish average. The latter should see significant improvements in the next benchmarking release as this will take into account the major restructure introduced in 2018/19.

Service User Feedback

Complaints

It is important when developing the delivery plans that we capture learning from the range of mechanisms that provide feedback on our services. Central to this approach is ensuring we capture learning and make improvements to service delivery based on information from complaints.

Between 1 April and 31 December, the Communications, Culture and Communities service area received a total of thirty five complaints, all of which were Stage 1 complaints. During the same period, thirty four complaints were closed at Stage 1. Thirty one of the complaints closed at Stage 1 met the 5 working day target for resolving complaints (88%). Of the complaints closed at Stage 1, twenty one were upheld.

The complaints received were categorised as follows:
- Citizen expectation not met (quality of service) - 20 complaints, thirteen upheld;

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- Citizen expectation not met (timescales) - 2 complaints, both were upheld;
- Council policy (charges) - 1 complaint, 1 upheld;
- Council policy (level of service provision) - 2 complaints;
- Employee behaviour - 8 complaints, 3 upheld; and
- Error in service delivery – 2 complaints, both upheld.

We will continue to review complaints on a regular basis to identify and address any issues that emerge.

As a Strategic Service area, we targeted an increase in complaints through awareness raising on the complaints process to our teams. This included the benefits of accurate recording to provide an opportunity to learn and improve the service from complaints. As our service delivers a significant volume of the Councils frontline services, we would expect to hear more expressions of dissatisfaction on service delivery than currently recorded. We will continue to seek more complaints in the future to continue to improve service processes and policies.

Residents' Telephone Survey
A telephone survey of 1200 residents is carried out every year to gauge satisfaction levels with a range of Council services. Within Communication, Culture and Communities, we evaluate: libraries; customer service; information available on services and the Council website.

The 2018 Survey highlights a general decrease in satisfaction for key areas of Communications, Culture and Communities from the previous year. Analysis shows that overall the reduction in satisfaction in 2018 was largely within the first half of the year. Significant progress has been made since July 2018 to increase the satisfaction levels in line with previous years. This will continue to be monitored over the coming year.

- Satisfaction with libraries increased from 91% in 2017 to 96% in 2018, showing a 5% difference from the previous year.

- Satisfaction with the quality of customer service decreased from 98% in 2017 to 83% in 2018 showing a 15% difference from the previous year.

- Satisfaction with information available on services decreased from 92% in 2017 to 84% in 2018, showing a difference of 8% from the previous year.

- Satisfaction with the Council website decreased from 99% in 2017 to 89% in 2018, showing a 10% difference from the previous year.

- Satisfaction with the Contact Centre has decreased from 96% in 2017 to 84% in 2018, showing a 12% difference from the previous year.

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CCC Employee Survey

Ultimately we want our CCC employees to have a clear understanding of their role and enjoy the job that they do, to be proud of what we deliver, feel appreciated and feel that line managers are approachable, visible and trusted. At the time of the 2017 Council-wide employee survey 96% of CCC employees took the opportunity to provide feedback on how they felt. As a management team we took a number of steps to improve matters, including a commitment to go back to our CCC employees after 12 months to measure what difference these actions are making.

The follow-up survey of CCC employees, carried out in November 2018 showed positive progress in most areas. The latest results show a 16% increase in employees stating they have confidence and trust in senior managers to effectively manage and lead the service and a 13% increase in employees reporting they feel involved in decisions related to their teams. There were small reductions (6%) in both employees reported understanding of their roles and responsibilities, and those reporting that they have regular one to one meetings with their line manager. Further work will be undertaken on these actions in 2019/20 ahead of the Council-wide employee survey.

<u>**Service satisfaction results**</u>

Citizen and Digital Services

The Citizen and Digital Services team carried out a satisfaction survey in 2018/19 across all strategic areas of the Council as well as the HSCP and partner agencies to help measure and improve the support and delivery of the service. The results were positive and showed:

- 75% Overall satisfaction with the subject knowledge of the team member;
- 81% Overall satisfaction with how helpful the team member was;
- 69% Overall satisfaction with the team members understanding of the support requirement;
- 75% Overall satisfaction with the time taken to respond to requests; and
- 75% Stated they would recommend the Citizen & Digital services team to others.

Communications, Offices & Town Hall

The Corporate Communications team carried out a satisfaction survey across all strategic areas of the Council to help measure and improve the support and delivery of the service. The results were positive and the most recent survey carried out in 2017/18 showed:

- 98.8% Overall satisfaction with Service provided by Corporate Communications;
- 100% Satisfaction with the support from press office;
- 100% Satisfaction with Press office support on statements;
- 100% Satisfaction with design service; and

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- 97% Satisfaction with the employee bulletin.

The Clydebank Town Hall conduct post event evaluations to gather feedback to help improve service delivery. Of the Event organisers who responded between April – December 2018:

- 100 % were satisfied with the service provided; and
- 100 % would recommend Clydebank Town Hall as a venue.

Libraries and Cultural Services

Libraries
Satisfaction with library services is carried out on every year through the WDC telephone survey of 1200 residents. The 2018 survey found overall satisfaction with libraries increased from 91% in 2017 to 96% in 2018, showing a 5% difference from the previous year.

In addition to the Council's own survey, the Scottish Government undertakes a Scottish Household Survey. This measures, amongst other things, satisfaction with library services across Scotland. The latest results show West Dunbartonshire libraries ranked fourth highest in Scotland for satisfaction with a satisfaction rate of 85.7% significantly above the Scottish average of 73%. This also represents continued growth in satisfaction since 2012.

Cultural services
Visitor Feedback Questionnaires are available for all exhibitions and activities at Clydebank Museum and Art Gallery. During 2018/19 feedback was gathered for the *A Stitch in Time*, Tom McKendrick's *Soldiers* and *Antarctic Witness* exhibitions, as well as heritage tours of the wider Clydebank Town Hall complex.

Over 80% of the feedback received considered the exhibition and/or heritage offer at Clydebank Museum and Art Gallery to be 'excellent'. Additional feedback identified, in particular, the knowledge and helpfulness of staff as being a key factor in enhancing their visitor experience.

Areas where visitors to the museum felt that improvements could be made included the accessibility of information on the website and the number of objects on display. During 2019/20 officers will undertake a review of the Arts and Heritage web pages on the Council website, with a view to improving the end user experience. Furthermore, a new process for submitting collections-based enquiries will be introduced, with a view to improving response times and streamlining the process. Feedback that relates specifically to the display and accessibility of collection objects will be used by officers to inform project development and future exhibition planning.

Performance & Strategy Team

The Performance & Strategy team carried out a satisfaction survey in 2018 across all strategic areas of the Council as well as the HSCP and partner agencies to help measure and improve the support and delivery of the service. The results were positive and showed:

- 96% of respondents were satisfied with the service overall;
- 97% of respondents were satisfied with subject knowledge of team members;
- 93% of respondents were satisfied with the teams understanding of support requirements;
- 100% of respondents were satisfied with the time taken to respond to requests;
- 93% of respondents found the team to be helpful; and
- 97% of respondents who had used the P&S online tools found them to be useful.

Continuous Improvement

Self-evaluation

In 2016 the Council agreed a three-year self-evaluation programme using the West Dunbartonshire Self-Evaluation Framework. This framework utilises a checklist approach, implemented through an online survey. Over the three-year programme, all Council services that are not subject to an external evaluation will undertake self-evaluation.

Within the Communications, Culture & Communities service area; eight services were identified as eligible for a self-evaluation. To date:

- The Performance & Strategy Team have completed the entire process of the self-evaluation and the post-evaluation surveys identified that the improvement plan made a difference to service delivery
- The Welfare Fund team is currently undertaking a post-evaluation survey to establish if the improvement plan has made a difference to service delivery
- Two Teams – One Stop Shop and Communications - have completed the self-evaluation process and have improvement plans in place to be achieved over the next year
- One Team - The Contact Centre - is currently undertaking the self-evaluation and developing an improvement plan to be monitored over the coming year
- The remaining three services- Libraries; Arts & Heritage; and the Clydebank Town Hall & Council Offices are scheduled to undertake a self-evaluation over the coming months

It is anticipated that all CCC services will have taken part in the self-evaluation programme and implemented an improvement plan for their service by July 2019.

Quality Standards

Quality standards help to define what users of our services can expect to receive, and remind both the organisation and our employees of the challenges and obligations they face in delivering best value services.

Quality standards for CCC are set out in Appendix 3. These will be monitored and managed by the CCC management team on a regular basis and reported annually to Corporate Services Committee.

2018/19 was a pilot year for the use of quality standards within this service area and following the pilot the effectiveness/meaningfulness of each has been reviewed and a revised set has been agreed for 2019/20. The progress of these is set out in Appendix 2.

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3. Strategic Assessment

The Communications, Culture and Communities management team completed a strategic assessment and performance review to determine the major influences on service delivery and strategic priorities going forward into 2019/20. As a result of this assessment the following factors were recognized as having a significant influence on the work of the service in 2019/20:

Key Factors

Citizen and Digital Services

Citizen Service
Work has commenced for our channel shift ambitions to launch a Web Chat functionality on the Council website to further improve the options available to our Citizens to engage with the Council via phone, in writing or online. In 2019/20, Web Chat technology will be live and will improve through the use of artificial intelligence and automated responses. This is a significant piece of work for managers and team members within the service.

Working alongside our colleagues in ICT, we will again improve our Telephone platforms to provide an improved experience of telephoning the Council. Our priority is to ensure Citizens are guided more quickly to a member of staff who is appropriately skilled to resolve their enquiry.

In 2019/20 we will further consider our staff roles and the locations where we meet our Residents for face-to-face interactions following the successful integration of Alexandria One Stop Shop and Alexandria Library. There is further opportunity to maximize the roles of our staff to create improved experiences for our residents and also improved employee engagement by getting this key activity delivered in more convenient locations.

Communications, Events & Town Hall

Work has continued within Communications to embed digital and social media as the prominent channels for engagement. The reach of the Council's main social media platforms, Facebook and Twitter, has continued to grow and Instagram has also been established as a key complementary platform reaching a new demographic. This will be a continued focus in 19/20, both in keeping pace with the rate of change across all platforms to expand our reach and develop our skills to further enhance our offer across video, imagery and animation.

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The development of Clydebank Town Hall remains a key priority for 19/20. Resourcing issues restricted progress in 18/19 and these are now being addressed with new personnel joining the team in early 19/20. New catering providers have been appointed and will be delivering services throughout 19/20. This development has introduced the opportunity for the Town Hall to provide a bar service in-house generating new income alongside other new services such as venue dressing and marketing the Town Hall as a conference venue. Each of these complement the overall vision to position the Town Hall as the wedding venue of choice in the local area and beyond. This will be supported through close working with the communications team to access support with marketing, digital marketing and design.

The service will also undertake the biennial employee survey to gather the views of staff across the organisation and support future workforce development and service delivery.

Libraries & Cultural services

Library Services

The new Library Strategy has provided the tools and roadmap to service improvement but progress at introducing these and embedding them has been slower than hoped. A major priority for 2019/20 is to see the successful roll-out of the £421k investment in library branches; the delivery of the frontline training programme; full engagement with national frameworks such as HGIOPLS (How Good is Our Public Library Service); full development of online and digital opportunities; enhanced awareness of the mobile library service in the community; completion of the library branding project; and completion of phase two of the Clydebank Library redevelopment.

Cultural Programme

The Cultural Programme is delivered by the Arts and Heritage service through museum, gallery and heritage spaces in both Clydebank and Dumbarton. Over the coming year the focus of the team will be on the development and delivery of an ambitious Cultural Programme, including the creation of the new gallery and exhibition space in Clydebank Town Hall.

Plans for future exhibitions will continue to be shaped by the opportunities that this new flagship exhibition space will present, augmented by capital investment to improve our exhibition offering at The Backdoor Gallery venue in Dalmuir, the creation of a permanent museum space in Alexandria Library and the creation of a dedicated museum space in Clydebank Library.

To support delivery of this activity, work will be undertaken to ensure that the structure and operating model for arts, heritage and culture reflects the needs of the service and our ambitions for the future.

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Titan Crane

The operational management of the Titan Crane is delivered by the CCC service on behalf of Clydebank Property Company. The Crane operates as a tourist and visitor attraction in Clydebank, linked to the wider arts and heritage offer in the area, including Clydebank Museum and Art Gallery within Clydebank Town Hall. The Crane has been closed to visitors during the 2018/19 year to allow regeneration infrastructure works to be carried out on the surrounding Queens Quay development site, and will remain closed for a proportion of 2019/20.

During 2019/20 work will continue on the development and delivery of an ambitious work programme for the Crane, with the key aim of ensuring it operates as a successful tourism and heritage destination for the area. This activity will focus on identifying and securing external funding for development of a comprehensive visitor package, as well as securing ongoing income through sponsorship and partnership activity with external providers.

Performance & Strategy

Local governance review

Work began on the national governance review during 2018, and activity on this is likely to increase over the coming year. The review, and subsequent activity, will focus on how the Council works with citizens to design, develop and deliver services in different ways. It places more focus on engagement and ensuring that decisions made about priorities and investment are informed by the views of our citizens. During 2019/20 the team will continue to engage in the review process and will work to develop processes for increased engagement and collaboration with residents.

2021 Census

Work has started on planning for the next national census, Census2021. The performance and strategy team will be supporting this national activity at a local level and ensuring best use is made of this 10 yearly data gathering exercise.

Data Analysis

With creation of the data analysis / business intelligence function it is important that work takes place in 2019/20 to extend use of the service and create a more comprehensive organizational approach to the capture, storage and use of data. This includes data on the services delivered by Council, performance and financial data as well as feedback data from our citizens. Enhancing the overall data capabilities and warehousing function available will enhance the ability of Council and services to make robust, intelligence led decisions.

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Action Plan

The challenges and issues identified in the performance review and strategic assessment sections have informed CCC priorities and outcomes for 2019/20. The management team has developed an action plan to address them (Appendix 2), supported by a range of performance indicators to enable progress to be monitored and reported to stakeholders. Progress will be monitored and managed on a regular basis and reported twice yearly to Committee, at mid-year and year end.

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4. Risks

In planning for 2019/20, the CCC management team considered the Council's strategic risks and identified additional risks specific to the service (below). Actions to mitigate these risks are set out in our delivery plan at Appendix 2, with the aim of improving or maintaining the current position (i.e. the current risk score). The current risk scores reflect current actions taken to reduce the risks.
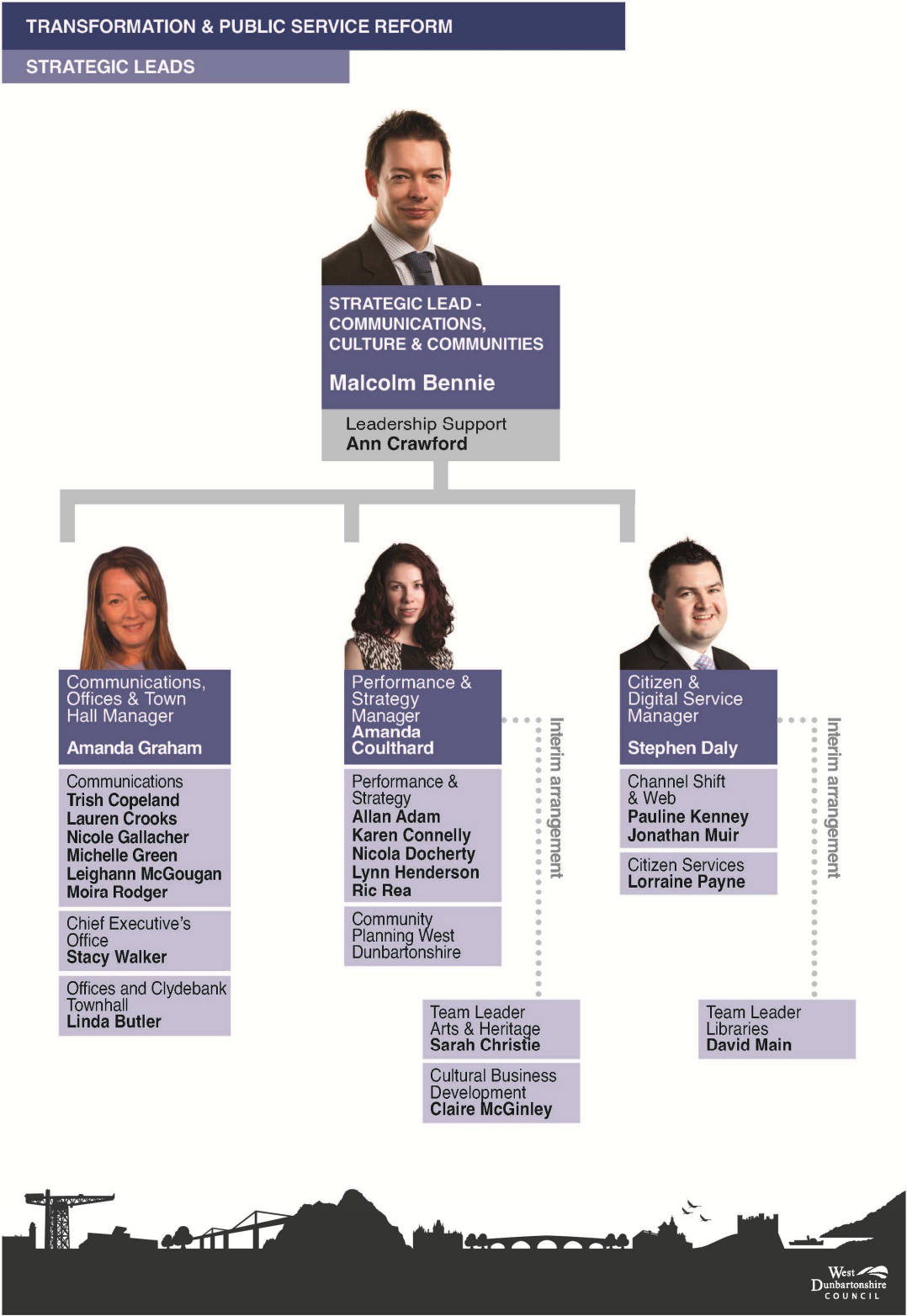
Strategic Risks

Risk	Current Risk Matrix	Date Reviewed	Latest Note	Target Risk Matrix	Assigned To
Failure to embrace opportunities which can be derived from constructive partnership working and joined-up service delivery		07-Jun-2018	CPWD strengthened through publication of LOIP and strong DIGs		Amanda Coulthard
Failure to ensure positive dialogue with local citizens and communities		07-Jun-2018	New approach to engagement at a strategic and local level means this risk is unlikely to occur. Engaging Communities Framework, Your Community and Citizens Panel create context for positive dialogue as standard.		Amanda Coulthard; Amanda Graham

Service Risks

Risk	Current Risk Matrix	Date Reviewed	Latest Note	Target Risk Matrix	Assigned To
Failure to provide a library service to residents		10-Oct-2018	The implementation of new opening hours is completed and branch libraries continue to deliver services to residents. The community and school mobile library vehicles have been amalgamated using one vehicle. Community stops have been targeted at SMID areas resulting in an increase in mobile library stops. We continue to roll out improved internal and exterior rebranding of branch libraries. A capital investment programme is being progressed to enhance branch libraries making them more attractive places for residents to visit.		David Main
Failure to effectively manage and learn from complaints		04-Jun-2018	Robust complaints handling process in place along with quarterly reporting through all management teams to ensure complaints are effectively managed and learning is captured.		Stephen Daly

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Appendix 1- Structure Chart

TRANSFORMATION & PUBLIC SERVICE REFORM

STRATEGIC LEADS

STRATEGIC LEAD - COMMUNICATIONS, CULTURE & COMMUNITIES

Malcolm Bennie

Leadership Support
Ann Crawford

Communications, Offices & Town Hall Manager

Amanda Graham

Communications
Trish Copeland
Lauren Crooks
Nicole Gallacher
Michelle Green
Leighann McGougan
Moira Rodger

Chief Executive's Office
Stacy Walker

Offices and Clydebank Townhall
Linda Butler

Performance & Strategy Manager
Amanda Coulthard

Performance & Strategy
Allan Adam
Karen Connelly
Nicola Docherty
Lynn Henderson
Ric Rea

Community Planning West Dunbartonshire

Interim arrangement

Team Leader Arts & Heritage
Sarah Christie

Cultural Business Development
Claire McGinley

Citizen & Digital Service Manager

Stephen Daly

Channel Shift & Web
Pauline Kenney
Jonathan Muir

Citizen Services
Lorraine Payne

Interim arrangement

Team Leader Libraries
David Main

West Dunbartonshire
COUNCIL

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Appendix 2 – Delivery Plan

Priority
A strong local economy and improved job opportunities

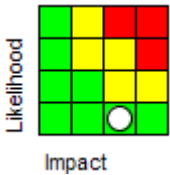| Objective |
|---|
| Increased skills for life & learning |
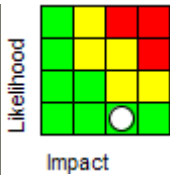
Action	Due Date	Assigned To
Deliver and enhance the library offer of digital skills training and support.	31-Mar-2020	David Main
Consider a trial of Amazon, Electra & Kindle devices for housebound/mobile library users, and develop a new strategy for computer use in our library branches.	31-Mar-2020	David Main

Priority
Supported individuals, families and carers living independently and with dignity

Objective
Improved Well Being

Performance Indicator	2017/18	2018/19		2019/20	Assigned To
	Value	Value	Target	Target	
% of older (65+) residents who have access to the internet in some form (home, phone, libraries, OSS etc)	N/A	Not available	55%	60%	David Main
% of residents under 65 who have internet access in some form (Home, phone, libraries, OSS etc)	N/A	Not available	95%	95%	David Main

Priority
Meaningful engagement with active, empowered and informed citizens who feel safe and engaged

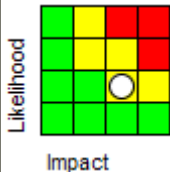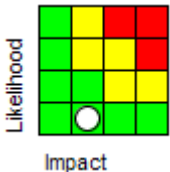| Objective |
| --- |
| Fully consulted and involved citizens who are able to make full use of the Community Empowerment Act |

Action	Due Date	Assigned To
Ensure the organisation is able to respond to and fully implement recommendations from the ongoing Local Governance Review	31-Mar-2020	Amanda Coulthard
Support Community Planning West Dunbartonshire to further develop locality planning and involvement in line with the Community Empowerment Act	31-Mar-2020	Amanda Coulthard

Departmental Risk	Current Risk Matrix	Description	Target Risk Matrix	Assigned To
Partnerships		The Council fails to engage adequately with partnership bodies		Amanda Coulthard

Objective
Strong and active communities

Action	Due Date	Assigned To
Continue transformation of the Clydebank Town Hall service to deliver increased usage and income.	31-Mar-2020	Amanda Graham
Deliver litter and recycling campaigns which deliver efficiencies through changing the behaviour of residents.	31-Mar-2020	Amanda Graham
Successfully lead the delivery of phase two of the redevelopment of Clydebank Library (internal fit out)	31-Mar-2020	David Main
Update cultural programme to reflect capital investment in the museum service, and identify and pursue external	31-Mar-2020	Sarah Christie

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Action	Due Date	Assigned To
funding opportunities as appropriate		
Develop proposals for a new museum in the basement of Clydebank Library, and improved use of the Back Door Gallery	31-Mar-2020	Sarah Christie
Successfully deliver the major improvements at Alexandria Library	31-Mar-2020	Sarah Christie

Departmental Risk	Current Risk Matrix	Description	Target Risk Matrix	Assigned To
Failure to provide a library service to residents		The Council has a statutory duty to provide a "comprehensive and efficient" library service to the residents of West Dunbartonshire. Failure to deliver this would have reputational damage to the Council, place the Council at risk of legal challenge and undermine local people's access to learning, knowledge and key Council supports.		David Main

Performance Indicator	2017/18	2018/19		2019/20	Assigned To
	Value	Value	Target	Target	
Number of visits to/usages of council funded or part funded museums per 1,000 population	89*	Not available	737	620	Sarah Christie
Number of Library visits per 1,000 population	6,530.5	Not available	6,659	6,659	David Main
% of residents who feel the Council communicates well with them	69%	Not available	74%	75%	Amanda Coulthard
Residents satisfaction with Council services overall	98%	Not available	75%	80%	Amanda Coulthard

*In person only visits, methodology now changed to include virtual visits.

Priority
Open, accountable and accessible local government

Objective
Equity of access for all residents

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Action	Due Date	Assigned To
Develop digital improvements in the Contact Centre, Housing Repairs, Website and Welfare Fund	31-Mar-2020	Stephen Daly
Further develop and review the online model for Citizens Panel to ensure best value	31-Mar-2020	Amanda Coulthard
Consider staff roles and the locations where we meet our Residents for face to face interactions following the successful integration of Alexandria One Stop Shop and Alexandria Library.	31-Mar-2020	Stephen Daly
Develop digital improvements through self-service machines, direct delivery of books, improved and secure public Wi-Fi, and an increased online library offer	31-Mar-2020	David Main
Successfully deliver the £421k capital investment across the branch network and finalise the branding improvements at all branches.	31-Mar-2020	David Main
Develop the strategic vision and work plan for Titan crane to ensure it becomes a key heritage attraction for the area	31-Mar-2020	Sarah Christie
Increase social media audience and engagement through fully embedding as the preeminent means of communicating with communities	31-Mar-2020	Amanda Graham
Provide writing training to council manager responsible for writing reports	31-Mar-2020	Amanda Graham

Departmental Risk	Current Risk Matrix	Description	Target Risk Matrix	Assigned To
Failure to effectively manage and learn from complaints		There is a risk of damage to the Council's reputation. If complaints are not handled effectively, there can be an adverse effect on the public perception of the Council which can lead to a lack of trust in the services provided.		Stephen Daly
Citizens and communities		The risk is that the Council does not establish or maintain positive communications with local residents and the communities it represents		Amanda Coulthard; Amanda Graham

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Performance Indicator	2017/18	2018/19		2019/20	Assigned To
	Value	Value	Target	Target	
Percentage of citizens who are satisfied with the Council website	99%	Not available	90%	90%	Jonathan Muir
Percentage of complaints received by the Council that are resolved at Stage 1	93%	Not available	88%	89%	Stephen Daly
Cost per library visit	£3.49	Not available	£1.91	£2.08	David Main
Cost per museum visit £	£3.27	Not available	£1.40	£3.49	Sarah Christie
% of adults satisfied with libraries	85.7%	Not available	87.7%	88%	David Main
% of adults satisfied with museums and galleries	74. 7%	Not available	80.75%	81%	Sarah Christie
No. of transactions undertaken online	27,713	Not available	26,577	26,943	Stephen Daly; Jonathan Muir
% of residents who report satisfaction with Council publications, reports and documents	49.7%	Not available	55%	56%	Amanda Graham
Percentage of Citizens who feels the Council takes account of residents views	59%	Not available	70%	80%	Amanda Coulthard

Priority
Efficient and effective frontline services that improve the everyday lives of residents

Objective
A committed and skilled workforce

Action	Due Date	Assigned To
Deliver the library employee training and engagement programme funded by SLIC	31-Mar-2020	David Main
Ensure that a culture of continuous improvement is embedded across Libraries through participation in national improvement schemes, such as the 'How Good is our…' framework	31-Mar-2020	David Main
Undertake Self-Evaluation of the Arts & Heritage service using available methodologies	31-Mar-2020	Sarah Christie
Successfully lead the 'Future Leaders' programme to develop promising employees to the next level of the	31-Mar-2020	Malcolm Bennie

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Action	Due Date	Assigned To
organisation.		
Carry out biennial council wide employee survey and develop improvement plan based on survey results.	31-Mar-2020	Amanda Graham

Objective
A continuously improving Council delivering best value

Action	Due Date	Assigned To
Ensure robust data and analysis is available to support decision making across all services	31-Mar-2020	Amanda Coulthard
Contribute to the review and development of measures for Census 2021	31-Mar-2020	Amanda Coulthard
Review and embed frameworks which support continuous improvement and best value across the organisation	31-Mar-2020	Amanda Coulthard
Develop proposals for major infrastructure improvements to the Clydebank Town Hall	31-Mar-2020	Malcolm Bennie
Review and relaunch customer service training to all council staff	31-Mar-2020	Stephen Daly

Performance Indicator	2017/18	2018/19		2019/20	Assigned To
	Value	Value	Target	Target	
Percentage of CCC employees who express satisfaction with the Council as a place of work Not available	62%	63%	70%	70%	Amanda Graham
Percentage of Council employees who agree or strongly agree that the Council recognises and values the work that they do	57%	57%	70%	70%	Linda Butler
Communications Culture & Communities-Total FTE Days Lost by FTE Employees	5.29	Not available	6.5	6.5	Malcolm Bennie
% of Local Government Benchmarking Framework performance indicators prioritised by the council that have improved locally	100%	75%	50%	60%	Amanda Coulthard
Percentage of Council employees who express satisfaction with the Council as a place of work	71%	71%	80%	80%	Amanda Graham

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Appendix 3: Quality Standards

West Dunbartonshire Council has a local Good Governance Code based on guidance from CIPFA. The Council's compliance with its Code is reviewed each year and a supporting action plan is developed to ensure improved compliance is achieved. The Code details a range of principles which should be adhered to by the Council, and details the behaviours and actions which demonstrate good governance in practice. The Good Governance Code requires that the organisation considers the approach to the use of quality standards.

Quality standards help to define what users of our services can expect to receive, and remind both the organisation and our employees of the challenges and obligations they face in delivering best value services

These quality standards will be monitored and managed by the management team of each service at regular meetings, and reported annually to the relevant service committee along with the delivery plan.

Service Area	Quality Standard	How will the Quality Standard be measured?
Corporate Communications	We will respond to 99% of press enquiries within deadline	% of press enquiries responded to within deadline as a proportion of all press enquiries
	We will acknowledge requests for design work within 3 working days.	% of design requests acknowledged to within 3 working days.
	We will respond to 100% of Town Hall booking enquiries within 48 hours	% of booking enquiries responded to within 48 hours as a proportion of all booking enquiries received
Citizen & Digital Services	We will answer 90% of all telephone calls to the contact Centre within 2 minutes	% of telephone calls answered within 2 minute as a proportion of all calls answered.
	We will respond to all stage 1 complaints within 5 working days	% of stage 1 complaints responded to within 5 working days.
Libraries & Culture	We will satisfy 95% of requests for items available and in stock within 10 working days	% of requests responded within 10 days as a proportion of requests received

	We will acknowledge 100% of requests for items not in stock within 5 working days.	% of requests responded within 5 days as a proportion of requests received
Performance & Strategy	We will respond to 100% of EIA support requests within 3 working days.	% of requests responded to within 3 working days as a proportion of all requests received.
	We will acknowledge enquiries for new citizen's panel membership within 3 working days.	% of new CP members received and responded to within 3 working days as a proportion of new CP members.
	We will review and acknowledge engaging community framework requests within 3 working days.	% of requests received within 3 working days as a proportion of all requests.

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Appendix 4: Resources

Workforce Planning

Workforce planning is integrated within the strategic planning process, highlighting the key workforce related activities for the year and reflecting the longer term strategic aims of the services. Each Strategic Lead is responsible for the annual review of requirements for their respective service areas to ensure that any key actions are identified at an early stage.

Employees
The headcount and full time equivalent staff in each service area is as follows:

Section	Headcount	FTE
Communications, Council offices and TownHall	21	19.33
Citizen & Digital Services	59	50.72
Libraries & Culture	67	51.05
Performance & Strategy	6	5.82
Communications, Culture & Communities Total	153	126.92

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Communications, Culture & Communities Workforce Plan 2017-2022 – Annual Action Plan 2019-20

1. Addressing the gap between current workforce supply and predicted future demand				
Strategy	Planned service review to address gap taking cognisance of opportunities to realise savings through voluntary turnover			
Expected Outcome	Gap is addressed, whilst: • Protecting critical roles (and avoiding associated turnover) • Ensuring service priorities are met (recognising impact on workforce capacity in relation to acknowledged areas of increased service demand) • Avoiding or minimising risk of voluntary or compulsory redundancy			
Actions	**Person(s) Responsible**	**Resources Needed**	**Complete By**	**Measurement of outcome**
Embed culture of continuous improvement and continue development of quality improvement skills across senior managers through utilization of lean/six sigma skills. Relevant projects to be identified and developed.	Malcolm Bennie	OD Team Senior Managers	March 2020	• Manager Lean Six Sigma training records updated • Improved skills
Complete service reviews to ensure that preferred service delivery models are identified and implemented.	Amanda Graham Amanda Coulthard Stephen Daly	Strategic HR Support & Finance Business Partner Support	September 2020	• Arts & Heritage review complete and implementation underway • Review of roles in customers services complete • Review of roles in Clydebank Town Hall complete • Suite of service performance indicators •

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				• Delivery of savings where efficiencies identified
Continue monthly review of performance information to ensure service stability and inform any staff training requirements	Malcolm Bennie	Performance and Strategy Business Partner	March 2020 and ongoing	• Suite of service performance indicators • Review at management meetings
Continue monitoring of satisfaction and complaints and identify any improvement activity	Malcolm Bennie	Performance and Strategy Business Partner & Digital and Customer Services Manager	March 2020 and ongoing	• Suite of service performance indicators • Evidence of service improvement on the back of the complaints information
Continue to develop Commercialization agenda through new role in the Communications team.	Amanda Graham	Workforce	Ongoing	• Additional sources of income identified.

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2. Addressing the gap between current and required additional workforce capabilities				
Strategy	Development and implementation of associated training plans to enable capabilities to be developed within existing workforce			
Expected Outcome	Gap is addressed, whilst: • Ensuring value for money in terms of training solutions • Minimising requirement to recruit for new capabilities (and thereby avoiding or minimising risk of voluntary or compulsory redundancy) • Ensuring service priorities are met as a result of application of those new capabilities			
Actions	**Person(s) Responsible**	**Resources Needed**	**Complete By**	**Measurement of outcome**
Workforce related savings over a 3 year period, future service context, consider commercialisation of our professional services	Malcolm Bennie Amanda Graham Amanda Coulthard Stephen Daly	Management Team CCC	Three year savings achieved by June 2018	• Budget savings delivered as required in 2018/19 and beyond. • Performance & Strategy restructure completed in November 2017 • Customer Services transformation approved at November 2017 Corporate Services Committee • Library Services restructure due to complete by 1 April 2018 and new library opening hours agreed at February 2018 Corporate Services Committee for

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				implementation in June 2018. • Income generation being progressed within Corporate Communications and Performance & Strategy
Work with OD&C to develop input and training to address skills gaps in particular skills to support new digital technologies being used in service delivery	Stephen Daly Amanda Graham Amanda Coulthard	OD & Change Team	March 2020	• Pulse survey of service area • Suite of service performance indicators
Develop and implement training plan to fill skills gaps that may be identified through self-evaluation exercises that are in progress or still to be completed in the Contact Centre, Libraries, Arts & Heritage & Clydebank Town Hall	Amanda Coulthard Stephen Daly Amanda Graham	HR Business Partner OD & Change Team	July 2019	• Suite of performance indicators • Employee Survey/Pulse Surveys
Complete self-evaluation improvement plans for One Stop Shop, Communications and Arts & Heritage including roll out of Customer Services training	Stephen Daly Amanda Graham	Staff time OD & Change	March 2020	• Suite of performance indicators • Employee Survey/Pulse Survey
Completion of training and engagement programme for front line staff in libraries funded by SLIC	Stephen Daly	Staff time	March 2020	• Suite of performance indicators • Employee Survey/Pulse Survey

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Develop report writing skills in managers by delivering relevant training	Amanda Graham	OD & Change	March 2020	• Quality of written reports submitted improves • Associated performance indicator
Continue to embed culture of continuous improvement in Libraries by assessing service against national improvement framework	Stephen Daly	External Partners	March 2020 and ongoing thereafter	• Suite of performance indicators • Alignment with national framework
Continue to roll out Future Leaders programme to those who have identified relevant training needs	All	OD & Change	March 2020 and ongoing	• Employee engagement/pulse survey

3. Improving resilience within teams				
Strategy	Develop and implement training plan in relation to critical roles			
Expected Outcome	Improved resilience across teams and retention of knowledge and skills associated with critical roles			
Actions	**Person(s) Responsible**	**Resources Needed**	**Complete By**	**Measurement of outcome**
Continue to develop skills required for delivery of single dependency roles in terms of succession planning	Malcolm Bennie Stephen Daly Amanda Graham Amanda Coulthard	Time	Ongoing	Ongoing review at management meetings

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Finance

The 2019/20 revenue budget for the CCC strategic area is £6.355M. The resources to deliver on this in 2019/20 action plan for CCC are:-

CCC services	Gross expenditure 2019/20	Gross income 2019/20	Net expenditure /(income) 2019/20
Performance & strategy	£414,885	-	£414,885
Communications and marketing	£362,182	£30,675	£331,507
Citizen Services	£1,226,880	-	£1,226,880
Libraries	£1,671,100	£38,585	£1,632,515
Cultural Projects	£593,769	£53,279	£540,490
Clydebank TownHall	£540,224	£211,863	£328,361
Office Accommodation	£1,546,526	-	£1,546,526
Total	**£6,355,565**	**£334,402**	**£6,021,163**

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Appendix 5: Benchmarking Data

	Description	2017/18	RANK	2016/17	RANK	SCOTLAND 2017/18	Directional change in ranking
LGBF	C&L2: Cost Per Library Visit	£3.49	23	£3.17	21	£2.08	⬇
	C&L3: Cost of Museums per Visit	£3.27	12	£1.67	6	£3.49	⬇
	C&L5a: % of adults satisfied with libraries	85.67%	4	84.33%	6	73%	⬆
	C&L5c: % of adults satisfied with museums and galleries	74.67%	9	77.67%	9	70%	⬌

Appendix 2

CCC - 2018/19 Delivery Plan Year-end Report

West Dunbartonshire COUNCIL

Icon	Name
P	1. A strong local economy and improved job opportunities

Icon	Name
Ob	Increased skills for life & learning

Action	Status	Progress	Due date	Comments	Assigned To
Support lifelong learning through extended programme of Quest Courses and early year's literacy programmes.	✓	100%	31-Mar-2019	This activity was completed as planned. Reviews of several services were undertaken and improvements made.	Gill Graham
Deliver digital skills training to front line staff where required.	⚠	66%	31-Mar-2019	Activity was undertaken but due to unplanned absences in the senior management team this action was not fully delivered. This activity will be continued into 19/20 where there will be a focus on delivering digital capacity sessions.	Gill Graham

Icon	Name
P	2. Supported individuals, families and carers living independently and with dignity

Icon	Name
Ob	improved wellbeing

Action	Status	Progress	Due date	Comments	Assigned To
Continue to roll out Macmillan Drop in clinics across the libraries estate. Explore potential to expand to include other chronic diseases.	✓	100%	31-Mar-2019	This activity was completed as planned. The Library service continues to work with Macmillan moving into 2019/20.	Gill Graham

Icon	Name
(P)	3. Meaningful engagement with active, empowered and informed citizens who feel safe and engaged

Icon	Name
(Ob)	Fully consulted and involved citizens who are able to make full use of the Community Empowerment Act
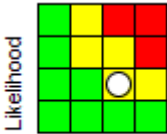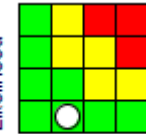
Action	Status	Progress	Due date	Comments	Assigned To
Ensure citizens are supported to engage and participate in service design and delivery	✓	100%	31-Mar-2019	All activity delivered as planned. This included work to strengthen the online citizens panel and enhance the use of the monthly telephone survey	Amanda Coulthard
Support Community Planning West Dunbartonshire to further develop locality planning and involvement in line with the Community Empowerment Act	✓	100%	31-Mar-2019	All activity delivered as planned. This includes joint work to deliver a partnership approach to place based planning.	Amanda Coulthard

Departmental Risk	Current Risk Matrix	Description	Target Risk Matrix	Assigned To
Partnerships		The Council fails to engage adequately with partnership bodies		Amanda Coulthard

Icon	Name
(Ob)	Strong and active communities

Action	Status	Progress	Due date	Comments	Assigned To
Successfully upgrade Clydebank library	⚠	33%	31-Mar-2019	This work has been delayed. Phase one of the upgrade cannot be completed until the external contractor has established the lift to all floors. The second phase for the internal fit-out has taken longer than planned to come forward but the tender for the work is currently out to market and will be delivered in 2019/20.	Gill Graham
Establish Libraries as 'safe locations' for residents and visitors as part of the Keep Safe Initiative.	✓	100%	31-Mar-2019	Working with Police Scotland, West Dunbartonshire Libraries are now designated Keep Safe locations, providing a safe place for people to go to should they experience crime, bullying or harassment. Our libraries all display a Keep Safe notice which lets vulnerable people know that we	Gill Graham

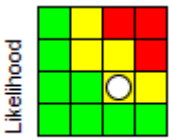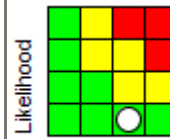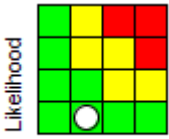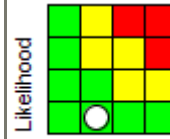| Action	Status	Progress	Due date	Comments	Assigned To
				provide a Keep Safe place and that staff members know how to respond.	
Secure external funding to progress development plan (cultural programme)	✅	100%	31-Mar-2019	This action has progressed as planned with officers scoping out a range of funding opportunities.	Gill Graham; Sarah Christie

Departmental Risk	Current Risk Matrix	Description	Target Risk Matrix	Assigned To
Failure to provide a library service to residents		The Council has a statutory duty to provide a "comprehensive and efficient" library service to the residents of West Dunbartonshire. Failure to deliver this would have reputational damage to the Council. place the Council at risk of legal challenge and undermine local people's access to learning, knowledge and key Council supports.		Gill Graham

Icon	Name
P	4. Open, accountable and accessible local government

Icon	Name
Ob	Equity of access for all residents

Action	Status	Progress	Due date	Comments	Assigned To
Support the development of digital capacity across the organisation through the channel shift agenda	✅	100%	31-Mar-2019	This action was completed as planned and included a digital maturity assessment undertaken by Scottish Local Government's Digital Office and a range of online improvements such as online school registration.	Stephen Daly
Deliver a programme of venue enhancements to ensure all libraries and Cultural facilities are accessible and fit for purpose.	⚠️	20%	31-Mar-2019	The capital project to transform the infrastructure of Libraries and Museums has slipped due to unplanned absences in the senior management team, and competing priorities within other Council teams supporting this project. Officers are disappointed the investment is not being made as planned but are committed to delivering this project successfully in 2019/20. On the positive side the branding improvements have been delivered at branches in Alexandria, Dumbarton, Parkhall, and Faifley.	Gill Graham
Maximize opportunities for innovative use of technology across library and culture services and facilities	⚠️	57%	31-Mar-2019	Progress on this project has slipped due to unplanned absences in the senior management team, and the complexity of installing the public wi-fi project in branches. Direct delivery of books to branches is now largely in place, and the tender for self-service machines is finished and the devices will be in branches in early 2019/20.	Gill Graham

Departmental Risk	Current Risk Matrix	Description	Target Risk Matrix	Assigned To
Failure to effectively manage and learn from complaints	Likelihood / Impact	There is a risk of damage to the Council's reputation. If complaints are not handled effectively, there can be an adverse effect on the public perception of the Council which can lead to a lack of trust in the services provided.	Likelihood / Impact	Stephen Daly
Citizens and communities	Likelihood / Impact	The risk is that the Council does not establish or maintain positive communications with local residents and the communities it represents	Likelihood / Impact	Amanda Coulthard; Amanda Graham

Icon	Name
P	5. Efficient and effective frontline services that improve the everyday lives of residents
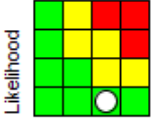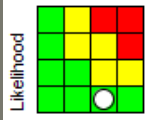
Icon	Name
Ob	A committed and skilled workforce

Action	Status	Progress	Due Date	Comments	Assigned To
Ensure that a culture of continuous improvement is embedded across Libraries and Cultural Services. Participating in national improvement schemes and achieving national recognised standards.	⚠	60%	31-Mar-2019	Progress has been made on this action with Museum Accreditation retained for Clydebank Museum and Art Gallery, the extended management team engaged in developing the Operational Service Plans, and an all staff engagement event undertaken in December 2018. Due to unplanned absences in the senior management team progress slipped on participation in the How Good is Our Public Library Service (HGIOPLS) and Self Evaluation of the Museum service. This activity will be continued in 2019/20 as a priority.	Gill Graham
Carry out pulse survey on key issues from employee survey to track interim progress	✅	100%	31-Mar-2019	This action has been completed as planned with positive improvements in a number of areas. Further action will now take place in 2019/20 to address the issues raised in the pulse survey.	Amanda Coulthard
Ensure a focus on support, training and development for employees across the service	✅	100%	31-Mar-2019	This action has been completed as planned with senior managers trained in process improvements, PDPs and Be The Best conversations undertaken, the pulse survey delivered, and a pathway for library staff to develop themselves being mapped out.	Malcolm Bennie
Put in place a monthly written update for all employees in the service	✅	100%	31-Mar-2019	This action has been delivered through the introduction on a monthly blog issued to all CCC employees	Malcolm Bennie

Action	Status	Progress	Due Date	Comments	Assigned To
Ensure regular senior management team attendance at team meetings to ensure strong cascade of information and opportunities for engagement	✅	100%	31-Mar-2019	This action has been delivered as planned.	Malcolm Bennie
Implement priority actions developed to support being 21st Century Public Servants.	✅	100%	31-Mar-2019	This action has been delivered as planned. Good progress was made on income generation opportunities at the Town Hall, and in Commercial Waste. A wide range of external visits to other Councils was undertaken by senior officers within CCC. Senior management also undertook a range of face-to-face engagement sessions with frontline employees across CCC.	Malcolm Bennie

Icon	Name
Ob	A continuously improving Council delivering best value

Action	Status	Progress	Due Date	Comments	Assigned To
Deliver a refreshed strategy for Culture & Library Services	✅	100%	31-Mar-2019	The new Library and Culture structure was introduced in 2018/19 and delivered savings at the same time as maintaining high satisfaction ratings.	Gill Graham
Ensure robust data and analysis is available to support decision making across all services	✅	100%	31-Mar-2019	This action was delivered as planned. Our new data analyst is supporting a range of services to undertake improvement activity. This work builds on existing activity on continuous improvement and learning from data sources such as telephone survey, citizens panel and the segmentation software.	Amanda Coulthard
Embed frameworks which support continuous improvement and best value across the organisation	✅	100%	31-Mar-2019	This action was delivered as planned. The strategic improvement framework is embedded in services and generating improvement plans.	Amanda Coulthard
Explore opportunities for the digital transformation for the service, focused on digital enablement and process improvement (milestones to be determined from outputs of SMN group work)	✅	100%	31-Mar-2019	This action was delivered as planned. Officers reviewed digital approaches involving Integrated Voice Recognition technology and webchat, considered if there were opportunities for Amazon Alexa and Kindles in our housebound library service, and if there was scope for an automated internal complaints process. This work will continue into 2019/20.	Malcolm Bennie

Departmental Risk	Current Risk Matrix	Description	Target Risk Matrix	Assigned To
Failure to utilise data and intelligence to deliver continuous improvement		The council is committed to continuous improvement and requires robust management information to inform decision making. There is a risk that a lack of detailed data would impact on Council's ability to make improvement focused decisions		Amanda Coulthard

Quality standards 2018/19

Performance Indicator	2018/19		Assigned To
	Value	Target	
All telephone calls to the contact centre will be answered within 2 minutes	67%	90%	Stephen Daly
Library users requesting purchase of new books will receive a response within 10 working days	Data not available	100%	Gill Graham
Books reserved from alternative libraries will be delivered within two weeks	Data not available	100%	Gill Graham
EIA supports requests will be responded to within 5 working days	100%	100%	Ric Rea

WEST DUNBARTONSHIRE COUNCIL

Report by Strategic Lead – People & Technology

Corporate Services Committee: 22 May 2019

Subject: People & Technology Delivery Plan 2019/20

1   Purpose

1.1   The purpose of this report is to present to members the 2019/20 Delivery Plan for People & Technology and the year-end progress report for the 2018/19 Delivery Plan as agreed at Committee on 16 May 2018.

2   Recommendations

2.1   It is recommended that the Committee:
- Notes the 2019/20 Delivery Plan and
- Notes progress made on delivery of the 2018/19 plan

3.   Background

3.1   In line with the strategic planning & performance framework each Strategic Lead has developed an annual delivery plan for 2019/20. This plan sets out actions to address key priority areas and issues identified through the service planning process as well as actions to deliver the Council's strategic objectives. It also provides an overview of services and resources, including employees and budgets, and considers relevant risks.

4.   Main Issues

Delivery Plan 2019/20

4.1   Appendix 1 sets out the People & Technology Delivery Plan for 2019/20. This includes appendices detailing the action plan for delivery over 2019/20 and the workforce plan for the service.

4.2   Progress towards delivery of the plan is monitored monthly through the management team of the service and also scrutinised on a quarterly basis through the strategic leadership performance monitoring and review meetings. A mid-year progress report on actions will be presented to committee in November 2019.

4.3   Key issues identified in the strategic assessment section of the plan include: Managing the Impact of Brexit on all areas of business; Digital transformation; Sustainable Employment & Organisational Design; and Community Resilience.

