

WEST DUNBARTONSHIRE COUNCIL
Council Offices, Garshake Road, Dumbarton, G82 3PU

8 June 2012

MEETING: CORPORATE & EFFICIENT GOVERNANCE COMMITTEE

WEDNESDAY, 20 JUNE 2012 AT 10.00 A.M.
MEETING ROOM 3
COUNCIL OFFICES
GARSHAKE ROAD
DUMBARTON

Dear Member,

Please attend a meeting of the **Corporate & Efficient Governance Committee** to be held in Meeting Room 3, Council Offices, Garshake Road, Dumbarton on **Wednesday, 20 June 2012 at 10.00 a.m.**

The business is as shown on the enclosed Agenda.

Yours faithfully

JOYCE WHITE

Chief Executive

Distribution:

Councillor Kath Ryall (Chair)
Councillor George Black
Councillor Jim Finn
Provost Douglas McAllister
Councillor David McBride
Councillor Jonathan McColl
Councillor Patrick McGlinchey (Vice Chair)
Councillor John Mooney
Councillor Lawrence O'Neill
Councillor Gail Robertson
Councillor Martin Rooney
Councillor Michelle Stewart

All other Councillors for information

Chief Executive
Executive Director of Corporate Services
Executive Director of Housing, Environmental & Economic Development
Executive Director of Educational Services
Director of West Dunbartonshire Community Health & Care Partnership

CORPORATE & EFFICIENT GOVERNANCE COMMITTEE

WEDNESDAY, 20 JUNE 2012

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.

REPORTS FOR DECISION

3. UPDATE OF VOLUNTARY GRANTS 2011/12 AND 2012/13

Submit report by the Executive Director of Corporate Services:-

- (a) providing an analysis of voluntary grants approved during 2011/12; and
- (b) providing an update on grants to voluntary organisations from the Community Council and Dumbarton Common Good budgets.

4. WRITE OFF OF MISCELLANEOUS INCOME DEBTOR ACCOUNTS

Submit report by the Executive Director of Corporate Services recommending for approval the write off of debts in respect of miscellaneous income debtor accounts.

5. WRITE OFF OF NATIONAL NON-DOMESTIC RATES

Submit report by the Executive Director of Corporate Services recommending for approval the write off of debts in respect of National Non-Domestic Rates (NNDR).

6. PROVOST'S FUND

Submit report by the Executive Director of Corporate Services advising of the current sum available within the Provost's Fund and inviting Members to approve a new allocation to the Fund.

7. JOB EVALUATION POLICY AND PROCEDURE

Submit report by the Executive Director of Corporate Services requesting approval of the Job Evaluation Policy and Procedure for implementation within the Council.

8. UPDATE ON ELDERLY WELFARE GRANT FUNDING

Submit report by the Executive Director of Corporate Services providing an update on the distribution of the elderly welfare grant funding for 2011/12, including budget allocations, process review and on the 2012/13 distribution.

9. HOUSING AND COUNCIL TAX BENEFIT FRAUD STRATEGY

Submit report by the Executive Director of Corporate Services seeking approval for the amended Housing and Council Tax Benefit Fraud Strategy for West Dunbartonshire Council.

REPORTS FOR NOTING

10. TREASURY UPDATE (1 APRIL 2012 – 30 APRIL 2012)

Submit report by the Executive Director of Corporate Services advising on interest rates and treasury transactions of the Council which have taken place during the period 1 April 2012 to 30 April 2012.

11. CHIEF EXECUTIVE'S DEPARTMENTAL PLAN 2011/15 – PERFORMANCE REVIEW 2011/12

Submit report by the Executive Director of Corporate Services setting out the annual performance review of objectives within the Chief Executive's Departmental Plan 2011/15 for the period 1 April 2011 to 31 March 2012.

**12. CORPORATE SERVICES DEPARTMENT PLAN 2011/15
ANNUAL PERFORMANCE REPORT**

Submit report by the Executive Director of Corporate Services setting out the annual performance review of objectives within the 2011/15 Corporate Services Department Plan for the period 1 April 2011 to 31 March 2012.

13. PRIVATE HOUSING IN DISREPAIR IN WEST DUNBARTONSHIRE

Submit report by the Executive Director of Corporate Services advising of the powers available to Council when considering how best to deal with houses in disrepair that are privately owned.

For information on the above agenda please contact Craig Stewart, Committee Officer,
Legal, Democratic & Regulatory Services, Council Offices, Garshake Road, Dumbarton G82
3PU. Tel: (01389) 737251
e-mail: craig.stewart@west-dunbarton.gov.uk

WEST DUNBARTONSHIRE COUNCIL

Report by the Executive Director of Corporate Services

Corporate & Efficient Governance Committee – 20 June 2012

Subject: Update of Voluntary Grants 2011/2012 and 2012/13

1. Purpose

- 1.1** The purpose of this report is to provide an analysis of voluntary grants approved during 2011/12.
- 1.2** This report also provides Committee with an update on grants to voluntary organisations from the Community Council and Dumbarton Common Good budgets.

2. Background

- 2.1** 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.
- 2.2** Community Chest, play scheme and cultural grants are administered by the West Dunbartonshire Community Volunteer Service (CVS) and are reported to Committee at the year end. The Council continues to administer grants for organisations identified as Strategic Partners, Community Councils, Dumbarton Common Good and Trust Funds and the Older people's grant payout.
- 2.3** During 2011/12, the amount paid out in grants is made up as follows:

Group Type:	£000
Strategic Partners	538
Community Chest/Play scheme/Cultural	94
Other – Council agreed	1
Dumbarton Common Good	188
Trust Funds	0
Total	821

- 2.4** The strategic partners, as approved by this Committee are monitored by departments and their related committees – therefore they have been excluded from this report. The Council retains an element of grant funding during the year for potentially new strategic partners. Any balance on this budget at the year end is allocated to the CVS for future payments.
- 2.5** This report summarises the output and benefits to the community on the remaining 5 types of grant allocated during 2011/12, the first three types grants are administered by the West Dunbartonshire Community Volunteer Service (CVS) throughout the year:
- Community Chest;
 - Cultural;
 - Playscheme;
 - Dumbarton Common Good grants are approved by this Committee; and
 - Trust Funds grants which are approved by this Committee.
- 2.6** The report also makes recommendations to Members on the grant applications received to date in 2012/13.

3. Main Issues

Grants 2011/12

Community Chest/Cultural/Playscheme Grants

- 3.1** The 2011/12 grants funding was administered by the CVS, 35 grant applications were approved, with a total of £0.094m was paid out to organisations throughout West Dunbartonshire, in line with budget allocated to the CVS. Appendix A lists the grants allocated during 2011/12.
- 3.2** By spend type - the largest proportion of amounts paid out were used towards running costs, with smaller sums being used as noted in the table below:

Spend Type:	£	%
Running costs	79,211	74%
Project/Event	9,300	10%
Playscheme	2,613	3%
Equipment	2,650	3%
Total	93,774	100%

- 3.3** By group type – the largest proportion of amounts paid out were used by groups who provide a community facility, the remainder being used as noted in the table below:

Group Type:	£	%
Community Facilities	27,636	30%
Leisure/Recreation	21,612	23%
Disability/Care	15,316	16%
Justice/Equalities	11,350	12%
Older People	10,747	11%
Sport	4,500	5%
Playschemes	2,613	3%
Total	93,774	100%

- 3.4** By Area – the largest proportion of amounts paid out were for groups within the Clydebank area, the remainder being used as noted in the table below:

By Area:	£	%
Clydebank	49,201	53%
Dumbarton	18,201	19%
Council-wide	16,100	17%
Vale of Leven	9,798	10%
Milton/Bowling/Old Kilpatrick	640	1%
Total	93,774	100%

- 3.5** By value of award – The highest of percentage of grants awarded were valued over £5,000, the remainder being awarded as noted in the table below:

By Value of award	£	%
£5,000 and higher	45,744	49%
Between £500 and £4,999	43,575	46%
Below £500	4,455	5%
Total	93,774	100%

Dumbarton Common Good grants

- 3.6** Nine organisations benefited from funding from the Dumbarton Common good – totalling £0.188m. A list of organisations who received funding is noted on Appendix A.

Trust Fund grants

- 3.7** During 2011/12, no organisations received grant funding from council-administered Trust Funds.

Other

- 3.8** During 2011/12, a number of organisations submitted applications for Council funding and were referred by the CVS to other funders. A total of £0.092m of potential applicants for Council funding was supported by the CVS by re-routing applications to other sources. A list of those organisations is included as Appendix B. All applications received by the CVS were granted funding for either Community Chest grants, alternative funders (e.g. Awards for All, Voluntary Action Fund and Pastoral Care Trust) or identified as a Council strategic partner.
- 3.9** A grant of £1,000 was approved from the retained grants budget, as identified in Appendix A.
- 3.10** The balance on the retained grants budget in 2011/12 of £21,000 will be allocated by the CVS during 2012/13.
- 3.11** The funding identified for Strategic Partners in 2.2 above was fully allocated during 2011/12.

Grants 2012/13

Community Council Applications

- 3.12** Two applications have been received for funding. Amount due is based upon the lower amount requested or the formula set by the Scottish Government. Details are shown in Appendix C and Members should note £3,650 is due to be paid.

Dumbarton Common Good Fund

- 3.13** Two applications have been received for funding. Details are shown in Appendix C and Members should note £17,500 is recommended to be paid.
- 3.14** In terms of the Local Government (Scotland) Act 1973, Dumbarton Common Good monies can only be legally used for purposes which benefit Dumbarton or its inhabitants. Information provided with the grant application forms suggests that Dumbarton and its residents do receive benefit from this project.
- 3.15** At the Corporate and Efficient Governance Committee on 21 March 2012, Members considered a grant application for Bellsmyre Schools Out Club. The Club requested grant funding for £24,099 and Committee agreed an interim payment for £10,000, pending a further report coming back to a future meeting of the Committee providing more information on the Club's operation and Business Plan.

3.16 The Club does not have a Business Plan. However this is currently being considered. The grant requested is used to subsidise running costs due to a reduction in children attending the club. There are currently 24 children attending on a part time basis, with no full time children attending. The group are unable to downsize staffing as, by law, they must have a minimum of 2 members of staff at all times. They are currently working with 2 staff members and a part-time manager.

3.17 The group operates 7-9am and 3-6pm during week and 7am-6pm for in service days/summer holidays. There are 2 daily rates per child (with fun days being free of charge) -

1. on a normal school week cycle; and
2. during school holidays.

3.18 Without funding the group would continue to exist as they are at present, running month to month and applying for grants, more fundraising/ donations. They would like to be able to expand the services that they provide, opening up the club to a wider community than they do at present. Their biggest expenditure is over the summer holidays when they have to pay staff for the extra hours. Action to reduce costs has been considered and where possible, action taken.

4. People Implications

4.1 There are no people implications.

5. Financial implications

5.1 The CVS paid out grants in line with the funding allocated to it during 2011/12. A total of £0.821m was paid out in grants during 2011/12, as noted in 2.2 above.

5.2 Of the retained strategic budget a sum of £21,000 remains unspent at the end of financial year 2011/12 and has been brought-forward into 2012/13 for CVS allocation.

5.3 The amount due to be paid from the Community Council Budget 2012/13 totals £3,650. This will be contained within the appropriate budget.

5.4 The amount recommended to be paid from the Dumbarton Common Good Fund Budget 2012/13 totals £17,500. Although this will increase the overall spend in the Fund, it will be contained within the net annual income within the fund.

6. Risk Analysis

- 6.1** 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.

7. Equalities Impact Assessment

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

8. Strategic Assessment

- 8.1** The Council has identified four main strategic priorities, namely Social & Economic Regeneration; Financial Strategy; Asset Management Strategy; and Fit for Purpose Services.
- 8.2** The award of these grants has an indirect impact on regeneration through the work by these voluntary groups.

9. Conclusions and Recommendations

- 9.1** Analysis suggests that grants awarded to voluntary organisations from Council funding 2011/12 have been used in a variety of ways to help the local community.
- 9.2** The Bellsmyre Schools Out Club is in the process of generating a Business Plan and remain in a similar position to that previously reported due to a downturn in business. As stated above, it is understood that the Club can continue to run into the future through fundraising activity and if business increases this should reduce the reliance on such fundraising. Committee agreed, on 21 March 2012, to provide delegated authority to officers to make further payments if urgently required by the Club. There has been no further approach to officers in this regard and it is suggested that this facility remains in place over the summer months. The Club will require to develop a Business Plan and assess whether sufficient business is available to allow it to consider to operate.
- 9.3** The grants shown in Appendix C are recommended to be paid, following officer's assessment of financial need and favourable impact to residents within the Council area.
- 9.4** The Committee is asked to:
- (a) note the position of the grants paid out in 2011/12;

- (b) note the update on Bellsmyre Schools Out Club and agree that the power delegated to officers to provide any urgent funding should be extended to cover the summer months with any additional funding reported to a future Committee;
- (c) note the grants due to be awarded for Community Councils (totalling £3,650); and
- (d) agree grants recommended to be awarded for the Dumbarton Common Good Fund (totalling £17,500) and advise the Brain Injury Experience Network to apply for the remainder of the funding sought from the community chest fund through application to CVS.

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Angela Wilson
Executive Director of Corporate Services
Date: 7 June 2012

Person to Contact: Gillian McNeilly, Finance Manager, Council Offices, Garshake Road, Dumbarton
Tel: 01389 737194
Email: gillian.mcneilly@west-dunbartonshire.gov.uk

Appendix: A: Breakdown of Community Chest, Cultural & Playscheme Grants 2011/12
B: Potential Applicant Organisations Supported to Attract External Funding 2011/12
C: Grant application Schedule 2012/13

Background papers: Grant application summary information
Individual group grant applications

Wards affected: All wards

WEST DUNBARTONSHIRE COUNCIL
Breakdown of Community Chest, Cultural and Playscheme Grants 2011/12

APPENDIX A

Sum awarded WDCVS Management £93,560

	<i>Purpose</i>	<i>Award Made</i>	<i>Grants By Category</i>	<i>Award Made</i>
<i>Round One</i>		£		£
South Drumry Neighbourhood Ass	Community Facility	13,034		
WD Festivals Association	Cultural	8,500	Grants Given By Category:	
Clydebank Crime Prevention	Community Safety	7,500	Disability/Care Organisations	15,316
DDWA	Playscheme	353	Community Facilities	27,636
Age Concern Dumbarton	Running Costs	4,757	Older People	10,747
Vale of Leven Seniors	Public Event	500	Playschemes	2,613
Clydebank Group Holidays	Caravan Provision	10,710	Sport	4,500
Double L Centre	Community Facility	6,000	Justice/Equalities	11,350
Silverton Summerplay	Playscheme	500	Leisure/Recreation	21,612
WD EMA	Running Costs	2,000		93,774
WD Sports Council	Running Costs	4,500		
Strathleven Artisans	Equipment	550		
DDDCF	Caravan Provision	4,750		
DDDCF	Playscheme	1,120	Grants Given By Area:	
Round Two				
Clydebank Rec Music Club	Social	300	Dumbarton	18,201
Cross let Centre	Community Facility	4,856	Clydebank	49,035
Rockvale Rebound	Running Costs	1,225	Vale of Leven	9,798
Old Kilpatrick SC Tuesday	Running Costs	640	Milton/Bowling/OK	640
Levensvale Senior Citizens	Running Costs	350	WD wide	16,100
Bankie Talk	Running Costs	2,013		93,774
Clydebank Seniors Forum	Event	300		
Parkhall Disabled Club	Running Costs	958		
Clydebank Local History Society	Running Costs	200		
Clydebank Crime Prevention Panel	Equipment	1,500	Running costs	79,211
MillHall Management Cttee	Community Facility	3,746	Play Scheme	2,613
Faifley Monday Club	Running Costs	400	Equipment purchase	2,650
Levenside Older People	Running Costs	1,900	One off event	9,300
Carers of West Dunbartonshire	Equipment	350		93,774
Round Three				
Age Concern VoL	Running Costs	2,300		
Women Moving On	Running Costs	452		
C Special Needs Forum - Mad for It	Running Costs	2,800		
CSNF - Core	Running Costs	3,320		
Music in Hospitals	Running Costs	500		
DDDCF	Playscheme	640		
Deaf Blind Scotland	Equipment	250		
Total through CVS		93,774		
Other				
Dalmonach Tenants Association	Event	1,000		
Dumbarton Common Good				
Alcoholics Anonomous	Running Costs	7,690		
Alternatives	Running Costs	5,000		
Strathleven Atizans	Equipment	25,000		
Bellsmyre Digital	Running Costs	34,136		
Dumbarton Senior Citizens	Running Costs/Events	15,200		
Rockvale Rebound	Rent	5,130		
Scottish Maritime Museum	Running Costs	55,650		
Citizen's Advice Bureau	Running Costs	40,000		
		187,806		

WEST DUNBARTONSHIRE COUNCIL**Potential Applicants supported to attract alternative funding 2011/12****APPENDIX B****£****Applications By Category:**

Disability/Care Organisations	18,156
Community Facilities	0
Older People	19,670
Playschemes	6,791
Sport	15,170
Justice/Equalities	7,000
Leisure/Recreation	24,738
	<u>91,525</u>

Applications Given By Area:

Dumbarton	32,102
Clydebank	30,546
Vale of Leven	14,847
Milton/Bowling/OK	1,645
WD wide	12,385
	<u>91,525</u>

**Community Council applications
for noting on 20 June 2012
(2012/13)**

Organisation	Amount Requested	Reason	Grant Awarded 2011/2012	Comments
Dumbarton East & Central Community Council c/o Ms Mary Hudson 127 Glasgow Road Dumbarton	£2,250	To fund the running costs of the Community Council in 2012/13	No previous grant awarded	Amount agreed as per formula £2,687.23 Amount to be paid: £2,250
Clydebank East Community Council c/o May Brown Oakbank Flat 15, 55 Bank Street Clydebank	£1,460	To fund the running costs of the Community Council in 2012/13 plus the purchase of laptop & accessories	No previous grant awarded	Amount as per agreed formula £3,515.54 Amount to be paid: £1,400

**Dumbarton Common Good Fund applications
for consideration on 20 June 2012
(2012/13)**

Organisation	Amount Requested	Reason	Grant Awarded 2011/2012	Comments
Dumbarton & District Disabled Children's Forum c/o Pamela Martin 21 Cumbrae Crescent South Castlehill Dumbarton	£17,000	Purchase of new disabled access holiday caravan	Community Chest Grant £7,400 April 2011 Playscheme Grant £1,140 April 2011 Playscheme Grant £640 October 2011	The group's current caravan is 6 years old and will require more expensive repairs and maintenance within a few years and will have no residual value. There is no similar, accessible affordable holiday service available to families of disabled children. 79% of members of the group reside within the Dumbarton area with a total of 131 people using the caravan from April to October 2011. The group has not indicated where the annual running costs of the caravan will be met from, although historically it has been through grant applications to funding bodies (including the Council). The full cost of the purchase/ part-exchange is £21,500, with the remainder being funded by the Forum Recommendation: £17,000

**Dumbarton Common Good Fund applications
for consideration on 20 June 2012
(2012/13)**

Organisation	Amount Requested	Reason	Grant Awarded 2011/2012	Comments
BIEN (Brain Injury Experience Network) c/o Mr Steven Cochrane 157 Redburn Alexandria	£1,075	Assistance with outings, leisure activities, entry fees, transport costs, country walks	No previous grant awarded	<p>Approx 45% of members of the group reside within the Dumbarton area (9 from 20 members)</p> <p>Recommendation: £500 – benefit those members residing in Dumbarton only and refer group to CVS to apply for funding from the community chest fund.</p>

WEST DUNBARTONSHIRE COUNCIL

Report by the Executive Director of Corporate Services

Corporate & Efficient Governance Committee: 20 June 2012

Subject: Write Off of Miscellaneous Income Debtor Accounts

1. Purpose

- 1.1** The purpose of this report is to recommend for approval the write off of debts in respect of miscellaneous income debtor accounts.

