Agenda

West Dunbartonshire COUNCIL

Corporate Services Committee

Date: Wednesday, 11 May 2016

Time: 14:00

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

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

Dear Member

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

Yours faithfully

JOYCE WHITE

Chief Executive

CORPORATE SERVICES COMMITTEE

WEDNESDAY, 11 MAY 2016

AGENDA

1.   APOLOGIES

2.   DECLARATIONS OF INTEREST

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

CORPORATE SERVICES COMMITTEE

At a Meeting of the Corporate Services Committee held on Wednesday, 10 February 2016 in the Council Chambers, Clydebank Town Hall, Dumbarton Road, Clydebank at 2.02 p.m.

Present:	Councillors Gail Casey, David McBride, Jonathan McColl, John Mooney, Lawrence O'Neill, Tommy Rainey, Martin Rooney and Kath Ryall.
Attending:	Angela Wilson, Executive Director of Corporate Services; Peter Hessett, Head of Legal, Democratic and Regulatory Services; Stephen West, Head of Finance and Resources; Vicki Rogers, Head of People and Transformation; Arun Menon, Business Support Manager; Malcolm Bennie, Corporate Communications Manager; Jackie Allison, Finance Business Partner; Graham Pollock, Manager of Regulatory Services and Craig Stewart, Committee Officer.
Apologies:	Apologies for absence were intimated on behalf of Councillors George Black, Jim Finn, Patrick McGlinchey and Gail Robertson.

Councillor Kath Ryall in the Chair

DECLARATIONS OF INTEREST

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

MINUTES OF PREVIOUS MEETING

The Minutes of Meeting of the Corporate Services Committee held on 11 November 2015 were submitted and approved as a correct record.

MINUTES OF JOINT CONSULTATIVE FORUM – 10 DECEMBER 2015

The Minutes of Meeting of the Joint Consultative Forum held on 10 December 2015 were submitted for information and noted.

CORPORATE SERVICES BUDGETARY CONTROL REPORT TO 31 DECEMBER 2015 (PERIOD 9)

A report was submitted by the Executive Director of Corporate Services advising on the performance of the Corporate Services budget for the period to 31 December 2015 (Period 9).

The Committee agreed:-

(1)   to note that the revenue account currently shows a projected annual favourable variance of £0.436m (2.28% of the total budget); and

(2)   to note that the capital account shows a projected annual favourable variance of £0.753m (35.96% of annual budget) and project life adverse variance of £0.006m (0.07% of project life budget).

GRANT APPLICATIONS 2015/16

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

After discussion, the Committee agreed:-

(1)   to approve the grants to be awarded for Community Councils (totalling £1,991.23) which would be contained within the Community Council's annual budget allocation, as follows:

(a) Dalmuir & Mountblow Community Council - £1,224
(b) Bowling & Milton Community Council - £767.23; and

(2)   to approve the grant recommended to be awarded for Tullochan Trust from Dumbarton Common Good Fund (totalling £3,360) which would be contained within the Dumbarton Common Good Fund's annual budget allocation

WRITE-OFF OF MISCELLANEOUS INCOME DEBTOR ACCOUNTS 2015/2016 QUARTER 3

A report was submitted by the Executive Director of Corporate Services seeking approval for the write-off of debts in respect of miscellaneous income debtor accounts, which have been deemed as irrecoverable during Quarter 3 2015/16, arising from various years and reasons as detailed in Appendix 1 of the report.

The Committee agreed to approve the write-off of miscellaneous income debtor accounts totalling £35,629.07.

WRITE-OFF OF NATIONAL NON DOMESTIC RATES

A report was submitted by the Executive Director of Corporate Services 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 2015/16.

After discussion and having heard the Head of Finance and Resources in answer to Members' questions and the Head of Legal, Democratic and Regulatory Services in clarification of certain matters, the Committee agreed:-

(1)   to approve the write-off of NNDR accounts totalling £529,055.11; and

(2)   that Members of the Committee would be provided with a Briefing Note giving background information on one of the companies, which was the subject of discussion at Committee, and listed in Appendix 3 to the report.

SCOTTISH REGULATORS' STRATEGIC CODE OF PRACTICE

A report was submitted by the Head of Legal, Democratic and Regulatory Services informing of the progress being made by all West Dunbartonshire Council regulators to adopt the principles of better regulation in contributing to sustainable economic growth, as set out in the Scottish Regulators' Strategic Code of Practice.

The Committee agreed:-

(1)   to approve the enforcement policy, appended to the report;

(2)   that all Council regulators with the exception of planning functions should adopt the high level approaches outlined in the Scottish Regulators' Strategic Code of Practice by August 2016;

(3)   to note the progress being made by services and the work planned for 2016 to adopt the principles of better regulation and sustainable economic growth; and

(4)   that the report would form the basis of the West Dunbartonshire Council Annual Compliance Statement 2015/16 as required by the Code.

DISCIPLINARY POLICY AND PROCEDURE REVISIONS

A report was submitted by the Head of People and Transformation providing an update on revisions to the Disciplinary Policy and Procedure.

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

(1)   to approve the changes to the Disciplinary Policy and Procedure; and

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

ATTENDANCE MANAGEMENT: QUARTER 3 – 2015/16

A report was submitted by the Executive Director of Corporate Services advising on attendance levels within Corporate Services and providing a summary of the quarter 3 absence statistics.

After discussion and having heard the Executive Director of Corporate Services and the Head of People and Transformation in elaboration and in answer to Members' questions, the Committee agreed to note the content of the report, with satisfaction, and in particular the attendance results for the year, namely a significant decrease of 370 days lost (25%) compared to the same period last year.

The meeting closed at 2.44 p.m.

JOINT CONSULTATIVE FORUM

At a Meeting of the Joint Consultative Forum held in Committee Room 3, Council Offices, Garshake Road, Dumbarton on Thursday, 31 March 2016 at 2.20 p.m.

Present:	Councillors George Black, David McBride, Patrick McGlinchey, Gail Robertson and Kath Ryall; Allan Kane (GMB); Val Jennings, Yvonne Muirhead and Susan Shannon (UNISON); and Charlie McDonald (Unite).
Attending:	Angela Wilson, Executive Director of Corporate Services; Vicki Rogers, Head of People and Transformation; Soumen Sengupta, Head of Strategy, Planning and Health Improvement; Paul McGowan, Human Resources & Workforce Development Manager; Malcolm Bennie, Manager of Corporate Communications; Matthew Boyle, Education Service Manager; Linda Butler, Programme Lead, Service Improvement; Raymond Lynch, Senior Solicitor; and Scott Kelly, Committee Officer, Legal, Democratic & Regulatory Services.
Apologies:	Apologies for absence were intimated on behalf of Councillors Jim Finn and Tommy Rainey; Richard Cairns, Executive Director of Infrastructure and Regeneration; Ronnie Dinnie, Head of Neighbourhood Services; William McEwan (GMB); Claire Mackenzie (SSTA); and James Docherty and Jackaleen McMonagle (Unite).

APPOINTMENT OF CHAIR

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

Councillor Patrick McGlinchey in the Chair

DECLARATIONS OF INTEREST

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

MINUTES OF PREVIOUS MEETING

The Minutes of Meeting of the Joint Consultative Forum held on 10 December 2015 were submitted and approved as a correct record.

LAUNCH OF CYCLE TO WORK SCHEME

A report was submitted by the Head of People and Transformation providing an update on the annual launch of the Cycle to Work Scheme.

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

EMPLOYEE SURVEY IMPROVEMENT ACTION PLAN

A report was submitted by the Head of People and Transformation summarising the improvement planning activities undertaken and presenting the Employee Survey Improvement Action Plan.

Having heard the Programme Lead, Service Improvement, in further explanation of the report and in answer to a Member's question, the Forum agreed to note the 2015 Employee Survey Improvement Action Plan which formed Appendix A to the report.

FLEXIBLE LEAVE ARRANGEMENTS SCHEME (ENCOMPASSING BEREAVEMENT LEAVE, ENHANCED LEAVE AND SPECIAL LEAVE)

A report was submitted by the Head of People and Transformation providing an update on revisions and additions to leave arrangements to further support employees in balancing the demands of work with both caring and domestic responsibilities.

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

(1)   to note that the Equalities Impact Assessment relating to the report would be submitted to the next meeting of the Employee Liaison Group; and

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

WORKING WELL TOGETHER: QUARTER 3 2015/2016

A report was submitted by the Head of People and Transformation providing an update on levels of sickness absence within West Dunbartonshire Council and the actions progressed through the Attendance Working Group, as part of the Working Well Together campaign.

After discussion and having heard the Executive Director of Corporate Services and the Head of People and Transformation in further explanation of the report and in answer to Members' questions, the Forum agreed to note the contents of the report.

DISCIPLINE, GRIEVANCE AND DIGNITY AT WORK – QUARTER 3 UPDATE (1 OCTOBER 2015 – 31 DECEMBER 2015)

A report was submitted by the Head of People and Transformation advising of progress on discipline, grievance and dignity at work cases for the period 1 October 2015 to 31 December 2015.

After discussion and having heard the Executive Director of Corporate Services and the Head of People and Transformation in further explanation of the report and in answer to Members' questions, the Forum agreed to note the contents of the report.

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

A report was submitted by the Head of People and Transformation providing the minutes from departmental Joint Consultative Committees (JCCs), Health & Safety meetings and Employee Liaison Group (ELG) meetings for the period 1 October 2015 to 31 December 2015.

The Forum agreed to note the contents of the report.

TRADES UNIONS ISSUES

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

VALEDICTORY – PAUL McGOWAN

Councillor McGlinchey, Chair, informed the Forum that this was the last meeting of the Forum that Paul McGowan, Human Resources & Workforce Development Manager, would attend as he was leaving the Council to work in another local authority. Councillor McGlinchey, on behalf of the Forum, thanked Mr McGowan for his substantial work in West Dunbartonshire and offered him best wishes for the future.

In response, Mr McGowan thanked Councillor McGlinchey for his kind remarks.

The meeting closed at 2.55 p.m.

WEST DUNBARTONSHIRE COUNCIL

Report by the Strategic Director – Transformation and Public Service Reform

Corporate Services Committee 11 May 2016

Subject: Corporate Services Departmental Plan 2015/16

1.   Purpose

1.1   This report sets out the year end progress against the Corporate Service's Department Plan for 2015/16. This is the final year of department plan reporting.

2.   Recommendations

2.1   It is recommended that the committee

- Note year end progress for 2015/16

3.   Background

3.1   The departmental plan sets out the context and the detail of the actions to be progressed over the year to support delivery of the strategic plan by 2017.

3.2   The scorecard report in appendix 1 sets out the progress on delivery of strategic and departmental objectives in 2015/16.

4.   Main Issues

4.1   The department plan 2015/16 has been delivered with 92% of its 38 actions completed as planned. 2 of the 38 actions (5%) are showing as red in the plan. Details on each action can be found in Appendix 1.

4.2   Those actions which have not been fully completed in 2015/16 have been reviewed and an explanation given for this. Actions will be carried forward into the new strategic area delivery plans if this is considered appropriate.

4.3   The final position for Performance Indicators across this and other department plans will be reported in line with annual public performance reporting through the West Dunbartonshire Council Annual Report.

4.4   With implementation of the new organisational structure for West Dunbartonshire Council in April 2016 this will be the last department plan for Corporate Services. For 2016/17 onwards each Strategic Lead will prepare a delivery plan for their area of responsibility and report this through the relevant service committee(s).

5   People Implications

5.1   None

6   Financial Implications

6.1   None

7   Risk Analysis

7.1   Without an agreed plan, there is a greater risk that targets for departmental and strategic objectives would be missed.

8   Equalities Impact Assessment (EIA)

8.1   The officers who create the actions contained within this plan are asked to consider the impact of those actions on equalities groups and decide whether or not an equalities impact assessment is appropriate. This report only brings these actions together as a single report and therefore an additional EIA is not required.

9   Consultation

9.1   The extended management team of the corporate services department was consulted in the development of this report and appendices.

10   Strategic Assessment

10.1   Corporate Services Departmental Plan is fully aligned to the strategic objectives of the Council.

Angela Wilson
Date 14/4/16

Person to contact: Amanda Coulthard,
                            Corporate Planning and Performance Manager
                            Tel 01389 737388
                            E-mail: Amanda.Coulthard@west-dunbarton.gov.uk

Appendices   Appendix 1 - Corporate Services 2015/16 End of Year
                            Progress Report

Background Papers   West Dunbartonshire Council Strategic Plan 2012-17
                            Strategic Performance Scorecard 2012-17

Wards Affected   All

Corporate Services Department Plan 2015-16
Year End Progress Report

West
Dunbartonshire
C O U N C I L

Name
1 Social Mission - Improve economic growth and employability

Code	Action	Status	Progress	Due Date	Comment	Assigned To
CS/15-16/CCS/01	Develop a new, fully integrated Working 4U service that improves customer experience and supports organisational needs	✓	100%	31-Mar-2016	New integrated service in place	Michael Gill
CS/15-16/CCS/02	Develop a range of interventions to increase the number of people entering work or training	✓	100%	31-Mar-2016	All actions completed as planned	Michael Gill
CS/15-16/CCS/11	Develop the range of learning opportunities across all stages of the Strategic Skills Pipeline, with a particular emphasis on digital and financial exclusion	✓	100%	31-Mar-2016	All actions completed as planned	Lorna Campbell
CS/15-16/CCS/12	Develop a range of interventions to maximise income and provide effective money advice services	✓	100%	31-Mar-2016	All actions completed as planned	Mary Holt
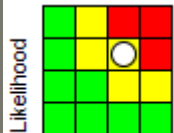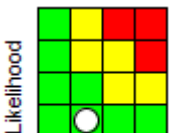
Departmental Risk	Status	Current Risk Matrix	Target Risk Matrix	Linked Action	Progress	Assigned To
Failure to increase employment, training and apprentice opportunities	✓			Develop a new, fully integrated Working 4U service that improves customer experience and supports organisational needs	100%	Michael Gill
				Develop a range of interventions to increase the number of people entering work or training	100%	Michael Gill
				Develop the range of learning opportunities across all stages of the Strategic Skills Pipeline, with a particular emphasis on digital and financial exclusion	100%	Lorna Campbell

Name
1 Social Mission - Improve the wellbeing of communities and protect the welfare of vulnerable people

Code	Action	Status	Progress	Due Date	Comment	Assigned To
CS/15-16/FAR/01	Ensure the successful implementation of welfare reform locally including the roll out of Universal Credit	✓	100%	31-Mar-2016	Work will continue in 16/17 on implementation of key welfare changes.	Marion Smith
CS/15-16/LDRS/01	Deliver a successful Westminster Election for the West Dunbartonshire area	✓	100%	31-Mar-2016	The election has been completed successfully and without challenge. Those candidates involved have praised the organisation and efficiency of the event.	George Hawthorn

Name
2 Organisational Capabilities - Committed and dynamic workforce

Code	Action	Status	Progress	Due Date	Comment	Assigned To
CS/15-16/PAT/01	Embed a corporate model of change management across the Council	✓	100%	31-Mar-2016	All change workshops developed and delivery dates agreed, ongoing change support for key projects being delivered, problem solving session developed as an additional resource for toolkit.	Alison McBride
CS/15-16/PAT/02	Deliver an employee development framework for all Council employees	✓	100%	31-Mar-2016	Employee development framework and supporting communication programme has been developed to engage and raise awareness with line managers and employees.	Linda Butler
CS/15-16/PAT/03	Develop innovative strategies and best practice to support employee attendance and reduce absence in line with agreed targets	✓	100%	31-Mar-2016	We have achieved 22.8% reduction in days lost (March 2016 as compared to March 2015) with all departments showing a sustained downward trend over the last 9-12 months. The results for year-end are expected to re-affirm this position.	Paul McGowan
CS/15-16/PAT/04	Continuously improve the Council workforce planning process to sustain a committed workforce that supports the organisation's needs	✓	100%	31-Mar-2016	-- enter new status update --Workforce Planning Framework will be modified to reflect new Council Management Structure with new workforce plan taken forward in 2016/17 to support organisational objectives	Paul McGowan
CS/15-16/PAT/05	Promote a workplace culture that articulates and promotes behaviours from all staff compatible with the Council's aims and ACHIEVE values	✓	100%	31-Mar-2016	All actions completed and review ongoing. ACHIEVE message continues to be embedded in a variety of ways.	Lorraine Mair

Departmental Risk	Status	Current Risk Matrix	Target Risk Matrix	Linked Action	Progress	Assigned To
Failure to recruit, retain, lead, manage and develop our employees	⚠️			Review departmental workforce & Council workforce planning process	100%	Paul McGowan
				Ensure design and implementation of a comprehensive framework to establish WDC e-learn platform.	100%	Linda Butler
				Ensure design and delivery of leadership development and support for all leadership groups.	100%	Alison McBride
				Implement pilot for 'new ways of working' project to support modernising work practices and property rationalisation strategy.	100%	Alison McBride
				Support embedding the PDP framework and facilitate corporate development priorities	100%	Lorraine Mair
				Ensure development of a change framework to support business process redesign and service improvement	100%	Alison McBride
				Implement Elected Member Development Programme aligned with personal and corporate development priorities	100%	Alison McBride
				Undertake an Equal Pay Review and develop an appropriate action plan	100%	Paul McGowan
				Develop Workforce Management System with particular emphasis on the electronic recording of absence information, implementing changes to enhance management reporting and monitoring	100%	Paul McGowan
				Ensure the Attendance Management policy is fully embedded, refining practice to reduce absence.	100%	Paul McGowan
				In partnership with the Trades Union through the 'Attendance Working Group', promote attendance and proactive initiatives to address absence.	100%	Paul McGowan
				Review departmental workforce & Council workforce planning process	100%	Paul McGowan
Lack of strategy / plans / vision to ensure a committed and dynamic workforce	✅			Enhance leadership effectiveness at all levels through development opportunities	100%	Lorraine Mair; Alison McBride

Name
2 Organisational Capabilities - Continuously improve working practices

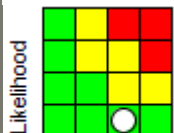| Code	Action	Status	Progress	Due Date	Comment	Assigned To
CS/15-16/CCS/05	Implement a single corporate approach to performance management	✓	100%	31-Mar-2016	progressing as planned	Amanda Coulthard
CS/15-16/COMS/02	Lead internal and external communication campaigns, including regular publication of talk magazine for employees and housing news for tenants	✓	100%	31-Mar-2016	This activity is now complete.	Malcolm Bennie
CS/15-16/FAR/05	Explore opportunities for decreasing corporate debt	✓	100%	31-Mar-2016	Monitoring of rent arrears cases especially those > £1000. Work is also being undertaken to join up processes with Allocations and Estates teams which will improve arrears. A restructure of the Revs & bens team will also improve the internal operations. This will continue as an action for 2016/17.	Marion Smith
CS/15-16/FAR/06	Improve rent collection rates	⚠	95%	30-Jun-2016	Review of processes and more joined up working with Housing has seen a slight improvement in collection. However the arrears are still high and work continues to be undertaken to address this. Options for developing CARS are still being reviewed. This is to simplify how we deal with UC cases & also recording the reason for analysis.	Marion Smith
CS/15-16/FAR/09	Ensure structures and processes best meet customer needs and are consistent with the customer services strategy	⬣	80%	31-Mar-2016	Following the matching process, the filling of vacancies is currently underway. This will result in the completion of the restructure, slightly later than 31st March as was planned.	Gillian McNeilly
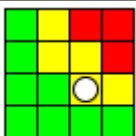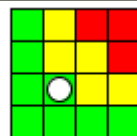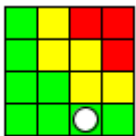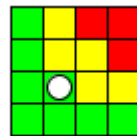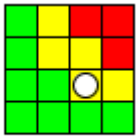
Departmental Risk	Status	Current Risk Matrix	Target Risk Matrix	Linked Action	Progress	Assigned To
Failure to have robust controls in place to ensure that personal records are held securely in compliance with DPA	✓	Likelihood / Impact	Likelihood / Impact	Implement robust ICT security controls identified in DPA audit	100%	Michael Butler; Iain Kerr

Name
2 Organisational Capabilities Fit-for-purpose estate and facilities

Code	Action	Status	Progress	Due Date	Comment	Assigned To
CS/15-16/PAT/06	Ensure property and resource optimisation projects are supported by robust ICT infrastructure	✅	100%	31-Mar-2016	Mar 16 - Majority of milestones completed on target. Several property rationalisation projects span two financial year periods and will be included in the new service plan.	Patricia Kerr

Name
2 Organisational Capabilities - Innovative use of Information Technology

Code	Action	Status	Progress	Due Date	Comment	Assigned To
CS/15-16/COMS/01	Retain or improve the Council's 3 star SOCITM website rating	🛑	72%	31-Mar-2016	As expected SOCITM are behind schedule with their review so we cannot finalise this action in year. All our internal actions are complete.	Jonathan Muir
CS/15-16/PAT/07	Extend the scope of the shared data centre	✅	100%	31-Mar-2016	Mar 16 - This project is an ongoing project spanning multiple financial years with this action being carried to 16 -17. A new Covalent Action with associated milestones will be created for F/Y 16/17	Brian Miller
CS/15-16/PAT/08	Deliver robust ICT input to transformational change projects	✅	100%	31-Mar-2016	Mar 16 - Majority of milestones completed on target. Some projects span over two financial year periods and will be included in the new service plan.	Patricia Kerr; Anne McFadden; Brian Miller
CS/15-16/PAT/10	Further develop the workforce management system including phase 2 roll-out	✅	100%	31-Mar-2016	This will continue into 2016/17 due to national delays by supplier	Paul McGowan; Arun Menon
CS/15-16/PRO/01	Deliver Purchase to Pay	✅	100%	31-Mar-2016	Actions and activity progressing as planned	Annabel Travers

Departmental Risk	Status	Current Risk Matrix	Target Risk Matrix	Linked Action	Progress	Assigned To
Failure to design and operate appropriate data sharing controls	⚠			Implement appropriate data sharing controls	100%	Michael Butler
Failure to have in place appropriate records management processes	✅			Implement Records Management Processes	100%	Michael Butler
Failure to develop or implement innovative use of Information Technology	⚠			Ensure property and resource optimisation projects are supported by robust ICT infrastructure	100%	Patricia Kerr
				Extend the scope of the shared data centre	100%	Brian Miller
				Deliver robust ICT input to transformational change projects	100%	Patricia Kerr; Anne McFadden; Brian Miller

6

Name
Organisational Capabilities - Strong Corporate Governance (DO)

Code	Action	Status	Progress	Due Date	Comment	Assigned To
CS/15-16/FAR/02	Embed a strong corporate approach to risk management	✅	100%	31-Mar-2016	Strategic risks are reported to the Audit and Performance Committee on a six monthly basis, most recently in December 2015. Work is ongoing across the Council to ensure that departmental risks are up to date.	Colin McDougall
CS/15-16/FAR/03	Ensure a strong audit and assurance process is embedded throughout the organisation	✅	100%	31-Mar-2016	Risk based audit work for 2015/16 has been progressed.	Colin McDougall
CS/15-16/LDRS/02	Ensure an appropriate legal service response to implementation of new legislation and policy directives	✅	100%	31-Mar-2016	Final Review indicates all major targets hit with additional Value Added service enhancements eg around Miscellaneous Debt recovery.	Alan Douglas
CS/15-16/LDRS/04	Review licensing policies and processes in line with agreed target	✅	100%	31-Mar-2016	Action completed as planned	Raymond Lynch
CS/15-16/LDRS/05	Ensure a Environmental Health and Trading Standards provide a robust and proactive local response	✅	100%	31-Mar-2016	Action completed as planned	Graham Pollock
CS/15-16/LDRS/06	Ensure compliance through all organisational transformation projects	✅	100%	31-Mar-2016	Legal Services have led commercial negotiations and provided legal support resulting in the successful conclusion of contracts for transformational Capital Projects (Vale of Leven Industrial Estate Workshops, Clydebank Leisure Centre, and Bellsmyre and Kilpatrick Schools), as well as the Queens Quay, Clydebank regeneration project. Legal Services continues to support the HEEDS Capital Investment Team in other key capital projects, including the developing of alternative delivery models. Latterly, Financial close was achieved on the new OLSP on 31st March 2016.	Alan Douglas

Departmental Risk	Status	Current Risk Matrix	Target Risk Matrix	Linked Action	Progress	Assigned To
Failure to monitor and enforce regulatory areas with public risk	⚠️					

Name
Organisational Capabilities - Strong financial governance and sustainable budget management