<u>Workforce Planning</u>

4.4 Each strategic delivery plan has a supporting annual workforce plan, which is developed to highlight and plan for the management of key workforce issues which are necessary to fully support the delivery of the plan.

4.5 These workforce issues are anticipated to have significant implications in terms of organisational change, resource planning, resource profiling, skill mix, training and development and restructuring. The workforce plan sits as appendix 4 to the Delivery Plan 2019/20.

<u>2018/19 Year-end progress</u>

4.6 The Delivery Plan for 2018/19 was supported by an action plan of activities to be delivered over the year. Appendix 2 details the progress on delivery of this action plan. Thirteen of the twenty actions have been completed in year as planned.

4.7 The remaining seven actions have not been completed as planned, many of which are reliant upon third party activity and therefore work will continue in 2019/20 to progress these to a completed status:

- Continue to review and deliver ICT service improvements aligned to business needs; 95% complete - one milestone remains outstanding; work will continue in this area in 2019/20.
- Continue to develop and review employment policies/schemes in line with the Council's policy framework; 92% complete – one milestone remains outstanding; work will continue in this area in 2019/20.
- Continue to implement the Council's Employee Wellbeing Strategy; 91% complete - one milestone has still to be completed; work will continue in this area in 2019/20.
- Address workforce equalities objectives; 88% complete - one milestone remains incomplete; work will continue in this area in 2019/20.
- Continue to embed an organisational health and safety culture; 75% complete - one milestone remains; work will continue in this area in 2019/20.
- Review effectiveness of Council approach to risk management and implement improvement action as appropriate; 60% complete- two milestones remain outstanding; work will continue in this area in 2019/20.
- Continue HR and Payroll Transformation programme; 33% complete - two milestones remain outstanding; work will continue in this area in 2019/20.

4.8 Significant achievements delivered through the plan are highlighted in the Delivery Plan for 2019/20. Updates on the linked performance indicators for the delivery plan will be published in line with annual public performance reporting for the organisation.

5.   People Implications

5.1   There are no direct people implications arising from this report. Any workforce implications arising from the Delivery Plan are detailed in the workforce plan.

6.   Financial & Procurement Implications

6.1   There are no direct financial or procurement implications arising from this report. All commitments will be delivered through existing resources as described in the financial resources section of the plan.

7.   Risk Analysis

7.1   Failure to deliver on the actions assigned to the strategic area may have a direct impact on the delivery of the Council's Strategic Plan. It is essential that remedial action is taken to ensure strategic delivery plans achieve the commitments detailed and approved.

8.   Equalities Impact Assessment

8.1   Screening and Impact Assessments will be carried out on specific activities as required.

9.   Consultation

9.1   The Delivery Plan detailed in this reported was developed through consultation with officers from the strategic service area.

9.2   Consultation with Trades Unions was not required for the purposes of this report. Any specific delivery plan actions impacting on workforce will be consulted per usual processes.

10   Strategic Assessment

10.1 The strategic delivery plan sets out actions to support the successful delivery of the strategic priorities of the Council.

Victoria Rogers
Service Lead – People & Technology
Date: 15th April 2019

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Person to Contact: Nicola Docherty
                            Business Partner (Performance and Strategy)
                            Tel: 01389 776957
                            E-mail: Nicola.docherty@west-dunbarton.gov.uk

Appendix: Appendix 1: People & Technology Delivery Plan 2019/20
Appendix 2**:** End of year report 2018/19

Background Papers: None

Wards Affected: All

West
Dunbartonshire
C O U N C I L
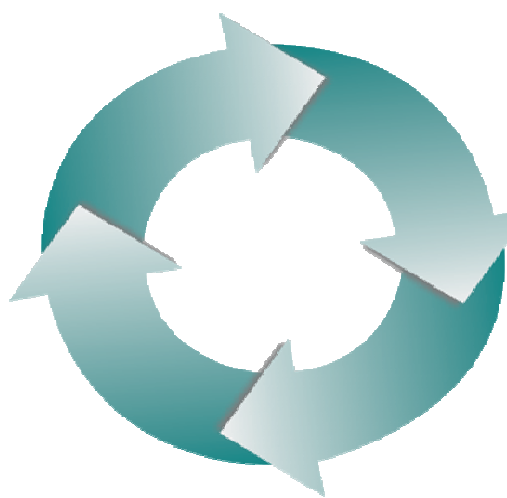
People & Technology Delivery Plan 2019/20

Index

1. Overview & Profile

Overview

People & Technology comprises a wide range of services covering Strategic HR, Organisation Change & Development, ICT, Transactional Services and Health & Safety & Risk and Organisational Resilience.

The gross general fund housing revenue budget is £6.607m with a net budget of £6.093m. It is one of 8 strategic areas with responsibility for delivering the Council's Strategic Plan.

This Plan sets out key actions to help deliver the Strategic Plan. It outlines the performance indicators we will monitor to measure our success, provides an overview of services and resources, including employees and budgets, and considers the relevant risks.

Progress will be monitored and managed on a regular basis at People & Technology management team meetings and reported twice yearly to Corporate Services Committee, at mid-year and year end.

Profile

Brief details of each service are outlined below and a structure chart is set out at Appendix 1.

Strategic HR
The Strategic HR team exists to deliver a proactive, expert, customer-focused service, working in partnership with managers, employees and trades unions, to build a 'committed and skilled workforce' with the capacity, capability and confidence required to support achievement of the Council's vision for the people of West Dunbartonshire. The team provides a corporate HR service through an integrated approach to strategic resource planning and development, provision of HR business partnering and workforce planning services.
The team is responsible for:
- Provision of HR Business Partnering across the organisation;
- Employee Relations, Case Management, Policy Development and Employee Support;
- Development and implementation of workforce strategy and policy; and
- Provision of strategic HR support to support service improvement and transformation.

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Organisational Development & Change

The Organisational Development and Change (OD&C) team are responsible for building workforce capability through the development of employees, thus supporting delivery of the digital agenda and strategic objectives of the Council. The team deliver workforce development such as induction for both new employees and new managers, Be the Best Conversations, leadership & management programmes such as Chartered Management Institute and Influential Leaders Programme alongside a full catalogue of organisational training solutions. The team support council wide transformation projects with a key focus on people, change, project governance and continuous improvement such as Lean/Six Sigma. The team is leading on the council's Workplace of the Future transformation agenda, focused on delivering new ways of working.

ICT

ICT delivers an operational support service as well as project services such as system upgrades/replacement, security compliance and system procurements.

The ICT service provides the information technology framework required for the organisation to deliver its strategic objectives. The team is focused on enabling and supporting service transformation projects including the move to online delivery of services as well as further improvements to enhance channel shift and digital transformation within the ICT service itself. This includes promoting the shift to self service password reset, online call logging portal, more automated install / upgrade processing and extended working hours for system housekeeping and alert monitoring. Supporting an agile workplace for employees and pupils continues to be a main focus for the ICT team including bandwidth capacity planning.

Transactional (Business) Support

The team is responsible for delivering the corporate Business Support function and comprises of Transactional HR, Workforce Management System (WMS), and Payroll teams. The service also drives the improvement and transformation agenda in relation to internal process change to deliver a modern and efficient support service. The section provides a total administration support service for the Council using a strategic service delivery model to its client services.

Health, Safety and Risk

The team provides advice and guidance on all issues related to health, safety and risk, develops policy and ensures understanding and compliance with legislation and good practice across the organisation. This includes the monitoring of risks and issues and the investigation of accidents and incidents.

Organisational Resilience

The Council's organisational, community and business resilience is provided in partnership by the Civil Contingencies Service (since October 2016) which delivers a resilience service to East Renfrewshire, Inverclyde, Renfrewshire and West Dunbartonshire Council areas. The service, based in Paisley, with the team working flexibly across all council areas, supports significant improvements in the resilience of each Council area and the ability to respond to incidents and events.

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2. Performance Review

The People & Technology management team completed a detailed performance review of 2018/19, looking at:
- current and previous performance;
- how our performance compares with other local authorities (known as benchmarking);
- feedback from service users gathered through, Internal surveys and Consultations; and
- self-evaluations

During 2018/19 People & Technology delivered a range of key achievements on behalf of the Council. In a challenging environment this service area has led exemplar statutory and strategic services within West Dunbartonshire; the following section contains some of the more notable achievements as well as performance challenges to be addressed in 2019/20.

Key Achievements 2018/19

Strategic HR
- Continued implementation of the Council's Employee Wellbeing Strategy, with key areas of work taken forward focusing on themes of 'promoting positive mental wellbeing' (including a pilot programme to support positive mental health at work and an employee financial wellbeing campaign); 'promoting physical activity and nutrition'; 'support for employees managing long term health conditions' (including development of improved guidance on how to support employees with a disability); and 'promoting work/life balance'.
- Recognition by Audit Scotland, through its Best Value Assurance Report, that the Council has demonstrated good practice in the development of a detailed organisation-wide, five-year workforce plan and individual service specific workforce plans. Work to further develop and embed use of the Framework has continued throughout the year.
- Provision of HR support to inform and implement a range of organisational change projects, as well as a review of the Organisational Change Policy (including a focus on supporting effective joint working with trade union colleagues as part of the change process, as well as ensuring clear links with the Council's Change Framework).
- Reviewed a range of policies (per Delivery Plan 18/19) as well as delivering improvements to corresponding intranet page content to ensure ease of access and understanding.

Organisational Development & Change
- Transferred online learning to new Moodle based platform I-learn, in collaboration with West College Scotland
- Introduced continuous Improvement approach based on Lean/Six Sigma in conjunction with Strathclyde University. Delivering white belt training to approximately 200 managers and agreeing a strategy for building expertise within services

- Reviewed and relaunched our learning and development offering; achieving highly commended recognition from HR Excellence and Management Journal for Best Learning & Development Strategy.
- Successful transition and support of staff through the Office Rationalisation Programme, culminating in the move of employees to Church Street
- Supporting organisational change via a number of critical channels across the council such as Change Board, ORP, IHMS, Care Home and Digital Transformation.

Transactional Business Support
- Upgraded to version 8 for the Workforce Management System (WMS) which will see enhanced performance around a range of functionality but specifically management of multi contracts
- Enhanced managers HR21 reports, in particular the Attendance Management report that allows managers to report on the completion of key intervention within the absence stages
- Enhanced a range of WMS functionality - HR21 function to enable recording of more than one concurrent registration; refinement of the SWITCH process; Online approval stages within Talentlink removed and replaced by a simple declaration via an online form. This has reduced lead time in recruitment; streamlined the recruitment advert process to be published once a month aligning with other areas of recruitment
- Successfully completed the Payroll Audit on time following an action from last Audit Scotland review

ICT
- New processes and technology implemented to automation device security updates and service availability alert monitoring.
- Implemented new email filtering technology to give users more control over emails marked as spam.
- Assessment of new technologies to measure business benefit with delivery of a pilot of Microsoft's 365 product.
- Maximised collaboration and sharing opportunities including;
    - shared procurement of email filtering technology,
    - supporting the relocation of East Dunbartonshire data centre to collocate with WDC
    - Review of service desk technology
    - Contributing to National Digital Office projects.
- Extended ICT service business hours to deliver a house-keeping and alert monitoring service between 7 and 8am.

Health, Safety and Risk
- Further embedding a safety culture as a result of actions to raise the profile of health and safety across the organisation (including ensuring it is a standard agenda item on all senior management team meetings, dissemination of regular safety flash communications, identification of mandatory refresher training requirements and implementation of a Council audit protocol).

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- Significant progress around fire safety, with all Fire Risk Assessments in line with review cycle timescales, rollout of training for all those with specific responsibilities for fire safety management, and development of an overarching Fire Risk Management Strategy.
- Further development of risk appetite at a strategic level, as well as development of 2 new additional Strategic Risks in relation to Health & Safety and Brexit.

Organisational Resilience
- Finalised a Council wide Security Threat Guidance document, which seeks to act as a single codified guidance against a variety of threats, which include suspicious mail, telephoned bomb threats and firearms/weapons attacks.
- Supported the Council's annual delivery of Experiential Learning, providing a workshop on the value and preparation of Emergency Grab Bags. The event reached all Primary 7 pupils in the Council area; with each people receiving a CCS Grab Bag leaflet to emphasise the messaging given
- Delivered a Care for People Workshop for officers across four Council areas that sought to clarify a change in direction in Care for People planning and response. The CCS is seeking to change the direction in planning based on learning from significant incidents that have taken place in other areas recently. The well attended event included guest speakers from Glasgow Airport, Police Scotland and the British Red Cross – outlining best practice and the support available.
- A pilot delivery of Incident Response Decision Making took place in February 2019, this course examined decision making models, particularly in an incident context. The language of this pilot aligns well to Council Incident Officer training and will marry nicely to this programme as well as any Strategic Training. The intention behind this approach is to ensure all levels of Council incident response follow the same methodology. Following this successful pilot, the CCS will seek to regularly offer Incident Response Decision Making workshops.

Challenges

ICT

The biggest challenge for ICT continues to be the increasing threat from cyber security while reliance and demands on technology across the Council increases and revenue budget remains static at best and is more likely to reduce. All services rely on systems and devices to deliver to citizens and there are increasing attacks from cyber-crime to hack and then ransom citizen information.

The ICT Service continues to focus of delivering an efficient service, doing more with the same resource and trying to minimise the financial impact of the increased use of technology across the Council while at the same time improving resilience and reliability in the face of an increasing threat vector. Automation, channel shift and utilising temporary resources at demand peaks has helped to largely maintain services within current resourcing and allow Council resources to be targeted at front line service delivery.

An emerging challenge is the changing funding model required for IT hosted and cloud based services. Increasingly suppliers are changing their licensing from a capital-

funded purchase cost to a revenue-funded subscription agreement. This shift requires WDC to revisit and plan for a different approach to funding ICT services in the future.

The demands on ICT services across Scotland are increasing and the opportunity to share and take a national approach are not being explored at the pace required to ensure the most effective service delivery.

Organisational Development & Change
The biggest challenge for OD&C is resource, as services have embraced continuous improvement and look to further progress with the digital transformation of their service; they inevitably look for support from OD&C. This can be urgent, reactive support and often has not been planned with OD&C, leading to realignment of the teams key service deliverable timescales.

The Council recognises that the pace of change and technological advancement is quickening and as a result, roles and skills are changing too. To respond to this we have designed a more focused learning & development approach involving key career interventions and clear direction through the use of skills passports. These detail both mandatory and developmental learning opportunities particularly around the softer skills to better equip managers in supporting teams. This increase in the pace of change has seen us witness a challenge across the organisation to keep apace in supporting employees and teams; ensuring we have availability of the correct level of learning opportunities such as basic digital skills through to the niche skills we now recognise we require.

Transactional Services
The biggest challenge for the transactional HR teams was to support wide-scale organisation restructure with limited resources resulting in potential delays in implementing structural changes in line with service expectations. Given the level of financial savings WDC need to deliver the only options is to manage this challenge through timely discussions with the affected service.

Another key challenge is the development of the existing Workforce Management System (WMS) around the issues faced by WDC in respect of the quality of support, speed of support and the quality of the solution with inconsistent issues. These issues have prevented the WMS team maximising system automation to deliver efficiencies, especially in payroll. The issues continue to be managed through discussions with the supplier (Frontier) at national level as it also affects other Scottish councils using the same solution. The upgrade of the online forms platform – Firmstep – also placed significant burden on the transaction teams as a large number of our processes are driven by achieve forms. There is a desire to self-service the development of these forms which have been challenging within the required timescales. Options were also explored with other Councils for alternative solutions given the lack of progress with the supplier in addressing issues. However cost and resource challenge to migrate to a brand new solution has ruled this option out for the time being.

Strategic HR
Capacity within the team continued to be the main challenge during 2018/19, due in part to a reduced resource, employee turnover, an ambitious programme of work and

increased demands for support from across the service. It is anticipated that ongoing work to improve line manager capability and confidence in the use of Council policies, as well as work to ensure that those policies are easy to access and use, will reduce reliance on the team in this regard over time. Following the decision of the joint trades unions to withdraw from the Partnership Agreement, the early part of the year was particularly challenging in terms of progressing matters which require a joint working approach.

Health, Safety & Risk
Capacity has continued to be a challenge during 2018/19, due to absences impacting an already small team. Additionally, the team continues to be called upon to respond to and support areas of non-compliance, although it is anticipated that the ongoing programme of work to embed an organisational health and safety culture will see this reduce over time as levels of compliance increase.

Organisational Resilience
Capacity was a challenge for the Civil Contingencies Service during 2018/19, following an officer leaving the service – the already small team was essentially backfilling duties to ensure an equal representation across the four Councils. This was particularly evident during widespread incident scenarios – such as the Beast from the East. This has subsequently been remedied with the appointment of a new Civil Contingencies Officer in October 2018.

Benchmarking

All 32 councils in Scotland measure a common set of performance indicators called the Local Government Benchmarking Framework (LGBF). It comprises service delivery, cost, and customer satisfaction indicators covering all major council service areas, including education, housing, social work, and leisure. Using the same indicators across all councils allows us to compare our performance so that we can identify best practice, learn from each other, and improve what we do.

The most recent comparative data for all councils was published in February 2019 and relates to the period 2017/18. People & Technology assume organisational responsibility for four of the LGBF performance indicators, set out in Appendix 5.

Year on year performance improved for two of the four PIs, whilst the remaining two PIs performed worse than the previous reporting period. In terms of performance against other LA's, two of the PIs showed improvement in ranked position additionally two of the four PIs compared favourably to the Scotland figure.

Service user Feedback

Satisfaction surveys

ICT
ICT service carried out its annual survey in April 2018. 623 responses were submitted from across the council. Of those responses:

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- 73.08% expressed satisfaction with the ICT service;
- 67.54% were of the opinion that the quality of service had improved from the previous year; and
- 77.94% expressed satisfaction with the technical support for resolving ICT issues; with 89.59% expressing satisfaction with the quality of service and 70% expressing satisfaction with speed of fix.

Organisational Development & Change

Organisational Development & Change conduct post event evaluations with feedback and comments used to help improve the content, delivery and focus of the programmes. From April – December 2018 121 responses were received from across the council. Of those respondents:
- 100% felt that their session was Informative and helpful;
- 98% agreed their session was a valuable learning opportunity; and
- 97% would recommend the session to their colleagues.

In addition to this and as part of the evaluation of the office move a pre-move and post-move survey was carried out with the following results:
- 75% of respondents in the pre-move survey reported that they clearly understood the reasons for the change.
- 94% in the post-move survey reported that they felt there was the correct level of information regarding the move.
- 97% reported that they had settled well into the new offices.

Transactional Business Support

Transactional Business support carried out two surveys in 2018/19; HR connect and Payroll. In total 355 responses were received from across the council.

In relation to HR Connect 232 responses were received. Of those respondents:
- 97% felt their enquiry was handled in a professional manner.
- 94% stated they were satisfied with how their enquiry was resolved.
- 91% agreed that staff had the specialist knowledge required to assist with enquiries.

In relation to Payroll 123 responses were received. Of those respondents
- 96% felt their enquiry was handled in a professional manner.
- 93% stated they were satisfied with how their enquiry was resolved.
- 94% agreed that staff had the specialist knowledge required to assist with enquiries.

As a result of both of these surveys an action plan has been develop to improve customer experience and satisfaction with a particular focus on improving self service areas and promotion of digital services.

Consultations

ICT
An external review of the ICT Service was carried out between February and May 2018; this involved one to one discussions with representatives from the Leadership team and key service representatives as well as workshops with ICT teams. The resulting report and action plan has been incorporated into ICT's overall Improvement Action plan.

Digital Maturity
Taking the lead from the national Digital maturity review, an internal review of Digital maturity was carried out in January 2019. This process is in its infancy and to date has involved a council wide staff survey to assess digital skills both within the workplace and at home. The result of the consultation will contribute to wider discussions with senior managers and services to inform a wider plan.

Continuous Improvement

Self-evaluation
In 2016 the Council agreed a three-year self-evaluation programme using the West Dunbartonshire Self-Evaluation Framework. This framework utilises a checklist approach, implemented through an online survey. Over the three-year programme, all Council services that are not subject to an external evaluation will undertake self-evaluation.

Within the People & Technology service area; six services were identified as eligible for a self-evaluation. To date:
- One team has completed the entire process of the self-evaluation- ICT applications; a post evaluation survey was carried out which identified that the improvement plan made a difference to service delivery.
- Three Teams – Strategic HR, ICT Infrastructure and Health & Safety - have completed the self-evaluation process and have improvement plans in place to be achieved over the next year.
- The remaining two services - OD& Change and Transactional services - are scheduled to undertake a self-evaluation over the coming months.

It is anticipated that all People & Technology services will have taken part in the self-evaluation programme and implemented an improvement plan for their service by July 2019.

Quality Standards

Quality standards help to define what users of our services can expect to receive, and remind both the organisation and our employees of the challenges and obligations they face in delivering best value services.

Quality standards for People & Technology are set out in Appendix 3. These will be monitored and managed by the P&T management team on a regular basis and reported annually to Corporate Services Committee.

3. Strategic Assessment

The People & Technology management team completed a detailed strategic assessment to determine the major influences on service delivery and priorities in 2019/20 and beyond. The following factors were identified as significant:

Key Factors

Financial Challenges

The Council is predicting cumulative funding gaps in 2019/20, 2020/21 and 2021/22 of £4.173m, £11.961m and £19.225m respectively.

Other areas which may impact financially are Brexit, increase in demand for our support as services continue with demanding change projects and service transformations.

This means that action has to be taken to balance our budget; this will undoubtedly mean that within our service area, available funding will be reduced and we will need to look at how we change our roles, reduce our support to services, and reduce the number of employees.

The funding model required for IT hosted and cloud based services is changing as suppliers realign their costs and discounts to support their preferred cloud-based approach. Councils in turn need to plan for a different approach to funding ICT services in the future and seek to share and collaborate across public services where possible.

Transformation and Continuous Improvement

The speed of technological advancement has been rapidly increased and this will continue to do so. This will impact on employees, citizens and services as we look to both capitalize and adapt to these.

This means our service needs to ensure we have a holistic approach to supporting digital transformation to ensure a joined up approach allowing employee skills to grow, citizens to adapt and services to change. To do this we have to look at our structure and resources to ensure we have plans and processes in place with the ability to constant review as we attempt to keep apace with digital transformation. This will include continued consideration of cloud-based services and sharing across the public sector.

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Sustainable Employment & Organisational Design

With an aging population and more flexible/ agile working we have to ensure our supporting policies look to sustaining employment. This means our service needs to ensure a holistic approach that support employees with their wellbeing covering physical, emotional, benefits and learning.

Research shows that females are more likely to suffer domestic abuse than men. With a predominantly female workforce, our service must ensure that effective policies continue to be in place to meet the emotional, financial and welfare needs of victims of domestic abuse. The Council, as part of the No Home for Domestic Abuse campaign, has pledged support for victims providing practical help, legal assistance and tenancy rules. The Council has committed to providing a support service for residents, providing accessible information about national and local domestic abuse support services and appointing a domestic abuse champion.

The diverse work carried out by the Council requires clear governance with regards to equality and our service must continue to ensure that fair pay and remuneration practice is followed for e.g. pension reform, with an ageing workforce, we have to ensure employees are aware of the financial benefits of the occupational pension schemes and encouraged to join/opt in.

Community Resilience

As part of the Civil Contingencies Service's Community Resilience workstream, attendance took place at Experiential Learning. This seeks to empower community members to consider their own preparedness for emergency situations. Experiential Learning was chosen as the favourable approach following significant research and appreciation of best practice. It is felt that a younger audience is more likely to capture key messages and take on the lessons for life, as well as influencing preparedness at home. This work has led to positive engagements with an informed and enthusiastic audience. However, the Civil Contingencies Service is not complacent and appreciates that other audiences could be engaged with to enhance personal resilience across our communities. As such, this is a work-stream that is regularly analysed to ensure an appropriate approach.

Multi Agency Incident Response Guides

Multi Agency Incident Response Guides (MAIRGs) act as a concise guidance document for key sites, where there are exceptional factors that may affect incident response. This at a glance document outlines key responsibilities of attending agencies, as well as highlighting any particular risks. As a topline guidance, it seeks to enhance the initial response of all parties to an incident – accepting that any fuller plans that may exist are not normally going to be reviewed in the initial stages of response. A number of MAIRGs are in place for key sites in West Dunbartonshire, but are protectively marked because of the secure nature of the information within. The need for MAIRGs is regularly reviewed, as well as the content of existing MAIRGs.

Brexit

Dependent on the form taken, significant challenges may arise as a result of the United Kingdom's (UK) proposed leaving of the European Union (EU). Following the triggering

of Article 50 (Treaty on the European Union), the UK is scheduled to leave the EU at 23:00hrs on 29th March 2019.

The most significant challenge will arise in a No-Deal scenario, whereby the UK leaves the EU without an agreed deal and transition period. With this looming closer and looking more likely, there is potential to impact on supply chain, community cohesion, key legislation and our workforce. The biggest issue with this scenario is the levels of uncertainty of what will happen from 29th March.

Despite a lack of clarity from central government, the Council has been making improvements to Business Continuity planning – including consideration of supply chain. We are working with partners through the Local Resilience Partnership with a view to having a shared understanding. Appropriate officers from within the Council are regularly liaising to consider the risks and impacts in this regard and planning and/or mitigating impact accordingly. Finally, any Civil Contingencies based training during the period leading up to 29th March will include scenarios that reflect a potential No Deal Exit impact.

If a deal is to be agreed, or Article 50 is either extended or revoked, there will still be potential challenges with regards to clarity and community cohesion; again the Council will work with partners as best possible to have a shared understanding.

Action Plan
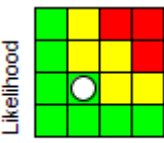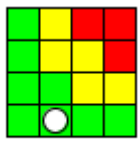
The challenges and issues identified in the performance review and strategic assessment sections have informed People & Technology priorities and outcomes for 2019/20. The management team has developed an action plan to address them (Appendix 2), supported by a range of performance indicators to enable progress to be monitored and reported to stakeholders. Progress will be monitored and managed on a regular basis and reported twice yearly to Committee, at mid-year and year end.

4. Risks

The Council has identified risks at both a strategic and service level. Strategic risks represent the potential for the Council to take advantage of opportunities or fail to meet stated strategic objectives and those that require strategic leadership. Service risks relate to service delivery and represent the potential for impact on individual services, or the experience of those who work within the services, i.e. employees, partners, contractors and volunteers or service users and clients in receipt of the services provided.

Current Service risks

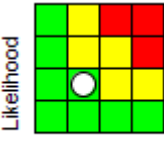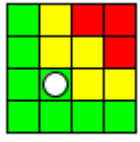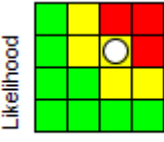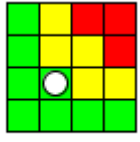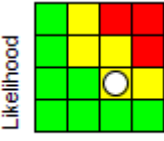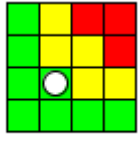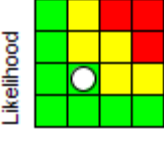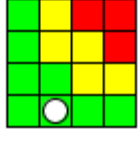| Title	Current Risk Matrix	Date Reviewed	Comments	Target Risk Matrix	Assigned To
Workforce Management System not fit for purpose		04-Jun-2018	There is a risk that the WMS system is not fit-for-purpose thereby requiring manual workarounds restricting the level of automation impacting on efficiencies		Arun Menon

Current strategic risks managed by P&T

Title	Current Risk Matrix	Date Reviewed	Comments	Target Risk Matrix	Assigned To
Information Technology		21-Jan-2019	Failure to keep pace with changing technology environment during periods of austerity and supplier rather than business led change		James Gallacher; Patricia Kerr; Brian Miller
Threat of Cyber-attack		15-Jan-2019	Data, systems and/or infrastructure are impacted as result of security attacks which are increasing in number at a time when this threat is already placing demands on resources to deliver increased levels of security controls.		Iain Kerr
Health and Safety of Employees and Others		11-Jan-2019	Failure to meet the Council's duty to protect the health, safety and welfare of its employees and other people who might be affected by its business, either in the provision of an effective health and safety management system or in ensuring adherence to that system as part of an embedded health and safety culture.		John Duffy; Alison McBride
Ensure an appropriately resourced workforce.		21-Jan-2019	Failure to ensure that there is an appropriately resourced workforce in place to meet future organisational needs, either in effectively executing the Council's 2017-22 Workforce Plan or in ensuring that the Plan is adapted over time if and when earlier assumed circumstances change.		Alison McBride

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Appendix 1 – Structure Chart

TRANSFORMATION & PUBLIC SERVICE REFORM

STRATEGIC LEADS

Head of People & Change

Serena Barnatt
HSCP

STRATEGIC LEAD - PEOPLE & TECHNOLOGY

Victoria Rogers

Leadership Support
Avril Coutts

ICT Manager

Patricia Kerr

Section Head Infrastructure Management
Brian Miller

Section Head Support & Business Applications
James Gallacher

Organisational Development & Change Manager

Alison McBride

Organisational Development & Change Leads
Lorraine Mair
Anne McFadden

Strategic HR Manager

Vacant

HR Business Partners
Anne Marie Cosh
Geraldine Lyden
Louise Hastings

Section Head Risk & Health & Safety
John Duffy

Business Support Manager

Arun Menon

Section Head Transactional Services
Stella Kinloch

Section Head, Payroll and Admin Support
Graham Hawthorn

West
Dunbartonshire
COUNCIL

Appendix 2 - Action Plan

Priority: Open, accountable and accessible government		
Objective: Equity of access for all residents		
Action	**Due date**	**Assigned to**
Continue to implement HR Payroll transformation including manual processes, development of WMS, better integration with WMS, greater self-service	31-Mar-2020	Arun Menon
Implement statutory Payroll changes	31-Mar-2020	Arun Menon
Address workforce equalities objectives	31-Mar-2020	Melissa Connor; Alison McBride

Performance Indicator	2017/18 Value	2018/19 Value	2018/19 Target	2019/20 Target	Assigned to
% of our workforce who have declared a disability	1.18%		1.8%	1.9%	Melissa Connor
% of our workforce who have stated they are LGBT	3.07%		2.5%	2.5%	Melissa Connor
% of our workforce who are from a Black minority ethnic group	0.18%		0.4%	0.45%	Melissa Connor
Disability pay gap	11.08%		11%	10.5%	Melissa Connor
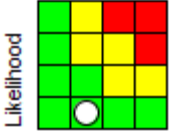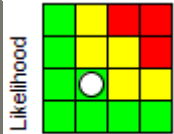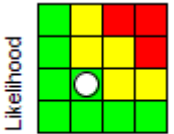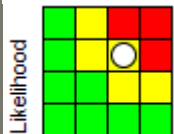
Priority: Efficient and effective frontline services that improve the everyday lives of residents		
Objective: a committed and skilled workforce		
Action	**Date due**	**Assigned to**
Embed an organisational health and safety culture through extending organisational use of Figtree and understanding of health & safety	31-Mar-2020	John Duffy
Increase understanding of Council Fire Risk Management Strategy.	31-Mar-2020	John Duffy

Undertake a review of the effectiveness of Council approach to risk management and implement improvement action as appropriate.			31-Mar-2020		John Duffy
Continue to Progress and deliver a variety of development opportunities such as Lean/Six Sigma, New Managers Induction, build digital literacy workforce knowledge & skills and relaunch the Coaching & mentoring Programme			31-Mar-2020		Alison McBride
Embed WDC approach to Continuous Improvement delivered through practical application of Continuous improvement skills demonstrating increased efficiency and quality			31-Mar-2020		Alison McBride
Monitor the impact of Be The Best Conversations council wide.			31-Mar-2020		Alison McBride
Provide HR support to inform and implement organisational change projects.			31-Mar-2020		Alison McBride
Review and relaunch the Council's Employee Wellbeing Strategy.			31-Mar-2020		Alison McBride
Assess, develop and review employment policies/schemes in line with the Council's policy framework.			31-Mar-2020		Alison McBride
Continue to embed the Council's Strategic Workforce Planning Framework with a particular focus on the impact of digital skills.			31-Mar-2020		Alison McBride
Undertake a review of terms and conditions of employment, linked to consolidation of the SLGLW and progress changes as appropriate.			31-Mar-2020		Alison McBride

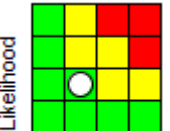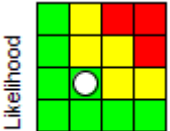| Departmental Risk	Current Risk Matrix	Date Assessed	Description	Target Risk Matrix	Assigned To
Health and Safety of Employees and Others		11-Jan-2019	Failure to meet the Council's duty to protect the health, safety and welfare of its employees and other people who might be affected by its business, either in the provision of an effective health and safety management system or in ensuring adherence to that system as part of an embedded health and safety culture.		John Duffy; Alison McBride
Ensure an appropriately resourced workforce.		21-Jan-2019	Failure to ensure that there is an appropriately resourced workforce in place to meet future organisational needs, either in effectively executing the Council's 2017-22 Workforce Plan, or in ensuring that the Plan is adapted over time if and when earlier assumed circumstances change.		Alison McBride

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Objective: A continuously improving council delivering best value		
Action	**Date due**	**Assigned to**
Transformation & Channel Shift - Providing IT Support for Service Transformation Projects	31-Mar-2020	Patricia Kerr
Explore Sharing opportunities for ICT services	31-Mar-2020	Patricia Kerr
Implement ICT service Improvements	29-Mar-2020	Patricia Kerr
Deliver A secure and resilient IT infrastructure	31-Mar-2020	Patricia Kerr

Departmental Risk	Current Risk Matrix	Date Assessed	Description	Target Risk Matrix	Assigned To
Workforce Management System not fit for purpose		20-Mar-2019	There is a risk that the WMS system is not fit-for-purpose thereby requiring manual workarounds restricting the level of automation impacting on efficiencies		Arun Menon
Information Technology		21-Jan-2019	Failure to keep pace with changing technology environment during periods of austerity and supplier rather than business led change		James Gallacher; Patricia Kerr; Brian Miller
Threat of Cyber-attack		15-Jan-2019	Data, systems and/or infrastructure are impacted as result of security attacks which are increasing in number at a time when this threat is already placing demands on resources to deliver increased levels of security controls.		Iain Kerr

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Performance Indicator	2017/18 Value	2018/19 Value	2018/19 Target	2019/20 Target	Assigned to
Sickness absence days per teacher	5.7		5.6	5.4	Alison McBride
Sickness absence days per employee (local government)	11.83		10	9	Alison McBride
Percentage of ICT helpdesk calls fixed with half day of being logged.	35%		35%		Patricia Kerr
The percentage of the highest paid 5% employees who are women	59.63%		50%	50%	Melissa Connor
Gender pay gap	2.66%				Melissa Connor

Appendix 3: Quality Standards

West Dunbartonshire Council has a local Good Governance Code based on guidance from CIPFA. The Council's compliance with its Code is reviewed each year and a supporting action plan is developed to ensure improved compliance is achieved. The Code details a range of principles which should be adhered to by the Council, and details the behaviours and actions which demonstrate good governance in practice. The Good Governance Code requires that the organisation considers the approach to the use of quality standards.

Quality standards help to define what users of our services can expect to receive, and remind both the organisation and our employees of the challenges and obligations they face in delivering best value services

These quality standards will be monitored and managed by the management team of each service at regular meetings, and reported annually to the relevant service committee along with the delivery plan.

Service Area	Quality Standard	How will the Quality Standard be measured?
ICT	We will fix all ICT helpdesk incidents within half a day of reporting.	% of helpdesk incidents fixed within given timescales.
	We will ensure all staff are able utilise self-service password reset	% of staff (from total eligible) who have been set up with password self-service functionality.
Strategic HR	We will produce monthly absence reports for all management teams focusing on appropriate actions to reduce absence.	% of total absence reports produced discussed at the relevant management team meeting.
OD & Change	We will offer new induction training to all new staff within one month of joining the organisation.	% of new employees who are offered training within stated timescales
	We will offer new manager induction training to all new managers within one month of becoming a new manager.	% of new managers who are offered training within stated timescales
Health & Safety	We will carry out annual Fire Risk Assessments (FRA) in all identified High Risk properties.	% of identified High Risk properties that are annually inspected in accordance with the enforcement inspection policy of Scottish Fire & Rescue

Appendix 4: Resources

Workforce Planning

Workforce planning is integrated within the strategic planning process, highlighting the key workforce related activities for the year and reflecting the longer term strategic aims of the services. Each Strategic Lead is responsible for the annual review of requirements for their respective service areas to ensure that any key actions are identified at an early stage.

Employees
The headcount and full time equivalent staff in each service area is as follows:

Section	Headcount	FTE
Business Support	21	20.14
ICT	52	49.49
OD & Change	6	6
Strategic HR and H & S	21	19.79
People & Technology Total	100	95.42

People & Technology Workforce Plan 2017-2022
Annual Action Plan 2019-2020 (incorporating details of progress in 2018-2019)

1. Addressing the gap between current workforce supply and predicted future demand	
Strategy	Continue to implement the outputs of service reviews to address gap taking cognisance of opportunities to realise savings through voluntary turnover and consideration of management spans of control
Expected Outcome	Gap is addressed, whilst:

	Protecting critical roles (and avoiding associated turnover)			
	Ensuring service priorities are met			
	Avoiding or minimising risk of voluntary or compulsory redundancy			
	Enabling flexibility to address fluctuations in service demand through appropriate management of fixed-term contracts			

Actions	Person(s) Responsible	Resources Needed	Complete By	Measurement of outcome
Deliver workforce-related savings against 19-20 requirement	All	Workforce	31st March 2020	Savings achieved.
Completion of self-evaluation (as applicable) and customer feedback survey exercises and identification of resulting improvement opportunities (within and across services)	Arun Menon/A McBride	Workforce	31st July 2020	Development and implementation of resulting action plans. Evidence of improvement
Having identified opportunities to 'grown our own', implementation of these opportunities will continue including progression of graduate positions within ICT to address recruitment and retention challenges.	P Kerr	Finance required	31st March 2020 (ongoing in terms of schedule)	New Graduate roles implemented and new ICT role filled.
Continue phased implementation of preferred service delivery model. Explore possible service and resulting structure options as at 2022 based on assumed scenario (and consider phased introduction)	V Rogers/ A McBride	Workforce	Ongoing to 31st March 2021 for phased introduction	Implementation of preferred model completed.
Deliver workforce-related savings against 2018-2020 requirement	All	Workforce	31st March 2020	Savings achieved in line with timescale and work ongoing.
Review structure and resource allocation as processes and systems are developed to	A Menon	Workforce/Systems	Ongoing	Achievement of savings,

reduce failure demand and inefficiencies while automated systems implemented				Streamlined, more efficient processes
2. Addressing the gap between current and required additional workforce capabilities				
Strategy	Continued review and implementation of associated training plans to enable capabilities to be developed within existing workforce			
Expected Outcome	Gap is addressed, whilst: • Ensuring value for money in terms of training solutions • Minimising requirement to recruit for new capabilities (and thereby avoiding or minimising risk of voluntary or compulsory redundancy) • Ensuring service priorities are met as a result of application of those new capabilities			
Actions	**Person(s) Responsible**	**Resources Needed**	**Complete By**	**Measurement of outcome**
Continue to develop skills within ICT to remain abreast of changes in technology (including, in particular, skills to ensure ICT security such as Firewall Training, reduce volume & impact of incidents, increasing range of posts capable of providing the daily monitoring tasks)	P Kerr	Workforce/Funding	31st March 2020 and ongoing	Evidence of capability, reduction in risk and improved service offering
Utilise and embed Lean/Six Sigma skills of managers within P&T by commencing relevant process improvement projects.	A McBride	Workforce	31st March 2020	Efficiencies in processes identified and benefits realized.
Continue rolling programme of Procurement Management training by all relevant new employees	All	Workforce	31st March 2020	Evidence of best value in contracted services

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Support Digital Transformation implementation and plan through ROI, consultancy skills within ICT and commercialisation	P Kerr/A McBride	Workforce/Funding	31st March 2020	Evidence of capability and subsequent organisational impact

3. Improve integration across teams within the Strategic Lead Area				
Strategy	Continue to identify synergies establish synergies between teams and development of resulting new ways of working, which may in turn inform any required service review			
Expected Outcome	Service priorities are delivered in a more seamless, holistic and efficient way			
Actions	**Person(s) Responsible**	**Resources Needed**	**Complete By**	**Measurement of outcome**
Continue to explore and initiate workforce shadowing/transfer opportunities across P & T service areas (e.g. between Strategic HR and HR Connect, and between Strategic HR and OD & Change, between ICT and OD & Change)	All	Workforce	31st March 2020(and ongoing)	Improved awareness. Identification of improvement opportunities (within and across service areas)
Continue consideration of service development events	V Rogers/All	Workforce	31st March 2020 (and ongoing)	As above

4. Addressing capability gaps in relation to fulfilment of existing job profiles	
Strategy	Undertake training needs assessment and develop and implement individual/collective training plans as appropriate

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Expected Outcome	Employee are supported to fulfil their respective job roles thereby supporting improved performance in delivering service priorities (or as a minimum being able to demonstrate that the necessary training has been provided)			
Actions	**Person(s) Responsible**	**Resources Needed**	**Complete By**	**Measurement of outcome**
Continue to develop data analysis skills in Strategic HR team with a view to fully utilising existing systems/technologies	A McBride	Workforce	31st March 2020	Meaningful insights gained from existing data and improved use to drive Corporate initiatives.

5. Improve resilience within teams

Strategy	Develop and implement training plan in relation to critical roles			
Expected Outcome	Improved resilience across teams and retention of knowledge and skills associated with critical roles			
Actions	**Person(s) Responsible**	**Resources Needed**	**Complete By**	**Measurement of outcome**
Continue to ensure cross-skilling of key development areas (i.e. WMS and online forms) across HR Connect and Payroll teams	A Menon	Workforce	31st March 2020 (and ongoing as required)	Evidence of increased capability/reduction in single-person dependencies/ more agile workforce
Continue to ensure cross-skilling across ICT team (i.e. between desktop, server, network and application, and security; and between reactive an project work)	P Kerr	Workforce	31st March 2020 (and ongoing as required)	Evidence of increased capability/reduction in single-

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				person dependencies/ more agile workforce
Continued implementation of development plans in Strategic HR team to aide succession planning.	A McBride	Workforce Funding (within existing resource or submission of evidence case)	31st March 2020	Progression of individual/collective development interventions
Continue to ensure cross-skilling in specialist areas within Strategic HR Team (namely, equalities, job evaluation, pensions, SNCT terms and conditions), as well as knowledge across other service areas	A McBride	Workforce	31st March 2020 (and ongoing for service areas)	Evidence of increased capability/reduction in single-person dependencies/ more agile workforce
Continue to ensure cross-skilling in specialist areas within Health & Safety (namely, risk management, Fire Risk Assessment and Figtree development), as well as knowledge across other service areas	A McBride	Workforce	31st March 2020 (and ongoing for service areas)	Evidence of increased capability/reduction in single-person dependencies/ more agile workforce
Continued implementation of development plans in ICT team to aide succession planning (particularly to Service Manager and Section Head roles)	P Kerr	Workforce/Funding (within existing resource or submission of evidence case)	31st March 2020	Completion of assessment. Identification and progression of individual/collective development

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Action	Person(s) Responsible	Resources Needed	Complete By	Measurement of outcome
				interventions
Continued implementation of development plans in Health & Safety team to aide succession planning.	A McBride	Workforce/Funding (within existing resource or submission of evidence case)	31st March 2020	Completion of assessment. Identification and progression of individual/collective development interventions
Continued implementation of development plans to aide succession planning in relation to the Section Head roles	S Kinloch/ G Hawthorn	Workforce/Funding (within existing resource or submission of evidence case)	31st March 2020	Completion of assessment. Identification and progression of individual development interventions
Support implementation of Employee Wellbeing Strategy including providing representation on Employee Wellbeing Group where needed.	All	Workforce	31st March and ongoing	Improved employee engagement, lower sickness absence rates

6. Gap in relation to capability to use WMS and MS Excel to support data analysis				
Strategy	Develop and implement training plan			
Expected Outcome	Increased capability to undertake data analysis and enabling better use of 'big data' to strengthen evidence-based decision making			
Actions	**Person(s) Responsible**	**Resources Needed**	**Complete By**	**Measurement of outcome**
Strategic HR Team to complete MS Excel Interactive Training Plan	A McBride	Workforce	31st March 2020	Confirmation of completion of

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				training and evidence of subsequent use
ICT staff trained /skills secured to support delivery of 'Big Data' projects across the Council	James Gallagher	ICT	31 March 2020	ICT staff allocated tasks on service-specific data projects.

Finance

The 2019/20 gross revenue budget for the People & Technology strategic area is £6.607M. The resources to deliver on this in 2019/20 action plan for People & Technology are:-

P&T services	Gross expenditure 2019/20	Gross income 2019/20	Net expenditure /(income) 2019/20
Business support (transactional)	£670,890	-£21,932	£648,958
ICT (includes budget for all system annual maintenance)	£4,286,473	-£443,506	£3,842,967
Organisational development	£413,496	-£48,669	£364,827
Strategic HR(also includes health, safety, risk)	£1,180,855	£0	£1,180,855
Resilience	£55,565	£0	£55,565
Total	£6,607,279	-£514,107	£6,093,172

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Appendix 5: Benchmarking Data

Benchmarking agency	Description	2017/18	RANK	2016/17	Rank	Scotland	Performance against previous reporting period	Directional change in rank
LGBF	The percentage of the highest paid 5% of employees who are women	52.44%	18	57.08%	5	54.6%	🔴	⬇
	The gender pay gap	2%	13	2.1%	10	3.93%	✅	⬇
	Sickness Absence Days per Teacher	5.7	14	5.8	15	5.93	✅	⬆
	Sickness Absence Days per Employee (Local Government)	11.83	21	11.6	22	11.41	🔴	⬆

Appendix 2
People & Technology 2018/19 Year-end Delivery Plan
Generated on: 11 April 2019

Icon	Name
P	4. Open, accountable and accessible local government

Icon	Name
Ob	Equity of access for all residents

Action	Status	Progress	Due Date	Comments	Assigned To
Continue HR and Payroll Transformation programme	🔴	33%	31-Mar-2019	This action has not been completed as planned. Due to delays with mandatory year end upgrades and supported testing, two remaining milestones will move into new financial year. However the team anticipate this being complete by 30/4/19. These milestones will therefore be moved to the new 2019/20 action which will include other improvement milestones.	Stella Kinloch
Address workforce equalities objectives	🔴	88%	31-Mar-2019	This action has 9 milestones. 8 milestones have been completed in 2018/19 and the remaining milestone will transfer to 2019/20. This milestone relates to the manual collection of equalities information and the digital transformation project will better support the achievement of this milestone as it progresses in 2019/20.	Melissa Connor

Icon	Name
P	5. Efficient and effective frontline services that improve the everyday lives of residents

Icon	Name
Ob	A committed and skilled workforce

Action	Status	Progress	Due Date	Comments	Assigned To
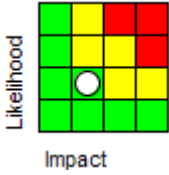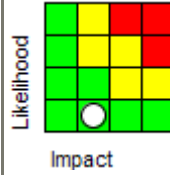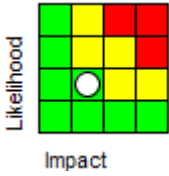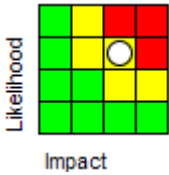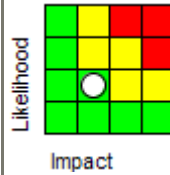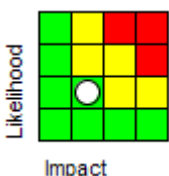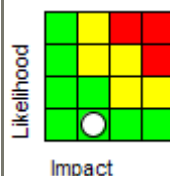
Action	Status	Progress	Due Date	Comments	Assigned To
Continue to embed an organisational health and safety culture	⚠️	75%	03-Jun-2019	This action has not been completed as planned and will be carried forward into 2019/20. The new health & safety strategy is drafted and the associated documents are complete. Work to embed this will continue through 19/20.	John Duffy
Further develop and implement the Council health and safety management software system (Figtree)	✅	100%	31-Mar-2019	This action has been completed as planned. Discussions with Figtree regarding the potential upgrade of the report module. Figtree have produced a guidance document for the module which simplifies the usage of the module and will assist in the development of report templates at no cost to the council.	John Duffy
Develop and implement the Council's Health & Safety management system to reflect new ISO 45001 (Occupational Health and Safety) standard.	✅	100%	31-Mar-2019	Audit of HSCP in progress which will be completed by the 31 March 2019.	John Duffy
Develop and implement a Council Fire Risk Management Strategy.	✅	100%	31-Mar-2019	Fire Safety training is almost complete with two remaining session and one catch up session organised. There was a slight delay in this programme due to school holidays.	John Duffy
Review effectiveness of Council approach to risk management and implement improvement action as appropriate.	🛑	60%	31-Mar-2019	This action has not been completed as planned. The provision of risk management training for procurement and communities will need to be carried forward to next year; this is due to the consultant's availability.	John Duffy
Continue to deliver a variety of development opportunities such as Lean/Six Sigma, New Managers Induction, build digital literacy workforce knowledge & skills and relaunch the Coaching & mentoring Programme	✅	100%	31-Mar-2019	Actions are all in progress; Lean Six Sigma sessions now delivered and more planned; New Managers Induction pilot cohort now complete; digital skills training in progress through West College Scotland and new resources added to the I-learn platform. Coaching & Mentoring information all updated, including the intranet - relaunch will follow once current cohort of coaches undertaking the qualification is complete.	Lorraine Mair; Anne McFadden
Launch and embed WDC approach to Continuous Improvement.	✅	100%	31-Mar-2019	Lean Six Sigma White Belt workshops have been delivered by Strathclyde University to approximately 160 employees, with a further 3 sessions arranged for October, November and December. in addition to this funding has been allocated for 25 employees to attend Yellow Belt training. To date 4 candidates have attended in the first half of 2018/19.	Anne McFadden
Continue to embed Be The Best Conversations council wide.	✅	100%	31-Mar-2019	This action has been completed as planned. A simple pulse survey is being designed to gauge level of BTBC/121s taking place	Lorraine Mair
Continue to provide HR support to inform and implement organisational change projects.	✅	100%	31-Mar-2019	This action has been completed as planned.	Michelle McAloon

Action	Status	Progress	Due Date	Comments	Assigned To
Continue to implement the Council's Employee Wellbeing Strategy.	🛑	91%	31-Mar-2019	This action has not been completed as planned. One milestone has still to be completed (complete follow up audit of compliance with attendance management policy). This will carry forward into 2019/2020.	Louise Hastings
Continue to develop and review employment policies/schemes in line with the Council's policy framework.	🛑	92%	31-Mar-2019	This action has 13 milestones; one of these (review of Recruitment & Selection policy) will be carried into 2019/2020 and 2 policy reviews (Supporting Employee Performance and Attendance Management) will be complete but due to Committee cycles won't be presented to Corporate Services Committee until May 2019. All other milestones are expected to be achieved by the due date.	Louise Hastings
Continue to embed the Council's Strategic Workforce Planning Framework.	✅	100%	31-Mar-2019	This action has been completed as planned.	Geraldine Lyden
Undertake a review of terms and conditions of employment and progress changes as appropriate.	✅	100%	31-Mar-2019	This action has been completed as planned.	Victoria Rogers

Icon	Name
Ob	A continuously improving Council delivering best value

Action	Status	Progress	Due Date	Comments	Assigned To
Transformation & Channel Shift - Providing IT Support for Service Transformation Projects	✅	100%	31-Mar-2019	ICT tasks on a wide range of projects (Workforce mgmt., P2P, IHMS, Income mgmt., School payments) were delivered during the course of 2018-19.	James Gallacher
Continue to review and develop business case for shared IT services	✅	100%	31-Mar-2019	All milestones now completed. EDC project will require input for WDC at various intervals and resources will be allocated accordingly.	James Gallacher; Patricia Kerr; Brian Miller
Continue to deliver ICT tasks to support Property Rationalisation and Improvement Projects	✅	100%	29-Mar-2019	Action completed when final milestone to support Levengrove Park go live stage was delivered and tasks to contribute to the restart of the Depot Rationalisation project completed	James Gallacher; Patricia Kerr; Brian Miller
Continue to review and deliver ICT service improvements aligned to business needs	🛑	95%	31-Mar-2019	This action has not been completed as planned. One of the 3 remaining milestones is overdue as it is dependent on updates for 3rd party suppliers; work will continue in this areas in 2019/20.	James Gallacher; Patricia Kerr; Brian Miller
Deliver projects and changes required to continue to improve the overall security, compliance and resilience of the Councils IT Infrastructure.	✅	100%	31-Mar-2019	All milestones complete. The tasks for public Wi-Fi in Libraries will carry into 2019/20 as part of ICT operational work as it relates to 8 libraries, some of which are being refurbished. Work taking place on pilot library with supplier as this requires a Novel solution not	James Gallacher; Patricia Kerr; Brian Miller

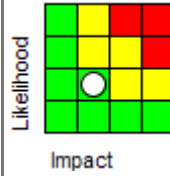| Action	Status	Progress	Due Date	Comments	Assigned To
				implemented anywhere else.	