2. Background

- 2.1** Miscellaneous income debtor accounts are issued to individuals and organisations for the use of Council services. In certain circumstances these debts may become uncollectable.
- 2.2** Financial Regulation D4 requires the Head of Finance & Resources to seek the approval of Members prior to writing off any debt in excess of £500.00.
- 2.3** A report is submitted annually to Committee seeking approval for write off of irrecoverable debts in excess of £500.00.

3. Main Issues

- 3.1** Debts totalling £119,577.50 are submitted for write off. In accordance with the recommendation made by Members at the Corporate and Efficient Governance Committee on 27 January 2010, a detailed list of the accounts being submitted for write off has been circulated to all Members of the Committee.
- 3.2** Although the debts are treated as written off, should any circumstances change whereby debts can be collected, the Council will pursue them. Indeed, if any Member has information or a query regarding a debtor, they can contact the Finance & Resources Service directly.

4. People Implications

- 4.1** There are no people implications.

5. Financial Implications

- 5.1** The miscellaneous income debtor accounts being written off, totalling £119,577.50 is provided for in the Council's bad debt reserve.

6. Risk Analysis

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

7. Equalities Impact Assessment (EIA)

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

8. Strategic Assessment

- 8.1** The Council has identified four main strategic priorities, namely Social & Economic Regeneration, Financial Strategy, Asset Management Strategy; and Fit for Purpose Services.
- 8.2** The write off of uncollectable debts feeds into the financial strategy of the Council.

9. Conclusions and Recommendations

- 9.1** The individual debts are deemed uncollectable. Sums written off are provided for within the Council's bad debt reserve.
- 9.2** Members are asked to approve the write off of miscellaneous income debtor accounts totalling £119,577.50.

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Angela Wilson
Executive Director of Corporate Services
Date: 7 June 2012

Person to Contact: Vincent Gardiner, Client & Support Manager, Garshake Road.
Telephone (01389) 737192.
Email: vincent.gardiner@west-dunbarton.gov.uk

Appendices: None

Background Papers: None

Wards Affected: All Council wards.

WEST DUNBARTONSHIRE COUNCIL

Report by the Executive Director of Corporate Services

Corporate & Efficient Governance Committee: 20 June 2012

Subject: Write Off of National Non-Domestic Rates

1. Purpose

- 1.1** The purpose of this report is to recommend for approval the write off of debts in respect of National Non-Domestic Rates (NNDR).

2. Background

- 2.1** The NNDR is a national rate on non-domestic properties and is determined each year by the Scottish Parliament. All local authorities collect the rate and the monies collected are pooled into a central fund. The Scottish Government allocates grant to each authority from this fund.
- 2.2** The grant distribution formula used by the Scottish Government has regard to the amount of NNDR collectable by each local authority. West Dunbartonshire Council makes an annual return to the Scottish Government detailing the amounts collected for each year. Included in this return is a note of any amounts written off as uncollectable. As such, NNDR collected by a local authority represents a receipt of grant income. Specific debts deemed uncollectable are written off and the reduction in NNDR collected locally is compensated for in future grant settlements.
- 2.3** A report is submitted annually to Committee seeking approval for write off of irrecoverable debts in excess of £500.00.

3. Main Issues

- 3.1** Debts totalling £1,023,088.02 are submitted for write off. In accordance with the recommendation made by Members at the Corporate and Efficient Governance Committee on 27 January 2010, a detailed list of the accounts being submitted for write off has been circulated to all Members of the Committee.
- 3.2** Although the debts are treated as written off, should any circumstances change whereby debts can be collected, the Council will pursue them. Indeed, if any Member has information or a query regarding a debtor, they can contact the Finance & Resources Service directly.

4. People Implications

- 4.1** There are no people implications.

5. Financial Implications

- 5.1** The NNDR debts written off totalling £1,023,088.02 will be notified to the Scottish Government NNDR pool for reimbursement.

6. Risk Analysis

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

7. Equalities Impact Assessment (EIA)

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

8. Strategic Assessment

- 8.1** The Council has identified four main strategic priorities, namely Social & Economic Regeneration, Financial Strategy, Asset Management Strategy; and Fit for Purpose Services.
- 8.2** The write off of uncollectable NNDR debts feeds into the financial strategy of the Council.

9. Conclusions and Recommendations

- 9.1** The individual debts are deemed uncollectable. Sums written off will be notified to the Scottish Government for reimbursement via future grant settlements.
- 9.2** Members are asked to approve the write off of NNDR accounts totalling £1,023,088.02.

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Angela Wilson
Executive Director of Corporate Services

Date: 7 June 2012

Person to Contact: Vincent Gardiner, Client & Support Manager, Garshake Road.
Telephone (01389) 737192.
Email: vincent.gardiner@west-dunbarton.gov.uk

Appendices: None

Background Papers: None

Wards Affected: All Council wards.

WEST DUNBARTONSHIRE COUNCIL
Report by Executive Director of Corporate Services
Corporate and Efficient Governance Committee - 20 June 2012

Subject: Provost's Fund

1. Purpose

- 1.1** The purpose of this report is to advise Members of the current sum available within the Provost's Fund and invite Members to approve a new allocation to the Fund.

2. Background

- 2.1** In 1953 a Fund, known as the Burgh of Clydebank Provost's Fund, was established. The Fund transferred to Clydebank District Council in 1975 and to West Dunbartonshire Council in 1996.
- 2.2** In November 1998, officers were requested by Council to examine whether the Fund could be adapted for wider use, or whether a replacement Trust to cover the whole area of West Dunbartonshire should be required. It was determined that the existing Fund may be used to cover the whole of West Dunbartonshire.

3. Main Issues

- 3.1** The balance on the Fund as at 31 May 2012 was £244.46.
- 3.2** The accounts for the Fund for the year ended 31 March 2012 show total expenditure in the year of £2,600.00 and £250.00 thereafter to date. Detail of recent distribution during financial year 2011/12 and also the period between 1 April 2012 and now is shown as Appendix A.
- 3.3** During 2011/12, the total paid into the Provost's Fund from the local grants budget was £3000.00; and a further £14.01 of bank interest was received.
- 3.4** From 2008/09 onwards, the West Dunbartonshire Community Volunteer Service (WDCVS) has been involved in administering and monitoring the Council's local grants budget, with a retained element held by the Council. Any agreed funding to be provided to the Provost's Fund would be taken from this retained element and would not affect the amount allocated to the WDCVS.
- 3.5** An element of the grant funding is retained by the Council and not passed onto the CVS at the start of the year in the event of further strategic partners being identified through the grants process. The retained element of the grant funding for 2012/13 is £21,000. Any budget allocated to the Provost's Fund would reduce this.

4. People Implications

4.1 There are no people implications at this point.

5. Financial implications

5.1 Any transfer from the local grants budget to the Provost Fund would be taken from the retained element of the Council's grants budget.

6. Risk Analysis

6.1 No further risk analysis was required.

7. Equalities Impact Assessment

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

8. Strategic Assessment

8.1 The Council has identified four main strategic priorities, namely Social & Economic Regeneration; Financial Strategy; Asset Management Strategy; and Fit for Purpose Services.

8.2 The award of funding through the Provost Fund has an indirect impact on Social and Economic Regeneration.

9. Conclusions and Recommendations

9.1 The Provost Fund, as at 31 May 2012, holds a balance of £244.46 and in order to continue to operate requires an allocation from the grants budget. During 2011/12, the Provost Fund received £3,000.00 funding from the Council's retained grants budget.

9.2 Members are requested to approve the transfer of £3,000.00 from the local Grants budget to the Provost's Fund and agree that any further funding will require a further report to this Committee.

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Angela Wilson
Executive Director of Corporate Services
Date: 21 May 2012

Person to Contact: Gillian McNeilly, Finance Manager
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Appendix: Distribution of Funds for 2011/12 and period since 1 April 2012 to 31 May 2012

Background Papers: No background papers

Wards Affected: All wards

Appendix

WEST DUNBARTONSHIRE COUNCIL - PROVOST'S FUND

Account for the Period 1st April 2011 to 31 May 2012

Balance B/Fwd at 1 April 2011	£80.45
Add:	
Bank Interest	£14.01
West Dunbartonshire Council (4 May 2011)	£1,500.00
West Dunbartonshire Council (18 June 2011)	£1,500.00
	£3,094.46
Less: Donations made during financial year 2011/12	
Kilpatrick Activity Fund	£25.00
The Prince William & Kate Middleton Charitable Gift Fund	£100.00
Dunbartonshire's Deaf Children's Association	£100.00
12th Clydebank Guides	£200.00
Army Benevolent Fund	£50.00
St Cuthbert's Church	£100.00
Clydebank Multiple Sclerosis Society	£200.00
Riverside Early Education & Childcare Centre	£25.00
Guide Dogs for the Blind	£25.00
John Hartson Fund	£100.00
Bowling Annual Gala	£100.00
Erskine	£25.00
Mr Billy Parker	£50.00
Mrs Jean McEwan	£25.00
Bonhill & Jamestown Older People's Welfare Association	£50.00
Age Concern Dumbarton	£50.00
Jamestown Parish Church	£50.00
Bonhill Senior Citizens Association	£50.00
Dalmonach Tuesday/Friday Senior Citizens Club	£25.00
Second Ward Senior Citizens Club	£200.00
Vale of Leven Remembrance Day Association	£25.00
Dumbarton and Vale of Leven Disabled Women's Group	£75.00
Clydebank Highland Association	£50.00
CHAS	£25.00
Linnvale Community Bus	£25.00
Violet McGuire, Clydebank Women's Group	£200.00
Clydebank Musical Society	£50.00
Kilbowie St.Andrew's Women's Guild Social Club	£100.00
St.Peter the Apostle High School	£100.00
Clydebank Seniors Forum	£150.00
Rosie Kerr - Marathon de Sable sponsorship	£150.00
Lomond Writers' Gathering	£25.00
South East Division Guide Association	£50.00
1st Linnvale Brownies	£25.00
	<u>£2,600.00</u>

Balance C/Fwd at 31 March 2012	£494.46
Less: Donations made to date in financial year 2012/13	
Champion Dance and Cheer All-stars	£150.00
Timebank	£100.00
	£250.00
Balance as at 31 May 2012	<u>£244.46</u>

WEST DUNBARTONSHIRE COUNCIL

Report by the Executive Director - Corporate Services

Corporate & Efficient Governance Committee: 20 June 2012

Subject: Job Evaluation Policy and Procedure

1. Purpose

- 1.1** The purpose of this report is to update the Corporate & Efficient Governance Committee (CECG) on the development of the Job Evaluation Policy and Procedure. The Procedure has been developed to set out clearly the process to be followed for the evaluation of jobs within the Council to ensure fair and consistent practice across the Council.
- 1.2** Members are asked to approve the Job Evaluation Policy and Procedure for implementation within the Council.

2. Background

- 2.1** The Job Evaluation Policy and Procedure set out local arrangements for the application of the Scottish Council's Job Evaluation Scheme (JES). The JES and its supporting "Gauge software was designed specifically to support the introduction of non-discriminatory, unified pay and grading structures for the "Single Status" job population within Scottish local authorities. The factors and definitions of the Job Evaluation Scheme were endorsed by both the Trade Unions and Management side of the Scottish Joint Council in April 2000, and a Second Edition of the Scheme containing jointly agreed amendments was further endorsed in October 2002.

3. Main Issues

- 3.1** The purpose of job evaluation is to compare a range of different jobs to establish for pay and grading purposes their relative size and importance within an organisation. It provides for a systematic and consistent mechanism for comparing the relative demands of jobs under an objective set of criteria. The Job Evaluation Policy and Procedure aims to ensure that all job evaluation is dealt with fairly and consistently in accordance with current legislation and best practice.
- 3.2** The attached Policy and Procedure provides detailed guidance to Line Managers and employees on identifying the requirement for evaluation and the evaluation process. The procedure includes an Appeals stage and provides standard documentation which must be completed to support evaluation or appeal requests.
- 3.3** Consultation has taken place with the trades unions who fully participated in the development of the Job Evaluation Policy and Procedure with joint

working between management, HR and trades unions being undertaken to develop the Policy and Procedure. Agreement was reached to implement the Policy and Procedure on an interim basis pending Committee approval for full implementation.

- 3.4 A pool of management, employee and trade union representatives have been identified to be trained as job analysts to support the job evaluation process.

4. People Implications

- 4.1 All employees will be made aware of the procedure for job evaluation through a Core Brief message and the Policy, Procedure and supporting documentation will be placed on the HR&OD Knowledge Portal. Briefing Sessions to raise awareness of the new policy and procedure will be available to Managers and will be delivered by HR&OD.

5. Financial Implications

- 5.1.1 West Dunbartonshire Council is committed to the operation of a pay and grading system which is transparent, based on objective criteria, and free from bias. There are no additional financial implications arising from implementation of the job evaluation policy and procedure to support this commitment.

6. Risk Analysis

- 6.1 The Council requires a robust job evaluation policy and procedure to maintain the integrity of the current pay and grading arrangements and to meet its statutory obligations in respect of pay equality. The policy and procedure outline the arrangements to support this requirement including the commitment to ensuring that Job Analysts are properly trained to use the Scottish Councils' Job Evaluation Scheme and the Gauge System, and that the application of the scheme is monitored to ensure consistency.

7. Equalities Impact Assessment (EIA)

- 7.1 The purpose of the Job Evaluation Policy and Procedure is to ensure that a fair, transparent and consistent approach is taken to the evaluation of jobs within the Council. Job evaluation may result in the grade for a post reducing, remaining the same, or increasing. The EIA identified that the impact of job evaluation is not limited to protected individuals under equality legislation but to all individuals. The aim of the Policy is to ensure that jobs are graded fairly and equitably, and that the Council complies with equality legislation.

8. Strategic Assessment

- 8.1 A robust and fair job evaluation process is critical in underpinning pay and grading structures that enable the Council to recruit, reward and retain staff and ensure that jobs are paid appropriately while meeting statutory obligations in respect of pay equality.

9. Conclusions and Recommendations

- 9.1** The Job Evaluation Policy and Procedure has been developed in co-operation with the trades unions and provides a framework and guidelines for the job evaluation process for managers and employees.
- 9.2** The Job Evaluation Policy and Procedure aims to ensure that the job evaluation process is dealt with fairly and consistently in accordance with current legislation and best practice.
- 9.3** Committee is asked to note:
- (1) that consultation has taken place and the Policy and Procedure have been applied on an interim basis pending full approval from Committee.
 - (2) that a communication framework will be put in place to support the implementation of the Policy and Procedure.
- 9.4** Committee is further asked to approve the implementation of the Job Evaluation Policy and Procedure.

Angela Wilson
Executive Director - Corporate Services
Date: 4 June 2012

Person to Contact: Tricia O'Neill- Head of HR&OD, HR&OD Services,
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Appendices: Appendix 1 - Job Evaluation Policy and Procedure

Background Papers: N/A

Wards Affected: All



Job Evaluation

Policy and Procedure

Date of implementation

Human Resources
Employment Policies



HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT

Quick Reference - Associated Documents and Version Control

Title	Job Evaluation Policy and Procedure
Version	1.0
Lead Officer	Section Head - Employment Policy and Practice
Committee approval date:	
Date reported to JCF:	21 June 2012
Date reported to CMT:	
Consultation with trades unions:	January 2012 with agreement to apply on interim basis pending full committee approval.
Supersedes Version	N/A
Driver for change	Procedure to support ongoing evaluation of jobs within the Council in a fair, consistent and transparent manner.
Review Date	August 2014

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Job Evaluation Policy:

1. INTRODUCTION

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

2. DEFINITION

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

3. SCOPE

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

4. KEY PRINCIPLES

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

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

5. LEGISLATIVE CONTEXT

5.1 The Policy and Procedure complies with the Equalities Act 2010.

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

6. APPLICATION OF POLICY AND PROCEDURES

6.1 A separate Job Evaluation Procedure, documentation and flowcharts have been developed to support the application of the Policy.

7. ROLES AND RESPONSIBILITIES

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

7.1 The Council will:

- provide a robust job evaluation policy and process to underpin equal pay legislation
- ensure that training is provided for those involved in the job evaluation process
- ensure that job evaluation is undertaken on a fair, transparent and consistent basis

7.2 Managers will:

- understand the Job Evaluation Policy and Procedure and their role in the process
- submit posts for evaluation to the HR Business Partners and provide the appropriate supporting documentation

- ensure that job profiles are accurate, complete and comprehensive and meet the needs of the service and that they are completed on the standard template
- attend Job Evaluation Panels and Appeals Panels as requested to provide information on the role being evaluated

7.3 HR Business Partners will:

- provide advice and guidance on the Job Evaluation Policy and Procedures to managers in relation to developing accurate, complete and comprehensive job profiles
- ensure that Job Profiles are suitable for submission to the Job Evaluation process and submit posts for evaluation to the appropriate team
- contribute to the development and review of the Job Evaluation Policy and Procedures in line with legislative requirements and good practice
- attend Job Evaluation Panels and Appeals Panels as requested to assist in providing information on the role being evaluated
- attend Appeals Panels in an Analyst role

7.4 The Employee Lifecycle and Workforce Planning Team will:

- ensure compliance with the Job Evaluation Policy, Procedures and processes, and ensuring the administration of the Job Evaluation process on behalf of the Council, including notification of outcomes
- develop effective documentation and ensure systems are in place to evidence compliance with the policy and procedures in support of an auditable process
- ensure that those involved at all stages of the evaluation process are provided with adequate training to undertake their role and that adequate resources are available by maintaining a pool of trained Job Analysts who are available to participate in the process
- provide advice and guidance to managers in relation to the development of accurate, complete and comprehensive job profiles, and provide advice and guidance to managers in relation to the Job Evaluation Policy and Procedure
- lead on the development and review of the Job Evaluation Policy, Procedures, supporting documentation and processes in line with legislative requirements and good practice

7.5 Trade Unions will:

- consult in the development and review of the Job Evaluation Policy and Procedures
- actively support the ongoing training and participation of trade union representatives in the evaluation process
- support their members by providing advice and guidance to employees in relation to the Job Evaluation Policy, Procedure and process

- support the Job Evaluation process as a Job Analyst/Panel Member or as an employee representative and not undertaking both roles in relation to a particular job or group of jobs

7.6 Job Analysts/ Panel Member/Job Evaluation Panel Members will:

- maintain confidentiality with regard to all aspects of work undertaken in their role as analyst or panel member
- declare any conflict of interest with any role being evaluated - if in any doubt advice should be sought from the Section Head – Employment Policy and Practice
- attend training as required and ensure a full understanding of the Scottish Councils' Job Evaluation Scheme
- ensure the job evaluation procedure as outlined in the policy, procedure and supporting documentation is followed
- on a regular basis participate and attend evaluation panels
- record all outcomes on the Gauge Job Evaluation system to create Job Overview Documents

7.7 Employees will:

- provide all relevant information with their submission to the Job Evaluation Panel or Appeals Panel
- ensure that any documentation submitted is accurate, complete and comprehensive and that it is completed on the standard templates
- attend Job Evaluation Panels and Appeals Panels as requested to provide information on the role being evaluated

8 REVIEW AND MONITORING

8.1 The Job Evaluation Policy, Procedure and supporting documentation will be reviewed 1 year after implementation and thereafter every 2 years.