Code	Action	Status	Progress	Due Date	Comment	Assigned To
CS/15-16/FAR/04	Consider options for improving the corporate budget process	✅	100%	31-Mar-2016	Actions progressed as planned	Gillian McNeilly
CS/15-16/PRO/02	Improve procurement capacity and capability across the Council	✅	100%	31-Mar-2016	Work progressed as planned, including building capacity of Corporate Procurement Unit, development of e-learn modules, awareness raising sessions and procurement surgeries	Annabel Travers
CS/15-16/PRO/03	Ensure a corporate approach to supplier relationship management	✅	100%	31-Mar-2016	Delivered with a focus on ensuring maximum compliance with national and sectoral collaborative procurement frameworks where these represent best value and also sharing good practice. Contract implementation plans have been introduced and scorecards developed through the CPU.	Annabel Travers
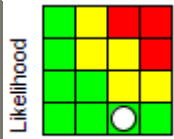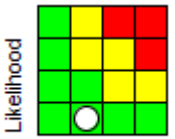
Departmental Risk	Status	Current Risk Matrix	Target Risk Matrix	Linked Action	Progress	Assigned To
Failure to provide assurance of the system of financial controls	✅			Ensure a strong audit and assurance process is embedded throughout the organisation	100%	Colin McDougall
Failure to deliver strong financial governance and sustainable budget management	⚠️			Review and update the Council's long-term finance strategy and report to Elected Members	100%	Gillian McNeilly
				Monitor monthly agreed savings options & management adjustments through the budgetary control process	100%	Gillian McNeilly
				Monitoring of progress through the CMT of strategic projects planned for review during 2015/16, for report to future council/committees with a view to increasing income / reducing costs for the Council	100%	Gillian McNeilly
				Prepare and deliver short, medium and long term budgets through robust financial planning which reflect the Council's (& other bodes) corporate aims and objectives	100%	Gillian McNeilly
				Consider revision to the budget preparation timetable to allow additional time for the consultation process	100%	Gillian McNeilly

Departmental Risk	Status	Current Risk Matrix	Target Risk Matrix	Linked Action	Progress	Assigned To
				Consider options for improving the corporate budget process	100%	Gillian McNeilly
				Explore opportunities for decreasing corporate debt	100%	Marion Smith
				1. Usable Reserves	100%	Gillian McNeilly; Stephen West
				2. Ongonig Financial Planning	100%	Gillian McNeilly; Stephen West
				3. Treasury Management	100%	Richard Cairns; Gillian McNeilly; Stephen West

Name
3 Legitimacy and Support - Constructive partnership working and joined-up service delivery

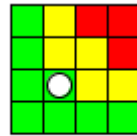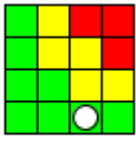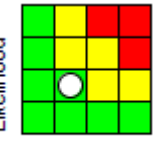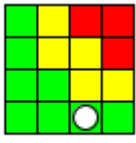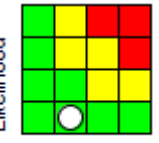| Code	Action	Status	Progress	Due Date	Comment	Assigned To
CS/15-16/CCS/06	Implement the neighbourhood management approach across West Dunbartonshire	✅	100%	31-Mar-2016	work progressing well and all actions/ milestones on track	Amanda Coulthard
CS/15-16/CCS/07	Implement an accessible and customer focused model of customer service	✅	100%	31-Mar-2016	All completed as planned	Stephen Daly
CS/15-16/CCS/08	Increase the capacity of the Council to operate on a 24/7 basis	✅	100%	31-Mar-2016	All actions complete	Stephen Daly
CS/15-16/CCS/09	Improve complaints processes and responsiveness leading to an outcome focused service	✅	100%	31-Mar-2016	All actions complete	Stephen Daly

Departmental Risk	Status	Current Risk Matrix	Target Risk Matrix	Linked Action	Progress	Assigned To
Failure to manage the CPP and Council Programs that deliver the SOA	✅			Ensure continued development of CPWD	100%	Suzanne Greer
				Implement the neighbourhood management approach across West Dunbartonshire	100%	Amanda Coulthard
				Strengthen our approach to community empowerment through a single community engagement service	100%	Amanda Coulthard

Departmental Risk	Status	Current Risk Matrix	Target Risk Matrix	Linked Action	Progress	Assigned To
Failure to embrace opportunities which can be derived from constructive partnership working and joined-up service delivery	✅	Likelihood / Impact	Likelihood / Impact	Develop a new, fully integrated Working 4U service	100%	Michael Gill
				Implement the neighbourhood management approach across West Dunbartonshire	100%	Amanda Coulthard
				Strengthen our approach to community empowerment through a single community engagement service	100%	Amanda Coulthard

ame
3 Legitimacy and Support - Positive dialogue with local citizens and communities

Code	Action	Status	Progress	Due Date	Comment	Assigned To
CS/15-16/CCS/10	Strengthen our approach to community empowerment through a single community engagement service	✅	100%	31-Mar-2016	work progressing on corporate activity, however a single service will not be progressed at this point.	Amanda Coulthard
CS/15-16/COMS/03	Enhance use and reach of Council's social media, with a focus on promoting Council achievements	✅	100%	31-Mar-2016	We have met our annual target ahead of schedule. We currently have the fourth biggest Council Facebook page in Scotland and added more than 2,400 likes in the year in this media alone. Twitter continues to be less well supported and we will look for new opportunities to expand this audience.	Malcolm Bennie
CS/15-16/COMS/04	Provide an effective press office service that promotes Council achievements and protects the organisation against unfair criticism	✅	100%	31-Mar-2016	This activity is now complete.	Malcolm Bennie

Departmental Risk	Status	Current Risk Matrix	Target Risk Matrix	Linked Action	Progress	Assigned To
Failure to implement a robust media and communications strategy	OK			Retain or improve the Council's 3 star SOCITM website rating	72%	Jonathan Muir
				Lead internal and external communication campaigns, including regular publication of talk magazine for employees and housing news for tenants	100%	Malcolm Bennie
				Enhance use and reach of Council's social media, with a focus on promoting Council achievements	100%	Malcolm Bennie
				Provide an effective press office service that promotes Council achievements and protects the organisation against unfair criticism	100%	Malcolm Bennie
Failure to ensure positive dialogue with local citizens and communities	OK			Implement a single corporate approach to performance management	100%	Amanda Coulthard
				Implement the neighbourhood management approach across West Dunbartonshire	100%	Amanda Coulthard
				Implement an accessible and customer focused model of customer service	100%	Stephen Daly
				Improve complaints processes and responsiveness leading to an outcome focused service	100%	Stephen Daly
				Strengthen our approach to community empowerment through a single community engagement service	100%	Amanda Coulthard
				Support the corporate drive to cashless by default	50%	Gillian McNeilly; Karen Shannon

Action Status		Risk Status	
	Cancelled		Alert
	Overdue; Neglected		High Risk
	Unassigned; Check Progress		Warning
	Not Started; In Progress; Assigned		OK
	Completed		Unknown

WEST DUNBARTONSHIRE COUNCIL

Report by the Strategic Director – Transformation and Public Service Reform

Corporate Services Committee 11 May 2016

Subject: **Strategic Delivery Plans 2016/17**

1. Purpose

1.1 This report sets out the delivery plans for the new strategic areas that fall within the remit of the corporate services committee, covering communications, culture & communities, people and technology, regulatory and resources.

2. Recommendations

2.1 It is recommended that the committee note the delivery plans for the strategic areas detailed at 1.1 above and appended to this report.

3. Background

3.1 West Dunbartonshire Council implemented a new organisational structure on 1 April 2016. This structure aligns services to twelve strategic leads, who will act as advisors to the Chief Executive in their respective area. In addition the Chief Executive will be supported by three Strategic Directors, one of which operating as the Chief Officer of the Health and Social Care Partnership.

3.2 Within this new organisational structure the Strategic Director for Transformation and Public Sector Reform and the Strategic Leads for communications, culture & communities, people and technology, regulatory and resources will be responsible for reporting service progress to the Corporate Services Committee.

4. Main Issues

4.1 Each Strategic Lead has worked to develop a delivery plan, outlining the key areas of work they will focus on for 2016/17 and the specific actions their teams will be progressing to ensure successful delivery of these.

4.2 Each delivery plan also gives an overview and profile of the services contained within the strategic area, high level resource breakdowns for the area detailing employee numbers and service budgets, and an overview of the risks relevant to the service area.

4.3 The delivery plans for service reporting through corporate services committee can be found as appendices 1-4 of this report.

5   People Implications

5.1   None, the delivery plans will be delivered in line with the detail of the resources section of each plan.

6   Financial Implications

6.1   None, the delivery plans will be delivered in line with the detail of the resources section of each plan

7   Risk Analysis

7.1   Without an agreed plan, there is a greater risk that strategic objectives would not be achieved.

8   Equalities Impact Assessment (EIA)

8.1   The officers who create the actions contained within this plan are asked to consider the impact of those actions on equalities groups and decide whether or not an equalities impact assessment is appropriate. This report only brings these actions together as a single report and therefore an additional EIA is not required.

9   Consultation

9.1   The services within the strategic area were consulted in the development of this report and appendices.

10   Strategic Assessment

10.1 The delivery plan is fully aligned to the strategic objectives of the Council.

Angela Wilson
Date 18/4/16

Person to contact:	Amanda Coulthard, Corporate & Community Planning E-mail: Amanda.Coulthard@west-dunbarton.gov.uk
Appendices	Appendix 1 – Communications, Culture & Communities Delivery Plan 2016-17 Appendix 2 – People and Technology Delivery Plan 2016-17 Appendix 3 – Regulatory Delivery Plan 2016-17 Appendix 4 – Resources Delivery Plan 2016-17
Background Papers	West Dunbartonshire Council Strategic Plan 2012-17 Strategic Performance Scorecard 2012-17
Wards Affected	All

West
Dunbartonshire
C O U N C I L

Communications Culture & Communities Delivery Plan

2016-17

Index

1. Overview & Profile

In 2015 the Senior Management structure of West Dunbartonshire Council was reviewed and a new smaller senior leadership team was created to drive the Council's priorities from April 2016. As part of that leadership team, eight Strategic Leads were created. Each Strategic Lead (formerly known as Heads of Service) has responsibility for a specific area covering a range of functions. In addition the Health and Social Care Partnership Chief Officer reports on progress across four further strategic areas sitting within the partnership. The Council Strategic Leads are:

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- Audit and Fraud
- Business Support
- Chief Finance Officer

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- Legal
- Licensing
- Registration of Births, Deaths and Marriages
- Environmental Health and Trading Standards
- Planning and Building Standards
- Elections and Democratic Services
- Data Protection and Information
- Administrative Support
- Monitoring Officer

People and Technology
- Human Resources
- Organisational Development and Change
- Health, Safety, Risk and Resilience
- ICT
- Transactional support

Communications, Culture and Communities
- Customer Services
- Policy, Planning and Performance
- Libraries and culture
- Communications, events and engagement

Education, Learning and Attainment
- Early Years: early learning and child care
- Primary, Secondary and Additional Support Need Schools
- Psychological Services
- Chief Education Officer

Environment and Neighbourhood
- Fleet and Waste
- Greenspace
- Roads and Transportation
- Leisure and Facilities Management

Housing and Employability
- Housing
- Working4U
- Working4Business
- Your Community, including community development and empowerment

Regeneration
- Regeneration
- Capital Investment Programme
- Estates and Asset Management
- DLO

Profile

Communications, Culture and Communities is an entirely new strategic area, bringing together a range of customer focused services, supported by the corporate policy, planning and performance function.

Libraries and Culture

The Libraries & Cultural Services team is responsible for:

- 8 public libraries
- Clydebank Town Hall Museum & Gallery, the Backdoor Gallery and Titan Crane
- 2 Heritage Centres

The service also delivers the school library and education resource service, and provides creative learning opportunities through arts and music. The team are responsible for all exhibitions in the area and the management of the Councils collection. Through a programme of activities in libraries the team also support the Council ambition to make learning accessible to all residents.

Customer Service

The customer service team is responsible for all frontline customer service, covering face to face, telephone and online contact. The team delivers the one stop shop service for the Council, offering single point of contact support and advice on a range of Council issues. This team is also responsible for management of the Council complaints process, and ensuring that the customer service charter is at the core of our contact with local residents. In addition the team lead the development of the Council's website and intranet sites to provide modern transactional platforms for our residents and employees.

Communications, Engagement and Events

The communications, engagement and events team promotes Council services so that residents, media and employees are fully informed. They also undertake campaigns to change behaviour, improve the local area and help save the Council money. In addition the team lead the Council's use of social media to raise the profile of the organisation and also communicate with local residents. Corporate engagement with employees through the Senior Manager Network and employee survey are also supported by this team, as is the delivery of corporate events.

Policy, Planning and Performance

The policy, planning and performance team provide the strategic planning and performance support to the Council as a whole. This includes providing a business partner function to services to support the planning and performance management of their service areas, leading the use of benchmarking information for service improvement and supporting the development of strategies and plans which deliver on the objectives of the Council. The team is also responsible for strategic consultation and engagement, leading the successful telephone survey and citizens panel. Responsibility for the corporate equalities agenda and support Community Planning West Dunbartonshire also sit within this team.

Performance Review

In 2015/16 the services delivered a number of key achievements on behalf of the Council:

- Corporate Communications named 2015 Scottish Public Sector Team of the Year (Chartered Institute of Public Relations), Holyrood Magazine's 2015 Scottish Public Service Award for Communication, and shortlisted for a COSLA Gold Award (results pending)

- Fourth-biggest Council Facebook page in Scotland with more than 13,000 likes. Overall social media audience is now 21% of the local population – the fifth highest in Scotland.

- The new advertising arrangements generated savings of more than £50k pa across the Council

- Answered more than 150,000 calls in the Contact Centre

- Scottish Welfare Fund team won the Excellent Customer Service Award at the Employee Recognition Awards

- Secured PASS Accreditation for National Entitlement Card processes

- Supported delivery of the Syrian resettlement programme locally, winning the Chief Executive Award at the Employee Recognition Awards

- Launched free public wi-fi access across the public library network

- Secured £200k funding through partnership with McMillan Scotland to enable a three year roll out of McMillan Cancer drop-in centres and surgeries in all public libraries in West Dunbartonshire

- Hosted a number of successful public exhibitions including the nationally commended Robert Mapplethorpe exhibition in Clydebank Town Hall

- Increased visitor number across public libraries in West Dunbartonshire by 10% over the year, enhanced by an increase in online visits and an increase in library issues by 6%

- Libraries also successfully gained £30k funding to upgrade the ICT Hub at Balloch Library via the Wheatley Group under the Scottish Government's Click & Connect scheme

2. Strategic Assessment

The communications, culture and communities management team completed a detailed strategic assessment and performance review to determine the major influences on service delivery and strategic priorities going forward into 2016/17. As a result of this assessment the following factors were recognized as having a significant influence on the work of service in 2016/17:

Service Development and Redesign

As a strategic area focused on support to the entire organisation, the communications, culture and communities service has a duty to ensure that links are in place to support the organisation to deliver on key objectives. As with all other areas the service will be reviewing its delivery models to ensure they are robust and deliver best value. The service will also be looking at opportunities to work in collaboration with other services and partners to deliver innovative services. The service also has the opportunity to support transformational change across services through new approaches to performance, customer services, communication and engagement.

Within Libraries and Culture we will be exploring options for refurbishment of our existing libraries and resources as well as opportunities for expanding the service available in our current facilities. In addition the service will be exploring options for refurbishment of our existing libraries and resources including Clydebank Town Hall and Bruce Street Baths; as well as opportunities for expanding the service available in our current facilities.

Communication and Engagement

The creation of the new Communications, Culture and Communities section offers opportunities for stronger collaborative communication and engagement between the Council and its residents. Having the Council's primary consultation, communications, and customer services teams working alongside each other will allow for a consistent joined up approach. Closer working with our libraries will also provide increased opportunities for front facing engagement and creative approaches. In addition the service will be driving forward with new improvements to the Council's social media presence, employee intranet and website.

The launch of the mystery shopper project should also offer a new form of engagement with our residents by enabling them to play an important role in the testing of customer services across the Council. In addition we will be continuing with our established engagement activity such as the Citizen's Panel and telephone satisfaction survey. We will also continue to raise awareness of major events in the area such as the Scottish Pipe Band Championships, Booked! Festival, Fireworks Displays and Balloch Highland Games.

Benchmarking and Service Improvement

West Dunbartonshire Council has made a commitment to 'Be the Best', focusing on excellence in customer service, service and personal development and continuous improvement across services. The policy, planning and performance team within the service have a key role in supporting delivery of this ambition. The team will work to support self-evaluation and service improvement in all service areas.

They policy, planning and performance team will support the use and development of benchmarking information to inform the organisational commitment to continuous improvement. The main focus for this activity is the local government benchmarking framework; however the team will also develop an overarching approach to service specific benchmarking.

The Communications, Culture and Communities service will be benchmarking its own performance across a range of services such as complaint management, website use and development, libraries services and also through the local government benchmarking framework.

Financial Management

The Strategic Lead and Managers are very aware of the financial challenges facing the Council over the next few years. To deliver on the Council's objectives and meet those financial challenges the team will:

- Develop proposals to review service provision and identify opportunities for 2017/2018 and 2018/2019 to meet financial pressures
- Develop savings options with fully defined/explained and costed options for approval by elected members explaining a range of options.
- Participate in overall financial planning within revised strategic lead structure
- Monitor financial performance through 2016/17

People Management

Across the service area, our main resource is our dedicated workforce. To develop a culture of Best Value and continuous improvement within the department it is important to invest time and resources in staff.

Throughout 2016/17 we will:

- Carry out Performance and Development Plan's (PDPs) with all staff;
- Rigorously apply the Council's Attendance Management Policy
- Progress issues raised in the Employee Survey 2015
- Monitor our complaint handling process to ensure we are meeting the agreed timescales
- Ensure appropriate training is rolled out across all employees

3.   Resources

As a Council we are committed to supporting every employee to 'Be the Best' through providing personal development opportunities and ensuring that our employees feel valued and recognised for their contribution in delivering the Council's vision and strategic objectives. This commitment is achieved through ensuring all employees have a PDP in place and supporting professional and personal development in their current role and for any future career plan.

Our development priorities include training; leadership and manager development; customer service; change management; technical skills and specialist skills that support and maintain professional expertise. Our commitment to learning and development is recognised through the achievement of Gold Standard from Investors in People (IiP).

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.

We gather the views of our employees through our regular employee survey, the most recent survey results relate to the survey carried out at the end of 2015. From this an organisational improvement plan has been put in place. These improvement activities focus on 5 key areas and will be delivered through activities in each service across the organisation.

EMPLOYEES

The number of full time equivalent staff in each section is outlined below:-

	No. of FTE staff 2016/17
Libraries and Culture	96
Communication, engagement & events	9
Customer services	45.9
Policy, Planning and Performance	9.1
TOTAL	160

Finance
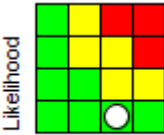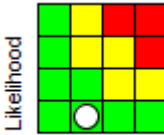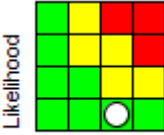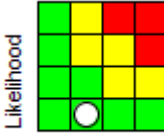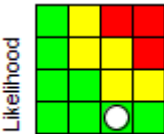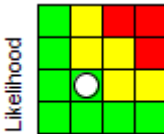
The 2016/17 revenue budget for the communications, culture and communities strategic area is £5.495m. We will make the best use of the resources available to deliver on key priority areas and secure external/match funding where this is possible.
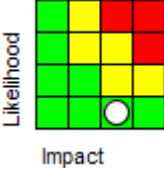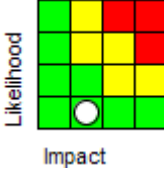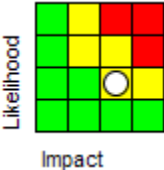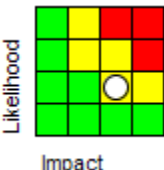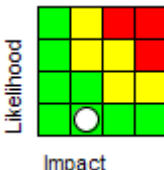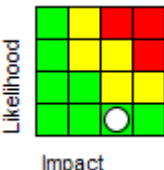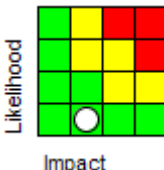
The resources to deliver on this in 2016/17 action plan for Communications, Culture and Communities are:-

Section	Gross Expenditure 2016/17	Gross Income 2016/17	Net Expenditure/ (Income) 2016/17
Libraries and Culture	£3.885m	£0.501m	£3.384m
Communication, engagement & events	£0.352m	£0	£0.352m
Customer services	£1.053m	£0	£1.053m
Policy, Planning and Performance	£0.707m	£0	£0.707m
TOTAL	£5.997m	£0.501m	£5.496m

4. Risks

In carrying out a strategic assessment and planning for 2016/17 the strategic regulatory area has considered the council's strategic risks. It has identified those strategic risks that the division can help reduce and detailed these below along with additional service area specific risks.

Risk Title	Description	Current risk score	Target risk score
Failure to manage the CPP and Council Programs that deliver the SOA	Key SOA priorities are delivered through multi agency programmes: effective management, direction and performance monitoring are critical to ensuring the successful delivery of these programmes.		
Failure to embrace opportunities which can be derived from constructive partnership working and joined-up service delivery	The Council fails to engage adequately with partnership bodies		
Failure to implement a robust media and communications strategy	Council's reputation is not adequately protected as a result of one or several incidents or issues. The ramifications would impact on the Council's legitimacy to manage this area and lead to external pressures from		

	scrutiny bodies. Also that successes are not properly shared, having a negative impact upon how the council is perceived and the morale of employees.		
Failure to ensure positive dialogue with local citizens and communities	The risk is that the Council does not establish or maintain positive communications with local residents and the communities it represents		
Failure to promote engagement with culture	Risk of decreasing public access to and participation in cultural activities & events such as exhibitions, concerts, heritage visits and creative learning activities		
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.		
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.		

Appendix 1 –Structure Chart

STRATEGIC LEAD - COMMUNICATIONS, CULTURE & COMMUNITIES

Malcolm Bennie

Corporate & Community Planning Manager
Amanda Coulthard

Policy, Planning & Performance Co-ordinator
Emma MacPherson

Customer Services Manager
Stephen Daly

Web Manager
Jonathan Muir

Customer Services Co-ordinator
Vacant

Supervisor Customer Service
Liz Newman

Team Leader One Stop Shops
Lorraine Payne

Libraries & Cultural Services
Gill Graham

Section Head Libraries & Information Services
John Rushton

Section Head Culture & Creative Learning
Joe Traynor

Cultural Business Development Officer
Claire McGinley

Corporate Communications Co-ordinator

Vacant

Appendix 2 - Action Plan 2016-17

Priority	Objective	Action	End Date	Assigned to
Social Mission	**Improve local housing and environmentally sustainable infrastructure**	Deliver rent arrears and recycling campaigns focused on supporting service improvement	March 2017	Corporate communications coordinator
	Improve the wellbeing of communities and protect the welfare of vulnerable people	Continue successful roll-out and embedding of the Macmillan Project in public libraries.	March 2017	John Rushton
		Continue the Do The Right Thing campaign to support Greenspace to achieve their litter targets.	March 2017	Corporate communications coordinator
	Improve life chances for children and young people	Develop strategies for children and young people through engagement activities in schools.	March 2017	Joe Traynor
		Promote and deliver a range of national initiatives and programmes that support reading, literacy and learning for all.	March 2017	John Rushton
Organisational capabilities	**Strong financial governance and sustainable budget management**	Successfully support delivery of transformational projects (Council wide)	March 2017	Corporate communications coordinator
	Fit for purpose estates and facilities	Ensure libraries and museums are well established and fit for purpose in local areas	March 2017	Gill Graham
	Strong corporate governance	Ensure customer service quality standards are embedded across the organisation	March 2017	Stephen Daly

		Embed the strategic improvement framework across the organisation	March 2017	Amanda Coulthard
	Innovative use of information technology	Lead the Council channel shift agenda	March 2017	Stephen Daly
		Develop a community hub model through libraries	March 2017	Gill Graham
		Implement an accessible and customer focused model of customer service	March 2017	Stephen Daly
		Increase the capacity of the Council to provide transactional services through digital channels to residents on a 24/7 basis	March 2017	Stephen Daly
	Committed and dynamic workforce	Deliver successful employee engagement and recognition activity	March 2017	Linda butler
		Develop and Enhance Customer Service training for staff	March 2017	Stephen Daly
Legitimacy and Support	**Positive Dialogue with local citizens and communities**	Ensure effective dialogue with local residents through print and online communication	March 2017	Corporate communications coordinator
		Refocus arts programming to maximise impact on communities through events and "festivals," increasing participation and profile	March 2017	Joe Traynor
		Improve complaints processes and responsiveness across the Council to deliver an outcome focused service	March 2017	Stephen Daly
		Provide data profiling and analysis support to key projects across the	March 2017	Emma MacPherson

		organisation		
		Support new models of engagement to inform development of Strategic Objectives for 2017 onwards	March 2017	Amanda Coulthard
	Constructive partnership working and joined-up service delivery	Work with partners on the strategic connection of culture, civic and health quarter at Town Hall and Queens Quay	March 2017	Gill Graham
		Ensure Community Planning West Dunbartonshire delivers on requirements of new legislation	March 2017	Amanda Coulthard

West
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C O U N C I L

People &
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<u>Index</u>

1.   Overview & Profile

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- Health, Safety, Risk and Resilience
- ICT
- Transactional support

Communications, Culture and Communities
- Customer Services
- Policy, Planning and Performance
- Libraries and culture
- Communications, events and engagement

Education, Learning and Attainment
- Early Years: early learning and child care
- Primary, Secondary and Additional Support Need Schools
- Psychological Services
- Chief Education Officer

Environment and Neighbourhood
- Fleet and Waste
- Greenspace
- Roads and Transportation
- Leisure and Facilities Management

Housing and Employability
- Housing
- Working4U
- Working4Business
- Your Community, including community development and empowerment

Regeneration
- Regeneration
- Capital Investment Programme
- Estates and Asset Management
- DLO

Profile

The People and Technology service consists of the previous people and transformation service area (covering HR, organisational development & change, ICT and transactional support) with the additional of health & safety, risk and resilience.