Departmental Risk	Current Risk Matrix	Date Assessed	Description	Target Risk Matrix	Assigned To
Workforce Management System not fit for purpose		20-Mar-2019	There is a risk that the WMS system is not fit-for-purpose thereby requiring manual workarounds restricting the level of automation impacting on efficiencies		Arun Menon;
Information Technology		21-Jan-2019	Failure to keep pace with changing technology environment during periods of austerity and supplier rather than business led change		James Gallacher; Patricia Kerr; Brian Miller
Threat of Cyber-attack		15-Jan-2019	Data, systems and/or infrastructure are impacted as result of security attacks which are increasing in number at a time when this threat is already placing demands on resources to deliver increased levels of security controls.		Iain Kerr
Ensure an appropriately resourced workforce.		21-Jan-2019	Failure to ensure that there is an appropriately resourced workforce in place to meet future organisational needs either in effectively executing the Council's 2017-22 Workforce Plan, or in ensuring that the Plan is adapted over time if and when earlier assumed circumstances change.		Alison McBride

WEST DUNBARTONSHIRE COUNCIL

Report by Strategic Lead - Regulatory

Committee: Corporate Services Committee 22 May 2019

Subject: **Regulatory Delivery Plan 2019/20**

1 **Purpose**

1.1 The purpose of this report is to present to members the Regulatory Delivery Plan 2019/20 and the year-end progress report on the 2018/19 delivery plan.

2 **Recommendations**

2.1 It is recommended that Committee notes the 2019/20 delivery plan and the progress on delivering the 2018/19 plan.

3 **Background**

3.1 Each strategic lead develops an annual delivery plan. This sets out key actions to help deliver the Council's priorities as well as actions to address the performance issues and service priorities identified in the planning process. The plan outlines performance indicators to measure progress, provides an overview of services and resources, including employees and budgets, and considers the relevant risks.

4 **Main Issues**

Delivery Plan 2019/20

4.1 Appendix 1 sets out the Regulatory Delivery Plan 2019/20, including a detailed action plan and workforce plan.

4.2 Progress will be monitored monthly by the management team and scrutinised on a quarterly basis at the strategic leadership performance review meetings. Progress reports will be presented to committee at mid-year and year-end.

4.3 Key issues identified by the Regulatory management team in the Strategic Assessment section of the plan include: delivering key regeneration sites; implementing a corporate geographical information system; responding to the Planning Bill; preparing for the examination of the Local Development Plan; evaluating the Place & Design Panel; renewing the building standards verification; providing legal and planning input to the new affordable housing programme; establishing an energy supply company for the District Heating System; registering the River Leven; responding to food law regulation and Public Health Scotland; implementing a revised scheme for landlord registrations; reviewing the implications of BREXIT on food export health certification and food imports; transferring the Corporate Management

Information System to a cloud based server; and implementing the Registration marketing plan. All will be taken forward in 2019/20.

Workforce Planning

4.4   The delivery plan has a supporting annual workforce plan to highlight and plan for the management of key workforce issues which are necessary to fully support the delivery of the plan.

4.5   These workforce issues are anticipated to have implications in terms of organisational change, resource planning, resource profiling, skill mix, training and development and restructuring.   The workforce plan sits as appendix 4 to 2019/20 delivery plan.

2018/19 Year-end Progress

4.6   Progress on delivering the 2018/19 plan is set out in detail at Appendix 2. This focuses on actions and risks.

4.7   Of the 20 actions due to be completed by 31 March 2019, 17 (85%) were completed as planned with 3 outstanding:

- Publicise the Local Development Plan Proposed Plan for consultation and then submit to the Scottish Government for examination - this is 87% complete. Following a report to Planning Committee on 22 May, it will be submitted to the Scottish Ministers for Examination on or before 31 May, and is in line with the timeframe that was approved by Planning Committee in September 2018.

- Continue to participate in initiatives to tackle door step crime and scams, including Community Watch and the provision of call-blockers to vulnerable residents - this is 83% complete. Only one milestone of six is outstanding relating to the purchase and installation of call blockers. Around 50% more were purchased than originally planned. Installation is underway with completion early in 2019/20.

- Procure and implement a new geographic information system (GIS), ensuring systems compatibility across the Council – this is 75% complete. The system has been procured and will be fully implemented in 2019/20.

4.8   Key achievements in 2018/19 are highlighted in the 2019/20 delivery plan.

4.9   Performance indicators will be reported through the Council's annual performance reporting process once all data becomes available. 2018/19 data for Local Government Benchmarking Framework (LGBF) indicators will be available in the first quarter of 2020 following publication by the Improvement Service.

5   People Implications

5.1 There are no direct people implications arising from this report. Any workforce implications arising from the delivery plans are detailed in the workforce plans.

6   Financial & Procurement Implications

6.1 There are no direct financial or procurement implications arising from this report. All commitments will be delivered through existing resources as described in the financial resources sections of the plan.

7   Risk Analysis

7.1 Failure to deliver the actions assigned to Regulatory may have a direct impact on the delivery of the Council's Strategic Plan. It is essential that remedial action is taken to ensure delivery plans achieve the commitments detailed and approved.

8   Equalities Impact Assessment

8.1 Screening and impact assessments will be carried out on specific activities as required.

9   Consultation

9.1 The 2019/20 delivery plan was developed through consultation with officers from the strategic service areas.

10   Strategic Assessment

10.1 The 2019/20 delivery plan sets out actions to support the successful delivery of the strategic priorities of the Council.

Strategic Lead: **Peter Hessett**
Service Area: **Regulatory**
Date: **7 May 2019**

_____

Person to Contact: Lynn Henderson
                         lynn.henderson@west-dunbarton.gov.uk

Appendix: Appendix 1: Regulatory Delivery Plan 2019/20
                         Appendix 2: Regulatory Delivery Plan 2018/19 - Year-End Progress

Background Papers: None
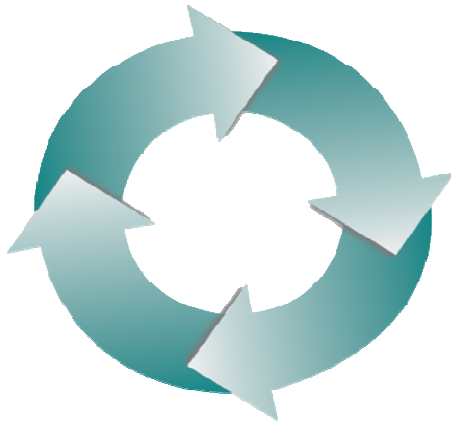
Wards Affected: All

West
Dunbartonshire
C O U N C I L

Regulatory Delivery Plan 2019-20

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1. **Overview & Profile**
2. **Performance Review**
3. **Strategic Assessment**
4. **Risks**

Appendix 1 - Structure Chart
Appendix 2 - Action Plan
Appendix 3 - Quality Standards
Appendix 4 - Resources
Appendix 5 - Benchmarking

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1. Overview & Profile

Overview

Regulatory comprises a wide range of services covering legal, trading standards, licensing, records management, planning and building standards, environmental health, democratic and registration services.

It is one of 8 strategic areas with responsibility for delivering the Council's Strategic Plan.

This Plan sets out key actions to help deliver the Council's priorities (as described in strategic documents such as the Strategic Plan 2017-2022 and Equality Outcomes & Mainstreaming Report 2017-2021) and the performance issues and service priorities identified in our planning process. It outlines the performance indicators we will monitor to measure our success, provides an overview of services and resources, including employees and budgets, and considers the relevant risks.

Progress will be monitored and managed on a regular basis at Regulatory management team meetings and reported twice yearly to Corporate Services Committee, at mid-year and year end.

Regulatory also reports to the Licensing Committee, Planning Committee and Cultural Committee (Town Twinning) as well as the Licensing Board and Local Review Body.

Profile

Brief details of each service are outlined below and a structure chart is set out at Appendix 1.

Legal Services (including Trading Standards)

The Legal Services team provides comprehensive legal advice, representation, support, governance and regulation covering the full range of Council services and is responsible for the delivery of the Council's Licensing and Trading Standards functions as well as overseeing Records Management, Freedom of Information and Data Protection compliance. It comprises five key functional areas: Litigation, Contracts & Property, Trading Standards, Licensing, and Records Management.

Planning and Building Standards (including Environmental Health Services)

Planning and Building Standards comprises four teams: Forward Planning, Development Management, Building Standards, and Technical Support. The team is responsible for the preparation of the Local Development Plan, providing input into the Strategic Development Plan, determining planning applications, providing advice, and undertaking statutory duties under the Building (Scotland) Act. The team also

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manages the 'Rediscovering the Antonine Wall' project for 5 Local Authorities and Historic Environment Scotland and the Place and Design Panel.

In addition, Environmental Health Services sits within the Planning & Building Standards structure. It delivers a wide range of statutory functions, protecting and improving the public health and wellbeing of West Dunbartonshire communities through regulation of food law, health and safety, environmental pollution (land, air and water), public health and housing regulation. Alongside these statutory functions, Environmental Health delivers a pest control and food hygiene training for communities and businesses. It comprises three specialist groups: Food & Business, Environmental Pollution and Community Health Protection.

Democratic and Registration Services

The Democratic and Registration Services team provides a diverse range of services to internal and external service users and clients. It comprises four functional areas: Committee Services, Members' Services, Leadership Support and the Registration Service. These areas are responsible for supporting council and committee meetings, administration and management of all elections, providing secretarial and clerical support to elected members including the Provost and the Leader of the Council, direct secretarial support to the Council's Strategic Directors and Leads and the recording of Births, Still Births, Deaths, Marriages and Civil Partnerships on behalf of the National Records Office for Scotland.

2. Performance Review

The Regulatory management team completed a detailed performance review of 2018/19, looking at:

- current and previous performance;
- how our performance compares with other local authorities (known as benchmarking);
- feedback from service users gathered through our Citizen Panel survey, monthly telephone surveys, internal surveys, and complaints; and
- self-evaluations and external validations.

The performance review highlighted our key achievements in 2018/19 as well as a number of performance challenges to be addressed in 2019/20.

Key Achievements

Cross Service

- Strong collaborative working by Planning, Building Standards, Environmental Health and Legal Services on the area's key regeneration sites. For example, key milestones reached on Queens Quay with work commenced on the physical infrastructure and District Heating System.

- Further digitisation of the service including: Committee Services successfully introduced audio-streaming of Council meetings to enable wider public access; further streamlined e-planning to provide a more customer focused and efficient service; a more robust GIS system being procured; introduced a mobile working solution for Environmental Health staff delivering business regulation and pest control which provides a more efficient streamlined service delivery; and expanded Planning's social media presence in order to communicate key projects and raise the profile of the service.

- Engaged in both the response to and the major investigation of a double fatality in a leisure facility along with Police Scotland, the Crown Office and Procurator Fiscal service and other partners, including substantial Environmental Health resources being committed to the Major Investigation Team.

- Significant cross service collaboration to ensure the Council's timeous entry into new Church Street offices.

Legal Services

- Negotiated a number of agreements around the Council's Queens Quay Regeneration and District Heating Projects including the acquisition of the Care

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Home Site and the letting of the Care Home, Roads Infrastructure and District Heating Centre construction contracts.

- Led the successful transition to the General Data Protection Regulations / Data Protection Act 2018 for the Council, with minimum disruption to services.

- Successfully acquired the Dumbarton Harbour new build Housing site at very short notice, contributing to the Council's ambitious housing plans.

- Agreed the terms and conditions with the chosen principal contractor for the Council's ambitious £80M new build housing programme.

- Completed key licensing policies (licensing, overprovision and gambling).

- Successfully managed a significant increase in complex employment and child protection cases.

Trading Standards

- Following a pilot, the Community Watch alert system was rolled out to the whole of West Dunbartonshire. Residents who register receive notifications of current issues such as doorstep criminals operating locally.

- Following a successful growth bid, capital funds were used to procure telephone call blockers, which prevent scam and nuisance calls, in the homes of vulnerable residents, and in particular sufferers from dementia and similar diseases who are highly susceptible to phone fraud.

- Intelligence led operations were also carried out, including in retail premises in Dumbarton and Alexandria which resulted in the removal from the market of a large quantity of vape liquids which did not meet safety and labelling requirements.

Planning & Building Standards

- Double award winners at Scottish Awards in Quality in Planning 2018 for the elected member briefing at the pre application stage and Clydebank Leisure Centre. Recognised by the Minster for Local Government, Housing and Planning for putting "place" at the heart of our decisions. Committee Services were recognised for their input into the planning pre application stage.

- Presented a wide range of projects to the Place and Design Panel, raising the quality of development and playing an integral role at the pre application stage. Recognised at a national level and by other Planning Authorities as good practice, with developers now asking for their development to be reviewed by the Panel.

- Key managing role in securing £2.1 m for the next 3 years for Rediscovering the

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Antonine Wall project. West Dunbartonshire Council are the host authority, in partnership with five local authorities working collaboratively with Historic Environment Scotland.

- The Local Development Plan Proposed Plan representation period has been completed and will be submitted for committee approval.

Environmental Health

- Highest possible rating by Food Standards Scotland for audit of food law enforcement service. Recognised nationally for controls being robust and "well managed" together with highlighted areas of good practice.

- Part of the implementation group combining Food Hygiene and Food Standards inspections into a single Food Law inspection, in order to focus resources on the highest risk food businesses. Working in partnership with Food Standards Scotland and a number of local authorities.

- Delivered a maintenance scheme for private tenement properties following receipt of many missing share enquiries. The threat of missing share (debt and charges) recovery has facilitated several property owners securing repairs which would otherwise have been delayed or prevented.

- Developed enhanced joint working arrangements and sharing information on serious dog attack cases with Police Scotland and Procurator Fiscal (PF) Service for dangerous and out of control dogs.

- Significant uptake in use of pest control service following a review of fees.

- Glasgow Airport agreed to provide Noise Insulation Scheme in areas most affected by aircraft noise following Environmental Health EPG's collaborative work with community group and local MSP.

Democratic & Registration Services

- The Registration Service won the Council's team of the year award in recognition of its continuous high levels of accuracy and high levels of customer satisfaction in recent years.

- Democratic Services successfully conducted a statutory review of polling districts and places with the assistance of officers from planning services.

- Leadership Support Team achieved high satisfaction rates in a recent customer survey with 90% of the Senior Leadership Group who responded being either satisfied or very satisfied with the service provided.

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- Committee services achieved high satisfaction rates in a recent customer survey with 84% of officers and 100% of elected members who responded being very satisfied with the service provided.

- Successfully delivered friendship agreement with Letterkenny, Donegal, Ireland.

Challenges

The challenges identified by the performance review are set out below:

Recruitment within Planning & Building Standards

It has been very difficult to recruit experienced building standards officers and planning officers. There is a shortage of building standards surveyors on a national scale as there are no specific degree courses in Scotland. In Planning, smaller authorities are being affected by a targeted recruitment campaign in large authorities; who have advertised for a number of posts on enhanced grades.

This issue has resulted in a reduction in building standards performance due to staffing vacancies and increased pressure on existing officers.

To address this, we have recruited inexperienced graduates and we will provide on the job training. While this has placed additional pressure on experienced officers in the short term, it is anticipated that it will provide resilience and additional support in the medium to long term.

Resources

It has been a challenge to maintain performance in key areas when operating with reduced staff or higher priorities intervene. By way of example, several weeks of officer hours has and continues to be spent dealing with the tragic Cameron House fire and that has had an impact on performance within both the Environmental Health Service and Building Standards. Similarly, legal services have been extremely challenged by the quantity of capital work and increased procurement activity.

In addition, the volume of planning applications for key developments where contaminated land was a material consideration caused a considerable strain on the Environmental Protection Group, as did the needs of other Council services requiring support for key projects.

Service Users' Feedback

The Council has a clear focus on learning from the feedback we receive from our service users. Complaints data and a range of other mechanisms provide invaluable feedback to help us improve our services.

Between 1 April and 31 December 2018, the Regulatory service area received a total of 19 complaints, comprising 14 Stage 1 and 5 Stage 2 complaints. During the same period, 18 complaints were closed, 13 at Stage 1 and 5 at Stage 2.

Of the 13 complaints closed at Stage 1, 10 (77%) met the 5 working days target set for resolving Stage 1 complaints, with an average of 4 working days to resolve all complaints closed at that stage. Four of the 5 complaints closed at Stage 2 (80%) met the 20 working days target, with an average of 11 days for all complaints closed at Stage 2.

Two of the 13 complaints closed at Stage 1 were upheld (15%) and none at Stage 2.

The complaints received were categorised as follows:
- citizen expectation not met (quality of service) - 13 complaints, one upheld;
- Council policy (charges) - 1 complaint;
- employee behaviour - 4 complaints, one upheld; and
- failure to deliver the service - 1 complaint.

We will continue to review complaints on a regular basis to identify and address any issues that emerge.

Continuous Improvement

Self-Evaluation Programme

In 2016 the Council agreed a three year self-evaluation programme using a checklist approach implemented through an online survey. Over the three year programme, all Council services that are not subject to an external evaluation will undertake self-evaluation.

In the first year of the programme, two self-evaluations were completed within Regulatory - Planning & Building Standards and Regulatory Services. The improvement actions arising from these self-evaluations have now been fully implemented and follow up surveys have been carried out to determine their impact.

In the second year of the programme one further self-evaluation was carried out within Legal Services and the improvement plan arising from this is now being implemented.

In the third and final year of the programme, the last self-evaluation within Democratic and Registration Services was completed in November 2018 and the action plan will be implemented throughout 2019.

Benchmarking

The Council has a three year programme to ensure that all services benchmark their performance in relation to service delivery, cost and user satisfaction. This is carried

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out through national or local benchmarking groups. Where no groups currently exist for some services, benchmarking will be contingent on identifying organisations willing to participate in this process. Within Regulatory, benchmarking is primarily carried out via the Local Government Benchmarking Framework (LGBF), and Association for Public Service Excellence (APSE).

Local Government Benchmarking Framework (LGBF)

All 32 councils in Scotland measure a common set of performance indicators called the Local Government Benchmarking Framework. It comprises service delivery, cost, and satisfaction indicators covering all major council service areas, including education, housing, social work, and leisure.

Using the same indicators across all councils allows us to compare our performance so that we can identify best practice, learn from each other, and improve what we do.

The most recent comparative data for all councils was published in February 2019 and relates to the period 2017/18. The indicators for Regulatory are set out in the table at Appendix 5. In summary, year on year performance improved for three of the four PIs, resulting in a higher ranking for two of the PIs and a consistent ranking for the third PI. All four PIs compare favourably to the Scotland figure.

Association for Public Service Excellence (APSE)

Trading Standards participates in an annual benchmarking exercise managed by APSE performance networks, a large voluntary public sector benchmarking service covering England, Scotland, Wales and Northern Ireland that is used by over 200 local authorities.

The most recent comparative data for Trading Standards was published in January 2019 and relates to 2017/18. The APSE 'Performance at a Glance' publication sets out the details (hyperlink when published). In summary, 3 of the 9 Trading Standards indicators have improved year on year, 2 have declined and 4 are within 5% of their previous 2016/17 values. In comparison with benchmarking partners, 4 indicators are better than the family group average, 2 are within 25% of the family group average and 3 are below the family group average.

Our performance in relation to tobacco enforcement has declined and is below the Scottish average. Our activity in this area is largely intelligence led, based on complaints from consumers and other information received that suggests non-compliance. It may be that other authorities carry out more "routine" activity in these areas, not prompted by specific information, and that this accounts for our relative position.

An APSE benchmarking pilot covering a range of corporate services, including democratic, registration and legal services, was carried out in 2018. While we participated in the pilot, a corporate decision was taken to withdraw due to low

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participation from Scottish authorities. This issue has been raised with the Improvement Service to endeavour to develop appropriate measures through the LGBF.

Quality Standards

Quality standards help to define what users of our services can expect to receive, and remind both the organisation and our employees of the challenges and obligations they face in delivering best value services.

Quality standards for Regulatory are set out in Appendix 3. These will be monitored and managed by the Regulatory management team on a regular basis and reported annually to Corporate Services Committee.

3. Strategic Assessment

The Regulatory management team completed a detailed strategic assessment to determine the major influences on service delivery and priorities in 2019/20 and beyond. This covered a review of the financial context, local and national political priorities, new legislation and technology, and Council policies among others. The factors below were identified as significant.

Key Factors

Financial Context

The entire public sector is facing significant financial challenges. The Council is predicting cumulative funding gaps in 2020/21 and 2021/22 of £9.816m and £16.930m respectively. This means that action has to be taken to balance our budget and protect services for residents.

This will undoubtedly mean that within the Regulatory strategic area, over time, available funding will be reduced and we will need to change how we do our jobs, what we do, and potentially reduce the number of people employed. In this context, we will aim to continue to provide a sustainable quality service to internal clients and the public.

Delivery of Key Regeneration Sites

Work has commenced on a number of our key regeneration sites - Queens Quay and Dumbarton Waterfront. On Queens Quay, construction work has commenced on the District Heating energy centre, care home, health and care centre and affordable housing. Exxon and Carless sites continue to be progressed. Planning and Environmental Health will use additional resources in 2019/20 to monitor and inspect the developments on these key regenerations sites. All this regeneration activity will continue to require very significant cross service input in 2019/20.

Implementation of Corporate Geographical Information System (GIS)

Widely used by Planning and Building Standards as well as other Council Services for storing, analysing and mapping data, the provision of a new GIS system will provide an integrated and modern mapping system for the efficient and effective use of data. This will be of benefit to Planning and Building Standards as well as other Council services.

The new system will support ease of data sharing, integrated with other systems, and support mobile and flexible working. Integration with the Council's Digital Transformation team, who are giving residents and citizens greater access to wider Council services such as school catchment areas, Council tax accounts and street lighting faults, will be developed and progressed. Training will be provided to all Council users in order to allow maximise use of the new mapping and data system.

Implementation of the Planning Bill

The new Planning Bill may bring new responsibilities and duties on councils in terms of local place plans, land value capture, and infrastructure provision. As at 28 March 2019, at least 66 of the agreed amendments fall on Local Authorities and these have not been funded. Should the Bill be passed without significant alterations, the cumulative impact of these changes on the Council is of extreme concern. The re-engagement with the Scottish Government regarding planning fees is welcomed especially in light of the likely proposed changes.

Local Development Plan Examination

The Local Development Plan sets out the Council's strategy for the development and use of land in the Council area and is at Proposed Plan stage. A total of 778 representations on the Proposed Plan have been received. Responses to representations will be presented to the May Planning Committee for consideration. If there are unresolved representations, the Council will submit the plan to the ministers for examination. Minsters will appoint reporters to carry out an examination of the plan, after which a report will be submitted to the Council with the recommendations on changes to the plan. The examination of the Local Development Plan is likely to take place during the summer of 2019.

Evaluation of the Place & Design Panel

The Place and Design Panel was set up to elevate the standard of design of our built environment and public realm and more specifically on Queens Quay. The Panel is making a substantial impact on the quality of development and surrounding public space and is being recognised on a national level of putting quality development at the heart of our decisions. A monitoring board has been set up which will provide an evaluation of the impact that the Panel has made on the quality of development. A cost- benefit analysis will also be undertaken to determine whether the benefits of the Panel outweigh its costs. A Place & Design Officer is facilitating collaborative working between Housing, HSCP, and Education.

Renewal of the Building Standards Verification

The Scottish Ministers reappointed this Council to carry out the building standards verification function in terms of the Building (Scotland) Act 2003 and to grant building warrants when satisfied work meets our requirements. The 3 year appointment period is up for reappointment this year and the Council will need to demonstrate that it is meeting the verification performance framework in terms of professional expertise and technical processes, quality customer experience and operational and financial efficiency. There has been investment in the Building Standards service with an additional graduate officer recruited to assist the lead building standards surveyors in terms of inspecting the development sites. Queens Quay will have four sites under construction which all require to be inspected and serviced by Building Standards.

Legal and Planning Input to the New Affordable Housing Programme

The Council has undertaken an ambitious programme to develop 321 new affordable homes with a value of approximately £47.52m in West Dunbartonshire by the end of 2020/21. As part of this programme a number of construction and services contracts will require to be entered into.

The programme will make a significant contribution towards meeting currently unmet housing demand, halt population decline and promote West Dunbartonshire as a place to live. As such it is one of the Council's strategic priorities.

In 2019/20, Legal Services will continue to provide assistance in the negotiation and completion of the requisite legal agreement and will assist colleagues in other departments to develop the knowledge to take the programme forward. Planning Services and the Place and Design Panel have been working very closely with Housing Services to achieve high quality affordable houses.

Establishment of Energy Supply Company (ESCo) for the District Heating System

The District Heating System will provide low carbon heating and cooling solutions to the Queens Quay regeneration site in the first instance and will provide the base from which to develop a larger network. It aims to significantly reduce fuel poverty and deprivation within some of the poorer neighbourhoods of West Dunbartonshire.

When the District Heating System has sufficiently advanced, a Limited Liability Partnership or Company will be formed to operate the Queens Quay District Heating Network on behalf of the Council. This will involve the formal constitution of the body with rules surrounding the interaction of members, membership of its management board and the establishment of its powers and obligations.

The establishment of the ESCo is the final stage of development before the system becomes operational. It will address the Council's requirements for member involvement in the ongoing running of the District Heating project which were established when the Council approved the project.

In 2019/20, we will establish the ESCo, develop governance rules for its operation and formally constitute it as an arms length but wholly owned entity.

Registration of the River Leven

The Council owns large parts of the River Leven. We will formally register the Council's ownership of the solum of the River Leven from Loch Lomond to Dumbarton in the Land Register of Scotland. This will better allow the Council to assert its ownership of the river against third party claims. It will also assist with any improvement work to the

river and Dumbarton Harbour, permitting environmental and economic aims to be more easily addressed.

Details of the title to the River Leven will be pulled together and discussion will be continued with the Keeper of the Registers of Scotland to determine how best to progress the Voluntary Registration of Title. This is a complex and resource intensive process.

Food Law Regulation

A revised Food Law Rating Scheme is being implemented from April 2019 following the success of an early adopter implementation scheme during 2018/19. The revised scheme of food law rating places a greater focus on full spectrum food law compliance – hygiene, standards (composition and labelling) and fraud. Resources will be committed to ensure compliance with the enhanced requirements of the code. Officers will be trained to meet competence under the code and the outcomes from food law regulatory activities will be measured annually to ensure consistency and quality and provide the required measure of assurance and protection to West Dunbartonshire residents and visitors to the area.

Public Health Reform - Development of Public Health Scotland

Public Health Scotland is scheduled to be a national public health body in December 2019. Public Health Scotland will ensure that the programme deliverables of public health reform are taken forward with partners. Environmental Health has been designated as core public health workforce and will have some responsibility for service delivery against public health priorities for communities of West Dunbartonshire. This will require allocation of resources.

Environmental Health will engage with the newly formed Public Health Scotland to ensure collaborative working and effective targeting of resources in public health priority areas within West Dunbartonshire.

Landlord Registration Applications

Environmental Health will be required to implement the revised scheme to expand the information that must be provided in an application, and to signpost applicants to further information about the legal duties relating to letting houses, including:
- tolerable condition/repair standard;
- gas, electrical, fire, and carbon monoxide safety;
- Energy Performance Certificate;
- common repairs and buildings insurance for tenement properties;
- House in Multiple Occupation Licence (HMO);
- legionnaire's disease risk assessment; and
- tenancy deposit protection.

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The system of registration for landlords and the applicable fees will be revised in 2019. The revised system with enhanced data collection for over 3,000 landlords and 4,500 West Dunbartonshire properties, together with revised fees, will be implemented during the 2019/20 period.

Implications of BREXIT on Food Export Health Certification and Food Imports

The effect of exit of the UK from the EU without an agreement on the import to the EU of food and goods from the UK could result in the imposition of food import controls - a requirement to certificate food for export to the EU from UK territories. In the event of such a requirement, there is a lack of capacity nationally in Environmental Health to provide this certification service. Currently, such movement of food is managed without certification under the free movement of goods inside the EU. Import of goods from the EU also currently occurs without trade barriers. This may also be significantly affected in the event of a no deal exit from the EU and the imposition of border controls. Development of port health capacity for food import is one of a range of matters receiving attention at a local, regional and national level. Environmental Health has been fully engaged in the preparation and development of systems to assist food trade with the EU in the event of a UK no deal exit from the EU.

In 2019/20, we will continue to work with national and regional stakeholders to prepare for a worst case scenario. In such an event, additional professional staff resource and administration would be necessary to provide for the required food control and certification needed to facilitate trade. The service will monitor demand and provide a paid for service to provide for the necessary trade with the EU.

Transfer of Committee Management Information System (CMIS) to Cloud

Transferring CMIS from a Council server to one provided and supported by Astech (the supplier) will improve business continuity if the server fails as the cloud option is supported by a mirror server which can be brought into operation with very little delay. The cloud option will also have unlimited storage capacity unlike the Council server which requires additional space to be added from time to time and eventual replacement. This will result in reduced capital costs to the Council over the long term. Software upgrades will be carried out automatically without Astech needing to access Council servers so less administration involved in maintenance of CMIS.

We will work with our supplier in 2019/20 to transfer CMIS to a cloud based server.

Implement the Registration Marketing Plan

A marketing plan has been devised to raise the profile of the registration service and increase income. It will focus on promoting the service via modern technology by maximising the benefits of social media via Facebook and/or Twitter and by updating existing resources such as the ceremony brochure and webpages.

Action Plan
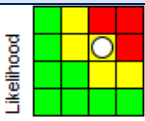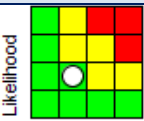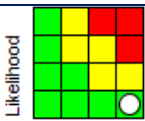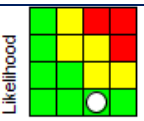
The challenges and issues identified in the performance review and strategic assessment sections have informed Regulatory priorities and outcomes for 2019/20. The management team has developed an action plan to address them (Appendix 2), supported by a range of performance indicators to enable progress to be monitored and reported to stakeholders. Progress will be monitored and managed on a regular basis and reported twice yearly to Corporate Services Committee, at mid-year and year end.

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4.   Risks

The Council has identified risks at both a strategic and service level. Strategic risks represent the potential for the Council to take advantage of opportunities or fail to meet stated strategic objectives and those that require strategic leadership. Service risks relate to service delivery and represent the potential for impact on individual services, or the experience of those who work within the services, i.e. employees, partners, contractors and volunteers or service users and clients in receipt of the services provided.

In planning for 2019/20, the Regulatory management team considered the Council's strategic risks and identified additional risks specific to the service (below). Actions to mitigate these risks are set out in our delivery plan at Appendix 2 or in our operational plans, with the aim of improving or maintaining the current position (i.e. the current risk score). The current risk scores reflect current actions taken to reduce the risks.

Service Risks

Risk	Description	Current Risk Score	Target Risk Score
Failure to monitor and enforce regulatory areas with public risk	The Council fails to comply with statutory regulatory duties in respect of environmental health, trading standards, licensing, and planning and building standards.		
Failure to adequately respond to an emergency situation such as a multiple fatality workplace accident, outbreak of food borne communicable disease, a major public health incident (human or animal disease or environmental incident)	As a result of reduced management in Environmental Health, reduced staff and financial resources in both Environmental Health and Trading Standards, and ongoing, increased and competing regulatory demand, workforce planning issues (high age profile and a national shortage of qualified staff), Environmental Health and Trading standards are at risk of not being able to competently respond to emergency situations.		

Risk	Description	Current Risk Score	Target Risk Score
No deal BREXIT risk for Environmental Health	WD is a port health authority. It does not have status as a Designated Point of Entry / Border Inspection Post [DPE/BIP] for food imports. None exist in Scotland. These may be required post Brexit in a reasonable worst case scenario (RWCS). If required, an Environmental Health presence will be required. The lack of food import physical and regulatory infrastructure and regulatory capacity could result in food shortages and food price rises in the short and medium term and a heightened food fraud risk.

Environmental Health is responsible for food law inspection and certification of food for export. In a RWCS, food export certification to the EU will be required. The extent of this inspection and certification is dependant on EU requirements and differs for products of animal origin and products of non animal origin. The national need and infrastructure to support business is encompassed in national work streams and scoping to ensure national needs are met, including expanding EH resource, charging regimes, logistics and infrastructure. WDC Environmental Health is engaged with work streams and contingency planning. There could be significant impact / disruption to statutory service provision (Food Law, Health and Safety and Public Health Protection) in dealing with import / export demands. | | |

Appendix 1 – Structure Chart

TRANSFORMATION & PUBLIC SERVICE REFORM

STRATEGIC LEADS

STRATEGIC LEAD - REGULATORY
Monitoring Officer
Peter Hessett

Leadership Support
Charlene Tannock

Manager of Legal
Alan Douglas

Section Head Contracts & Property
Sally Michael

Section Head Litigation
Nigel Ettles

Section Head Licensing
Raymond Lynch

Records & Information Management
Michael Butler

Service Coordinator Trading Standards
Tony Cairns

Planning & Building Standards Manager
Pamela Clifford

Team Leader Development Management
Erin Goldie

Team Leader Forward Planning
Antony McGuinness

Team Leader Building Standards
Colin Newman

Technical Support Coordinator
Irene McKechnie

Environmental Health Manager
Martin Keeley

Service Coordinators x 2
+ Food & Business Group

Manager of Democratic & Registration Services
George Hawthorn

Registration of Births, Deaths & Marriages
Lynn Houston

Committee and Members' Services
Christine McCaffary

Leadership Support Team
Emma Williams

Appendix 2 - Action Plan

P	A strong local economy and improved job opportunities

Ob	Increased employment and training opportunities

Title	Start Date	Due Date	Assigned To
Continue to work to ensure that the key regeneration sites are progressed on site and high quality development is achieved on the ground	01-Apr-2019	31-Mar-2020	Pamela Clifford
Monitor development on the key regeneration sites to ensure that they comply with the approved consent	01-Apr-2019	31-Mar-2020	Erin Goldie
Participate in the examination of the Local Development Plan	01-Jun-2019	31-Mar-2020	Pamela Clifford
Evaluate the Place & Design Panel	01-Apr-2019	31-Mar-2020	Pamela Clifford
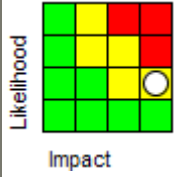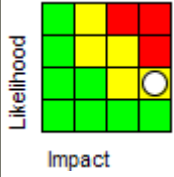
P	Supported individuals, families and carers living independently and with dignity

Ob	Improved wellbeing

Short Name	2017/18	2018/19	2019/20		Assigned To
	Value	Value	Target	Target	
% of air quality monitoring stations complying with the national objective for nitrogen dioxide at the nearest building façades of residential properties , schools, hospitals and care homes (40ug/m3 NO2)	100%	100%	100%	100%	Pat Hoey
Percentage of highest priority pest control service requests responded to within 2 working days	95%	95%	95%	95%	John Stevenson
Percentage of businesses satisfied or very satisfied with the service they received from environmental health	New for 2018/19	96.4%	97.5%	95%	Martin Keeley
Percentage of customers satisfied or very satisfied with the service they received from environmental health	New for 2018/19	90.1%	88%	85%	Martin Keeley
Percentage of businesses and activities regulated by environmental health who are substantially compliant with legislative requirements	New for 2018/19	89%	75%	75%	Martin Keeley
Total annual redress won for consumers by Trading Standards Group (£)	£57,929.00	£16,376	Data only PI – no targets set		Tony Cairns
Food Safety: Percentage of premises in the highest risk category (6 monthly inspections by Food & Business Group) that were inspected on time	100%	100%	100%	100%	Martin Keeley

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Short Name	2017/18	2018/19	2019/20		Assigned To
	Value	Value	Target	Target	
Food Safety: Percentage of premises in the high risk category (12 monthly inspections by Food & Business Group) that were inspected on time	100%	100%	100%	100%	Martin Keeley
Percentage of service users satisfied or very satisfied with the service they received from trading standards	New for 2018/19	85%	80%	80%	Tony Cairns
Percentage of businesses satisfied or very satisfied with the service they received from trading standards	New for 2018/19	100%	80%	80%	Tony Cairns
Cost of trading standards per 1,000 population £	£3,147.00	LGBF - Available 01/20	£3,227.00	£3,227.00	Tony Cairns
Cost of environmental health per 1,000 population £	£13,190.00		£14,968.00	£14,968.00	Martin Keeley
Number of reports of bogus/cold callers	56	38	Data only PI – no targets set		Tony Cairns

Title	Start Date	Due Date	Assigned To
Ensure compliance with the revised Food Law Rating Scheme due to be implemented in April 2019	01-Apr-2019	31-Mar-2020	Martin Keeley
Engage with the newly formed Public Health Scotland to ensure collaborative working and Environmental Health resources are effectively targeted in public health priority areas within West Dunbartonshire	01-Apr-2019	31-Mar-2020	Pamela Clifford
Review the implications of BREXIT on Food Export Health Certification and introduce any necessary measures	01-Apr-2019	31-Mar-2020	Martin Keeley

Title	Description	Current Risk Score	Target Risk Score	Assigned To
No deal BREXIT risk for Environmental Health	WD is a port health authority. It does not have status as a Designated Point of Entry / Border Inspection Post [DPE/BIP] for food imports. None exist in Scotland. These may be required post Brexit in a reasonable worst case scenario (RWCS). If required, an Environmental Health presence will be required. The lack of food import physical and regulatory infrastructure and regulatory capacity could result in food shortages and food price rises in the short and medium term and a heightened food fraud risk.

Environmental Health is responsible for food law inspection and certification of food for export. In a RWCS, food export certification to the EU will be required. The extent of this inspection and certification is dependent on EU requirements and differs for products of animal origin and products of non-animal origin. The national need and infrastructure to support business is encompassed in national work streams and scoping to ensure national needs are met, including expanding EH resource, charging regimens, logistics and infrastructure. WDC Environmental Health is engaged with work streams and contingency planning. There could be significant impact / disruption to statutory service provision (Food Law, Health and Safety and Public Health Protection) in dealing with import / export demands. | | | Martin Keeley |

Ob	More affordable and suitable housing options

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Short Name	2017/18 Value	2018/19 Value	2019/20 Target	Target	Assigned To
Percentage of private landlord applications administered and processed within 21 days	99.4%	99%	95%	95%	John Stevenson

Title	Start Date	Due Date	Assigned To
Implement the revised scheme for landlord registration applications and fees that will be introduced in 2019	01-Apr-2019	31-Mar-2020	Martin Keeley
Provide legal assistance in the negotiation and completion of the requisite legal agreement and assist colleagues throughout the Council to develop the knowledge to take the programme forward Affordable Housing Programme	01-Apr-2019	31-Mar-2020	Alan Douglas
Establish an Energy Supply Company (ESCo) for the District Heating System, including governance rules for its operation, and formally constitute it as an arms-length but wholly owned entity	01-Apr-2019	31-Mar-2020	Alan Douglas

P	Open, accountable and accessible local government

Ob	Equity of access for all residents

Short Name	2017/18 Value	2018/19 Value	2019/20 Target	Target	Assigned To
% of committee agendas published within standing order timescales	98%	TBC	98.2%	98.4%	George Hawthorn; Christine McCaffary
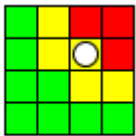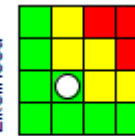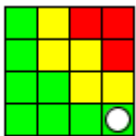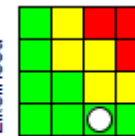
P	Efficient and effective frontline services that improve the everyday lives of residents

Ob	A continuously improving Council delivering best value

Short Name	2017/18 Value	2018/19 Value	2019/20 Target	Target	Assigned To
Planning applications (major developments) - average number of weeks to decision	18.2	TBC	20	20	Erin Goldie
Planning applications (householder) - average number of weeks to decision	7.1	TBC	7	7	Erin Goldie
Planning applications (local development, excluding householder) - average number of weeks to decision	11.7	TBC	12	12	Erin Goldie
Percentage of Environmental Health Service customer service requests first responded to within 2 working days	New for 2018/19	94%	90%	90%	Martin Keeley
Percentage of building warrant applications responded to within 20 working days	72%	TBC	80%	80%	Colin Newman

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Short Name	2017/18	2018/19	2019/20		Assigned To
	Value	Value	Target	Target	
Overall time taken to issue building warrant (weeks)	16	TBC	16	16	Colin Newman
Cost per planning application	£4,718.00	TBC	£4,800	£4,800	Pamela Clifford
Average time taken to deliver a commercial planning application decision	9.08	TBC	8.5	8.5	Pamela Clifford

Title	Start Date	Due Date	Assigned To
Implement the changes required by the Planning Bill	01-Apr-2019	31-Mar-2020	Pamela Clifford
Ensure that processes and performance meets Scottish Government requirements to ensure that Building Standards verification is awarded	01-Apr-2019	31-Mar-2020	Colin Newman
Implement the new geographic information system (GIS)	01-Apr-2019	31-Mar-2020	Irene McKechnie
Formally register the Council's ownership of the solum of the River Leven from Loch Lomond to Dumbarton in the Land Register of Scotland	01-Apr-2019	31-Mar-2020	Sally Michael
Transfer of Committee Management Information System (CMIS) to a cloud based server	01-Apr-2019	31-Mar-2020	George Hawthorn
Implement the Registration Marketing Plan	01-Apr-2019	31-Mar-2020	George Hawthorn
Ensure implementation of Improvement Action Plans arising from the self-evaluation process	01-Apr-2019	31-Mar-2020	Peter Hessett

Title	Description	Current Risk Score	Target Risk Score	Assigned To
Failure to monitor and enforce regulatory areas with public risk	The Council fails to comply with statutory regulatory duties in respect of environmental health, trading standards and licensing laws			Martin Keeley
Failure to adequately respond to an emergency situation such as a multiple fatality workplace accident, outbreak of food borne communicable disease, a major public health incident (human or animal disease or environmental incident)	As a result of reduced management in Environmental Health, reduced staff and financial resources in both Environmental Health and Trading Standards, and ongoing, increased and competing regulatory demand, workforce planning issues (high age profile and a national shortage of qualified staff), Environmental Health and Trading standards are at risk of not being able to competently respond to emergency situations.			Martin Keeley

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Appendix 3: Quality Standards

West Dunbartonshire Council has a Good Governance Code based on guidance from CIPFA (Chartered Institute of Public Finance & Accountancy). It sets out a range of principles which the Council should adhere to, and details the behaviours and actions which demonstrate good governance in practice. The Council's compliance with this Code is reviewed each year and a supporting action plan is developed to improve compliance.

As part of the Good Governance Code, we must consider our approach to quality standards. Quality standards help to define what service users can expect to receive, and remind both the organisation and our employees of the challenges and obligations they face in delivering best value services.

The quality standards for Regulatory are set out below. They will be monitored and managed regularly by the management team and reported annually to the relevant service committee, together with this delivery plan.

Service Area	Quality Standard	How will the Quality Standard be measured?
Legal Services (including Trading Standards)	We will acknowledge consumer complaints to Trading Standards within 2 working days	CS/LDRS-TS/001 Percentage of consumer complaints first responded to within two working days
	We will acknowledge trading standards business advice requests within two working days	CS/LDRS-TS/002 Percentage of business advice requests first responded to within two working days
	We will deal with trading standards business advice requests within 14 days of receipt	SPS4b PS4biii: Percentage of trading standards business advice requests that were dealt with within 14 days
Planning & Building Standards (including Environmental Health)	We will acknowledge Environmental Health service requests within 2 working days	REG/EHS/005 Percentage of Environmental Health Service customer service requests first responded to within 2 working days
	We will respond to pest control requests that are categorised as the highest priority within 2 working days	CS/EH/LPI001: Percentage of highest priority pest control service requests responded to within 2 working days
	We will issue a decision on valid householder planning applications within 8 weeks	H/PBS/20 Planning applications (householder) - average number of weeks to decision
	We will respond to building	REG/P&BS/998 Percentage of building

Service Area	Quality Standard	How will the Quality Standard be measured?
	warrant applications within 20 working days	warrant applications responded to within 20 working days
	We will respond to high priority planning enforcement breaches within 5 working days	REG/P&BS/997 Percentage of high priority planning enforcement breaches responded to within 5 working days
	We will inspect food businesses in the *highest* risk category within 28 calendar days of their intervention date (determined by risk assessment)	SPS1bii Food Safety: Percentage of premises in the highest risk category (6 monthly inspections by Food & Business Group) that were inspected on time
	We will inspect food businesses in the *high* risk category within 28 calendar days of their intervention date (determined by risk assessment)	SPS1cii Food Safety: Percentage of premises in the high risk category (12 monthly inspections by Food & Business Group) that were inspected on time
	We will administer and process private landlord applications within 21 calendar days	REG/RS-CHP/004 Percentage of private landlord applications administered and processed within 21 days
Democratic & Registration Services	We will publish council and committee agendas 10 clear working days before the date of the meeting.	SP/1722/12 % of committee agendas published within standing order timescales
	We will produce minutes of council and committee meetings within 3 clear working days of the meeting.	REG/D&RS/001 Percentage of Council and Committee minutes produced within 3 clear working days of the meeting
	We will upload all committee actions onto Pentana within 3 clear working days of the draft minute being approved.	REG/D&RS/002 Percentage of all committee actions uploaded onto Pentana within 3 clear working days of the draft minute being approved

Appendix 4: Resources

Financial

The 2019/20 revenue budget for Regulatory is £2.57m net. A breakdown by service area is given below. We will make the best use of the resources available to deliver on key priority areas and secure external/match funding where this is possible.