8.2 The policy will be reviewed in line with any relevant changes to legislation, best practice or Scottish Councils' Job Evaluation Scheme as required. If issues arise in relation to the application of the policy or procedure then an earlier review will take place.

JOB EVALUATION PROCEDURES:

1. INTRODUCTION:

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

1.2 The Job Evaluation process will:

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

2. WHEN TO EVALUATE JOBS

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

2.2 Posts should be considered for evaluation where:

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

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

- the request is as a consequence of comparison with the evaluation outcome of a separate post and no evidence is provided in relation to changes to one or more of the 13 factors of the SCJE Scheme

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

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

3 PROCEDURE FOR EVALUATING JOBS

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

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

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

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

3.2 A flowchart has been developed in relation to the Job Evaluation Process Appendix 2.

3.3 A number of documents require to be prepared and submitted, in advance of an evaluation request being considered. Submissions cannot be considered for job evaluation unless all relevant documentation is included. Where access to job profiles, person specifications, job overview documents and factor level scores is required individuals should contact their Departmental HR Business Partner.

(1) Management Requests

3.3.1 Documents which require to be submitted in support of a management request:

- Job Profile and Person Specification – using the standard Council template and guidance. A copy of this template and guidance can be found at on the HR and OD Knowledge Portal on the Intranet.
- Completed Managers Job Evaluation Request Form (Appendix 3) – including a summary of:
 - the rationale for the job being introduced if a new post

- the changes and associated rationale that have been made to the role if it is an existing post
- the factors of the Scottish Council Job Evaluation Scheme which are considered to have been affected by the changes (A summary of the 13 Factors can be found at Appendix 5)

3.3.2 Management requests are required to be completed in conjunction with the Departmental HR Business Partner who will support the manager in ensuring the submission is in the correct format and contains all the relevant information for an effective evaluation. It may be that the HR Business Partner returns the submission to the manager if additional information or clarity is required for evaluation.

(2) Employee Request

- 3.3.3** Documents which require to be submitted in support of an employee request:
- Current Job Profile and Person Specification.
 - Current Job Overview Document and Factor Level Scores Breakdown
 - Completed Employee Job Evaluation Request Form (Appendix 4) – including a summary of:
 - What has changed in the job
 - the factors of the Scottish Council Job Evaluation Scheme which are considered to have been affected by the changes (A summary of the 13 Factors can be found at Appendix 5)
- 3.3.4** Employee requests should be submitted to the immediate line manager for initial checking and verification. Where the manager is in agreement with the content, the completed request form and supporting documentation should be submitted to HR Business Partner for the Department for inclusion in the evaluation process.

Unsupported Employee Request

- 3.3.5** Where the manager does not agree with the submission, the manager should complete the appropriate section on the Job Evaluation Request form outlining the reasons for rejection and discuss this with the employee.
- 3.3.6** Where the employee's request is not supported by the manager and the employee believes that (1) the factors outlined in the submission have not been considered and/or (2) there are relevant areas of dispute as referred to in section 3.4.5 below, the employee can submit an appeal to the Job Evaluation Appeals Panel within 10

working days of notification of outcome. The unsupported Job Evaluation Request Form must be submitted to the Departmental HR Business Partner for submission to the Job Evaluation Appeals Panel.

- 3.3.7** Only where the employee sets out grounds which could demonstrate that not all job demands were considered by the manager or which could demonstrate that the demands and responsibilities of the job in question are outwith the existing job overview or job profile for the post can such an appeal be submitted to the Job Evaluation Appeals Panel. The appeal must contain information setting out the basis on which it is claimed that this is the case, or it will not be admissible.
- 3.3.8** In hearing appeals, the Job Evaluation Appeals Panel will meet with all parties and consider the submissions from the employee and the manager. After consideration the Job Evaluation Appeals Panel will make a final decision on whether there are sufficient grounds for the post to be re-evaluated by the Job Evaluation Panel. There is no further right of appeal against this decision.
- 3.4** Evaluation requests and supporting documentation should be sent to Departmental HR Business Partner for submission to the Job Evaluation Panel. The manager and the employee(s) will be advised of the date and time of the panel meeting.
- 3.5** The manager and, where appropriate, the employee will be required to attend the panel to discuss the job and submission documents. The employee may be accompanied by a colleague or trade union representative. In some circumstances the HR Business Partner may also be required to attend the Panel.

Job Evaluation Panels

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

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

Appeals

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

- 3.15** An appeal cannot be made solely because an employee or manager disagrees with the score and grade resulting from the job evaluation outcome unless one of the grounds listed below apply:
- Panel misunderstood the information submitted in relation to one or more of the 13 factors.
 - The job evaluation process was not carried out in accordance with the Council's procedures.
- 3.16** The Job Evaluation Appeal Panel will comprise of a management, Trade Union and an HR representative. The panel will not have been involved in the initial evaluation of the post. The Job Evaluation Panel will consider the whole job and the 13 factors not just those being contested.
- 3.17** The Employee Lifecycle and Workforce Planning Team will provide acknowledgement that an appeal has been submitted and arrange a date for the appeal to take place.
- 3.17.1** For management appeals the manager is expected to prepare and present the case and detail and provide evidence to support their case.
- 3.17.2** For employee appeals the individual concerned will be expected to prepare and present the case and detail and provide evidence to support their case. The employee can be accompanied by a colleague or trade union representative. The manager will be required to attend the appeal.
- 3.18** The Appellant will present their case to the Job Evaluation Appeals Panel and both management and the employee will answer any questions that the Panel may have.
- 3.19** Once the case has been presented and the Job Evaluation Appeals Panel have sought clarity the manager/employee and their representative must withdraw from the panel to allow the Job Evaluation Appeals Panel to consider the information presented.
- 3.20** The appeal outcome will be decided on by the Job Evaluation Appeals Panel and advised to the manager and employee in writing by HR after the meeting, and where requested feedback can be given by the Chair of the Panel. This process will still be subject to consistency checking.
- 3.21** There is no further right of appeal.

4. JOB EVALUATION/APPEALS OUTCOMES

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

WEST DUNBARTONSHIRE COUNCIL

Report by Executive Director of Corporate Services

Corporate and Efficient Governance Committee: 20 June 2012

Subject: Update on Elderly Welfare Grant Funding

1. Purpose

- 1.1 The purpose of this report is to update Members on the distribution of the elderly welfare grant funding for 2011/12, including budget allocations, process review and to update on the 2012/13 distribution.

2. Background

- 2.1 Following a review of the current process, a report was submitted to the Corporate and Efficient Governance Committee on 22 June 2011 recommending a change to the way in which the grant funding held for older people was allocated, paid and used, which was subsequently approved at Committee.
- 2.2 An update was given at the Special Committee on 20 October 2011. Following further checks, particularly in relation to duplication and nominations, total numbers, at that time, were advised to Committee on 18 January 2012 as:

	Number	Value (£)
Nominated to self:	7,688	115,320
Nominated to groups:	<u>1,640</u>	<u>30,800*</u>
Total	<u>9,328</u>	<u>146,120</u>

*Includes Dumbarton Common Good allocated directly to Dumbarton Senior Citizens, per Committee 20 October 2011

- 2.3 At the meeting on 18 January, Members agreed that Dumbarton Senior Citizens receive an additional £9,000 from the Dumbarton Common Good (excluded in the figures above in 2.2). Members also agreed that further payments of late applications could be made, where appropriate.
- 2.4 Future reporting was agreed at the Committee in January as:
- A report of the budgetary allocation, following disbursement of grant funding, would be submitted to a future meeting of the Committee for Members' consideration; and
 - A further final report on the 2011/12 payments would be submitted to the Committee after the year end.

3. Main Issues

Budgetary Position 2011/12

3.1 The final budgetary position for 2011/12 is as follows:

	Budget (£)	Paid (£)	Remaining (£)
Council Funding	183,690		
Staff Donations	120		
Group Total		25,380	
Individual Total		117,540	
Total	183,810	142,920	40,890
Common Good	15,200	15,200	nil

3.2 This shows that £40,890 remains unallocated from the 2011/12 Council budget. For year end purposes, this will be earmarked within the Financial Statements for use in 2012/13, pending Members' consideration and agreement of use or allocation of this balance.

Process Review 2011/12

3.3 During the process of 2011/12, a number of controls have been in place to ensure security of the information – e.g.:

- the forms are held in a secure location;
- the electronic information is held securely, with access only to those authorised; and
- ongoing reconciliations to ensure all payments are accounted for.

3.4 The change in the distribution of the 2011/12 grant funding proved to be time consuming and labour intensive. During these changes, the aim was to minimise issues for groups and individuals caused by the process:

(a) The change in process could have resulted in a number of groups, who previously received grant funding, having financial difficulties – due to reduced grant funding through the nomination process. However, the 2011/12 process identified a number of smaller groups who received nominations for funding but who subsequently did not want/accept the funding. No groups (who did not provide a membership list for use in funding nominations) contacted the Council advising of financial hardship. This could change during the 2012/13 allocation, where groups may have less money than they did a year ago.

(b) There were a small number of groups who received funding through nominations that did not meet the agreed criteria. Officers worked with those groups to ensure payment was made e.g.:

- groups that did not have an agreed constitution (officers are working with the groups to agree a constitution for future use); or

- groups who refused to provide bank details to the Council (these were subsequently paid through Dumbarton Senior Citizens group, following appropriate approval by the appropriate groups)
- (c) There were a number of duplicate nominations – through either individuals submitting more than one form, or being a member of more than one membership list. Action was taken to ensure the appropriate payment was made.
- (d) There were a number of wrong bank details given (e.g. wrong sort codes, wrong number of account digits, etc), or information submitted being in relation to bank/ post office accounts which do not receive incoming funds. This was corrected through checks completed and correspondence with the individual.
- (e) A number of individuals did not have bank accounts. When there was no alternative, cheques were processed – with cashing facilities available at Council offices in Clydebank, Dumbarton and Alexandria.
- (f) Late nominations/changes in deadlines resulted in the need for staff to complete the same checks more than once.
- 3.5** As with any new process, there have been a number of lessons learned to reduce the time taken to process the nomination forms (e.g. collate, input, check and correct the information). However, as 2011/12 information is to be used as the base information for 2012/13 and only necessary 'changes' made, the time required for processing of 2012/13 information should not be as significant.

Process actions identified for 2012/13

- 3.6** In order to meet likely Committee timescales to allow payments prior to Christmas and taking account of the closure of groups over the Summertime, the action plan for 2012/13 payments has already commenced.
- 3.7** Last year's information has now been collated into one spreadsheet and will be used for the base position 2012/13.
- 3.8** The summary action plan for 2012/13 is as noted below:

ACTION	DEADLINE
Update blank forms and Frequently Asked Questions –for individuals & groups	Completed
Advertising commences: <ul style="list-style-type: none"> • Posters – e.g. doctors surgeries, Council premises, partner organisation offices (e.g. Leisure Trust, Citizen's Advice Bureaux); • Internet; and • Newspapers through press release 	31/5/12
Arrange for blank forms to go out to identified Council premises. These premises will be used to pick up blank forms & drop off completed forms: <ul style="list-style-type: none"> • Libraries • Social work Homes and Centres 	31/5/12

<ul style="list-style-type: none"> • Housing Area Offices • Main Council Offices 	
Contact groups with last year's payment details & request an update on this information only: <ul style="list-style-type: none"> • New Members; • Members who have left; and • Change in group details (such as bank details) The offer will be made to meet the groups to talk through this process	31/5/12
Write to all individuals who received cheques in 2011/12 & ask for confirmation of cheque/bacs payment for 2012/13	31/5/12
Update process of controlling mail in & changes to spreadsheet	31/5/12
DEADLINE FOR RETURN OF CHANGES /FORMS – GROUPS/INDIVIDUALS	31/7/12
Deadline for input into main spreadsheet	31/8/12
Report to Committee - September /October	To be confirmed
DATE OF PAYMENT	30/11/12

3.9 It should be noted that there is no plan to hold public open days for the 2012/13 process and that the Contact Centre will work with Finance Officers to ensure all questions and queries are resolved.

3.10 It should also be noted that although officers will make the available checks to ensure changes in individual nomination are identified, it is for the individual or a representative (where possible) to contact us regarding changes – new nominations, residential changes, bank account changes, etc. Officers will **not** make contact with all individuals listed in 2011/12 to verify no changes.

Budgetary Allocation 2012/13

3.11 The agreed budget for elderly payments this year is:

	£	
Grants Budget 2012/13	185,530	
Staffing donation	100	(approximate – to be confirmed)
	<u>185,630</u>	
Grants Budget 2011/12	<u>40,890</u>	
Dumbarton Common Good	<u>6,200</u>	(allocated directly to Dumbarton Senior Citizens)

3.11 If nomination numbers remain similar to those last year, of the £0.186m for 2012/13, there may be a further £0.040m unallocated by the end of the year which would be added to the remaining 2011/12 balance. Consideration needs to be given to the appropriate use of these funds – for example:

(a) Funds could be allocated to all elderly groups on a pro rata percentage to membership. However, this may be considered unfair to individuals who

have nominated their proportion to a group already, against others who have benefited from receiving funding directly;

(b) 'Payout value' per individual nomination could be amended each year in line with total available budgets (once nomination totals are confirmed); or

(c) The remaining balance each year, after allocation from nominations (including the unallocated balance from 2011/12), could be given to the CVS under the community chest grants, with the instruction it would be for allocation to elderly groups only.

4 People Implications

4.1 Any workload resulting in the process to date has been contained within the current staffing resources.

5 Financial implications

5.1 Payments paid from the 2011/12 budget allocation total:

Council	£142,920
Common Good	£15,200

5.2 Therefore, the budgets currently identified for distribution in 2012/13 is:

2011/12 Earmarked	£40,890
2012/13 Council	£185,530
2012/13 Common Good	£6,200
2012/13 Staff Donations	£100 (to be confirmed September 2012)

6 Risk Analysis

6.1 This report is for noting and no risk analysis was required for this report.

7. Equalities Impact Assessment

7.1 An Equalities Impact Assessment was completed for the recommendations regarding the change to processes per the Committee report on 22 June 2011. This update follows as part of that assessment.

8. Strategic Assessment

8.1 The report updates on a process to allocate funds already held within the budget. The Council has identified a strategic priority for 2011/12, namely Social and Economic Regeneration, to which this contributes.

9. Conclusions and Recommendations

9.1 Following Committee decisions the grant funding 2011/12 has been dispersed as agreed, however there remains an unused balance of £40,890, which has been carried forward for use in 2012/13.

- 9.2** Members are asked to note that the process for 2012/13 is currently underway, per the action plan note above at 3.8.
- 9.3** Members are asked to note that officers make no recommendations at present on the unallocated funds from 2011/12. A full report on allocation of funds for 2012/13 will come to Committee in September/ October (prior to payment), once nomination numbers are known for the year. At this time, the 2011/12 unspent funding will also be considered.

Angela Wilson
Executive Director of Corporate Services
Date: 7 June 2012

Person to Contact: Gillian McNeilly, Finance Manager, Garshake Road, Dumbarton
Telephone (01389) 737194.
E-mail: gillian.mcneilly@west-dunbarton.gov.uk

Appendices: none

Background Papers: Corporate & Efficient Governance Committee report 25 February 2009
Corporate & Efficient Governance Committee report 29 April 2009
Corporate & Efficient Governance Committee report 24 March 2010
Corporate & Efficient Governance Committee report 26 May 2010
Corporate & Efficient Governance Committee report 25 August 2010
Corporate & Efficient Governance Committee report 22 June 2011
Corporate & Efficient Governance Committee report 20 October 2011
Corporate & Efficient Governance Committee report 18 January 2012
Grant Applications & Nomination Forms

Wards Affected: All Wards affected.

WEST DUNBARTONSHIRE COUNCIL

Report by the Executive Director of Corporate Services

Corporate and Efficient Governance Committee: 20 June 2012

Subject: Housing and Council Tax Benefit Fraud Strategy

1. Purpose

- 1.1** The purpose of this report is to seek approval for our amended Housing and Council Tax Benefit Fraud Strategy for West Dunbartonshire Council (Appendix 1).

2. Background

- 2.1** West Dunbartonshire Council has a duty to administer claims for housing and council tax benefit, including a responsibility to detect and prevent fraud. The Council also has a duty to ensure that there is maximum uptake of benefit and that the correct amount of benefit is paid to those who are entitled to it.

3. Main Issues

- 3.1** This strategy fully supports the Council's aim to provide best value services which are free from fraud and corruption.
- 3.2** The Council has in place a network of systems and procedures to assist in detecting and dealing with fraud when it occurs. It is committed to ensuring that these systems keep pace with any future developments in techniques to both prevent and detect fraudulent activity in housing and council tax benefit.
- 3.3** The Council will maintain a continuous review of all these systems and procedures through the Housing and Council Tax Benefit Investigation Team and the strategy will be regularly reviewed.
- 3.4** The strategy has been amended to include reference to Loss of Benefit Provisions, increase in the guidance levels for consideration of sanctions and updated to reflect recent title changes for posts and sections referred to in the strategy.

4. People Implications

- 4.1** None.

5. Financial Implications

- 5.1** Local Authorities receive an annual amount of funding paid on a monthly basis to cover housing benefit/council tax benefit administration. This subsidy is part of the funding for the benefits investigation benefit service.

6. Risk Analysis

6.1 There was no requirement to carry out a risk analysis.

7. Equalities Impact Assessment (EIA)

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

8. Strategic Assessment

8.1 The Council has identified four main strategic priorities, namely Social & Economic Regeneration, Financial Strategy, Asset Management Strategy; and Fit for Purpose Services.

8.2 The Housing and Council Tax benefit Strategy forms part of the Financial Strategy of the Council and also feeds into the Health and Wellbeing strategy by seeking to protect vulnerable groups.