Business Support

The Business Support team is responsible for managing the Council's Revenues and Benefits, Debtors and Creditors functions, Transactional HR*, Workforce Management System (WMS)*, Payroll* and Corporate Administration Support teams.

* Denotes those within People & Technology remit

Health and Safety

The health and safety function also includes risk and resilience. 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.

ICT

The ICT service provides the information technology framework required for the organisation to deliver on its' strategic objectives. The team is focused on modernisation of the ICT infrastructure and supporting the online delivery of services and agile working for staff and pupils. They are also responsible for the delivery of the ICT helpdesk function to all employees.

Organisational Development & Change

The organisational development and change team is responsible for the development of employees to support delivery of the strategic objectives of the Council. It delivers learning and development opportunities and supports the change and continuous improvement focus across the organisation. The team is also supporting leadership and management development across the Council and facilitating the transformation agenda around Council workplaces.

Strategic HR

The strategic HR team is responsible for employee management and support across the organisation. The team provides support to employees and line managers through a suite of employee information and core employment policies. This team works alongside our trades union partners to ensure a robust approach to people management.

Performance Review

In 2015/16, the service delivered a number of key achievements on behalf of the Council:

- Developed improved systems and business processes such as the rollout of online self-service for leave, flexi and travel and subsistence; introduction of Talentlink (recruitment via myjobscotland); development of EDMS (Electronic Document Management) and use of VOIP to better manage calls.
- Improved reporting for absence and establishment management, which is now available through HR21, the self-service workforce management system.
- Implemented statutory Payroll requirements on time and in accordance with best practice.
- Delivered a secure and compliant IT infrastructure to meet Cabinet Office audit standards.
- Supported the Office Rationalisation projects by implementing technology such as VOIP telephony, document management, Wi-Fi, and tablet devices to support agile learning in schools and agile working for staff.
- Delivered a shared IT data centre with East Dunbartonshire Council including a shared helpdesk system.
- Developed a governance and compliance regime to support key transformation projects through the Change Board.
- Promoted and embedded a consistent approach to Change council wide- continuing into 2016/2017.
- Moved training course and learning bookings to HR21, to further promote channel shift.
- Developed and promoted E-Learn leading to increased access levels.
- Launched Master classes and Employee Well Being Charter in support of the Council's Working Well Together initiative and on behalf of the Attendance Working Group.
- Promoted and embedded a consistent approach to Workplace of The Future, receiving visits from many other councils regarding our approach and acknowledgment from Scottish Future Trust we are leading in this area - continuing into 2016/2017.

- Completed the 2015 Employee Survey and developed the overarching corporate action plan, which sits alongside the service action plans.
- As a result of our supportive employment policies, Carers Scotland awarded us the 'Best for Elders Care Award'.
- West Dunbartonshire received Exemplary Status as a result of the support we provide to employees who are also carers, awarded by Carer Positive Scotland – the first local authority in Scotland to receive this.
- In recognition of our work to support Reservists, we were awarded the Silver Award under the Defence Employer Recognition Scheme.
- Supported the 2nd Phase of Future Operating Model Exercise to realise target efficiency savings.
- The team supported a significant and sustained reduction in absence across the Council.

- Developed a range of Policies and Schemes to support employees across a number of areas.

As a strategic area we recognise that there are also some challenges to delivery, which can have an impact on progress and may cause frustration for employees and citizens. Some of the challenges faced over 2015/16 included:

- On-going national issues with Frontier, our Workforce Management solution provider, impacted on service efficiency as a result of failures in system functionality.
- High volume of management restructures resulted in additional work pressures on the Workforce Management System and other HR teams with no additional resource.
- Resourcing of major IT change projects while keeping 'Business-As-Usual' services running efficiently.
- Increased level of network disruption due to external factors such as three power failures in Garshake computer suite and supplier disruption at the Telephone Network Exchanges.
- Project delays caused by supplier performance failures which escalated to complaints to the national Regulator the impacted on ICT and WDC projects.

2. Strategic Assessment

The people and technology management team completed a detailed strategic assessment and performance review to determine the major influences on service delivery and strategic priorities going forward into 2016/17. As a result of this assessment the following factors were recognised as having a significant influence on the work of the service in 2016/17:

Workforce Management System

The Council is developing its' current WMS to enhance efficiencies through increased managers and employee self-service. However this has proven challenging due to the limitations with the current solution. A key objective of 2016/17 is to address these issues and deliver wider process efficiencies.

Legislative Changes

The service will focus on various legislative changes due to be delivered in 2016/17. These include

- year-end updates in relation to Tax, National Insurance and Pension changes;
- auto re-enrolment of WDC eligible employees;
- revisions to Teacher pay and leave arrangements;
- auto re-enrolment of VJB eligible employees; and
- legislative and employment related changes arising from the Scottish Living Wage and continued local government reform.

The service will also be exploring resolution of equal pay cases on the basis of recent Judgments and supported by legal advice.

Service Development and Redesign

The service will have a key role over 2016/17 in supporting the delivery of a range of Council transformation projects. Within this, the teams will be supporting office relocations, new service developments and improvement projects. As a key support function for West Dunbartonshire Council, all teams within the People and Technology service area will be involved in this transformation agenda.

The Organisational Development and Change team will be focused on driving excellence through change and continuous improvement and supporting the innovative 'workforce of the future' programme.

The ICT team will be supporting a range or property and resource optimisation projects over 2016/17, focused on supporting system upgrades as well as physical moves for services across

West Dunbartonshire. The ICT team will also focus on security as a key strategic driver especially with the move towards more sharing arrangements and sharing partnership working.

Internally the teams will also be focused on ensuring robust delivery of services and supports, such as the work to transform payroll and business supports. Work will progress to further embed a robust health, safety and resilience culture across the organisation, reflecting changes in legislative requirements and good practice. The overall focus of the team is the promotion of a positive health & safety culture, coherent policies and procedures and compliance with appropriate health and safety standards.

Financial Management

The Strategic Lead and Managers are acutely aware of the financial challenges facing the Council over the next few years. To deliver on the Council's objectives and meet those financial challenges the team will:

- develop proposals to review service provision and identify opportunities for 2017/2018 and 2018/2019 to meet financial pressures;
- develop savings options with fully defined/explained and costed options for approval by elected members explaining a range of options;
- participate in overall financial planning within revised strategic lead structure; and
- effectively monitor financial performance through 2016/17.

People Management

Across the service area, our main resource is our dedicated workforce. To develop a culture of Best Value and continuous improvement within the department it is important to invest time and resources in staff.

Throughout 2016/17 we will:

- Carry out Performance Development Plan's (PDPs) with all staff and undertake a qualitative review of the process;
- Launch our new middle manager development programme, 'Influential Leaders';
- Continue to build capacity and supports council wide in relation to change and project management;
- Objectively and fairly apply the Council's Attendance Management Policy in conjunction with supportive policies;
- Progress improvement actions arising from the Employee & ICT Surveys 2015;
- Monitor our complaint handling process to ensure we are meeting the agreed timescales and preventing recurrence;
- Ensure that all employees have appropriate access to appropriate learning and training; and
- Promote positive behaviours and a 'can do' attitude leading to action.

3.   Resources

As a Council we are committed to supporting every employee to 'Be the Best' through providing personal development opportunities and ensuring that our employees feel valued and recognised for their contribution in delivering the Council's vision and strategic objectives. This commitment is achieved through ensuring all employees have a PDP in place and supporting professional and personal development in their current role and for any future career plan.

Our development priorities include training; leadership and manager development; customer service; change management; technical skills and specialist skills that support and maintain professional expertise. Our commitment to learning and development is recognised through the achievement of Gold Standard from Investors in People (IiP).

In line with our focus on making best use of the resources available to us we will be actively exploring shared services opportunities and alignment of oversight structures such as joint committees, with a view to pooling resources and reducing costs.

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. Core elements of this are identification of successors at Strategic Lead level and ensuring that the relevant developments are in place across the organisation.

A further example of this is the work with West College Scotland to build capacity, develop appropriate courses to fill our identified skills gaps and create a WDC ready workforce.

We gather the views of our employees through our regular employee survey, the most recent survey results relate to the survey carried out at the end of 2015. From this an organisational improvement plan has been put in place. These improvement activities focus on 5 key areas and are embedded in the action plan for this strategic area.

Employees

The number of full time equivalent staff in each section is outlined below:-

	No. of staff 2016/17
Business Support (Transactional)	25
ICT	52
Organisational Development & Change	11
Strategic HR (includes health, safety, risk and resilience)	18
TOTAL	106

Finance
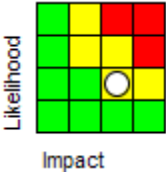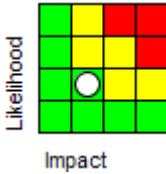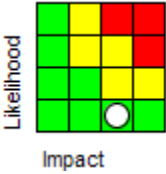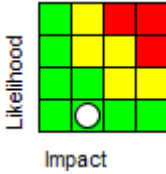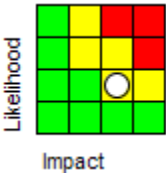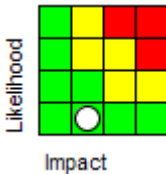
The 2016/17 revenue budget for the people and technology strategic area is £5,688,858. We will make the best use of the resources available to deliver on key priority areas and secure external/match funding where this is possible.
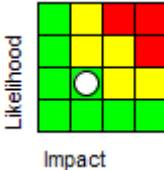
The resources to deliver on this in 2016/17 action plan are:-

Section	Gross Expenditure 2016/17	Gross Income 2016/17	Net Expenditure/ (Income) 2016/17
Business Support (Transactional)	£0.711m	0	£0.711m
ICT	£3.193m	0	£3.193m
Organisational Development & Change	£0.480m	0	£0.480m
Strategic HR (includes health, safety, risk and resilience)	£1.305m	0	£1.305m
TOTAL	£5.689m	£0	£5.689m

4. Risks

In carrying out a strategic assessment and planning for 2016/17 the strategic resources area has considered the council's strategic risks. It has identified those strategic risks that the division can help reduce and detailed these below along with additional service area specific risks.

Risk Title	Description	Current risk score	Target risk score
Failure to develop or implement innovative use of Information Technology	Council's Information Technology is not sufficiently modernised / brought up to date to enable the delivery of sustainable ICT services to support and enhance the delivery of front line services to the community.		
Lack of strategy / plans / vision to ensure a committed and dynamic workforce	There is a risk that the Council fails to develop and implement a flexible, strategic structured approach to workforce and capacity planning		
Workforce Management System not fit for purpose	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		

Appendix 1 – People and Technology structure

TRANSFORMATION & PUBLIC SERVICE REFORM

STRATEGIC LEADS

Head of People & Change

Serena Barnatt
HSCP

STRATEGIC LEAD – PEOPLE & TECHNOLOGY
Vicki Rogers

Organisational Development & Change Manager
Alison McBride

ICT Manager
Patricia Kerr

Strategic HR Manager
Vacant

Business Support Manager
Arun Menon

Health & Safety Section Head
John Duffy

Organisational Development & Change Leads
Lorraine Mair
Anne McFadden

Working4U Project Officer
Alex Dodds

Document Strategy Officer
Eileen Dynowski

Section Leader ICT Infrastructure
Brian Miller

Section Leader ICT Connect
John Martin

Section Leader ICT Business
James Gallacher

HR Business Partners
Anne Marie Cosh
Tracy Keenan
Geraldine Lyden

Section Head Transactional Services
Stella Kinloch

Lead Adviser Pay and Remuneration
Graham Hawthorn

Appendix 2 - Action Plan 2016-17

Priority	Objective	Action	End Date	Assigned to
Organisational capabilities	**Fit for purpose estates and facilities**	Deliver ICT support to the Property and Resource optimisation projects	March 2017	Patricia Kerr
		Implement statutory Payroll changes	March 2017	Arun Menon
		Continue to implement HR Payroll transformation including manual processes, development of WMS, better integration with WMS, greater self-service	March 2017	Arun Menon
		Audit implementation of the Council's Health and Safety policies and arrangements	March 2017	John Duffy
	Committed and dynamic workforce	Promote a model of change and continuous improvement across the organisation	March 2017	Alison McBride
		Enhance leadership and management development	March 2017	Alison McBride
		Support and progress Workplace of the Future programme	March 2017	Alison McBride
		Ensure a corporate approach to project management	March 2017	Alison McBride
		Development of innovative strategies and best practice to support employee attendance and to reduce absence	March 2017	Tracy Keenan
		Develop and maintain a robust employment framework (policies systems and processes) in accordance	March 2017	Darren Paterson

		with emerging case, legislation and good practice.		
		Implement 3rd Edition of SJC JE Scheme ensuring related processes are reflective of best practice and meeting organisational needs.	March 2017	Daren Paterson
		Develop a Council Workforce plan, reflective of revised organisational structure that sustains a committed workforce that supports the organisation's current and future needs	March 2017	Daren Paterson
		Deliver Corporate and service transformation projects/structural changes in accordance with project plans and service requirements.	March 2017	Daren Paterson
		Work collaboratively with Occupational Health provider to maximise employee wellbeing and support	March 2017	Darren Paterson
		Review the ICT structure and roles in line with changing departmental technology and service requirements.	March 2017	Patricia Kerr
	Innovative use of Information Technology	Extend the services enabled by shared environments and services.	March 2017	Patricia Kerr
		Deliver robust ICT input to 2016-17 transformational change projects	March 2017	Patricia Kerr
	Strong corporate governance	Ensure a robust approach to Corporate	March 2017	John Duffy

		Health, Safety and risk through process of audit, inspection and compliance checks		
		Ensure the Council has robust fire risk assessments in place per detailed plan	March 2017	John Duffy
		Implement the full functionality of the Council's Figtree system in conjunction with Insurance team	March 2017	John Duffy
		Ensure a robust approach to Council resilience arrangements	March 2017	Vicki Rogers/John Duffy

Regulatory Delivery Plan

2016-17

Index

1.   Overview & Profile

In 2015 the Senior Management structure of West Dunbartonshire Council was reviewed and a new smaller senior leadership team was created to drive the Council's priorities from April 2016. As part of that leadership team, eight Strategic Leads were created. Each Strategic Lead (formerly known as Heads of Service) has responsibility for a specific area covering a range of functions. In addition the Health and Social Care Partnership Chief Officer reports on progress across four additional strategic areas sitting within the partnership. The Council Strategic Leads are:

Resources
- Finance and Treasury
- Procurement
- Audit and Fraud
- Business Support
- Chief Finance Officer

Regulatory
- Legal
- Licensing
- Registration of Births, Deaths and Marriages
- Environmental Health and Trading Standards
- Planning and Building Standards
- Elections and Democratic Services
- Data Protection and Information
- Administrative Support
- Monitoring Officer

People and Technology
- Human Resources
- Organisational Development and Change
- Health, Safety, Risk and Resilience
- ICT
- Transactional support

Communications, Culture and Communities
- Customer Services
- Policy, Planning and Performance
- Libraries and culture
- Communications, events and engagement

Education, Learning and Attainment
- Early Years: early learning and child care
- Primary, Secondary and Additional Support Need Schools
- Psychological Services
- Chief Education Officer

Environment and Neighbourhood
- Fleet and Waste
- Greenspace
- Roads and Transportation
- Leisure and Facilities Management

Housing and Employability
- Housing
- Working4U
- Working4Business
- Your Community, including community development and empowerment

Regeneration
- Regeneration
- Capital Investment Programme
- Estates and Asset Management
- DLO

Profile

The regulatory strategic area includes the former Legal, Democratic and Regulatory Services alongside Planning and Building Standards.

Elections and Democratic Services

The Democratic Services Team provides a diverse range of services to internal and external customers and clients including Committee Services, Members' Services, Leadership Support, Admin Support and Registration of Birth, Deaths, Marriages and Civil Partnerships.

The team also makes a major contribution to the administration and management of all types of elections/referendums, including community councils.

Planning and Building Standards

This service comprises of four teams: Forward Planning, Development Management, Building Standards and Technical Support.

Forward Planning is responsible for the preparation of the Local Development Plan and the Strategic Development Plan.

Development Management is responsible for providing advice, negotiating and facilitating high quality development, determining planning applications, monitoring development and the use of enforcement powers when appropriate.

Building Standards provide advice, determine building warrant applications, issue Letters of Comfort, resolve matters relating to unauthorised work and respond to dangerous buildings.

The Technical Support Team manages and maintains the Geographic Information Systems and Corporate Address Gazetteer. The team also provides technical and administration support to the Service and assist in the processing of applications, warrants and enquiries.

Regulatory Services

The service offers a wide variety of statutory services to protect the public and businesses. The services cut across many different subject areas. The services provided by the team protect community health, the environment and the well-being of people who live, work and visit West Dunbartonshire.

The team has a wide ranging remit offering compliance guidance and advice on food hygiene, safety, accident prevention, licensing, environmental pollution, public health, consumer protection, animal health and fair trading. As well as the complimentary advice and guidance function for these areas, the team also has duties and responsibility for enforcement in these and other areas. Our enforcement role involves ensuring that those persons who must comply with the laws that we enforce do so.

In addition to the statutory services outlined the team offer services like pest control, education, advice and training.

Legal Services

The Legal Services team provide comprehensive advice, support, governance and regulation covering the full range of Council's Services and is itself responsible for the delivery of the Council's licensing functions.

It comprises three key functional areas:
- Legal- which provides advice, representation and transactional support to Officers and Members including Contracts, Conveyancing and Property, Employment law, Governance and Litigation;
- Licensing- fulfilling the Council's statutory duties in respect of the Liquor, Gambling and Civic Government Licensing;
- Records Management- Providing Advice and support on the Council's Records Management responsibilities, Data Protection and Freedom of Information.

Corporate Administration Support (CAS)

The CAS is a new function which aims to consolidate all clerical and administration functions across the organisation. The service will be delivered in phases with the first phase of the project covering the Regeneration, Environment & Growth teams and non-school Education team. Phase two will deliver on school administration and phase three will look to integrate the existing Admin Support Unit (ASU) and the Leadership Support unit (LSU) into this central team.

Performance Review

In 2015/16 the services delivered a number of key achievements on behalf of the Council:

- Secured planning permission in principle for the Queens Quay site. This is the result of extensive consultations, resolution of complex issues and high quality urban design

- Progressed key developments and concluded legal agreements for capital and regeneration projects. these include Queens Quay, Clydebank Leisure Centre, the new Balloch campus, replacement Kilpatrick School, Bellsmyre Primary Schools, Dumbarton Care Home, the new Council offices in Dumbarton town centre Our Lady & St Patrick's High School

- Implemented the action plans from the Clydebank and Dumbarton Rock and Castle Charrettes, setting up appropriate governance arrangements in order to secure future funding

- Ensured public safety through robust inspection of all high risk food businesses within timescales required by the statutory code of practice

- Worked closely with port authorities to prevent unsafe products reaching West Dunbartonshire, which would put residents at risk

- Launched a Gull control service

- Begun work on the first online counterfeit investigation

- Delivered joint interventions with key partners such as NHS Greater Glasgow & Clyde, Police Scotland, Trading Standards Scotland, Food Standards Scotland and the UK Border Agency

- Launched the Trusted Trader scheme

- Supported development of the governance structure for the new Integrated Joint Board for West Dunbartonshire Health and Social Care services

- Improved processes and reduced costs across a range of services

- Maintained high performance on key indicators across all services
    - planning application decision making timescales very favourable when compared with the national average
    - Good Building Standards performance achieved

- Provided support to regeneration of key development sites across the Council area including Mitchell Way, Alexandria and the former Exxon/Esso site in Bowling, the Council's city deal investment site

- Supported delivery of key council transformation projects

- Delivered a successful UK Government election in May 2015, producing an accurate result in which all interested parties had confidence

As a strategic area we recognise that there are also some challenges to delivery, which can delay progress and cause frustrations for employees and citizens. Some of the challenges faced over 2015/16 included

- Failure to adopt the emerging local development plan. The current local plan is now 6 years old and the Council have not yet adopted the emerging Local Development Plan due to an ongoing issue with a housing site
- Delays in achieving our accessible taxi target for the area
- Reduced access to services as a result of maintenance issues in buildings
- Delays in progress on key areas of work as a result of challenges with ICT systems and infrastructure
- Delays in wider restructure projects have had impact on key service processes
- Delays in implementing new working practices as a result of the speed and reliability of scanning
- Providing continuity of service during transition to new office accommodation

2. Strategic Assessment

The regulatory management team completed a detailed strategic assessment and performance review to determine the major influences on service delivery and strategic priorities going forward into 2016/17. As a result of this assessment the following factors were recognised as having a significant influence on the work of service in 2016/17:

Local Development Plan

Work will be required throughout 2016/17 on a new Local Development Plan for West Dunbartonshire. This will reflect the emerging plan that was not adopted by the Council. The new Local Plan will also reflect the ambitions as detailed through our extensive local charette programme.

Regeneration

While local regeneration sits within a separate strategic area for delivery, a range of supports for this work will be provided through the regulatory strategic area.

- The planning and building standards team will work to advise and assist on the applications for the infrastructure works and health quarter for the Queens Quay site in order to achieve high quality development and will also assist and advise on the Exxon /City Deal project.

- The environmental health team will also support these developments by providing compliance guidance in respect of contaminated land, air quality, noise pollution and other environmental factors.

- The legal team will continue to support the focus on regeneration projects through negotiation of appropriate contractual arrangements with a variety of interested parties.

The focus for this service area will be progressing and supporting high quality development on our key regeneration sites. Linked to this is a requirement to establish appropriate governance arrangements jointly with the National Park for the Balloch Charrette action plan, and continue implementation of the Bowling, Clydebank and Dumbarton charrette action plans.

Legislative Context

As the legal service for West Dunbartonshire Council, the service has an advisory role across all strategic areas in relation to the duties and implementation of new legislation. This is an ongoing function for the service, with year to year activity dependant on the programmes of the Scottish, UK and EU Governments. The input from the service varies in relation to the individual pieces of legislation. Over the coming year the service will work to support local implementation and response to key legislation such as the Community Empowerment Act, Community Justice Act, National Assistance Act and European derived regulation on Data Protection and Procurement.

The service area will also focus on raising awareness locally of the Scottish Regulators' Code and implementing the new West Dunbartonshire enforcement policy, approved early in 2016.

Service Development and Redesign

During 2016/17 the regulatory strategic area will focus on continuous improvement to ensure that they are fit for purpose and proving a best value service. This includes responding to a national strategic review of trading standards, implementing any local actions required from this, and a consolidation of the legal and licensing services to ensure a more integrated service with increased capacity.

Through these processes the individual services will take the opportunity to assess capacity across teams to ensure they are best able to meet the needs of those using their services and provide a best value service. This will also allow the teams to expand services where required, such as the pest control service, and respond to practice changes such as those related to animal feed enforcement.

The services are also looking for opportunities to increase income, such as that generated through the registration service. To support this there is a need to better use technology to market and advertise services available.

During 2016/17 the regulatory strategic area will assume responsibility for a newly established Corporate Administration Support Service. This transformation project will deliver a consistent, modern and responsive approach to administrative support across the organisation and will be delivered in phases beginning in August 2016.

Financial Management

The Strategic Lead and Managers are very aware of the financial challenges facing the Council over the next few years. To deliver on the Council's objectives and meet those financial challenges the team will

- Develop proposals to review service provision and identify opportunities for 2017/2018 and 2018/2019 to meet financial pressures
- Develop savings options with fully defined/explained and costed options for approval by elected members explaining a range of options.
- Participate in overall financial planning within revised strategic lead structure
- Monitor financial performance through 2016/17

People Management

Across the service area, our main resource is our dedicated workforce. To develop a culture of Best Value and continuous improvement within the department it is important to invest time and resources in staff.

Throughout 2016/17 we will:

- Carry out Performance Development Plan's (PDPs) with all staff
- Apply in full the Council's Attendance Management Policy
- Progress improvement actions arising from the Employee Survey 2015
- Ensure that all employees have appropriate access to learning and training

3.   Resources

As a Council we are committed to supporting every employee to 'Be the Best' through providing personal development opportunities and ensuring that our employees feel valued and recognised for their contribution in delivering the Council's vision and strategic objectives. This commitment is achieved through ensuring all employees have a PDP in place and supporting professional and personal development in their current role and for any future career plan.

Our development priorities include training; leadership and manager development; customer service; change management; technical skills and specialist skills that support and maintain professional expertise. Our commitment to learning and development is recognised through the achievement of Gold Standard from Investors in People (IiP).

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. One element of this is identification of successors at Strategic Lead level and ensuring that the relevant developments are in place across the organisation. A further example of this is the work with West College Scotland to build capacity, develop appropriate courses to fill our identified skills gaps and create a WDC ready workforce.

We gather the views of our employees through our regular employee survey, the most recent survey results relate to the survey carried out at the end of 2015. From this an organisational improvement plan has been put in place. These improvement activities focus on 5 key areas and are embedded in the action plan for this strategic area.

EMPLOYEES

The number of full time equivalent staff in each section is outlined in the table below. During 2016/17 110.6 FTE additional employees with join the strategic area as the Corporate Administration Support team is established.