Service Area	Gross Expenditure 2019/20 (£)	Gross Income 2019/20 (£)	Net Expenditure 2019/20 (£)
Democratic & Registration	0.831m	0.119m	0.712m
Environmental Health	1.013m	0.334m	0.679m
Licensing	0.213m	0.400m	-0187m
Legal & Trading Standards	1.127m	0.184m	0.943m
Planning & Building	1.250m	0.827m	0.423m
Total	**4.434m**	**1.864m**	**2.570m**

Employees

Absence in 2018/19

The monthly absence statistics for Regulatory are shown below together with the Council average for the same periods for comparison. The figures for Regulatory have been significantly lower that the Council average throughout 2018/19:

	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Regulatory	0.24	0.79	0.49	0.36	0.23	0.27	0.11	0.08	0.13	0.37	0.37	0.25
COUNCIL WIDE TOTAL	0.83	0.92	0.84	0.69	0.80	0.93	1.00	1.20	1.23	1.18	1.10	1.07

Employee Numbers

The headcount and full time equivalent staff in each service area (as of 1 April 2019) is as follows:

Service Area	Headcount	FTE
Democratic Services	26	23.07
Legal Services & Trading Standards	25	23.93
Planning & Building Standards & Environmental Health	44	41.94
Regulatory Management	3	3
TOTAL	**98**	**91.94**

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Annual Workforce Plan

Workforce planning is integrated within the strategic planning process, highlighting the key workforce related activities for the year and reflecting the longer term strategic aims of the services. Each Strategic Lead is responsible for the annual review of requirements for their respective service areas to ensure that any key actions are identified at an early stage. The workforce plan is set out below and includes a progress update on actions.

1. Addressing the gap between current workforce supply and predicted future demand				
Strategy	• Planned service reviews to address gap taking cognisance of opportunities to realise savings through voluntary turnover and consideration of management spans of control • Address impact of national reviews in relation to Trading Standard and Public Health in terms of changes to the nature and number of corresponding job roles, taking specific action to address issues of supply of critical roles (as appropriate)			
Expected Outcome	Gap is addressed, whilst: • Protecting critical roles (and addressing any associated recruitment and retention risks) • Ensuring service priorities are met • Minimising risk of voluntary or compulsory redundancy			
Actions	**Person(s) Responsible**	**Resources Needed**	**Complete By/ Progress**	**Measurement of outcome**
Planned service reviews	All Service Heads / Managers	Workforce	Ongoing	Achievement of savings, streamlined and efficient processes.
Restructure of Regulatory Services (2018)	P Hessett	Workforce	Mid-April 2018 – Now complete	Achievement of savings, streamlined and efficient processes
Address impact of national reviews in relation to Public Health in terms of changes to the nature of the roles.	Environmental Services Manager	Workforce	Difficult to determine at this stage. Medium Term	Public Health Scotland is established and Environmental Health is resourced and orientated to deliver on public health outcomes with its partners. Public Health

Actions	Person(s) Responsible	Resources Needed	Complete By/ Progress	Measurement of outcome
				Scotland is set for inception in December 2019. Public Health Commission work streams ran during 2018/19 and continue throughout 2019/20 and include Environmental Health as part of the 'core public health workforce'
Explore opportunities to share workforce resources across organisations	All service / heads / Managers	Workforce	Still an ongoing process	Continued service meeting citizens and client needs
Graduate recruitment for Planning and Building standards, to address the national skills shortage for qualified building standards surveyors. Developed a 'grow your own' programme to provide the resilience required.	Pamela Clifford	Workforce	31st March 2018 and ongoing	Will be measured by the Success of this programme.
Training on the revised food law rating scheme			31st March 2019 – complete	Competence is maintained and monitored for compliance through EH audit

2. Improving resilience within teams				
Strategy	Ensure addressed in training plans as identified through the Be the Best process			
Expected Outcome	Improved resilience across teams and retention of knowledge and skills associated with critical roles			
Actions	**Person(s) Responsible**	**Resources Needed**	**Complete By/ Progress**	**Measurement of outcome**
Analysis of resilience risks within teams – identifying individual or team development needs.	All Managers	Workforce	Ongoing	
Develop mentoring and	All Managers	Workforce	Ongoing	Be the Best

training within teams			Should be embedded within teams.	conversations
Review and promote available courses liaising with OD about approaches to meet this skills development either from internal or external sources.	Manager	Workforce	Ongoing	Attendance and internal development opportunities. Be the Best
Promote the Council's leadership development framework to support the changing remits and spans of control	Manager	Workforce	Ongoing	Attendance and internal development opportunities. Be the Best

3. Ensuring ability to keep pace with legislative developments resulting from Brexit				
Strategy	Ensure timely and cost-effective mechanism is in place to support associated professional development requirements			
Expected Outcome	Council is responsive to legislative developments, thereby ensuring organisational compliance and mitigation of risk			
Actions	**Person(s) Responsible**	**Resources Needed**	**Complete By/ Progress**	**Measurement of outcome**
Ensuring staff are adequately trained on changed legislation	All Managers	Financial for external training	Ongoing to at least medium term	Service delivery
Potential for more resources required should there be a no deal Brexit and a subsequent requirement for food export health certification or a requirement to deal with food imports.		Professional and clerical staff	TBC	Service will monitor demand and provide a paid for service to provide for necessary trade with EU

4. Address gap in relation to ICT capability				
Strategy	Ensure addressed in training plans as identified through the Be the Best process			
Expected Outcome	Employees are able to implement ICT capability to work more efficiently			
Actions	**Person(s) Responsible**	**Resources Needed**	**Complete By/ Progress**	**Measurement of outcome**
Review current ICT capability against requirement for the future on an individual basis.	All managers	Workforce	31st March 2019	Be the Best Conversation. The scope of this has now widened to the council wide digitalisation

				survey
Further improve the agility and flexibility of officers by provision of handheld mobile technology and the associated training	Environmental Service Manager in the short term but to be considered by other managers in the long term.	Financial – subject to resources	By March 2019 for ESM and ongoing for remainder of service	More efficient delivery service.

Appendix 5: Benchmarking Data

Local Government Benchmarking Framework (LGBF)

Description	2016/17 Value & Rank	2017/18 Value & Rank	Scotland	2017/18 Vs 2016/17 Performance
Cost of trading standards, money advice and citizens advice per 1,000 population (ENV5a)	£3,289 7	£3,147 5	£5,890	Lower cost ⬆
Cost of environmental health per 1,000 population (ENV5b)	£15,252 16	£13,190 16	£15,496	Lower cost ⬆
Cost per planning application (ECON02)	£4,901 19	£4,718 18	£5,087	Better ⬆
Average time taken to deliver a commercial planning application decision in weeks (ECON03)*	8.46 12	9.08 20	9.34	Worse ⬇

Rank based on 32 local authorities unless stated otherwise

*This indicator has been reviewed by the Improvement Service and new guidance will be provided for 2019/20 which will make it indicator more robust.

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Appendix 2: Regulatory Delivery Plan 2018/19 - Year-end Progress

P	A strong local economy and improved job opportunities

Ob	Increased employment and training opportunities

Action	Status	Progress	Due Date	Comment	Assigned To
Continue to work to ensure that the key regeneration sites are progressed on site and high quality development is achieved on the ground	✅	100%	31-Mar-2019	Work around the key walls has been completed. Infrastructure, District Heating system and care home developments are progressing with structures erected on site.	Pamela Clifford
Publicise the Local Development Plan Proposed Plan for consultation and then submit to the Scottish Government for examination	🛑	87%	01-Jan-2019	The responses to the Representations to Local Development Plan 2 will be considered by Planning Committee on 22 May 2019. Should Members approve the responses then the Plan and all associated documents and Schedule 4s will be submitted to the Scottish Ministers for Examination on or before 31 May 2019. This timeframe conforms to the Development Plan Scheme that was approved by Planning Committee in September 2018.	Antony McGuinness
Establish the Place and Design Panel and integrate within the planning and development process together with the Monitoring Board to reflect on the activities of the Panel	✅	100%	31-Mar-2019	Twelve Place & Design panels have taken place over the last twelve months, raising the quality and standard of development especially on our key regeneration sites. A report on the evaluation and review of the Panel will be submitted to the Monitoring Board and Planning Committee on 22 May.	Pamela Clifford

P	Supported individuals, families and carers living independently and with dignity

Ob	Improved wellbeing

Action	Status	Progress	Due Date	Comment	Assigned To
Continue to participate in initiatives to tackle door step crime and scams, including Community Watch and the provision of call-blockers to vulnerable residents	🛑	83%	31-Mar-2019	Throughout the year, Trading Standards continued to react to and investigate complaints from residents in relation to door step crime and scams. In addition, a number of proactive prevention measures were taken to inform, warn and help prevent residents from becoming victims of such trading practices. These initiatives were often carried out in conjunction with internal and external partners and included the supply of door stickers to discourage cold calling, social media messages and other publicity and participation in national campaigns on doorstep crime (Monarda, with the Police) and Scams Awareness Month (with Citizens Advice). 72 call blockers were purchased which was more than the 50 originally planned.	Tony Cairns

Action	Status	Progress	Due Date	Comment	Assigned To
				These have been allocated to the most vulnerable residents, in particular those living with dementia and Alzheimer's, and installation is underway. Trading Standards is continuing to work with relevant agencies including Alzheimer's Scotland and WDC Social Work and it is anticipated that all 72 call blockers will be installed early in 2019/20.	
In response to the European Noise Directive, participate in the Glasgow Agglomeration Working Group to identify potential noise management areas and quiet areas in relation to road and rail noise and develop and deliver an action plan as necessary	✅	100%	31-Mar-2019	Contribution made to Glasgow Agglomeration's Action Plan. Unlikely that any Candidate Noise Management Areas will be taken forward.	Pat Hoey
Work with Food Standards Scotland on the various work streams and projects in relation to the Review of Food Law Code of Practice, ensuring West Dunbartonshire Council maintains its reputation as a top performing food authority	✅	100%	31-Mar-2019	Environmental Health Food and Business Group has extended its engagement with Food Standards Scotland on the revised Annex 5 -Food Law inspections and is part of an early adopters implementation group, shaping food law delivery in Scotland. This will continue past April 2019.	Martin Keeley

Ob	More affordable and suitable housing options

Action	Status	Progress	Due Date	Comment	Assigned To
Implement the new missing share process, supporting tenants and residents by protecting the private sector housing stock	✅	100%	31-Mar-2019	New operational procedures have been implemented to ensure consistency of application of the missing shares scheme. The scheme was introduced to improve local common property house conditions in the private sector where one or more home owners are unable or unwilling to pay their share of maintenance costs. Without Council intervention in such cases essential repairs would not be carried out and properties would continue to deteriorate. One £4,000 missing share has been paid out to date by the Council which has helped to secure over £24,000 in improvements to a common property which otherwise would not have happened.	John Stevenson

P	Open, accountable and accessible local government

Ob	Equity of access for all residents

Action	Status	Progress	Due Date	Comment	Assigned To
Ensure all citizens who request services are kept informed and updated on our progress with dealing with their concern (relates to challenges)	✅	100%	31-Mar-2019	Processes were reviewed and the procedure for updating citizens was communicated to officers for implementation. Any further issues will be picked up through our monthly customer surveys and addressed.	Martin Keeley

Action	Status	Progress	Due Date	Comment	Assigned To
Implement UK Parliamentary Boundary Review	❌	0%	31-Mar-2019	The UK Parliament did not consider the Boundary Commission proposals. This action is therefore cancelled for 2018/19.	George Hawthorn

Ob	Fit for purpose polling scheme (Service Outcome)

Action	Status	Progress	Due Date	Comment	Assigned To
Review and revise polling scheme	✅	100%	31-Mar-2019	Review has been completed and new polling scheme is in operation with effect from 1 February 2019.	George Hawthorn

Ob	Improved access to Council meetings (Service Outcome)
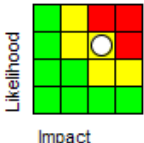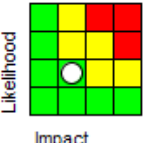
Action	Status	Progress	Due Date	Comment	Assigned To
Introduce livestreaming of Council and committee meetings	✅	100%	31-Aug-2018	One year pilot of live streaming of council meetings has commenced.	George Hawthorn
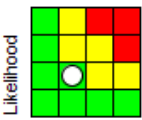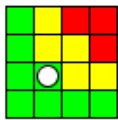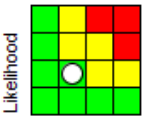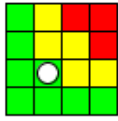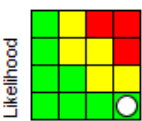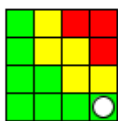
P	Efficient and effective frontline services that improve the everyday lives of residents

Ob	A continuously improving Council delivering best value

Action	Status	Progress	Due Date	Comment	Assigned To
Assess the implications of the requirements of the new Planning Bill for West Dunbartonshire and implement the changes brought about by secondary legislation in 2018 and 2019	✅	100%	31-Mar-2019	We have reviewed the implications of the amendments to the Planning Bill (Stage 2). Stage 3 of the bill will be in 2019. We will review this when it has received parliamentary approval.	Pamela Clifford
Procure and implement a new geographic information system (GIS), ensuring systems compatibility across the Council	🛑	75%	31-Mar-2019	A new GIS system has been procured and this will be fully implemented in 2019/20. Consultation is taking place with system users to ensure that their requirements are met.	Irene McKechnie
Review and develop benchmarking within Democratic Services in line with the Council's benchmarking framework	✅	100%	21-Dec-2018	We participated in a new benchmarking pilot for corporate services run by APSE. Involvement with the pilot discontinued in March as West Dunbartonshire was the sole Scottish participant, leaving no meaningful comparators. However, there is the potential for any learning and useful measures that emerged to be taken forward at a Scottish level via the Local Government Benchmarking Framework.	George Hawthorn
Establish a specific licensing regime for Sexual Entertainment Venues ("SEV's") and consider an appropriate Policy Statement and Resolution	✅	100%	28-Nov-2019	Responded to the Scottish Government and considered the Proposed Draft Guidance in relation to this. Awaiting finalised guidance and commencement dates. Early work to be done researching the area and considering what will be	Raymond Lynch

Action	Status	Progress	Due Date	Comment	Assigned To
				considered by the Committee.	
Prepare a Statement of Gambling Principles	✅	100%	31-Mar-2019	Gambling Statement of Principles completed and published in January 2019.	Raymond Lynch
Lead and assist services to meet the requirements of the General Data Protection Regulation May 2018	✅	100%	31-Mar-2019	The uptake of training provided by our service was high. Any issues that are identified going forward will be addressed on an ongoing basis.	Alan Douglas
Review and develop benchmarking within Legal Services in line with the Council's benchmarking framework	✅	100%	31-Mar-2019	SOLAR Benchmarking did not proceed in 2018/19. Involvement with APSE Pilot discontinued 21st March 2019 as West Dunbartonshire was the sole Scottish participant, leaving no meaningful comparators. Local Government Benchmarking Framework steering group (Improvement Service) may consider developing a Scottish model. Will await further information.	Alan Douglas
Explore opportunities for the digital transformation of the service, focused on digital enablement and process improvement	✅	100%	31-Mar-2019	Significant digitisation work over the year particularly audio casting, case management, GIS, mobile solution for staff, and an expanded social media presence.	Peter Hessett
Ensure implementation of Improvement Action Plans arising from the self-evaluation process	✅	100%	31-Mar-2019	By the end of 2017/18, three of the four self evaluations were completed with the improvement plan for Legal being implemented in 2018/19. The last self-evaluation within Democratic and Registration Services was completed in November 2018 and the action plan will be implemented throughout 2019.	Peter Hessett
Further improve the agility and flexibility of officers by provision of enhanced handheld mobile technology which will reduce administrative and paper based processes	✅	100%	31-Mar-2019	Mobile working technology was purchased for the service during 2018/19 to further improve the agility and flexibility of Environmental Health staff working in West Dunbartonshire.	Martin Keeley

Departmental Risk	Status	Current Risk Matrix	Latest Note	Target Risk Matrix	Assigned To
Failure to monitor and enforce regulatory areas with public risk	⚠️		Using the risk matrix, the scoring remains unchanged from the previous assessment. The Regulatory burden has increased and the resources have decreased both for the Environmental Health Manager and for Environmental Health Groups. However, processes are being streamlined to deliver efficiencies and enable effective delivery with appropriate regulatory oversight. In addition, Brexit has the potential to significantly impact service delivery with increasing regulatory burden.		Martin Keeley

Departmental Risk	Status	Current Risk Matrix	Latest Note	Target Risk Matrix	Assigned To
Failure to design and operate appropriate data sharing controls	✓	Likelihood / Impact	As part of the implementation of the General Data Protection Regulations, existing and new data sharing and data processing agreements have been updated to reflect the changes required. This will be an ongoing process as new data sharing and data processing agreements are required.	Likelihood / Impact	Michael Butler
Failure to follow appropriate records management processes	✓	Likelihood / Impact	Work to ensure that record management processes are addressed continues. This is an on-going process.	Likelihood / Impact	Michael Butler
Failure of Council services to engage with Legal Services to ensure compliance with the General Data Protection Regulation May 2018	✓	Likelihood / Impact	This was a time limited risk. The Council was compliant as at the Implementation Date in May 2018.	Likelihood / Impact	Alan Douglas

Action Status	
☒	Cancelled
⬤	Overdue
✓	Completed

Risk Status	
⚠	Warning
✓	OK

WEST DUNBARTONSHIRE COUNCIL

Report by Strategic Lead - Resources

Committee: Corporate Services Committee 22 May 2019

Subject: **Resources Delivery Plan 2019/20**

1 **Purpose**

1.1 The purpose of this report is to present to members the Resources Delivery Plan 2019/20 and the year-end progress report on the 2018/19 plan.

2 **Recommendations**

2.1 It is recommended that Committee notes the 2019/20 delivery plan and the progress on delivering the 2018/19 plan.

3 **Background**

3.1 Each strategic lead develops an annual delivery plan. This sets out key actions to help deliver the Council's priorities as well as actions to address the performance issues and service priorities identified in the planning process. The plan outlines performance indicators to measure progress, provides an overview of services and resources, including employees and budgets, and considers the relevant risks.

4 **Main Issues**

Delivery Plan 2019/20
4.1 Appendix 1 sets out the Resources Delivery Plan 2019/20, including a detailed action plan and workforce plan.

4.2 Progress will be monitored monthly by the management team and scrutinised on a quarterly basis at the strategic leadership performance review meetings. Progress reports will be presented to committee at mid-year and year-end.

4.3 Key issues identified by the Resources management team in the Performance Challenges and Strategic Assessment sections of the plan include:
- addressing the negative impact of welfare reform on rent arrears, Council Tax collection and corporate debt;
- increasing procurement spent on local small and medium enterprises;
- increasing the percentage of Council spend that is regarded as "on contract";
- implementing structural reviews;
- supporting key Council transformational projects;
- developing the financial knowledge base of Council staff;
- automating financial processes and information provision;

- implementing the Procurement and Commercial Improvement Programme (PCIP) action plan;
- developing a range of commodity strategies; and
- updating the Financial Regulations to reflect key changes in legislation, policy and procedure.

<u>Workforce Planning</u>

4.4 The delivery plan has a supporting annual workforce plan to highlight and plan for the management of key workforce issues which are necessary to fully support the delivery of the plan.

4.5 The issues identified in the Workforce Plan relate to: organisational change, resource planning, resource profiling, skill mix, training and development and restructuring. The workforce plan is shown as Appendix 4 to 2019/20 Delivery Plan.

<u>2018/19 Year-end Progress</u>

4.6 Progress on delivering the 2018/19 plan is set out in detail at Appendix 2. This focuses on actions and risks.

4.7 Of the 33 actions due to be completed by 31 March 2019, 28 (85%) were completed as planned with 5 outstanding:

- Implement service improvements as part of the billing and payment review - 75% complete. One of four milestones is outstanding relating to implementing a Direct Debit payment option across Council wide sundry billing. This is anticipated go live to July 2019.

- Review the needs of services to ensure the available financial guidance notes and training are in line with current needs - 77% complete. Six of the seven milestones were completed as planned. One milestone relating to preparing and rolling out training has been partially implemented. This will be completed in 2019/20 together with further training identified in consultation with Strategic Leads.

- Review and develop benchmarking within Finance Services in line with the Council's benchmarking framework - 66% complete. Four of the six milestones have been completed. We are awaiting responses from potential benchmarking partners in order to progress the process in 2019/20. This delay is out with our control.

- Develop procurement leadership, governance and controls across the Council - 66% complete. Two of the three milestones have been completed. One milestone is outstanding. The procurement financial regulations are under review and the procurement manual is being refreshed. Both will be completed early in 2019/20, slightly later than anticipated.

- Develop and implement new ways of working in procurement activity - 75% complete. Three of the four milestones have been completed. The

milestone outstanding relates to the P2P Project. The technical implementation of many aspects of this project has been more complex than initially estimated. However, progress continues to be made and this will continue in 2019/20.

4.8   Key achievements in 2018/19 are highlighted in the 2019/20 delivery plan in Section 2 'Performance Review'.

4.9   Performance indicators will be reported through the Council's annual performance reporting process once all data becomes available. 2018/19 data for Local Government Benchmarking Framework (LGBF) indicators will be available in the first quarter of 2020 following publication by the Improvement Service.

Quality Standards
4.10 Quality standards were set out in the Resources Delivery Plan 2018/19 to help define what service users can expect to receive, and remind both the organisation and employees of the challenges and obligations they face in delivering best value services. Performance against these standards is set out at Appendix 3.

5   People Implications

5.1   There are no direct people implications arising from this report. Any workforce implications arising from the delivery plans are detailed in the workforce plans.

6   Financial & Procurement Implications

6.1   There are no direct financial or procurement implications arising from this report. All commitments will be delivered through existing resources as described in the financial resources section of the plan.

7   Risk Analysis

7.1   Failure to deliver the actions assigned to Resources may have a direct impact on the delivery of the Council's Strategic Plan. It is essential that remedial action is taken to ensure delivery plans achieve the commitments detailed and approved.

8   Equalities Impact Assessment

8.1   Screening and impact assessments will be carried out on specific activities as required.

9   Consultation

9.1   The 2019/20 delivery plan was developed through consultation with officers from the strategic service areas.

10   Strategic Assessment

10.1 The 2019/20 delivery plan sets out actions to support the successful delivery of the strategic priorities of the Council.

Strategic Lead:	**Stephen West**
Service Area:	**Resources**
Date:	**7 May 2019**

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Person to Contact:	Lynn Henderson lynn.henderson@west-dunbarton.gov.uk
Appendix:	Appendix 1: Resources Delivery Plan 2019/20 Appendix 2: Resources Delivery Plan 2018/19 - Year-End Progress Appendix 3: Quality Standards - 2018/19 Performance
Background Papers:	None
Wards Affected:	All
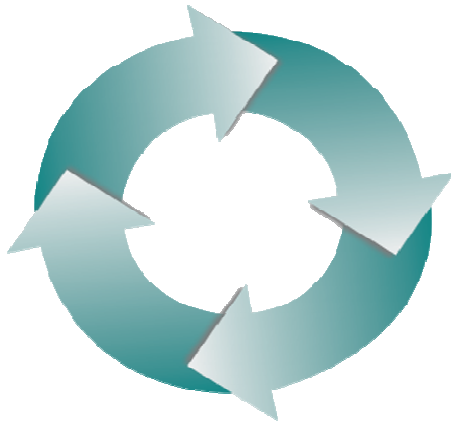
Appendix 1: Resources Delivery Plan 2019-20

Resources Delivery Plan 2019-20

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1. **Overview & Profile**
2. **Performance Review**
3. **Strategic Assessment**
4. **Risks**

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Appendix 2: Action Plan
Appendix 3: Quality Standards
Appendix 4: Resources
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1. Overview & Profile

Overview

This Plan sets out key actions to help deliver the Council's priorities (as described in strategic documents such as the Strategic Plan 2017-2022 and Equality Outcomes & Mainstreaming Report 2017-2021) as well as actions to address the performance issues and service priorities identified in our planning process. It outlines the performance indicators we will monitor to measure our success, provides an overview of services and resources, including employees and budgets, and considers the relevant risks.

Progress will be monitored and managed on a regular basis at Resources management team meetings and reported twice yearly to Corporate Services Committee, at mid-year and year end.

Profile

Resources is one of 8 strategic Council areas, providing services to the Council and external clients including Leisure Trust, Valuation Joint Board, Clydebank Property Company, charities and trusts, and Clydebank Municipal Bank. Services cover accountancy, treasury management, procurement, internal audit and fraud, and business support. In addition we also provide direct services to residents of West Dunbartonshire. The following are the main areas of responsibility and service provision within Resources. A structure chart is included at Appendix 1.

Finance
The Finance team is responsible for financial support and management, providing accountancy, treasury and capital planning, cash and bank management, reconciliations, and insurance services.

Corporate Procurement Unit (CPU)
The CPU provides support in leading and facilitating procurement activity to ensure efficient, effective and appropriate procurement processes are implemented. This includes the generation of category, commodity and contract strategies and the development and implementation of key procurement systems and processes, including Purchase to Pay, tendering and contract and supplier management.

Internal Audit & Fraud
The internal audit and fraud team is led by the Chief Internal Auditor, providing internal audit and assurance services. The team also delivers the corporate fraud service for the Council.

Business Support
The business support team is responsible for managing the revenues collection (Council Tax, Housing Rents, Non-Domestic Rates and miscellaneous invoicing); Benefits processing and management; Debtor Management and Creditors functions including Corporate Purchasing Card management. The team also incorporates the Corporate Administrative Service (CAS) consolidating all clerical and administrative support functions across the Council except schools and Health & Social Care Partnership.

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2. Performance Review

The Resources management team completed a detailed performance review of 2018/19, looking at:

- current and previous performance;
- how our performance compares with other local authorities (known as benchmarking);
- feedback from service users gathered through our Citizen Panel survey, monthly telephone surveys, internal surveys, and complaints; and
- self-evaluations and external validations.

The performance review highlighted our key achievements in 2018/19 and a number of performance challenges to be addressed in 2019/20.

Key Achievements

Finance
- Completed a number of audited annual Financial Statements within the statutory deadlines, with no qualifications.
- Ongoing development of the Council's Agresso system supporting continuous improvement within Council services and leading to an enhanced service for external users.
- Support for transformation projects within the Council, including a number of ad hoc one-off projects (e.g. raising attainment, early years, district heating).

CPU
- Annual cash revenue savings of £0.335m against a target of £0.332m and Purchase to Pay (P2P) savings of £0.194m against a target of £0.223m.
- Produced the Procurement Annual Report and published on internet.
- Rolled out updated Procurement Guidance for staff and delivered a significant programme of Procurement Awareness training across the Council.
- Developed a Council Wide Pipeline that monitors activity across the category teams.
- Achieved a Procurement and Commercial Improvement Programme (PCIP) external assessment score of 75.5% against a target of 73%.

Internal Audit & Fraud
- Delivered Audit Plan for 2018/19.
- As a result of Corporate Fraud Team activity during 2018/19, actual recoveries for the year is £0.661m against an annual target of £0.225m.

Business Support
- Continued to deliver the Debtors review project which reviews billing and payment processes across a range of council services. This has seen the Council implement charging for services in advance where feasible, develop payment plans where

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payment is large or necessary, and issue e-bills rather than paper bills. Work also continued to support Procurement with the P2P project which has seen a reduction in the level of manual invoices and spend via Corporate Purchase Cards availing the council additional rebate.

- Implemented a range of improvements targeted at managing the level of rent arrears at a rime when benefits are changing and reducing due to Welfare Reform. This has involved working closely with Housing and W4U on a pilot to address the underlying factors in rent arrears e.g. affordability, income maximisation, early intervention, etc.
- Met our target for Council Tax collection target for 2018/19. The outturn was 95.55%, which was higher than the previous year at 95.4%. The target was met despite a drop in Council Tax Reduction income resulting in higher charges to collect.
- Achieved overall improvement in the level of staff debt through effective interventions. Debt levels for both rent and sundry for staff reduced. The team also increased deductions from payroll by over £21,000. We also maintained a high percentage of staff with arrangements.
- Implemented findings from the self-evaluation processes within Revenues and Benefits and Finance Service Centre.
- Undertook a range of improvement work to support the CAS processes.

Challenges

The challenges identified by the performance review are set out below. These areas will be the focus of improvement activity in 2019/20:
- rent arrears;
- Council Tax collection;
- sundry debt collection;
- sustaining transformation with a reduced complement of resources;
- procurement spent on local small and medium enterprises (SME); and
- increasing the percentage of Council spend that is regarded as "on contract".

Rent Arrears
The amount of rent arrears owed to the Council is an area of concern.

Current tenants' arrears as a percentage of total rent due was 11.61% in 2018/19, above the target of 10.5% set for the year and down slightly on the previous year.

Performance can be explained, in part, by the general economic environment and welfare reform, particularly the benefit cap and the full rollout of Universal Credit (UC) which commenced in November 2018.

UC Full Service rollout, in particular, has impacted negatively on our rent arrears and the rent arrears of all Scottish local authorities that are in UC Full Service. Nevertheless, it is recognised that there are actions which can be taken to reduce the impact of these factors on rent arrears.

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Full training and awareness sessions were carried out with relevant services to ensure all teams were fully prepared for the impact of UC. We also learned from the experiences of other local authorities that were already in Full Service to ensure we were prepared.

In 2019/20, we will continue to work with the Department of Work & Pensions (DWP) and internal partners such as Housing and Working4U to ensure the impact of the full rollout of UC on rent arrears is minimised.

In addition, the team will continue to run a rent collection campaign and work with Housing Officers to ensure tenants, and particularly new tenants, have early support in managing their finances, including maintaining rent payments.

Council Tax Collection
The Council collected 95.55% in 2018/19 despite UC Full Service rollout in November 2018 which has had an impact on Council Tax Reduction (CTR) claims being received from citizens.

As with rent collection, council tax collection will also be impacted by UC full roll out and the measures we have taken and continue to take in relation to rent arrears are also relevant here. We have also reviewed our CTR processes to reduce the impact of UC.

Sundry Debt Collection
Due to wider economic factors described above, the Council is has not been able to recover all the money it is owed.

In 2018/18 the Council achieved an outturn of 57% against a target of 50% for Value of outstanding sundry debt as a percentage of total that is more than 90 days old from date of invoice. Target was not met largely on account of general austerity and economic conditions within WDC area. Work is well underway to review processes around billing and payments which has seen the no. of invoices reduce from 63,419 in 2017/18 to 29,085 (net of credit notes) in 2018/19. This is largely on account of moving service users on to Payment Plans. Work is also underway to assess how services invoice with key principle of billing and payment for services in advance where possible. We believe these improvements should assist the council in improving is collections rate and reducing the outstanding balance over 90 days. Benchmarking exercise is also being undertaken with 5 other councils to better understand areas for improvements if any.

In 2019/20, we will continue to review ways to manage and reduce sundry debt, including the continued development of the functionality of our finance systems. The debtor improvements project is also focusing on improving invoicing and payment processes across the council.

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Sustaining Transformation with a Reduced Complement of Resources
The ongoing transformational changes within the Council require continuous financial support including communication of changes; audit issues regarding changing processes; training and transfer of knowledge of financial aspects to non-financial budget holders; and reconciliations on continuing change of Council structures. This support needs to be identified from existing staffing resources through streamlining and identification of efficiencies in other support areas.

With opportunities being explored as part of the commercialisation workstream, there will be greater demand on the Finance team to be able to cost services accurately.

In order to support transformational changes and maintain the rate of change with reduced resources, in 2019/20 we will:
- engage in benchmarking via the West of Scotland Directors of Finance to compare performance;
- explore new technologies such as Artificial Intelligence and intelligent process automation to streamline processes; and
- engage with Organisational Development to link in with the work being undertaken by Scottish Digital Office to identify synergies with Business Support transformation.

It should be noted that benchmarking activity commenced as planned in 2018/19, however it is notoriously difficult to obtain willing benchmarking partners. Presently parts have been identified and are currently engaged, however the success of this approach depends on their ongoing willingness to take part.

Procurement spent on SME
Meeting quarterly and year end targets for procurement spent on local SME depends on whether local SME bid for contracts and whether they are the most economically advantageous tenderers.

In relation to the most current data available, the first and second quarters of 2018/19 saw procurement spent on SMEs at 9.5% and 8.8% respectively, against a target of 11%.

To improve performance on spend with local SME in 2019/20, we will continue to:
- invite a minimum of two local suppliers to participate in all contract opportunities below £50K, where there are suppliers available as set out in the Procurement Awareness Training and guidance;
- Hold a *Meet the Buyer* session for SME in West Dunbartonshire; and
- constructively challenge the service areas to use lotted contracts - splitting the contract requirements into smaller contracts, where it is Best Value.

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Increasing the percentage of Council spend that is regarded as "on contract"
Off contract spend can be defined as the gap between the total procured spend and the spend on contract. Against a 2018/19 target of 75% of spend on contract the quarter 3 position for 2018/19 was not available at the time of writing and will be updated as soon as the figure becomes available.

In 2019/20, we will implement actions to improve spend on contract, including:
- continue to implement the quarterly spend analysis and engage with Strategic Leads to prioritise areas for improved practice to align with Financial Regulations;
- training will continue to be delivered;
- carry out thorough option appraisals and / or business cases which includes demand management for strategic contracts;
- review terms and conditions for every contract above £0.050m;
- continue to roll out the Contract & Supplier Management Policy;
- actively promote trend monitoring / demand management analysis amongst the service areas to rationalise tender requirements;
- submit an annual summary report on contract scorecard on new contracts to the Performance and Monitoring Review Group to identify areas for improved practice; and
- update the Procurement Financial Regulations to reflect contract variations.

Service Users' Feedback

The Council has a clear focus on learning from the feedback we receive from our service users. Complaints data, monthly telephone surveys and service user surveys provide invaluable feedback to help us improve our services.

Complaints

Between 1 April and 31 December 2018, Resources received a total of 62 complaints, comprising 55 Stage 1 and 7 Stage 2 complaints. During the same period, 51 complaints were closed, 43 at Stage 1 and 8 at Stage 2.

Of the 43 complaints closed at Stage 1, 22 (51%) met the 5 working days target for resolving complaints, with an average of 11 days for all complaints closed at that stage. Five of the 8 complaints closed at Stage 2 (63%) met the 20 working days target, with an average of 14 days for all complaints closed at Stage 2.

49% of complaints closed at Stage 1 were upheld and 13% of Stage 2 complaints.

The complaints received were categorised as follows:
- citizen expectation not met (quality of service) - 39 complaints, 12 upheld at Stage 1 and 1 at Stage 2;
- citizen expectation not met (timescales) - 17 complaints, 7 upheld at Stage 1;
- Council policy (charges) - 2 complaints;
- Council policy – level of service provision – 1 complaint
- employee behaviour - 2 complaints, both upheld at Stage 1; and

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- error in service delivery - 1 complaint.

90% of the complaints received relate to Council Tax and benefits. Nineteen complaints of this type were upheld as a result of delays in processing claimants' applications or change in circumstances. The service received 2,328 Housing Benefit applications and 19,802 changes of circumstances and in that context, the percentage of complaints upheld compared to the volume of work received was 0.09%. To achieve improvement in this area the service reviewed each complaint received and either provided feedback, supported and/or trained staff. We have also introduced a process of triage to review current outstanding applications and ensure they are processed timeously.

Following a complaint about the time it took to process an insurance claim, we have reviewed our procedure and implemented an escalation process to facilitate timely responses in future.

We aim to improve the level of service we provide and reduce the number of complaints received. We will continue to review each complaint and either provide feedback, support and/or training to staff members and emphasise the importance of providing a consistently high level of service.

Telephone Survey

A monthly telephone survey of 100 residents is carried out to gauge satisfaction levels with a range of Council services. Within Resources, this covers Council Tax and Housing Benefit services.

Of the small proportion of respondents who had contacted Council Tax and Housing Benefit services in 2018, satisfaction was down for both services in comparison to the previous year. However, it remains relatively high for both.

	2017	2018
Council Tax service	98%	85%
Housing Benefit service	96%	91%

Surveys of Service Users

Several customer surveys were carried out over the last year.

Internal Audit and Corporate Fraud
The section carried out a survey of internal users, receiving 330 responses from across the Council. Of those:
- 97% said Internal Audit and Corporate Fraud Teams play an important role in helping to protect the public purse;
- 62.4% were aware that Internal Audit conducts audits from the approved Audit Plan and 63% were aware that the service undertakes investigation works;
- 44.2% were aware that Internal Audit provides advice on implementing controls over new or existing processes;

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- 42.7% were aware that Internal Audit manages the Public Interest Disclosure (Whistleblowing) hot-line – a campaign has recently been launched on this area of service to raise its awareness;
- 56.7% said that information regarding frauds carried out against the Council should be publicised - recently, information on the outcome of fraud work has been placed on the intranet / internet, together with a press release;

The survey highlighted that the outcome of audit work is not always clearly and effectively communicated by managers to all staff involved in the audit process. To address this, a standard wording will be included within each Audit Report from April 2019.

Business Support - Revenues and Benefits
A survey was issued to all our Registered Social Landlords to assess the quality of service provided and our ability to answer queries. 87.5% of respondents (9 responses) were satisfied with the level of support received. They were also satisfied with the introduction of the Landlord Portal that enabled them to access key claimant information without contacting the section. No specific areas of improvement were identified following this survey.

Business Support - Corporate Debt Service
A random sample of service recipients was surveyed. Of the 70 responses received:
- 100% stated the Corporate Debt staff identified themselves, explained clearly the reason for the call, and treated them in a respectable and professional manner; and
- 98.59% provided clear detail on what options were available to the responder in repaying their debt.

No specific areas of improvement were identified following this process

Business Support - Finance Service Centre
Covering accounts receivable and accounts payable functions, the team carried out an internal survey of service users. Of the 117 responses received:
- 84% were able to access the appropriate officer at the first point of contact;
- 97% stated their enquiry was handled in a professional manner, e.g. staff member gave a contact name and responded professionally at all times;
- 91% stated their enquiry was resolved to their satisfaction;
- 86% were satisfied with the time it took to resolve their enquiry;
- 91% highlighted that where a follow-up call was required, this took place within notified timescales;
- 88% find Finance Service Centre online forms easy to use and helpful in providing information and instructions;
- 94% highlighted that staff have specialist knowledge to fully answer their enquiry; and
- 82% could easily find information about the Finance Service Centre on the intranet.

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The results of the survey were shared and reviewed by the team and some key improvements identified. These included reviewing webpages in consultation with the Council's communications team and reviewing online forms to ensure they are easy to understand and include help text.

Business Support - Corporate Administrative Support
The team issued internal surveys targeted at the client service areas. Of the 183 responses received:
- 84% rate the current level of support provided by CAS as satisfactory or better;
- 93% rate the quality of work provided by CAS as satisfactory or better; and
- 87% rate the response to any requests for additional/special/ad hoc support as satisfactory or better.

Several key improvements were identified including:
- discussing proposed process changes with services prior to implementation;
- developing an approach to assess any new requests, including their impact on the service/Council and priority vis-à-vis another planned tasks, and ensuring there is clear agreement and communication with affected services; and
- ensuring appropriate communications with affected stakeholders are in place and the core design principles are understood well by all staff and communicated to services.

An action plan addressing the feedback from all Business Support user surveys was implemented in 2018.

Finance – Accountancy Services
Accountancy services issued an internal survey targeted at client services. A total of 29 responses were received from a variety of services (with the exception of staff in Educational Services and HSCP):

- Over 90% of respondents rated the services provided, the helpfulness and courtesy of accountancy staff, and the knowledge of accountancy staff as good or very good;
- 86% rated the communication and guidance given by accountancy staff when requesting information from services as good or very good, while the support provided by staff to help services to complete these requests was lower at 69%; and
- 48% of respondents rated the timescales given to services to provide requested information as good or very good, increasing to 89% for those who rated it as fair, good or very good.

Actions identified included meeting with Strategic Leads to identify areas for additional support (e.g. guidance and training) which may be beneficial to clients; a calendar of Accountancy events which require information from services (such as Scottish Government returns, Financial Statements); and discussion regarding deadlines for ad hoc enquiries.

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<u>Finance - Municipal Bank</u>
The Municipal Bank issued a customer survey in August 2018 and received 36 responses. All responses received were very positive of the customer service provided. Suggestions for enhancing the service were considered and a number of them have now been introduced, including streamlining the process for requesting cheques.

Continuous Improvement

Self-Evaluation Programme
In 2016 the Council agreed a three year self-evaluation programme using a checklist approach implemented through an online survey. All Council services that are not subject to a similar external evaluation participate in this.

In the first year of the programme, two self-evaluations were completed within Internal Audit, Fraud & ICT Security, and Revenues & Benefits. The improvement actions arising from these self-evaluations have now been fully implemented and follow up surveys have been carried out to determine their impact.

In the second year, two further self-evaluations were carried out. The improvement plans for the Finance Service Centre (FSC) and the CPU were implemented over the previous year. A follow up survey has been carried out within the FSC, with the CPU follow up due later in 2019.

The last two self-evaluations within Resources were carried out within Corporate Administration Services and Finance Services, both completing in early 2019. Improvement plans will be implemented over 2019.

Benchmarking Programme
The Council has a three year programme to ensure that all services benchmark their performance in relation to service delivery, cost and user satisfaction. Within Resources, this is carried out via the Local Government Benchmarking Programme (LGBF), and local benchmarking groups.

<u>Local Government Benchmarking Framework (LGBF)</u>
All 32 councils in Scotland measure a common set of performance indicators called the Local Government Benchmarking Framework. It comprises service delivery, cost, and satisfaction indicators covering all major council service areas, including education, housing, social work, and leisure.

Using the same indicators across all councils allows us to compare our performance so that we can identify best practice, learn from each other, and improve what we do.

The most recent comparative data for all councils was published in February 2019 and relates to the period 2017/18. The indicators for Resources are set out in the table at Appendix 5 and cover cost of support services, Council Tax collection and income, rent

arrears, payment of invoices, and procurement spent on local SMEs. In summary, year on year performance has improved for five of the six PIs, resulting in a higher ranking for four.

In 2019/20, we will focus our improvement activity on rent arrears, Council Tax collection, increasing on contract procurement spend and procurement spent on local SME. These issues have been covered in more detail in the Challenges section of this Plan and actions to address them included in the action plan at Appendix 2.

Local Benchmarking Groups

Finance
Following a request to other Chief Financial Officers through the Strategic Lead - Resources, a benchmarking template covering cost, staffing, service delivery, and customer satisfaction was sent to 3 other local authorities. Responses are due to be analysed in April 2019 and the benchmarking process will be completed during 2019/20.

CPU
Twelve local authorities provided responses to a benchmarking request from West Dunbartonshire Council. Officers are currently reviewing the data and engaging with participants to allow like for like comparisons. Part of this process will explore opportunities to collaborate on procedures, processes, guidance and templates. This work will be delivered in 2019/20.

Business Support
Business Support is currently undertaking a detailed benchmarking exercise with East Dunbartonshire, Inverclyde, North Ayrshire, Renfrewshire, and South Lanarkshire councils. This will focus on Housing Benefits, Council Tax Reduction, Council Tax Collection, Accounts Payable and Account Receivable. This work will be completed in 2019/20.

Quality Standards
Quality standards help to define what users of our services can expect to receive, and remind both the organisation and our employees of the challenges and obligations they face in delivering best value services.
Quality standards for Resources are set out in Appendix 3. These will be monitored and managed by the Resources management team on a regular basis and reported annually to Corporate Services Committee.

2018/19 was a pilot year for the use of quality standards within this service area and following the pilot the effectiveness/meaningfulness of each has been reviewed and a revised set has been agreed for 2019/20.

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3.   Strategic Assessment

The Resources management team completed a detailed strategic assessment to determine the major influences on service delivery and priorities in 2019/20 and beyond. This covered a review of the financial context, local and national political priorities, new legislation and technology, and Council policies among others. The following factors were identified as significant:

Key Factors

Financial Challenges
The entire public sector is facing significant financial challenges. The Council is predicting cumulative funding gaps in 2020/21 and 2021/22 of £9.816m and £16.930m respectively. This means that action has to be taken to balance our budget and protect services for residents.

This will undoubtedly mean that within the Resources service area, available funding will be reduced and we will need to change how we do our jobs, where we work, and reduce the number of people employed.

To deliver the Council's objectives and meet those financial challenges, the Resources management team will implement the actions set out in the action plan set out in Appendix 2 under strong financial governance and sustainable budget management.

Structural Review
As new approaches are implemented around modernised ways of working then processes will become more efficient. This is likely to result in a reduction in workload in a number of service areas.

In 2019/20, management will continue to work closely with staff to seek to ensure that the workforce resource required is employed in a manner that recognises future developments and change. In order to support this, we will:

- continue to improve our *Be the Best Conversations* with our staff and training, competency and succession planning are discussed regularly;
- continue to improve the sharing of knowledge and experience within our teams; and
- plan, develop, consult and roll out a Communication Plan for every service area.

Resource Services Support for Key Council Transformational Projects
As the Council continues to transform services to the public, the need for expertise and input is paramount. Without this, there is the potential for projections of future costs and income to be inaccurate which could materially affect the Council's ongoing financial position. To address this, we will continue to develop the staff within our services to ensure they have the appropriate training and knowledge.

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Financial Knowledge Base in Wider Council

There is a need to develop the financial knowledge base of relevant staff throughout the Council to enable them to competently fulfil the financial aspects of their roles without over reliance on Finance staff. This will improve efficiency, allowing Finance staff to focus on other priorities, as well as build resilience across the Council. To address this, we will continue to identify financial knowledge gaps and develop and implement appropriate financial guidance notes and training sessions for Council staff.

Automation of Financial Processes & Information Provision

Finance staff are employed in a number of manual financial processes and information provision, such as journal entries (correcting errors), reconciling service commitment accounting systems to the general ledger, and updating transactional spreadsheets for information purposes. These manual processes divert attention from other priorities. In 2019/20, we will seek to maximise automation, allowing staff to re-focus on key areas which will assist services in competently monitoring their financial positions for ongoing development projects. In particular, we seek to automate: Value Added Tax (VAT) to reduce manual intervention and help us meet the HMRC future requirements; Treasury Management authorisations; and the preparation of external statutory returns including Financial Statements. We will also simplify the VAT guidance to ensure staff are applying the accurate VAT to spend and avoid fines and penalties from HMRC.

Impact of Welfare Reform

The full Universal Credit rollout that commenced in November 2018 has had a detrimental impact of the level of rent arrears, Council Tax collections and overall level of debt across West Dunbartonshire Council area. It is likely that this will continue into 2019/20 and beyond. The impact of welfare reform on these areas is covered in detail in the Challenges section of this Plan, together with actions that we will implement in 2019/20 to mitigate this.

Increased Corporate Debt

Due to wider economic factors described above, the Council is finding it more difficult to collect all the money it is owed, resulting in increased levels of debt across a range of debt types. Sundry debt, one type of corporate date, has already been highlighted as an issue in the Challenges section of this Plan.

We will continue to review processes to address this where it is within our control and in 2019/20 we will:

- review ways of decreasing corporate debt through continued improvements to debt collection processes (sundry, NDR, Council Tax and rent);
- ensure any debt owed by WDC staff are collected effectively and efficiently via payroll in line with Council's policies and procedures;
- improve rent collection rates by working closely with Housing and W4U and continue to assess the effectiveness of the Housing pilot and address issues timeously; maximise write off former tenant debt; maximise use of Discretionary Housing Payments;

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- continue to develop the Agresso debtors functionality and associated processes, including the continuation of the wider implementation of payment plans in line with the billing and payment review project; implement direct debit payments; continue to promote emailing of invoices and reminders; and implement EDMS and workflow for Debtors and NDR.

Procurement and Commercial Improvement Programme (PCIP)

An external assessment of procurement takes place every two years. Based on our most recent assessment in October 2018, we achieved a PCIP score of 75.52%, exceeding the target of 73% and up significantly from our previous score of 64% in 2016.

Covering leadership and governance, development and tender, contract, and purchasing processes, the assessment highlighted a number of areas that will be the focus of improvement activity in the coming year:
- Commercial Acumen;
- Evaluation Criteria;
- Contract & Supplier Management;
- Contractual Obligations & Additional Benefits;
- Contract Compliance; and
- Lessons Learned.

We have developed a PCIP Improvement plan to address the issues raised and we will implement this in 2019/20 and beyond.

Commodity Strategies

A Commodity Strategy is a specific sourcing strategy for a category or group of works, supplies or services. The Commodity Strategy facilitates the management of the supply base, avoids and / or proactively solves potential problems and is the basis of future processes for the commodity involved. This is a significant piece of work for the CPU.

The Commodity Strategies to be completed in 2019/20 are:
- Environmental Services - Waste;
- Construction;
- Highway Maintenance, Equipment & Materials;
- Mental Health, Learning Disabilities and Addictions;
- Information and communications technology (ICT);
- Security.