9. Conclusion and Recommendations

9.1 The team is focused on an intelligence led approach to investigations with a view to conducting them to prosecution standard.

9.2 The Committee is asked to approve the housing and council tax benefit fraud strategy for West Dunbartonshire Council.

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Angela Wilson
Executive Director of Corporate Services
Date: 7 June 2012

Person to contact:	Vincent Gardiner Telephone: (01389) 737192 Email: Vincent.Gardiner@west-dunbarton.gov.uk
Appendix:	Housing and Council Tax Benefit Fraud Strategy
Background Papers:	Social Security Administration (Fraud) Act 1997
Wards Affected:	All

HOUSING and COUNCIL TAX BENEFIT FRAUD STRATEGY

1. Introduction
2. Legal Framework
3. The Role of the Revenues & Benefits Section
4. Reporting Suspicions of Benefit Fraud
5. Benefit Fraud by an Employee or Member of the Council
6. Prosecution Policy
7. Loss of Benefit Provisions
8. Review and Timescales

Housing and Council Tax Benefit Fraud Strategy

1. Introduction

- 1.1 West Dunbartonshire Council has an Anti Fraud and Corruption Strategy which sets down the framework to ensure our financial and organisational environments are properly controlled.
- 1.2 This document is in addition to that strategy and details responsibilities for the prevention, detection and investigation of housing and council tax benefit fraud.
- 1.3 Corporate Services, Revenue & Benefit Section is responsible for the administration of housing and council tax benefits. We have a duty to ensure efficient and effective processes for dealing with all benefit claims. We also have a duty to protect public funds.
- 1.4 Benefit fraud is the deliberate misrepresentation of circumstances, or the deliberate failure to notify a change of circumstances with the intent of gaining some advantage.
- 1.5 The Revenue & Benefits Section is committed to the prevention, detection, deterrence and investigation of all housing/council tax benefit fraud.
- 1.6 Benefit fraud can be committed by claimants, landlords (or agents), or employees of the Council.
- 1.7 We can fulfil our duty to protect public funds by being proactive in the following areas:
 - Preventing fraud occurring in the first place in having secure benefit gateways by establishing effective controls to stop fraud entering the benefit system. West Dunbartonshire Council has operated the Verification Framework, a government fraud preventative initiative, since April 2003. The Verification Framework means that all benefit claims are thoroughly checked using a robust validation process;
 - Detecting fraud in ongoing claims by monthly data matching of our full housing benefit caseload with information provided by other government departments;
 - Maximising the use of legislative powers of Accredited Counter Fraud Officers;
 - Applying sanctions when appropriate, such as administrative penalties, administrative cautions and referring relevant cases to the Procurator Fiscal for consideration of prosecution;
 - Recovering overpayment of benefits and any administrative penalties;

- Providing annual staff awareness/training and Fraud Awareness Induction for all new employees; and
- Liaising and participating in joint initiatives with external organisations such as the Department for Works and Pensions, other Local Authorities, Audit Scotland, the National Fraud Initiative (NFI) and Her Majesty's Revenues & Customs and Counter Fraud Investigation Service (DWP).

2. Legal Framework

2.1 We are bound by legislation to ensure payments of Housing and Council Tax Benefits are properly controlled, as follows:

- Local Government (Scotland) Act 1973
To make arrangements for the proper administration of our financial affairs. This includes the prevention and detection of housing/council tax benefit fraud;
- Social Security (Administration) Act 1992
This act is amended by the Social Security (Fraud) Acts 1997 and 2001, providing new powers to Local Authorities to assist in the prevention and detection of benefit fraud;
- Regulation of Investigatory Powers (Scotland) Act (2000) (RIPSA)
This Act provides a legal framework for authorising covert surveillance by public authorities and an independent inspection regime to monitor activities within the United Kingdom. The Act empowers the Council to obtain communication data relating to members of the public;
- Freedom of Information Act 2002
This Act makes provision for the disclosure of information held by public authorities or by persons providing services for them and to amend the Data Protection Act 1998 and the Public Records Act 1958; and for connected purposes;
- Data Protection Act 1998
This Act makes provision for the regulation of the processing of information relating to individuals, including the obtaining, holding, use or disclosure of such information;
- Human Rights Act 1998
This Act gives further effect to rights and freedoms guaranteed under the European Convention on Human Rights;
- The Criminal Justice and Licensing (Scotland) Act 2010
This Act came into force for Specialist Reporting Agencies (SRAs) other than the Police on 6 June 2011. The Act changes the way disclosure is made to the Crown in Scotland; and

- The Welfare Reform Act 2012
This Act removes the power of Local Authorities to prosecute Housing/Council Tax Benefit fraud, and sees the creation of the Single Fraud Investigation Service from the 1/4/2013.

3. The Role of the Revenue & Benefit Section

- 3.1 The Revenue & Benefit Section is responsible for the investigation of suspected housing/council tax benefit fraud (HB/CTB). The Section is also responsible for internal control arrangements to ensure the integrity of the HB/CTB system and for prevention and detection measures to minimise the risk of fraud entering the benefit system. Responsibility also exists for detecting existing fraud cases already in payment and taking appropriate sanctions actions where fraud is proven.
- 3.2 All referrals of suspected benefit fraud will be considered by the Benefit Investigation Team within the Revenue & Benefit Section and a decision made on which cases require investigation.
- 3.3 The Revenue & Benefit Section has a Benefit Investigation Team consisting of 1 Accredited Counter Fraud Manager, 2 Accredited Counter Fraud Specialists. The team is supported by an Intelligence Officer and 1 clerical assistant who gather evidence required to assist in the investigation of any allegation made. This team also maintain a fraud management system of all referrals of suspected benefit fraud. The fraud management system details the results of investigations, any resulting fraudulent benefit overpayments, the types of fraud committed, and decisions on progression of sanctions taken against the individual(s).
- 3.4 The information contained in the fraud management system will be used for monthly and quarterly reporting to finance management and the Department for Works and Pensions (DWP).
- 3.5 They will liaise with the Housing and Council Tax Benefit Section to ensure their awareness of ongoing investigations and to discuss the adjudication of benefit.
- 3.6 On completion of an investigation, the Investigation Section will issue a full report of the investigation to the Section Leader (Benefits & Council Tax). He/she will decide based on all the evidence provided whether any overpayment is to be classified as fraudulent. It should be noted the investigation officers must remain independent, and as such, are not permitted to adjudicate on benefit claims.
- 3.7 If a decision is made by the Section Leader (Benefits & Council Tax) that there has been deliberate misrepresentation of circumstances in a case, or a deliberate failure to notify a change of circumstance, the Section Leader, Investigations will consider the option of applying a sanction against the perpetrator(s) i.e.:

- Administrative Penalty
This is a financial penalty as an alternative to a criminal prosecution; or
- Administrative Caution
This is a meaningful deterrent when prosecution is not a first option and an administrative penalty is not appropriate; or
- Referral to the Procurator Fiscal to consider prosecution
In Scotland the Procurator Fiscal is responsible for all criminal proceedings. He/she is entirely independent of all reporting agencies and the decision whether or not to institute proceedings is entirely a matter for him or her

The final decision on applying a sanction will be made by the Revenues & Benefits Lead Officer taking into consideration health, social factors or any mitigating circumstances.

- 3.9 A press statement will be issued when a case is successfully prosecuted and where it is considered that any resultant publicity will act as a deterrent to potential fraudulent claimants. In addition any new counter fraud activities undertaken by the Council will be publicised.

4. Reporting Suspicions of Benefit Fraud

- 4.1 Anyone, either a member of the public, an employee, an Elected Member of the Council, or a member of an external organisation, can report a suspicion of fraudulent activity concerning a housing or council tax benefit claim. All reports (unless anonymous) will be acknowledged by the Investigation Section. Sources of reports could be as follows:
- Reports received from members of the public/external organisations
Any member of the public or external organisation can report a suspicion of benefit fraud. Any report received must be immediately referred to the Investigation Section;
 - Referrals Received from Council Employees
Every employee has a duty to ensure that public funds are safeguarded. All employees must therefore immediately report any suspicions of benefit fraud to the Benefit Investigation Team. Employees will also assist in investigations by making all relevant information available; and
 - Referrals Received from Elected Members of the Council
If an Elected Member suspects benefit fraud, he/she should report that suspicion to the Benefit Investigation Team.
- 4.2 The Revenue & Benefit Section is committed to utilising all possible government anti fraud initiatives. Reports/referrals of suspected fraud arising from these initiatives, such as the National Fraud Initiative (NFI), and targeted Interventions such as High Risk Reviews and Data Matches issued by the

Housing Benefit Matching Service will be acknowledged and investigated as detailed in Section 3.

5. **Benefit Fraud by an Employee or an Elected Member of the Council**

- 5.1 If a member of staff or an Elected Member is involved in a fraud investigation, the matter will be dealt with in accordance with the Council's business irregularities procedures and reported to the Manager of Internal Audit.

6. **Prosecution Policy**

- 6.1 The Council recognises that it is a criminal offence to knowingly make a false claim or to fail to report changes in circumstance to obtain benefit to which there is no entitlement. The Council will consider prosecution or applying an appropriate sanction against anyone who commits such an offence.

- 6.2 In reaching a decision on whether or not to prosecute or apply another sanction the Revenues and Benefits Lead Officer will consider the following criteria:

- The value of the benefit obtained by fraud;
- Whether there is sufficient evidence of false information;
- Whether there is sufficient evidence of fraudulent intent;
- The quality of evidence available to determine whether fraud was committed;
- Whether a prosecution would be in the public interest;
- Any previous offences against the Council;
- Social factors including the age and health of the offender; and
- Literacy problems and language/learning difficulties.

6.3 **Administrative Penalties**

The Council has discretion under Section 15 of the Social Security Administration (Fraud) Act 1997 to administer a penalty, which is calculated at 30% of a recoverable benefit overpayment. This applies to offences committed on or after 18 December 1997 and operates under the following general guidance:

- Administration penalties are normally used in cases of overpayments between £200 and £2000 (this figure is a guideline only);
- There is a 28 day 'cooling off' period – where the claimant has the right to change his/her decision on acceptance;

- The 30% penalty is paid in the same way as the overpayment (example: recovery from ongoing benefit, arrangement through debtors);
- The penalty is not payable until the overpayment has been repaid;
- The person will not incur a criminal record; and
- There is no right of appeal against the Local Authority's decision to offer an Administration penalty.

The Welfare reform Bill 2012 has introduced additional penalties where the offence/s is committed wholly on or after 8th May 2012.

The new penalties will be £350 for an attempted fraud where no overpayment has occurred and a minimum penalty of £350 or 50% of the overpayment, whichever is greater (up to a maximum penalty of £2000).

For offences that are committed prior to 08/05/12 or span 08/05/12, Administrative Penalties should be calculated at the 30% rate.

The Act also reduces the cooling off period from 28 days to 14 days, when an individual can withdraw from the admin penalty agreement.

The administrative penalty is recovered in addition to any repayments of the overpaid benefit and can only be offered if the case could be referred to the Procurator Fiscal for prosecution i.e. has been investigated to prosecution standard.

If the claimant does not accept the offer of an Administrative Penalty then the case must be passed to the Procurator Fiscal.

6.4 Administrative Caution

An administrative caution is a meaningful deterrent for those persons who have made a fraudulent claim where criminal proceedings are not a first option and an administrative penalty is not appropriate.

A caution may only be used where there is sufficient evidence for a prosecution and the claimant has admitted the offence during an interview under caution. The caution is an oral warning and there is no financial penalty involved.

An administrative caution will be considered as the preferred option to a prosecution or administrative penalty:

- The overpayment is less than £200;

- Where there is sufficient evidence to support a prosecution but the offence is considered minor;
- Where there is no previous history of convictions or sanctions for benefit fraud;
- Where the person has admitted the offence during an interview under caution; and
- Where the person is over 18 years of age.

Where the person(s) agrees to the caution, they acknowledge they have been cautioned and sign a document to show they admit the offence.

If the claimant does not accept the offer of an Administrative Caution then the case must be passed to the Procurator Fiscal.

6.5 Prosecution

This sanction is generally applied to such cases where the fraud is considered to be of a serious nature. West Dunbartonshire Council policy is to apply the prosecution sanction in cases where:

- The overpayment is greater than £2000 (this figure is a guideline only); and
- There is enough evidence to institute criminal proceedings; and
- The investigation has proven criminal intent beyond reasonable doubt; or
- There have been previous sanctions applied (Admin Penalty/Admin Caution).

7. Loss of Benefit Provisions

From 1 April 2002 the 'Two Strikes' provision introduced a loss of benefit sanction which restricted payment of benefit for 13 weeks if a claimant, their partner or a family member was convicted of a second benefit fraud offence, and that second offence was committed

- within three years of a previous conviction (where 2nd offence committed before 01 April 2008), or
- within five years of a previous conviction (where 2nd offence committed on or after 01 April 2008).

From 1 April 2010 the 'One Strike' provision introduced a further loss of benefit sanction which restricted payment of benefit for four weeks when a claimant, their partner or a family member has been convicted, or has accepted a caution or an administrative penalty for a first benefit fraud

offence, when the whole period of the fraud was committed on or after 1 April 2010.

New Loss of Benefit provisions, contained in the Welfare Reform Act, are expected to come into force in April 2013.

8. Review and Timescales

This will be the last review undertaken by West Dunbartonshire Council as the Welfare Reform Bill has withdrawn local authority powers to prosecute DWP benefits and has introduced the creation of the Single Fraud Investigation Service (SFIS).

SFIS will be led by the Department for Work & Pensions DWP and from 1st April 2013 all local authorities will be required to work to the policies and procedures of the DWP in relation to the investigation and prosecution of benefit fraud offences.

WEST DUNBARTONSHIRE COUNCIL

Report by the Executive Director of Corporate Services

Corporate and Efficient Governance Committee: 20 June 2012

Subject: Treasury Update (1 April 2012 – 30 April 2012)

1. Purpose

- 1.1 The purpose of this report is to advise Committee about interest rates and treasury transactions of the Council which have taken place during the period 1 April 2012 to 30 April 2012.

2. Background

- 2.1 In accordance with treasury management procedures, Members are required to be updated on a regular basis of the changes in interest rates, and on the treasury transactions, including debt rescheduling, undertaken by the Council.

3. Main Issues

Interest Rates

- 3.1 The bank base rate has remained unchanged since the start of the financial year, as noted in the table below.
- 3.2 The call rate (for short term deposits) has remained unchanged since last reported to Committee, as noted in the table below.
- 3.3 There has been an increase in the one-year PWLB rate and a decrease in the 25 year PWLB rate since the start of the financial year. Both of these changes are noted in the table below.

	Rate as at 01.04.12	Rate as at 30.04.12
Bank Base	0.50%	0.50%
Call	0.40%	0.40%
1 Year PWLB	1.28%	1.31%
25 Year PWLB	4.32%	4.31%

Treasury Transactions

- 3.4 Borrowings and investments as at 30 April 2012 are summarised in the table below. This is in line with balances anticipated through the Council's cashflow management process.

Treasury Transactions	01.04.12	30.04.12
Temporary Borrowings	£460,540	£460,540
Temporary Investments	£12,953,378	£7,723,634
Long Term Loans	£219,302,880	£219,302,880

Long Term Borrowing

- 3.5** No long term borrowing has taken place since the start of the financial year.

Debt Rescheduling

- 3.6** No debt rescheduling has taken place since the start of the financial year.

4. People Implications

- 4.1** There are no personnel issues.

5. Financial Implications

- 5.1** As this report is for noting, there are no financial implications.

6. Risk Analysis

- 6.1** The main risks are that changes in interest rates and the current financial climate, which could adversely affect counterparty ratings, may affect the extent to which the Council can effectively manage its investment and debt portfolio.

7. Equalities Impact Assessment

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

8. Strategic Assessment

- 8.1** The Council has identified four main strategic priorities, namely Social & Economic Regeneration, Financial Strategy, Asset Management Strategy; and Fit for Purpose Services.
- 8.2** Treasury management contributes to the Financial Strategy via the interdependency that exists between pro-active treasury management and the formulation of long term financial plans.

9. Conclusions and Recommendations

- 9.1** Since the start of the financial year, the bank base rate and the call rate have remained unchanged. The one year PWLB rate has increased and the 25 year PWLB rate has decreased since last reported to Committee.
- 9.2** To 30 April 2012, borrowings and investments are in line with balances anticipated.

9.3 This report is presented to the Committee for information.

Angela Wilson
Executive Director of Corporate Services
Date: 21 May 2012

Person to Contact:	Jennifer Ogilvie, Business Partner Finance Council Offices, Garshake Road. Telephone (01389) 737471 Email: Jennifer.ogilvie@west-dunbarton.gov.uk
Appendices:	None
Background Papers:	Ledger prints to 30 April 2012 Interest rate data
Wards Affected:	No wards affected

WEST DUNBARTONSHIRE COUNCIL

Report by Executive Director of Corporate Services

Corporate & Efficient Governance Committee: 20 June 2012

Subject: Chief Executive's Departmental Plan 2011/15 – Performance Review 2011/12

1 Purpose

- 1.1** This report sets out the annual performance review of objectives within the Chief Executive's Departmental Plan 2011/15 for the period 1 April 2011 to 31 March 2012.

2 Background

- 2.1** The Performance Management Framework (April 2009) requires all directorates to monitor, review and formally report their departmental plan performance to the relevant committee/s on a twice yearly basis.
- 2.2** Monitoring of the departmental plan has taken place through the monthly performance meeting which has provided a strong focus for the management team to analyse progress across key actions and performance indicator targets, review departmental risks, identify exception areas, and forward plan to ensure that activities and resources are aligned and co-ordinated to deliver key objectives and actions.

3 Main Issues

- 3.1** Appendix 1 sets out progress in 2011/12 in relation to:
- the actions to deliver corporate and departmental objectives; and
 - the extent to which these objectives have been met as measured by performance indicators (PIs).

PIs - Overview

- 3.2** Appendix 1 sets out PIs for measuring departmental objectives together with the Corporate Plan 2011/15 PIs that are managed by the Chief Executive's Department. (The full range of Corporate Plan 2011/15 PIs are monitored, managed and reported separately.)










- 3.3** Of the 41 PIs in the departmental plan, data is not yet available for 7 PIs and a further 3 PIs were not applicable in 2011/12. In addition, the status of 2 new PIs cannot be determined as 2011/12 targets had not been set (future targets can now be set based on the performance achieved in 2011/12). These are all shown with the  symbol in the status column in Appendix 1. Table 1 provides an overview of performance in relation to the remaining 29 PIs. Overall, performance has been positive with over three quarters of PIs meeting or exceeding their targets.

Table 1: PIs by Status	Covalent Symbol	No	%
Met/ Exceeded Target		22	76
Target Marginally Missed		4	14
Target Significantly Missed		3	10
		29	100

- 3.4** PIs which failed to meet their targets are readily identifiable in the status column in Appendix 1.
- 3.5** An explanation about performance is given in the Note column.
- 3.6** As referred to in paragraph 3.3, the 2011/12 value is not yet available for every PI. A comment to this effect is also provided in the Note column. The year end position of these PIs will be reported to this Committee in the mid year report due around December 2012.
- 3.7** Where there are legitimate gaps in the data, for example, for years prior to the introduction of a PI or where data is available less frequently than annually, N/A (not applicable) has been entered for all relevant time periods.