	No. of staff 2016/17
Elections and democratic services	79.8
Planning and building standards	24
Regulatory services	27.9
Legal services	20.2
TOTAL	151.3

Finance
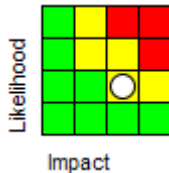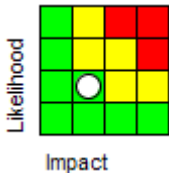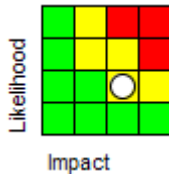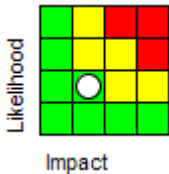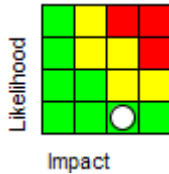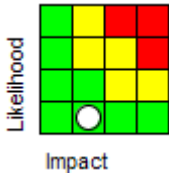
The 2016/17 revenue budget for the regulatory strategic area is £3,592,598. We will make the best use of the resources available to deliver on key priority areas and secure external/match funding where this is possible.
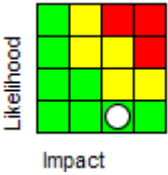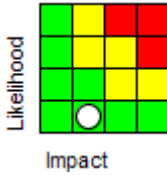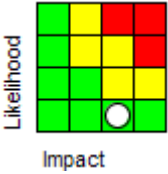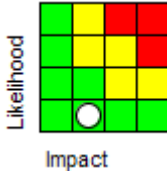
The resources to deliver on this in 2016/17 action plan for Regulatory are:-

Section	Gross Expenditure 2016/17	Gross Income 2016/17	Net Expenditure/ (Income) 2016/17
Corporate Administration Support	Will be confirmed in August 2016	Will be confirmed in August 2016	Will be confirmed in August 2016
Elections and democratic services	£1.797m	£0.325m	£1.472m
Planning and building standards	£1.053m	£0.637m	£0.416m
Regulatory services	£1.359m	£0.186m	£1.173m
Legal services	£0.990m	£0.458m	£0.532m
TOTAL	**£5.199m**	**£1.606m**	**£3.593m**

4.   Risks

In carrying out a strategic assessment and planning for 2016/17 the strategic regulatory area has considered the council's strategic risks. It has identified those strategic risks that the various teams can help reduce and detailed these below along with additional service area specific risks.

Risk Title	Description	Initial Assessed risk score	Current 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 and licensing laws		
Failure to design and operate appropriate data sharing controls	The design and operation of controls to ensure the sharing of personal data complies with the principles of the Data Protection Act 1998 and the good practice recommendations set out in the Information Commissioner's Data Sharing Code of Practice.		
Failure to have in place appropriate records management processes	The processes in place for managing both electronic and manual records containing personal data. This will include controls in place to monitor the creation, maintenance, storage, movement, retention and destruction of personal data records.		

Failure to have an up to date Local Development Plan	Weaker consideration in the determination of planning applications and appeals. Also there may be reputational damage for the Council at a national level	Likelihood / Impact	Likelihood / Impact
Failure to successfully deliver the Scottish Parliament Election, European Referendum and any other polls	Failure to deliver an accurate result and robust election process would result in a loss of confidence from all interested parties and damage the reputation of the Council	Likelihood / Impact	Likelihood / Impact

Appendix 1 –Structure Chart

TRANSFORMATION & PUBLIC SERVICE REFORM

STRATEGIC LEADS

STRATEGIC LEAD - REGULATORY

Peter Hessett

Manager of Legal **Alan Douglas**	Manager of Regulatory Services **Graham Pollock**	Planning & Building Standards Manager **Pamela Clifford**	Manager of Democratic Services **George Hawthorn**	Business Support Manager **Arun Menon**
Section Head Contracts & Property **Sally Michael**	Service Coordinator Community Health Protection Group **John Stevenson**	Team Leader Development Management **Keith Bathgate**	Registration of Births, Deaths & Marriages **Lynn Houston**	Business Support Project Officer **Richard Butler**
Section Head Litigation **Nigel Ettles**	Service Coordinator Environmental Pollution Group **Pat Hoey**	Team Leader Forward Planning **Alan Williamson**	Committee and Members' Services **Christine McCaffary**	
Section Head Licensing **Raymond Lynch**	Service Coordinator Food and Business Group **Martin Keeley**	Team Leader Building Standards **Colin Newman**	Corporate Admin Support **Jane Shaw Donna Sharp**	
Records & Information Management **Michael Butler**	Service Coordinator Trading Standards Group **Tony Cairns**			

Appendix 2 - Action Plan 2016-17

Priority	Objective	Action	End Date	Assigned to
Social Mission	**Improve local housing and environmentally sustainable infrastructure**	Progress and support development on key Council regeneration sites (QQ, Dumbarton Waterfront, Exxon, Mitchell Way)	March 2017	Peter Hessett
		Commence preparation of new Local Development Plan	March 2017	Pamela Clifford
		Successfully support delivery of transformational projects (Council wide)	March 2017	Alan Douglas
	Improve the wellbeing of communities and protect the welfare of vulnerable people	Develop a local response to recommendations from national strategic review of trading standards	March 2017	Graham Pollock
		Ensure environmental health and trading standards provide community focused services in line with current legislative and statutory guidance	March 2017	Graham Pollock
		Deliver a successful Scottish Parliamentary Election	May 2016	Peter Hessett
		Deliver a successful European Referendum for the West Dunbartonshire area	July 2016	Peter Hessett
		Develop a local response to implications on Land Reform and Asset Transfer resulting from Community Empowerment Act	March 2017	Alan Douglas
Organisational capabilities	**Strong financial governance and sustainable budget management**	Finalise Common Good Register for West Dunbartonshire	March 2017	Alan Douglas
	Strong corporate governance	ensure an appropriate corporate legal response to implementation of new legislation and policy directives	March 2017	Alan Douglas

		Plan for the effective implementation of a new Council and administration post Local Government Elections in May 2017	March 2017	George Hawthorn
		Deliver the new Corporate Administration Support function	March 2017	Arun Menon
	Fit for purpose estates and facilities	Support transition planning for move to new Dumbarton office	March 2017	Peter Hessett
	Committed and dynamic workforce	Ensure service structures are fit for purpose	March 2017	Peter Hessett
		Implement improvements arising from Staff Survey 2015	March 2017	Peter Hessett

West
Dunbartonshire
C O U N C I L

Resources
Delivery Plan
2016-17

Index

1. Overview & Profile

In 2015 the Senior Management structure of West Dunbartonshire Council was reviewed and a new smaller senior leadership team was created to drive the Council's priorities from April 2016. As part of that leadership team, eight Strategic Leads were created. Each Strategic Lead (formerly known as Heads of Service) has responsibility for a specific area covering a range of functions. In addition the Health and Social Care Partnership Chief Officer reports on progress across four additional strategic areas sitting within the partnership. The Council Strategic Leads are:

Resources
- Finance and Treasury
- Procurement
- Audit and Fraud
- Business Support
- Chief Finance Officer

Regulatory
- Legal
- Licensing
- Registration of Births, Deaths and Marriages
- Environmental Health and Trading Standards
- Planning and Building Standards
- Elections and Democratic Services
- Data Protection and Information
- Administrative Support
- Monitoring Officer

People and Technology
- Human Resources
- Organisational Development and Change
- Health, Safety, Risk and Resilience
- ICT
- Transactional support

Communications, Culture and Communities
- Customer Services
- Policy, Planning and Performance
- Libraries and culture
- Communications, events and engagement

Education, Learning and Attainment
- Early Years: early learning and child care
- Primary, Secondary and Additional Support Need Schools
- Psychological Services
- Chief Education Officer

Environment and Neighbourhood
- Fleet and Waste
- Greenspace
- Roads and Transportation
- Leisure and Facilities Management

Housing and Employability
- Housing
- Working4U
- Working4Business
- Your Community, including community development and empowerment

Regeneration
- Regeneration
- Capital Investment Programme
- Estates and Asset Management
- DLO

Profile

The Resources service provides a range of services to both external customers and internal customers, including accountancy, treasury management, procurement, business support and internal audit and fraud.

Finance

The finance team is responsible for the financial support and management to the Council as a whole, providing accountancy, treasury and capital planning, cash and bank management, administration of council grants, insurance services, purchasing card management and the administration of the online purchasing system.

Procurement

The procurement team provides support to the whole Council in leading and facilitating procurement activity to ensure efficient, effective and appropriate procurement processes are implemented. This role includes the generation of category strategies with departments, lifecycle advice and guidance, development and supplier relationship management.

Internal Audit & Fraud

The internal audit and fraud service is led by the chief internal auditor, providing internal audit and assurance to the Council including scrutiny of ICT security. The team also delivers the corporate fraud service for the organisation.

Business Support

The Business Support team is responsible for managing the Council's Revenues collection (Council Tax, Housing rents, Non-domestic Rates and miscellaneous invoicing) and Benefits (Council Tax Reduction, Housing Benefit, School Clothing Allowances, Education Maintenance Allowances and Free School Meals), Debtors and debt management and Creditors functions.

Performance Review

In 2015/16, the service delivered a number of key achievements on behalf of the Council:

- Aligned Council's Procurement Operating Model to 3 Key Themes – People, Place and Corporate. This will strengthen procurement capacity and capability; re-position procurement as an enabler of transformational change and support the development of more innovative and localised service delivery including working with partners to develop new models of sustainable growth for the West Dunbartonshire;

- Began transformation of key Purchase to Pay systems and processes. Phase One of the project has focussed on optimisation of existing processes and systems and the development of the business case for wider transformation. Savings of £48,997 have been delivered so far with further savings expected in Phase Two;

- Significant cashable benefits were delivered from Procurement projects in 2015/16. Council contracts have also delivered community benefits such as donations of benches, bins and plants for a community garden, sponsorship of local football event, recruitment of local apprentices, curriculum support activities for local high schools and colleges, supply chain briefings, development of training plans for sub-contractors, construction site visits and work placements for local students

- Developed new Procurement Financial Regulations within the overall Council Financial Regulations, providing clarity on the definition of Best Value, the roles and responsibilities of the Corporate Procurement Manager and the Strategic Lead (Regulatory) relative to Procurement and the process for carrying out each of the key procurement procedures available to the Council.

- All accounts were completed within the deadlines for statutory purposes and internal reporting. The accounts were also audited with an unqualified certificate – this included a new set of accounts for Clydebank Property Company which were completed with little knowledge and information available to us;

- Provided all financial support to Clydebank Property Company – budget setting / budgetary control / final accounts – within staffing resources available to us

- Delivered a range of systems developments and upgrades across the business support team

- The business support team also delivered a range of technology improvements which have supported transformation projects and more efficient service delivery across services

- Completed the Council Annual Audit Plan

- Completed the Public Sector Internal Audit Standards (PSIAS) external assessment which confirmed that the Council's Internal Audit service is substantially complaint with PSIAS

- Activity within the Corporate Fraud team identified fraudulent activity and errors of £233,000 and instigated the recovery of this sum

- Maintained accreditation through the Public Sector network (PSN) submission

- Successfully implemented Universal Credit which went live with new single claimants on 9 March 2015.

- Successfully deliver the ongoing Welfare Reform changes, including planning for various new changes from 1 April 2016

- Undertook a comprehensive review of Rent Arrears and other Sundry Debt processes with the aim of reducing the level of corporate debt

- Implemented a restructure of the key service areas to ensure an cost efficient and effective service section in line with the Future Operating model, including the successful transfer of the social welfare fund team to Communications, Culture and Communities

- The business support team undertook various technological improvements such as implementation of Risk Based Verification, e-Forms, Landlord Portal, Achieve forms for Creditors and Debtors to manage creation of new creditor or debtors, streamlining of processes to deliver significant savings in postage cost; support the P2P programme

As a strategic area we recognise that there are also some challenges to delivery, which can delay progress and cause frustrations for employees and citizens. For our service area the main challenge faced in 2015/16 related to rent collection. Ensuring a high level of performance in relation to rent collection has been challenging, although robust measures have been put in place to improve collections rates.

2. Strategic Assessment

The resources management team completed a detailed strategic assessment and performance review to determine the major influences on service delivery and strategic priorities going forward into 2016/17. As a result of this assessment the following factors were recognized as having a significant influence on the work of service in 2016/17:

Purchase 2 Pay (P2P)

Implementation of the P2P Business Transformation Project will standardise processes, improve efficiency and maximize use of core systems. Implementation of phase 2 is expected to deliver time releasing benefits and generate significant savings by 2019. Delivery of this project will require a significant input from all teams across the Resources service area.

Legislative Context

There is a requirement to embed across all Council procurement activity, the new processes and procedures arising from Procurement Reform Act and Public Contracts Scotland Regulations which result in greater consideration of sustainability (economic, environmental and social) factors. There will also be a focus on implementing changes to support best practice as a result ofthis new legislation.

The resources service will also be working to support implementation of a range of other legislative and regulatory frameworks across the organisation, such as the Community Empowerment Act and changes to statutory accountancy requirements for the full range of accounts managed by the Finance team.

Service Development and Redesign

The service will be undertaking a range of change projects and redesign activities during 2016/17 with a focus on continuous improvement and 'Be the Best'.

The procurement team will undertake its first evaluation of procurement performance under the new Procurement and Commercial Improvement Programme, replacing the capability assessment. They will also continue work on the service redesign of procurement in line with the People, Place and Corporate categories; optimizing benefit delivery and maximizing value for money. This is the first step in working towards a strategic commissioning model that aims to maximise the delivery of strategic outcomes through a more joined up, cross – council view of the what, why, how and from whom of service design.

The finance team will be embedding a new structure focused on supporting the transformational agenda of the organisation. The team will also be delivering a range of system developments to improve functionality of the accountancy systems. This will streamline processes, freeing up

capacity and resource while also delivering a more efficient service. The finance team will also be working on revisions to the financial strategy and budget processes for coming years;

The audit and fraud team will be focusing on implementing service improvements stemming from the recent Public Sector Internal Audit Standards (PSIAS) assessment. This will link to work on both delivery of the internal audit and corporate fraud plans. These support service transformation and continuous improvement across the Council.

The Business Support Team will be focusing on implementing Welfare Reform Changes; supporting P2P transformation; reviewing further technological improvements e.g. SMS solution for managing corporate debt, eBilling for Council Tax and MyAccount functionality to promote self-service; review of other customer facing functions within Revenues and Benefits to Communications, Culture and Communities, and implementing EDMS with workflow in Debtors and Creditors along with further improvements in the Debtors system functionality such as Payment Plans and Direct Debit.

Financial Management

The Strategic Lead and Managers are very aware of the financial challenges facing the Council over the next few years. To deliver on the Council's objectives and meet those financial challenges the team will:

- Implement all agreed management adjustments for the service area in 2016/17;

- develop proposals to review service provision and identify opportunities for 2017/2018 onwards to meet financial pressures;

- develop savings options with fully defined/explained and costed options for approval by elected members explaining a range of options;

- participate in overall financial planning within revised strategic lead structure;

- monitor financial performance through 2016/17.

People Management

Across the service area, our main resource is our dedicated workforce. To develop a culture of Best Value and continuous improvement within the department it is important to invest time and resources in staff, therefore during 2016/17 we will:

- Carry out Performance Development Plan's (PDPs) with all staff
- Apply in full the Council's Attendance Management Policy
- Progress improvement actions arising from the Employee Survey 2015
- Ensure that all employees have appropriate access to learning and training
- Ensure that informative and participative team meetings are held for each team at least monthly
- Involve our employees in ongoing service planning processes

3. Resources

As a Council we are committed to supporting every employee to 'Be the Best' through providing personal development opportunities and ensuring that our employees feel valued and recognised for their contribution in delivering the Council's vision and strategic objectives. This commitment is achieved through ensuring all employees have a PDP in place and supporting professional and personal development in their current role and for any future career plan.

Our development priorities include training; leadership and manager development; customer service; change management; technical skills and specialist skills that support and maintain professional expertise. Our commitment to learning and development is recognised through the achievement of Gold Standard from Investors in People (IiP).

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.

We gather the views of our employees through our regular employee survey, the most recent survey results relate to the survey carried out at the end of 2015. From this an organisational improvement plan has been put in place. These improvement activities focus on 5 key areas and will be delivered through activities in each service across the organisation.

EMPLOYEES

The number of full time equivalent (FTE) staff in each section is outlined below:-

	No. of staff 2016/17
Audit and Fraud	10.6
Business Support	116
Finance	52.3
Procurement	20
TOTAL	201.9

Finance
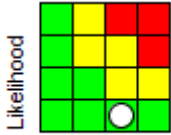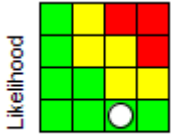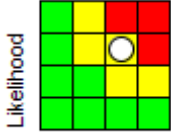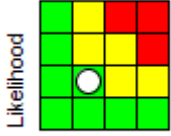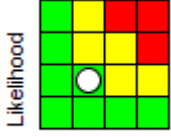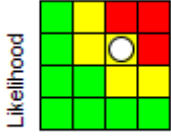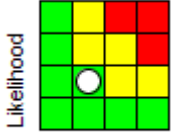
The 2016/17 gross revenue budget for the resources strategic area is £54,908,347, with a net revenue budget of £4,588,487. We will make the best use of the resources available to deliver on key priority areas and secure external/match funding where this is possible.
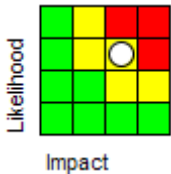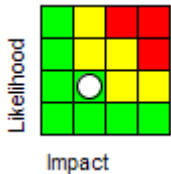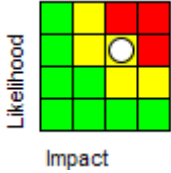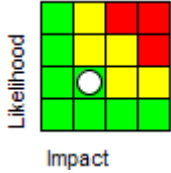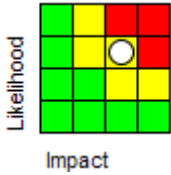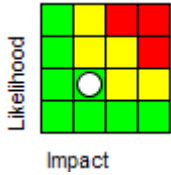
The resources to deliver on this in 2016/17 action plan for Resources services are as follows:

Service Area	Gross Expenditure 2016/17	Gross Income 2016/17	Net Expenditure/ (Income) 2016/17
Audit and fraud	£0.453m	£0.100m	£0.353m
Business Support	£51.958m	£49.774m	£2.184m
Finance	£1.553m	£0.129m	£1.425m
Procurement	£0.944m	£0.317m	£0.627m
TOTAL	£54.908m	£50.320m	£4.589m

4. Risks

In carrying out a strategic assessment and planning for 2016/17 the strategic regulatory area has considered the council's strategic risks. It has identified those strategic risks that the division can help reduce and detailed these below along with additional service area specific risks.

Risk Title	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		
Failure to deliver strong financial governance and sustainable budget management	The Council fails to deliver strong financial governance through either its budgetary preparation and management processes or maintaining adequate reserves.		
Financial uncertainty in the wider economic climate and an ongoing requirement for the council to identify savings options	Due to the ongoing worldwide and UK economic weakness there is an ongoing risk in relation to future UK government and Scottish government financial support to Councils		
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		

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		
National delays in implementation; ineffective systems ICT 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		
Non-compliance to Procurement Reform legislation	Due to scale and complexity of changes to procurement legislation and guidance there is a failure to comply		

Appendix 1 – Resources structure

TRANSFORMATION & PUBLIC SERVICE REFORM

STRATEGIC LEADS

STRATEGIC LEAD - RESOURCES

Stephen West

Procurement Manager

Annabel Travers

Business Partner Corporate Support
Alison Wood

Procurement Business Partners – Place
Andy Gordon
People
Nicky Campbell
Procurement Developments
Derek McLean

Audit & Risk Manager

Colin McDougall

Internal Audit
Jim Leitch
Lutfun Rahman
Claire Andrews

Corporate Fraud Section Leader
Sharon Hughes

ICT Security Officer
Iain Kerr

Finance Manager

Gillian McNeilly

Business Partner Corporate Functions
Jackie Allison

Business Partner Regeneration
Janice Rainey

Section Head Strategic Finance (Treasury & Capital)
Jennifer Oglivie

Business Partner Education
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

Business Support Project Officer
Richard Butler

Appendix 2 - Action Plan 2016-17

Priority	Objective	Action	End Date	Assigned to
Social Mission	**Improve the wellbeing of communities and protect the welfare of vulnerable people**	Deliver legislative changes required by UK government Welfare reform	March 2017	Arun Menon
		Develop and implement procurement plan to deliver community benefits through procurement activity	March 2017	Annabel Travers
Organisational capabilities	**Strong financial governance and sustainable budget management**	Develop Procurement Leadership, Governance & Controls across the Council	March 2017	Annabel Travers
		Support transformation projects across the organisation	March 2017	Gillian McNeilly/Annabel Travers/Arun Menon
		Provision of timely and accurate accounting, budgeting and budgetary control processes; and timely delivery of financial accounts statements	March 2017	Gillian McNeilly
		Consider new approaches to manage and decreasing corporate debt	March 2017	Arun Menon
		Improve rent collection performance	March 2017	Arun Menon
		Deliver Internal Audit and Corporate Fraud Plans for 2016-17	March 2017	Colin McDougall
		Continue to improve and deliver the Assurance Statement to support the Statement of Internal Financial Controls	March 2017	Colin McDougall
		Ensure effective implementation of actions agreed through the Local Scrutiny Plan	March 2017	Gillian McNeilly

		Review and update the Council's long-term finance strategy and report to Elected Members		Gillian McNeilly
	Innovative use of Information Technology	Ensure Public Service Network compliance process	March 2017	Colin McDougall
		Development of Agresso to support wider process improvement	March 2017	Gillian McNeilly
		Develop ongoing systems improvements across Business Support Service	March 2017	Arun Menon
		Develop and implement new ways of working in Procurement activity	March 2017	Annabel Travers
	Strong corporate governance	Develop role of the Corporate Fraud team	March 2017	Colin McDougall
		Develop approach to Council compliance with Code of Good Governance following national review	March 2017	Colin McDougall
	Committed and dynamic workforce	Implement improvements arising from Staff Survey 2015	March 2017	Stephen West
Legitimacy and Support	**Constructive partnership working and joined-up service delivery**	Develop Supplier Relationship Management Across the Council	March 2017	Annabel Travers

WEST DUNBARTONSHIRE COUNCIL

Report by Strategic Lead - Resources

Corporate Services Committee: 11 May 2016

Subject: Grant Applications 2016/17

1.   Purpose

1.1   The purpose of this report is to provide Committee with a budget update on the grant funding for 2016/17 and recommendations in relation to funding support to Community Councils, the Dumbarton Common Good Fund and the Provost's Fund.

2.   Recommendations

2.1   The Committee is asked to:

(i)   Agree the approach to considering grant applications from Community Councils as detailed below and if necessary consider the two funding applications listed in Appendix B;

(ii)   Agree the updated Dumbarton Common Good budget for the period 2016/17 to 2017/18 as detailed in the attached Appendix C and;

(iii)   Approve the transfer of £2,950 from the 2016/17 grants budget to the Provost's Fund to reinstate the level to £3,000.

3.   Background

3.1   Community Chest grants are administered by the West Dunbartonshire Community Volunteer Service (WDCVS) and are reported to Committee at the year end. For 2016/17 the approved budget for WDCVS is: £60,395 for Grants and £104,060 for Social Transport.

3.2   The Council continues to administer grants for Community Councils, Dumbarton Common Good; Trust Funds and the Older People's Grant payments.

3.3   The budget for 2016/17 for Community Councils is £12,000, in line with recent annual demand.

3.4   The Council meeting on 16 December 2015 agreed new governance arrangements for the Trust Funds and these are subject to a separate report to this Committee.

3.5 A budget for Dumbarton Common Good covering a 5 year period from 2013/14 to 2017/18 was approved at Council on 6 February 2013 and updated at the Corporate Services Committee meetings on 14 May 2014 and 13 May 2015.

3.6 At the previous Committee, officers agreed to review the approach regarding current practice in generating recommendations for payments of grant to Community Councils.

4.   Main Issues

4.1   Community Council
Officers have reviewed the approach to considering applications for funding from Community Councils and it is recommended that in future Community Councils do not require to apply for funding and funds will be allocated to them as follows, following submission of their annual accounts for the previous financial year, minutes and current bank statements:

1. The funding formula which is in place provides funding to Community Councils and is noted within Appendix A (Section 6 – amount of grant).

2. Eligible expenditure is also noted within Appendix A (Section 8 - what can the grant award be spent on?).

3. The funding provided will be subject to a financial test in relation to the funds held by the Community Council arising from previous grant awards and if any Community Council has more than 2 times the funding formula value in the bank, then the funding allocation will be reduced by the value in excess of the formula. An example of this calculation is given in Appendix A (Section 7 – surplus funds).

4. Community Councils require to comply with all the conditions of funding as detailed in Appendix A.

4.2 Most Community Councils don't apply for funding on an annual basis so the move to an annual allocation of funding will be a change for them, but will hopefully encourage further engagement with their communities on a regular basis. In addition the practice at 4.1 above which limits funding if the Community Council has significant unused sums from previous years awards should limit the potential for the Community Councils to accumulate unused funds.

4.3 Since the last Committee an application has been received for funding in respect of running costs in 2016/17. Details are shown in Appendix B. If the recommendations made at 4.1 above are not agreed then these applications require to be considered and Members should note £2,096.00 is recommended for approval.

4.4   Dumbarton Common Good
The updated budget as detailed in Appendix C incorporates the following amendments to that previously agreed:

(i) Due to the complexity of various project the Town Centre Management budget has not been fully utilised to date and the unspent balances have been added to the previously approved 2016/17 budget;

(ii) Interest on Revenue Balances / Investment has been increased to reflect current interest rates; and

(iii) Rental income increased in 2015/16 due to rent reviews being applied which have increased the forecast income for 2016/17 and 2017/18 accordingly.