Financial Regulations

The Financial Regulations set out the policies and context within which the Council manages its business. They clarify responsibilities, provide a structure for decision-making. The Financial Regulations ensure that the Council complies with statutory powers and duties, as well as reflecting best practices.

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The Financial Regulations will be updated in 2019 to reflect key changes in legislation, policy and procedure.

Code of Good Governance
We will continue to ensure the Council complies with the Code of Good Governance and report this to Audit Committee and embed within the Annual Governance Statement.

Action Plan

The challenges and issues identified in the performance review and strategic assessment sections have informed Resources priorities for 2019/20. The management team has developed an action plan to address them (Appendix 2), supported by a range of performance indicators to enable progress to be monitored and reported to stakeholders. Progress will be monitored and managed on a regular basis and reported twice yearly to Corporate Services Committee, at mid-year and year end.

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4.   Risks

The Council has identified risks at both a strategic and service level. Strategic risks represent the potential for the Council to take advantage of opportunities or fail to meet stated strategic objectives and those that require strategic leadership. Service risks relate to service delivery and represent the potential for impact on individual services, or the experience of those who work within the services, i.e. employees, partners, contractors and volunteers or service users and clients in receipt of the services provided.

The Resources management team has lead responsibility for one of the Council's strategic risks: Failure to deliver strong financial governance and sustainable budget management. In addition, the management team identified service specific risks for 2019/20. Both strategic and service specific risks are detailed below.
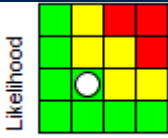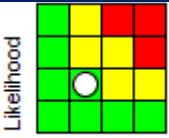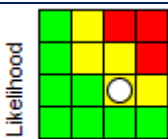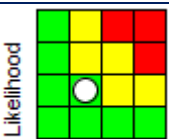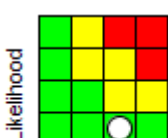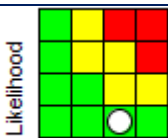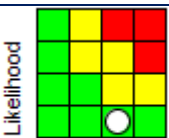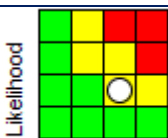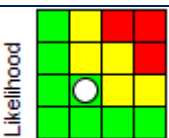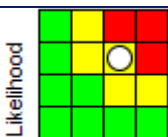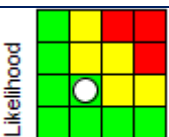
Actions to mitigate these risks are set out in Appendix 2 or in Resources operational plans, with the aim of improving or maintaining the current position (i.e. the current risk score).

Strategic Risk

Risk	Description	Current Risk Score	Target Risk Score
Significant financial funding reductions from the Scottish Government	The Council is faced with significant ongoing funding reductions from the Scottish Government. Austerity is expected to continue for a number of years into the future and likely to result in funding reductions. This coincides with a period where costs are expected to rise in relation to Social Care due to aging population and capped powers to raise funds through Council Tax.		

Service Risks

Risk	Description	Current Risk Score	Target Risk Score
Failure to provide assurance of the system of financial controls	Either Internal Audit or External Audit is unable to provide assurances on the Council's financial control environment		

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Risk	Description	Current Risk Score	Target Risk Score
Debt is not recovered efficiently or effectively, with inherent risk of financial loss	The processes deployed in collection of monies owed to the council are inefficient and ineffective resulting in money not collected on time or having to be written off	Likelihood / Impact	Likelihood / Impact
Increase in the level of rent arrears due to the level of Welfare Reform changes and general state of economy	Council sees an increase in its level of rent arrears due to lower disposable income and national changes to the national benefits regime and the ongoing economic position	Likelihood / Impact	Likelihood / Impact
National delays in implementing Welfare Reform changes; ineffective ICT systems or processes e.g. with the DWP affecting delivery of Welfare Reform changes	Issues with system supporting delivery of Welfare Reform changes affects service delivery	Likelihood / Impact	Likelihood / Impact
Failure to meet statutory deadlines for external returns (including HMRC) & financial statements	Finance Services failing to meet statutory deadlines resulting in lost revenue or penalty costs	Likelihood / Impact	Likelihood / Impact
Financial projections are significantly incorrect	Financial projections for both capital and revenue are significantly incorrect for various reasons – included unexpected costs – resulting in insufficient reserves being held	Likelihood / Impact	Likelihood / Impact
Non-compliance with procurement legislation	It is recognised that there is a proportion of the Council's overall spend that is not on contract and there is therefore a risk of challenge to the Council.	Likelihood / Impact	Likelihood / Impact

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Appendix 1: Structure Chart

TRANSFORMATION & PUBLIC SERVICE REFORM

STRATEGIC LEADS

STRATEGIC LEAD - RESOURCES
Chief Finance Officer
Stephen West

Leadership Support
Charlene Tannock

Procurement Manager

Annabel Travers

Business Partner - Strategic Procurement. Corporate Indirect
Alison Wood

Business Partner - Strategic Procurement. Place
David Aitken

Business Partner - Strategic Procurement. People
Joyce Campbell

Business Partner - Procurement Developments
Derek McLean

Audit & Risk Manager

Colin McDougall

Internal Audit
Lutfun Rahman
Claire Andrews
Michael Brennan
Lucy Scott

Corporate Fraud Section Leader
Sharon Hughes

Finance Manager

Gillian McNeilly

Finance Business Partner
Jackie Allison

Finance Business Partner
Janice Rainey

Finance Business Partner
Jennifer Ogilvie

Finance Business Partner
Joe Reilly

Section Head Financial Management Information System Support
Adrian Gray

Section Head Financial Admin & Control
Karen Shannon

Business Support Manager

Arun Menon

Section Head Revenues & Benefits
Ryan Chalmers

Section Head Transactional Services
Stella Kinloch

Section Head Corporate Admin Support
Richard Butler

Section Head Payroll and Admin Support
Graham Hawthorn

West Dunbartonshire
COUNCIL

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Appendix 2: Action Plan

P		A strong local economy and improved job opportunities

Ob		A growing economy

PI		2017/18	2018/19		2019/20		Assigned To
		Value	Value	Target	Target		
% of procurement spent on local small/medium enterprises		11.18%	TBC	11%	12%		Annabel Travers

Action	Start Date	Due Date	Assigned To
Implement actions to improve procurement spent on local small and medium enterprises	01-Apr-2019	31-Mar-2020	Annabel Travers

Ob		Increased employment and training opportunities

PI		2017/18	2018/19		2019/20		Assigned To
		Value	Value	Target	Target		
Percentage of social benefits contracted against total contracts tendered (Above £50k)		New for 20118/19	15%	100%	100%		Annabel Travers

P		Supported individuals, families and carers living independently and with dignity

Ob		More affordable and suitable housing options

PI		2017/18	2018/19		2019/20		Assigned To
		Value	Value	Target	Target		
DP BA2a SPI - The time for processing applications for new Housing Benefits and Council Tax Reduction claims from the date of receipt of the application to the day on which the claim is decided.		26.33	25.79	26	25		Ryan Chalmers
DP BA2b SPI - The time for processing applications for notifications of changes of circumstances for Housing Benefits and Council Tax Reduction from the date of receipt of the application to the day		3.46	4.99	5	5		Ryan Chalmers

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PI	2017/18	2018/19	2019/20		Assigned To
	Value	Value	Target	Target	
on which the claim is decided.					

Action	Start Date	Due Date	Assigned To
Manage impact of legislative changes associated with Welfare reform	01-Apr-2019	31-Mar-2020	Ryan Chalmers

P	Meaningful engagement with active, empowered and informed citizens who feel safe and engaged

Ob	Fully consulted and involved citizens who are able to make full use of the Community Empowerment Act

Action	Start Date	Due Date	Assigned To
Implement appropriate levels of service satisfaction surveys	01-Apr-2019	31-Mar-2020	Stephen West
Review all complaints received to ensure any lessons available are learned and service improvements implemented	01-Apr-2019	31-Mar-2020	Stephen West

P	Open, accountable and accessible local government
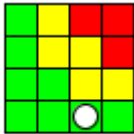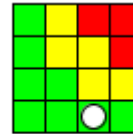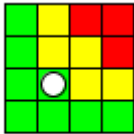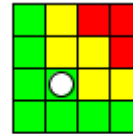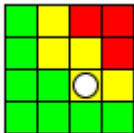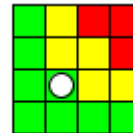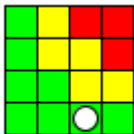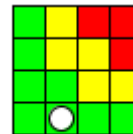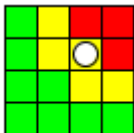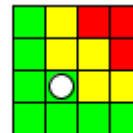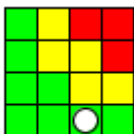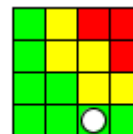
Ob	Strong financial governance and sustainable budget management (Service Objective)
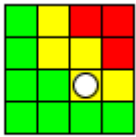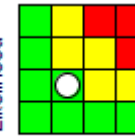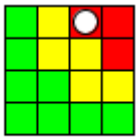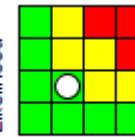
PI	2017/18	2018/19	2019/20		Assigned To
	Value	Value	Target	Target	
Amount of free reserves as a percentage of the prudential reserve target - HRA	100%	Not available until June 2019	100%	100%	Gillian McNeilly
Amount of free reserves as a percentage of the prudential reserve target - General services	105%	Not available until June 2019	100%	100%	Gillian McNeilly
Value of outstanding sundry debt as a percentage of total that is more than 90 days old from date of invoice	53.15%	57.12%	50%	55%	Ryan Chalmers
Annual Cash Savings target achieved	£435,565.00	£334,728.00	£332,000.00	£332,000.00	Ann Duncan; Derek McLean; Annabel Travers
Rent collected as a % of total rent due	100.41%	98.61%	100.4%	98%	Ryan Chalmers
Percentage variance to budget projected	-0.06%	Not available until June 2019	0%	0%	Gillian McNeilly

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PI	2017/18	2018/19		2019/20	Assigned To
	Value	Value	Target	Target	
Percentage of external returns submitted on time	100%	99%	100%	100%	Gillian McNeilly
Percentage of Audit Plan completed	57%	88%	95%	100%	Colin McDougall
Percentage of corporate fraud savings target achieved	167%	294%	100%	100%	Colin McDougall
Percentage of P2P savings target achieved	100%	87.2%	100%	100%	Annabel Travers
Percentage of spend on contract	72%	TBC	75%	90%	Annabel Travers
Support services as a % of total gross expenditure	4.37%	Not available until June 2019	3.5%	4%	Jackie Allison
Cost of collecting council tax per dwelling £	£8.17	Not available until June 2019	£8.00	TBC	Ryan Chalmers
Current tenants' arrears as a percentage of total rent due %	11.57%	11.61%	10.5%	11%	Ryan Chalmers
Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year	8.83%	9.49%	8.4%	9%	Ryan Chalmers

Action	Start Date	Due Date	Assigned To
Review and update long term finance strategy	01-Apr-2019	31-Mar-2020	Stephen West
Provide timely and accurate budgetary control reporting for Council and associated bodies	01-Apr-2019	31-Mar-2020	Gillian McNeilly
Report agreed savings options and management adjustments through the budgetary control process	01-Apr-2019	31-Mar-2020	Gillian McNeilly
Provide timely and accurate financial statements for the Council and associated bodies	01-Apr-2019	31-Mar-2020	Gillian McNeilly
Deliver Internal Audit and Corporate Fraud Plan for 2019/20	01-Apr-2019	31-Mar-2020	Colin McDougall
Continue to improve and deliver the Assurance Statement to support the Annual Governance Statement	01-Apr-2019	30-Jun-2019	Colin McDougall
Submit draft Annual Governance Statement to the Audit Committee	01-Apr-2019	30-Jun-2019	Colin McDougall
Ensure continuing Council compliance with the Code of Good Governance	01-Apr-2019	30-Jun-2019	Colin McDougall
Review ways of decreasing corporate debt	01-Apr-2019	31-Mar-2020	Ryan Chalmers
Continue to review ways to improve rent collection	01-Apr-2019	31-Mar-2020	Ryan Chalmers
Implement service improvements as part of the billing and payment review	01-Apr-2019	31-Mar-2020	Stella Kinloch
Implement actions to improve spend on contract	01-Apr-2019	31-Mar-2020	Annabel Travers
Update the Council's Financial Regulations to reflect key changes in legislation, policy and procedures	01-Apr-2019	31-Mar-2020	Annabel Travers

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Risk	Description	Current Risk Score	Target Risk Score	Assigned To
Failure to provide assurance of the system of financial controls	Either Internal Audit or External Audit is unable to provide assurances on the Council's financial control environment			Colin McDougall
Debt is not recovered efficiently or effectively, with inherent risk of financial loss	The processes deployed in collection of monies owed to the council are inefficient and ineffective resulting in money not collected on time or having to be written off			Ryan Chalmers
Increase in the level of rent arrears due to the level of Welfare Reform changes and general state of economy	The Council sees an increase in its level of rent arrears due to lower disposable income and national changes to the national benefits regime and the ongoing economic position			Ryan Chalmers
National delays in implementing Welfare Reform changes; ineffective ICT systems or processes eg with the DWP affecting delivery of Welfare Reform changes	Issues with system supporting delivery of Welfare Reform changes affects service delivery			Ryan Chalmers
Non-compliance with procurement legislation	Due to scale and complexity of changes to procurement legislation and guidance there is a failure to comply			Annabel Travers
Failure to meet statutory deadlines for external returns (including HMRC) and financial statements	Finance Services failing to meet statutory deadlines resulting in lost revenue or penalty costs			Gillian McNeilly

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Risk	Description	Current Risk Score	Target Risk Score	Assigned To
Financial projections are significantly incorrect	Financial projections for both capital and revenue are significantly incorrect for various reasons – including unexpected costs – resulting in insufficient reserves being held			Gillian McNeilly
Significant financial funding reductions from Scottish Government	The Council is faced with significant ongoing funding reductions from the Scottish Government. Austerity is expected to continue for a number of years into the future and likely to result in funding reductions. This coincides with a period where costs are expected to rise in relation to Social Care due to aging population and capped powers to raise funds through Council Tax.			Gillian McNeilly

P	Efficient and effective frontline services that improve the everyday lives of residents

Ob	A committed and skilled workforce

Action	Start Date	Due Date	Assigned To
Continue to review and adapt financial guidance and training in line with service needs	01-Apr-2019	31-Mar-2020	Gillian McNeilly

Ob	A continuously improving Council delivering best value

PI	2017/18	2018/19		2019/20	Assigned To
	Value	Value	Target	Target	
Percentage of C&SM scorecards submitted against the total number due	New for 2018/19	5.3%	100%	100%	Annabel Travers
Number of customer feedback processes undertaken and evaluated	4	10	10	3	Stephen West
Percentage of income due from council tax received by the end of the year %	95.41%	95.55%	95.5%	95.6%	Ryan Chalmers
Number of invoices paid within 30 calendar days of receipt as a percentage of all invoices paid	95.27%	98.28%	95%	96%	Elaine Chisholm; Stella Kinloch

Action	Start Date	Due Date	Assigned To
Review Finance service structure in line with agreed management adjustments	01-Apr-2019	30-Sep-2019	Gillian McNeilly

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Action	Start Date	Due Date	Assigned To
Review Procurement service structure in line with agreed management adjustments	01-Apr-2019	31-Mar-2020	Annabel Travers
Review Business Support service structure in line with agreed management adjustments	01-Apr-2019	31-Mar-2020	Arun Menon
Review Audit & Fraud service structure in line with agreed management adjustments	01-Apr-2019	31-Mar-2020	Colin McDougall
Review Accounts Payable Service and supporting improvements within Agresso	01-Apr-2019	31-Mar-2020	Stella Kinloch
Continue the development of Agresso reporting functionality to maximise automation for annual National Returns (e.g. LFR / WGA/ POBE / Financial Statements)	01-Apr-2019	31-Mar-2020	Gillian McNeilly
Develop Finance leadership, governance and controls across the Council	01-Apr-2019	31-Mar-2020	Gillian McNeilly
Develop procurement leadership, governance and controls across the Council	01-Apr-2019	31-Mar-2020	Annabel Travers
Implement action plan arising from the Procurement and Commercial Improvement Programme assessment	01-Apr-2019	31-Mar-2020	Annabel Travers
Use benchmarking data to evaluate service delivery and performance within Business Support	01-Apr-2019	31-Mar-2020	Arun Menon
Use benchmarking data to evaluate service delivery and performance within Finance Services	01-Apr-2019	31-Mar-2020	Gillian McNeilly
Use benchmarking data to evaluate service delivery and performance within Corporate Procurement Unit	01-Apr-2019	31-Mar-2020	Annabel Travers
Use benchmarking data to evaluate service delivery and performance within Internal Audit & Fraud	01-Apr-2019	31-Mar-2020	Colin McDougall
Review and increase speed of procurement processes	01-Apr-2019	31-Mar-2020	Annabel Travers
Complete a range of commodity strategies	01-Apr-2019	31-Mar-2020	Annabel Travers

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Appendix 3: Quality Standards

West Dunbartonshire Council has a Good Governance Code based on guidance from CIPFA (Chartered Institute of Public Finance & Accountancy). It sets out a range of principles which the Council should adhere to, and details the behaviours and actions which demonstrate good governance in practice. The Council's compliance with this Code is reviewed each year and a supporting action plan is developed to improve compliance.

As part of the Good Governance Code, we must consider our approach to quality standards. Quality standards help to define what service users can expect to receive, and remind both the organisation and our employees of the challenges and obligations they face in delivering best value services.

The quality standards for Resources are set out below. They will be monitored and managed regularly by the management team and reported annually to the relevant service committee, together with this delivery plan.

Service	Quality Standards	How are they measured?
CPU	We will procure in line with the EU Directives and Scottish Government procurement legislation	New QS – Percentage of contracts that are facilitated by CPU that are delivered by the planned due date.
	We will procure in line with the sustainable procurement duty for regulated procurements	RES/19-20/029 Implement actions to improve procurement spend on local small and medium enterprises; RES/PRO/099 Percentage of social benefits contracted against contracts awarded
	We will procure in line with the community benefits requirements for regulated procurements	RES/PRO/099 Percentage of social benefits contracted against contracts awarded
Audit	We will issue draft audit reports within 21 calendar days of fieldwork completion	RES/IAF/006 Percentage of draft audit reports issued within 21 days of fieldwork completion
	We will issue final audit reports within 14 calendar days of agreement of action plan	RES/IAF/007 Percentage of final audit reports issued within 14 days of agreement of action plan
	We will seek feedback on the audit experience within 7 calendar days of issue of final audit report and use this to improve our service	RES/IAF/011 Percentage of audit feedback questionnaires issued within 7 calendar days of issue of final audit report
	We will comply with the Public Sector Audit Standards	RES/IAF/008 Level of full compliance with the Public Sector Internal Audit Standards
Finance	We will meet all corporate budgetary control reports deadlines	RES/FIN/097 Percentage of budgetary control reports completed by due dates
	We will sign off all reconciliations by the end of	RES/FIN/096 Percentage of

Service	Quality Standards	How are they measured?
	the following period	reconciliations signed off by the end of the following period
	We will have no errors within the VAT returns submitted to HMRC	RES/FIN/090 Number of errors within VAT returns submitted to HMRC
	We will deal with new insurance claims within 5 working days (including acknowledge claimant, send to claims handling company, update system, and forward to service for report if required)	RES/FIN/094 Percentage of new insurance claims dealt with within 5 working days
	We will issue a weekly treasury summary within 5 working days of week end	RES/FIN/092 Percentage of weekly cash summaries issued within 5 working days of week end
Business Support	We will process new claims for Housing Benefit and Council Tax reduction within 25 days of receipt	CS/FI/LPI001 Time for processing new claims for Housing Benefit and Council Tax reduction
	We will process change in circumstances notifications for Housing Benefit and Council Tax reductions within 5 days of receipt	CS/FI/LPI002 Time for processing change in circumstances notifications for Housing Benefit and Council Tax reduction
	We will aim to pay all of creditor invoices within 30 calendar days of receipt but as a minimum we will pay 96% within 30 days	SCORP08 Number of Invoices Paid within 30 Calendar Days of Receipt as a percentage of all Invoices Paid
	We will seek to minimize officer error on Housing Benefit new applications – target error rate less than 0.048%	New QS - % officer error on Housing Benefit new applications
	We will seek to minimize officer error on Housing Benefit change of circumstances– target error rate less than 0.048%	New QS - % officer error on Housing Benefit change of circumstances

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Appendix 4: Resources

Financial

The 2019/20 net revenue budget for Resources is £6.303m. A breakdown by service area is given below. We will make the best use of the resources available to deliver on key priority areas and secure external/match funding where this is possible.

Service Area	Gross Expenditure 2019/20 (£)	Gross Income 2019/20 (£)	Net Expenditure 2019/20 (£)
Finance	1.594m	0.195m	1.399m
CPU	1.066m	0.451m	0.615m
Audit & Fraud	0.442m	0.235m	0.207m
Business Support	53.071m	51.403m	1.668m
CAS	2.414m	0	2.414m
Total	**58.587m**	**52.284m**	**6.303m**

Employees

Absence in 2018/19

The monthly absence statistics for Resources are shown below with the Council average for the same periods in 2018/19 shown for comparison:

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Resources	0.54	0.47	0.61	0.70	0.65	0.86	1.11	1.02	1.07	1.09	1.09	1.05
COUNCIL WIDE TOTAL	**0.83**	**0.92**	**0.84**	**0.69**	**0.80**	**0.93**	**1.00**	**1.20**	**1.23**	**1.18**	**1.10**	**1.07**

Employee Numbers

The headcount and full time equivalent staff in each service area (as of 1 April 2019) is as follows:

	Headcount	Full Time Equivalent
Audit & Fraud	11	9.41
Business Support	221	187.93
Finance	48	41.53
CPU	23	21.57
Resources Total	**303**	**260.45**

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Appendix 4: Workforce Plan - Action Plan 2019-2020

<table>
<tr><td colspan="5">1. Addressing the gap between current workforce supply and predicted future demand</td></tr>
<tr><td>Strategy</td><td colspan="4">Planned service review to address gap taking cognisance of opportunities to realise savings through voluntary turnover</td></tr>
<tr><td>Expected Outcome</td><td colspan="4">Gap is addressed, whilst:
• Protecting critical roles (and avoiding associated turnover)
• Ensuring service priorities are met
• Avoiding or minimising risk of voluntary or compulsory redundancy</td></tr>
<tr><td>Actions</td><td>Person(s) Responsible</td><td>Resources Needed</td><td>Complete By</td><td>Measurement of outcome</td></tr>
<tr><td>Review current structures and scope alternatives to resource future demand while achieving agreed management adjustments</td><td>S West</td><td>Workforce</td><td>2019/20</td><td>Achievement of management adjustments for 19/20</td></tr>
<tr><td>Continue to review the structure of the procurement team to ensure service priorities are achieved.</td><td>A Travers</td><td>Workforce</td><td>Ongoing</td><td>PIs detailed and monitored through Pentana.</td></tr>
<tr><td>Continue the programme of peer mentoring and on the job training within procurement team</td><td>A Travers</td><td>Workforce</td><td>Ongoing</td><td>% team attended leadership training.</td></tr>
<tr><td>Build on the Central Admin Support model and streamline business processes where feasible - this includes what and how systems are used; how many locations CAS is provisioned from and regular interaction with the service areas to measure progress</td><td>A Menon</td><td>Workforce</td><td>Ongoing</td><td>Achievement of savings, Streamlined, more efficient processes</td></tr>
<tr><td>Continue to review the FIMS and capital roles especially around the development and maintenance of Agresso and year end capital and asset accounting to avoid single person dependency</td><td>G McNeilly</td><td>Funding to resource future development</td><td>Ongoing</td><td>Identified key knowledge has been transferred to other staff members through learning sessions and detailed guidance notes</td></tr>
</table>

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2. Addressing the gap between current and required additional workforce capabilities					
Strategy	Development and implementation of associated training plans to enable capabilities to be developed within existing workforce				
Expected Outcome	Gap is addressed, whilst: • Ensuring value for money in terms of training solutions • Minimising requirement to recruit for new capabilities (and thereby avoiding or minimising risk of voluntary or compulsory redundancy) • Ensuring service priorities are met as a result of application of those new capabilities				
Actions	**Person(s) Responsible**	**Resources Needed**	**Complete By**	**Measurement of outcome**	
Review current and future staffing requirements and changes to working practices to identify training needs following implementation of legislative changes relating to Welfare Reform	A Menon	Workforce	Ongoing	PIs in Pentana around processing Housing Benefits New Claim and Change of Circumstance, level of Rent Arrears, and Recovery of Debt	
Develop and implement mentoring and training within procurement team	A Travers	Workforce	Ongoing	Actual % trained vs 100% target	
Undertake a skills analysis to identify training needs to address the gap in capabilities identified in the workforce plan: • Commercialisation • Contracting • Quality Improvement • Development of technology solutions	Service Managers	HR/OD	Ongoing	Training needs identified and included in training plan	
Ensure service managers develop a training plan to address gaps identified from their service Digital Skills Assessment	All Managers	Workforce/budget	Sept 2019	Training needs identified and included in training plan	
Discuss training needs identified with OD to identify cost effective solutions	S West	OD	June 2019	Evaluation and Update	
Review and implement training to	All	Workfo	Ongoin	Increased level	

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support Self Serve initiatives	Manager s	rce	g	of self service which enables delivery of savings or absorb additional workload. This is also measurable via the level of skills in Achieve form – a key tool for self service.

3. Improve integration across teams within the Strategic Lead Area

Strategy	Undertake an OD diagnostic exercise to establish synergies between teams and development of resulting new ways of working, which may in turn inform any required service review			
Expected Outcome	Service priorities are delivered in a more seamless, holistic and efficient way			

Actions	Person(s) Responsible	Resources Needed	Complete By	Measurement of outcome
Undertake diagnostic exercise to establish where services interact and could improve with integration	S West	OD/HR/ Service Managers	Sept 2019	Areas for improvement through integration identified.

4. Improve resilience across teams within the Strategic Lead Area

Strategy	Develop and implement training plan in relation to critical roles			
Expected Outcome	Improved resilience across teams and retention of knowledge and skills associated with critical roles			

Actions	Person(s) Responsible	Resources Needed	Complete By	Measurement of outcome
Ensure appropriate processes are documented to enable smooth transition in areas of specialism	S West	Service Managers	Ongoing	Review 6 monthly
Support implementation of Employee Wellbeing Strategy including providing representation on Employee Wellbeing Group where needed.	S West	HR/Service Managers	Ongoing	Lower absence rates.

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Appendix 5: Benchmarking Data

Local Government Benchmarking Framework (LGBF)

Description	2016/17 Value & Rank*	2017/18 Value & Rank*	Scotland	2017/18 Vs 2016/17 Performance	Change in Rank
Support services as a % of Total Gross expenditure (CORP01)	4.03% 8	4.37% 15	4.47%	⬇	⬇ Down 7 places
The cost per dwelling of collecting Council Tax (CORP04)	£10.44 22	£8.17 20	£7.35	⬆	⬆ Up 2 places
Percentage of income due from Council Tax received by the end of the year (CORP07)	95.21% 24	95.41% 25	96%	⬆	⬇ Down 1 place
Percentage of invoices sampled that were paid within 30 days (CORP08)	94.09% 16	95.27% 11	93.19%	⬆	⬆ Up 5 places
Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year (HSN1B)	10.15% 26 (of 26 LAs)	8.83% 21 (of 26 LAs)	6.75%	⬆	⬆ Up 5 places
% of procurement spent on local small/medium enterprises (ECON04)	9.10% 32	11.18% 31	27.40%	⬆	⬆ Up 1 place

*Rank based on 32 local authorities unless stated otherwise

In considering the data, it is vital to understand that the details of the calculations can vary across the 32 Councils and until detailed benchmarking is undertaken to ensure that all councils are using the same methodology for calculating these PIs, a meaningful comparison is not feasible. WDC has commenced work on a detailed benchmarking exercise with 5 West of Scotland Councils which will allow us to understand real differences in PIs.

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Appendix 2: Resources Delivery Plan 2018/19 - Year-end Progress

P	Supported individuals, families and carers living independently and with dignity

Ob	More affordable and suitable housing options

Action	Status	Progress	Due Date	Comment	Assigned To
Deliver legislative changes required by UK government Welfare Reform	✅	100%	31-Mar-2019	Universal Credit awareness sessions were completed with relevant staff and advice partners, with sessions tailored to the requirements of each service, by the Department for Work and Pensions and Working 4U colleagues.	Ryan Chalmers

P	Meaningful engagement with active, empowered and informed citizens who feel safe and engaged

Ob	Fully consulted and involved citizens who are able to make full use of the Community Empowerment Act
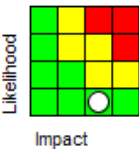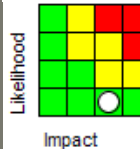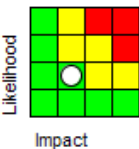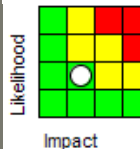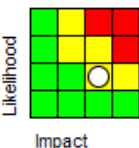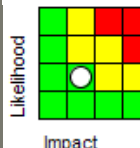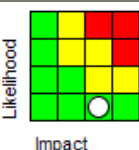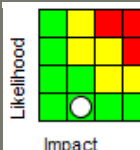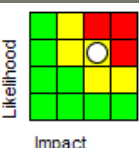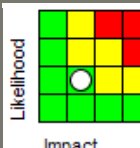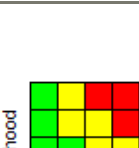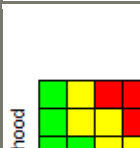
Action	Status	Progress	Due Date	Comment	Assigned To
Implement appropriate levels of service satisfaction surveys	✅	100%	31-Mar-2019	All planned surveys have been carried out. Those completed at mid year were reported to committee in November 2018, with the remainder reported to committee in May 2019.	Stephen West
Review all complaints received to ensure any lessons available are learned and service improvements implemented	✅	100%	31-Mar-2019	Complaints are reviewed at management team meetings on a quarterly basis to identify learning and appropriate actions and reported to committee at mid year and year end.	Stephen West
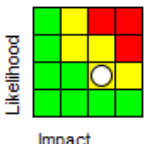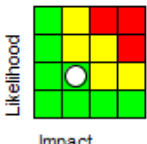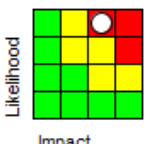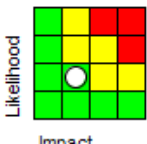
P	Open, accountable and accessible local government

Ob	Strong financial governance and sustainable budget management (Service Objective)

Action	Status	Progress	Due Date	Comment	Assigned To
Review and update long term finance strategy	✅	100%	31-Mar-2019	Updated Long Term Finance Strategy reported to Council in November 2018 and agreed. Budget updates reported to Council in December 2018, February and March 2019, with budget agreed in March 2019.	Stephen West
Provide timely and accurate budgetary control reporting for Council and associated bodies	✅	100%	31-Mar-2019	All BCRs due in this period have now been reported.	Gillian McNeilly

Action	Status	Progress	Due Date	Comment	Assigned To
Report agreed savings options and management adjustments through the budgetary control report (BCR)	✅	100%	31-Mar-2019	All BCRs due in this period have now been reported.	Gillian McNeilly
Provide timely and accurate financial statements for the Council and associated bodies	✅	100%	31-Mar-2019	All audited financial statements due in this period have now been finalised and approved.	Gillian McNeilly
Deliver Internal Audit and Corporate Fraud Plan for 2018/19	✅	100%	31-Mar-2019	The programme of planned audit assignments for 2018/19 has been progressed.	Colin McDougall
Continue to improve and deliver the Assurance Statement to support the Annual Governance Statement	✅	100%	31-Mar-2019	The 2017/18 Assurance Statement was finalised in June 2018 and the Internal Audit Annual Report was submitted to the Audit Committee on 13 June 2018. This has also informed the Annual Governance Statement.	Colin McDougall
Ensure Public Sector Network compliance and monitor ICT Security	✅	100%	31-Mar-2019	Public Sector Network compliance accreditation has been obtained from the Cabinet Office and runs until 18 February 2020.	Colin McDougall
Widen the role of the Corporate Fraud team	✅	100%	31-Mar-2019	Options to consider other areas for potential fraud investigation will continue to be considered in 2019/20.	Colin McDougall
Ensure continuing Council compliance with the Code of Good Governance	✅	100%	30-Jun-2018	An action plan was developed and a report submitted to Audit Committee meeting on 13 June 2018. This was implemented throughout 2018/19 with regular updates submitted to the Audit Committee.	Colin McDougall
Review ways to manage and reduce corporate debt handling	✅	100%	31-Mar-2019	This is now complete and the contract for primary debt partner was awarded to Walker Love. The council did not receive any submissions for 2nd placement debt partner. Options will be reviewed.	Ryan Chalmers
Continue the implementation of the rent collection improvement plan to improve rent collection rates	✅	100%	31-Mar-2019	Work continues with Housing team on rent campaign and other proactive measures to improve rent collection. Furthermore benchmarking of performance against other authorities is also being undertaken and any improvements will be implemented where feasible. The team has also submitted the Housing Charter Annual Return for 2017/18 and any improvement recommendations from this plan will also be implemented when available.	Ryan Chalmers
Review ways to improve Council Tax collection	✅	100%	31-Mar-2019	To improve Council Tax collection, we had liaison meeting with our Debt Partners to review ways to carry out a targeted approach to improve collection. This resulted in joint working and streamlining of the process for cases to be passed to them with key information. The in-year Council Tax collection rate from our Debt Partners has increased in 18/19 from that in 17/18 as a result of this and our close working relationship through 18/19. This will continue into 19/20 and an initial meeting has already taken place with them to review our approach for collection this year.	Ryan Chalmers
Implement service improvements as part of the Billing and Payment review	🛑	75%	31-Mar-2019	Direct Debit and Banking Verification Software testing and installation to live is ongoing. Procurement difficulties and unforeseen testing issues have resulted in a delay to the live launch of Sundry Debt DD. However this will be carried forward to 19/20. Anticipated go live to July 2019.	Stella Kinloch

Departmental Risk	Status	Current Risk Matrix	Date Reviewed	Latest Note	Target Risk Matrix	Assigned To
Failure to provide assurance of the system of financial controls	✅		15-Mar-2019	There are controls in place to ensure that the likelihood of this risk occurring remains low.		Colin McDougall
Debt is not recovered efficiently or effectively, with inherent risk of financial loss	✅		08-Apr-2019	Effectively implement the Corporate Debt Policy, ensure income maximisation in collaboration with W4U. Improved process around Council Tax Reduction claims for UC claimants.		Ryan Chalmers
Increase in the level of rent arrears due to the level of Welfare Reform changes and general state of economy	⚠️		08-Apr-2019	Manage the work stream via the Rent Arrears action plan and ensure the same is monitored by the HIPB		Ryan Chalmers
National delays in implementing Welfare Reform changes; ineffective ICT systems or processes e.g. with the DWP affecting delivery of Welfare Reform changes	✅		20-Mar-2019	Continue to monitor any delays or underlying impact on systems		Ryan Chalmers
Non-compliance with procurement legislation	⚠️		3-May-2019	Based on current levels of off contract spend there is currently a proportion of spend that is non-compliant. A number of improvement actions have been implemented to mitigate this risk.		Annabel Travers
Failure to meet statutory deadlines for external returns (including HMRC) and financial statements	✅		04-Apr-2019	There are a range of controls in place to ensure that the likelihood of this risk occurring remains low.		Gillian McNeilly

Departmental Risk	Status	Current Risk Matrix	Date Reviewed	Latest Note	Target Risk Matrix	Assigned To
Financial projections are significantly incorrect	⚠️	Likelihood / Impact	04-Apr-2019	There are a number of factors that influence this risk that are out with our control, including Scottish Government funding. These are continually monitored and projections updated.	Likelihood / Impact	Gillian McNeilly
Significant financial funding reductions from Scottish Government	🛑	Likelihood / Impact	04-Apr-2019	This risk remains significant. We continue to monitor and update projections.	Likelihood / Impact	Gillian McNeilly

P	Efficient and effective frontline services that improve the everyday lives of residents

Ob	A committed and skilled workforce

Action	Status	Progress	Due Date	Comment	Assigned To
Implement recommendations from Employee Survey 2017 and self-evaluation processes	✅	100%	31-Mar-2019	Discussion at planning Management Team meeting in February 2019. All actions complete, agreed any ongoing staffing issues will be identified through self evaluation processes until the next staff survey.	Stephen West
Review Finance and CPU Business Partner roles to improve communication and thereby improve ability to influence decision making (21 Century Review)	✅	100%	31-Mar-2019	Re Corporate Procurement Unit Business Partner roles, the category strategies were approved by the PMRG on 25 September and we will update the PMRG in June of every year with current progress. Re Finance, meetings took place with Strategic Leads to discuss specific support requirements and needs of the services. Other than additional training that will be taken forward in 2019/20, there were no issues identified.	Gillian McNeilly; Annabel Travers
Ensure appropriate staff liaison and planning discussions about the Office Rationalisation Project are taking place via the change champion and change managers' groups to ensure robust plans are in place to maintain service delivery	✅	100%	31-Mar-2019	Office Moves to Church Street and Poplar Road completed smoothly with staff comms progressed as planned	Colin McDougall; Gillian McNeilly; Arun Menon; Annabel Travers
Review the needs of services to ensure the available financial guidance notes and training are in line with current needs	🛑	77%	31-Mar-2019	Six of the seven milestones were completed as planned. One milestone in relation to training has been partially rolled out. However, following meetings with Strategic Leads, a number of additional training areas have been identified which will be rolled out during 2019/20. Guidance notes are available online - no additional guidance notes have been identified.	Gillian McNeilly

Action	Status	Progress	Due Date	Comment	Assigned To
Review communication to services in respect of Finances timescale deadlines for recurring tasks to ensure maximum efficiency of workload prioritisation	✅	100%	31-Mar-2019	This has been completed although slightly beyond the 31 March deadline. A calendar of annual tasks and timescales has been developed for services and communicated to ensure services can prioritise their workload accordingly.	Gillian McNeilly

Ob		A continuously improving Council delivering best value

Action	Status	Progress	Due Date	Comment	Assigned To
Review and redesign service to ensure priorities are agreed and tasks, duties carried out are added value (21 Century Review)	✅	100%	31-Mar-2019	Reviewed and agreed actions.	Gillian McNeilly; Annabel Travers; Stephen West
Review charging regime for the Council	✅	100%	31-Mar-2019	All charges reviewed and considered by Council on 27 March 2019.	Stephen West
Develop collaboration and commercialisation approaches for Resources services (21 Century Review)	✅	100%	31-Mar-2019	Opportunities discussed and reviewed with Management Team. Options around charging fed to Commercialisation Working Group project.	Stephen West
Explore opportunities for the digital transformation of the service, focused on digital enablement and process improvement	✅	100%	31-Mar-2019	Management Team reviewed opportunities and fed into Digitisation Project for development	Stephen West
Develop and implement new ways of working with a view to re-direct staffing resource and expertise to transformational projects	✅	100%	31-Mar-2019	This has been completed. For example, we have developed reports on Agresso for users in order to minimise manual intervention.	Gillian McNeilly
Develop Finance leadership, governance and controls across the Council	✅	100%	31-Mar-2019	This has been completed. For example, service training has been identified and will be implemented during 2019/20 and electronic information has been developed to reduce manual intervention. Continuous improvement continues to be encouraged.	Gillian McNeilly
Review and develop benchmarking within Finance Services in line with the Council's benchmarking framework	🛑	66%	31-Mar-2019	Four of the six milestones have been completed. However, there has been a delay in receiving responses from LAs which is outwith our control. As soon as responses are received, we will review the benchmarking data and prepare a report on any actions required.	Gillian McNeilly
Develop procurement leadership, governance and controls across the Council	🛑	66%	31-Mar-2019	During 2018/19 the following improvements have been implemented: - Contract and Supplier Management Policy which was approved by the Corporate Services Committee in August 2018. - Produced the procurement Annual Report and published to the internet. - Rolled out Procurement Awareness training across the Council. - Put our Procurement Timescales on the intranet. - Put our Procurement Process on the intranet.	Annabel Travers

Action	Status	Progress	Due Date	Comment	Assigned To
				- Put our Procurement Guidance Below £50K on the intranet. - Put our generic evaluation matrix on the intranet. - Put our FAQ Below £50K on the intranet. - Put our FAQ Above £50K on the intranet. - Developed a Council Wide Pipeline so we monitor activity across the category - Implemented a new methodology for calculating on contract spend to better identify issues and engage with service areas. Procurement Financial Regulations - Currently under review and will be finalised early in 2019/20. This is running slightly later than anticipated. Procurement Manual - Has been refreshed and a draft is currently being reviewed to be finalised early in 2019/20. This is running slightly later than planned.	
Improve management, prioritisation and increased speed of procurement projects	✅	100%	31-Mar-2019	Completed and process in place for ongoing maintenance.	Annabel Travers
Develop and implement new ways of working in procurement activity	🛑	75%	31-Mar-2019	e-Auctions - the first e-auctions have been completed as part of a pilot process and generated of around £70,000 from a £400,000 budget. Continue with the P2P Project - Phase 2 The technical implementation of many aspects of this project have been more complex than initially estimated, however progress is being made on all aspects and is 63% complete. This will continue into 2019/20.	Annabel Travers
Implement actions arising from the Procurement and Commercial Improvement Programme assessment, including: developing supplier relationship management and sustainability including local suppliers and community benefits	✅	100%	31-Mar-2019	Amalgamated into the Contract and Supplier Management Policy which was approved by the Corporate Services Committee on September 2018. The process for utilising the Contract and Supplier Management Policy is being developed with an estimated ate for roll out by 31/03/19.	Annabel Travers
Review and develop benchmarking within Business Support in line with the Council's benchmarking framework	✅	100%	31-Mar-2019	A detailed questionnaire was issued to the agreed group of councils as part of the West of Scotland Directors of Finance group. Information returns have been slow in coming through from other councils, which is out with our control. As soon as responses are received, we will review the benchmarking data and prepare a report on any actions required. This will be continued to be worked upon in 2019/20.	Arun Menon

Action Status	
🛑	Overdue
✅	Completed

Risk Status	
🛑	Alert
⚠️	Warning
✅	OK

Appendix 3: Quality Standards - 2018/19 Performance

Quality Standard	2018/19 Performance	Status
We will issue draft audit reports within 21 calendar days of fieldwork completion	100% against a target of 100%	✅
We will issue final audit reports within 14 calendar days of agreement of action plan	100% against a target of 100%	✅
We will seek feedback on the audit experience within 7 calendar days of issue of final audit report and use this to improve our service	100% against a target of 100%	✅
We will comply with the Public Sector Audit Standards	89.7% against a target of 90%	⚠️
We will meet all deadlines for completing and submitting all key financial returns	99% against a target of 100%	⚠️
We will sign off all reconciliations by the end of the following period	75% against a target of 100%	🛑
We will submit Agresso budgetary control reports within 2 working days of month end	100% against a target of 100%	✅
We will deal with new insurance claims within 5 working days (including acknowledge claimant, send to claims handling company, update system, and forward to service for report if required)	95% against a target of 100%	⚠️
We will deal with requests for information for litigation/ court requests within 4 working days	90% against a target of 100%	⚠️
We will issue weekly cash summary within 5 working days of week end	91% against a target of 100%	⚠️
We will process new Housing Benefit and Council Tax Reduction claims within 26 days of receipt	25.79 days against a target of 26 days	✅
We will process Housing Benefit and Council Tax changes in circumstances notifications within 5 days of receipt	4.99 days against a target of 5 days	✅
We will aim to process Housing Benefit claims as accurately as possible and aim to minimise overpayments as a result of our error with a target of 0.48%	0.34% against a target of 0.48%	✅
We will aim to maximise Council Tax collection by targeting to collect 95.5% of income due from council tax	95.55% against a target of 95.5%	✅
We will aim to maximise the collection of HRA Rental income	Gross rent arrears: 9.5% against a target of 8.4%	⚠️
	Current tenants' arrears: 11.61% against a target of 10.5%	🛑

Quality Standard	2018/19 Performance	Status
We will issues Debtors invoices timeously and aim that no more than 50% of total sundry debt is older than 90 days	57% against a target of 50%	⚠️
We aim to pay all of creditor invoices within 30 calendar days of receipt	98.28% against a target of 95%	✅
Changes made to suppliers' bank accounts will be logged, reviewed by a senior member of staff or confirmed to the supplier once made within 2 working days of notification	100% against a target of 100%	✅
We will aim to minimise error rates from keying (no more than 5%) and process within 5 working days for both Building Services Timesheets and Sold Property Invoices	Keying errors: 0% against a maximum target of 5% Processing within 5 working: 90% against a target of 100%	✅ ⚠️
We will process all of Education Maintenance Allowance claims on time and with no errors	100% against a target of 100%	✅
We will process all Creditors Invoices in adherence to HMRC Regulations	100% against a target of 100%	✅
We will submit all of information to the Home Office on time with respect to the Syrian Refugee Projects	100% against a target of 100%	✅
We will submit all information on time to the Food Standards Agency	100% against a target of 100%	✅

WEST DUNBARTONSHIRE COUNCIL

Report by Strategic Lead - Resources

Corporate Services Committee: 16 May 2018

_____

Subject: Update of Voluntary Grants 2018/19 and 2019/20

1.   Purpose of Report

1.1   The purpose of this report is to provide Members with an update of the voluntary grants approved by WDCVS in 2018/19 in respect of Community Chest, Playscheme, Cultural, and Social Transport Support Funding Grants. The report also provides information on the position regarding the Dumbarton Common Good Fund and the Provosts Fund.

2.   Recommendations

2.1   The Committee is asked to:

   i)   Note the position of the grants paid out by WDCVS, Dumbarton Common Good and the Trust Funds in 2018/19;

   ii)   Agree the return to the Council of the £40 of unspent funding paid to WDCVS in 2018/19; and

   iii)   Approve the transfer of £2,380.02 from the 2019/20 grants budget to the Provost's Fund to reinstate the level to £3,000.

3.   Background

3.1   The Corporate Services Committee in March 2007 agreed that a report be brought to Committee after each year-end, giving information regarding the grants approved during the financial year.

3.2   Community Chest, Playscheme, Cultural and Social Transport Support Grants are administered by West Dunbartonshire Community Volunteer Service (WDCVS). The Council continues to administer grants for Community Councils, Dumbarton Common Good and the Trust Funds.

3.3   The Provost's Fund was established in 1953 as the Burgh of Clydebank Provost Fund and in November 1998 it was determined that the Fund may be used to cover the whole of West Dunbartonshire.

3.4   During 2018/19, the total budgets available and the amounts paid out in grants are noted below:

Group Type	Total Budget	Spend	Unspent
Community Chest/Cultural/Playscheme	£46,210	£46,210	£0
Social Transport Support	£103,790	£103,750	£40
WDC funded total	**£150,000**	**£149,960**	**£40**
Dumbarton Common Good	£167,931	£123,793	£44,138
Provost's Fund	£3,010	£2,390	£620
Non-WDC fundedTotal	**£170,941**	**£125,943**	**£44,998**

4. Main Issues

4.1 Community Chest/Cultural/Playscheme
The 2018/19 budget was set at £46,210 and was paid to WDCVS to administer. WDCVS has awarded £46,210 in grant funding to organisations as noted in Appendix A, leaving no unspent monies.

4.2 In addition to the above, a number of organisations submitted funding applications and were referred by WDCVS to other funders. As a result of this a further £226,744 of applications for funding were supported by WDCVS by re-routing applications to other sources as noted in Appendix B.

4.3 All applications received by WDCVS were granted funding from either Community Chest Grants or alternative funders (e.g. Awards for All, Voluntary Action Fund and Pastoral Care Trust).

4.4 Social Transport Funding
£103,790 of funding was passed to WDCVS to administer. 51 organisations received funding and grants totalling £103,750, leaving £40 unspent, as detailed in Appendix C.

4.5 Dumbarton Common Good
Eight organisations benefited from funding from the Dumbarton Common Good Fund totalling £123,793, as detailed in Appendix D.

4.6 Provosts Fund
The balance on the Fund as at 31 March 2019 is £619.98, with £2,390 having been distributed in 2018/19 as listed in Appendix E. It is recommended that, based on previous practice, the balance on this fund should be reinstated to £3,000, with the £2,380.02 required to be funded from the general grants budget - thereby reducing the amount available to be administered by WDCVS for general grant allocation in 2019/20.

5. Option Appraisal

5.1 No option appraisal was required for this report.

6. People Implications

6.1 There are no people implications.

7.   **Financial and Procurement Implications**

7.1   WDCVS paid out grants totalling £149,960 during 2018/19. The full 2018/19 budget was £150,000, leaving a balance of £40 unspent. It is recommended that this underspend should be returned to the Council.