Actions - Overview

- 3.8** Appendix 1 also sets out details of the actions implemented in 2011/12 to help deliver corporate and departmental objectives. Table 2 provides an overview of all 97 actions in the departmental plan by status. Overall, there has been positive progress, with just over three quarters of all actions completed as planned.

Table 2: Actions by Status	Covalent Symbol	No	%
Completed as planned		74	77
Delayed		9	9
Progressing (but beyond original target date)	 	6	6
Cancelled/postponed		8	8
		97	100

- 3.9** Those not completed within the original target date are readily identifiable in the status column in Appendix 1.
- 3.10** Explanations for delays are provided in the comment column.
- 3.11** Any outstanding actions have been carried forward to 2012/13 and incorporated in this year's action plan. These actions will be monitored, reviewed and reported in accordance with the Performance Management Framework.

Key Achievements

- 3.12** The full range of achievements is set out in Appendix 1 but the following are worthy of note:
- A professional Press Office service was delivered successfully, helping to protect the reputation of the Council and proactively promote its good work.
 - The Health & Safety Section obtained accreditation to run IOSH (the Institution of Occupational Safety and Health) "Managing Safely" training in-house. This training has now been delivered to 35 Officers and the training programme will continue during 2012/13.
 - There were significant Covalent developments including a major review of roles and permissions and the development of support materials for users and support staff (Guide for Users and Housekeeping & Archiving Guide respectively). The company which provides Covalent software to the Council has commented favourably on the content of the latter document.
 - Working 4U – Developing an integrated approach to tackling poverty and unemployment through the alignment of Employability, Community Learning and Development and Advice Service.
 - One Stop Shop – The opening of the Alexandria One Stop Shop office is a landmark in developing a new approach to customer focused Council services, providing a single gateway to a range of Council and CPP services. The Dumbarton and Clydebank offices will be developed during 2012/13.
 - Progress with community engagement services reflected in two elements – the use of the Citizens Panel as a model of good practice in collecting community views and providing feedback to communities, and the level of Council staff trained by the Consultation Institute to participate in community engagement and consultation activity. This second element has been recognised by the UK Consultation Institute and West Dunbartonshire now has the highest number of staff training in Consultation techniques of any local authority in the UK.

4 People Implications

4.1 There are no personnel issues.

5 Financial Implications

5.1 There are no financial implications.

6 Risk Analysis

6.1 There are risks associated with both failure to plan properly and failure to report progress against plans. Member scrutiny of this report is a key control for ensuring transparency and accountability.

7 Equalities Impact Assessment

7.1 An equalities impact assessment is not appropriate as this report is a performance review of the Chief Executive's Departmental Plan.

8 Strategic Assessment

8.1 The 2011/12 strategic priorities - social and economic regeneration, financial strategy, asset management, and fit for purpose services - were agreed by Council on 25 May 2011. They are incorporated in the Chief Executive's Departmental Plan 2011/15 under theme 1 'regeneration and the local economy' and theme 6 'an improving Council' and are therefore included in this performance report.

9 Conclusions and Recommendations

- 9.1** The Chief Executive's Departmental Plan 2011/15 has been implemented satisfactorily. Around three quarters of the actions set out in the plan to deliver corporate and departmental objectives were completed as planned and around three quarters of PIs met or exceeded their targets.
- 9.2** Members are invited to note the contents of this report.

Angela Wilson
Executive Director of Corporate Services
Date: 8 June 2012
















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Appendix: Appendix 1: Chief Executive's Departmental Plan 2011/15 – Performance Review 2011/12

Background Papers: Corporate Plan 2011/15
Performance Management Framework (April 2009)


Wards Affected: All wards


Appendix 1: Chief Executive's Departmental Plan 2011/15 Performance Review 2011/12

Th	Regeneration & the local economy (CP11-15)														
P	Better employment opportunities (CP11-15)														
Ob	Reduce unemployment and benefit dependency (CP11-15)														
Performance Indicator	2006/ 07	2007/ 08	2008/ 09	2009/ 10	2010/ 11	2011/12						2012/ 13	2013/ 14	2014/ 15	Assigned To
	Value	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	
Employment rate	73.4%	73.3%	72.8%	69%	67%	67.6%	67%				Latest data for employment rate was 40,600 at September 2011 (67.7%). The number of residents employed has increased by 400 since September 2010. The target of 71% by 2016 will require an additional 2,400 jobs.	68%	69%	69%	Michael Gill
Percentage of working age people claiming Job Seekers Allowance	4.34%	3.64%	4.43%	5.95%	6.3%	6.8%	5.5%				This PI cannot be realised by Council initiatives alone. JSA claimants levels are influenced by a number of factors including Welfare Reform, an example is the migration of claimants from the recently abolished Incapacity Benefit.	5.5%	5.5%	5.2%	Michael Gill
Number of staff who report an increased knowledge of provision by aligned services	N/A	N/A	N/A	N/A	N/A	34	30				New for 2011/12. A Staff Development Day was held 23/08/11 and an evaluation exercise carried out. 34 staff reported an increase in knowledge.	32	34	36	Lorna Campbell
Number of referrals made by CL&D to aligned services	N/A	N/A	N/A	N/A	N/A	23	20				New for 2011/12. The number of referrals has exceeded the target set.	22	24	26	Lorna Campbell
Number of referrals made to CL&D by aligned services	N/A	N/A	N/A	N/A	N/A	22	20				New for 2011/12. The number of referrals has exceeded the target set	22	24	26	Lorna Campbell

Action	Status	Progress	Due Date	Comment	Assigned To
Lead and Manage the Employability Service to improve the skills of our people and support them into work.		<div><div>100%</div></div>	31-Mar-2012	The Employability Programme continues to increase the number of venues from which services are delivered to clients across West Dunbartonshire. To date, 306 residents have registered for support, 80 have secured employment.	Michael Gill
Lead and manage the Employability Service to deliver National and Local Training Programmes/initiatives to increase positive destinations for 16-19 year olds.		<div><div>100%</div></div>	31-Mar-2012	At the mid year review of National Training contracts the Service is performing ahead of set targets and the national average.	Michael Gill
Lead and manage the CL&D Service in aligning their services with those of the Employability and Advice Services to tackle the Work and Benefits challenges		<div><div>100%</div></div>	31-Mar-2012	CL&D are piloting joint Work Clubs in partnership with Employability including an ESOL Work Club. If successful, these clubs will be rolled out across the authority.	Lorna Campbell
Undertake regular data and statistical analysis on aspects of the performance of the local economy in order to inform service development.		<div><div>100%</div></div>	31-Mar-2012	Regular monthly reports on JSA data etc. have been prepared and issued throughout the year as planned.	Valerie McIlhatton

	Grow the Local Economy (CP11-15)
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	Attract and support the development of new and emerging businesses and support the sustainability of existing businesses (CP11-15)
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Action	Status	Progress	Due Date	Comment	Assigned To
Ensure Elected Members are fully briefed about developments in Clyde Valley Shared Services		<div><div>100%</div></div>	31-Mar-2012	At the Council meeting on 31st August 2011, the Clyde Valley Shared Services proposals were unanimously rejected by Elected Members. West Dunbartonshire Council has now withdrawn from the Shared Services project.	Colin McDougall


	Reduce population decline (CP11-15)
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	Reduce population decline and out migration (CP11-15)
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Performance Indicator	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12						2012/13	2013/14	2014/15	Assigned To
	Value	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	
Population of West Dunbartonshire	91,240	91,090	90,940	90,920	90,570	Not yet available	91,000	?	?	?	The mid 2011 population figure will not be published until 31 May 2012.	91,000	91,000	91,000	Valerie McIlhatton
Change in net population migration	N/A	-95	-147	-20	-369	Not yet available	-100	?	?	?	This data will not be published until 31 May 2012.	-100	-100	-100	Valerie McIlhatton





Action	Status	Progress	Due Date	Comment	Assigned To
Undertake data and statistical analysis for the CMT and elected members on the impact of demographic change to inform service development.		<div><div>100%</div></div>	31-Mar-2012	A report to the CPC in February 2012 included and discussed the main issues regarding depopulation and population ageing.	Valerie McIlhatton

	Health & well being (CP11-15)
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	Increase life expectancy - especially in the most deprived areas (CP11-15)
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	Improve the health and safety of Council employees (CP11-15)
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Performance Indicator	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12						2012/13	2013/14	2014/15	Assigned To
	Value	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	
Number of days lost by Council employees through work related injury	2,020	1,589	1,274	797	946	Not yet available	790				This data will not be available until the 30 June 2012.	782	774	767	John Duffy
Number of fatal or major injury accidents within Council	7	8	6	5	10	Not yet available	3				This data will not be available until the 30 June 2012.	2	2	2	John Duffy

Action	Status	Progress	Due Date	Comment	Assigned To
Provide regular reports to CMT and Committee on Health and Safety issues		<div><div>100%</div></div>	31-Mar-2012	Completed as planned.	John Duffy
Maintain a robust Health and Safety management strategy		<div><div>100%</div></div>	31-Mar-2012	Completed as planned.	John Duffy
Implement an accredited Health and Safety programme		<div><div>100%</div></div>	31-Mar-2012	Course for HEED completed and a second course has been requested and planned for August 2012.	John Duffy
Carry out an audit of departmental fire risk assessments		<div><div>100%</div></div>	31-Mar-2012	Completed as planned.	John Duffy







	Reduce Inequalities and Poverty (CP11-15)
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	Increase employment and training opportunities for people with a learning disability, mental health problems criminal record or addiction issues (CP11-15)
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Performance Indicator	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12						2012/13	2013/14	2014/15	Assigned To
	Value	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	
Number of referrals to CL&D from services working with people with identified needs	N/A	N/A	N/A	N/A	N/A	279	100				New for 2011/12. Referrals have increased due to improved partnership working so allowing target to be exceeded.	150	175	200	Lorna Campbell
Number of people with identified needs who report an increase in the development of their 'core' and/or 'soft' skills	N/A	N/A	N/A	N/A	N/A	241	80				New for 2011/12. CL&D have worked with 241 learners with identified needs who report an increase in the development of their 'core' and/or 'soft' skills. The target has therefore been exceeded.	130	155	180	Lorna Campbell













Action	Status	Progress	Due Date	Comment	Assigned To
Lead and manage the CL&D Service in increasing the provision of learning and literacies opportunities for people with identified needs		<div><div>100%</div></div>	31-Mar-2012	Completed as planned.	Lorna Campbell




	Reduce Child Poverty (CP11-15)
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Performance Indicator	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12						2012/13	2013/14	2014/15	Assigned To
	Value	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	
Number of children living in out of work families	N/A	4,800	4,600	4,600	4,900	5,000	4,500				Increase of 2% (100 children), reflective of economic circumstances. Targets require to be reviewed.	5,000	5,000	5,000	Mary Holt
Number of children living in households in receipt of Child Tax Credits above the family element	6,800	7,100	7,100	7,100	6,900	6,600	6,750				Reduction of 7% due to changes in criteria for Tax Credits.	6,600	6,600	6,600	Mary Holt


Action	Status	Progress	Due Date	Comment	Assigned To
Review Scottish Government's Child Poverty Strategy and identify Advice Services role local.		<div><div>50%</div></div>	31-Jul-2012	Unexpected resource challenges have resulted in a delay in completion of final milestone, reviewed completion date of 31 July 2012	Mary Holt

Ob	Reduce Poverty (CP11-15)
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Performance Indicator	2006/ 07	2007/ 08	2008/ 09	2009/ 10	2010/ 11	2011/12						2012/ 13	2013/ 14	2014/ 15	Assigned To
	Value	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	
Residence based median weekly earnings for females	£324.60	£343.60	£355.80	£403.10	£328.80	£281.00	£355.80				These figures show that earnings for women have reduced by just over 14.5%. Targets require to be reviewed.	£475	£500	£500	Mary Holt
Residence based median weekly earnings for males	£474.10	£467.70	£469.70	£482.70	£506.70	£437.00	£475.00				These figures show that wages for males has reduced by 13.8%. Targets require to be reviewed.	£550	£575	£575	Mary Holt
Percentage of the total population who are income-deprived in West Dunbartonshire	N/A	N/A	24%	21.3%	22.7%	Not yet available	21.3%				Figures available June 2012 through Scottish Government Statistical Release.	22.1%	22.1%	22.1%	Mary Holt
Value of benefits maximised through representation from Welfare Rights Money Advice Service.	N/A	N/A	£10m	£9.5m	£9.3m	Not yet available	£9m				This data will be available July 2012.	£9.25m	£9.25m	£9.25m	Mary Holt




Action	Status	Progress	Due Date	Comment	Assigned To
Lead and Manage Advice Services to maximise and sustain income and improve opportunity through in and out of work benefits and debt management		<div><div>33%</div></div>	31-Jul-2012	Progress delayed due to unexpected resource challenges, actions/dates have been reviewed and updated. Carried forward into 2012/13 with a completion date of 31 July 2012	Mary Holt
Analyse previous years financial gains to identify areas where reduction occurred		<div><div>100%</div></div>	31-Mar-2012	Completed as planned.	Mary Holt
Increased monitoring, review and analysis of impact of welfare reforms on financial gains		<div><div>100%</div></div>	31-Mar-2012	This Action will be carried forward each year to monitor the financial impact of the welfare reforms.	Mary Holt


	5 Education & life-long learning (CP11-15)														
	Provide Learning for Life (CP11-15)														
	Improve achievement and attainment through lifelong learning (CP11-15)														
Performance Indicator	2006/ 07	2007/ 08	2008/ 09	2009/ 10	2010/ 11	2011/12						2012/ 13	2013/ 14	2014/ 15	Assigned To
	Value	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	
Number of staff who report an increased knowledge of localised issues affecting the Vale Learning Community	N/A	N/A	N/A	N/A	N/A	65	30				New for 2011/12 therefore no previous data. Due to a vacancy in the Lead Officer post, support to staff has been taken forward via the HMIe/Performance Management Working Group, inter local authority Upskilling Events and the 3 new Partnerships. The Learning Communities approach has been widened out from a focus on the Vale and the 65 staff involved in development opportunities have reported an increase in knowledge. Target has therefore been exceeded. PI not rolled forward to 2012/13.	N/A	N/A	N/A	Lorna Campbell
Number of development opportunities provided by the CL&D Service to ensure effective partnership working in addressing localised issues	N/A	N/A	N/A	N/A	N/A	5	5				New for 2011/12 therefore no previous data. Due to a vacancy in the Senior Performance Management post, the HMIe/Performance Management Working Group was set up to support staff and partners to take the Learning Communities approach forward via 3 new Partnerships and Upskilling opportunities. 5 Development Events have been provided, meeting the target set for the year. PI not rolled forward to 2012/13.	N/A	N/A	N/A	Lorna Campbell














Action	Status	Progress	Due Date	Comment	Assigned To
Lead and manage the CL&D Service in establishing a strategic role for the service within the proposed 'Learning Communities' partnership approach to community based services.		<div><div>100%</div></div>	31-Mar-2012	Paper/Action Plan agreed for implementation. Actions assigned to Senior Performance Management Worker. Will be taken forward once post is filled.	Lorna Campbell


















	Raise school attainment and achievement (CP11-15)
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	Increase positive destinations for 16-19 year olds (CP11-15)
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Performance Indicator	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12						2012/13	2013/14	2014/15	Assigned To
	Value	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	
Percentage of young people on the Get Ready for Work scheme gaining positive outcomes	72%	79%	63%	50%	45%	52.7%	50%				The performance of 52.7% exceeded target and is significantly higher than the national performance of 40%.	50%	50%	52%	Michael Gill

Action	Status	Progress	Due Date	Comment	Assigned To
Lead and manage the Employability Service to deliver National and Local Training Programmes/initiatives to increase positive destinations for 16-19 year olds.		<div><div>100%</div></div>	31-Mar-2012	At the mid year review of National Training contracts the Service is performing ahead of set targets and the national average.	Michael Gill







	6 An improving Council (CP11-15)														
	Improve community engagement (CP11-15)														
	Improve confidence and active citizenship for children and young people (CP11-15)														
Performance Indicator	2006/ 07	2007/ 08	2008/ 09	2009/ 10	2010/ 11	2011/12						2012/1 3	2013/1 4	2014/1 5	Assigned To
	Value	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	
Number of learning opportunities for Youth Consultation and Representation within West Dunbartonshire	N/A	N/A	N/A	N/A	N/A	132	120				New for 2011/12. Target exceeded with 132 learning opportunities provided.	125	130	135	Lorna Campbell
Number of young people becoming responsible citizens and effective contributors	N/A	N/A	N/A	N/A	N/A	41	40				New for 2011/12. Target met as 41 young people recorded as becoming responsible citizens and effective contributors	45	50	55	Lorna Campbell
Number of young people who report that they are more involved in their local community	N/A	N/A	N/A	N/A	N/A	41	40				New for 2011/12. Target met as 41 young people reported that they are more involved in their community.	45	50	55	Lorna Campbell
Action				Status	Progress		Due Date		Comment						Assigned To
Lead and manage the CL&D Service in establishing a strategic approach to the active involvement of young people in Youth Consultation and Representation structures within WD.					<div><div>100%</div></div>		31-Mar-2012		Young people actively involved in developing and implementing initiatives as evidenced by relevant performance indicators.						Lorna Campbell

Ob	Improve the effectiveness of community consultation and engagement activity (CP11-15)														
Performance Indicator	2006/ 07	2007/ 08	2008/ 09	2009/ 10	2010/ 11	2011/12						2012/ 13	2013/ 14	2014/ 15	Assigned To
	Value	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	
Percentage of Citizens' Panel (CP) respondents who agree that the CP annual newsletter 'Feedback' provides evidence that the Community Planning partners listen to what they tell us in surveys on developing and changing the way we provide services	N/A	N/A	N/A	N/A	74	74	75				Having exceeded last year's target by 6%, we introduced this 'stretch' target but it has been narrowly missed by 1%. However, the response is still very positive.	76	77	78	Anne Clegg
Action				Status	Progress		Due Date		Comment						Assigned To
Ensure that the Council's ambition to successfully complete a partial stock transfer is fully supported by Corporate Communications.							28-Mar-2012		Completed as planned.						Malcolm Bennie
Organise and run WDC budget consultation							31-Mar-2012		Planning and preparation was completed for November 2011 consultation events being hosted by Community Forums.						Peter Barry
Manage the delivery of effective community engagement services through CPP and BVIP community engagement workstream							31-Mar-2012		CPP Community Engagement Coordination Group is now merged full with the Council's BVIP Community Engagement Workstream. An action plan has been developed and approved by CPP Strategic Board. A community engagement calendar is now being utilised, increasingly by all CPP partners.						Peter Barry
Improve consultation and community engagement skills and capacity within WDC/promote best practice							31-Mar-2012		Training has now been completed and evaluated.						Anne Clegg
Direct operation and development of WD citizens panel							31-Mar-2012		All surveys for 2011-12 have been completed successfully. Evaluations of both panel members and panel users have provided positive feedback.						Anne Clegg
Support and develop the operation of the CPC							31-Mar-2012		August, October, December and February meetings took place as planned.						Anne Clegg
Co-ordinate and support the delivery of the joint community engagement action plan							31-Mar-2012		Work to deliver the partner Joint Community Engagement Action Plan has been progressing to plan. The May meeting of the Community Engagement Co-ordinating Group will review the progress.						Anne Clegg