4.5 Provost's Fund
As reported in another report to this Committee the Provost's Fund was topped-up to £3,000 in 2015/16 and has almost all been spent, with £50 remaining. Normal practice is to top-up this fund each financial year to the value of £3,000 and this is top-sliced from the grant funding allocated to WDCVS. It is therefore recommended that this Fund is topped-up to £3,000 by allocating £2,950 from the grant funding paid to WDCVS for 2016/17.

5. People Implications

5.1 There are no people implications.

6. Financial Implications

6.1 The recommended grants to Community Councils per the Appendix B will be met from within the budget for this purpose. The updated Dumbarton Common Good budget is forecast to continue to have reserves in excess of the prudential target.

7. Risk Analysis

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

8. Equalities Impact Assessment (EIA)

8.1 No issues were identified in a screening of applications.

9. Consultation

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

10.   Strategic Assessment

10.1 The Council has identified five main strategic priorities, namely; improve economic growth and employability, improve life chances for children and young people, improve care for and promote independence with older people, improve local housing and environmentally sustainable infrastructure, improve the wellbeing of communities and protect the welfare of vulnerable people.

10.2 The award of these grants has an indirect impact on social regeneration through work by the groups.

Stephen West
Strategic Lead - Resources
Date: 26 April 2016
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Person to Contact:	Jackie Allison, Finance Business Partner Telephone: (01389) 737422 E-mail: jackie.allison @west-dunbarton.gov.uk
Appendices:	Appendix A: Conditions of Funding for Community Council; Appendix B: Detail of funding application; and Appendix C: Dumbarton Common Good budget 2016/17
Background Papers:	Grant application forms Scottish Government – Good Practice Guidance for Local Authorities and Community Councils West Dunbartonshire Council Scheme For The Establishment Of Community Councils
Wards Affected:	All Wards

Conditions of Funding for Community Council

1. The Role and Responsibilities of Community Councils

All Community Council's must comply with the Scheme of Establishment of Community Councils (agreed by Council on 20 January 2016) and run democratically. This means that your organisation must be governed by people who are elected. Membership is open, appropriate and inclusive of all sections of the community.

Community Councils are inclusive organisations whose general purpose is to act as a voice for their local area. This will involve Community Councils articulating the views and concerns of local people in their area on a wide range of issues of public concern and making representations to the local authority.

Community Councils must engage fully with the residents within their boundaries. Ways of engaging with the local community include, but are not exclusive to:
- producing flyers and posters advertising meetings;
- advertising in local papers;
- publishing surveys and consultations to find out the views of the local community;

Social media can also be used to promote, advertise and engage with residents; publish meeting dates; minutes and current activities/issues being pursued by the Community Council.

2. What is the purpose of this grant scheme

The Community Council administration grant is to enable the Community Councils to cover the associated costs related to the running, administrative and secretarial expenses necessarily incurred by the Community Council on behalf of the community and for no other purpose. These costs must be fully auditable and relate specifically to Community Councils.

3. Who is eligible

Any Community Councils within West Dunbartonshire Council boundaries which meet the requirements of and comply with the Scheme of Establishment of Community Councils.

4. Bank Account and Other Required Information

To qualify for a grant the Community Council must have a bank account.

To access grant funding Community Councils must provide the Council with:
- Annual accounts for the previous financial year;
- Minutes of all meetings from the previous year; and
- Most recent bank statements (not more than three months old). If there is more than one bank account, this must be provided for all accounts held. If the bank statement is in the form of a passbook, a copy of the book showing the Community Council's name, account number and current balance

If the Community Council is newly established and this information is not available, the named official of the Council should be alerted to this.

5. Community Councils Accounts

The Annual Accounts of each Community Council will be independently examined by one independent qualified examiner or two independent examiners appointed by the Community Council, who are not members of that Community Council. A copy of the independently examined statement of accounts/balance sheet will be forwarded immediately thereafter the statement is approved at the Community Council's Annual General Meeting, to a named official of the local authority

6. Amount of Grant

Each financial year, West Dunbartonshire Council will decide on the amount of funds to be set aside for general running costs of Community Councils, providing they comply with the Scheme of Establishment of Community Councils.
This sum consists of:

- A fixed basic grant for all Community Councils
- A per capita allowance per head of population of the area of the Community Council
- An amount which will allow suitable insurance cover through the Community Council's Forum.

In line with the Scheme of Establishment of Community Councils adequate insurances must be in place. This will be provided by WDC Insurance Service. The amount payable for insurance will be deducted from the grant before payment to ensure that adequate insurance cover is in place.

In specific cases, for those Community Councils who own and maintain a property, grant may be awarded for property costs (such as utility costs), in

addition to their formula. This grant award is considered separately on actual property costs incurred and let income generated.

7. Surplus Funds

In deciding the amount payable to a Community Council, West Dunbartonshire Council will take into account any surplus funds held by a Community Council. This information will be taken from the Annual Financial Statements and Bank Statements which require to be provided to the Council following each year end.

The Financial Statements require to disclose separately all income from whatever source it is obtained and will also show all expenditure even where it is not simply the expenditure of the grant provided by the Council.

It is considered good practice for groups to retain a certain level of reserves. However, if the funds held arising from the award of running cost grants are in excess of two times the funding formula value. If an element of these surplus reserves is earmarked for a specific future purpose, this should clearly be explained when providing information to Council Officers.

If you have not set aside this money for anything in particular, then the funding allocation will be reduced formulas detailed above.

For example:

Funding through formula	£1,000
Two times the formula	£2,000
Funding available, not earmarked	£2,250
Excess of funding beyond limit – to be deducted from grant	£250
Funding due (£1,000 less £250 excess)	£750

8. What can the grant award be spent on?

The administration grant can *only* be used for the related running, administrative and secretarial expenses necessarily incurred on behalf of the community by the Community Council and for no other purpose.

For example:

- Insurance
- Auditors' fees
- Production and circulation of minutes, agenda and annual reports
- Stationery
- Photocopying

- Postage
- Travel costs
- Telephone costs
- Accommodation lets
- Affiliation fees
- Subscriptions
- Bank charges
- Advertising
- General Publicity and promotional activities.
- Consultation with the community.

9. Ineligible expenditure

The grant awarded by West Dunbartonshire Council *cannot* be donated or gifted in any way.

The grant awarded by West Dunbartonshire Council *cannot* be used for the membership or sponsorship of any political party or affiliation; Parliamentary Election, or any election to any Local, National or International Authority.

10. Fund Raising

Community Councils may generate income from sources other than the Council. This income may also be applied towards expenditure not contemplated by the grants awarded by the Council.

The accounts of the community council will however be required to disclose all income from whatever source it is obtained. In addition accounts will be required to show all expenditure relating to and incurred by the Community Council.

**Community Council applications
for consideration on 11 May 2016
(2016/17)**

Organisation	Purpose of organisation	Grant requested	Purpose of grant	Comments
Balloch & Haldane Community Council	To find out the views of the community, co-ordinate and express these views to the local public and public authorities. Act in the interest of their community.	£2,096	To fund the running costs of the Community Council in 2016/17	**Amount as per agreed formula 16/17 £2,836.89** **Recommendation: £TBC**
Number of members	**How often does it meet**	**Other grants applied for/ awarded**	**Bank Balance**	**Accounts balance**
9	Monthly	No other funding applied for/awarded	£684.54 as @ 04/01/16	£2134.87 as @ 31/03/15

Organisation	Purpose of organisation	Grant requested	Purpose of grant	Comments
Clydebank East Community Council	To find out the views of the community, co-ordinate and express these views to the local public and public authorities. Act in the interest of their community.	£2,896.69	To fund the running costs of the Community Council in 2016/17	**Amount as per agreed formula 16/17 £2,563.38** **Recommendation: £TBC**
Number of members	**How often does it meet**	**Other grants applied for/ awarded**	**Bank Balance**	**Accounts balance**
10	Monthly	No other funding applied for/awarded	£1885.24 as @ 10/03/16	£1855.24 as @ 31/03/16

DUMBARTON COMMON GOOD FUND   **Appendix C**

Outturn for the Period 2015/16 and Budget for the Period 2015/18

Outturn 2014/15	Description	Budget 2015/16	Outturn 2015/16	Budget 2016/17	Budget 2017/18
£			£	£	£
162,905	**Grant Funding**	166,931	147,482	166,931	167,931
11,704	Alcoholics Anonymous - Grant for Property	11,700	11,721	11,700	11,700
5,000	Alternatives	5,000	5,000	5,000	5,000
35,601	Bellsmyre Digital Project	35,601	17,801	35,601	35,601
6,000	Bellsmyre Schools Out	6,000	6,000	6,000	6,000
10,000	Dumbarton Senior Citizens	10,000	10,000	10,000	10,000
2,600	Rockvale Rebound - Rent	2,630	2,600	2,630	2,630
52,000	Scottish Maritime Museum	51,000	51,000	50,000	50,000
40,000	West Dunbartonshire Citizen's Advice Bureau	40,000	40,000	40,000	40,000
0	Small Grants	5,000	3,360	6,000	7,000
	Other Fund Uses	207,788	54,287	267,745	113,890
13,939	Central Admin Allocation	14,000	14,354	14,000	14,000
15,000	Christmas Lights	15,000	15,000	15,000	15,000
9,050	Dumbarton Fireworks	9,050	9,050	9,050	9,050
10,840	Estates Dept - Management Fee	10,840	10,840	10,840	10,840
17,873	Town Centre Management	158,898	5,043	218,855	65,000
0	Scotts Company Costs		0		
794	Scotts Company Costs	0	0	0	0
230,401	**Total Expenditure**	374,719	201,769	434,676	281,821
(817)	Interest on Revenue Balance / Investments	(500)	(1,138)	(1,100)	(1,100)
(1,000)	Misc Income	(400)	-	(400)	(400)
(263,833)	Rental Income	(270,940)	(284,088)	(280,000)	(280,000)
(265,650)	**Total Income**	(271,840)	(285,226)	(281,500)	(281,500)
(35,250)	**Net Expenditure**	102,879	(83,458)	153,176	321
(131,075)	**Balance b/fwd**	(215,536)	(215,555)	(299,013)	(145,837)
(166,325)	**Balance c/fwd**	(112,657)	(299,013)	(145,837)	(145,516)
(25,000)	**Prudential Target**	(25,000)	(25,000)	(25,000)	(25,000)

WEST DUNBARTONSHIRE COUNCIL

Report by Strategic Lead - Resources

Corporate Services Committee: 11 May 2016

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Subject: Update of Voluntary Grants 2015/16

1.   Purpose of Report

1.1   The purpose of this report is to provide an analysis of voluntary grants approved by WDCVS in respect of Community Chest, Playscheme, Cultural, and Social Transport Support Funding Grants. The report also provides information on grants awarded from Trust Funds held by the Council, 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 in 2015/16; and

   ii)   Agree that the unused Community Loans Fund is retained at £100,974.

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, Trust Funds, and the older peoples grant payments.

3.3   At the Community Health and Care Partnership Committee on the 15 May 2013, Members agreed that with effect from 1 September 2013 the Social Transport Support Grants should be administered by WDCVS.

3.4   The Dumbarton Common Good Fund budget for the period from 2013/14 to 2018/19 was agreed at Council in February 2013. In that budget a number of organisations were provided with funding of £161,931 budgeted for 2015/16, and £5,000 was budgeted for small grants.

3.5   A report entitled "West Dunbartonshire Council Registered Charitable Trusts Report to Those Charged with Governance on the 2013/14 Audit" was presented to the Audit and Performance Review Committee on 24 September 2014 which raised issues regarding missing governance documents and

dormant charities. This was further highlighted by the auditors in their annual report to those charged with governance, as reported to Audit and Performance Review Committee on 23 September 2015.

3.6   The Provosts 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.

3.7   During 2015/16, the total budgets available and the amounts paid out in grants are noted below:

Group Type	Total Budget	Spend
Community Chest/Cultural/Playscheme	£68,560	£67,364
Social Transport Support	£138,409	£104,060
Dumbarton Common Good	£166,931	£147,482
Trust Funds	£0	£0
Provosts Fund	£3,000	£2,950
Total	**£425,790**	**£338,972**

3.8   This report summarises the output and benefits to the community on the grants allocated during 2015/16, the first two types of grant are administered by WDCVS throughout the year.

- Community Chest/Cultural/Playscheme;
- Social Transport Support;
- Dumbarton Common Good;
- Trust Funds; and
- Provosts Fund.

3.9   Previous decisions of this Committee agreed that unspent funds relating to grant funds managed by WDCVS (i.e. general grants and social transport) were retained as a Community Loans Fund. At the start of 2015/16 the balance in this fund was £100,974. Since this fund was established there have been no applications to access this funding and no loans made. However in April 2016 an expression of interest was made by an organisation, though no application has been received as yet.

3.10   At Council on 27 April 2016 it was agreed that in relation to the unused part of the WDCVS administered funds (at £35,545) an element (£31,545) was to be returned to the Council for specific purposes, and the remainder (£4,000) is to be retained by WDCVS to support organisations affected by the closure of Dalmonach Community Centre.

4.   **Main Issues**

4.1   Community Chest/Cultural/Playscheme
The 2015/16 budget was set at £68,560 and was paid to WDCVS to administer. WDCVS has awarded £67,364 in grant funding to organisations

as detailed in Appendix A leaving £1,196 unspent. This spend is analysed into different categories in Appendix B.

4.2 During 2015/16, a number of organisations submitted funding applications and were referred by WDCVS to other funders. A further £197,920 of applications for funding was supported by WDCVS by re-routing applications to other sources. An analysis of these applications by category is included in Appendix C.

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 As noted at 3.10 above the balance of this fund has been utilised by Council on 27 April 2016.

4.5 Social Transport Funding
£138,409 of funding was passed to WDCVS to administer. 51 organisations received funding and grants totalling £104,060, leaving £34,349 unspent, as detailed and analysed in Appendix D. As noted at 3.10 above the balance of this fund has been utilised by Council on 27 April 2016.

4.6 Dumbarton Common Good
Eight organisations benefited from funding from the Dumbarton Common Good Fund totalling £147,482, as detailed in Appendix E.

4.7 Trust Fund Grants
A report was approved by Council on 16 December 2015 approving changes to the governance arrangements for the trust funds. These changes have now been approved by OSCR and a report to this Committee seeks consideration of the trustees as to the use of these funds in the future. During 2015/16, no applications were received for grant funding from the Trust Funds.

4.8 Provosts Fund
The balance on the Fund as at 31 March 2015 is £50. Fourteen organisations benefited from donations totalling £2,950 details of which are shown in Appendix F. As has been previous normal practice another report on this meeting's agenda (for 2016/17 grant) seeks agreement to reinstate the budget to £3,000 for 2016/17

4.9 Community Loans Fund
As is described above, to date no applications for this fund have been received, though a recent expression of interest has been received. Practice over the last two financial years has been to add any underspend from the WDCVS administered funds to this budget, however as Council has already agreed, on 27 April 2016, that these funds should be used for certain purposes, this option is not available, as no underspend is remaining.

It is recommended that it would be worthwhile retaining the Fund – despite no applications having been received since it was created. Officers will review the

position at the end of 2016/17 and make further recommendations to a future Committee.

5. People Implications

5.1 There are no people implications.

6. Financial and Procurement Implications

6.1 There are no direct financial or procurement implications arising from this report.

7. Risk Analysis

7.1 The Council must consider financial and reputational risks when considering grant applications. The financial risk is not only that the Council and Common Good Fund remain within budget, but also that the 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.

8. Equalities Impact Assessment

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

9. Strategic Assessment

9.1 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.

9.2 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: 16 April 2016

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Person to Contact: Jackie Allison, Finance Business Partner,
                           Council Offices, Garshake Road, Dumbarton,
                           Telephone (01389) 737322
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Appendices: Appendix A: Detail of Community Chest, Cultural &
                                        Playscheme Grants 2015/16

Appendix B: Further analysis of Community Chest, Cultural & Playscheme Grants 2015/16

Appendix C: Organisations Supported by WDCVS to attract external funding in 2015/16

Appendix D: Breakdown of Social Transport Grants 2015/16

Appendix E: Breakdown of Dumbarton Common Good Grants 2015/16

Appendix F: Provosts Fund Account for the period 1 April to 31 March 2016

Background Papers: Grant application summary information
Individual group grant applications
Equality Impact: Screening and Assessment Form

Wards Affected: All wards

Community Chest Grant Scheme 2015   **Appendix A**

Sum allocated by WDCVS Management £68,560		
	Purpose	**Award Made**
South Drumry Neighbourhood Association	Community Facility	£13,000
Double L Centre	Community Facility	£6,500
Clydebank Group Holidays	Set Up Support	£2,510
Age Concern Dumbarton	Running Costs	£5,000
Crosslet Centre	Community Facility	£5,800
Women Moving On	Hall Rental	£460
Dumbarton District Womens Aid	Playscheme	£532
Dumbarton District Disabled Childrens Forum	Playscheme	£1,185
Bankie Talk	Running Costs	£3,972
West Dunbartonshire Ethnic Minority Association	Running Costs	£1,500
Dumbarton District Disabled Childrens Forum	Caravan	£4,385
Clydebank East Community Council	Gala	£1,200
St Margarets Hospice	Anniversary	£2,000
Dalmonach CC Group	Running Costs	£600
Bowling Village Hall	Community Facility	£350
Kinship Carers WD	Running Costs	£1,540
West Dunbartonshire Sports Council	Running Costs	£5,800
Dumbarton District Womens Aid	Playscheme	£280
Remap	Running Costs	£500
Renton CDT	Project	£1,500
Vale of Leven Remembrance Assoc	Running Costs	£1,000
Levenvale Older Peoples Welfare	Hall Rental	£250
Age Concern Vale of Leven	Running Costs	£1,250
Alexandria Relaxation & Therapy Costs	Hall Rental	£200
Music in Hospitals	Running Costs	£500
Dumbarton West Out Of School Care	Rental	£5,000
AC Judo	Partnership Event	£550
Total		£67,364

Grants Given by Category	Award Made	% of Total
Disability/Care Organisations	£13,782	20%
Community Facilities	£25,650	38%
Older People	£6,500	10%
Playscheme/Childcare	£5,812	9%
Sports	£6,350	9%
Justice/Equalities	£4,470	7%
Leisure/Recreation	£4,800	7%
Total	**£67,364**	

Grants Given By Area	Award Made	% of Total
Dumbarton	£21,370	32%
Clydebank	£29,182	43%
Vale of Leven	£6,072	9%
Milton/Bowling/Old Kilpatrick	£350	1%
West Dunbartonshire Wide	£10,390	15%
Total	**£67,364**	

Grants by Purpose - Spend type	Award Made	% of Total
Running Costs	£27,572	41%
Community Facilities	£25,650	38%
Caravan Provision	£4,385	6%
Playscheme	£1,997	3%
Events	£3,750	6%
Activities/Set Up Support	£2,510	4%
Project Costs	£1,500	2%
Total	**£67,364**	

Grants by Value of award	Award Made	% of Total
£5,000 and above	£41,100	61%
Between £500 and £4,999	£24,724	37%
Below £500	£1,540	2%
Total	**£67,364**	

Potential Applications Re-routed to alternative Funding   Appendix C

Disabled/Care Organisations	£26,550
Community Facilities	£11,095
Older People	£46,110
Playscheme/Childcare	£10,350
Sport	£15,775
Justice/Equalities	£14,005
Leisure/Recreation	£74,035
Total	**£197,920**

Appendix D

Social Transport Grant Scheme 2015	Budget £138,408
3D Group	£3,500.00
West Dunbartonshire Access Panel	£3,000.00
Alexandria Carers	£500.00
Clydebank District MS Society	£2,500.00
Clydebank Special Needs Forum	£8,000.00
Get Up & Go Youth Group	£5,750.00
St Eunans Disabled Club	£5,000.00
Vale of Leven Arthritis Club	£4,000.00
Young at Heart	£2,500.00
Clydebank Stroke Club	£5,500.00
Dumbarton & District MS	£3,000.00
Dumbarton & Vale Disabled Womens Group	£2,500.00
Manage Your Pain	£2,500.00
Open Door Disabled Club	£2,500.00
Phin Club	£7,000.00
Shopmobility	£2,500.00
Vipers	£1,200.00
50+ Walking Group	£1,000.00
130 Club	£500.00
Age Concern VOL/Dalmonach Disabled Club	£3,000.00
Arthritis Care	£750.00
Clydebank Seniors Forum	£1,000.00
Dalmonach Disabled Club	£5,000.00
Levenvale Older Peoples Welfare	£600.00
Over 50s/60s Club	£1,250.00
Focus Group	£275.00
Parkhall Mondays	£2,500.00
Parkhall Wednesdays	£1,250.00
Rockvale Rebound	£1,250.00
St Peters Disabled Association	£4,500.00
Alexandria Gardening Club	£2,250.00
Clydebank Mentally Disabled Club	£1,500.00
Our Holy Redeemers Senior Citizens	£500.00
Dumbarton District Disabled Childrens Forum	£2,000.00
Unity Enterprise	£2,500.00
Silverthreads	£500.00
Oakbank Sheltered Housing Clydebank	£500.00
Good Morning Clydebank	£500.00
St Eunans Senior Citizens Club	£800.00
Brain Injury Experience Network	£1,000.00
Enable – VOL Branch	£150.00
Age Concern Dumbarton	£600.00
Alexandria Diabetes Group	£700.00
v-Befriend	£2,000.00
Overtoun House	£450.00
Bellsmyre Development Trust	£280.00

Kinship Carers WD	£2,000.00
Faifley Art Group	£130.00
St Joseph's Seniors	£375.00
Age Concern Vale of Leven	£500.00
West Dunbartonshire Ethnic Minorities Association	£500.00
Total Awards Made	£104,060.00

Grants Given By Category:

Social Care Organisations	£11,610.00
Older People	£17,875.00
Disabilities	£74,575.00
Total Awards Made	£104,060.00

Grants Given By Area:

Dumbarton	£18,330.00
Clydebank	£30,805.00
Vale of Leven	£16,700.00
West Dunbartonshire Wide	£38,225.00
Total Awards Made	£104,060.00

Dumbarton Common Good		
Alchoholics Anonymous	Rent and Utility Costs	£11,721
Alternatives	Rent Costs	£5,000
Bellsmyre Schools Out Club	Running Costs	£6,000
Bellsmyre Digital	Running Costs/Equipment	£17,801
Dumbarton Senior Citizens	Outings/Events	£10,000
Scottish Maritime Museum	Running Costs	£51,000
Rockvale Rebound	Running Costs	£2,600
West Dunbartonshire Citizens Advice Bureau	Running Costs	£40,000
Tullochan Trust	Running Costs	£3,360
Total		**£147,482**

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

Balance B/Fwd at 31 March 2015		**£16.44**
Top up		**£2,983.58**
Less Donations made during financial year 2014/15		
Clydebank Men's Shed		£150.00
Guide Dogs		£100.00
Mummers Theatre Group		£600.00
Carleith Primary School Parent Committee		£200.00
WD Kinship Care Support Group		£100.00
Interest		-£1.20
Skylark Trust		£200.00
Doreen Birkett West Highland Way Walk Donation		£200.00
Agnes McHale The Hub 50 & 60 Group		£200.00
West of Scotland Wheelchair Basketball Club		£100.00
Alzheimer Scotland Memory Walk		£100.00
Clydebank Musical Society		£500.00
Dance Off Academy		£100.00
Champion Dance & Cheer		£150.00
Kilpatrick FC 2007		£100.00
CDC Allstars		£150.00
Duntocher Out of School Care - Payment IN		(374.62)
Duntocher PlayGroup		375.00
Total Donations Made		**£2,949.18**
Balance carried forward at 31 March 2016		**£50.82**

WEST DUNBARTONSHIRE COUNCIL

Report by the Strategic Lead - Resources

Corporate Services Committee: 11 May 2016

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Subject: Registered Charitable Trusts

1.   Purpose of Report

1.1   The purpose of this report is to update Members on the current status of the registered charitable trusts (the Trusts) which are administered by the Council and provide information and a recommendation on options for the management of the business of the Trusts in the future.

2.   Recommendations

2.1   Committee is asked to:

(a)   Agree that the Treasurer be given delegated powers to make the necessary arrangements to gain a better return from the Trusts' investment assets;

(b)   Agree the Investment Strategy (Appendix 2);

(c)   Agree the options identified in 4.6 of the report; and

(d)   Note that an update on progress will be provided to an appropriate future meeting of this Committee.

3.   Background

3.1   A report on the Audit of the Financial Statements of Charities by Audit Scotland 2014/15 considered by the Audit & Performance Review Committee on the 23 September 2015 highlighted findings from the audit which included missing governance documents for a number of the Trusts administered by the Council and a concern that many of the Trusts could be considered as being dormant. Action was ongoing by officers at that time to prepare options for Council to consider to allow for the appropriate governance of the Trusts.

3.2   Council, on 16 December 2015, agreed draft governance documents for the Trusts, subject to these being approved by the Office of Scottish Charity Regulator (OSCR).