8.   **Risk Analysis**

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

9.   **Equalities Impact Assessment (EIA)**

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

10.   **Environmental Sustainability**

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

11.   **Consultation**

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

12.   **Strategic Assessment**

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

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

Stephen West
Strategic Lead, Resources
Date: 7 May 2019

Person to Contact: Jackie Allison, Finance Business Partner,
                           Council Offices, Garshake Road, Dumbarton,
                           Telephone (01389) 737322

Email: jackie.allison @west-dunbarton.gov.uk

<table>
<tr><td>**Appendices:**</td><td>Appendix A:</td><td>Breakdown of Community Chest, Cultural & Playscheme Grants 2018/19</td></tr>
<tr><td></td><td>Appendix B:</td><td>Organisations Supported by WDCVS to attract external funding in 2018/19</td></tr>
<tr><td></td><td>Appendix C:</td><td>Breakdown of Social Transport Grants 2018/19</td></tr>
<tr><td></td><td>Appendix D:</td><td>Breakdown of Dumbarton Common Good Grants 2018/19</td></tr>
<tr><td></td><td>Appendix E:</td><td>Provosts Fund Account for the period 1 April 2018 to 31 March 2019</td></tr>
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Background Papers: Grant application summary information
Individual group grant applications
Equality Impact: Screening and Assessment Form

Wards Affected: All wards

Community Chest Grant Scheme 2018/19

Sum allocated by WDCVS Management £46,210

	Purpose	*Award Made*
Double L Centre	Community Facility	£4,500
Clydebank Group Holidays	Holiday provision	£2,510
Age Concern Dumbarton	Running Costs	£4,500
Crosslet Centre	Community Facility	£4,500
Clydebank East Community Council	Christmas Community Event	£1,200
Dumbarton & District Womens Aid	Playscheme	£455
Dumbarton & District Disabled Children's Forum	Caravan Costs	£4,500
Bankie Talk	Running Costs	£3,500
West Dumbarton Ethnic Minority Association	Running Costs	£2,000
Silverton Summerplay	Playscheme	£200
Remembrance Association	Running Costs	£250
Dumbarton Stations Improvement Trust	Running Costs	£1,075
Clydebank Musical Society	Running Costs	£2,000
Dumbarton West Out of School Care	Running Costs	£4,500
West Bridgend Hall	Running Costs	£500
WD Sports Club	Running Costs	£4,500
Food for Thought	Running Costs	£1,500
Music in Hospitals and Care	Running Costs	£500
Clydebank Crime Prevention Panel	Project Costs	£2,000
Old Kilpatrick Community Council	Project Costs	£720
Milton Village Hall	Project Costs	£300
Whitecrook Aircraft Noise Assoc.	Project Costs	£500
		£46,210

Grants By Category

Grants Given By Category	Amount	% of Total
Disability/Care Organisations	£8,000	17%
Community Facilities	£9,800	21%
Older People	£7,000	15%
Playschemes/Childcare	£5,875	13%
Sport	£4,500	10%
Justice/Equalities	£4,250	9%
Leisure/Recreation	£6,785	5%
	£46,210	**100%**

Grants Given By Area

	Amount	% of Total
Dumbarton	£21,230	46%
Clydebank	£16,210	35%
Vale of Leven	£500	1%
Milton/Bowling/OK	£1,020	2%
WD wide	£7,250	16%
	£46,210	**100%**

Grants by Purpose - Spend Type

	Amount	% of Total
Community Facility	£9,000	19%
Community Event	£1,200	3%
Caravan costs	£4,500	10%
Holiday provision	£2,510	5%
Playscheme	£655	1%
Project	£3,520	8%
Running Costs	£24,825	54%
	£46,210	**100%**

Grants by Value of Award

	Amount	% of Total
£500 and above	£45,005	96%
Below £500	£1,205	4%
	£46,210	**100%**

Applications to WDCVS which were Re-routed to Alternative Funding Sources

Applications By Category:	**Amount**
Disability/Care Organisations	£34,115
Community Facilities	£15,440
Older People	£39,280
Playschemes/Childcare	£22,309
Sport	£21,050
Justice/Equalities	£25,350
Leisure/Recreation	£69,200
	£226,744

Social Transport Grant Scheme Awards 2018/19

Group Name	Amount
3D Group	£3,500
Access Panel	£3,000
Phoenix Wrap	£2,500
Clydebank Special NF	£8,000
Get Up and Go Youth Group	£5,750
St Eunans Disabled Club	£5,000
Vale of Leven Arthritis Club	£4,000
Clydebank Stroke Club	£5,000
Dumbarton & District MS	£4,000
Manage Your Pain	£2,400
Phin Club	£7,000
Clyde Shopmobility	£2,000
50+ Walking Group	£1,000
130 Club	£500
Age Concern Vale of Leven/Dalmonach Caravan	£2,700
Arthritis Care Clydebank	£750
Clydebank Seniors Forum	£950
Dalmonach Disabled Club	£4,800
Levenvale Older People	£500
Over 50s/60s	£1,100
Focus	£250
Parkhall Mondays	£2,000
Wednesday Disabled Club	£1,000
Rockvale Rebound	£1,250
St Peters Disabled Ass	£4,200
Alexandria Gardening Club	£2,000
Clydebank Mentally Disabled	£1,400
OHR Seniors Citizens	£600
DDDCF	£2,000
Unity Enterprise	£2,250
Silverthreads	£450
Oakbank	£450
St Eunans Sen Citz Club	£700
BIEN	£1,000
DDWA	£2,000
Age Concern Dumbarton	£500
Alexandria Diabetes Group	£550
v-Befriend	£4,000
WD Ethnic Womens Group	£1,500
Bellsmyre Development Trust	£900
Kinship Carers WD	£2,500

Faifley Art Group	£100
St Joseph's Seniors	£300
Age Concern Vale of Leven	£400
WDEMA	£1,500
WD Community Care Forum	£400
Tuesday-Friday Seniors	£3,500
WD Epilepsy Support Group	£150
Bridge Court	£450
Alzheimer Scotland	£700
Bonhill & Jamestown OPW	£300
	£103,750

Dumbarton Common Good Fund Grants Awarded 2018/19

Group Name		Amount
Alcoholics Anonymous	Rent and Running Costs	£7,523
Alternatives	Rent Costs	£5,000
Bellsmyre Digital Project	Running Costs	£2,500
Bellsmyre Schools Out	Running Costs	£6,000
Dumbarton Senior Citizens	Outings/ Events	£10,000
Rockvale Rebound - Rent	Running Costs	£2,600
Scottish Maritime Museum	Running Costs	£50,000
West Dunbartonshire Citizen's Advice Bureau	Running Costs	£40,000
Doors Open Day		£170
		£123,793

WEST DUNBARTONSHIRE COUNCIL - PROVOST'S FUND   **Appendix E**

Balance B/Fwd at 31 March 2018		**£0.00**
Top up		**£3,000.00**
Interest Received		**£9.98**
TOTAL BUDGET AVAILABLE		**£3,009.98**
Less Donations made during financial year 2018/19		
The Vale of Leven Remembrance Day Association		500.00
Age Concern Dumbarton - Xmas 2018 Appeal		100.00
Whitecrook Municipal Bowling Club - Notification Boards		100.00
12th Clydebank Senior Girlguides		200.00
Centre81 Steering Group		150.00
Clydebank East Community Council		250.00
Dalmuir Barclay Church of Scotland Annual Christmas Tree Festival		100.00
Children's Liver Disease Foundation		100.00
Our Holy Redeemers Primary School PTA		100.00
Clydebank Boys Club 2005's		50.00
Old Kilpatrick Playgroup		250.00
Wee Scottish Art Group		200.00
Clydebank Scout Group		200.00
WASPI		90.00
Total Donations Made		**£2,390.00**
Balance carried forward at 31 March 2018		**£619.98**

WEST DUNBARTONSHIRE COUNCIL

Report by Chief Education Officer

Corporate Services Committee: 22 May 2019

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Subject: Holiday Hunger Fund

1.   Purpose

1.1   The purpose of this report is to:

- Inform members of plans to reduce holiday hunger across West Dunbartonshire Council (WDC)
- Inform members of the governance regarding allocation, spend and impact of projects and funding.

2.   Recommendations

2.1   The Corporate Services Committee is recommended to note:

(a) Authority wide plans by partners to reduce holiday hunger
(b) ways in which the fund will be administered and governed.

3.   Background

3.1   The Council agreed the Holiday Hunger Fund to increase the provision of meals and social activities for school children over holiday periods throughout West Dunbartonshire. The Council committed £100,000 per annum fund (to be reviewed in 2023) to enable existing groups in our communities and new groups to apply for money from this fund to establish new provision in areas where there is unmet need.

3.2   Officers were expected to bring a report to Corporate Services Committee as soon as practicable, recommending how this fund should be administered and spending monitored.

4.   Main Issues

4.1   The strategic needs analysis for West Dunbartonshire conducted by Health and Social Care Partnership (HSCP) has identified that 33% of our children and young people live in poverty with 27.4% of children in receipt of free school meals.

4.2   It is recognised that holiday periods add to the stress of poverty for families and result in less access to food and social activity for them than their peers. Foodbanks report increased demand during holiday periods.

4.3 Previously, across WDC a range of partner agencies were providing a variety of services delivering activities or food in the holiday periods. From January 2019 this has been collated by Educational Services with a view to coordinating approaches across the authority and ensuring a balanced overview and equitable offer to our children, young people and their families.

4.4 For the session 2019-2020, plans are in place to ensure a summer holiday programme which will offer food and activity across the geographical spread of the Authority. (App1)

4.5 Due to the short timeframe between the fund allocation and implementation for summer 2019, Education staff have met and liaised with the range of partners to identify need, timeframes and spend required.

4.6 It is anticipated that for subsequent holiday periods, the fund would be advertised and signposted across the Council in order that all interested parties apply.

4.7 To ensure appropriateness of spend and scrutiny of projects, application forms which are simple and succinct will be required to be submitted and approved by a panel consisting of Council Officers and Finance Managers. (App2)

4.8 All recipients will be required to assist with the reporting and evaluation of the projects by means of an impact statement.

4.9 Officers will report to Corporate Services Committee on reach and impact of projects.

6. People Implications

6.1 There are no people implications as a result of this report, however, these outcome focussed plans aim to improve the life chances of children and young people

7. Financial and Procurement Implications

7.1 All activities related to the implementation of this policy are contained within Service Budgets.

7.2 For session 2019-2020, £66,445 has been earmarked for projects across the authority provided by a range of partners. The remaining budget will enable partners to plan for projects in additional holiday periods over the session. (App 3)

8. Risk Analysis

8.1 If the Council is unable to ensure positive outcomes for children, we will not be meeting their needs (Children and Young People Act 2014) (Equalities Act 2010).

8.2 If the Council is unable to ensure positive outcomes for all children and young people, it could result in reputational damage.

9. Equalities Impact Assessment (EIA)

9.1 This fund and governance enhance the quality of the service provided to all children and young people and therefore can be seen to have a positive impact in terms of the equalities.

10. Environmental Sustainability

10.1 There are no environmental implications with this report.

11 Consultation

11.1 Legal and Finance Services have been consulted in relation to the content of this report.

12. Strategic Assessment

12.1 This report reflects the Council's aspiration to reduce inequalities for the people of West Dunbartonshire.

Laura Mason
Chief Education Officer
May 2019

Person to Contact: Laura Mason – Chief Education Officer
16 Church Street, Dumbarton, G82 1LQ
laura.mason@west-dunbarton.gov.uk
01389 737304

Appendices: Appendix 1 – Programme overview for summer 2019
Appendix 2 – Application and evaluation form
Appendix 3 – Financial allocations for 2019

Background papers:

Wards Affected: All wards

WDC Summer Holiday Programmes 2019

Colour code of lead agency
Educational Services
ASN – Educational services jointly with WDL
Third Sector * days not confrimed
Libraries
Y sort it / Youth Alliance

Week Beg.	1st July 2019					
Venue	Target Group	Lead Agency	Activity	Food Access	Family or Child Focus	Cost to families
St Augustine's Church Dumbarton\n\n3 days a week	Open to all	Food for thought	community Soup / sandwiches	Yes	Families	free
Benview Resource Centre Dumbarton\n\n4 days a week	Open to all	Benview Rise and shine.	Breakfast / packed Lunches	Yes	Families	free

Whitecrook Centre 81	Open to all	Centre 81	Varied summer programme	Yes	Child	Free
St Stephen's Church Clydebank	Open to all	Church	Made with Love project. (meet Play Eat)	Yes Packed lunches provided	Families	free
Jamestown Grounds of 'old' Jamestown Primary Mon - Fri	Open to all	Haldane Youth Services	Varied summer programme including trips, sport activities, family bbq and cooking sessions	Yes	Child and on occasion families	Free
Bonhill community Centre	P1-7 from targeted schools	Education and Active Schools (Claire H)	Multi sports	Yes Packed lunches provided	child	free
Bonhill Lennox Primary	Lennox and St Ronans primary pupils	Education and The Leamy Foundation (Claire H)	Family learning summer programme	Yes Food provided	Family	free
Whitecrook (The Stand)	Whitecrook and OHR Primary pupils	Education and The Leamy Foundation (Claire H)	Family learning summer programme	Yes Food provided	Family	free
Alexandria (VOLA)	Renton and St Martins Pupils	Education and Active Schools (Claire H)	Multi sports	Yes Packed	child	free

				lunches provided		
Week Beg.	**8ᵗʰ July 2019**					
St Augustine's Church Dumbarton 3 days a week	Open to all	Food for thought	community Soup / sandwich	Yes	Families	free
Benview Resource centre Dumbarton 4 days a week	Open to all	Benview Rise and shine.	Rise and Shine Breakfast club	Yes breakfast / packed Lunches	families	free
St Joseph's Church, Faifley	Open to all	St stephens / St Josephs' church	Meet, play , eat	Packed lunches provided	families	Free
St Stephen's Church Clydebank	Open to all	Church	Meet, play, eat	YES Packed lunches provided	Families	Free
Whitecrook Centre 81	Open to all	Centre 81	Varied summer programme	Yes	Child	Free
Jamestown Grounds of 'old'	Open to all	Haldane Youth Services	Varied summer programme	Yes	Child and on occasion families	Free

Jamestown Primary Mon - Fri			including trips, sport activities, family bbq and cooking sessions			
Dumbarton West (St Michaels)	St Michaels and Dalreoch	Education and Active Schools	Multi sports	Yes	child	No
Bonhill Lennox Primary	Lennox and St Ronan's Primary pupils	Education and The Leamy Foundation	Family learning summer programme	Yes	Family	No
Whitecrook (The Stand)	OHR and Whitecrook primary pupils	Education and The Leamy Foundation	Family learning summer programme	Yes	Family	No
Faifley (skypoint)	St Josephs and Edinbarnet	Education and Active Schools	Multi sports	Yes	child	No
Bellsmyre (Bellsmyre Campus) 3 days	Open to all	Education	Multi Arts Camp	Yes	Child	No
Week Beg.	**15th July 2019**					
Dumbarton Academy	Targeted and ASN first and all thereafter	Education	Food, Familes, Futures preparing healthy meals within a budget, trying	Yes	Families	No

			new food, interactive activities between parent & child, awareness raising of services within the area			
St Augustine's Church Dumbarton 3 days a week	Open to all	Food for thought	Community Soup and a sandwich	Yes	Families	Free
Benview Resource centre Dumbarton 4 days a week	Open to all	Benview	Rise and shine.	Yes breakfast / Lunches	families	Free
St Joseph's Church, Faifley	Open to all	St stephens / St Josephs' church	Meet, play , eat	Packed lunches provided	families	Free
St Stephen's Church Clydebank	Open to all	Church (Lunches)	Meet, play, eat	Yes Packed lunches	Families	Free
Whitecrook Centre 81	Open to all	Centre 81	Varied summer programme	Yes	Child	Free
Jamestown Grounds of 'old' Jamestown	Open to all	Haldane Youth Services	Varied summer programme including trips,	Yes	Child and on occasion families	Free

Primary Mon - Fri			sport activities, family bbq and cooking sessions			
Balloch (Balloch Campus)	Balloch campus Pupils	Education and Active Schools	Multi sports	Yes	child	free
Bonhill Lennox Primary	Lennox and St Ronan's primary pupils	Education and The Leamy Foundation (Claire H)	Family learning summer programme	Yes	Family	Free
Whitecrook (The Stand)	OHR and Whitecrook primary pupils	Education and The Leamy Foundation	Family learning summer programme	Yes	Family	No

Week Beg.	22nd July 2019					
Venue	Target Group	Lead Agency	Activity	Food Access	Family or Child Focus	Cost
SPTA Clydebank	ASN	WDL/ Education (JOINT)	Multi sports	Yes Packed Lunches	Child	Free
Clydebank High Clydebank	Targeted and ASN first and all thereafter	Education	Food, families futures preparing healthy meals within a budget, trying new food,	Yes	Families	Free

			interactive activities between parent & child, awareness raising of services within the area			
St Augustine's Dumbarton

3 days a week | Open to all | Food for thought | community Soup and sandwich | Yes | Families | Free |
| Benview Resource centre Dumbarton

4 days a weeks | Open to all | Benview | Rise and shine. | YES

breakfast / packed Lunches | families | Free |
| St Joseph's Church, Faifley | Open to all | St stephens / St Josephs' church | Meet, play , eat | Packed lunches provided | families | Free |
| St Stephens Church Clydebank | Open to all | Church | Meet, play, eat | Yes Packed lunches | Families | St Stephen's Church |
| Whitecrook

Centre 81 | Open to all | Centre 81 | Varied summer programme | Yes | Child | Free |
| Jamestown

Grounds of 'old' Jamestown | Open to all | Haldane Youth Services | Varied summer programme including trips, sport activities, family bbq and | Yes | Child and on occasion families | Free |

Primary Mon - Fri			cooking sessions			
Bonhill Lennox Primary	Lennox and St Ronan's primary pupils	Education and The Leamy Foundation	Family learning summer programme	Yes	Family	No
Whitecrook OHR (The Stand)	OHR and St Michaels primary pupils	Education and the Leamy Foundation	Family Learning summer programme	Yes	Family	No
Dumbarton West (St Michaels)	St Michaels and Dalreoch Pupils	Education and Active Schools	Multi sports	Yes	child	free
Clydebank Central (The Hub)	Kilbowie, Linvale and St Eunans Pupils	Education and Active Schools	Multi sports	Yes	child	free
Week Beg.	**29th July 2019**					
Benview Resource centre Dumbarton	Open to all	Benview	Rise and Shine	YES breakfast / packed Lunches	Families	Free

St Joseph's Church, Faifley	Open to all	St stephens / St Josephs' church	Meet, play , eat	Packed lunches provided	Families	Free
St Stephen's Church Clydebank	Open to all	Church	Meet, play, eat	YES Packed lunches	families	Free
Whitecrook Centre 81	Open to all	Centre 81	Varied summer programme / activities	Yes	families	Free
Jamestown Grounds of 'old' Jamestown Primary Mon - Fri	Open to all	Haldane Youth Services	Varied summer programme including trips, sport activities, family bbq and cooking sessions	Yes	Families	St Stephen's church
Bonhill Lennox Primary	Lennox and St Ronan's primary pupils	Education and The Leamy Foundation	Family learning summer programme	Yes	Family	No
Whitecrook OHR (The Stand)	OHR and St Michaels primary pupils	Education and the Leamy Foundation	Family Learning summer programme	Yes	Family	No
Vale of Leven Academy	Targeted and ASN first and all thereafter	Education	Food, families futures preparing healthy meals within a budget, trying new food,	Yes	Families	Free

			interactive activities between parent & child, awareness raising of services within the area			
Clydebank (CHS)	Open to all	Education	Multi Arts Camp	Yes	Child	yes

Week Beg.	5th August2019					
Venue	Target Group	Lead Agency	Activity	Food Access	Family or Child Focus	Cost
Dumbarton Academy	ASN	WDL/ Education (JOINT)	(multi Sports)	Yes Packed lunches	Child	free
Vale of Leven Academy	Targeted and ASN first and all thereafter	Education	Food, Families , Future preparing healthy meals within a budget, trying new food, interactive activities between parent & child, awareness raising of services within the area	Yes	Families	free

St Augustine's Church Dumbarton	Open to all	Food for thought	community Soup and sandwich	Yes	Families	Free
Benview Resource centre Dumbarton	Open to all	Benview Rise and shine.	(breakfast / packed Lunches)	Yes	families	free
St Joseph's Church, Faifley	Targeted (kids already attending youth club)	Benview	(Youth Group)	tbc	child	free
St Stephen's Church Clydebank	Open to all	Church	Meet, play, eat	YES Packed lunches	Families	free
Whitecrook Centre 81	Open to all	Centre 81	Varied summer programme	Yes	Child	Free
Jamestown Grounds of 'old' Jamestown Primary Mon - Fri	Open to all	Haldane Youth Services	Varied summer programme including trips, sport activities, family bbq and cooking sessions	Yes	Child and on occasion families	Free
Bonhill Lennox Primary	Lennox and St Ronan's primary pupils	Education and The Leamy Foundation	Family learning summer programme	Yes	Family	No
Whitecrook OHR (The Stand)	OHR and St Michaels primary pupils	Education and the Leamy Foundation	Family Learning summer programme	Yes	Family	No

Alexandria (VOLA	St Martins and Renton Pupils	Education and Active Schools	Multi sports	Yes	child	No
Bonhill (Bonhill CE Centre)	St Ronans and Lennox pupils	Education and Active Schools	Multi sports	Yes	child	No

Summer Programmes Led by Primary Schools

Venue	Target Group	Lead Agency	Activity	Food Access	Family or Child Focus	Cost
Mountblow (Kilpatrick School)	Kilpatrick pupils	School independence Join the Dots Active Schools (TBC) Sports Dev.	One week to dovetail with the Local Authority ASN summer activities offer	Yes	Child (families)	No
Renton (Renton Primary School)		Tullochan	One week Tullochan Summer Club	yes	child	No
Faifley (St Josephs Primary)	ASN families	School (st Josephs)	ASN family project /activities	Yes	Families	Free

Renton Renton Primary School	ASN Families	School (Renton)	ASN Family activities / project	Yes	Families	Free

Libraries

Run activities and events throughout the summer holiday period in our eight branches, and are always happy to work together with local groups to enhance the opportunities available to our young people.
Summer Activities Programme not finalised, will forward it once complete.   Also promote the Summer Reading Challenge through our activities, which is this year based around the theme 'Space Chase' much of the programme is focused around promoting reading for pleasure.

Y-SORT IT / YOUTH ALLIANCE – 10-24 Year Old Provision

The holiday programme will see an activity for each day Monday-Friday over the six week summer holiday. This will include;

Monday- Parklife sessions/street games (outdoor play in local parks across the authority, prioritising high SIMD areas.

Tuesday - Trips and Visits (e.g. Flipout, BBQ & Sports day Mugdock park, Loch Ard water park etc).

Wednesday - Clydebank Community centre day,

Thursday - Dumbarton/Alexandria Community centre day,

Friday - Diversionary focused activity. The community centre days will provided young people with the opportunity to participate in activities such as; Multisports, Bubble Football, Circus Skills, Dancing, open mic sessions, Problem solving, Hungry Human hippos, interactive zones, Martial arts, gaming, arts and crafts, music workshops, outdoor cooking, tent building, Photography skills, Gael music and much more.

Child poverty interventions will include, lunch on each day, access to sanitary products and travel support.

Targeted Group

10-24 year olds from deprived S.I.M.D areas

- Dumbarton West
- Alexandria
- Linnvale and Drumry
- Parkhall
- North Kilbowie and Central
- Dalmuir and Mountblow
- Faifley

Holiday Hunger Fund
Application Form

The Holiday Hunger Fund is available to support a range of partners to work with WDC in eradicating Holiday Hunger. We aim to provide access to meals for all children during the holiday periods; preferably within the context of activity and family engagement.

In applying for this funding, we require you to identify who you will target, that you will be inclusive to all children and young people, that you will ensure robust safeguarding and financial scrutiny and report upon the impact of your project.

A panel of Council Officers will review application forms with a view to ensuring access across the authority and whole holiday period. If the panel are satisfied applications meet the criteria, then the funding will be allocated by the panel with a view of making a fair spread offering best value.

Section 1: Project Information

Organisation Name:	
Project Title:	
Project Description:	
Person Responsible and contact details:	

What do you want to do with the funding?	
Who will you help and how will they know about you?	
What days and dates will your project run?	
What area of West Dunbartonshire will you support?	

How will you ensure safeguarding requirements will be met? Can you guarantee any adult working with children will be PVG checked? What processes are in place?	
Will financial monitoring and management be upheld? Please provide details. Will you maintain financial records and evidence of your spend? Please provide details	
Has a bank account been identified? Please provide details	
Is project part funded and by whom? Please provide details?	
Is financial support required?	
Do you agree to evaluating the impact of the project with participants?	

Evaluation of project

How many days did your project run? Please detail	
How many meals did you provide?	
How many children and adults did you support over the period of your project?	
What went well?	**What could be better?**

What was your total expenditure?	

WEST DUNBARTONSHIRE COUNCIL

Report by Strategic Lead – People and Technology

Corporate Services Committee: 22nd May 2019

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Subject: **Bi-annual Workforce Monitoring Report (1st October 2018 – 31st March 2019)**

1.   Purpose

1.1   The purpose of this report is to provide workforce monitoring information relating to October 2018 – March 2019.

2.   Recommendations

2.1   The Committee is asked to note the content of this report.

3.   Background

3.1   This report provides information concerning the workforce demographic allowing for the monitoring of trends and consideration of workforce impacts. Additionally, the report includes analysis 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?"

4.   Main Issues

4.1   Table 1 details headcount data for the Council per Strategic Lead Area and including apprentices, casual workers, fixed term and permanent employees. When compared with the previous six month reporting period, the total headcount for the Council has increased by 96 individuals. The increase in headcount includes 4 apprenticeships, 140 fixed term employees and a decrease of 48 permanent employees

4.2   When compared to the same period last year the headcount change mirrors the above with a decrease by 46 permanent contracts and a significant increase in fixed term contracts by 163.

4.3   Both annual and bi annual comparisons above reflects areas of growth in Community Health and Care, Educational Learning and Attainment and Housing and Employability

4.4   Table 1 also displays the number of people recorded on the supply list which fluctuates over the year with most supply workers available in September than March, reflecting the term time nature of many of these posts in Education

Table 1 – Headcount Data (as at 31st March 2019)

Department	Service	Apprentice	Fixed Term	Permanent	Grand Total		Casual
Strategic Management	Strategic Management	0	0	14	14		0
HSCP	Child Health Care & C J	0	20	241	261		32
	Community Health & Care	2	42	920	964		43
	Finance & Resources	0	1	4	5		0
	Mental Health Addic & LD	2	14	165	181		0
	Strategy, Planning & HI	0	1	23	24		0
HSCP Total		4	78	1353	1435		75
Regen Environ & Growth	Environment & Neighbourh	21	70	829	920		13
	Housing & Employability	3	39	240	282		9
	Regeneration	27	119	291	437		0
Regen Environ & Growth Total		51	228	1360	1639		22
Transform & Pub Sec Refo	Comms Culture & Communit	2	9	142	153		14
	Educ Learning & Attain	11	113	793	917		170
	People & Technology	2	3	95	100		0
	Regulatory	1	7	90	98		2
	Resources	3	13	287	303		0
Transformation & Public Service Reform (Excl. Teachers)		19	145	1407	1571		186
Local Government Employees Total		**74**	**451**	**4134**	**4659**		**283**
Transformation & Public Service Reform (Teachers)		0	128	947	1075		227
Council Wide Total		**74**	**579**	**5081**	**5734**		**510**

Head Count data for comparison purposes

Council Wide Total		**Sep-18**	**70**	**439**	**5129**	**5638**	**557**
Council Wide Total		**Mar-18**	**71**	**416**	**5127**	**5614**	**490**

4.5 Monitoring the number of casual workers (including supply) is undertaken on a bi-annual basis and reported to the Performance and Monitoring Review Group. This ensures that the use of casual workers is in line with good practice while continuing to support the needs of organisational delivery.

<u>Early Retirements and Voluntary Severance</u>

4.6 During the last 6 months, 2 employees were granted early retirement on the grounds of efficiency of the service, redundancy as shown in Table 2. In line with data protection requirements (due to the limited numbers in individual directorates), the table shows the data consolidated as a council wide figure.

Table 2 – Voluntary Early Retirement/Severance (1st April 2018 – 30th September 2018)

Council wide	**No. of EE's**	***One-Off Costs**	**Annual Costs (Recurring)**	**Net Annual Savings (Recurring)**
TOTALS**	2	£52,864.69	£746.96	£45,822

Net savings take account of annual costs.
 * One-off costs include provisional capitalisation (strain on the fund) costs.

4.7 In respect of the 2 employees released, both were granted early retirement on efficiency or redundancy grounds. The number of employees released has significantly reduced over the period. This is due to the completion of a number of restructures.

Table 3– Comparison to Previous periods

	Number of Employees			
Council Wide	1 April 2017 – 30 September 17	1 October 2017 – 31 March 2018	1 April 2018 – 30 September 2018	1 October 2018 – 31 March 2019
TOTALS	**12**	**10**	**12**	**3**

*In accordance with data protection regulations directorates with 2 or fewer employees will be merged.

4.8 On 1st June 2018, changes were made within the Local Government Pension Scheme (LGPS), one of which allows scheme members to retire from age 55 without employer consent. The terms of this provision allow members to access their pension benefits with an actuarial reduction applied (to compensate the fund for the member taking the benefits early). There are no costs incurred by the council. In the reporting period, a total of 6 employees between the age of 55 and 60 retired under this option.

Early Retirements - Ill-health

4.9 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.

4.10 The LGPS and STPS 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. Under LGPS Regulations Tier 1 relates to members with no reasonable prospect of obtaining gainful employment before normal pension age. Tier 2 relates to members with a reasonable prospect of obtaining gainful employment before the age of 65. Under STPS Regulations the two tiers are Total Incapacity Benefits (TIB) which relates to members who are unable to teach and whose ability to carry out any work is impaired by more than 90% and is likely permanently to be so. Partial Incapacity Benefits (PIB) relates to members who are permanently unable to teach but be capable of undertaking other types of employment.

4.11 Table 4 below shows the number of employees who retired early on the grounds of ill health. For the period October 2018 – March 2019 eight ill health retirements were approved at Tier 1 (TIB) and two at Tier 2 (PIB). The total number of ill health retirements for the previous three reporting periods is also included for comparison purposes. Employees have the right to appeal

consideration for ill-health retirement if they are not satisfied with the decision and there are currently 4 appeals in progress.

Table 4 – Ill Health Retirements (1 April 2018 – 30th September 2018)

Strategic Directorate	1 April 2017 – 30 September 2017	1 October 2017 – 31 March 2018	1 April 2018 – 30 September 2018	1 October 2018 – 31 March 2019
HSCP	5	7	7	5
Regeneration, Environment & Growth	4	2	1	2
Transformation & Public Sector Reform (Incl. Teachers)	0	2	4	3
TOTAL	9	11	12	10

Flexible Retirement

4.12 Flexible retirement is available to members of the Local Government Pension Scheme, this does not include teachers. The approval of those employees granted flexible retirement is monitored by the Strategic Lead - People & Technology and the Strategic Lead - Resources. During the 6 month period, a total of 2 applications were received with 18 applications ongoing from the previous period. Of these 20, 17 have been approved and accepted and 3 are currently being processed. Every effort is being made to support flexible retirement requests where possible and services regularly revisit applications with a view to release and there have been no rejections in this period.

4.13 A total of 20 requests were approved for release, with no cost to the Council. Table 5 below shows the number of flexible retirements release in the period, split by directorate for this year and last year for comparison purposes.

Table 5 – Flexible Retirements

Strategic Directorate	1 April 2017 – 30 September 17	1 October 2017 – 31 March 2018	1 April 2018 – 30 September 2018	1 October 2018 – 31 March 2019
Regeneration, Environment & Growth	9	6	10	**8**
HSCP & Transformation & Public Service Reform (Excl. Teachers)*	8	6	10	**12**
TOTALS	17	12	20	20

* In accordance with data protection regulations directorates with 2 or fewer employees will be merged.

Redeployment

4.14 Redeployment is monitored and delivered centrally by Strategic HR. Employees are added to the SWITCH register for a number of different reasons: through organisational change they may be displaced or placed in lower graded posts; due to ill-health they may become unable to continue in

their substantive post; through Job Evaluation where a post is evaluated lower than the current grade; or where an employee is coming to the end of a fixed term contract and has more than 2 years' service. To support employees to return to their previous rate of pay all employees who have been matched but remain on pay protection are also retained on the register.

4.15 The tables below details the number of employees who were on the redeployment register at the start of the reporting period (01/10/18), the number who joined the register during the reporting period and the number who remain on the register at the end of the reporting period (31/03/2019).

Table 6

Reason	Number of employees on the register at the end of the period 01/10/2018	Number of employees added during the period	Number of employees on the register at 31/03/2019
Ill Health Capability	0	1	1
Organisational change	11	1	10
Incapability (another process)	0	1	1
TOTALS	**11**	**3**	**12**

Pay protection	**11**	**1**	**9**

* pay protection is shown separately as this may be related to job evaluation or organisational change

4.16 As detailed in Table 6, there were 11 employees on the redeployment register at the beginning of the reporting period, an additional 3 employees joined during the period. 2 employees were removed from the register having exhausted their pay protection period and this resulted in 12 employees on the register at the end of the period.

4.17 Of the 12 individuals on the SWITCH register, all have alternative roles within the council, 6 of which are temporary positions of a higher grade than the employee's current substantive post. 9 employee's currently have an element of pay protection and in line with the SWITCH process, for the duration of pay protection all efforts will be made to support employees to return to their previous grade at the earliest opportunity.

5. People Implications

5.1 There are no direct people implications for employees arising from the information presented in this report. However, it is important that the matters covered in this report are effectively monitored in line with employment legislation, the discretions policy and best practice.

6. Financial and Procurement Implications

6.1 There are no procurement implications with this report. All costs associated with early retirement or voluntary severance will be met from existing resources. Those released are done so on the basis of robust cost benefit analysis.

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 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.

9. Consultation

9.1 Consultation has taken place in line with agreed policies and procedures .

10. Strategic Assessment

10.1 Undertaking workforce 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.

Victoria Rogers
Strategic Lead – People and Technology
Date: 17th April 2019

Person to Contact:	Geraldine Lyden, 16 Church Street Dumbarton, Tel: 01389 737312 Email: geraldine.lyden@west-dunbarton.gov.uk
Appendices:	None
Background Papers:	None
Wards Affected:	None

WEST DUNBARTONSHIRE COUNCIL

Report by Strategic Lead – People & Technology

Corporate Services Committee: 22nd May 2019
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Subject: Council Workforce Plan 2017-2022: Annual Action Plan 2019/20

1.   Purpose

1.1   The purpose of this report is to advise the Committee on the Council's workforce planning activity for 2019/20.

2.   Recommendations

2.1   The Committee is asked to:

- Note progress during 2018/19 in delivering against the Council Workforce Plan;
- Note the workforce profile as at 1st April 2019 and the key changes;
- Note the planned actions for 2019/2020; and
- Note that the Delivery Plans for each service will include workforce annual action plans.

3.   Background

3.1   The Council Workforce Plan 2017-2022 was approved by this Committee on 29th November 2017, having been developed in line with the Council's revised Strategic Planning Framework.

3.2   The Council Workforce Plan is subject to ongoing monitoring and evaluation to ensure that it is effective in delivering required outcomes and that it is responsive to any changes in circumstances which subsequently arise.

3.3   The initial progress update was provided to committee in February 2018 and further reports will be submitted to Corporate Services Committee on an annual basis, outlining progress to date and actions for the year ahead. The progress update is attached as appendix 1 and the action plan for 2019/20 is attached at appendix 3.

3.4   Workforce annual actions plans, for each Strategic Area will be submitted to the relevant Committee from May each year, as part of the Delivery Planning process.

3.5   Whilst separate planning processes exist in relation to West Dunbartonshire Health & Social Care Partnership (HSCP), appropriate alignment is in place with the Council-wide Workforce Plan and resulting action plans insofar as they relate specifically to Council employees working within HSCP.

4. **Main Issues**

4.1 The attached annual action plans highlight each of the issues to be addressed over the 5 year period of the Council Workforce Plan, as follows:

- Addressing the gap between current workforce supply and predicted future demand;
- Ensuring clear, effective and stable organisational design;
- Addressing the gap between current and required workforce and leadership and management competencies, both technical and behavioural;
- Ensuring a healthy, engaged workforce;
- Addressing workforce diversity objectives; and
- Improving use of technology and new ways of working.

4.2 This report contains 3 sections and associated appendices;
- The progress and achievements made over the last year since last reported to Committee in February 2018 (Appendix 1)
- The current workforce profile, examining any changes over the last year (Appendix 2)
- A high level action plan for 2019/20 (Appendix 3)

4.3 **Progress over the last year**

4.3.1 When reviewing all service level action plans it is evident that there is significant activity over the last year. In response to the BVAR we are reporting 100% completion against the workforce planning actions.

4.3.2 Services are reviewing relevant data and the changing environment to predict future demand and explore opportunities to deliver services differently and more effectively. Where relevant, services are considering the opportunities and benefits of commercialisation, cross service working and shared services as appropriate. Full details are contained in individual service plans.

4.3.2 A focus on process improvement is also evident across services, adopting a continuous improvement approach, with lean six sigma training supporting this organisational priority. There are currently 25 qualified yellow belts, trained in lean six sigma, agile working, service redesign and commercialisation. There individuals will be leading and supporting improvement projects across the organisation.

4.3.3 With a culture of continuous improvement, the council is embracing the requirement for digital literacy with a council-wide survey to assess the digital temperature of the organisation to inform training and development programmes. A recent digital maturity assessment reported that "It is clear that West Dunbartonshire has created a culture where staff are empowered to embrace new ways of working in modern surroundings. This environment

which is actively embraced by the full senior leadership team is ideal for the required transformation of services" - (Digital Maturity Assessment Feb 2019).

4.3.4 Employee surveys, self-evaluation and quality improvement exercises have also provided beneficial insight into areas for enhancement and have informed associated action plans. Services are linking together in a more cohesive fashion, promoting a one council approach in projects such as IHMS, Early Years Expansion, the 'no home for Domestic Abuse' project and Employee Wellbeing.

4.3.5 In recent years the council has placed great emphasis in supporting the development of the workforce, embedding 'be the best' conversations, skills exchange and training plans and building resilience and career planning into service and team plans. Following the last Employee Survey, meetings took place with all service managers to review their outcomes, in particular their results around Be the Best Conversations. All were offered further support for their teams in the form of online information, face to face sessions//briefings for staff and/or any other support they felt would be beneficial. As a result of the above, over 18/19 there was an increased number of requests for. onsite Be the Best Conversations 30OD minute sessions

4.3.6 In addition to these meetings, a pulse survey was undertaken to further assess the occurrence of Be the Best Conversations with the results showing an increase of 8% from the employee survey to 68%. Almost 7 in 10 people who responded confirmed they were benefiting from be the best conversations. Whilst this is encouraging, the focus groups have established some confusion over the language and are not recognising regular chats or, supervision meetings as part of the 'Be the Best' framework. There are plans for the coming year to provide clarity around this and as a result of this the figures should increase.

4.3.7 To support those who wish to develop into leadership roles, services are asked to facilitate peer support groups, and the inspiring leaders programme continues across the organisation with 43 delegates completing this programme in 2018/19. This is supporting succession planning discussions and the development of leadership competencies. Promoting the coaching ethos of the council, the coaching and mentoring programme has now delivered the second cohort of coaches, which has provided a further 11 coaches in 2018/19 bringing the total across the council to 17. There is also a cross organisational mentoring pilot programme which further widens the skills, experience and benefits for both coaches and those being coached.

4.3.8 The work associated with workforce diversity objectives has been informed by equalities data and audits. There have been positive developments in this area with the promotion of flexible working supports and our disability confident commitment. Recruitment processes are continually being refined to implement positive action and support the reduction in occupational segregation e.g. There is a focus in Early Years and care encouraging men

into these professions and Employability continue to promote and support female apprenticeships in craft trades. As is known, our current workforce profile shows an under-representation of BME and disabled employees. Work to understand recruitment data and what improvements can be made is an ongoing activity across the council. Through this work we aim to ensure that barriers to employment for minority groups are reduced or removed, to support our commitment to creating a diverse workforce.

4.3.9 The council encourages a healthy and engaged workforce and this year have focused on mental wellbeing and resilience, piloting the innovative Headtorch programme. This programme takes a proactive approach to mental health at work leading to culture change, creating an environment that encourages creating positive mental health at work and breaking down the barriers and stigmas associated with mental health. We have also been promoting the mental health support service available through access to work and this will continue in the coming year.

4.3.10 A review of the employee wellbeing strategy and the associated working group was undertaken and the feedback has informed a relaunch. The forthcoming year will see a more streamlined working group concentrating on themed areas with a cohesive approach to actions. It is anticipated that these changes will provide a renewed focus and will improve the impact of the wellbeing strategy. The framework also assists in improved communications to ensure that managers and employees are aware of the supports available and how to access and promote these.

4.3.11 Full details of the progress made against actions are contained in appendix 1.

4.4 **The current workforce profile, examining any changes over the last year**

4.4.1 The current workforce profile is attached in Appendix 2, with comparisons made against all data comparing previous year and commenting on trends. The main observations are detailed below:

4.4.2 When compared to 2017/18 data there was a reduction of in the number of permanent headcount across the council in 2018/19 however there was also a corresponding increase in the permanent FTE. This would suggest that permanent employees are securing more hours within their contracts and reflects the work carried out by services redesigning contracts to better meet the needs of services, joining posts or increasing hours where possible.

4.4.3 In contrast fixed term employment has continued to grow with an additional 89 fixed term headcount reflecting large scale temporary funding steams such as PEF and the Scottish attainment challenge. Services are also responding to reducing budgets and ensuring a more flexible approach when responding to resource needs. Fixed term contracts can provide this flexibility, responding to changing demands.

4.4.4 While the overall Head count has increased by 1% the overall FTE has increased by 5% which further demonstrates that not only is the council employing more people but these people are working more contracted hours than in previous years. This is evident across both full time and part time working arrangements.

4.4.5 The overall gender profile remains largely unchanged with an overall gender split of 28.5% male and 71.5% female.

4.4.6 There is a higher percentage of employees working past 65 with an increase of 1% over the last 2 years.

4.4.7 There has been a reduction in the council's turnover figures compared to previous years. Since 2016 this has been between 8.6% and 8.7% and this year it 8.0% with a reduction in leavers numbers

4.5   High level action plan for 2019/20

4.5.1 Building on the achievements made in the last year, 2019/20 will see attention focused on embedding initiatives, such as Lean six sigma, coaching and mentoring and leadership development. Services will continue to promote and engage in cross organisational working, and explore the opportunities that this provides, including the potential for retraining of employees into other areas. To future proof the plans for service delivery, succession planning with continue and talent management will be key in further supporting this.

4.5.2 Building on the data gathered from the employee survey and various feedback surveys, we continue to gather evidence and work on the development of the organisational culture and environment. A recent digital maturity assessment provided positive feedback from employees concerning the direction of the organisation and the culture it is developing. We are also currently developing an improved exit interview process to allow data to be gathered from those leaving the organisation and this will also inform future actions.

4.5.3 Through 19/20, focus groups will follow up on the 'Be the Best' pulse survey and work will continue with further targeted support/briefings to raise awareness and increase the practice of Be the Best Conversations. It is hoped the results of this work should reflect in the next employee survey.

4.5.4 In 2018/19 work was undertaken to attract candidates to the council promoting local government working and more specifically WDC as an employer of choice. This will continue into 2019/20 to incorporate a full on-boarding review, analysing all aspects of recruitment from attracting candidates to integrating a new employee into the organisation and its culture. Part of this project will also involve influencing how WDC is viewed and rated as an employer, which will include the monitoring of feedback from exit interviews and also external websites such as Glassdoor. Any trends will be identified and inform future action.

4.5.5 A significant area of development will be the digitalisation programme for the organisation, managed through the Digital Transformation Board. This will involve and benefit all service areas and will build on last year's work to understand the workplace skills in digital literacy.

4.5.6 Following the re-launch of the Employee Wellbeing Strategy and formation of the wellbeing Group, the agreed actions will now be implemented and embedded focusing on priority areas. There will be regular progress reports to Change Board, monitoring the impact of the resulting action.

4.5.7 With regard to Brexit, individual service plans contain the specific service implications and risk assessments relating to funding, supplies etc. Whilst our EU employee numbers are low the council is monitoring this and can respond accordingly.

4.5.8 Full details of the 2019/20 action plan is attached as Appendix 3.

5. People Implications

5.1 Integration of workforce planning within wider organisational planning processes ensures that workforce issues are effectively identified and addressed. This supports the Council's commitment to its employees in relation to all aspects of their employment, ensuring that employees' needs are met and that efficient and modern services are effectively delivered both now and in the future.

6. Financial and Procurement Implications

6.1 There are no financial or procurement implications associated with this report.

7. Risk Analysis

7.1 A robust approach to workforce planning ensures that the Council identifies current and future needs. This allows strategies and policies to be developed that ensure the continued delivery of best value services. Embedding workforce planning within the planning process and incorporating best employment practice ensures that key issues affecting the workforce are identified at the earliest stage.

8. Equalities Impact Assessment (EIA)

8.1 A full EIA is not required in relation to the Council Workforce Plan as individual assessments will be undertaken in relation to each area of work referred to in the Plan as it is progressed.

9. Consultation

9.1 The Strategic Leadership Group have been involved in the development of the Plan through Delivery Planning.

10. Strategic Assessment

10.1 This report directly supports the Council's Strategic Priorities.

Victoria Rogers
Strategic Lead for People & Technology
Date: 30th April 2019

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Appendices:	Appendix 1 – Council Workforce Plan Progress update Appendix 2 – Workforce Profile April 2019 Appendix 3 – Workforce Plan Action Plan – 2019/20
Background Papers:	Council Workforce Plan 2017-2022 Strategic Lead Area Workforce Plans 2017-2022 Strategic Workforce Planning Framework
Wards Affected:	None

Appendix 1 – Progress against Action in 18/19

The table below shows the progress made against actions since the last report to Committee in February 2018

1. Addressing the gap between current workforce supply and predicted future demand				
Strategy	• Planned service reviews within and across Strategic Lead Areas • Explore opportunities to realise savings through voluntary turnover and review of management spans of control • Explore further opportunities to offer early retirement and/or voluntary severance in a targeted way • Maximise use of SWITCH Policy • Reflect on role design and internal career pathways • Improve availability of required talent within the local labour market • Promote the work that we do to more effectively compete in labour market • Embed a process of succession planning • Explore opportunities to share workforce resources across organisations			
Expected Outcome	Gap is addressed, whilst: • Protecting critical roles (and addressing any associated recruitment and retention risks) • Ensuring statutory requirements and strategic priorities are met • Avoiding or minimising risk of compulsory redundancy			
Actions	**Person(s) Responsible**	**Resources Needed[1]**	**Complete By**	**Measurement or outcome**
The majority of actions in relation to this area are being progressed at a Strategic Lead Area level in line with local Workforce Plans (and reported annually to their respective Committee)				
Completion of the organisation-wide CAS project	P Hessett	Workforce	31st March 2018	Achievement of savings. Streamlined, more

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[1] Actions have been or will be delivered within current resources unless otherwise specified

				efficient processes.
Workforce Management System developments to improve monitoring of SWITCH process effectiveness	S Kinloch	Workforce	31st March 2018	There is an improved availability of data for managers.
Proactive identification of SWITCH redeployees for areas of workforce growth (e.g. Early Years), ensuring that funded training can be provided where possible	HR Business Partners	Workforce	31st March 2018	10 people successfully redeployed over this last year.
Career pathways and development opportunities have been reviewed and approach simplified and cascaded to staff	A McBride	Workforce	31st March 2018	Evaluation & Uptake
Introduce succession planning	A McBride	Workforce	31st March 2018	Evaluation
Upskilling local community to gain qualifications.	S Brooks	Workforce	31st March 2018 and ongoing	824 local people gaining an accredited qualification
Improved employability skills for local community	S Brooks	Workforce /Funding (Council and external)[2]	31st March 2018 and ongoing	1180 – local people entering education or training. 53 local people accessing W4U SDS MA program 459 local people entering employment through W4U
Modern Apprenticeships/Employability Fund Delivery	S Brooks	Workforce /Funding (external)[3]	31st March 2018 and ongoing	89 local people being supported through MA program and 63 private apprenticeships 43 employability fund opportunities

[2] Ongoing support beyond 2017/18 will be reliant upon confirmation of Council and external funding
[3] Ongoing support beyond 2017/18 will be reliant upon confirmation of external funding

				Of the 34 MA's that completed in 2018/19 all were placed in employment locally and 25 of these were employed by WDC
Increase presence of Council LinkedIn profile to support recruitment activity	A Graham	Workforce	31st March 2018	Reviewed all of our social media platforms with a view to increasing awareness of WDC and increasing our audience. updated the Linkedin profile, changing the imagery and biography information, and also began introducing related news content to the page which had a business focus
Review general recruitment marketing content to further promote working within local government and specifically within West Dunbartonshire	A McBride	Workforce	31st March 2019	Complete. Promoting WDC through individual campaigns and career fairs and improving recruitment ads.
Monitor employee ratings of the Council as an employer via external websites and respond to any themes arising	A McBride	Workforce	31st March 2019	Periodic reviews external websites and themes mirror the staff survey. To respond to themes have improved the exit interview process carry over to 2019
Further embed succession planning across wider range of	A McBride	Workforce	31st March	Identified single points of

'business critical roles'			2019	failure and needs for management and leadership framework

2. Ensuring clear, effective and stable organisational design				
Strategy	Planned service reviews within and across Strategic Lead Areas			
Expected Outcome	A systems-based approach is adopted to organisational design, ensuring that services satisfy the needs of our citizens			
Actions	**Person(s) Responsible**	**Resources Needed**	**Complete By**	**Measurement of outcome**
The majority of actions in relation to this area will be progressed at a Strategic Lead Area level in line with local Workforce Plans (and reported annually to their respective Committee, with service reviews continuing to be progressed in 2018/19 which ensure delivery of best outcomes for service users.				
Introduce 'systems thinking' methodology	A McBride	Workforce	31st March 2019	Evaluation
Identify opportunities to introduce 'whole system' service review exercises	Strategic Leads	Workforce	31st March 2020	Contained within relevant service KPIs

3. Addressing the gap between current and required workforce competencies, both technical and behavioural (as described within the Council Workforce Plan	
Strategy	• Develop and implement workforce and organisational development solutions • Ensure that regular, effective 'Be the Best' conversations become the norm and they form part of our wider people management framework.
Expected Outcome	Gap is addressed, whilst: • Ensuring value for money and maximum return on investment • Minimising requirement to recruit for new capabilities (and thereby avoiding or minimising risk of compulsory redundancy)

	• Ensuring strategic priorities are met as a result of application of those new capabilities			
Actions	**Person(s) Responsible**	**Resources Needed**	**Complete By**	**Measurement of outcome**
Development of additional capabilities specific to individual service areas will be progressed at a Strategic Lead Area level in line with local Workforce Plans (and reported annually to their respective Committee)				
Embed Coaching & Mentoring Programme	A McBride	Workforce	31st March 2019	2nd cohort of coaches through the qualification. Part of a pilot for cross organisational mentoring – 6 mentor / mentees
Implement WDC Approach to Change, Project Management and Lean/Six Sigma Process Improvement	A McBride	Workforce	31st March 2019	25 through Lean six sigma training.
Build Peer Support Networks	A McBride	Workforce	31st March 2019	Post ILP program we have supported self facilitated peer support groups
Develop workplace skills in digital literacy	A McBride	Workforce	31st March 2019	Focus this year has been on IHMS and ensuring full staff group are able to cope with the digital technology.
Embed Be The Best Conversations	A McBride	Workforce	31st March 2019	Have carried out focus groups and pulse survey 60% of those responded said they were benefiting for be the best conversations.