P	Improve governance, resource management and financial planning (CP11-15)				
Ob	Improve accountability to all stakeholders (DP11-15)				
Action	Status	Progress	Due Date	Comment	Assigned To
Prepare media for any election called	✓	100%	31-Mar-2012	Completed as planned.	Malcolm Bennie
Ensure financial returns are made for relevant elections	✓	100%	31-Mar-2012	Completed as planned.	Lorraine Coyne
Plan, organise and run the count for any election called	✓	100%	31-Mar-2012	Election Team have participated in all election activity during 2011/12.	Lorraine Coyne
Complete the performance standard return for any election called	✓	100%	31-Mar-2012	Returns for 2011 Election and Referendum all submitted on time. Performance Standards timetable for 2012 Local Election has been provided and to date four returns have been submitted in accordance with the required timescales. The submission of the remaining returns which are all due after 31 March 2012, will be documented in the 2012/13 plan.	Colin McDougall
Complete risk and integrity plan for any election called.	✓	100%	31-Mar-2012	Risk and integrity plan for the 2012 Local Election now established and will continue to be subject to regular review.	Colin McDougall
Consult with stakeholders on audit performance	✓	100%	31-Mar-2012	Customer Survey reviewed and action now completed.	Joe Gillespie
Produce Assurance Statement to support the Statement of Internal Financial Control	✓	100%	31-Mar-2012	Completed as planned.	Joe Gillespie
Implement revised Public Performance Reporting (PPR) arrangements at a Corporate level for the Council	✓	100%	31-Mar-2012	Council's PPR document for 2010/11, 'Measuring Up?', was published on the Council's internet homepage on 29th September in advance of statutory deadline. Copies e-mailed to all elected members and Senior Managers' Network and limited number of hard copies (around 350) were available from Council receptions, libraries, community centres etc.. Feedback from the Citizens' Panel on document is positive: design and layout good 87%; easy to understand 97%; interesting 92%; balanced 87%; and useful in helping them judge the performance of the Council 84%. Audit Scotland is reviewing all Councils' PPR arrangements and their feedback will help inform future PPR activity.	Lynn Henderson
Produce mid year and year end Corporate Plan progress reports for Audit & Performance Review Committee	✓	100%	31-Mar-2012	The 2010/11 year end progress report on the Corporate Plan was submitted to Audit & Performance Review Committee in August 2011 and the 2011/12 mid year progress report was submitted to the same committee in December 2011.	Lynn Henderson

Ob	Improve approach to risk management (CP11-15)														
Performance Indicator	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12						2012/13	2013/14	2014/15	Assigned To
	Value	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	
Percentage of Council's strategic risks classified as high or medium	N/A	81%	72%	67%	67%	N/A	65%				The strategic risk process is being reviewed and consequently there is no data available for 2011/12.	60%	50%	45%	John Duffy
Action				Status	Progress			Due Date		Comment				Assigned To	
Establish a risk register for the Chief Executive's Department					<div><div>100%</div></div>			31-Mar-2012		Seven risks have been documented in Covalent. These will be subject to regular review by the SMT.				Colin McDougall	
Review approach to strategic risk management					<div><div>87%</div></div>			31-Mar-2012		Seven of the eight milestones were completed. It now remains for the CMT to agree the way forward. This will be continued in 2012/13.				John Duffy	

Ob	Improve Community Planning structures and processes (DP11-15)														
Performance Indicator	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12						2012/13	2013/14	2014/15	Assigned To
	Value	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	
Has Audit Scotland's perception of the community planning framework, processes and structures improved? Yes/No	No	Yes	N/A	N/A	N/A	N/A	Yes				This was not audited during 2011/12.	Yes	Yes	Yes	Peter Barry
Action				Status	Progress			Due Date		Comment				Assigned To	
Assist and advise on new CPP website					<div><div>0%</div></div>			31-Mar-2012		Cancelled: This action has been cancelled as the CPP has chosen to work with our contractors Innovation Digital to develop their own website. Corporate Communications will respond to any requests for assistance that we receive from the CPP during the rest of the year.				Malcolm Bennie	
Oversee the effective governance and management of Community Planning					<div><div>75%</div></div>			31-Mar-2012		Postponed: CEO has agreed that this work should be postponed and reviewed once the outcome of the COSLA/Scottish Government Review of Community Planning is known and its impact on West Dunbartonshire is understood.				Peter Barry	

Manage and develop relationships with the third sector through the development of a third Sector Interface			31-Mar-2012	Completed as planned.	Fiona Miller
Provide advice guidance and support for three Community Planning Thematic groups.			31-Mar-2012	Some adjustments to the focus and priorities of existing thematic groups will be required to respond to a more streamlined SOA based around three specific priority areas. Scottish Government senior staff specifically advise this should be looked at.	Fiona Miller
Develop a new co-ordinated approach to managing, funding and delivering CL&D, Advice Services and Employability Services within the Chief Executive's Department			31-Mar-2012	<p>Although progress with developing the single entry system has been delayed by challenging management capacity issues, significant progress has been made in the alignment of these service areas.</p> <p>Customers are already able to access services much faster than they could previously, mainly due to reduced bureaucracy, better communication and joined up working. A single referral pathway is being implemented with the development of associated performance management, shared information materials and new community venues to deliver the service. Under the previous employability programme there were 15 different initiatives receiving funding. The number of initiatives has been streamlined and reduced to 6 providing clarity for customers, under the new strategic skills pipeline approach. Financial efficiencies of over 12% have been achieved with no loss of outputs and no negative impact on jobs across the three service areas. The unit cost of the old employability programme per participant was £1290. The unit cost of the current programme per participant is £665. This provides assurance and an early indication of the cost effectiveness of the new programme and approach. All three service areas have been restructured to improve alignment and collaboration. A new strategy for advice services with CAB and Independent Advice Centre was approved by the Corporate and Efficient Governance Committee in June 2011. The Community work team has been merged with the CL&D team. The CLD service has relocated from four different premises to one single office in Roseberry Place. Work on a new Youth partnership is underway, and a new CD partnership will be launched at the beginning of March.</p>	Peter Barry


Ob	Improve departmental planning and performance management in the Chief Executive's Department (DP11-15)												
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Performance Indicator	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12						2012/13	2013/14	2014/15	Assigned To
	Value	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	
Has the Chief Executive's Departmental Plan been produced in accordance with corporate guidelines? Yes/No	N/A	Yes	Yes	No	Yes	Yes	Yes				Draft 11/15 plan produced in accordance with corporate guidance produced and submitted to C&EG committee for approval on 22nd June, 2011.	Yes	Yes	Yes	Valerie McIlhatton





Action	Status	Progress	Due Date	Comment	Assigned To
Produce the CED's twice year progress reports for Corporate and Efficient Governance Committee and quarterly email reports to all elected members		<div><div>100%</div></div>	31-Mar-2012	Completed as planned.	Valerie McIlhatton
Finalise the Chief Executive's Departmental Plan 2011/15 and submit to Corporate and Efficient Governance Committee for approval.		<div><div>100%</div></div>	31-Mar-2012	Completed as planned.	Valerie McIlhatton
Prepare the Chief Executive's Departmental Plan 2012/17		<div><div>83%</div></div>	31-Mar-2012	Draft actions have been fully developed for the 2012/17 departmental plan but the process has been delayed due to the review of the CED's service and the local government elections.	Valerie McIlhatton
Organise and run Covalent training for the CED		<div><div>100%</div></div>	31-Mar-2012	Within the CED, Covalent training focused on Internal Audit and the three new sections of Employability, Advice Services and CL&D. Courses were developed and run that were tailored to their needs. Feedback on the courses was positive.	Lynn Henderson

Ob	Improve governance throughout the Council (DP11-15)												
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Performance Indicator	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12						2012/13	2013/14	2014/15	Assigned To
	Value	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	
Percentage of Systems Audit Plan completed	81.3%	85%	92%	98%	87%	88.5%	85%				Target slightly exceeded.	85%	90%	90%	Joe Gillespie
Does external audit place reliance on the work of Internal Audit? Yes/No	Yes	Yes	Yes	Yes	Yes	Not yet available	Yes				External audit have not yet finalised the Council's governance report. This will be reported in the mid year report.	Yes	Yes	Yes	Lorraine Coyne






Action	Status	Progress	Due Date	Comment	Assigned To
Implement a programme of Audit work to support the production of an Annual Assurance Statement to those charged with governance		<div><div>100%</div></div>	31-Mar-2012	Completed as planned.	Lorraine Coyne

Ob	Improve the CED attendance (DP11-15)
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Performance Indicator	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12						2012/13	2013/14	2014/15	Assigned To
	Value	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	
Number of days lost per employee for Chief Executive's Department	N/A	N/A	16.55	14.76	6.29	10.4	11.5				Despite an increase over last year's figure due to a small number of long term absences, this is still within target and represents an improvement over the long term.	11	11	11	Deirdre Muldoon
Action					Status	Progress			Due Date		Comment				Assigned To
Implement the attendance management policy within the CED						<div><div>100%</div></div>			31-Mar-2012		Completed as planned.				Lorraine Coyne




Ob	Improve the corporate planning, departmental planning and the budget process (DP11-15)
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Performance Indicator	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12						2012/13	2013/14	2014/15	Assigned To
	Value	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	
Percentage of directorate plans that conform to Joint Planning & Budget Guidance	80%	50%	80%	80%	100%	100%	100%				All departments submitted draft 2011/15 plans to the relevant committees for approval by the target date of June 2011 as per Joint Planning & Budget Guidance.	100%	100%	100%	Lynn Henderson


Action	Status	Progress	Due Date	Comment	Assigned To
Develop key corporate performance indicators for 2011/12 and subsequent years		<div><div>100%</div></div>	31-Mar-2012	Completed as planned.	Colin McDougall
Develop and implement the corporate planning process for 2012/17		<div><div>62%</div></div>	31-Mar-2012	Key milestones for this action have been completed. However, a report was submitted to Council on 29 February 2012 where elected members agreed to delay final completion of Corporate Plan 2012/17 and associated departmental plans until after the local government election, i.e. around June or August 2012. Consequently, the outstanding milestones will be carried forward to 2012/13.	Lynn Henderson
Co-ordinate revision and issue of Joint Planning and Budget Guidance for 2012/17 with Finance and ICT Services		<div><div>100%</div></div>	31-Mar-2012	JP&BG for 2012/17 issued 6 July 2011 to inform departmental planning for the same period.	Lynn Henderson
Publish and distribute Social and Economic Profile to support the joint planning and budgeting timetable		<div><div>100%</div></div>	31-Mar-2012	This year's Social and Economic Profile has been published on the intranet and circulated to all Directors and Elected Members.	Valerie McIlhatton
Prepare SPI 1 and 2 reports for committee		<div><div>100%</div></div>	31-Mar-2012	Completed as planned.	Valerie McIlhatton

Ob	Improve the Performance Management Framework (CP11-15)
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Performance Indicator	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12						2012/13	2013/14	2014/15	Assigned To
	Value	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	
Has Audit Scotland's perception of the quality of the Council's performance management framework improved? Yes/No	No	No	Yes	Yes	N/A	N/A	Yes				As this was not audited in 2011/12, there is no data available.	Yes	Yes	Yes	Lorraine Coyne




Action	Status	Progress	Due Date	Comment	Assigned To
Provide reports to committee on a regular basis for SPI 1 and 2		<div><div>100%</div></div>	31-Mar-2012	Completed as planned.	Colin McDougall
Develop Covalent corporately and carry out site administration duties		<div><div>100%</div></div>	31-Mar-2012	The Covalent Housekeeping & Archiving Guide was completed. It was agreed by all departmental Covalent Co-ordinators who are responsible for implementing the Guide for their departments. Implementation of the Guide is well underway within Chief Executive's Department. In addition, a review of Covalent roles and permissions was completed and the framework rationalised.	Lynn Henderson
Provide advice and tools on integrating high profile high level 'stand alone' e.g. BVIP, AIP, corporate PSIF within mainstream corporate and departmental plans		<div><div>100%</div></div>	31-Mar-2012	New panel set up in Covalent to record key sources of actions (e.g. AIP, external inspection, PSIF assessment etc). Departments are often required to report actions arising from key source separately from other actions in departmental plan. This new panel enables them to do this quickly and effectively and reduces the need to set up separate scorecards to pull these actions together for managing and reporting. User Guide (on intranet) updated to reflect new development and all Covalent users informed by e-mail.	Lynn Henderson






Ob	Improve the process for business continuity across the Council (DP11-15)
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Action	Status	Progress	Due Date	Comment	Assigned To
Maintain and test the Council's business continuity plan		<div><div>62%</div></div>	31-Mar-2012	This programme of work would span a number of reporting periods and this action will be carried forward to 2012/13.	Iain Davidson

Ob	Improve the process for civil contingencies across the Council (DP11-15)
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Action	Status	Progress	Due Date	Comment	Assigned To
Embed and test the Council's Civil Contingency arrangements		<div><div>100%</div></div>	31-Mar-2012	Completed as planned.	Iain Davidson


Ob	Improve the SOA (DP11-15)				
Action	Status	Progress	Due Date	Comment	Assigned To
Oversee the development, monitoring and reporting of the SOA 2011 - 2014		<div><div>100%</div></div>	31-Mar-2012	The SOA 2011/14 was approved by Council and was submitted to the Scottish Government in June 2011. The performance framework for the SOA was finalised following useful feedback from the Scottish Government technical team. The range of performance indicators will be assessed and reviewed at the end of 2012. Will continue to engage and consult with key stakeholders within the Council and across the Community Planning Partnership to ensure continuous improvement of the SOA performance framework. A final progress report on the SOA 2009/11was completed by deadline.	Peter Barry
Review and improve the Performance Management Framework for CPP programmes		<div><div>100%</div></div>	31-Mar-2012	CPP Executive Group approved a 6 monthly progress reporting cycle for all CPP Thematic Group Programmes. Financial reporting in relation to these programmes will continue on a quarterly basis.	Peter Barry
Manage the design and implementation of Community Planning programmes that deliver SOA outcomes		<div><div>100%</div></div>	31-Mar-2012	Following scrutiny of submitted output/outcome templates, and negotiation with CPP Programme Lead Officers, CPP Programme outputs and outcomes have been finalised. Performance indicators have been created and aligned to the CPP Thematic Group 2011/12 scorecard on Covalent. Guidance on the reporting process has been cascaded to Thematic Group Lead Officers and Programme Lead Officers.	Peter Barry

Ob	Strengthen the Council's commitment to tackling fraud (DP11-15)														
Performance Indicator	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12						2012/13	2013/14	2014/15	Assigned To
	Value	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	
Percentage of National Fraud Initiative investigations that have been started	N/A	N/A	N/A	100%	N/A	100%	90%				All started.	90%	90%	90%	Joe Gillespie
Action				Status	Progress			Due Date		Comment					Assigned To
Take part in the NFI exercise					<div><div>100%</div></div>			31-Mar-2012		Fully participated in the 2011/12 NFI initiative.					Joe Gillespie
Update the Confidential Reporting Policy					<div><div>100%</div></div>			31-Mar-2012		Completed as planned.					Joe Gillespie


P	Improve organisational culture (CP11-15)															
Ob	Improve and develop the CED workforce (DP11-15)															
Action		Status	Progress		Due Date		Comment						Assigned To			
Implement a learning development strategy and action plan for the CED to meet staff development needs as identified in the PDP process			<div><div>50%</div></div>		31-Mar-2012		Cancelled: This action has been superseded by the temporary transfer of CED to CS pending a review.						Lorraine Coyne			
Complete and implement a review of reporting lines within the new CED structure			<div><div>0%</div></div>		31-Mar-2012		Cancelled: This action has been superseded by the temporary transfer of CED to CS pending a review.						Lorraine Coyne			
Monitor progress of PDP process within CED			<div><div>50%</div></div>		31-Mar-2012		New PDP process to be rolled out to staff in the next few months.						Lorraine Coyne			
Ob	Improve consultation and communication with employees (CP11-15)															
Performance Indicator		2006/07	2007/08	2008/09	2009/10	2010/11	2011/12					2012/13	2013/14	2014/15	Assigned To	
		Value	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target		Target
Percentage of Council employees who agree or strongly agree that the Council keeps them well informed about what is going on within the organisation		N/A	N/A	N/A	N/A	N/A	50%	50%				This question was asked for the first time in the Employee Survey carried out in the summer of 2011. Based on the result of 50%, a target of 55% has been set for 2012/13.	55%	57%	60%	Malcolm Bennie
Action		Status	Progress		Due Date		Comment						Assigned To			
Embed and improve the Council's intranet as part of the new internal communications policy			<div><div>66%</div></div>		31-Mar-2012		This work has not been completed and will be carried forward in 2012/13. We have collated the feedback from the satisfaction survey but following the appointment of the Web Manager, it would seem sensible for the new member of the team to conduct the first year review and create an action plan as they will be leading on this work.						Malcolm Bennie			
Produce 4 high-quality issues of Talk (staff newspaper)			<div><div>100%</div></div>		31-Mar-2012		Completed as planned.						Malcolm Bennie			








Ob	Improve employee communication within the CED (DP11-15)
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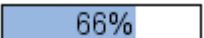


Performance Indicator	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12						2012/13	2013/14	2014/15	Assigned To
	Value	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	
Percentage of Chief Executive's Department employees who agree that the reasons for introducing major change are clearly explained	N/A	N/A	N/A	N/A	N/A	28%	-	?	?	?	New PI for 2011/12. Targets for future years based on 2011/12 outturn.	31%	34%	37%	Lorraine Coyne
Percentage of Chief Executive's Department employees who agree that they are well informed about changes that relate to them	N/A	N/A	N/A	N/A	N/A	48%	-	?	?	?	New PI for 2011/12. Targets for future years based on 2011/12 outturn.	51%	54%	57%	Lorraine Coyne

Action	Status	Progress	Due Date	Comment	Assigned To
Review and monitor the implementation of revised system of monthly section meetings (linked to SMTs), monthly team briefings, (linked to core brief), and quarterly PDPs across the department		<input type="text" value="0%"/>	31-Mar-2012	Cancelled: This action has been superseded by the temporary transfer of CED to CS pending a review.	Lorraine Coyne


Ob	Improve morale and employee perceptions of feeling valued within the CED (DP11-15)
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Action	Status	Progress	Due Date	Comment	Assigned To
Consult with CED employees on actions to improve morale and perceptions of feeling valued		<input type="text" value="0%"/>	31-Mar-2012	Cancelled: This action has been superseded by the temporary transfer of CED to CS pending a review.	Lorraine Coyne