3.3   OSCR has notified the Council, on 1 February 2016, that these revised governance arrangements can be implemented, resulting in the following Trusts now having new governance arrangements in place (as agreed at December 2015 Council) with the following purposes and funds:

Trust	Purpose of Trust	Current Fund Value
Alexander Cross Cameron Bequest	For the benefit of the people of Clydebank, to assist and relieve those in need by reason of age, ill health, disability, financial hardship or other disadvantage	£153,735
War Memorial Dumbarton	For the upkeep of war memorials, Dumbarton	£15,234
Halkett Memorial Trust	For the advancement of art by supporting painting activities and painting competitions within and amongst primary schools located within the West Dunbartonshire area	£2,633
Vale of Leven Fund	For the benefit of the people of the Vale of Leven area who are in need by reason of age, ill health, disability, financial hardship or other disadvantage	£8,274
Dr A K Glen Fund	For the benefit of the people of Dumbarton to assist and relieve those in need by reason of age	£25,903

3.4 At its meeting in December, the Council also agreed governance arrangements for the Trusts:

Issue	Agreed by Council
Delegation to Committee of powers of Trustees	Delegated to Corporate Services Committee
Appointment of a Secretary	Strategic Lead - Regulatory
Appointment of authorised bank signatories	Strategic Lead - Resources and nominated deputes
Appointment of Treasurer	Strategic Lead - Resources

3.5 Appendix 1 details the powers delegated to the Corporate Services Committee, as Trustees of the revised Trusts – including:

- To invest any funds which are not immediately required for the administration of the Trust or for the Trust's activities;
- To expend more than the interest gained on investments thereby reducing the Trust's asset base; and/or
- To expend the whole assets of the Trust for the Trust purposes to wind up the Trust.

3.6 OSCR advises that charities must seek their prior consent to make certain changes – including:

- Changing a charity's name;
- Changing a charity's constitution;

- Winding up or dissolving a charity; and
- Amalgamation with another charity.

3.7 For information, the Council also administers other Trust Funds which (for various reasons) were not subject to the review and revised governance documents at this stage:

Trust	Purpose of Trust	Current Fund Value
Dunbartonshire Educational Trust Scheme 1962	Awards Educational prizes and bursaries	£89,382
McAuley Prize for Mathematics	Provides prizes for those studying maths and computing	£21,286
UIE Award	For students studying apprenticeships or training in industry	£24,072

3.8 The McAuley Bequest is specifically covered by a Statutory Instrument in 1996 whereby the administration of that specific endowment was to pass from the former Strathclyde Regional Council (as previous Education Authority) to the Governors of the Dunbartonshire Educational Trust who are to administer it as a separate trust. Therefore, the Council will pursue the issue regarding missing documentation of the McAuley Bequest through the Governors of the Dunbartonshire Educational Trust.

3.9 The UIE Award has a governance document and further action is currently underway to update the named trustees on the Deed of Trust, to allow the Trust to be actively managed going forward.

4.   Main Issues

4.1 With agreed governance documents, the Trustees can now actively administer and manage the Trusts listed at 3.3. This includes the publicising the availability of, and the dispersing of funds through grant application for the specified charitable purposes. It also includes powers to invest surplus funds.

4.2 Historically and through best practice, funds paid out by a Trust have not exceeded the amount of interest gained from investment of the capital element of the Trust (the Trust's assets) – this helps ensure that the 'asset does not reduce over time to allow the Trust to have an ongoing benefit to meet the specified purpose of the Trust. Currently the funds held by the Trusts are invested on a short term temporary basis with the Council and gain interest at a rate of approximately 0.5% per annum. The interest gained on the funds held each year is currently low due to the prevailing interest rates – for example, the interest gained in 2015/16 by each of the charities listed in 3.3 above (and an estimated annual interest for each if interest rates were higher, say 3%) are noted in the table below:

	Annual Interest 2015/16	Estimated Annual interest at 3%
Alexander Cross Cameron Bequest	£659	£4,632
War Memorial Dumbarton	£63	£459
Halkett Memorial Trust	£11	£79
Vale of Leven Fund	£51	£250
Dr AK Glen Fund	£107	£780

4.3 The interest gained in 2015/16 is available for allocation through the grants process. For the smaller Trusts (such as Halkett Memorial, the Vale of Leven Trust Fund and the War Memorial Dumbarton), if interest only was to be dispersed, the projections for annual interest will not allow for much benefit to the public which results in the potential for Trusts to remain dormant, despite efforts to publicise their availability.

4.4 As noted above, through the revised governance documents the Trustees now have the ability to consider and agree an investment strategy. To allow the Trusts to benefit from this, it would be necessary for the Treasurer to be given delegated powers from the Trustees to make necessary arrangements to gain better rate of investments. The proposed Investment Strategy is detailed at Appendix 2.

4.5 Options available to the Trustees for each Trust Fund include:

    a.   Application to OSCR to disperse all funds held for the purpose of the Trust, leading to the wind up of the Trust over a planned timescale;

    b.   Application to OSCR to merge all of the Trusts into a single new Trust. It should be noted that, given the purpose of each Trust is quite different, this may prove difficult;

    c.   Application to OSCR to merge some of the Trusts e.g. the smaller Trusts into a single new Trust. Again, given the purpose of each Trust is quite different, this may prove difficult; or

    d.   Consider an appropriate use of the Trusts in question based on the options available.

4.6 In considering the options available it is clear that, even with higher investment returns some of the smaller Trusts will find ongoing and regular use of funds difficult. It is therefore suggested that Trustees consider the following action for each of the Trusts:

Trust	Proposed action
Alexander Cross Cameron Bequest	Publicise the availability of the Trust during the current financial year and seek to disburse available funds arising from investment income attained
War Memorial Dumbarton	Disburse the full value of the Trust to renovate the War Memorial in Levengrove Park as part of the Council's wider plan to rejuvenate the park
Halkett Memorial Trust	Disburse the full value of the Trust by providing the funds held to the Council's Education service to provide prizes for an art competitions within and amongst primary schools located within the West Dunbartonshire area
Vale of Leven Fund	Disburse the full value of the fund for the Trust's purpose by publicising the availability of the Trust during the current financial year to provide support to appropriate voluntary organisations within the Vale of Leven area which undertake activity aligned to the Trust's purpose
Dr A K Glen Fund	Publicise the availability of the Trust during the current financial year and seek to disburse available funds arising from investment income attained

Should the above options be agreed by Trustees then it will be necessary to seek agreement of OSCR for those Trusts where full disbursement is agreed.

5. People Implications

5.1 There are no people implications.

6. Financial implications

6.1 The financial implications are as detailed in the body of the report. There are no procurement implications arising from this report.

7. Risk Analysis

7.1 The Council has taken action to mitigate the points raised by Audit Scotland, however if the recommendations made above result in the Trusts not being used for the purposes then there is a risk that the Auditors view would be that the Trusts are dormant and that OSCR may be contacted and action may be taken – such as OSCR managing or dispersing the Trusts directly.

8. Equalities Impact Assessment

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

9.   Consultation

9.1   The views of Legal Services have been requested on this report and have advised there are neither any issues nor concerns.

10.   Strategic Assessment

10.1   Good financial governance is essential to the delivery of each of the Council's Strategic Priorities.

Stephen West
Strategic Lead - Resources
Date: 26 April 2016

Person to Contact:	Gillian McNeilly, Finance Manager Council Offices, Garshake Road, Dumbarton, Telephone (01389) 737194 Email: gillian.mcneilly@west-dunbarton.gov.uk
Appendix:	1: Extract from revised Governance Documents of Charitable Trusts 2: Investment Strategy 2016/17
Background Papers:	Registered Charitable Trusts: Council, 16 December 2015; Registered Charitable Trusts: Audit and Performance Review Committee, 9 December 2015; Annual Audit Report to Members and Controller of Audit: Audit and Performance Review Committee, 23 September 2015; Charities update: Briefing to Members (APRC), 28 October 2015; Audit of final Accounts 2013/14: Audit and Performance Review Committee, 24 September 2014; Proposed Amalgamation of Educational Trusts: Corporate & Efficient Governance Committee, 26 March 2008; Sundry Trusts and Funds: Council, 30 January 2002; and Charity reorganisation – Guidance for charity trustees and their advisers on reorganising a charity (OSCR)
Wards Affected:	All wards

Extract from revised Governance Documents of Charitable Trusts

Powers

3. In the administration of the Trust, the Trustee shall, in addition to the powers and rights which are conferred by law upon trustees who are acting without remuneration, have the fullest powers with regard to investment, sale, administration and management of the Trust Property as if it was owner; in particular (but without limiting the scope of the powers which it may exercise under the preceding provision), the Trustee shall have the following powers:-

(a) To expend the whole assets of the Trust for the Trust Purposes.

(b) To carry on any other activities which further any of the Trust Purposes.

(c) To take such steps as may be deemed appropriate for the purpose of raising funds.

(d) To accept grants, donations and legacies of all kinds (and to accept any reasonable conditions attaching to them).

(e) To establish and/or support any other charity, and to make donations for any charitable purpose falling within the Trust's Purposes.

(f) To purchase, take on lease, hire, or otherwise acquire, any property or rights.

(g) To improve, manage, develop, or otherwise deal with, all or any part of the Trust Property.

(h) To sell, let, hire out, license, or otherwise dispose of, all or any part of the Trust Property.

(i) To borrow money, and to give security in support of any such borrowings by the Trust.

(j) To employ such staff as are considered appropriate for the proper administration of the Trust or for the proper conduct of the Trust's activities, and to make reasonable provision for the payment of pension and/or other benefits for members of staff, ex-members of staff and their dependants.

(k) To engage such consultants and advisers as are considered appropriate from time to time.

(l) To effect insurance of all kinds (which may include officers' liability insurance).

(m) To invest any funds which are not immediately required for the administration of the Trust or for the Trust's activities, in such investments as may be considered appropriate (and to dispose of, and vary, such investments).

(n) To liaise with other voluntary sector bodies, local authorities, UK or Scottish government departments and agencies, and other bodies, all with a view to furthering the Trust Purposes.

(o) To form any company which is a charity with objects which are similar (wholly or in part) to those of the Trust, and, if considered appropriate, to transfer to any such company (without any payment being required from the company) the whole or any part of the Trust Property.

(p) To retain any property comprised in the Trust Property for such time as the Trustee thinks proper.

(q) To have any part of the Trust Property registered in the name of a nominee and to pay reasonable fees to such nominee.

(r) To compromise or settle by arbitration all disputed claims by or against the Trust or the Trust Property.

(s) To appoint solicitors to the Trust or agent for the Trustee in any other capacity, and to pay to such solicitors or other agent his/her/their usual charges.

(t) To reimburse the Trustee out of the Trust Property, in relation to all expenses reasonably incurred by him/her in the administration of the Trust.

(u) To wind up the Trust.

(v) To do anything which may be incidental or conducive to the furtherance of any of the Trust Purposes.

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Conduct of Trustee

15. The Trustee shall, in exercising its functions as a trustee of the Trust, act in the interests of the Trust; and, in particular, must

(a) seek, in good faith, to ensure that the Trust acts in a manner which is in accordance with its objects (as set out in this Trust Deed)

(b) act with the care and diligence which it is reasonable to expect of a person who is managing the affairs of another person

(c) in circumstances giving rise to the possibility of a conflict of interest of interest between the Trust and any other party

(i) put the interests of the Trust before that of the other party, in taking decisions as a Trustee

(ii) where any other duty prevents it from doing so, disclose the conflicting interest to the Trust and refrain from participating in any discussions or decisions involving any other Trustees with regard to the matter in question

(d) ensure that the Trust complies with any direction, requirement, notice or duty imposed on it by the Charities and Trustee Investment (Scotland) Act 2005.

Amendment of Trust Deed/winding-up

16. If in the opinion of the Trustee any change in circumstances or alteration in the law has made or is likely to make execution of the Trust Purposes impossible or impracticable, or if in the opinion of the Trustee the administration of the Trust could be improved, or the Trust Purposes be advanced in a more appropriate manner, the Trustee may (subject to clauses 17 and 19) in their discretion,

(a) supplement or amend the provisions of this Trust Deed or any deed supplemental to this Trust Deed, provided any amendments to the charity's purposes are restricted to those which are consistent with the spirit of the charity's constitution

(b) wind up the Trust and transfer the Trust Property (after settlement of all debts and liabilities) to some other charity or charities having similar objects to those of the Trust.

17. In no circumstances is the Trust Property to be held or applied for any purpose which is not an exclusively charitable purpose.

Investment Strategy

West Dunbartonshire Charitable Trusts

Purpose of the Investment Strategy

The overall investment objective is to maximize the return on invested assets and funding while minimizing risk and expenses. This is done through prudent investing and planning.

The Investment Strategy will be maintained, administered and updated by the Treasurer of the Trust (or his nominated deputes) and will be in line with the Council Investment Strategy.

General Provisions

- All transactions shall be for the sole benefit of the Charitable Trusts.

- The Trustees shall consider updating this policy on an annual basis, together with an update on the Investment Portfolio and its performance over the previous 12 months.

- Any investment that is not expressly permitted under this Policy must be formally reviewed and approved by the Trustees.

- The Trustees will endeavour to operate the investment program in compliance with all applicable legislation and regulations concerning management of investment.

Delegation Of Responsibility; Reliance On Experts And Advisors

- The Trustees have ultimate responsibility for the investment and management of the investment assets.

- The Trustees may delegate authority over the Trusts' investments to a The Treasurer (or a nominated depute).

- The Trustees may hire outside experts as investment consultants or investment managers.

General Investment Guidelines

- A cash account shall be maintained by the Council on the Trusts' behalf, with a zero to very low risk tolerance to keep cash available for grant distributions and other anticipated expenses.

- Transactions shall be executed at reasonable cost, taking into consideration prevailing market conditions and services and research provided by the Council on behalf of the Trusts.

- Permitted investments will be in line West Dunbartonshire Council's Treasury Management Strategy.

- The investment portfolio should not be pooled; each investment must be available for review.

WEST DUNBARTONSHIRE COUNCIL

Report by Stephen West, Strategic Lead Resources

Corporate Services Committee: 11 May 2016

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Subject: Scottish Welfare Fund Policy

1.   Purpose

1.1   The purpose of this report is to update the Committee on changes to the Scottish Welfare Fund Policy for West Dunbartonshire Council following the introduction of The Welfare Funds (Scotland) Act 2015 and The Welfare Funds (Scotland) Regulations 2016.

2.   Recommendations

2.1   It is recommended that the Committee approve the changes made to the policy as detailed in the attached appendix in line with The Welfare Funds (Scotland) Regulations 2016.

3.   Background

3.1   The Council, as part of an agreement between Scottish Government and COSLA took responsibility for the delivery of the Scottish Welfare Fund (SWF) from 1 April 2013.

3.2   The Council approved the original Scottish Welfare Fund Policy on 27 March 2013.

3.3   The Welfare Funds (Scotland) Act 2015 places the Scottish Welfare Fund into law from 1 April 2016, providing certainty to stakeholders that the local welfare provision will continue in Scotland. The Act places a duty on local authorities to deliver welfare funds, in line with regulations and guidance that will be provided by Scottish Ministers.

3.4   The Council received confirmation of The Welfare Funds (Scotland) Regulations 2016 and associated guidance on 8 March 2016 and work commenced on revising the current policy.

3.5   Due to the date of receipt of the regulations and guidance and the schedule of this Committee, this meeting was the first available opportunity to update the Committee of the amendments to the policy.

3.6   The SWF fund is administered within Communications, Culture and Communities by the SWF team.

4. Main Issues

4.1 The UK Government's Welfare Reform agenda is likely to cause financial difficulties to many residents in our community. Since the introduction of the SWF, the Council has been able to minimise and limit the adverse impact of these changes, especially on vulnerable people in crisis situations and those requiring support to enable independent living.

4.2 The Welfare Funds (Scotland) Regulations 2016 introduced the role of the Scottish Public Services Ombudsman (SPSO) as the body to manage second tier reviews for the SWF. The Council's SWF policy as agreed in March 2013 stated that second tier reviews would be heard by a panel of Council employees independent of the SWF team and including a member of Legal Services. This will no longer be required as all second tier reviews will be managed by the SPSO.

4.3 The SPSO aim to make decisions on second tier reviews for Crisis Grants within one working day and for Community Care Grants within 21 working days from when they receive all information they need to make their decision.

4.4 Appendix 1 provides the proposed changes to the current SWF policy based on the new regulations. Appendix 2 provides the extract of the previous text from the Policy. The current SWF policy is available as a background paper.

4.5 Since SWF started in 2013/14 the second tier panel has heard 3 second tier reviews in 2014/15 and no second tier reviews in 2015/16.

4.6 Scottish Government believe introducing the SPSO for second tier reviews may encourage applicants to challenge first tier reviews as the process is independent of the local authorities.

5. People Implications

5.1 Council staff will no longer have to be part of the panel however due to very low numbers of second tier reviews the people implications are minimal.

6. Financial & Procurement Implications

6.1 There are no financial or procurement implications.

7. Risk Analysis

7.1 If the policy is not approved it will mean that SWF awards may not be prioritised in a fair and consistent manner.

8. Equalities Impact Assessment (EIA)

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

9.   Strategic Environmental Assessment (SEA)

9.1   There is no requirement to carry out a SEA.

10.   Strategic Assessment

10.1   This policy will continue the improvement of the well-being of communities and continue to protect the welfare of vulnerable people by providing further financial assistance.

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Stephen West
Strategic Lead Resources

Person to Contact:	Ryan Chalmers, Revenues and Benefits Section Head, Garshake Road. Telephone (01389) 737557. Email: ryan.chalmers@west-dunbarton.gov.uk
Appendices:	Appendix 1: Extract of proposed changes to Scottish Welfare Fund Policy Appendix 2: Extract of previous text in Scottish Welfare Fund Policy
Background Papers:	Report to Council 27 March 2013: Scottish Welfare Fund Policy
Wards Affected:	All Council wards.

Appendix 1

Extract of proposed Scottish Welfare Fund Policy

Independent Second Tier Review - The role of the Scottish Public Services Ombudsman (SPSO)

16.12 An applicant who is dissatisfied by the outcome of a review by a local authority can ask the SPSO to carry out a second tier review. The SPSO's service is free, independent and impartial.

16.13 An applicant will be provided with information on the second tier review process and contact details for the SPSO when they are advised of the outcome of their first tier review.

16.14 The SPSO have legal powers to consider if we should have made a different decision. They will look at our decision, including if it was fair and reasonable. They will consider if we:

- followed Scottish Government guidance, regulations and any relevant council policies;
- considered information that was accurate, relevant and complete;
- made appropriate enquiries to get evidence we needed;
- made our decision fairly, based on relevant evidence and the applicants individuals circumstances; and
- treated the applicant with dignity and respect when we made our decision.

16.15 The SPSO will ask us for all the paperwork relating to the application and the first tier review. If the SPSO require further information, they will contact the applicant or us by telephone. The SPSO may require an oral hearing and this will be between the applicant, the SPSO and us.

16.16 Once the SPSO has all the required information, they will aim to make a decision within the following times:

- **Crisis Grants** – **One working day** from when they receive all information they need to make a decision; and
- **Community Care Grants** – **21 working days** from when they receive all information they need to make a decision.

16.17 The SPSO can decide to change part or all of our decision, inform us to make a new decision or not change our decision. They may also provide us with information on how we can improve our service. The SPSO cannot remove or reduce any award we have made.

16.18 If the SPSO change or make a new decision, we will process this award within one working day of receipt of the decision.

16.19　If the applicant is unhappy with the SPSO decision, they can ask them to reconsider this. The applicant will be asked to provide information to the SPSO to allow them to reconsider this.

SPSO Complaint Handling

16.20　If an applicant has a complaint about the way their application was handled, the SPSO may also be able to consider this (whether as part of a review or otherwise). Although we should generally handle a complaint through the model Complaints Handling Procedure before making a referral to the SPSO, there may be times when SPSO can consider a complain sooner. For example, if we considered the issues complained about during a first tier review, the SPSO can look at this.

Appendix 2

Extract of previous text from Scottish Welfare Fund Policy

Second Tier Review Process – Crisis & Community Care Grants

16.12   Reviews for Crisis & Community Care Grants will be undertaken by a panel of people who do not work for the team which is responsible for making the original decision. For Community Care Grant reviews a minimum of two people outside the decision making team are required to be in attendance to constitute a panel. However for a Crisis Grant a case can be reviewed by an individual panel member rather than a full panel, in order to meet deadlines. A chair will be appointed at each hearing where there is more than one reviewer. A record of the meeting and the decision will be made. This will be done by a representative of the decision making team but they will not form a part of the panel and do not have a role in the decision making process.

16.13   The panel will be drawn from a pool of people who work for WDC across a variety of teams. Panel members should be sufficiently distant from the SWF decision making team to make an impartial decision which does not take in to account any other considerations for the immediate administrative unit or the wider WDC.   If a panel member has any involvement with the case in their normal work they will not be able to form part of the panel hearing the appeal.

16.14   The panel will meet regularly to meet our target processing times for second tier reviews detailed at 16.19 and 16.20 below. It is not anticipated that the applicant or representative will attend or present the case at a hearing.

16.15   The panel will review the whole case to determine whether:

(a)   there is an important error in the decision maker's decision and
(b)   the decision is a fair one.

16.16 If the panel does not agree with the decision maker's decision it can overturn the decision and make a new decision. This may involve making an award where none has been made or a change in the nature or value of the award made. The panel will take into account all of the circumstances that existed at the time the decision was made, including the status of the SWF budget on the date the award was made. The panel cannot reduce or remove an award made at initial decision or first tier review.

16.17   In the event that there is a conflict of views between the panel members, where there is more than one panel member, which cannot be resolved through additional evidence, this will be decided by a majority vote, where there is an uneven number of members, or by the chair having the casting vote where there is an even number of members.

16.18   The maximum processing time for a second tier review of a Community Care Grant application should be 30 days from receiving the second tier review request. We aim to hear appeals within 15 working days.

16.19   The maximum processing time for a second tier review of a Crisis Grant should be five working days from receiving the second tier review request. We aim to hear appeals as soon as possible.

16.20   The applicant will be told of the date and time of the review panel and the information that will be provided to the panel. Where possible the applicant will be given a copy of the papers going to the panel.

16.21   Where the review is for a crisis grant, where possible, we will communicate by phone given the short timescales. We will ask the applicant for a phone number that can be used by the panel members if they need any clarification on any issues. We will give an applicant the opportunity to submit additional written evidence.

WEST DUNBARTONSHIRE COUNCIL

Report by the Strategic Lead - Regulatory

Corporate Services Committee: 11 May 2016
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Subject: Food Export Health Certificates

1.   Purpose

1.1   To seek Committee approval to increase the current charge for Food Export Health Certificates by £10 per certificate in order to achieve an estimated annual saving of £5,000 per year.

2.   Recommendations

2.1   It is recommended that Committee approves the increase in fees for Food Export Health Certificates from the current charge of £37.50 plus VAT to £47.50 plus VAT per certificate.

3.   Background

3.1   Local Authority Environmental Health services provide Food Export Health Certificates to companies seeking to export food to Non EU countries.

3.2   Export documentation is issued to provide assurance to the Non EU country importing the food that the product complies with EU food law in the member state where the food is produced or manufactured. Companies exporting to Non EU countries may need such documentation to ensure the food export is accepted for import by the Non EU country in question

3.3   In West Dunbartonshire, the main food businesses requiring Food Export Health Certificates are Chivas Brothers and Loch Lomond Distillery for the export of alcohol products. Around 500 certificates are requested each year.

3.4   Food Export Health Certificates certify that the relevant food products are produced within premises that comply with food safety legislation enforced by the Local Authority Environmental Health service.

3.5   There is no legal obligation on part of a Local Authority to issue Food Export Health Certificates. Local Authorities provide the service to assist legitimate export businesses based in their area.

4. Main Issues

4.1 As part of a Scottish review of export controls, a working group was established and produced guidance on Food Export Health Certificates including certification style and wording to ensure compliance with laws relating to food and better regulation. WDC Food Export Health Certificate procedure has been reviewed and updated. Costs and prices were compared against other local authorities and the proposed increase to the Food Export Health Certificate charge is to better reflect the cost involved.

4.2 The working group referred to in 4.1 above, established that Scottish Environmental Health services issue over 5000 certificates per year to over 250 businesses and that the activity is concentrated in a number of authorities. Certificates are issued for food export to around forty five Non EU countries. Liaison with Non EU countries is carried out either directly or via the manufacturer/exporter. Many, but not all, Local Authorities charge for the service with fees varying from around £17 to approximately £100 per certificate.

5. People Implications

5.1 There are no personnel issues.

6. Financial and Procurement Implications

6.1 It is proposed to increase the current fee from £37.50 to £47.50 plus VAT per certificate.

6.2 An estimated additional £5,000 income per year could be generated by increasing Food Export Health Certificate charges by £10 per certificate.

7. Risk Analysis

7.1 There is a risk that the estimated income may not be achieved due to a decrease in demand for certificates however this will be driven by the current export market which is out with the control of the Council.

8. Equalities Impact Assessment (EIA)

8.1 No significant issues were identified in the screenings for potential equality impacts of these proposals. An EIA is appended.

9. Consultation

9.1 The working group that produced the guidance advised LAs to seek a consultation response on the guidance from exporters in their area. The main

export companies in the WDC area, Loch Lomond Distillery and Chivas Brothers were consulted on the guidance referred to in Section 4.1 and had no adverse comments.

10.   Strategic Assessment

10.1   The recommendations contained within the report support the Council's strategic priorities of improving economic growth and employability.