4. Addressing the gap between current and required leadership and management competencies, both technical and

behavioural (as described within the Council Workforce Plan)				
Strategy	• Review of leadership competencies • Embed leadership competencies within recruitment process and 'Be the Best' conversations • Develop and implement workforce and organisational development solutions			
Expected Outcome	Gap is addressed, whilst: • Ensuring value for money and maximum return on investment • Minimising requirement to recruit for new capabilities (and thereby avoiding or minimising risk of compulsory redundancy) • Ensuring strategic priorities are met as a result of application of those new capabilities			
Actions	**Person(s) Responsible**	**Resources Needed**	**Complete By**	**Measurement of outcome**
Review Leadership Competencies and embed into Be The Best Conversations	A McBride	Workforce	31st March 2019 and ongoing	Has been reviewed and report will go to committee
Review Recruitment & Selection Policy incorporating revised leadership competencies.	A McBride	Workforce	31st March 2019	From this review the scope has been widened to incorporate a full onboarding project with relevant milestones
Continue Influential Leaders Programme	A McBride	Workforce	31st March 2019	Mandated managers have completed and this is assisting succession planning discussions.
Launch New Managers Induction Programme	A McBride	Workforce	31st March 2019	Completed with initial feedback very good.

5. **Ensuring a healthy, engaged workforce**	
Strategy	• Progress implementation of Employee Wellbeing Strategy

	• Progress implementation of improvement actions resulting from employee survey			
Expected Outcome	Achievement of a healthy, engaged workforce, resulting in reduction in sickness absence levels, improved employee survey results and improved organisational performance.			
Actions	**Person(s) Responsible**	**Resources Needed**	**Complete By**	**Measurement of outcome**
Reviewed Employee Wellbeing Strategy and formation of Employee Wellbeing Group	A McBride	Workforce	31st March 2019	Completion of action.
Completion of 'back to basics' audit on Attendance Management Policy compliance and progression of resulting recommendations	A McBride	Workforce	31st March 2018 and December 2018	Targeted audits on absence related to stress and mental health completed informing future action.
Implement and embed actions resulting from Council-wide workstreams, focusing on priority areas (e.g. mental wellbeing)	A McBride	Workforce	31st March 2018 and ongoing	Focus has been on promoting mental health supports with new additional to current supports – Headtouch and Access to work for mental health.
Completion of 2017 Employee Survey and dissemination of results	L Butler	Workforce	31st March 2018	53% response rate
Identify and progress actions in response to Council-wide improvement themes arising from the employee survey.	L Butler	Workforce	31st March 2019	Implemented into service plans

6. Addressing workforce diversity objectives	
Strategy	Develop and implement action plans in relation to the following: • Increase diversity in the Council workforce • Reduce the disability pay gap

	• Decrease occupational segregation			
	• Outcomes of the Equal Pay Audits			
Expected Outcome	Council workforce-related equality outcomes are met, as demonstrated by achievement of associated improvement targets.			
Actions	**Person(s) Responsible**	**Resources Needed**	**Complete By**	**Measurement of outcome**
Additional actions will be taken forward in line with the Employee Wellbeing Strategy objective "Supporting employees and potential employees with health conditions to enter employment and remain at work" (see above).				
Undertake analysis of allowances for enhanced hours working following Equal Pay Audit	M Connor	Workforce	31st March 2018	Identification of whether allowances contribute to the gender pay gap • A change to the threshold for enhanced overtime rates; • A reduction to enhanced overtime rates; and • A review of contracts of employment across all strategic areas.
Data verification exercise to understand composition of workforce with a disability	M Connor	Workforce	31st March 2018	Action carried over into 2019.
Promotion of flexible working	N Bailey	Workforce	31st March 2018	Workforce data. Informal feedback. • Revisions to the Flexible Working Policy to remove the qualifying period for application, permit requests every 6 months, • Every Council post (subject to justifiable exclusions) to be

				advertised as suitable for flexible working and individuals encouraged to indicate a preference for a flexible working pattern at the application stage. • a guaranteed interview scheme for carers returning to the workplace following a break from employment
Review of terms and conditions in relation to recommendations resulting from Equal Pay Audit on allowances	A McBride	Workforce	31st March 2019	Workforce data gathered and further action to be implemented in 2019.
Promotion of Disability Confident Commitment	M Connor	Workforce	31st March 2019	Introduction of 'Make TIME for Disability (Talk, Inform, Manage, Empathise). Practical guidance for managers and the Disability Passport was developed to act as a signpost to the appropriate policies when supporting disabled people through the employment cycle.
Development of recruitment and selection processes to implement positive actions that can support the reduction of Occupational Segregation	M Connor / HR Business Partners	Workforce	31st March 2019	• Work continues sharing examples of innovative recruitment practices to attract and support

				• interest from all genders. • Job profiles are reviewed and updated to ensure that they do not contain gendered language. • 'Career pathways' guidance has been developed which illustrates to employees the opportunities available to them within the organisation
Support access to full-time employment	HR Business Partners/ OD & Change/ Service Managers	Workforce	Ongoing	Promotion of supports that enable individuals to work full-time outwith standard office hours or in a more flexible way eg home working, flexible working, .

7. Improve use of technology and new ways of working				
Strategy	• Implement Workplace of the Future Strategy • Develop and implement workforce and organisational development solutions			
Expected Outcome	Improved efficiency and effectiveness of service provision			
Actions	Person(s) Responsible	Resources Needed	Complete By	Measurement of outcome
Develop and embed Work Place of the Future	A McBride	Workforce	31st March 2018 and ongoing	Evaluation of individual projects.

Appendix 2 – West Dunbartonshire Council Workforce Profile – 1st April 2019

The data listed below relates to the profile of the organisation's workforce as at 1st April 2019 and examines changes in that profile over time.

1. **Headcount**

	Apprentice	Casual	Fixed-Term	Permanent	Total
Strategic Management	**0**	**0**	**0**	**14**	**14**
Child Health Care & Criminal Justice	0	32	20	241	293
Community Health & Care	2	43	42	920	1007
Finance & Resources	0	0	1	4	5
Mental Health Addiction & Learning Disabilities	2	0	14	165	181
Strategy, Planning & Health Improvement	0	0	1	23	24
Health & Social Care Partnership	**4**	**75**	**78**	**1353**	**1510**
Environment & Neighbourhood	21	13	70	829	933
Housing & Employability	3	9	39	240	291
Regeneration	27	0	119	291	437
Regeneration, Environment & Growth	**51**	**22**	**228**	**1360**	**1661**
Communications, Culture & Communities	2	14	9	142	167
Education, Learning & Attainment	11	170	113	793	1087
People & Technology	2	0	3	95	100
Regulatory	1	2	7	90	100
Resources	3	0	13	287	303
Transformation & Public Service Reform (Excl. Teachers)	**19**	**186**	**145**	**1407**	**1757**
Local Government Employees Total	**74**	**283**	**451**	**4134**	**4942**
Transformation & Public Service Reform (Teachers)	0	227	128	947	1302
Council Wide Total	**74**	**510**	**579**	**5081**	**6244**

The 2018/19 headcount data and the head count variances tables below illustrates that over the last year there has been a reduction in the number of permanent contracts across the council. The figures reported are comparable with the figures evident in April 2017. The largest reduction in permanent headcount is evident in Communications Culture and Communities and would be attributable largely to the libraries re-design. The variance apparent in other areas will relate to similar re design projects and realignment of contracts.

In contrast, fixed term employment has continued to grow year on year, showing an increase of approximately 96 employees across the council in the last year. The majority of these posts can be attributed to Education Learning and Attainment, attributable to temporary PEF and Scottish attainment funding. There has also been a growth in Environment and Neighbourhood, accounted for by Greenlight employees and Mental Health and Addictions. These figures reinforce the Council's commitment to maintaining employment in times of organisational change.

The number of available casuals held on the casual list has increased this year. Casual workers are used on a supply basis to cover vacancies, unplanned absence and peaks in service. Casual usage is reported quarterly to PMRG on a bi annual basis detailing the hours that have been worked by casual/supply workers within Strategic Lead areas during the monitoring period as well as the number of individuals who have worked those hours. Over this year casual usage has not changed significantly with approximately a quarter of the casual workers available carrying out hours throughout the year.

Head count Variance

Headcount Variance (01/04/2019 vs 01/04/2018)	Apprentice	Fixed-Term	Permanent	Total
Strategic Management	**0**	**0**	**0**	**0**
Child Health Care & Criminal Justice	-1	-4	-3	-8
Community Health & Care	1	7	-10	-2
Finance & Resources	0	0	0	0
Mental Health Addiction & Learning Disabilities	0	6	-2	4
Strategy, Planning & Health Improvement	0	0	-1	-1
Health & Social Care Partnership	**0**	**9**	**-16**	**-7**
Environment & Neighbourhood	2	17	1	20
Housing & Employability	-1	0	9	8
Regeneration	3	18	-11	10
Regeneration, Environment & Growth	**4**	**35**	**-1**	**38**
Communications, Culture & Communities	-1	2	-28	-27
Education, Learning & Attainment	1	31	7	39
People & Technology	0	0	-4	-4
Regulatory	-1	0	-3	-4
Resources	0	0	-18	-18
Transformation & Public Service Reform (Excl. Teachers)	**-1**	**33**	**-46**	**-14**
Local Government Employees Total	**3**	**77**	**-63**	**17**
Transformation & Public Service Reform (Teachers)	0	12	17	29
Council Wide Total	**3**	**89**	**-46**	**46**

Overall Headcount Variance (01/04/2014 to 01/04/2019)	Apprentice			Fixed-Term			Permanent			Total	
	No.	%age of Total	Yearly variation	No.	%age of Total	Yearly variation	No.	%age of Total	Yearly variation	No.	Yearly variation
01/04/2014	118	2%		435	8%		5207	90%		5760	
01/04/2015	84	1%	-29%	420	7%	-3%	5192	91%	0%	5696	-1%
01/04/2016	92	2%	10%	403	7%	-4%	5137	91%	-1%	5632	-1%
01/04/2017	95	2%	3%	426	8%	6%	5082	91%	-1%	5603	-1%
01/04/2018	71	1%	-25%	490	9%	15%	5127	90%	1%	5688	2%
01/04/2019	74	1%	4%	579	10%	18%	5081	89%	-1%	5734	1%

From the period 2014 – 17 there was a year on year reduction of 1% on the council wide Head count. 2018 saw a peak of 2% increase which has been built on again this year by a further 1% increase in head count numbers. The breakdown of employees by contract remains broadly consistent over the same period.

2. Full time Equivalent

	Apprentice	Fixed-Term	Permanent	Total
Strategic Management	**0.00**	**0.00**	**14.00**	**14.00**
Child Health Care & Criminal Justice	0.00	14.15	215.37	229.51
Community Health & Care	2.00	30.84	701.96	734.80
Finance & Resources	0.00	1.00	3.50	4.50
Mental Health Addiction & Learning Disabilities	2.00	7.84	130.54	140.37
Strategy, Planning & Health Improvement	0.00	0.90	21.66	22.56
Health & Social Care Partnership	**4.00**	**54.72**	**1073.03**	**1131.75**
Environment & Neighbourhood	21.00	37.09	593.09	651.18
Housing & Employability	2.50	30.55	230.02	263.07
Regeneration	27.00	118.43	282.52	427.95
Regeneration, Environment & Growth	**50.50**	**186.07**	**1105.63**	**1342.20**
Communications, Culture & Communities	2.00	6.79	118.13	126.92
Education, Learning & Attainment	12.00	89.78	642.63	744.41
People & Technology	2.00	2.82	90.60	95.42
Regulatory	1.00	6.60	84.34	91.94
Resources	3.00	11.31	246.13	260.45
Transformation & Public Service Reform (Excl. Teachers)	**20.00**	**117.30**	**1181.84**	**1319.14**
Local Government Employees Total	**74.50**	**358.09**	**3374.50**	**3807.09**
Transformation & Public Service Reform (Teachers)	0.00	105.72	816.08	921.80
Council Wide Total	**74.50**	**463.81**	**4190.57**	**4728.89**

Overall FTE Variance (01/04/2014 to 01/04/2019)	Apprentice			Fixed-Term			Permanent			Total	
	No.	%age of Total	Yearly variation	No.	%age of Total	Yearly variation	No.	%age of Total	Yearly variation	No.	Yearly variation
01/04/2014	118	3%		379	8%		4198	89%		4695	
01/04/2015	84	2%	-29%	362	8%	-4%	4180	90%	0%	4625	-1%
01/04/2016	91	2%	8%	351	8%	-3%	4151	90%	-1%	4594	-1%
01/04/2017	95	2%	4%	364	8%	4%	4025	90%	-3%	4485	-2%
01/04/2018	52	1%	-45%	314	7%	-14%	4147	92%	3%	4513	1%
01/04/2019	74	2%	43%	464	10%	48%	4191	89%	1%	4728	5%

The FTE data tables illustrate an increase in both permanent and fixed term hours. while the Head count data reported a decrease in permanent contracts and an increase in fixed term. This would suggest that while the number of permanent employees has reduced permanent employees are securing more hours within their contracts to account for the increase in hours overall. It is also evident that in response to reducing budgets and temporary funding streams, managers are being more flexible and are looking to use their resource in a more responsive way, fixed term contracts assist this.

While the overall Head count across all contracts has increased by 1% the overall FTE has increased by 5% and this further demonstrates that not only is the council employing more people but these people are also working more contracted hours than in previous years.

3. Fixed Term contract

There are 579 employees working on a fixed term basis and 71 of these hold fixed term contracts which have a duration exceeding 2 years. The table below illustrates the location of these employees with the majority employed in Regeneration.

Number of employees on fixed-term contract for longer than 2 years	
	Headcount
Strategic Management	**0**
Child Health Care & Criminal Justice	4
Community Health & Care	4
Finance & Resources	0
Mental Health Addiction & Learning Disabilities	1
Strategy, Planning & Health Improvement	0
Health & Social Care Partnership	**9**
Environment & Neighbourhood	4
Housing & Employability	4
Regeneration	52
Regeneration, Environment & Growth	**60**
Communications, Culture & Communities	1
Education, Learning & Attainment	0
People & Technology	0
Regulatory	0
Resources	0
Transformation & Public Service Reform (Excl. Teachers)	**1**
Local Government Employees Total	**70**
Transformation & Public Service Reform (Teachers)	1
Council Wide Total	**71**

4. Full time /Part time split

	Full-Time	Part-Time
Strategic Management	**14**	**0**
Child Health Care & Criminal Justice	190	71
Community Health & Care	222	742
Finance & Resources	3	2
Mental Health Addiction & Learning Disabilities	75	106
Strategy, Planning & Health Improvement	17	7
Health & Social Care Partnership	**507**	**928**
Environment & Neighbourhood	384	536
Housing & Employability	230	52
Regeneration	405	32
Regeneration, Environment & Growth	**1019**	**620**
Communications, Culture & Communities	83	70
Education, Learning & Attainment	331	586
People & Technology	88	12
Regulatory	78	20
Resources	180	123
Transformation & Public Service Reform (Excl. Teachers)	**760**	**811**
Local Government Employees Total	**2300**	**2359**
Transformation & Public Service Reform (Teachers)	768	307
Council Wide Total	**3068**	**2666**

Since the start of the service plan duration (April 2017) there has been an increase in the number of full time contracts, with an additional 133 full time contracts in this period. Part time working increased slightly in 2018 and now reflects the same figures as we evident in 2017. Part time contracts accounts for over 46.49% of the workforce, be it term-time, sessional or reduced working hours.

5. Grade Profile

Council Wide Total
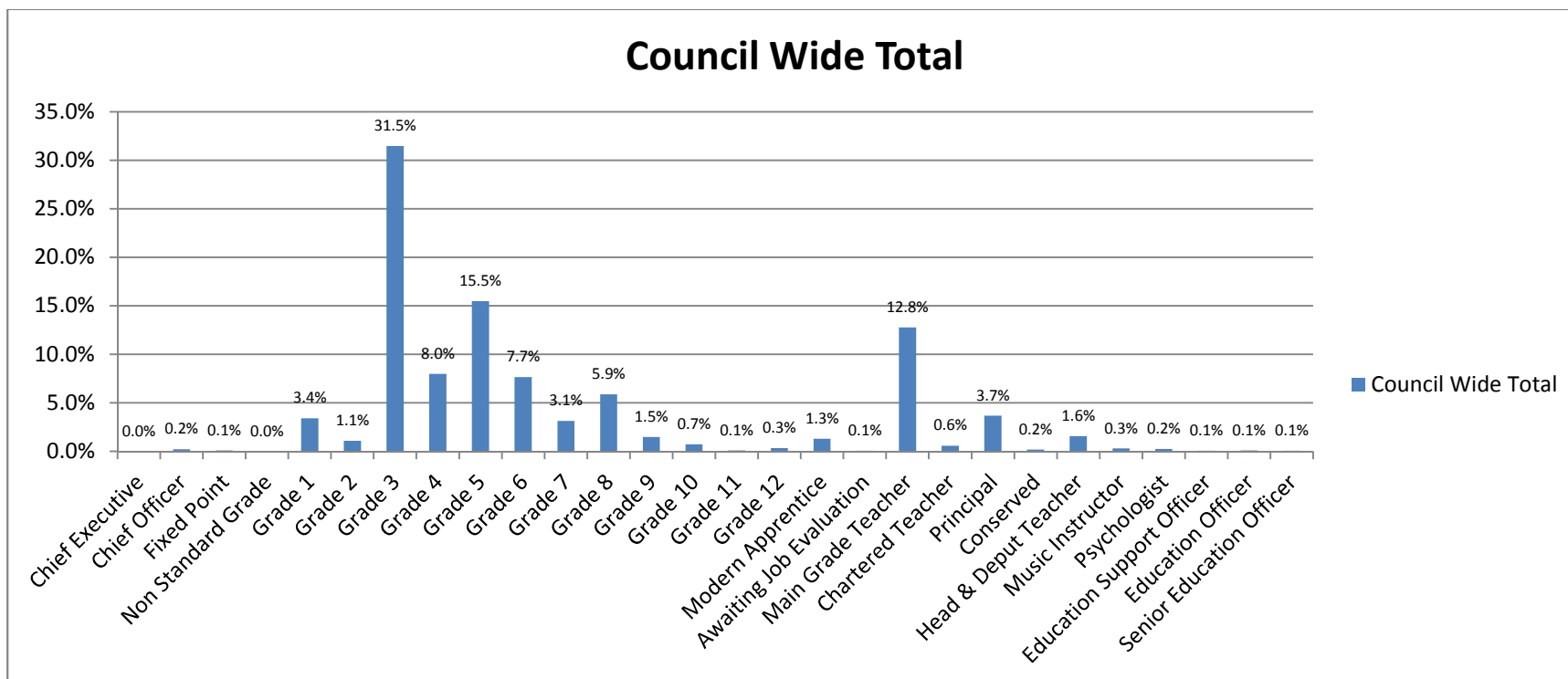
As shown above the most prominent grades amongst Local Government Employees remains Grade 3, followed by grade 5. For Teachers the most popular grade is Main Grade Teacher.

6. Gender Profile

	01/04/2019		01/04/2018		01/04/2017	
	Female	Male	Female	Male	Female	Male
Strategic Management	42.9%	57.1%	50.0%	50.0%	46.20%	53.80%
Child Health Care & Criminal Justice	77.8%	22.2%	74.1%	25.9%	76.60%	23.40%
Community Health & Care	90.5%	9.5%	89.8%	10.2%	88.80%	11.20%
Finance & Resources	100.0%	0.0%	100.0%	0.0%	100.00%	0.00%
Mental Health Addiction & Learning Disabilities	68.0%	32.0%	68.4%	31.6%	70.50%	29.50%
Strategy, Planning & Health Improvement	91.7%	8.3%	92.0%	8.0%	92.90%	7.10%
Health & Social Care Partnership	85.4%	14.6%	84.3%	15.7%	84.50%	15.50%
Environment & Neighbourhood	51.1%	48.9%	52.4%	47.6%	54.30%	45.70%
Housing & Employability	57.4%	42.6%	56.2%	43.8%	53.10%	46.90%
Regeneration	13.5%	86.5%	13.3%	86.7%	12.40%	87.60%
Regeneration, Environment & Growth	42.2%	57.8%	42.7%	57.3%	42.90%	57.10%
Communications, Culture & Communities	70.6%	29.4%	67.3%	32.7%	66.70%	33.30%
Education, Learning & Attainment	92.0%	8.0%	93.2%	6.8%	93.80%	6.20%
People & Technology	55.0%	45.0%	53.8%	46.2%	55.60%	44.40%
Regulatory	61.2%	38.8%	57.3%	42.7%	70.60%	29.40%
Resources	83.5%	16.5%	82.6%	17.4%	80.80%	19.20%
Transformation & Public Service Reform (Excl. Teachers)	84.0%	16.0%	83.6%	16.4%	82.70%	17.30%
Local Government Employees Total	69.6%	30.4%	70.1%	29.9%	69.30%	30.70%
Transformation & Public Service Reform (Teachers)	80.8%	19.2%	77.7%	22.3%	80.40%	19.60%
Council Wide Total	71.7%	28.3%	71.7%	28.3%	71.40%	28.60%

The overall gender balance for the council remains largely unchanged from previous years. While there is slight fluctuations over the years, the gender split remains around 28.5% male 71.5% female across the council with little change for local government or Teachers. Teachers and Education specifically continue to have a higher proportion of female employees compared to other service areas in the council and Regeneration reflecting a higher proportion of male employees.

7. Age profile

Demographics – Age (Percentage)	16-24	25-34	35-44	45-54	55-59	60-64	65+
Strategic Management	**0.0%**	**0.0%**	**14.3%**	**42.9%**	**35.7%**	**7.1%**	**0.0%**
Child Health Care & Criminal Justice	2.7%	15.6%	26.9%	27.6%	15.6%	9.5%	2.0%
Community Health & Care	4.2%	11.4%	14.7%	32.2%	18.1%	15.8%	3.5%
Finance & Resources	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%
Mental Health Addiction & Learning Disabilities	2.8%	15.8%	23.7%	34.5%	11.9%	9.6%	1.7%
Strategy, Planning & Health Improvement	4.0%	8.0%	40.0%	24.0%	20.0%	4.0%	0.0%
Health & Social Care Partnership	**3.7%**	**12.7%**	**18.5%**	**31.7%**	**16.9%**	**13.6%**	**2.9%**
Environment & Neighbourhood	4.4%	7.8%	15.1%	30.3%	21.4%	15.4%	5.6%
Housing & Employability	2.8%	12.7%	22.3%	38.5%	13.1%	8.8%	1.8%
Regeneration	7.7%	19.9%	16.2%	32.1%	12.4%	10.1%	1.6%
Regeneration, Environment & Growth	**5.0%**	**11.8%**	**16.6%**	**32.2%**	**17.5%**	**12.8%**	**3.9%**
Communications, Culture & Communities	7.0%	14.0%	22.9%	23.8%	18.2%	9.8%	4.2%
Education, Learning & Attainment	6.0%	12.5%	19.9%	30.7%	15.8%	8.6%	6.4%
People & Technology	3.8%	10.6%	22.1%	40.4%	12.5%	10.6%	0.0%
Regulatory	2.9%	11.7%	29.1%	35.9%	16.5%	2.9%	1.0%
Resources	7.2%	18.4%	23.1%	32.7%	11.8%	5.9%	0.9%
Transformation & Public Service Reform (Excl. Teachers)	**6.0%**	**13.6%**	**21.6%**	**31.1%**	**15.2%**	**8.0%**	**4.4%**
Local Government Employees Total	**5.0%**	**12.7%**	**19.0%**	**31.7%**	**16.6%**	**11.3%**	**3.8%**
Transformation & Public Service Reform (Teachers)	4.7%	30.1%	24.7%	20.9%	8.4%	8.9%	2.3%
Council Wide Total	**4.9%**	**16.2%**	**20.1%**	**29.5%**	**14.9%**	**10.8%**	**3.5%**

The age demographic across the council remains consistent with previous years with the highest proportion of people in the 45-54 age group. Notably there is a higher percentage of employees working past 65 with an increase of 1% over the last 2 years.

Columns showing those over the age of 55 give a good indication of employees eligible to retire. While the majority of employees will have a retirement age of 65+, in June 2018 Local Government pension regulations changed to allow individuals to retire on option at the age of 55 without employer consent and 4 emplyees have left under this provision in 2018/19 with 5 in progress.

8. Length of service

	Less than 1 year		1 to 9 years		10 or more years	
	Headcount	Percentage	Headcount	Percentage	Headcount	Percentage
Strategic Management	**1**	**7.1%**	**8**	**57.1%**	**5**	**35.7%**
Child Health Care & Criminal Justice	12	4.6%	83	31.8%	166	63.6%
Community Health & Care	66	6.8%	361	37.4%	537	55.7%
Finance & Resources	0	0.0%	3	60.0%	2	40.0%
Mental Health Addiction & Learning Disabilities	15	8.3%	66	36.5%	100	55.2%
Strategy, Planning & Health Improvement	1	4.2%	1	4.2%	22	91.7%
Health & Social Care Partnership	**94**	**6.6%**	**514**	**35.8%**	**827**	**57.6%**
Environment & Neighbourhood	107	11.6%	249	27.1%	564	61.3%
Housing & Employability	14	5.0%	101	35.8%	167	59.2%
Regeneration	38	8.7%	168	38.4%	231	52.9%
Regeneration, Environment & Growth	**159**	**9.7%**	**518**	**31.6%**	**962**	**58.7%**
Communications, Culture & Communities	18	11.8%	36	23.5%	99	64.7%
Education, Learning & Attainment	77	8.4%	249	27.2%	591	64.4%
People & Technology	8	8.0%	24	24.0%	68	68.0%
Regulatory	9	9.2%	22	22.4%	67	68.4%
Resources	12	4.0%	83	27.4%	208	68.6%
Transformation & Public Service Reform (Excl. Teachers)	**124**	**7.9%**	**414**	**26.4%**	**1033**	**65.8%**
Local Government Employees Total	**378**	**8.1%**	**1454**	**31.2%**	**2827**	**60.7%**
Transformation & Public Service Reform (Teachers)	108	10.0%	516	48.0%	451	42.0%
Council Wide Total	**486**	**8.5%**	**1970**	**34.4%**	**3278**	**57.2%**

- Above data pertains to WDC service only (excluding continuous previous service with any public authority to which the Redundancy Payments Modification Order (Local Government) 1983 (as amended applies)

9. New start

	Apprentice	Fixed-Term	Permanent	Total
Strategic Management	**0**	**0**	**1**	**1**
Child Health Care & Criminal Justice	0	6	6	12
Community Health & Care	2	7	57	66
Finance & Resources	0	0	0	0
Mental Health Addiction & Learning Disabilities	2	9	4	15
Strategy, Planning & Health Improvement	0	1	0	1
Health & Social Care Partnership	**4**	**23**	**67**	**94**
Environment & Neighbourhood	9	42	56	107
Housing & Employability	1	8	5	14
Regeneration	12	22	4	38
Regeneration, Environment & Growth	**22**	**72**	**65**	**159**
Communications, Culture & Communities	2	5	11	18
Education, Learning & Attainment	4	50	23	77
People & Technology	1	1	6	8
Regulatory	1	4	4	9
Resources	2	3	7	12
Transformation & Public Service Reform (Excl. Teachers)	**10**	**63**	**51**	**124**
Local Government Employees Total	**36**	**158**	**184**	**378**
Transformation & Public Service Reform (Teachers)	0	84	24	108
Council Wide Total	**36**	**242**	**208**	**486**

486 new Employees joined the council in 2018/19 which remains consistent with the 2017/18 figure of 487. The below table shows this information by service and contract type

10. Turnover

	Staff at 1 April 2018	Staff at 1 April 2019	Average	Leavers in Last 12 Months	Turnover %
Strategic Management	**14**	**14**	**14**	**1**	**7.1%**
Child Health Care & Criminal Justice	286	261	274	19	6.9%
Community Health & Care	1040	964	1002	75	7.5%
Finance & Resources	5	5	5	0	0.0%
Mental Health Addiction & Learning Disabilities	200	181	191	15	7.9%
Strategy, Planning & Health Improvement	28	24	26	2	7.7%
Health & Social Care Partnership	**1559**	**1435**	**1497**	**111**	**7.4%**
Environment & Neighbourhood	1006	920	963	83	8.6%
Housing & Employability	287	282	285	18	6.3%
Regeneration	455	437	446	31	7.0%
Regeneration, Environment & Growth	**1748**	**1639**	**1694**	**132**	**7.8%**
Communications, Culture & Communities	196	153	175	31	17.8%
Education, Learning & Attainment	942	917	930	67	7.2%
People & Technology	116	100	108	10	9.3%
Regulatory	116	98	107	13	12.1%
Resources	340	303	322	23	7.2%
Transformation & Public Service Reform (Excl. Teachers)	**1710**	**1571**	**1641**	**144**	**8.8%**
Local Government Employees Total	**5031**	**4659**	**4845**	**388**	**8.0%**
Transformation & Public Service Reform (Teachers)	1144	1075	1110	87	7.8%
Council Wide Total	**6175**	**5734**	**5955**	**475**	**8.0%**

The above information presents crude turnover (ie based on all leavers) and shows that overall there has been a reduction in the councils turnover figures compared to previous years. Since 2016 the council wide turnover figure has been between 8.6% and 8.7%

11. Leavers

	Death in Service	Dismissal - End of Cont	Dismissal - Ill Heath	Dismissal - Summary	Dismissal - With Notice	Employee Not Started	Redundancy	Resignation	Retiral - Age	Retiral - Efficiency	Retiral - Ill Health	Retiral on Option (60+)	Severance - Efficiency	Total
Strategic Management	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**1**	**0**	**0**	**0**	**0**	**0**	**1**
Child Health Care & Criminal Justice	0	0	1	0	0	0	0	12	3	0	3	0	0	19
Community Health & Care	2	1	5	2	2	0	0	45	11	0	7	0	0	75
Finance & Resources	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Mental Health Addiction & Learning Disabilities	1	2	0	0	0	0	0	8	2	0	1	1	0	15
Strategy, Planning & Health Improvement	0	0	0	0	0	0	0	1	0	0	1	0	0	2
Health & Social Care Partnership	**3**	**3**	**6**	**2**	**2**	**0**	**0**	**66**	**16**	**0**	**12**	**1**	**0**	**111**
Environment & Neighbourhood	0	10	14	0	0	1	0	40	9	1	3	4	1	83
Housing & Employability	0	1	3	1	0	1	0	8	3	0	0	0	1	18
Regeneration	0	0	1	5	0	0	0	19	4	0	0	2	0	31
Regeneration, Environment & Growth	**0**	**11**	**18**	**6**	**0**	**2**	**0**	**67**	**16**	**1**	**3**	**6**	**2**	**132**
Communications, Culture & Communities	1	3	0	3	0	0	0	14	1	6	1	0	2	31
Education, Learning & Attainment	0	6	0	1	1	0	0	40	12	0	4	3	0	67
People & Technology	0	0	1	0	0	0	1	6	0	1	1	0	0	10
Regulatory	0	0	0	1	1	2	1	7	1	0	0	0	0	13
Resources	0	2	1	0	0	0	0	15	2	1	1	1	0	23
Transformation & Public Service Reform (Excl. Teachers)	**1**	**11**	**2**	**5**	**2**	**2**	**2**	**82**	**16**	**8**	**7**	**4**	**2**	**144**
Local Government Employees Total	**4**	**25**	**26**	**13**	**4**	**4**	**2**	**216**	**48**	**9**	**22**	**11**	**4**	**388**
Transformation & Public Service Reform (Teachers)	0	16	0	0	0	0	0	53	13	1	0	4	0	87
Council Wide Total	**4**	**41**	**26**	**13**	**4**	**4**	**2**	**269**	**61**	**10**	**22**	**15**	**4**	**475**

The number of leavers in 2018/19 was 475 (compared with 503 in 2018 and 481 in 2017)

12. Apprentices

	Level 2	Level 3	Total
Strategic Management	**0**	**0**	**0**
Child Health Care & Criminal Justice	0	0	0
Community Health & Care	0	2	2
Finance & Resources	0	0	0
Mental Health Addiction & Learning Disabilities	0	2	2
Strategy, Planning & Health Improvement	0	0	0
Health & Social Care Partnership	**0**	**4**	**4**
Environment & Neighbourhood	9	12	21
Housing & Employability	0	3	3
Regeneration	0	27	27
Regeneration, Environment & Growth	**9**	**42**	**51**
Communications, Culture & Communities	0	2	2
Education, Learning & Attainment	0	11	11
People & Technology	0	2	2
Regulatory	0	1	1
Resources	0	3	3
Transformation & Public Service Reform (Excl. Teachers)	**0**	**19**	**19**
Local Government Employees Total	**9**	**65**	**74**
Transformation & Public Service Reform (Teachers)	0		0
Council Wide Total	**9**	**65**	**74**

There has been an increase of 3 Apprenticeships compared to last year, these are all at level 3. Level 2 apprenticeships remain consistent at 9

13. Sickness Absence

In 2018/19 there was an overall increase in sickness absence of 4,617 working days lost (2932.45 FTE days lost) Council wide compared to 2017/18. Full details of the sickness absence are covered in the Wellbeing Report submitted to committee

Absence Reason	2018/19		2017/18	
	Working Days Lost	**% of Lost Days**	**Working days lost**	**% of days lost**
Minor Illness	14,997.4	21.89%	14,206.0	22.24%
Back Pain	2,782.9	4.06%	2,345.0	3.67%
Musculo-skeletal Injuries	10,625.8	15.51%	10,547.0	16.51%
Stress	10,045.7	14.66%	8,172.0	12.79%
Recurring Medical Conditions	4,173.2	6.09%	4,088.5	6.40%
Non Work Related Accidents / Injuries	1,985.4	2.90%	1,383.0	2.16%
Work Related Accidents / Injuries	984.9	1.44%	1,090.0	1.71%
Mental Health	4,112.4	6.00%	3,192.0	5.00%
Acute Medical Conditions	12,187.4	17.79%	12,125.5	18.98%
Pregnancy Related Absence	1,051.9	1.54%	1,380.5	2.16%
Drink or Drug Related Condition	62.9	0.09%	326.0	0.51%
Stress - Work Related	5,497.3	8.02%	5,034.5	7.88%
TOTAL	**68,507.0**	**100%**	**63,890.0**	**100%**

Employees with no absences

The table below displays the number of employees who have had no absence during the year which accounts for 47.2% of the overall workforce.

Department	Service	Absence	No Absence	Total
HSCP	Child Health Care & C J	146	115	261
	Community Health & Care	603	361	964
	Finance & Resources	0	5	5
	Mental Health Addic & LD	96	85	181
	Strategy, Planning & HI	14	10	24
HSCP Total		**859**	**576**	**1435**
Regen Environ & Growth	Environment & Neighbourh	434	486	920
	Housing & Employability	143	139	282
	Regeneration	238	199	437
Regen Environ & Growth Total		**815**	**824**	**1639**
Strategic Management	Strategic Management	1	13	14
Strategic Management Total		**1**	**13**	**14**
Transform & Pub Sec Refo	Comms Culture & Communit	66	87	153
	Educ Learning & Attain	513	404	917
	People & Technology	24	76	100
	Regulatory	28	70	98
	Resources	169	134	303
Transform & Pub Sec Refo Total		**800**	**771**	**1571**
Transform & Pub Sec Refo - Teachers	Educ Learning & Attain	547	528	1075
Transform & Pub Sec Refo - Teachers Total		**547**	**528**	**1075**
Grand Total		**3022**	**2712**	**5734**

Appendix 3 – Council Workforce Plan 2017-2022 – Annual Action Plan 2019-20

1. Addressing the gap between current workforce supply and predicted future demand				
Strategy	- Planned service reviews within and across Strategic Lead Areas - Explore opportunities to realise savings through voluntary turnover and review of management spans of control - Explore further opportunities to offer early retirement and/or voluntary severance in a targeted way - Maximise use of SWITCH Policy - Reflect on role design and internal career pathways - Improve availability of required talent within the local labour market - Promote the work that we do to more effectively compete in labour market - Embed a process of succession planning - Explore opportunities to share workforce resources across organisations			
Expected Outcome	Gap is addressed, whilst: - Protecting critical roles (and addressing any associated recruitment and retention risks) - Ensuring statutory requirements and strategic priorities are met - Avoiding or minimising risk of compulsory redundancy			
Actions	**Person(s) Responsible**	**Resources Needed**[1]	**Complete By**	**Measurement of outcome**
The majority of actions in relation to this area are being progressed at a Strategic Lead Area level in line with local Workforce Plans (and reported annually to their respective Committee)				
Promoting Early Years as a career opportunity and supporting those who wish to retrain, supporting the Early years expansion.	K Morrison / G Lyden	Workforce and reps from WCS	August 2019	Number of employees obtaining the Early years qualifications and subsequent EECC roles

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[1] Actions have been or will be delivered within current resources unless otherwise specified

Proactive identification of SWITCH redeployees for areas of workforce growth (e.g. Early Years), ensuring that funded training can be provided where possible	HR Business Partners	Workforce	31st March 2020	Number of redeployees successfully matched to growth areas
Exploring opportunities for cross organisational working and shared services eg ICT shared services	Strategic Leads /	Workforce	31stMarch 2020 and ongoing	Shared projects resulting in more efficient and effective working
Continue to embed succession planning and Talent management programs	L Mair	Workforce	31st March 2020	Evaluation
Upskilling local community to gain qualifications.	S Brooks	Workforce	31st March 2020 and ongoing	Number of qualifications gained.
Improved employability skills for local community	S Brooks	Workforce /Funding (Council and external)[2]	31st March 2020 and ongoing	Number of people supported; entered training/education; gaining a qualification; entering employment; sustaining employment 6 months; and with an improved labour market situation.
Modern Apprenticeships/Employability Fund Delivery	S Brooks	Workforce /Funding (external)[3]	31st March 2020 and ongoing	Monitoring progress of Apprentice or Employability Fund Trainee learning goals
Monitor of exit interview information and respond to any themes arising	G Lyden	Workforce	31st March 2020	Responding to themes
Further embed succession planning across wider range of	A McBride	Workforce	31st March	Evaluation

[2] Ongoing support beyond 2017/18 will be reliant upon confirmation of Council and external funding
[3] Ongoing support beyond 2017/18 will be reliant upon confirmation of external funding

'business critical roles'			2020	

2. **Ensuring clear, effective and stable organisational design**				
Strategy	Planned service reviews within and across Strategic Lead Areas			
Expected Outcome	A systems-based approach is adopted to organisational design, ensuring that services satisfy the needs of our citizens			
Actions	**Person(s) Responsible**	**Resources Needed**	**Complete By**	**Measurement of outcome**
The majority of actions in relation to this area will be progressed at a Strategic Lead Area level in line with local Workforce Plans (and reported annually to their respective Committee, with service reviews continuing to be progressed in 2018/19 which ensure delivery of best outcomes for service users.				
Continue to embed a 'systems thinking' methodology, promoting digitalisation	A McBride	Workforce	31st March 2020	Evaluation
Identify opportunities to introduce 'whole system' service review exercises	Strategic Leads	Workforce	31st March 2020	Relevant service KPIs

3. **Addressing the gap between current and required workforce competencies, both technical and behavioural (as described within the Council Workforce Plan**	
Strategy	• Develop and implement workforce and organisational development solutions • Ensure that regular, effective 'Be the Best' conversations become the norm and they form part of our wider people management framework.
Expected Outcome	Gap is addressed, whilst: • Ensuring value for money and maximum return on investment • Minimising requirement to recruit for new capabilities (and thereby avoiding or minimising risk of compulsory redundancy) • Ensuring strategic priorities are met as a result of application of those new capabilities

Actions	Person(s) Responsible	Resources Needed	Complete By	Measurement of outcome
Development of additional capabilities specific to individual service areas will be progressed at a Strategic Lead Area level in line with local Workforce Plans (and reported annually to their respective Committee)				
Evaluating cross organisational mentoring and re-launching coaching and mentoring and promoting participation in MCR – mentoring of young people	L Mair	Workforce	31st March 2020	Evaluation & Update
Embed WDC Approach to Change, Project Management and Lean/Six Sigma Process Improvement	A McFadden	Workforce	31st March 2020	25 Yellow belts will be used to lead projects council wide.
Review Peer Support Networks	L Mair	Workforce	31st March 2020	Evaluation of the benefits of ILP / Peer support groups
Develop workplace skills in digital literacy	Strategic Leads / managers	Workforce	31st March 2020	Evaluation & Uptake of evaluation of the workforce digital skills levels with focus on excel and outlook.
Monitoring the impact of Be The Best Conversations	Strategic Leads / managers	Workforce	31st March 2020	Evaluation

4. Addressing the gap between current and required leadership and management competencies, both technical and behavioural (as described within the Council Workforce Plan)	
Strategy	- Review of leadership competencies - Embed leadership competencies within recruitment process and 'Be the Best' conversations - Develop and implement workforce and organisational development solutions
Expected Outcome	Gap is addressed, whilst:

	Ensuring value for money and maximum return on investment • Minimising requirement to recruit for new capabilities (and thereby avoiding or minimising risk of compulsory redundancy) • Ensuring strategic priorities are met as a result of application of those new capabilities			
Actions	**Person(s) Responsible**	**Resources Needed**	**Complete By**	**Measurement of outcome**
Embed Leadership Competencies and embed into Be The Best Conversations	A McBride	Workforce	31st March 2020	Ongoing monitoring through ongoing focus groups and pulse surveys
Develop and implement Onboarding Project	A McBride	Workforce	31st March 2020	monitoring & evaluation
Continue Influential Leaders Programme	L Mair	Workforce	31st March 2020	Evaluation

5. Ensuring a healthy, engaged workforce				
Strategy	• Progress implementation of Employee Wellbeing Strategy • Progress implementation of improvement actions resulting from employee survey			
Expected Outcome	Achievement of a healthy, engaged workforce, resulting in reduction in sickness absence levels, improved employee survey results and improved organisational performance.			
Actions	**Person(s)**	**Resources**	**Complete**	**Measurement of**

	Responsible	Needed	By	outcome
Re- launch Employee Wellbeing Strategy and formation of Employee Wellbeing Group	L Hastings	Workforce	31st March 2020	Completion of action.
Implement and embed actions resulting from Employee Wellbeing Strategy, focusing on priority areas	L Hastings	Workforce	31st March 2020 and ongoing	Regular progress reports to Change Board. Monitoring of impact of resulting actions.

6. Addressing workforce diversity objectives				
Strategy	Develop and implement action plans in relation to the following: • Increase diversity in the Council workforce • Reduce the disability pay gap • Decrease occupational segregation • Outcomes of the Equal Pay Audits			
Expected Outcome	Council workforce-related equality outcomes are met, as demonstrated by achievement of associated improvement targets.			
Actions	**Person(s) Responsible**	**Resources Needed**	**Complete By**	**Measurement of outcome**
Additional actions will be taken forward in line with the Employee Wellbeing Strategy objective "Supporting employees and potential employees with health conditions to enter employment and remain at work" (see above).				
Undertake Equal Pay Audit for 2018/19 (report in 2020)	A McBride	Workforce	31st March 2020	Options identified to reduce the gender pay gap –
Data verification exercise to understand composition of workforce with a disability	M Connor	Workforce	31st March 2020	Improved Equalities Monitoring data.
Review of terms and conditions in relation to recommendations resulting from Equal Pay Audit on allowances	M Connor	Workforce	31st March 2020	Workforce data gathered and further action to be implemented in 2019/20

Actions to address specific duties associated with disability: Manual data verification exercise	M Connor	Workforce	31st March 2020	Improved workforce data to inform action
Development of British sign language action plan	R Rea	Workforce	31st March 2020	Improved support for British sign language users
Development of recruitment and selection processes to implement positive actions that can support black, minority, ethnic (BME) applicants and support the reduction of Occupational Segregation	M Connor	Workforce	31st March 2020	Increase in BME applicants and success rates Increase in female applicants in typically male gendered roles and vice versa.
Recruitment and selection audit to focus on occupational segregation and race	M Connor	Workforce	31st March 2020	Workforce data to inform future actions

7. Improve use of technology and new ways of working				
Strategy	• Implement Workplace of the Future Strategy • Develop and implement workforce and organisational development solutions			
Expected Outcome	Improved efficiency and effectiveness of service provision			
Actions	**Person(s) Responsible**	**Resources Needed**	**Complete By**	**Measurement of outcome**
Develop and embed Work Place of the Future	A McBride	Workforce	31st March 2020 and ongoing	Evaluation & Uptake
Undertake a digitalisation survey to establish the digital temperature of the organisation	A McBride	workforce	Staged approach throughout 2020?	Identify the digital footprint of the organization to inform future actions

Digitalisation Program for the Organisation managed through the digital transformation board	A McBride	workforce	March 2020	Governance and compliance regime, managed through the change board.
Continuous Improvement of systems and processes linking to Lean and digital	All	workforce	March 2020	Increased adoption of digital tools and more efficient and effective working practices

WEST DUNBARTONSHIRE COUNCIL

Report by Strategic Lead – People and Technology

Corporate Services Committee: 22 May 2019

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Subject: Employee Wellbeing: Attendance Management
Corporate Services Annual Update 2018-2019

1.   Purpose

1.1   The purpose of this report is to provide Committee with detailed analysis on employee wellbeing and annual attendance performance for 2018/19 for the Strategic Lead areas covered by Corporate Service Committee and an annual update on Council wide attendance performance for 2018/19.

2.   Recommendations

2.1   It is recommended that Committee notes the below annual findings for reported absence in 2018/19:

- The increase in annual sickness absence of 462.19 FTE days lost compared to the previous year for the Strategic Lead areas covered by Corporate Services Committee.

- The increase in Council wide annual sickness absence of 2932.45 FTE days lost compared to the previous year.

3.   Background

3.1   The Council is committed to supporting the health and wellbeing of all employees. This is driven by our Employee Wellbeing Strategy and supported by initiatives and projects delivered through the Employee Wellbeing Group.   The aim of this work is to improve employee morale and engagement, promote a healthier and more inclusive culture and lower sickness absence rates.

4.   Main Issues

Annual (2018/2019) Service Performance

4.1   In 2018/19, a total of 4231.22 days were lost due to sickness absence across the services covered by this report. This represents an increase of 462.19 FTE days lost compared to 2017/18.

4.1.1 Table 2 details benchmarking information to enable comparison to the previous year, the service's best performance in the last 3 years is stated as is the CIPD (Chartered Institute of Personnel and Development) benchmark for

the public sector. The FTE figure is shown to provide context to the scale of the service in terms of employees.

4.1.2 The table shows that all of the services considered in this report have lower levels of absences than the Council average. It is encouraging to note that 2 of the services listed, People & Technology and Regulatory have recorded their lowest level of absence in the last 3 years. Additionally, these 2 services reported levels of absence significantly lower than the CIPD benchmark for public sector.