	Improve strategic leadership (CP11-15)				
	Improve leadership and management skills of elected members, the corporate management team, middle management and supervisory staff (CP11-15)				
Action	Status	Progress	Due Date	Comment	Assigned To
Develop a Consultation Plan to involve stakeholders in a review of the mission, vision and values		<div><div>33%</div></div>	30-Jun-2012	This action has been delayed until a new Administration is in place and so it will be included in the 2012/13 plan.	Lorraine Coyne
Build programme of progressive leadership for the CED SMT into the PDP process		<div><div>100%</div></div>	31-Mar-2012	All Managers in CED have had access to the Progressive Leadership Course.	Lorraine Coyne
Review of strategic leadership and decision making process - business days		<div><div>100%</div></div>	31-Mar-2012	Questionnaire issued to all members and feedback collated in January. No significant issues identified with current model however briefing note to be drafted for CMT on proposed forward plan.	Angela Terry
Undertake a review of the current 8 strategic priorities.		<div><div>100%</div></div>	31-Mar-2012	Completed as planned. There are now four new strategic priorities for 2011/12.	Lorraine Coyne
Embed the 4 Strategic Priorities identified by Members for 2011/12 into the Council's decision making process.		<div><div>75%</div></div>	31-Mar-2012	Strategic priorities communicated to all senior managers and staff. Structure and process in place to include strategic assessment against priorities within all Council and Committee reports. Review of strategic priorities will form part of SLG development session in April to review corporate planning. Input from elected members will be incorporated post local elections.	Angela Terry



Ob	Improve Member-Officer relations (CP11-15)														
Performance Indicator	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12						2012/13	2013/14	2014/15	Assigned To
	Value	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	
Has Audit Scotland's perception of member/officer relations improved? Yes/No	No	No	No	No	N/A	Yes	Yes				A range of practical mechanisms were implemented to improve early member engagement and encourage better working relations between members and officers. This was recognised by Audit Scotland within their progress report for the AIP where it was highlighted there was evidence that members and officers were beginning to work more productively together; this continues to be an area of improvement and positive external feedback.	Yes	Yes	Yes	Lorraine Coyne
Action				Status	Progress		Due Date		Comment						Assigned To
Identify Member development needs in relation to building and maintaining positive relationships with each other and with officers							31-Mar-2012		Different measures and development sessions undertaken throughout 2011/12 which have improved member and officer working relationships. Development of this will continue through development programme to support members following local elections in May. Draft of member development programme completed and incorporates specific workshop focused on developing working relationships going forward. Implementation date of programme deferred to coincide with pre and post election needs, hence short delay.						Angela Terry
Evaluate effectiveness of member's Business Day Programme							31-Jan-2012		Questionnaires fully reviewed and key results and improvements identified. Briefing note on outcomes drafted for consideration by CMT.						Angela Terry



	Improve the perception of West Dunbartonshire (CP11-15)
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	Improve the image and reputation of West Dunbartonshire and the Council (CP11-15)
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Performance Indicator	2006/ 07	2007/ 08	2008/ 09	2009/ 10	2010/ 11	2011/12						2012/ 13	2013/ 14	2014/ 15	Assigned To
	Value	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	
Percentage of Citizens Panel respondents who agree or strongly agree that Council's external image is positive	N/A	N/A	N/A	13%	11%	12%	35%				This year's figure was again very disappointing. When asked where they received most of their information on the Council the vast majority indicated it was from the local media. Since the local media coverage is typically negative towards the Council then it follows that their perception of the Council's external image is also likely to be negative. There is little of significance that can be done to counter this situation, especially in the absence of a Council publication for residents. The Corporate Communications Manager also has some concerns with the question being asked and feels it would be more useful to ask a question that could be benchmarked against other local authorities. He will be exploring this in the coming year.	40%	45%	45%	Malcolm Bennie





Action	Status	Progress	Due Date	Comment	Assigned To
Develop marketing opportunities for West Dunbartonshire that support the key areas identified by Economic Development and reflect the budget restraints currently in place.			31-Mar-2012	This work is now complete and we are pleased with the progress and partnership working that has taken place between ourselves and Economic Regeneration in the past 12 months.	Malcolm Bennie
Produce three high-quality issues of Housing News to create an improved perception of the Council amongst its 10,000 tenants.			31-Mar-2012	This work is now complete.	Malcolm Bennie







Work in partnership with ICT to overhaul the Council website including a redesign, improved content, increased engagement and the creation of a more useful resource for residents and stakeholders.		<div><div>40%</div></div>	31-Mar-2012	This work has not been completed and will be carried forward in 2012/13. The new website has been 95% built by Innovation Digital but there is an ongoing problem with the mapping software. More than 40 members of staff have been trained in how to create content and how to write for the web. Some have also been trained in website search optimisation. The task of creating content on the new site still faces us. Since the existing site has 30,000 pages this is a major task and we have to be realistic about how quickly it can be undertaken given all the other priorities. As a result I have pushed the launch date back to June 2012.	Malcolm Bennie
Deliver a professional Press Office service to both protect the reputation of the Council and importantly to proactively promote its good work.		<div><div>100%</div></div>	31-Mar-2012	Completed as planned.	Malcolm Bennie











	Promote continuous improvement and competitiveness (CP11-15)
	Improve self awareness within the Chief Executive's Department (DP11-15)


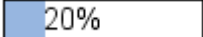


Action	Status	Progress	Due Date	Comment	Assigned To
Carry out benchmarking exercise		<div><div>100%</div></div>	31-Mar-2012	Completed as planned.	Joe Gillespie






<div>Ob</div>	Improve service efficiency and competitiveness (CP11-15)				
Action	Status	Progress	Due Date	Comment	Assigned To
Prepare for Best Value 2 audit due in 2012/13	<div></div>	<div>33%</div>	30-Jun-2012	CMT took a decision to defer this action to June 2012 to allow time to have a CMT workshop to develop the Action Plan.	Lorraine Coyne
Lead and Manage improved Advice Service provision through enhanced joint working.	<div></div>	<div>100%</div>	29-Jun-2012	Completed as planned.	Mary Holt
Monitor implementation of CED Continuous Improvement Plan	<div></div>	<div>100%</div>	31-Mar-2012	Completed as planned. The PSIF implementation plan and other relevant performance plans are a standing item on the SMT agenda.	Lorraine Coyne
Refine and update PI benchmarking data in Covalent	<div></div>	<div>100%</div>	31-Mar-2012	Completed as planned.	Colin McDougall
Co-ordinate and prepare reports on progress of the Assurance and Improvement Plan	<div></div>	<div>100%</div>	31-Mar-2012	Completed as planned. Three reports submitted to Council and one to the Audit & Performance Review Committee.	Colin McDougall













Ob	Improve service performance and quality (CP11-15)					
Action	Status	Progress	Due Date	Comment	Assigned To	
Review Continuous Improvement strategy and build in characteristics of BV2 to ensure compliance with the Local Government Scotland Act		<div><div></div></div> 20%	31-Jul-2012	Current milestones are unrealistic due to transfer of CI strategy and the PSIF programme to OD team. A review of the CI strategy and the corporate approach to the PSIF has highlighted some gaps however discussions with the Improvement Service has identified a more streamlined and integrated approach to undertaking the PSIF in the future. Discussions in progress to gain additional support through the IS to establish a more robust framework to undertaking PSIF, aligned with corporate and service planning processes. Revised framework will be defined in first quarter of 2012/13 and may result in revisions to current CI Strategy.	Angela Terry	
Develop and implement option appraisal tools and techniques		<div><div></div></div> 100%	31-Dec-2011	Completed as planned.	Angela Terry	
Implement PSIF programme for 2012 across WDC		<div><div></div></div> 40%	31-Aug-2012	Current milestones are unrealistic due to transfer of CI strategy and the PSIF programme to OD team. A review of the corporate approach to the PSIF highlighted some gaps however discussions with the Improvement Service has identified a more streamlined and integrated approach to undertaking the PSIF in the future. Discussions in progress to gain additional support through the IS to establish a more robust framework to undertaking PSIF, aligned with corporate and service planning processes. Revised framework will be defined in first quarter of 2012/13.	Angela Terry	
Conduct an annual Customer Satisfaction Survey to evaluate performance of the Corporate Communications Team		<div><div></div></div> 100%	01-Feb-2012	Completed as planned.	Malcolm Bennie	

Ob	Join up and share services with other providers (CP11-15)														
Performance Indicator	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12						2012/13	2013/14	2014/15	Assigned To
	Value	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	
Number of shared service arrangements (external providers)	N/A	52	53	66	64	65	75				The target of 75 set for 2010/11 was not achieved, with the number of shared services arrangements reported increasing by just 1 from 64 to 65. Targets for subsequent years will now be reviewed.	65	65	65	Colin McDougall
Action				Status	Progress			Due Date		Comment					Assigned To
Explore the possibility for knowledge sharing and service sharing for Internal Audit					<div><div>100%</div></div>			31-Mar-2012		Completed as planned.					Joe Gillespie
Support the implementation of the outcomes of the Clyde Valley Community Partnership shared service review					<div><div>100%</div></div>			31-Mar-2012		At the Council meeting on 31st August 2011, the Clyde Valley Shared Services proposals were unanimously rejected by Elected Members. West Dunbartonshire Council has now withdrawn from the Shared Services project.					Colin McDougall
Carry out annual review of departmental shared service development arrangements					<div><div>100%</div></div>			31-Mar-2012		Completed as planned. The results of the annual return exercise have been sent out to the CMT and Heads of Services.					Colin McDougall

	Promote equal opportunities (DP11-15)														
	Promote equal opportunities and compliance with legislation. (DP11-15)														
Performance Indicator	2006/ 07	2007/ 08	2008/ 09	2009/ 10	2010/ 11	2011/12						2012/ 13	2013/ 14	2014/ 15	Assigned To
	Value	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	
Number of equality impact assessments of Council's plans, strategies, and policies completed	3	6	9	15	15	25	15				The 2011/12 target was exceeded. This reflects the level of change within the Council and increased support and guidance. The targets for 2012/13 and beyond have been revised upwards from 15 to 30 to reflect this as well as the changes in Equality Act regulations from May 2012.	30	30	30	Suzanne Greer; Ricardo Rea
CM4c: Percentage of council buildings in which all public areas are suitable for and accessible to disabled people	33.7%	39.6%	44.6%	50.6%	51.9%	50.6%	50.6%				The 2011/12 target was met. The total number of fully accessible buildings remained the same, but one less accessible building closed and a more accessible building is being renovated meaning a slightly lower percentage value this year compared to last. As there has been no ring fenced budget for building access work since 2009/10, improved performance is only achievable through mainstreaming in renovations, new buildings, or funding through other means.	50.6%	50.6%	50.6%	Suzanne Greer; Ricardo Rea
Action				Status	Progress			Due Date			Comment				Assigned To
Set and publish equality outcomes based on evidence and involvement of equality groups and communities					<input type="text" value="0%"/>			31-Mar-2012			Postponed: The Government decided that the requirement to publish equality outcomes will not come into force until December 2012. This action will therefore be postponed until 2012/13.				Suzanne Greer; Ricardo Rea
Work with departments towards mainstreaming equalities, monitor progress and report via existing public performance reporting systems					<input type="text" value="100%"/>			31-Mar-2012			Completed as planned.				Suzanne Greer; Ricardo Rea

Update Equality Scheme to include all protected characteristics, equality objectives and also incorporate Gypsy Traveller Strategy			31-Mar-2012	Postponed: This action has been postponed and will be carried forward into future year's planning. This is to respond to anticipated changes in Equalities legislation and policy.	Suzanne Greer; Ricardo Rea
Work with partner organisations to promote good practice in Equalities and develop shared approaches where appropriate			31-Mar-2012	Completed as planned. Thematic lead officers' guidance on EIA has been produced and distributed with training and support available. 5 information notes have been produced and published on the CPP website. Partners have explored working together on setting equality outcomes to meet one of the specific duties of the Equality Act 2010.	Suzanne Greer; Ricardo Rea

Action Status	
	Cancelled/Postponed
	Delayed
 	Progressing beyond original target date
	Completed

PI Status		Long Term Trends		Short Term Trends	
	Target Significantly Missed		Improving		Improving
	Target Marginally Missed		No Change		No Change
	Target Met/Exceeded		Getting Worse		Getting Worse
 Status cannot be calculated because value or target not available for 2011/12 or this is a new measure in 2011/12 and no comparator data is available		 Status cannot be calculated because value or target not available for 2011/12 or this is a new measure in 2011/12 and no comparator data is available		 Status cannot be calculated because value or target not available for 2011/12 or this is a new measure in 2011/12 and no comparator data is available	

WEST DUNBARTONSHIRE COUNCIL

Report by the Executive Director of Corporate Services

Corporate & Efficient Governance Committee: 20th June 2012

**Subject: Corporate Services Department Plan 2011 – 2015
Annual Performance Report**

1. Purpose

- 1.1** This report sets out the annual performance review of objectives within the 2011/15 Corporate Services Departmental Plan for the period 1 April to 31 March 2012.




2. Background

- 2.1** The performance management framework requires Departments to monitor, review, and formally report their performance to the relevant Committee on a 6 monthly basis.
- 2.2** Monitoring of the departmental plan has taken place through the Director's Monthly Performance meeting which has provided a strong focus for the management team to analyse progress across key actions and performance indicator targets, review departmental risks, identify exception areas, and forward plan to ensure that activities and resources are aligned and co-ordinated to deliver key objectives and actions.

3. Main Issues

- 3.1** Appendix 1 illustrates the scorecard report and achievements in relation to:
- Performance indicators (PI's)
 - Actions to deliver corporate and departmental objectives
- 3.2** Performance Indicators (PI's)
There are 50 performance indicators, of which 17 are statutory. The following table illustrates an overview of the performance achieved across the targets set for 2011/12:

Table1: Performance indicators (PI's)

Number of PI targets met or exceeded		28
Number of PI targets narrowly missed		5
Number of PI targets not achieved		8
PI's for which data not available yet		9
Total number of PI's		50

- 3.3** The department has achieved or exceeded 56% of its agreed targets. The performance across the 12 PI targets 'narrowly missed' or 'not achieved' has been reviewed to assess factors which may have influenced performance and identify actions which will be implemented to improve future performance. Fuller explanation of this is reflected within the comments section of the scorecard. It is also worth noting that the performance achieved across 4 out of the 5 targets assessed as 'narrowly missed' was within a marginal range of 3% of the target and the results achieved indicate an improving trend in performance.
- 3.4** A total of 9 PI's cannot be assessed at this time due to the end of year data not being available however this will be reported to members at a later date once the data is obtained.
- 3.5** Actions to deliver corporate and departmental objectives
A detailed action plan with 70 actions is in place to support the delivery of departmental and corporate objectives. Positive progress has been made across all actions with nearly 62% being achieved within the planned timescale. All actions have been reviewed and, where applicable, will be carried forward into the action plan currently being proposed for 2012/13. This is explained in further detail within the scorecard comments.
- 3.6** Departmental achievements
The department has continued to embed an ambitious programme of change, restructure, and service improvement to ensure it provides modern, flexible support services which add value to the services we deliver to our communities. This has been particularly evident through the collaborative role our services provide in supporting departments and the Council in delivering major elements of its transformational change programme.
- 3.7** Through partnership working and providing professional advice covering many areas of expertise we have supported major change projects such as the Housing Stock Transfer, implementation of the new Leisure Trust, and development of outline business cases within the Income Securitisation programme.
- 3.8** Similarly through a strong focus on our objectives and priorities a number of key departmental achievements have also been delivered including:
- Development and introduction of the Licensing Board's evidence based Overprovision Policy which controls the availability of alcohol on health grounds; this is the first initiative of this kind in the UK and has been widely praised and modelled across Scotland
 - Achieving 98.67% accuracy (the highest performance recorded) in registration services following the centralisation of the Registration Offices
 - Retaining the department's Investors in People Recognition at bronze level following LDRS recently receiving the Council's highest score to date
 - Local Elections - successful delivery of 2011 and 2012 elections and referendum

- Establishing a Member Officer Working Group to support a strong corporate focus on the Council's strategic aim of improving attendance, with recommend actions including revised management policies.
- Transferring delivery of management development programmes accredited by the Chartered Management Institute (level 2 and 3) fully in-house
- Led the recruitment and selection process to support appointment of a new Chief Executive and Executive Director of Corporate Services
- Successful implementation of a new format of Annual Accounts under International Financial Reporting Standards
- Increased in-year Council Tax collection rate to 94.2% despite the financial downturn
- Improved Procurement Capability Assessment rating by 16% year-on-year; and
- Implementation of the first 'One Stop Shop' in Alexandria.

3.9 Departmental absence

Employee absence across the department has increased to 11.12 days lost per FTE employee, compared to 10.26 days in 2010/11.

3.10 The department is leading the Council's strategic approach to improving attendance through a number of proactive measures including improved absence reporting processes, implementation of a revised Attendance Management policy, provision of a comprehensive Occupational Health service, promoting health and wellbeing initiatives, and support for line managers in managing long-term complex absence cases.

3.11 It is a council commitment to improve attendance through these measures and this will be monitored on a monthly basis at a CMT and at Department Management Teams to ensure robust plans and effective management support future improvement.

4. People implications

4.1 There are no specific people implications associated with this update.

5. Financial Implications

5.1 There are no specific financial implications arising from this report.

6. Risk Analysis

6.1 There are no immediate risks associated with this report. However if the department is unable to clearly demonstrate progress in relation to its priorities and commitments, and a robust approach to performance management, this could present a risk to the delivery of strategic priorities and objectives. Member scrutiny of this report is a key control in mitigating that risk.

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

- 7.1** An equalities impact assessment is not appropriate as this report is a performance review of the Corporate Services department plan.

8. Strategic Assessment

- 8.1** The objectives and actions contained within the plan support the delivery of all four of the Council's strategic priorities; Social & Economic Regeneration, Financial Strategy, Asset Management Strategy and Fit for Purpose Services.

9. Conclusions and officer's recommendations

- 9.1** The report highlights the annual performance achieved for Corporate Services during 2011/12 and the positive progress made across a number of performance objectives which contribute to the Council's wider strategic aims and priorities.

- 9.2** The Committee is invited to note the contents of this report.