Peter Hessett
Strategic Lead - Regulatory
Date: 15 April 2016

Person to Contact:	Martin Keeley, Service Coordinator, Regulatory Services, Food and Business Group, Aurora House, 3 Aurora Avenue, Clydebank. G81 1BF.Telephone: 0141 951 7983, email: martin.keeley@west-dunbarton.gov.uk
Appendices:	None
Background Papers:	Food Export Health Certification – Guidance for Scottish Local Authorities. Produced by COSLA/Society of Chief Officers of Environmental Health Scotland Export Certification Working Group. 01st November 2015.
	Local Government (Scotland) Act 2003
	Regulatory Reform (Scotland) Act 2014
Wards Affected:	All

WEST DUNBARTONSHIRE COUNCIL

Report by Strategic Lead - People & Technology

Committee Name: Corporate Services 11 May 2016

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Subject: ICT Contracts & Spend

1.   Purpose

1.1   The purpose of this report is to provide the Committee with a detailed breakdown of the planned ICT Capital and Revenue spend on new contracts in excess of £50,000 and seek approval to procure and contract for the required goods and services.

2.   Recommendations

2.1   Committee is asked to:

2.1.1   Note the ICT Revenue and Capital spend detail including the anticipated procurement method;

2.1.2   Delegate authority to the Corporate Procurement Manager in consultation with the Strategic Lead - People & Technology to approve the most appropriate procurement method for the planned ICT Capital and Revenue contract spend as detailed in Section 3 of this report based on the agreed contract strategy and best value for the Council; and

2.1.3   Delegate authority to the Corporate Procurement Manager in consultation with the Strategic Lead - People & Technology to instruct the award of contracts for the planned ICT spend to suppliers providing the most economically advantageous offer to the Council.

3.   Background

3.1   The Council continues to make a substantial commitment to improving the ICT infrastructure to support service delivery through capital investment as agreed in the Council's Capital plan, see Table 1 below.

Table 1 – ICT 3-Year Capital Plan

Capital Bid / Project Title	2016/17	2017/18	2018/19
ICT Modernisation / Infrastructure	£1,075,000	£613,000	£922,000
ICT Core Infrastructure	£0	£0	£200,000
ICT Security and DR	£180,000	£180,000	£0
Free wi-fi in libraries, new care homes, one stop shops	£18,000	£0	£0
Total	**£1,273,000**	**£793,000**	**£1,122,000**

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3.2 The investment projects for capital spend are detailed in Table 2 below including the potential procurement strategy and the potential year 2 revenue implication for each project.

Table 2 - Planned ICT Capital Spend

Description	Estimated Capital spend Value	Revenue Implication From Year 2	Procurement Strategy
Corporate devices - approximately 500 devices replaced p.a.	£150,000	none	Framework
Education devices - approximately 1000 devices replaced p.a.	£300,000	none	Framework
Storage technology devices and data reformatting services	£75,000	20% of hardware costs	Framework
Increased storage capacity for scanned docs as departments reduce paper volumes	£40,000	20%	Framework
Mobility – VOIP expansion, devices	£40,000	20%	Existing Contract / Tender / Framework
Data centre and IT changes to support Office Rationalisation Projects	£270,000	20% of hardware costs	Existing Contract / Tender / Framework
Extend Wireless to other locations	£40,000	20%	Existing Contract / Tender / Framework
Increase network bandwidth for Primary schools when required	£40,000	20%	Existing Contract / Tender / Framework
Replace end of life servers	£55,000	20% of hardware costs	Existing Contract / Tender / Framework
Replace end of life switches	£65,000	20% of hardware costs	Existing Contract / Tender / Framework
Total	**£1,075,000**		

3.3 The Council currently uses the 'call off' facility from national collaborative framework contracts awarded by the Scottish Procurement and Commercial Directorate. The aggregate value of these generally exceeds the £50,000 Standing Order threshold. Although the purchasing arrangements through these frameworks are managed and co-ordinated by ICT and Procurement, the budgets for the purchases are currently held at service level. Examples

of two current call-off contracts are for Mobile Phone and Data (MOB) services and also for printers and multi function devices (MFD).

3.4 The National framework contract for MOB & Data services was previously awarded to Everything Everywhere (EE) and this contract expired in 2015. The current annual spend with EE is approximately £119,502 (including line rentals and phone usage). The new national framework contract was awarded to Vodafone in December 2015 and is anticipated to deliver savings on the monthly rental costs.

3.5 The Council's current contract for printers and MFDs is with Ricoh and a high number of devices are now at end of life. There are several framework agreements in place for print goods and services and ICT will carry out a review to identify the best based on requirements and best value. The current annual revenue spend with Ricoh is approximately £333,281; £122,961 on device rentals and £218,317 on print volumes.

3.6 The budget for Printer and MOB spend is held by service area however with a view to realising the savings, it is likely that the budget for rental will be centralised leaving the services to manage the usage element of the budget.

4.   Main Issues

4.1 The ICT team will work closely with the Procurement Service to ensure that contract strategies for all ICT procurements deliver best value for the Council.

4.2 The procurement strategies for each of the Revenue and Capital projects listed in Section 3 will be developed on a project by project basis and will include consideration of market testing of existing collaborative framework agreements, running mini competitions as well as full tender processes.

4.3 Consideration will be given to multi-year contracts where recurring capital/revenue has been approved and where this would deliver efficiencies and the authority sought in Paragraph 2.1 includes the option to enter into such multi-year arrangements including beyond the second year for those items listed in Section 3 of this report.

5.   People Implications

5.1 Current ICT and Procurement staff will be allocated to the procurement stage of various projects as outlined in the appendices.

5.2 Existing framework agreements will be used where best value can be demonstrated as this will reduce both project timescales and staffing resource requirements.

5.3 Some additional temporary ICT resources have been recruited for the implementation stage of the key ICT projects and these temporary posts will

be funded from the approved ICT Capital plan.

5.4 Many of the identified projects are expected to include design, implementation, skill transfer and project consultancy services as specialist knowledge is required when introducing new technologies. It is expected that in-house ICT staff will gain knowledge and skills during the project to ensure they can deliver the on-going operational services.

6.   Financial and Procurement Implications

6.1 Revenue budget currently exists for both MOB and for Print Goods & Services contracts so there are no further budgetary implications.

6.2 The project cost estimates for the capital spend are based on high level research and may vary but will remain within the existing capital plan approved by Council in February 2016 as outlined in Table 1 above. The project scope will include an element of scalability.

6.3 The tendering and contracting process will identify potential year 2 revenue implications for the new capital contract and where required these will be included as burdens in future ICT revenue budget estimates. An indicative value has been included in Table 2 above however as many of the purchases are for replacement technology, it is anticipated that the current revenue spend on maintenance will off-set this.

6.4 The ICT Contracts will contribute to delivery of the Council's strategic priorities through the development of a robust contract strategy which will explore the inclusion of possible community benefits which improve economic growth and employability. Further opportunities to maximise the positive social, economic and environmental impact for West Dunbartonshire Council through the contracts will also be explored, e.g. through the use of Community Benefit Clauses.

7.   Risk Analysis

7.1 There is a risk that the project actual costs may exceed the project estimates as detailed in Table 1. This risk can be mitigated by a range of procurement strategy options being explored as well as building scalability into the tender for example number of devices being replaced or specification of the device.

7.2 There is a risk to project timescales due to competing priorities. This can be mitigated by phasing the projects throughout the year and recruiting temporary resources for key projects.

8.   Equalities Impact Assessment (EIA)

8.1 A screening has been carried out. The IT projects are technology based to support departmental staff in their service delivery. This report on spend is not relevant to equalities.

8.2 However the device replacement project will include delivery of specialist IT equipment/adaptations for staff and pupils with additional needs as required. This will also apply where public access devices are being replaced. The future procurement process will be carried out in line with the Council's procurement and equality guidance, and implementation planning will consider equality issues.

9.   Strategic Environmental Assessment (SEA)

9.1 Contract strategies for individual projects will consider a range of sustainability issues including the environmental implications of ICT equipment and services. Decisions on equipment specifications will take account of the need to minimise energy consumption, reduce CO_2 emissions and minimise waste at the end of the life cycle.

10.   Consultation

10.1 Legal, Procurement and the Section 95 Officer have been consulted on the content of this paper.

11.   Strategic Assessment

11.1 High quality IT equipment and services contribute to the Council's strategic priority of delivering fit for purpose estate and facilities and delivers a positive response to staff feedback in the annual ICT Customer Satisfaction Survey.

11.2 All procurement activity carried out by the Council in excess of £50,000 is subject to contract strategy. The contract strategy for ICT Contracts will be produced by the Corporate Procurement Unit in close consultation with ICT officers. The contract strategy shall include but not be limited to; contract scope, service forward plan, the market, procurement model and routes – including existing delivery vehicles, roles and responsibilities, risks, issues and opportunities and on-going contract management.

Name: Vicki Rogers
Designation: Strategic Lead - People & Technology
Date: 11 May 2016

Person to Contact: Patricia Kerr, Manager of ICT

Appendices: None

Background Papers: 24 February 2016 WDC - Final Budget Book 2016-2017
                           24 February 2016 WDC - General Services 10 Year
                           Capital Plan

Wards Affected: None

WEST DUNBARTONSHIRE COUNCIL

Report by Strategic Lead People and Technology

Corporate Services Committee: 11 May 2016

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Subject: West Dunbartonshire Council Workforce Monitoring Report

1.   Purpose

1.1   The purpose of this report is to provide employment information relating to the Council for the period 1 October 2015 to 31 March 2016.

2.   Recommendations

2.1   It is recommended that the Committee note the following employment information for 1 October 2015 to 31 March 2016:

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

3.   Background

3.1   This report provides information on a range of employment areas for the period 1 October 2015 to 31 March 2016.

4.   Main Issues

<u>Attendance Statistics</u>

4.1   Information on absence statistics for 1 October 2015 to 31 March 2016 is detailed below:

Table 1- Breakdown for 1 October 2015 to 31 March 2016

	2015-16 Days Lost (FTE)*	2014-15 Days Lost (FTE)*
Local Government Employees	6.62	7.85
Teachers	3.65	4.74

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

- In the last 6 months of the year, the Local Government Employee figure was 6.62 FTE days lost per FTE employee; this was a reduction of 1.23 days.

- In the last 6 months of the year, the Teaching Employee figure was 3.65 FTE days lost per FTE employee; this was a reduction of 1.09 days.
- In 2015/16 the annual target for Local Government Employees was 8 FTE days lost per FTE employee. For the year 2015/16 Local Government Employees achieved 13.05 FTE days lost per FTE employee; 5.05 FTE days over the annual target.
- In 2015/16 the target for Teaching Employees was 5 FTE days lost per FTE employee. For the year 2015/16 Teaching Employees achieved 6.78 FTE days lost per FTE employee; 1.78 FTE days over the annual target.
- The Council-wide annual figure was 11.79 FTE days lost per FTE employee for 2015/16; this is a decrease of 0.8 FTE days lost when compared to the 12.51 FTE days lost in 2014/15.

4.2   Comparison of Council-wide statistics for 1 October 2015 to 31 March 2016 to the same period in 2014-2015 shows:

Table 2 –Days lost during 1 October 2015 to 31 March 2016

	2015-16 Days Lost	2014-15 Days Lost
Local Government Employees	23,248.78	28,174.79
Teachers	3,223.82	4,157.91
TOTAL	26,472.60	32,332.7

- In 2015 a total of 25152.64 FTE days were lost due to sickness absence, a decrease of 5,860.01 FTE days lost on the previous year.
- Local Government Employees had a reduction of 4,926.01 days lost and Teachers had a reduction of 934.09 days lost.

Table 3 – Reason analysis for period 1 October 2015 to 31 March 2016

	2015-16		2014-15	
	Reason	Days Lost	Reason	Days Lost
1	Minor Illness	9,349.5	Minor Illness	12,090
2	Acute Medical Conditions	6,065	Acute Medical Conditions	8,167
3	Stress	5,420	Musculoskeletal Conditions	7,546
4	Musculoskeletal Conditions	4,852.5	Stress	6,973

- Both years had the same top 4 reasons for sickness absence; however the order changed for the third and fourth reasons between the 2 years and number of days lost decreased across all reasons.
- Main reason for absence both years was Minor Illness, there was a reduction of 2,740.5 days lost in 2015-16.
- There was a reduction in 2015-16 from the days lost in 2014-15 due to Acute Medical Conditions of 2102 days.
- Total days lost due to Stress reduced by 1,553 days between the same period.

- Total days lost due to Musculoskeletal Conditions reduced by 2,693.5 days.

Occupational Health and Counselling

4.3 Occupational Health management information is produced by our OH suppliers People Asset Management. Comparable information from the previous OH supplier is not available. For the period 1 October 2015 to 31 March 2016 there were:

Table 4 – Referrals to Occupational Health and Physiotherapy between 1 October 2015 to 31 March 2016

	2015-16
Medical Referrals	673
Physiotherapy	515

4.4 Counselling management information is produced by our provider Time for Talking. For the period of 1 October 2015 to 31 March 2016 there were:

Table 5 – Counselling Usage for 1 October 2015 to 31 March 2016

	2015-16	2014-15
Counselling Appointments	71	107
Telephone Sessions	3	75

- There appears to be a significant decrease in the number of counselling appointments and telephone sessions when comparing the same period over the two years. The difference for this is the previous provider reported the number of appointments held rather than the number of employees attending. The new provider, Time for Talking, provides a local service therefore fewer employees are opting for telephone sessions.

Accidents/Incidents

4.5 Information on the accident/incident statistics for the period 1 October 2015 to 31 March 2016 is detailed below:

Table 6 – Accidents and Incidents for 1 October 2015 to 31 March 2016

	2015-16	2014-15
Reported accidents and incidents	32	56
Accidents and incidents reported under RIDDOR	9	10
Accidents and incidents resulting in over 7 days absence	9	10
Major accidents and incidents	0	0

- In 2015-16 there was a decrease of 24 reported accidents and incidents for the period when compared to the same period for the previous year.

- For accidents and incidents reported under RIDDOR and for those accidents and incidents resulting in over 7 days absence there was a decrease of 1 when compared to the same period for the previous year.
- During the period, for both years, there were no major accidents/incidents.

Disciplinary, Grievance and Dignity at Work

4.6 Information on Disciplinary, Grievance Hearings and Dignity at Work for the period 1 October 2015 to 31 March 2016 is detailed below:

Table 7 – Details of Disciplinary Action - 1 October 2015 to 31 March 2016

	2015-16	2014-15
Disciplinary Investigations	46	54
Disciplinary Hearings	23	34
Disciplinary Hearing Outcome – Dismissed with Notice	1	2
Disciplinary Hearing Outcome – Summary Dismissal	1	6
Disciplinary Hearing Outcome – Final Written Warning	2	6
Disciplinary Hearing Outcome – First Written Warning	10	10
Disciplinary Hearing Outcome – Verbal Warning	5	5
Disciplinary Hearing Outcome – Informal Action	2	1
Disciplinary Hearing Outcome – No further action	2	4
No further action at Investigatory Stage	5	13
Investigations on-going at the end of the reporting period	13	5
Awaiting a hearing date	2	2

- There was 46 disciplinary investigations commenced during the period which was a reduction of 8 investigations when compared to the previous year.

Table 8 – Appeals - 1 October 2015 to 31 March 2016

	2015-16	2014-15
Appeals submitted to Corporate Services Appeals Panel	3	2
Appeals submitted to Educational Services Grievance and Disciplinary Appeals Sub-Committee	1	-

- During the period in 2015-16 there were 4 appeals submitted: 3 disciplinary dismissal appeals and 1 capability dismissal. This is an increase of 1 disciplinary dismissal appeal and 1 capability dismissal.

Table 9 – Grievances - 1 October 2015 to 31 March 2016

	2015-16	2014-15
Grievances raised	7	7
Grievance Outcomes – Not Upheld	2	-
Grievance Outcomes – Partially Upheld	1	3
Grievance Outcomes – Upheld	-	2
Informal Resolution	2	-
Investigation On-going at the end of the reporting period	1	1
Awaiting a Hearing Date	-	1
Employee Resigned prior to Hearing	1	-

- Overall 7 grievances were raised during the same period for both years.

Table 10 – Dignity at Work - 1 October 2015 to 31 March 2016

	2015-16	2014-15
Dignity at Work Complaints	5	4
Dignity at Work Outcomes – Informal Resolution	3	-
Dignity at Work Outcomes – Mediation	1	-
No Action Following Investigation	1	3
Investigation On-going at the end of the reporting period	-	1

- There were 5 dignity at work complaints raised; this is an increase of 1 when compared to the same period the previous year.

Employee Development

4.7 Information on Employee Development for the period 1 October 2015 to 31 March 2016 is detailed below:

Table 11 – Workshop and Courses – 1 October 2015 to 31 March 2016

Workshop/course	Total number of courses/workshops	Total number of attendees
Change Workshop	11	136
Change Focus	2	14
Change Engage	2	11
Change Focus/Engage	2	9
Change Deliver	2	16
Be the Best at Managing People	1	9
Data Protection, ICT Security and Fraud Awareness	3	39
Equality and Diversity	2	22
Interview skills	1	12
Planning a Positive Retirement	2	19
Practical PDP	2	16
Problem Solving Workshop	1	5
Project Management Approach	2	7
Stress Management	2	24
CSPQ Induction	4	21
CSPQ exam sessions	5	12
OHIO Master Class Nov-Jan	20	303
	64 sessions	675 attendees

- During the period in 2015/16, 64 delivered courses and training events were available and 675 candidates attended. For the same period the previous year there were 67 courses delivered and 413 candidates attended.

- During the period 715 employees accessed e-learning resources with Welcome to West Dunbartonshire Council – Corporate Induction and Attendance Management course being the most accessed resources.

Recruitment Monitoring

4.8 Information on recruitment monitoring for the period 1 April 2015 to 31 March 2016 is detailed below:

Table 12 – Recruitment Monitoring for 1 April 2015 to 31 March 2016

	2015/16	2014/15
Total number of vacancies	263	123
Total Number of applicants	6661	15431

- There has been an increase of 140 vacancies from the year 2014/15 to 2015/16 reflecting West Dunbartonshire Council's commitment to provide employment opportunities.

- Maintenance and Repairs appointed 30 agency staff to fixed-term contracts to support the Scottish Housing Quality Standards.
- Education recruited to a number of teaching posts to support the Scottish Government's Raising Attainment for All programme.
- Early Years created a number of vacancies to support the increase of free early learning and childcare.
- A number of vacancies have been created through internal restructures and due to restricted recruitment in these circumstances this will have contributed to the reduction in applications.

Table 13 – Recruitment Monitoring for 1 April 2015 to 31 March 2016

	Protected Characteristic	2015-16*			2014-15		
		No of applicants in group**	No of applicants successful in gaining employment in group	Success Rate of group	No of applicants in group	No of applicants successful in gaining employment in group	Success Rate of group
1	Female	4726	355	7.51%	10111	226	2.24%
	Male	1858	130	7.00%	5320	97	1.82%
2	BME	220	7	3.18%	437	6	1.37%
	White	6324	473	7.48%	14880	314	2.11%
3	LGBT	171	14	8.19%	348	3	0.86%
	Heterosexual	6177	455	7.37%	14462	304	2.10%
4	Disability	266	13	4.89%	990	14	1.41%
	No-disability	6257	469	7.50%	14302	308	2.15%
5	Non-Christian	191	9	4.71%	487	5	1.03%
	Christian	3220	260	8.07%	8080	198	2.45%

* There is no mid-year data available for the year 2014/15 therefore, for the purposes of meaningful analysis, mid-year figures for 2015/16 have been amalgamated and a full year analysis has been provided. Future reports will return to mid-year comparisons.

**Applicants who did not disclose information are excluded from any analysis.

- Application trends continue to reflect the workforce and community profile with a higher number of applications being made by females. Despite fewer applications being made by men there were consistent success rates across both genders and this is also reflected in the previous year suggesting that there are no barriers to either gender gaining employment with West Dunbartonshire Council. The Council continues to address areas of occupational segregation by encouraging more males into typically female roles. This is reflected in the recruitment of modern apprentices and in the introduction of the Care Academy with West College Scotland.

- The success rate of BME applicants has fallen relatively to the success rate of White applicants. Despite a higher number of BME individuals gaining employment in 2015/16 the number of applications has reduced from 2014/15. However, it should be noted that 3.4% of applicants in 2015/2016 were from BME backgrounds and this is close to the 4% figure for BME people nationally and, over twice the proportion (1.5%) of BME people in the West Dunbartonshire area (2011 Census); this indicates that there is no shortage of BME applicants who wish to work for Council. As part of the Local Government Benchmarking Framework, Officers continue to work with other Local Authorities to identify supply and demand barriers to BME people gaining employment in Scotland. Through sharing and implementing best practice and the expansion of engagement through the West Dunbartonshire Equality Forum, the Council continues to support opportunities for employment to BME people.

- Applications and appointments of Heterosexual individuals continue to be higher than those from LGBT groups however; the success rate of LGBT individuals has dramatically increased in 2015/16 and is now higher than those who have identified as Heterosexual. The Council continues to promote itself as an inclusive employer through events such as the raising of the LGBT flag and the promotion of diversity.

- The success rate of those who identify as disabled has widened from those who do not identify as disabled however has improved from 2015/16. Despite only a reduction of 1 to the number of disabled individuals appointed, the number of applications for this group has reduced. The Council continues to support disabled employees into employment through the guaranteed interview scheme and the use of Tailored Adjustment agreements.

- The success rate of non-Christians has widened from those identified as Christian however, the success rate has improved from 2014/15. Despite an increase of 4 to the number of non-Christian individuals appointed, the number of applications for this group has reduced. 62.2% of the West Dunbartonshire Council community identify as Christian with only 0.9% identifying as having other beliefs. However, it should be noted that 3.3% of applicants identify as non-Christian and this is three times the proportion of non-Christian people in the West Dunbartonshire area (2011 Census). There is a lower response rate of applicants providing this information compared to the other protected characteristics

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Staffing Watch

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

- The staffing watch completed in December showed that there were 5818 employees (headcount) in post in 2015 compared to 5843 on the same date the previous year. This is a decrease of 25. There was a reduction

of 10 casual contracts and 7 fixed-term contracts across Education, HSCP and Corporate Services. There was a reduction of 36 full-time employees and an increase of 11 part-time employees reflecting the Council's commitment to flexible working.

5. People Implications

5.1 The people implications have been considered in the execution of the policies and practice and there are no further implications arising from the report.

6. Financial and Procurement Implications

6.1 **Financial** – The finance implications have been considered in the execution of policies and practice and there are no further implications arising from the report.

7. Risk Analysis

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

8. Equalities Impact Assessment (EIA)

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

10. Consultation

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

11. Strategic Assessment

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

Vicki Rogers
Strategic Lead People and Technology
Date: 12 April 2016

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Appendices: None

Background Papers: None

Wards Affected: None

WEST DUNBARTONSHIRE COUNCIL

Report by the Strategic Lead – People & Technology

Corporate Services Committee: 11 May 2016
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Subject: **Early Retirement, Voluntary Severance and Redeployment –
1 October 2015 – 31 March 2016 and Annual Update**

1. Purpose

1.1 The purpose of this report is to advise Committee on early retirements, voluntary severance, and re-deployments during the 6 month period from 1 October 2015 to 31 March 2016 and to provide a summary of the 12 month period 1 April 2015 to 31 March 2016.

2. Recommendations

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

3. Background

3.1 The Council analyses the number of employees being released through early retirement and voluntary severance, and all of the associated costs. This forms part of the ongoing monitoring process derived from the Audit Scotland Report "Bye now pay later?"

3.2 This report provides information on the Council's position for the 6 month period 1 October 2015 to 31 March 2016. The report also provides trend analysis for the 12 month period from 1 April 2015 to 31 March 2016.

4. Main Issues

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

4.1 During the 6 month period, 29 employees were granted early retirement on the grounds of efficiency of the service, redundancy or voluntary severance as shown in Table 1 overleaf.

4.2 Voluntary severance is dealt with by way of a discretionary payment that can be granted in situations where an employee is not eligible to retire under the Local Government Pension Scheme regulations due to their age or length of service; is not a member of the LGPS, or where, an employee has reached retirement age and where a severance payment would be more beneficial than the award of Compensatory Added Years (although this will be used in exceptional circumstances only).

Table 1 – Voluntary Early Retirement/Severance (1 October 2015 – 31 March 16)

Department	No. of Employees	*One-Off Costs	Recurring Annual Costs	Recurring Net Annual Savings
Corporate Services	13	£439,856	£7,876	£321,594
HSCP	9	£458,210	£9,553	£446,471
HEED	3	£278,661	£6,564	£131,072
Educational Services (Support Staff)	4	£61,088	£3,692	£193,089
TOTALS	**29**	**£1,237,815**	**£27,686**	**£1,092,226**

Net annual savings take account of annual costs. * One-off costs include provisional capitalisation (strain on the fund) costs.

Trend Analysis

4.3 During the 6 month period, 6 employees were granted early retirement on efficiency grounds, 14 on redundancy grounds and 9 employees were granted voluntary severance. A comparison has been made against the previous years (Table 2). The number of staff being released through voluntary early retirement/severance has increased significantly in comparison with the previous 2 years but remains lower than in 11/12 and 12/13. This is attributable to the continuation of the more focus targeted approach to early release in line with service requirements and the exercise to release employees with supervisory responsibility under the Future Operating Model. Posts have been deleted as part of workforce structure changes. The number of teachers being released has decreased slightly when compared to previous years due to the cessation of the government initiative providing funding to release teachers in order to refresh the teachers' profession.