Table 2 – Benchmarking Information

Strategic Lead Area	FTE as at 31st March 2019	Annual 2017/18	Annual 2018/19	Service- Best Annual Performance	Public Sector Benchmark 2018/19*
Council Wide	**4525.34**	**10.67**	**11.52**	**10.47 (2016/17)**	
Communications, Culture & Communities	124.62	5.29	9.56	4.70 (2016/17)	8.4
People & Technology	91.65	5.16	3.38	3.38 (2018/19)	
Regulatory	87.75	3.75	3.02	3.02 (2018/19)	
Resources	259.17	7.66	9.51	7.66 (2017/18)	

*Source 2019 CIPD Health and Wellbeing at Work report

4.1.3 Table 3 details the variance in reported sickness absence levels between 2017/18 and 2018/19. Again it is positive to note that both People & Technology and Regulatory have reported significant decreases in sickness absence levels, whilst Resources and Communications, Culture and Communities have reported increases. However, Table 2 (above) does highlight that the services covered by this report have a relatively small head count and so any variance expressed as a percentage will appear more significant. To provide further context the variance is also expressed in total FTE days lost.

4.1.4 The increase in Resources can attributed to significantly higher levels of sickness absence occurring from October 2018 through to March 2019 as illustrated in Table 1, whilst the increase in Communications, Culture & Communities can largely be attributed to a small number of long term cases.

Table 3 – Variance in days lost due to sickness absence

Strategic Lead Area	Total FTE days lost 17/18	Total FTE days lost 18/19	Variance in 17/18 vs 18/19 (%)*	Variance 17/18 vs 18/19 (total FTE days lost)
Council Wide	49199.61	52132.06	5.63%	2932.45
Communications, Culture & Communities	799.24	1191	32.89%	391.76
People & Technology	508.39	310.2	-63.89%	-198.19
Regulatory	356.8	264.93	-34.68%	-91.87
Resources	2104.6	2465.09	14.62%	360.49

*This is calculated based on the variance of actual FTE days lost and not the variance in average FTE days lost per FTE employee as shown in the Headline figure in Appendix 1.

4.2 Absence Reasons – Service Performance

4.2.1 Appendix 1 provides a detailed breakdown of the reasons for absence Council Wide.

4.2.2 Table 4 below shows the top 3 reasons for absence in 2018/19 for the areas covered by this report and compares these to the Council Wide results for the same period. The top 3 reasons for absence Council wide are not reflected in the services below. Whilst acute medical conditions and minor illness do feature, they do not appear in all of the services or in the same ranking. Minor illness is featured in each of the service's top 3 reasons but they experience a lower incidence of this than the Council overall. Acute medical conditions also features in each service's top 3 reasons and all services report a higher incidence than the Council overall. Personal stress is featured in 3 of the services detailed below to varying degrees.

4.2.3 To support employees experiencing stress or mental health challenges, the Employee Wellbeing Group has had a particular focus on mental health and promoting the services that are available. Further details of this are provided in section 4.4 of this report. Work will continue in this area to establish what additional supports may be beneficial to staff and assist them in maintaining their health and wellbeing.

Table 4 – Reasons analysis – Service performances

	1		2		3	
	Reason	**%**	**Reason**	**%**	**Reason**	**%**
Council Wide	**Minor Illness**	**21.89**	**Acute Medical Conditions**	**17.79**	**Musculo Skeletal Injuries**	**15.51**
Communications, Culture & Communities	Stress - Work Related	17.25	Minor Illness	16.86	Mental Health	16.12
People & Technology	Stress - Personal	41.6	Acute Medical Conditions	33.33	Minor Illness	24.78
Regulatory	Acute Medical Conditions	27.26	Stress - Personal	21.19	Minor Illness	20.19
Resources	Acute Medical Conditions	28.96	Minor Illness	22.56	Stress Personal	12.05

4.3 <u>Absence Duration – Service Performance</u>

4.3.1 Table 5 shows the duration profile for the services covered by this report and compares to the overall Council-wide duration profile. Long term absence accounts for approximately 73.21% of Council-wide absence for 2018/19, which is a small increase compared to the same period in the previous year. People and Technology, Regulatory and Resources all report that the percentage of total absence attributed to long term cases is lower than the Council overall. Communications, Culture & Communities report a higher proportion of their absence as long term when compared to the Council wide figure.

4.3.2 It should also be noted that as these services have relatively low levels of sickness, the proportion of short/long term absence may only be attributable to a small number of cases.

Table 5 – Duration analysis – Service performances

	Annual 2017/18		Annual 2018/19	
	Short Term (% of total absence)	Long Term (% of total absence)	Short Term (% of total absence)	Long Term (% of total absence)
Council Wide	**28.74%**	**71.26%**	**26.79%**	**73.21%**
Communications, Culture & Communities	50.05%	49.95%	23.52%	76.48%
People & Technology	34.35%	65.65%	32.33%	67.67%
Regulatory	33.26%	66.74%	45.53%	54.47%
Resources	31.60%	68.40%	32.52%	67.48%

4.4 Annual 2018/19 Council-wide Performance

4.4.1 Chart 1 below shows the Council's absence trend for the year compared with the previous 3 years. In 2018/19 absence levels increased by approx. 8% compared to 2017/18. This can be attributed to the significantly higher levels of absence due to minor illness reported during November/December 2018. With the exception of November and December 2018, the absence trend in 2018/19 has largely followed the same pattern as in previous years with peaks in May followed by a reduction in absence levels in June and July and a gradual increase through the autumn and winter months. To date 2016/17 reported the lowest levels of absence Council wide.

Chart 1
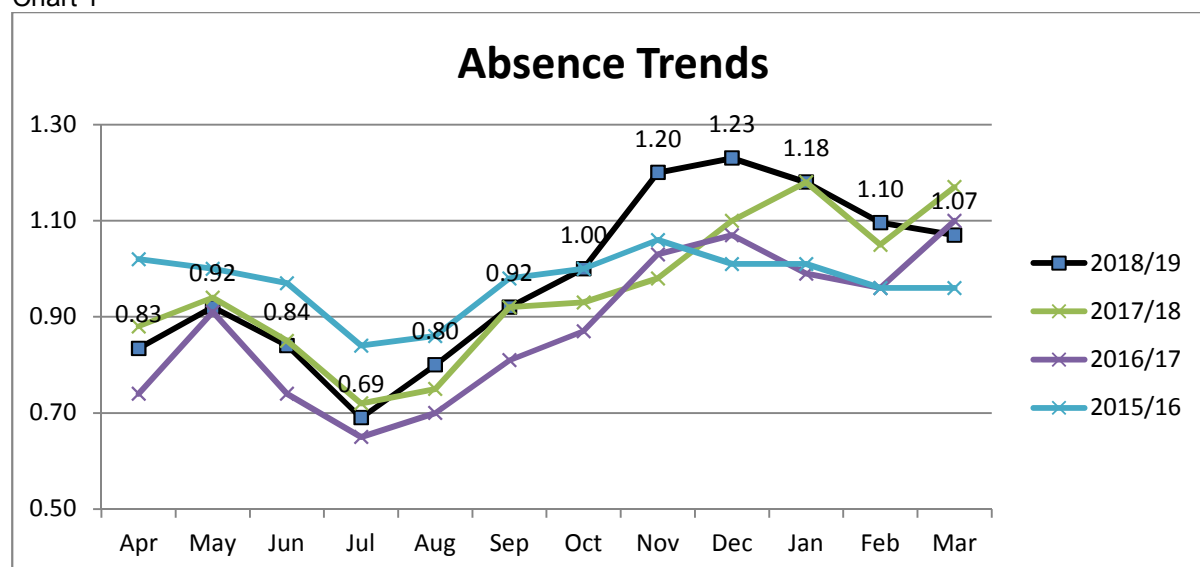
4.4.2 Table 6 (below) shows year end absence levels, by Strategic Lead Area, 2018/19, and associated year-end figures for 2017/2018 to allow comparison. Please note that the year-end Annual FTE days lost per FTE employee which is reported for each Strategic Lead Area is based on where employees were located as at 31 March 2019.

Table 6

2018/19 – Actual FTE days lost per FTE employee

Service	2018/19Total	2017/18 Total
Child Healthcare & Criminal Justice	15.55	15.22
Community Health & Care	21,24	18.68
Finance and Resources	0.00	0.00
Mental Health, Addiction & Learning Disabilities	14.71	16.14
Strategy, Planning & Health Improvement	6.48	2.54
Health & Social Care Partnership	**18.88**	**17.26**
Environment & Neighbourhood	10.38	11.76
Housing & Employability	10.31	10.04
Regeneration	13.72	10.23
Regeneration, Environment & Growth	**11.43**	**10.94**
Communications, Culture & Communities	9.56	5.29
Education Learning & Attainment (Support Staff)	9.97	9.65
People & Technology	3.38	5.16
Regulatory	3.02	3.75
Resources	9.51	7.66
Transformation & Public Service Reform (excl. Teachers) TOTAL	**8.86**	**7.90**
Local Government Employee Total	12.77	11.83
Transformation & Public Service Reform (Teachers)	**6.24**	**5.70**
COUNCIL-WIDE TOTAL	**11.52**	**10.67**

4.5   Employee Wellbeing Group

4.5.1   The Employee Wellbeing Group continues to make progress through wellbeing initiatives, employee support mechanisms and joint working with trade unions and local partners to identify and address areas for improvement. Updates on progress are reported to Change Board on a monthly basis. A summary of some of the actions which have been completed since the last report to this Committee in November 2018, or which are currently being progressed, include the following:

- Various promotions including alcohol awareness, mental health, national no smoking day and discounted leisure membership.
- The new Disability Passport guidance was launched and is now available on the intranet. This guidance complements the existing policies and supports that are already in place and it is intended to help managers feel more confident in supporting employees with disabilities throughout the employment cycle.
- A review of the attendance management policy has been undertaken; focus groups have been held with management and Trade Union representatives and the updated policy is now being finalised.
- The 12 month pilot Headtorch Programme continues; senior leadership and HR & OD have completed the training with being rolled out to 2 further areas in the summer period, additionally a session will also be delivered to Trade Union colleagues in April. A full evaluation of the programme will be completed.
- A joint communication was developed with the Trade Unions which promotes the wide range of supports that are currently available; this was shared with Trade Union colleagues and managers. Trade Union colleagues have also been asked to share this with their members.
- An event was held in Church St to promote Time to Talk day, the Chaplaincy attended and were on hand to speak to any employees who wished to access the service. The event encouraged people to take a break and talk about their mental health with colleagues and friends to help break the stigma. A presentation was also ran on the Atrium screen in Church St promoting the support services and employee benefits available to all staff throughout the day.
- As part of the above event, the Council's partnership with Access to Work's Mental Health service was also launched. This service is designed to complement existing support services and enables employees and their family members to access support for up to 9 months via a dedicated worker to will support them to develop a care plan and provided dedicated mental health support. Further information is available on the Employee Wellbeing Intranet pages which have been updated to reflect the new service.
- An exercise to review the platform used to host the Employee Wellbeing Intranet pages has also started and as part of this an alternative platform for the pages is being considered. Moodle, which is the new platform for I-Learn, is being considered as this would allow for online resources to be more accessible to those who have a mobile devise either as part of their role or at home. As such the details of all supports available to staff would be opened up to a wider audience.
- A review of the Carer's group is also being undertaken as part of the EWG remit and based on feedback from those who attend and the Carer's Network, this support service will become a signposting service to enable employees to access more specialist support as required. The EWG intranet pages are currently being updated to reflect this and the Carer's Network will continue to work in partnership with the group to support employees.

- A number of employees have been trained to be Mental Health First Aiders through training provided by our Trade Union colleagues, a promotion of who these people are is now being planned to ensure that employees are aware of who they can approach for assistance in their service.

5. People Implications

5.1 Effective and robust management of absence can have a positive impact upon employees, promoting early return to good health and work. The results for 2018/2019 indicate that several of the services covered by this report have improved since the previous year and all services continue to out perform the Council overall. However, when the reasons for absence are considered the results suggest that there may be further support required to assist employees to maintain their mental health and wellbeing.

6. Financial and Procurement Implications

6.1 Based on the estimated cost of a day's absence of £124, table 6 provides the estimated cost of absence across the Council and the Strategic Lead area. This does not include any associated costs such as cover or overtime.

Table 6 – Cost of absence

Strategic Lead Area	2018/19 Cost (approx.)
Council	**£6,464,375**
Communications, Culture & Communities	£147,684
People & Technology	£38,465
Regulatory	£32,851
Resources	£305,671

6.2 There are no procurement implications.

7. Risk Analysis

7.1 There is a risk that managers do not fulfil their role and comply with the policy and in turn Council-wide absence continues to increase.

7.2 While it is evident in many instances that the necessary and proactive steps are being undertaken, such as early referral to occupational health, there is still a significant amount of work to do to continue to reduce absence.

7.3 Without maintaining and continuing to improve attendance there continues to be a risk of detrimental impact on service delivery, loss of productivity and reduced team performance.

8. Equalities Impact Assessment (EIA)

8.1 This report is for noting only, therefore no EIA is required. Any associated policies are subject to Equalities Impact Screening and Assessment if required.

9. Consultation

9.1 Consultation is on-going with trades unions in the main through the Wellbeing Group, the local Joint Consultative Committees, Employee Liaison Group and, for more strategic matters, through Joint Consultative Forum.

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.

Victoria Rogers
Strategic Lead People and Technology
Date: 11 April 2019

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Appendices:	Appendix 1 Council Wide Annual 2018/19 Absence Summary
Background Papers:	None
Wards Affected:	None

West Dunbartonshire COUNCIL

WDC Absence Statistics	Department: Council-Wide
	Period: Annual 2018-19

TABLE 1 - Headline Figure	Annual 2018-19	11.52	Annual 2017-18	10.67	Year on Year +/-	8.0%

TABLE 2 - Days Lost per

Department	FTE Employees	ACTUAL WORKING DAYS LOST				Total Working Days Lost	Total FTE Days Lost	Total FTE Days Lost by FTE Employees
		Intermittent 1-3 days	Short Term 4-5 days	Medium Term 6 days - 4 weeks	Long Term over 4 weeks			
Strategic Management	**13.38**	**0.0**	**0.0**	**0.0**	**89.3**	**89.3**	**89.29**	**6.67**
Child Healthcare & Criminal Justice	224.62	190.5	147.5	610.4	3,057.0	4,005.4	3,492.65	15.55
Community Health & Care	711.07	762.0	606.0	3,012.3	16,880.8	21,261.1	15,103.64	21.24
Finance & Resources	4.50	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Mental Health, Addiction & Learning Disabilities	135.30	135.0	135.0	366.6	1,942.3	2,578.9	1,990.10	14.71
Strategy, Planning & Health Improvement	22.39	17.0	15.0	22.1	156.7	210.9	145.10	6.48
Health & Social Care Partnership	**1,097.87**	**1,104.5**	**903.5**	**4,011.5**	**22,036.8**	**28,056.3**	**20,731.48**	**18.88**
Environment & Neighbourhood	628.13	512.0	674.5	1,615.5	7,385.4	10,187.4	6,519.56	10.38
Housing & Employability	254.71	146.5	199.5	393.8	2,151.8	2,891.5	2,625.84	10.31
Regeneration	413.02	287.0	410.0	968.2	4,413.1	6,078.2	5,668.58	13.72
Regeneration, Environment & Growth	**1,295.86**	**945.5**	**1,284.0**	**2,977.5**	**13,950.2**	**19,157.2**	**14,813.99**	**11.43**
Communications, Culture & Communities	124.62	77.0	45.5	230.5	1,147.7	1,500.7	1,191.00	9.56
People & Technology	91.65	33.5	13.5	64.4	233.1	344.4	310.20	3.38
Regulatory	87.75	47.0	29.5	89.2	198.3	364.0	264.93	3.02
Resources	259.17	258.5	201.5	495.5	1,982.7	2,938.2	2,465.09	9.51
Education Learning & Attainment (Support Staff)	685.91	862.0	534.0	1,556.6	6,330.6	9,283.2	6,839.20	9.97
Transformation & Public Service Reform (Excl. Teachers)	**1,249.10**	**1,278.0**	**824.0**	**2,436.1**	**9,892.4**	**14,430.5**	**11,070.42**	**8.86**
LOCAL GOVERNMENT EMPLOYEES TOTAL	**3,656.22**	**3,328.0**	**3,011.5**	**9,425.0**	**45,968.8**	**61,733.3**	**46,705.18**	**12.77**
Transformation & Public Service Reform (Teachers)	**869.12**	**921.5**	**439.0**	**1,228.4**	**4,184.8**	**6,773.7**	**5,426.88**	**6.24**
COUNCIL-WIDE TOTAL	**4,525.34**	**4,249.5**	**3,450.5**	**10,653.4**	**50,153.6**	**68,507.0**	**52,132.06**	**11.52**

TABLE 3 - Breakdown of Days Lost by Duration Category

Duration	Working Days Lost	Percentage of Lost Days
Intermittent (1-3 days)	4,249.5	6.20%
Short Term (4-5 days)	3,450.5	5.04%
Medium Term (6 days-4 weeks)	10,653.4	15.55%
Long Term (over 4 weeks)	50,153.6	73.21%
TOTAL	**68,507.0**	**100%**
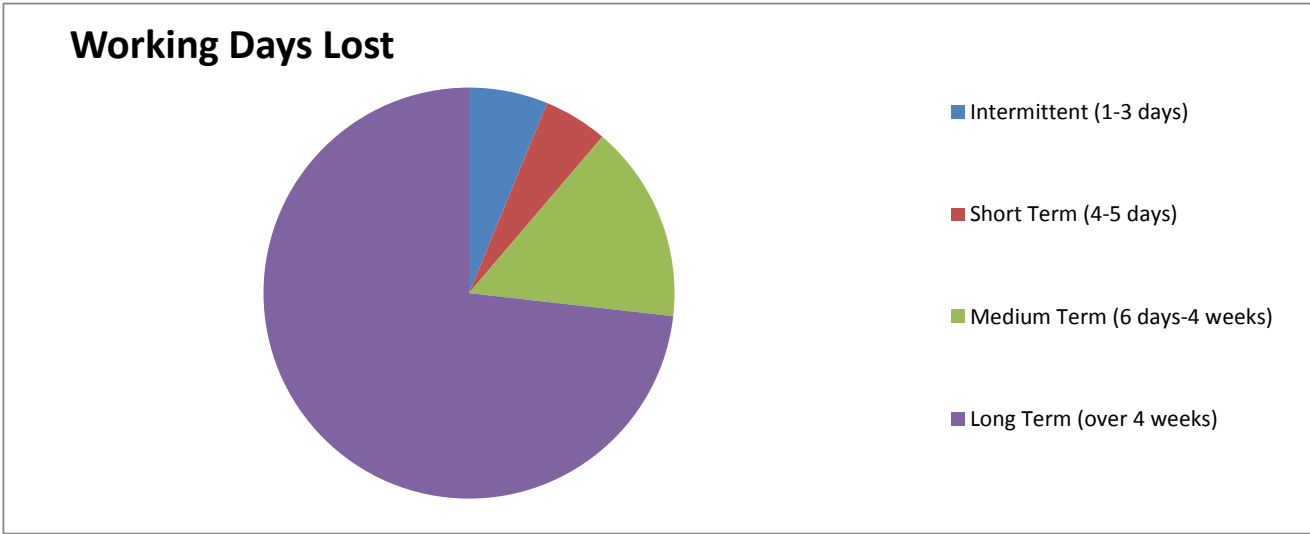
Working Days Lost

- Intermittent (1-3 days)
- Short Term (4-5 days)
- Medium Term (6 days-4 weeks)
- Long Term (over 4 weeks)

WEST DUNBARTONSHIRE COUNCIL

Report by Strategic Lead – Communications, Culture & Communities

Corporate Service Committee: 22 May 2019

Subject: Equality Outcomes & Mainstreaming Report 2017-2021 – Progress

1   Purpose

1.1   This report provides members with a midterm progress report on delivery of the Equality Outcomes and Mainstreaming Report for 2017-2021approved in April 2017.

2   Recommendations

2.1   It is recommended that members:
- Note progress made in delivery of the Equality Outcomes over the period 2017-19

3   Background

3.1   Since 2013 the Equality & Human Rights Commission (EHRC) has required public bodies to develop and publish a range of equality outcomes which support delivery of duties in line with the Equality Act 2010. West Dunbartonshire Council published its first Equality Outcomes and mainstreaming report in April 2013, covering the period 2013-2017.

3.2   Delivery of the outcomes and supporting activity is managed through the Strategic Delivery plans in each service area, and the overall position and progress monitored through the Councillor chaired Equality & Diversity Working Group (EDWG).

3.3   EHRC requires that all public bodies under this duty publish a set of Equality Outcomes at least every 4 years. West Dunbartonshire Council, along with many other Public Bodies, approved and publish its second Equality Outcomes and Mainstreaming Report in April 2017. In addition, we are required to prepare and publish a progress report at the mid point of the 4-year plan.

3.4   Council services have been fully involved in the development of the progress report and have offered advice and evidence of progress emerging action areas. Work has also been undertaken through the West Dunbartonshire Equality Forum, a partnership group involving community organisations with a focus on equalities, to identify actions, evidence of progress and priorities for future years.

4 **Main Issues**

4.1 As can be seen from the progress report attached as appendix 1 to this report, good progress has been made in delivery of the 2017-2021 Equality Outcomes. The Council has committed to delivering a strong focus on leadership and raising awareness through mainstreaming activities such as events in support of Black History Month, LGBT history month and International Women's Day. Our strong partnership with and support of West Dunbartonshire Equality Forum allows for robust consultation by the Council and partner agencies to be undertaken through with a range of equality focused groups.

4.2 The progress report sets out the context for delivery and the commitments made by Council through our Equality Statement. As can be seen from the detail of the report, there has been a focus on mainstreaming equalities through both employee development and implementation of new/revised policies.

4.3 Work on delivery of the eight equality outcomes adopted for 2017-21 is summarised in the report, with a focus on both case studies and key achievements. During the first two years of the plan positive progress has been made across all areas, however there is a recognition that there is more work to be done to delivery on the ambitions described in the 2017 report.

4.4 Over the remaining two years of the currents plan, work will progress on increasing diversity in our workforce and ensuring equity in this respect. This relates to the workforce overall, although there will be a specific focus on disability and recruitment.

4.5 Reducing occupational segregation remains a challenge, although positive partnership working is underway which focuses on the role of education and community in changing commonly held views on gender traditional roles.

4.6 In addition further work will be done to increase digital inclusion and offer a range of mechanisms to increase involvement of under represented groups. This links to wider work underway in the organisation around empowerment of our citizens.

4.7 Finally, work is progressing in those equality outcomes specific to education. As can be seen from the progress report, progress has been made in relation to identity based bullying and reducing attainment gaps. Further work is planned in these areas, to be delivered over the remainder of the current plan.

4.8 Each Equality Outcome is supported by performance indicators, which provide detail on performance over time. A performance scorecard for the current suite of Equality outcomes is attached as appendix 2 to this report.

5   People Implications

5.1   There are no people implications resulting directly from this report. Work to implement the plan is carried out by the services themselves as part of regular activity.

6   Financial & Procurement Implications

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

7   Risk Analysis

7.1   This report demonstrates that the Council has robust processes in place to plan and to manage and improve performance in relation to outcomes delivery across all protected characteristics. Failure to develop equality outcomes and supporting activity would be a significant risk.

8   Equalities Impact Assessment (EIA)

8.1   An EIA is not required as this report details progress of an existing plan which was subject to a full impact assessment.

9   Consultation

9.1   All strategic service areas have been involved in development of the report and participate in the EDWG.

10   Strategic Assessment

10.1   Equality is a key underpinning principle in delivering the strategic vision and mission of the Council.

Malcolm Bennie
Strategic Lead Communications, Culture and Communities
24 April 2019

Person to Contact:	Amanda Coulthard amanda.coulthard@west-dunbarton.gov.uk
Appendices:	**Appendix 1:** Equality Outcomes & Mainstreaming Progress Report 2017-19 **Appendix 2:** Equality Outcome Scorecard
Background Papers:	Equality Impact Assessment
Wards Affected:	All wards

WEST DUNBARTONSHIRE COUNCIL

Equalities Mainstreaming and Outcomes Report 2017 - 2021

Progress update
April 2019

West
Dunbartonshire
COUNCIL

Index

Foreword

As Chair of the West Dunbartonshire Equality and Diversity Working Group, I am delighted to present the Equality Outcomes and Mainstreaming Update, covering the period 2017-2019.

This report details the progress we have made in delivering the Equality Outcomes we adopted as a Council in 2017 along with wider updates on mainstreaming equalities.

I believe that in the current challenging times the public sector finds itself in, it is more important than ever to maintain a focus on fairness and equity in the design and delivery of our valued and vital public services.

It is for this reason that I'm so pleased to see the committed activity taking place across West Dunbartonshire Council outlined in this document.

Best wishes,
Councillor Caroline McAllister

89,000 population

48% male

51% female

17% under 16

18% over 65

Our Strategic Priorities

COMMUNITY PLANNING WEST DUNBARTONSHIRE

Overarching priority: REDUCING INEQUALITIES FOR THE PEOPLE OF WEST DUNBARTONSHIRE

FLOURISHING

INDEPENDENT

NURTURED

EMPOWERED

SAFE

COMMUNITY PLANNING PARTNERSHIP PRIORITIES

a strong local economy and improved employment opportunities

supported individuals, families and carers living independently and with dignity

meaningful community engagement with active empowered and informed citizens who feel safe and engaged

COUNCIL PRIORITIES (in support of CPWD)

COUNCIL PRIORITIES (internal enabling factors)

open, accountable and accessible local government

efficient and effective frontline services that improve the everyday lives of residents

STRONG CORPORATE GOVERNANCE

National context

Since our Equality Outcomes were adopted in 2017, Scottish Government has enacted the socio-economic duty of the Equality Act 2010 - known as the Fairer Scotland Duty.

The new National Performance Framework makes clear links to Human Rights, with further work underway to review the national approach to Human Rights and possible new legislation.

From 1 April 2018, we have incorporated the Fairer Scotland Duty into our Equality Impact Assessments, joining Human Rights and health considerations.

West Dunbartonshire Council Equality Statement

The Council is committed to fulfilling the three key elements of the general equality duty as defined in the Equality Act 2010:

Eliminating discrimination, harrassment and victimisation	Advancing equality of opportunity between people who share a protected characteristic and those who do not	Fostering good relations between people who share a protected characteristic and those who do not; this includes tackling prejudice and building understanding

The protected characteristics are:
- **age**
- **disability**
- **gender reassignment**
- **pregnancy and maternity**
- **race, this includes ethnicity, colour and national origin**
- **religion or belief**
- **sex**
- **sexual orientation**
- **marriage/civil partnership** *(for which only the first duty applies)*

Every one of us has 'protected characteristics', however, in this context, the focus is on the treatment individuals and groups receive, the level of autonomy they have, and the positive or negative outcomes for them.

We will:
- **remove or minimise disadvantages experienced by people due to their protected characteristics**
- **meet the needs of people from protected groups where these are different from the needs of other people**
- **Encourage people with protected characteristics to participate in public life or in other activities where their participation is disproportionately low**
- **take effective action on equality**
- **make the right decisions, first time around**
- **develop better policies and practices, based on evidence**
- **be transparent, accessible and accountable**
- **deliver improved outcomes for all**

Mainstreaming Equality

Our Employee Survey shows **73.4%** of employees believe we have a good or very good approach to equalities.

CASE STUDY...Employee development

During 2018 we designed and delivered new training sessions, on providing accessible services. These joined our existing general equalities sessions and equality impact assessment training, in their face-to-face and online versions.

Overall between 2017 and 2019, more than 950 staff accessed training, compared to 850 staff between 2015 and 2017. We have continued to set and achieve stretching targets for participation in these areas.

Feedback on training was generally very positive, and is used to ensure continuous improvement. We have expanded the range and content in training to ensure that staff are aware how Human Rights and Equalities interact.

Raising and maintaining awareness

- **Induction programme**
- **Targeted training**
- **Revised policies on domestic abuse**
- **EIA online system and support**
- **West Dunbartonshire Equality Forum**
- **Equality focused events and celebrations**

CASE STUDY...No Home for Domestic Abuse

West Dunbartonshire Council has become the first social landlord in Scotland to introduce a zero tolerance policy on domestic abuse within its properties. The Council has introduced measures to ensure victims have immediate access to practical help and specialist legal assistance and support following any incident of domestic abuse.

The service protects those experiencing abuse, including family members, by introducing a presumption that all tenancies for couples are held in joint names. This ensures that victims are legally entitled to remain in the home, if they wish to, following any incident of domestic abuse.

Accessibility

Over the first two years of this plan we have worked to build awareness among staff of the range of resources available for translation and interpretation, including Language Line and face-to-face interpreting services, including support for BSL users.

% of public areas in Council buildings suitable for and accessible to disabled people:

89%
2016/17

95%
2017/18

CASE STUDY...Connecting Clydebank

Connecting Clydebank is a transformation project targeted at revitalising the civic core of Clydebank. It forms an essential link between the Queens Quay development, Clydebank Town Centre and the public transport infrastructure in and out of the area. By bringing together a range of investment strands it aims to reinforce Clydebank as a destination.

The process has been informed by consultation with residents and likely users of the area, including strong links and engagement with dedicated equality groups for the West Dunbartonshire area. This strengthened the Equality Impact Assessment for the project and ensured inclusion of social and economic impacts.

The team leading this project worked closely with an access consultant and the West Dunbartonshire Access for All group, as well as the wider Equality Forum, visiting similar projects in other areas to share learning. On the advice of the Access for All group, further adjustments and changes have been incorporated into the proposed project plan to address issues raised through the consultation process.

Mainstreaming Equality in Education

We are committed to ensuring positive sustained outcomes for all of our children and young people through collaborative assessment and planning to address barriers to inclusion and learning, developing all children and young people to be:

- **successful learners**
- **confident individuals**
- **responsible citizens**
- **effective contributors**

Early Years

By 2020 we aim to provide our families with high quality, flexible early learning and childcare, that is accessible and affordable, in line with the expansion in childcare hours across Scotland. This is an opportunity to drive diversity in our workforce by attracting a wide range of people into this area of work.

Training & Development

- **In 2018 we held three specific equality & human rights awareness sessions for probationary teachers**

- **Building skills of teachers and support staff around additional support needs**

- **Professional development sessions on barriers to learning and inclusion**

- **Collaboration is ongoing to produce guidance for schools in relation to the British Sign Language (BSL) act.**

Partnership working

Work continues on closing the attainment gap in partnership with a range of agencies.

The Champions Board is providing guidance to schools on supporting care experienced and previously care experienced pupils.

Our Parent Forum ensures the voice of parents is integral to planning and implementation. In Partnership with Skills Development Scotland and Foundation Apprenticeship providers the Senior Phase team support and deliver national marketing and local marketing campaigns to raise awareness of the various apprenticeships being offered to all young people.

Working4U have successfully bid to deliver Foundation Apprenticeship Frameworks, in Healthcare, Children & Young People and Civil Engineering starting in August 2019. Through this partnership we will ensure that all placements are with the local authority, directly linking to MA pathways.

These frameworks deliver a bespoke employability skills programme for school leavers, tailored to the needs of all young people, providing enhanced support to young people at risk and those who require additional support to access various opportunities. We will work in collaboration with Developing Young Workforce West region, partners & schools to deliver various initiatives promoting equality and diversity, including Big Bang STEM (Science, Technology, Engineering & Maths)events, Bloodhound Challenge & Childcare.

Equality Outcome Progress

Increase participation and voice of under-represented groups

1

West Dunbartonshire Equality forum has a Local Development Plan and Local Housing Strategy. The forum has also directly fed into the process of creating a new Community Empowerment Strategy for the Council.

West Dunbartonshire Access for All

Well known locally as the **Access Panel**, members have had significant involvement in the process of finalising designs for important **Connecting Clydebank** project, including giving evidence at our planning committee.

Support for Syrians

Over the last 4 years West Dunbartonshire has welcomed over 100 new residents through the Syrian Vulnerable Person Resettlement Programme. A dedicate team provides support on housing, education, health and integration, working closely with public and voluntary sector partners.

CASE STUDY...British Sign Language

The British Sign Language (BSL) Action plan 2018 - 2024 was adopted by Council following a period of development and consultation which involved local BSL users. This allowed development of a relationship and contacts which will benefit future service design and delivery.

Increase diversity in the Council workforce

2

Undertook a data verification exercise

This helps us understand the representativeness of the workforce, furtherwork will improve and increase understanding of the profile of our workforce.

Supporting Flexible Working

- **Recruitment & selection practice amended in June 2017**
- **Guaranteed interview scheme now in place for carers returning to the workplace after a break in employment**

Workforce diversity

We know that our current workforce profile shows an under-representation of BME and disabled employees. Work to understand recruitment data and what improvements can be made is an ongoing activity within the service.

The table below shows data from an analysis exercise in recruitment and selection. It shows the number of applicants in each grouping, along with the proportion of those successful in securing a post.

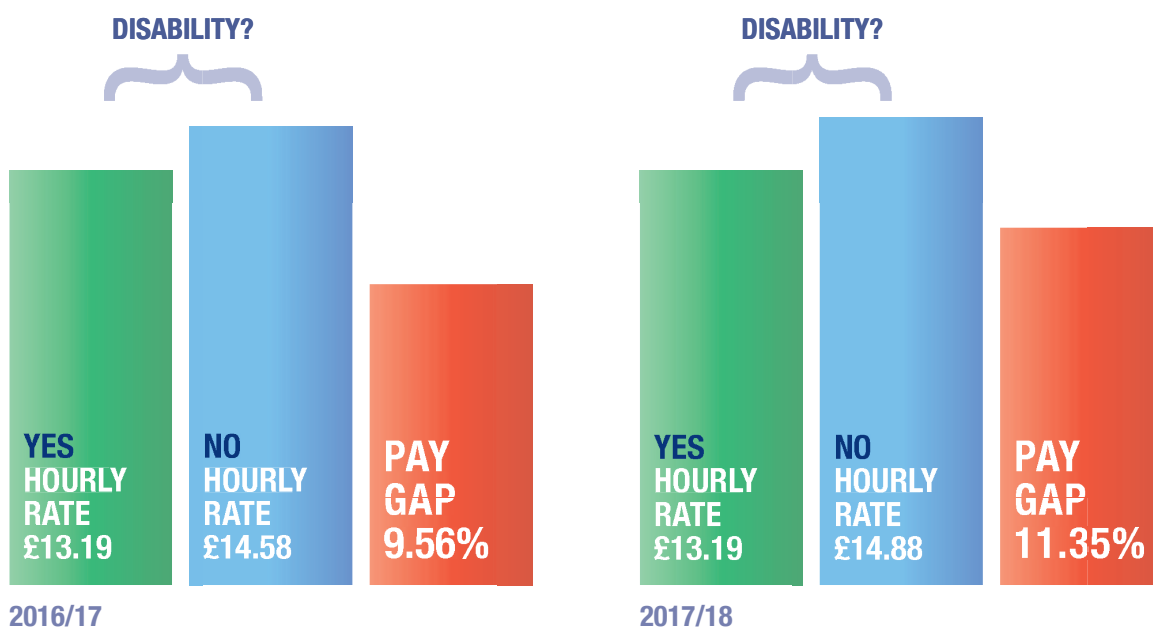| Protected Characteristic Category	2016/17			2017/18		
	No of applicants in group	No of applicants successful in gaining employment in group	Success rate of group %	No of applicants in group	No of applicants successful in gaining employment in group	Success rate of group %
Female	**8,090**	**537**	**6.64%**	**6,750**	**398**	**5.90%**
Male	**3,315**	**210**	**6.33%**	**4,457**	**170**	**3.81%**
BME	**475**	**25**	**5.26%**	**446**	**14**	**3.14%**
White	**10,796**	**716**	**6.63%**	**10,656**	**541**	**5.08%**
LGBT	**277**	**19**	**6.86%**	**329**	**8**	**2.43%**
Heterosexual	**10,718**	**709**	**6.62%**	**10,524**	**546**	**5.19%**
Disabled	**471**	**22**	**4.67%**	**542**	**17**	**3.14%**
Non-disabled	**10,827**	**721**	**6.66%**	**10,569**	**546**	**5.17%**
Non-Christian	**429**	**21**	**4.9%**	**390**	**6**	**1.54%**
Christian	**5,520**	**425**	**7.7%**	**5,060**	**308**	**6.09%**

disability confident
EMPLOYER

Reduce disability pay gap

3

Equal Pay Audit 2017 shows that the disability* pay gap in increasing

*based on those who have recorded themselves as having a disability.

DISABILITY?

YES HOURLY RATE £13.19

NO HOURLY RATE £14.58

PAY GAP 9.56%

2016/17

DISABILITY?

YES HOURLY RATE £13.19

NO HOURLY RATE £14.88

PAY GAP 11.35%

2017/18

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Make **TIME** for disability

The Council is committed to supporting disabled people into employment and to remain in employment. Guidance developed in 2018, signposting the right policies for supporting disabled people. The guidance aims is to improve the confidence of managers and to encourage the workforce to '**make TIME for disability**'.

	MANAGERS	EMPLOYEES
TALK	Managers will make time to have confidential discussions with their employees about their disability.	Employees will have open and honest discussions with their manager about their disability.
INFORM	Managers will ensure that employees are aware of all the supports available to enable employees to manage their disability at work.	Employees will provide relevant information to their manager to mutually agree the best supports to enable them to manage their disability at work.
MANAGE	Managers will ensure that the correct supports are in place for their employees and will review the effectiveness of supports.	Employees will advise their manager of any changes to their condition in order to review the effectiveness of supports.
EMPATHISE	Managers should appreciate that it can be difficult for employees to talk about their disability and appreciate the difficulties employees face when managing a disability.	Employees should appreciate that managers may be hesitant to discuss, out of respect for their employees or lack of knowledge. Employees have a responsibility to educate their managers.

Decrease occupational segregation

4

Occupational segregation refers to the differences in the distribution of women and men across different occupational categories and job types. The Council profile is consistent with national trends, with the highest concentration of females within support and care roles.

Evidence shows that women face the greatest disadvantage. Since 2017 a number of positive steps have been taken to reduce occupational segregation:

● **The ways in which jobs are advertised**
● **Revisions/ review of job profiles**
● **Introduction of training/ mentoring / coaching**
● **Increased access to flexible working**

Working4U through their Skills Development Scotland (SDS) Modern Apprenticeship programme will continue to work in partnership to deliver the Equality Action Plan for Modern Apprenticeships in Scotland.

The four key objectives are:

- **Supporting young disabled people through transition periods in their education and into employment. Improve the successful uptake of Modern Apprenticeships by young disabled people.**

- **Reduce gender stereotyping and gender segregation in career choices and occupational routes chosen by young people in education. Reduce gender segregation in Modern Apprenticeship frameworks.**

- **Broaden the career pathways taken by young people from Scotland's Ethnic Minority communities. Improve the successful uptake of Modern Apprenticeships by individuals from Ethnic minority communities**

- **Support young people in care and leaving care through transition periods in their education and into employment. Improve the successful uptake of Modern Apprenticeships by young people in care and leaving care.**

5

Increase digital inclusion of under-represented groups

Digital Strategy

Over the period 2017 - 2019 a range of activities have been progressed which will support increased digital inclusion:

- **Increased access to digital skills for residents through supports in Libraries and One Stop Shops**
- **Enhanced supports to build digital skills for employability through Working4U**
- **Digital skills survey of Council employees.**

Partnership working

- **West College Scotland training for employees - introduction to digital skills**
- **Trades Unions provided digital skills courses for our staff**
- **Launching a learning pathway for digital skills and leadership within our i-learn platform.**

In 2018, West Dunbartonshire was recognised as the best area in Scotland for access to fast broadband speeds. The latest figures show that the region ranks first in Scotland for average download speeds at 72.90 Mbps. The constituency is also one of the top performing areas in the UK as a whole, ranking at fourth place, well above the national average of 46.2 Mbps.

Reduce identity-based bullying in schools

6

New guidance launched on restraint & seclusion as well as racially prejudiced incidents informed by:

- **'No Safe Place'**
- **'Addressing Inclusion: Effectively Challenging Racism in Schools'**
- **CRER's Racist Incident Reporting in Schools**
- **Scottish Government 'Included, Engaged and Involved Part 2: preventing and managing school exclusions'**

Guidance on recording and reporting of (all) bullying incidents is being refreshed.

Developing a focused professional learning event for all education employees

LGBT pupil led groups in schools - helping raise awareness and providing support

Reduce the poverty-related attainment gap

To support all children and young people to engage, we are prioritising:

- **Implementing a whole school approach to nurture in primary and secondary schools**
- **Practitioner led literacy and numeracy strategy and implementation groups**
- **Integrating support services for pupils and families in school premises**
- **Headteacher leadership and collaboration of school improvement**
- **Local authority system and process for using data to plan and target support for schools**

Specifically, attainment for pupils in deciles 1 & 2 has improved:

LITERACY at P7

59% 2016   **67%** 2018

NUMERACY at P1

78% 2016   **81%** 2018
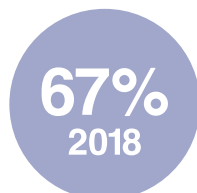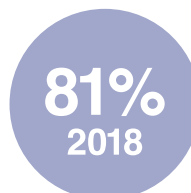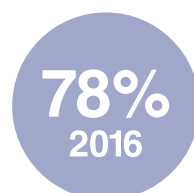
Our focus on parental engagement offers a range of supports and programmes for parents and carers to access. We are working to train health visitors in supports which can be delivered at home, enhancing the supports on offer through the family hub model.

Child poverty is a recognised barrier to attainment; the Council works with its community Planning Partners to challenge this; setting the following objectives:

- **maximise access to appropriate services**
- **maximise income through employment for families with children affected by poverty and disadvantage**
- **maximise income through welfare benefits for families with children affected by poverty and disadvantage**
- **reduce the cost of living for families with children affected by poverty and disadvantage**
- **maximise access to training and learning opportunities for families with children affected by poverty and disadvantage**
- **maximise the impact of public sector investments through focussed recruitment and community benefit.**

Reduce educational attainment gap between pupils with and without additional support needs (ASN)

8

Our Collaborative Support Service (CSS) works with schools to support them in addressing GIRFEC and ASN related requirements in their establishments. Specifically, they are working to develop learning and best practice in relation to dyslexia.

Through work with the National Deaf Children's Society and the Scottish Deaf Society, senior deaf and hearing impaired pupils were invited to attend an apprenticeship day at the Lighthouse in Glasgow. Four pupils attended and it was very well received and the signposting and information around apprenticeships and employability very thorough.

In four of our specialist provisions, the "Parents, Pamper and Patter" project has delivered to families of pupils with additional support needs providing parents and children with after school parental engagement and involvement opportunities in partnership with Active Schools. This gives parents the opportunity to get to know one another and enhanced opportunities for family learning together time.

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

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

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

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

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

本文件也可應要求，製作成其他語文或特大字體版本，也可製作成錄音帶。

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

British Sign Language
BSL users can contact us via contactSCOTLAND-BSL,
the online British Sign Language interpreting service.
Find out more on the contactSCOTLAND website.

West Dunbartonshire Council
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16 Church Street
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G82 1QL

Equalities@west-dunbarton.gov.uk

Equality Outcome & Mainstreaming Performance Scorecard

Name						
01 Increase participation and voice of under-represented groups						

Performance Indicator	2017/18				2018/19	Assigned To
	Value	Target	Status	Note	Target	
% of residents from BME groups who were satisfied or very satisfied with the opportunities for participating in the local decision making process	38%	38%	✅	Baseline of 38% has been used to set a challenging target for this indicator.	45%	Suzanne Greer; Elaine Troup
% of disabled residents who were satisfied or very satisfied with the opportunities for participating in the local decision-making process	33%	33%	✅	33% of disabled people responding to the Citizens Panel survey in October 2017 said they were either satisfied or very satisfied with opportunities to participate in local decision making. This compared with a figure of 45% for non disabled people. The stretch target aims to make progress in increasing satisfaction with opportunities, to align with that for non disabled people	36%	Suzanne Greer; Elaine Troup

Name						
02 Increase diversity in the Council workforce						

Performance Indicator	2017/18				2018/19	Assigned To
	Value	Target	Status	Note	Target	
% of our workforce who have declared a disability	1.18%	1.7%	🛑	The target for this indicator was not achieved in 2017/18. There has been significant fluctuation in the % of our workforce who have declared that they have a disability year on year. Due to the small number who have disclosed this information, small changes can significantly impact on the achievement of the target. Work continues to improve the disclosure rate.	1.8%	Melissa Connor
% of our workforce who have stated they are LGBT	3.07%	2.5%	✅	The target for this indicator was achieved in 2017/18. The data collected as part of the Employee Survey Results has been used to report this PI. This is the most accurate data available in relation to the LGBT workforce profile . Work continues to improve the disclosure rate through the Workforce Management System.	2.5%	Melissa Connor
% of our workforce who are from a black/ minority ethnic group	0.18%	0.35%	🛑	The target for this indicator was not achieved in 2017/18. Due to the small number who have disclosed this information, small changes can significantly impact on the achievement of the target. Work continues to improve the disclosure rate.	0.4%	Melissa Connor

Name						
03 Reduce disability pay gap						

Performance Indicator	2017/18				2018/19	Assigned To
	Value	Target	Status	Note	Target	
Disability pay gap	11.08 %	11.5%	✅	The target for this indicator was not achieved in 2017/18. This result is reflective of the reduction in the % of the workforce who have declared a disability. Due to the small number who have disclosed this information, small changes can significantly impact on the achievement of the target. Work continues to improve the disclosure rate.	11%	Melissa Connor

Name						
04 Decrease Occupational segregation						

Performance Indicator	2017/18				2018/19	Assigned To
	Value	Target	Status	Note	Target	
Male Modern Apprenticeship starts in care programmes	17%	27%	🛑	the actual number of males in childcare fell from 3 in 16/17 to 1 in 17/18; with low numbers big swings in proportions are possible. Large expansion of childcare provision in the next year will provide an opportunity to encourage more males	28%	Stephen Brooks
Female modern apprenticeship in Trade programmes	25%	27%	⚠️	The proportion of female apprentices has dropped; this does not reflect a drop in the number of female apprentices, but the increase apprenticeship places this year has been taken up my males in trades and overall	28%	Stephen Brooks

Name						
05 Increase digital inclusion of under-represented groups						

Performance Indicator	2017/18				2018/19	Assigned To
	Value	Target	Status	Note	Target	
% of older (65+) residents who have access to the internet in some form (home, phone, libraries, OSS etc)	100%	95%	✅	Baseline information was gathered from an online survey so may not be reflective of full population. The new data source of the telephone survey is expected to provide a reduced performance figure.	55%	Gill Graham; David Main
% of residents under 65 who have internet access in some form (Home, phone, libraries, OSS etc)	99%	96%	✅	Baseline information was gathered from an online survey so may not be reflective of full population. The new data source of the telephone survey is expected to provide a reduced performance figure.	95%	Gill Graham; David Main

Name
06 Reduce identity based bullying in schools

Performance Indicator	2017/18				2018/19	Assigned To
	Value	Target	Status	Note	Target	
Level of recorded incidents per 1000 (Bullying in schools)	1	0.78	🛑	Baseline data 0.8 per 1000 12 recorded incidents in session 2017-18.	0.75	Andrew Brown
Prevalence of incidents in high schools (Bullying)	3	3	✅	Baseline was developed in 2017/18. Records of pupil dialogue focus groups from school improvement visits.	5	Andrew Brown
Education staff accessing equalities training	53	87	🛑	Lower than anticipated attendance at a large group session for probationary teachers was the main contributory factor to this target being missed. A smaller scale factor was that some staff failed to complete online training that they had started, though this is common across all staff groups for such training	91	Andrew Brown

Name
07 Reduce the poverty-related attainment gap

Performance Indicator	2017/18				2018/19	Assigned To
	Value	Target	Status	Note	Target	
Average tariff score SIMD quintile 1	704	706	⚠️	2015/16 Baseline 633	710	Andrew Brown
Average tariff score SIMD quintile 2	772	874	⚠️	2015/16 Baseline 813	893	Andrew Brown
Average tariff score SIMD quintile 3	840	934	⚠️	2015/16 Baseline 951	950	Andrew Brown
Average tariff score SIMD quintile 4	1,108	989	✅	2015/16 Baseline 1,111	1,054	Andrew Brown
Average tariff score SIMD quintile 5	1,183	1,144	✅	2015/16 Baseline 1,041	1,150	Andrew Brown

Name						
08 Reduce educational attainment gap between pupils with and without additional support needs (ASN)						
Performance Indicator	2017/18				2018/19	Assigned To
	Value	Target	Status	Note	Target	
SCQF Level 4 (Pupils with additional support needs)		98.8%	?	2015/16 Baseline With ASN 98.6% Without ASN 98.4% This measure does not provide robust and comparable data – it will now be replaced for 2018/19 reporting onwards	98.9%	Andrew Brown
SCQF Level 5 (pupils with additional support needs)		82.6%	?	2015/16 Baseline With ASN 82.5% Without ASN 87.3% This measure does not provide robust and comparable data – it will now be replaced for 2018/19 reporting onwards	82.7%	Andrew Brown