Table 2 – Comparison to Previous Years

Annual Period	01/04/11-31/03/12	01/04/12-31/03/13	01/04/13-31/03/14	01/04/14-31/03/15	01/04/15-31/03/16
No of employees released through early retirement/voluntary severance	92	33	6	9	37
No. of employees released through early retirement - STSS (Teachers)	47	38	10	10	8
TOTAL	**139**	**71**	**16**	**19**	**45**

<u>Early Retirements - Ill-health</u>

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

<u>Table 3A – Ill Health Retirements (1 October 2015 – 31 March 16)</u>

Department	No. of Employees
CE/Corporate Services	2
HSCP	9
Educational Services	1
HEEDs	6
TOTAL	**18**

4.5 Table 3B contains details of the summary for the 12 month period ending 31 March 2016.

<u>Table 3B – Ill Health Retirements (1 April 2015 – 31 March 16)</u>

Department	No. of Employees
CE/Corporate Services	5
HSCP	15
Educational Services	2
HEEDs	7
TOTAL	**29**

4.6 The LGPS regulations allow for 2 tiers of ill-health retirement in situations where the member's ill-health or infirmity of mind or body renders them permanently incapable of discharging efficiently the duties of their current employment. Tier 1 relates to members with no reasonable prospect of obtaining gainful employment before the age of 65. Tier 2 relates to members with a reasonable prospect of obtaining gainful employment before the age of 65.

4.7 During the 12 month period 18 employees were awarded Tier 1 and 11 employees were awarded Tier 2. Three appeals against tier awarded were submitted. One was rejected on the basis of insufficient grounds and the two appeals lodged recently are currently being considered by the Council's Appointed Person. One appeal was received from a West Dunbartonshire Leisure Trust employee as we administer this on their behalf.

<u>Trend Analysis - Ill-health Retirement</u>

4.8 A comparison has been made against the previous years (Table 4). During the 12 month period the number of ill health retirements granted increased significantly when compared to the previous years. This demonstrates that absence is being managed effectively and that the levels of award indicate the

seriousness of the conditions being dealt with as part of our absence management. Although not reported, the increase in the number of ill health retrials correlates to a reduction of two-thirds in the number of deaths in service. This results in a better financial provision for employees and their families.

Table 4

Annual Period	01/04/10-31/03/11	01/04/11-31/03/12	01/04/12-31/03/13	01/04/13-31/03/14	01/04/14-31/03/15	01/04/15-31/03/16
No of employees granted ill-health retirement	16	5	15	10	14	29

Redeployment

4.9   Redeployment is monitored centrally within HR and an employee may be unable to continue in their substantive post either through ill-health or being displaced through organisational change. Employees can also be added to the Switch register following the Job Evaluation process where the post is evaluated lower than the current grade. Within the 6 month period, a total of 6 employees were permanently redeployed to suitable alternative posts within the Council and one employee was redeployment on a temporary basis. Details of the number of employees on the redeployment register are shown below -

Table 5A – Employees on redeployment register by reason by month (1 October 2015 – 31 March 2016)

Month	No. of Employees (Ill-health)	No. of employees (Displaced)	No. of Employees (Job Evaluation)	Total no of employees on redeployment register
October	2	5	8	**15**
November	2	5	8	**15**
December	1	5	8	**14**
January	1	5	7	**13**
February	1	4	6	**11**
March	1	4	6	**11**

4.10   Table 5B contains details of the summary for the full 12 month period to 31 March 2016.

Table 5B – Employees on redeployment register by reason by month (1 April 2015 – 31 March 2016)

Month	No. of Employees (Ill-health)	No. of employees (Displaced)	No. of Employees (Job Evaluation)	Total no of employees on redeployment register
April	0	7	7	**14**
May	0	9	8	**17**
June	1	9	8	**18**
July	2	2	8	**12**
August	2	2	8	**12**
September	2	3	8	**13**
October	2	5	8	**15**
November	2	5	8	**15**
December	1	5	8	**14**
January	1	5	7	**13**
February	1	4	6	**11**
March	1	4	6	**11**

4.11 The approval and introduction of the Switch Policy on 13th August 2014 extended the scope of the register and provided clear guidance on the categorisation of employees on the register as the reasons for requiring redeployment can vary and are prioritised in relation to access to opportunities.

Flexible Retirement

4.12 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 8 requests were approved as detailed below, with no cost to the Council.

Table 6A – Flexible Retirements (1 October 2015 – 31 March 2016)

Department	No. of employees
CE/Corporate Services	1
HSCP	1
Educational Services	2
HEEDs	4
TOTALS	**8**

4.13 Table 6B contains details of the summary for the full 12 month period to 31 March 2016

Table 6B – Flexible Retirements (1 April 2015 – 31 March 2016)

Department	No. of employees
CE/Corporate Services	1
HSCP	1
Educational Services	2
HEEDs	5
TOTALS	**9**

Trend Analysis – Flexible Retirement

4.14 The number of employees granted flexible retirement has decreased in comparison to the previous year as 17 employees were granted flexible retirement in 2014-2015. During the period the average age of employees granted flexible retirement was 62 years – this demonstrates a decrease of 2 years when compared the previous year after 2 years in a row of the average age has increasing by one year. Flexible requests are monitored centrally within HR and during the period 6 requests were declined.

5. **People Implications**

5.1 Employees refused retirement on ill-health grounds may be considered in accordance with incapability dismissal procedures.

5.2 In respect of employees applying for early retirement or voluntary severance where these requests cannot be supported this can lead to poor employee morale therefore will be appropriately targeted to mitigate against this.

5.3 The redeployment of employees unable to continue in their substantive post either through ill-health or being displaced through organisational change has a positive impact on people and the organisation due to the retention and redistribution of existing skills sets and also the reduction to recruitment time and costs.

5.4 Flexible retirements allow employees to prepare for their retirement but can place additional burden on colleagues who require to pick up the duties of the flexible retiree.

6. **Financial Implications**

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

7.   Risk Analysis

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

8.   Equalities Impact Assessment (EIA)

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

9.   Consultation

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

10.   Strategic Assessment

10.1   Early retirement and voluntary severance are important tools which help the Council to adjust its' workforce profile to changing circumstances. Management of early retirement should not only be fair to the employee but give value for money to the Council and secure service delivery without putting undue strain on the pension fund. Managed effectively this will support the Council aim to improve economic growth and employability.

.Electronic Signature

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Vicki Rogers
Strategic Lead – People and Technology
Date: 14th April 2016

Person to Contact: Michelle McAloon, Lead HR Adviser, Council Offices, Garshake Road, Dumbarton.
Tel: 01389 737577 Email: michelle.mcaloon@west-dunbarton.gov.uk

Appendices: None

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

Wards Affected: None

WEST DUNBARTONSHIRE COUNCIL

Report by Strategic Lead – People and Technology

Corporate Services Committee: 11 May 2016
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Subject: Attendance Management: Quarter 4 and Annual results (2015/16)

1.   Purpose

1.1   The purpose of this report is to advise Committee on attendance levels within Corporate Services and provide a summary of both the quarter 4 absence and the annual statistics for 2015/16. It is also for noting that future reports will contain comparisons at a Council level only for the next 12 months due to the organisational changes.

2.   Recommendations

2.1   It is recommended that the Committee note the content of the report and the attendance results for Q4 2015/16, namely a significant decrease of 146.5 days lost (9%) compared to the same period last year.   During 2015/16, annual reported results show there was a significant reduction in absence (26.5%) in Corporate Services showing a total decrease of 1618 days lost.

3.   Background

3.1   Improving attendance at work is a key strategic priority for the Council requiring commitment from elected members, Strategic Leadership Group, Trade Unions, individual managers and employees.

3.2   The Council has made a commitment to improving attendance levels by setting ambitious targets of reducing days lost for Local Government Employees to 7 FTE days lost per employee by 2017. The 2015/16 target for Corporate Services (Local Government Employees) was set at 8 FTE days lost.

4.   Main Issues

Quarter 4 Performance

4.1   Appendix 1 shows quarter 4 absence data for Corporate Services. Absence was reported as 1.83 days lost per employee representing a 9% improvement on quarter 4 last year. The results also showed an improvement compared to Q3 this year (1.96). Chart 1 below shows the monthly trend for the last 12 months (April 2015 – March 2016) and compares with the same period last year. The results show that there has been a consistent improvement in 11 months out of 12 with January 2016 being the exception and in fact improvement has been now been evident for 16 months out of a possible 17.

Chart 1 – Absence Trend

Trend April - March
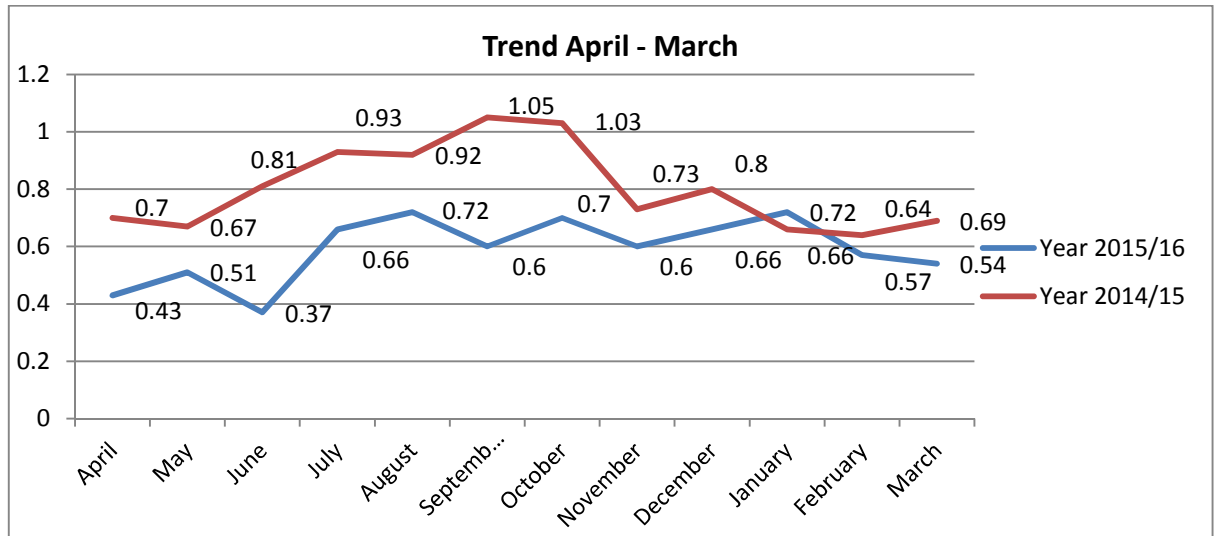
Table 1 shows the service breakdown across Corporate Services. The majority of service areas reported an improved performance compared to last year.

Table 1 – Service Breakdown Quarter 4

Service Area	Days Lost FTE* (2015/16)	Days Lost FTE* (2014/15)	% Var
CE/CS Management & Admin	0	0	0%
Corporate Communications	0	0.40	-100%
Customer & Community Services	1.78	3.28	-46%
Finance & Resources	2.80	1.56	+79%
Legal, Democratic and Regulatory Services	1.15	2.14	-46%
People & Transformation	1.02	1.19	-14 %

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

<u>Absence Duration</u>

4.2 Across Corporate Services for Q4, long term absence (over 4 weeks) and medium term absence (6 days to 4 weeks) both accounted for 82% (41% each) of days lost. This is a shift from quarter 4 last year where long term absence (over 4 weeks) accounted for 47% of days lost suggesting that actions taken to address long term absence continue to take effect and this is consistent with our findings in respect of the reasons for absence in quarter 4 discussed at 4.3.

Absence Reasons

4.3 Table 2 shows the top 5 reasons for absence recorded in quarter 4 this year and last year.

Table 2 – Reasons analysis

Q4	2015/16		2014/15	
	Reason	Days lost	Reason	Days lost
1	Minor Illness	275	Minor Illness	325
2	Stress	197	Acute Medical Conditions	272
3	Acute Medical Conditions	191	Recurring Medical Conditions	214
4	Mental Health	137	Stress	166
5	Musculo Skeletal	87	Musculo Skeletal	133

Analysis of the reasons reported shows that although Minor Illness accounted for the most days lost in the quarter, days lost due to minor illness fell significantly compared to quarter 4 last year. We can also see that days lost due to Acute Medical Conditions fell dramatically in Q4 this year compared to the previous year. This continues to demonstrate the significant effort by managers to reduce the duration of absence periods and to intervene early in potential long term cases.

Annual Performance

4.4 Appendix 2 shows annual absence data for Corporate Services. Absence was reported as 7.08 days lost per employee representing a 27% improvement on the annual result published last year.

4.5 Table 3 shows the service breakdown across Corporate Services. All service areas reported an improved performance compared to last year.

Table 3 – Service Breakdown Annual

Service Area	Days Lost FTE* (2015/16)	Days Lost FTE* (2014/15)	% Var
CE/CS Management & Admin	0.00	4.00	-100%
Corporate Communications	0.21	1.92	-89%
Customer & Community Services	9.19	10.28	-11%
Finance & Resources	8.93	10.77	-17%
Legal, Democratic and Regulatory Services	5.53	10.70	-48%
People & Transformation	3.54	6.33	-79%

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

4.6 Across Corporate Services for 2015/16, long term absence (over 4 weeks) accounted for 48% of the total days lost. This is a shift from the result reported in 2014/15 where 55% of total days lost where long term absence (over 4 weeks) suggesting that actions taken to address long term absence continue to take effect and this is consistent with our findings in respect of the reasons for absence in 2015/16 discussed in section 4.7.

In addition, during 2015/16 there were 5 Corporate Services employees who were retired on ill health grounds compared to 3 employees in 2014/15.

Absence Reasons

4.7 Table 4 shows the top 5 reasons for absence recorded in 2015/16 this year and last year.

Table 4 – Reasons analysis

Annual	2015/16		2014/15	
	Reason	Days lost	Reason	Days lost
1	Minor Illness	868	Acute Medical Conditions	1494
2	Stress	788	Minor Illness	1356
3	Acute Medical Conditions	599	Stress	1054
4	Recurring Medical Conditions	547	Recurring Medical Conditions	793
5	Mental Health	542	Musculo Skeletal	500

Analysis of the reasons reported shows that although Minor Illness accounted for the most days lost in the year days lost due to minor illness fell significantly compared to the same period last year. We can also see that days lost due to Acute Medical Conditions fell dramatically in 2015/16 compared to the previous year. This continues to demonstrate the significant effort by managers to reduce the duration of absence periods and to intervene early in potential long term cases.

Attendance Working Group

4.8 The Attendance Working Group last met on 16 February 2016. Actions being progressed are:

- Improved communication of absence messages via the Council's Intranet.
- Bereavement Leave Scheme – proposal to JCF in March 16. Pilot to be rolled out.
- Manager Masterclasses – How to manage and support employees with a disability
- Wash up of the Absence Management Manager Masterclasses

- E-learn programme developed to deliver ongoing masterclass topics
- Review of the Smoking Policy in respect of e-cigarettes to consider mirroring approach being taken in NHSGGC.

Actions identified in each departmental 'Absence Action Plan' are continuing and progress will be reported periodically to the Attendance Working Group. The action plans will be reported to each departmental committee to supplement the routine attendance management and monitoring statistics.

5.   People Implications

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

6.   Financial Implications

6.1   Significant absence levels impact on the Council in terms of cost, service delivery and motivation. In quarter 4, Corporate Services lost a total of 964.57 FTE working days of productivity to sickness absence which is a decrease of 9% compared to last year. Based upon the nominal daily cost of a day's absence (£118.00), it is estimated that the cost of absence for the quarter was £113,819. This figure does not take into account the indirect costs of absence such as overtime, loss of productivity, reduced team performance.

6.2   In 2015/16, Corporate Services lost a total of 3696.54 FTE working days of productivity to sickness absence which is a decrease of 26.5% compared to last year. Based upon the nominal daily cost of a day's absence (£118.00), it is estimated that the cost of absence for the quarter was £436191. This figure does not take into account the indirect costs of absence such as overtime, loss of productivity, reduced team performance.

7.   Risk Analysis

7.1   Compared with quarter 4 last year and the 2015/16 annual reported results, there continues to be a significant improvement in absence performance, however, there is still a risk that if the focus and attention by all stakeholders is not maintained, absence rates could rise making it difficult to achieve the Council's target of 7 FTE days for 2016/17. This would contribute adversely to the Council's overall performance.

8. Equalities Impact Assessment (EIA)

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

9. Consultation

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

10. Strategic Assessment

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

_____
Vicki Rogers
Strategic Lead, People and Technology
Date: 11 April 2016

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	Garshake Road, Dumbarton Tel: 01389 737687 Email: tracy.keenan@west-dunbarton.gov.uk.
Appendices:	Appendix 1 – Quarter 4- Corporate Services Attendance Appendix 2 – Annual – Corporate Services Attendance
Background Papers:	None
Wards Affected:	None

	WDC Absence Statistics	**Department: Corporate Services**
		Period: Q4 - 2015/16

TABLE 1 - Headline Figure	**Q4 - 2015/16**	**1.83**	**Q4 - 2014/15**	**2.01**	**Year on Year +/-**	**-9.0%**

TABLE 2 - Days Lost per Employee

Service	FTE Employees	ACTUAL WORKING DAYS LOST				Total Working Days Lost	Total FTE Days Lost	Total FTE Days Lost by FTE Employees
		Intermittent 1-3 days	Short Term 4-5 days	Medium Term 6 days - 4 weeks	Long Term over 4 weeks			
CE/CS Management & Administration	2.00	0	0	0	0	0	0.00	0.00
Corporate Communications	8.00	0	0	0	0	0	0.00	0.00
Customer & Community Services	126.85	37.5	24	125.5	63	250	226.42	1.78
Finance & Resources	183.10	49	35	168.5	325	577.5	513.53	2.80
Legal, Democratic & Regulatory Services	109.30	14	19	81	21	135	125.27	1.15
People & Transformation	97.83	16.5	0	63	22	101.5	99.36	1.02
Corporate Services TOTAL	**527.09**	**117**	**78**	**438**	**431**	**1,064**	**964.57**	**1.83**

TABLE 3 - Breakdown of Days Lost by Duration Category

Duration	Total Working Days Lost	Percentage of Lost Days
Intermittent (1-3 days)	117.0	11.00%
Short Term (4-5 days)	78.0	7.33%
Medium Term (6 days-4 weeks)	438.0	41.17%
Long Term (over 4 weeks)	431.0	40.51%
TOTAL	**1064.0**	**100.00%**

Working Days Lost

- Intermittent (1-3 days)
- Short Term (4-5 days)
- Medium Term (6 days-4 weeks)
- Long Term (over 4 weeks)

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

Please Note: CS Business Support Services split between Finance & Resources and People & Transformation from Oct 2013 onwards

TABLE 4 - Absence Reasons

| Service | FTE Employees | Absence Reasons | | | | | | | | | | | | Total Working Days Lost | FTE Days Lost | Total FTE Days Lost by FTE Employees |
		Minor Illness	Back Pain	Musculo-skeletal Injuries	Stress	Recurring Medical Conditions	Non Work Related Accident / Injuries	Work Related Accidents / Injuries	Mental Health	Acute Medical Conditions	Pregnancy Related Absence	Drink or Drug Related Condition	Not Disclosed			
CE/CS Management & Administration	2.00	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0.00
Corporate Communications	8.00	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0.00
Customer & Community Services	126.85	110.5	0	15.5	87	7	6	0	0	0	21	0	3	250	226.42	1.78
Finance & Resources	183.10	118	71	42	81	22	8	0	55.5	157	23	0	0	577.5	513.53	2.80
Legal, Democratic & Regulatory Services	109.30	30	2	30	0	0	0	0	60	13	0	0	0	135	125.27	1.15
People & Transformation	97.83	16.5	0	0	29	13	0	0	22	21	0	0	0	101.5	99.36	1.02
Corporate Services TOTAL	**527.09**	**275**	**73**	**87.5**	**197**	**42**	**14**	**0**	**137.5**	**191**	**44**	**0**	**3**	**1,064**	**964.57**	**1.83**

TABLE 5 - Days Lost by Absence Category

Absence Reason	Total Working Days Lost	Percentage of Lost Days
Minor Illness	275.0	25.85%
Back Pain	73.0	6.86%
Musculo-skeletal Injuries	87.5	8.22%
Stress	197.0	18.52%
Recurring Medical Conditions	42.0	3.95%
Non Work Related Accidents / Injuries	14.0	1.32%
Work Related Accidents / Injuries	0.0	0.00%
Mental Health	137.5	12.92%
Acute Medical Conditions	191.0	17.95%
Pregnancy Related Absence	44.0	4.14%
Drink or Drug Related Condition	0.0	0.00%
Not Disclosed	3.0	0.28%
TOTAL	**1064.0**	**100.00%**

Working Days Lost

- Minor Illness
- Back Pain
- Musculo-skeletal Injuries
- Stress
- Recurring Medical Conditions
- Non Work Related Accidents / Injuries
- Work Related Accidents / Injuries
- Mental Health
- Acute Medical Conditions
- Pregnancy Related Absence
- Drink or Drug Related Condition
- Not Disclosed

West Dunbartonshire COUNCIL	WDC Absence Statistics		Department: Corporate Services
			Period: Annual - 2015/16

TABLE 1 - Headline Figure	Annual - 2015/16	7.08	Annual - 2014/15	9.63	Year on Year +/-	-26.5%

TABLE 2 - Days Lost per Employee

Service	FTE Employees	ACTUAL WORKING DAYS LOST				Total Working Days Lost	Total FTE Days Lost	Total FTE Days Lost by FTE Employees
		Intermittent 1-3 days	Short Term 4-5 days	Medium Term 6 days - 4 weeks	Long Term over 4 weeks			
CE/CS Management & Administration	2.00	0	0	0	0	0	0.00	0.00
Corporate Communications	7.74	2	0	0	0	2	1.64	0.21
Customer & Community Services	120.37	93	72	499.5	608	1,272.5	1106.65	9.19
Finance & Resources	181.92	182	100	600	943	1,825	1623.81	8.93
Legal, Democratic & Regulatory Services	110.64	68.5	49.5	291.5	260	669.5	611.89	5.53
People & Transformation	99.47	42.5	21	151.5	167	382	352.56	3.54
Corporate Services TOTAL	522.14	388	242.5	1,542.5	1,978	4,151	3696.54	7.08

TABLE 3 - Breakdown of Days Lost by Duration Category

Duration	Total Working Days Lost	Percentage of Lost Days
Intermittent (1-3 days)	388.0	9.35%
Short Term (4-5 days)	242.5	5.84%
Medium Term (6 days-4 weeks)	1542.5	37.16%
Long Term (over 4 weeks)	1978.0	47.65%
TOTAL	4151.0	100.00%

Working Days Lost

- Intermittent (1-3 days)
- Short Term (4-5 days)
- Medium Term (6 days-4 weeks)
- Long Term (over 4 weeks)

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

Please Note: CS Business Support Services split between Finance & Resources and People & Transformation from Oct 2013 onwards

TABLE 4 - Absence Reasons

Service	FTE Employees	Minor Illness	Back Pain	Musculo-skeletal Injuries	Stress	Recurring Medical Conditions	Non Work Related Accident / Injuries	Work Related Accidents / Injuries	Mental Health	Acute Medical Conditions	Pregnancy Related Absence	Drink or Drug Related Condition	Not Disclosed	Total Working Days Lost	FTE Days Lost	Total FTE Days Lost by FTE Employees
CE/CS Management & Administration	2.00	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0.00
Corporate Communications	7.74	2	0	0	0	0	0	0	0	0	0	0	0	2	1.64	0.21
Customer & Community Services	120.37	276.5	57.5	183.5	352.5	92	6	0	74.5	187	40	0	3	1,272.5	1106.65	9.19
Finance & Resources	181.92	365	137	133	301.5	290	21.5	5.5	200.5	330	41	0	0	1,825	1623.81	8.93
Legal, Democratic & Regulatory Services	110.64	128	2	88	99	75.5	5	0	245	13	14	0	0	669.5	611.89	5.53
People & Transformation	99.47	97	2.5	67	35	89.5	0	0	22	69	0	0	0	382	352.56	3.54
Corporate Services TOTAL	**522.14**	**868.5**	**199**	**471.5**	**788**	**547**	**32.5**	**5.5**	**542**	**599**	**95**	**0**	**3**	**4,151**	**3696.54**	**7.08**

TABLE 5 - Days Lost by Absence Category

Absence Reason	Total Working Days Lost	Percentage of Lost Days
Minor Illness	868.5	20.92%
Back Pain	199.0	4.79%
Musculo-skeletal Injuries	471.5	11.36%
Stress	788.0	18.98%
Recurring Medical Conditions	547.0	13.18%
Non Work Related Accidents / Injuries	32.5	0.78%
Work Related Accidents / Injuries	5.5	0.13%
Mental Health	542.0	13.06%
Acute Medical Conditions	599.0	14.43%
Pregnancy Related Absence	95.0	2.29%
Drink or Drug Related Condition	0.0	0.00%
Not Disclosed	3.0	0.07%
TOTAL	**4151.0**	**100.00%**

Working Days Lost

Legend:
- Minor Illness
- Back Pain
- Musculo-skeletal Injuries
- Stress
- Recurring Medical Conditions
- Non Work Related Accidents / Injuries
- Work Related Accidents / Injuries
- Mental Health
- Acute Medical Conditions
- Pregnancy Related Absence
- Drink or Drug Related Condition
- Not Disclosed