Angela Wilson
Executive Director of Corporate Services
1 June 2012

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Appendices: **Appendix 1:** Corporate Services Department Plan
Year End Progress Scorecard Report 2011 2015




Background Papers: None

Wards Affected: N/A



Appendix 1: Corporate Services Departmental Plan 2011/15 Annual Performance Report for 2011/12




Icon	Name
	2 Health & well being (CP11-15)
Icon	Name
	Increase life expectancy - especially in the most deprived areas (CP11-15)
Icon	Name
	Improve the health and safety of Council employees (CP11-15)




Performance Indicator	2006/ 07	2007/ 08	2008/ 09	2009/ 10	2011/12						2012/ 13	2013/ 14	2014/ 15	2015/ 16	Assigned To
	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	Target	
Average number of FTE days lost per FTE employee classified as stress & mental health	N/A	N/A	3.4	3.7	2.67	3.2				This figure is an improvement on the result for last year and meets the annual target.	3.1	3	2.9	2.9	Linda McAlister

Icon	Name
	4 Sustainable environments (CP11-15)


Icon	Name
	Improve environmental quality & sustainability (CP11-15)

Icon	Name
	Improve the state of West Dunbartonshire's environment (CP11-15)

Performance Indicator	2006/ 07	2007/ 08	2008/ 09	2009/ 10	2011/12						2012/ 13	2013/ 14	2014/ 15	2015/ 16	Assigned To
	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	Target	
Air quality: PM10 Concentration	N/A	17	13.2	17.4	17	18				The ratified annual average PM10 level for the 2011 calendar year was 17ug/m3. The air quality objective for PM10 was reduced from 40ug/m3 to 18 ug/m3 during 2010. Despite this more stringent target the National Air Quality Objective for PM10 has not been exceeded. The results of this and all of our other air quality monitoring data were included in our 2012 Air Quality Update and Screening Assessment Report which was sent to the Scottish Government for approval on 23 April 2012. The report was subsequently	18	18	18	18	John Stevenson


Performance Indicator	2006/ 07	2007/ 08	2008/ 09	2009/ 10	2011/12						2012/ 13	2013/ 14	2014/ 15	2015/ 16	Assigned To
	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	Target	
										approved by the Scottish Government on 26 April 2012. They advised that the report was thorough, well structured and agreed with the conclusions reached for all pollutants.					
Air Quality: % of monitoring stations complying with the national objective of 40ug/m3 NO2 at the nearest building façades of residential properties , schools, hospitals and care homes.	86.6%	94.1%	95.2%	91.4%	100%	100%				100% of our monitoring stations complied with the national air quality objective of 40ug/m3 during the calendar year for 2011. In 2011 the annual NO2 objective of 40µg/m3 was not breached at the nearest relevant receptor to any of the 24 monitoring locations in the West Dunbartonshire Council area. The results of this and all of our other air quality monitoring data were included in our 2012 Air Quality Update and Screening Assessment Report which was submitted to the Scottish Government for approval on 23 April 2012. The report was subsequently	100%	100%	100%	100%	John Stevenson




Performance Indicator	2006/ 07	2007/ 08	2008/ 09	2009/ 10	2011/12						2012/ 13	2013/ 14	2014/ 15	2015/ 16	Assigned To
	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	Target	
										approved by the Scottish Government on 26 April 2012. They advised that the report was thorough, well structured and agreed with the conclusions reached for all pollutants.					

Action	Status	Progress	Due Date	Comment	Assigned To
Develop a suite of performance measures for Trading Standards and Licensing		<div><div>100%</div></div>	31-Mar-2012	Trading Standards performance measures have been reviewed and focus has been placed on SPIs, completion of inspections within time, bringing businesses into compliance, and customer satisfaction.	David McCulloch

Icon	Name
	6 An improving Council (CP11-15)




Icon	Name
	Improve community engagement (CP11-15)


Icon	Name
	Improve the effectiveness of community consultation and engagement activity (CP11-15)

Performance Indicator	2006/ 07	2007/ 08	2008/ 09	2009/ 10	2011/12						2012/ 13	2013/ 14	2014/ 15	2015/ 16	Assigned To
	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	Target	
Percentage of Community Councils functioning as a proportion of the total possible number	59%	59%	59%	59%	59%	59%				Following a nomination process held in January 2012, Fairley Community Council was	59%	59%	59%	59%	George Hawthorn




Performance Indicator	2006/ 07	2007/ 08	2008/ 09	2009/ 10	2011/12					Note	2012/ 13	2013/ 14	2014/ 15	2015/ 16	Assigned To
	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend		Target	Target	Target	Target	
										established on 6 February 2012.					
Percentage of users of the contact centre who think the Council communicates well with its residents	N/A	N/A	N/A	N/A	80%	80%				As a new PI, this question was asked to the Citizens Panel with a positive response. The question will be asked again in 2012 with an anticipated increase in satisfaction.	80%	80%	80%	80%	Stephen Daly
Number of hits on the WDC website to access information and use on line services	N/A	N/A	N/A	N/A	862,547	840,000				Web site hits for full year showed small drop although there were periods during the year showing an increased use on same period previous year. Launch of the new WDC website and associated marketing campaign should demonstrate and increase in subsequent years. Quarterly targets will be reviewed in line with previous stats available.	920,000	1,080,000	1,200,000	1,400,000	Patricia Marshall




Action	Status	Progress	Due Date	Comment	Assigned To
Review of scheme for the establishment of community councils		<div><div>100%</div></div>	28-Oct-2011	Newspaper article completed in conjunction with Corporate Communications, to promote Community Councils. This article has been advertised in the Clydebank Post and Dumbarton Reporter and The Lennox Herald. In addition, posters were displayed in all relevant Council offices. Election timetable is not	Craig Stewart





Action	Status	Progress	Due Date	Comment	Assigned To
				required.	
Review our code of conduct for public processions		<div><div>100%</div></div>	31-Mar-2012	A report was considered by the licensing committee on 7 February and changes to our code of conduct have now been agreed.	David McCulloch
Review licence conditions under Civic Government (Scotland) Act 1982		<div><div>40%</div></div>	29-Mar-2013	We were unable to complete our review of taxi conditions because the Scottish Government best practice guidance for local authorities was due to be published in September 2011 but was not published until 5 April 2012. Therefore the deadline for milestones 3, 4 & 5 had to be rescheduled. A West of Scotland Working Group is currently considering whether all councils could adopt a core set of common licence conditions to simplify cross-border enforcement. These would still be supplemented by purely local conditions. We want to avoid two reviews of licence conditions within 12 months so we will assess options carefully by 31 July 2012 before deciding how to proceed. This will be taken forward in the 2012/13 annual plan.	David McCulloch
Continue improvement in the customer experience through community engagement, consultation and feedback		<div><div>100%</div></div>	31-Mar-2012	New features and services available to staff via Intranet. New features and services available to citizens via web site such as upgraded CMIS system, additional online forms and WDC Twitter and Facebook features. Similar actions will continue to be progressed each year to ensure ongoing development and improvement of Council's community engagement activities.	Patricia Marshall

















Icon	Name
	Improve governance, resource management and financial planning (CP11-15)

Icon	Name
	Improve employee attendance (CP11-15)




Performance Indicator	2006/07	2007/08	2008/09	2009/10	2011/12						2012/13	2013/14	2014/15	2015/16	Assigned To
	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	Target	
CM1aiii: Average number of working days lost per employee through	N/A	8.5	7.05	7.41	6.11	7				Annual result shows significant	7	7	7	7	Linda McAlister

Performance Indicator	2006/ 07	2007/ 08	2008/ 09	2009/ 10	2011/12						2012/ 13	2013/ 14	2014/ 15	2015/ 16	Assigned To
	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	Target	
sickness absence for teachers										improvement versus last year (20%) and has achieved target set for this year.					
CM1biii: Average number of working days lost per employee through sickness absence for all other local government employees	N/A	14.08	13.61	13.26	12.22	10.5				The annual result of 12.22 FTE days lost per FTE employee is an increase on last year and misses the set target by 1.72 FTE days. A workplan has been developed by a joint member/officer working group to ensure a robust focus on improving attendance management in 2012/13.	10.5	10.5	10.5	10.5	Linda McAlister


Action	Status	Progress	Due Date	Comment	Assigned To
Continue to further develop a programme of interventions aimed at improving health and wellbeing and reducing sickness absence			31-Mar-2012	Extensive programme of Manager Training and Employee Briefing sessions commenced 1 September 2011 to support roll-out of new policy.	Linda McAlister
Continue to develop informal and formal management training programmes to improve absence levels within WDC.			31-Mar-2012	Ongoing management of attendance at work. Comprehensive manager training session and employee briefing session on the new attendance management policy and procedure was undertaken in the quarter, resulting in training deliver to approx 400 managers and approx 1,300 employees. Attendance management action plan developed to ensure ongoing work continues to reduce absence levels, including utilising WMS to provide statistical information for managers.	Linda McAlister

Icon	Name														
	Improve medium to long term financial planning (CP11-15)														
Performance Indicator	2006/ 07	2007/ 08	2008/ 09	2009/ 10	2011/12						2012/ 13	2013/ 14	2014/ 15	2015/ 16	Assigned To
	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	Target	
Has Audit Scotland's perception of the quality of the Council's medium to long term financial planning process improved? Yes/No	No	No	Yes	Yes	Yes	Yes				Per the recent draft AIP, Audit Scotland has indicated that it is recognised that the Council's financial position has positively improved in recent years and that the Council has continued to develop their 10 year financial strategy	Yes	Yes	Yes		Gillian McNeilly
Amount of free reserves as a percentage of the prudential reserve target - HRA	N/A	N/A	N/A	N/A		100%				This will be available by 30 June each year in draft, pending the outcome of the audit of the final accounts	100%	100%	100%	100%	Gillian McNeilly
Amount of free reserves as a percentage of the prudential reserve target - General services	N/A	N/A	1.46%	2.59%		100%				This will be available by 30 June each year in draft, pending the outcome of the audit of the final accounts	100%	100%	100%	100%	Gillian McNeilly
Revenue budget net of contingency fund compared to actual outturn at year end for General Services.	N/A	N/A	N/A	99.43 %		100%				This will be available by 30 June each year in draft, pending the outcome of the audit of the final accounts	100%	100%	100%	100%	Gillian McNeilly
Revenue budget net of contingency fund compared to actual outturn at year end for HRA.	N/A	N/A	N/A	96.3%		100%				This will be available by 30 June each year in draft, pending the outcome of the audit of the final accounts	100%	100%	100%	100%	Gillian McNeilly

Action	Status	Progress	Due Date	Comment	Assigned To
Continue to develop the 10 year Financial Strategy	✓	<div><div>100%</div></div>	31-Mar-2011	The finance strategy has been updated & reported to the SFWG June 2011 and reported to Council in August 2011. The action has now been continued for 2012/13 finance strategy development under CS/1115/FICT/013	Gillian McNeilly
Continue to develop the 10 year Financial Strategy - Focused on future years financial projections.	✓	<div><div>100%</div></div>	31-Mar-2012	Completed. Report due to Council in August 2012	Gillian McNeilly
Review of reserves and provision policy	✓	<div><div>100%</div></div>	30-Jun-2012	Review of policy completed	Gillian McNeilly
Implement, monitor and evaluate spend to save options	⚠	<div><div>66%</div></div>	31-Aug-2012	Projects are being implemented, however it is anticipated that not all will be implemented prior to the originally intended end date for this action. Therefore in order to appropriately and effectively evaluate the outcomes of the spends, the completion of this action is now expected to be later; around 31 August 2012.	Gillian McNeilly
Administer financial input into Clyde Valley shared services (support services)	✓	<div><div>100%</div></div>	30-Sep-2012	Financial analysis and support provided to Members and to CMT throughout 2011/12. Council 31/8/11 agreed to withdraw from CVSS.	Gillian McNeilly
Implement new corporate approach to procurement	▶	<div><div>80%</div></div>	28-Sep-2012	The new Procurement Manager commences in May 2012. The implementation of the new Category Management approach to Procurement will be a priority and the due date for completion of remaining milestones is the end of September 2012	Alison Wood
Align workforce plan to departmental plans and budget resources	✓	<div><div>100%</div></div>	31-Mar-2012	Discussions taken place to ensure greater alignment between workforce and budgetary planning processes.	Paul McGowan
Enhance budgetary control	✓	<div><div>100%</div></div>	31-Mar-2012	Action now completed - new BCR to council /committee from August 2012	Gillian McNeilly
Review budget settings/long term financial strategy	▶	<div><div>50%</div></div>	31-Aug-2012	Due to the introduction of a project encompassing the overall longer term capital planning and evaluation process, the completion of this action has been delayed. It is now expected that this work will be completed by 31 August in order to link into the next round of planning and budget setting processes for 2013/17	Gillian McNeilly; Jennifer Ogilvie
Develop capital investment process	▶	<div><div>25%</div></div>	31-Aug-2012	With the introduction of a project encompassing all aspects of longer term capital planning and evaluation, this process has been delayed. The revised date for completion will allow the new process to align to the planning and budget setting processes for the next planning and budget round.	Gillian McNeilly




Action	Status	Progress	Due Date	Comment	Assigned To
Develop process/system for business cases and project management of core WDC projects and conduct post evaluation of major project spend		<div><div>66%</div></div>	31-Aug-2012	Due to the introduction of a larger project encompassing the development and improvement of all capital planning areas, this process has been delayed. Now expected to be completed by 31 August 2012	Gillian McNeilly; Jennifer Ogilvie
Develop an approach to ensure all capital projects are evaluated based on whole life costing, and are project managed, monitored and measured over £100,000		<div><div>66%</div></div>	31-Aug-2012	The asset management group are undertaking a review of the whole capital planning and monitoring process - expected to be finalised by 31/8/12	Jennifer Ogilvie
Conduct trend analysis in three year cyclical periods		<div><div>100%</div></div>	30-Apr-2012	Action completed - indicators and historic information now in place	Gillian McNeilly; Stephen West







Icon	Name
	Improve the Performance Management Framework (CP11-15)

Action	Status	Progress	Due Date	Comment	Assigned To
Develop a broader range of departmental performance indicators and measures		<div><div>100%</div></div>	31-Mar-2012	Performance indicators reviewed through director performance meeting and revised indicators agreed. Departmental performance management framework in place and will be revised further to incorporate review of corporate planning process.	Linda Butler






Icon	Name
	Improve organisational culture (CP11-15)


Icon	Name
	Improve consultation and communication with employees (CP11-15)

Performance Indicator	2006/07	2007/08	2008/09	2009/10	2011/12						2012/13	2013/14	2014/15	2015/16	Assigned To
	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	Target	
Percentage of Council employees who agree or strongly agree that their line manager provides information about what is going on within the Council	N/A	37%	N/A	61%	66%	68%				A number of corporate and departmental mechanisms are in place to ensure staff are regularly kept	72%	76%	76%	78%	Angela Terry







Performance Indicator	2006/ 07	2007/ 08	2008/ 09	2009/ 10	2011/12						2012/ 13	2013/ 14	2014/ 15	2015/ 16	Assigned To
	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	Target	
										informed including the Core & Local Brief process, staff consultations, and the new intranet. The Core Brief Framework will be reviewed as part of the Employee Survey Improvement Plan and revisions implemented to ensure wider cascade of information.					
Percentage of Council employees who agree or strongly agree that they have regular meetings with their line manager	N/A	N/A	N/A	61%	60%	70%				A new PDP framework was introduced during 2011/12 and has progressively rolled-out across the Council. This endorses effective management practice through regular 1-2-1 meetings with staff. All employees will participate in the 2012/13 annual process and it is expected that regular meetings will take place between managers and staff across the reporting year.	75%	80%	80%	82%	Angela Terry
Percentage of Council employees who agree or strongly agree that the Council asks about their views	N/A	19%	N/A	33%	42%	40%				Extensive employee consultation undertaken during 2011/12 through the annual consultation	50%	60%	60%	65%	Angela Terry

Performance Indicator	2006/ 07	2007/ 08	2008/ 09	2009/ 10	2011/12						2012/ 13	2013/ 14	2014/ 15	2015/ 16	Assigned To
	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	Target	
										process and employee survey. The Employee Survey Improvement Plan will include improvement actions in relation to providing feedback which helps employees understand how their views and input influences Council plans and decisions.					



Action	Status	Progress	Due Date	Comment	Assigned To
Ensure Involvement of Human Resources in participation of and consultation with Equalities Groups on Employment Issues.		<div><div>100%</div></div>	31-Mar-2012	Regular programme of meetings in place and 2 HR representative attend and ensure actions from meetings are progressed.	Linda McAlister
Develop and implement a model to maximise stakeholder involvement		<div><div>100%</div></div>	31-Mar-2012	It can be demonstrated that a lot of positive work has been undertaken in the development of an effective joint partnership framework. The Joint Steering Group will meet for the first time in mid-March and the action plan and timescale agreed will be moved into covalent for full completion in 2012-2013.	Linda McAlister
Develop a range of communication tools		<div><div>100%</div></div>	31-Mar-2012	A wide range of HR Information Notes, details of policy training sessions and guidance has been updated onto the HR Knowledge Portal. HR Officers have undertaken training on maintaining and developing the HR Knowledge Portal and action has been taken to ensure notes are maintained, relevant and up-to-date.	Linda McAlister
Increase satisfaction levels across employee engagement factors		<div><div>50%</div></div>	31-Mar-2012	Employee Survey results and feedback discussed with senior management and Trade Unions. Key areas identified for improving employee engagement and draft improvement plan will be implemented May onwards. This action will carry forward to 2012/13.	Angela Terry
Continue to positively address issues influencing		<div><div>50%</div></div>	31-Mar-2012	This work programme is linked to the results arising	Angela Terry

Action	Status	Progress	Due Date	Comment	Assigned To
organisational culture				from the employee survey. Key priorities for improvement have been identified and an improvement plan will be implemented May onwards and aims to target improvement within drivers of employee engagement including communication, managing change, leadership, and recognition and reward. This action will integrate with the employee survey improvement plan.	
Complete a review of communication processes and sources across the department		<div><div>100%</div></div>	31-Mar-2012	Many departmental processes implemented to improve communication including monthly departmental brief, annual departmental planning sessions for staff, team meetings, service consultations, and the PDP process. Further targeted improvements will be undertaken through corporate improvement plan to address employee survey results.	Angela Terry




Icon	Name
	Improve morale and employee perceptions of feeling valued (CP11-15)







Performance Indicator	2006/07	2007/08	2008/09	2009/10	2011/12						2012/13	2013/14	2014/15	2015/16	Assigned To
	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	Target	
Percentage of Council employees who agree or strongly agree that the Council recognises and values the work that they do	N/A	34%	N/A	43%	58%	56%				A positive shift in employee perception achieved and targeted actions within employee survey improvement plan will continue to build on this achievement.	66%	70%	75%	78%	Angela Terry
Percentage of Council employees who agree or strongly agree that morale is good	N/A	19%	N/A	25%	56%	41%				A positive shift achieved in improving staff morale and targeted actions within employee survey improvement plan will ensure this remains a key priority	56%	65%	70%	75%	Angela Terry

Performance Indicator	2006/ 07	2007/ 08	2008/ 09	2009/ 10	2011/12						2012/ 13	2013/ 14	2014/ 15	2015/ 16	Assigned To
	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	Target	
										and build on this achievement.					

Action	Status	Progress	Due Date	Comment	Assigned To
Develop programme of interventions aimed at promoting health and wellbeing of CS staff		<div><div>100%</div></div>	31-Mar-2012	As part of the attendance management strategy training and briefing sessions delivered to employees on the new Attendance Management policy and procedure. An HR Advisor has been identified to contribute to the Healthy Working Lives Working Group and continue to develop a range of wellbeing initiatives to support employees.	Linda McAlister
Develop framework for staff recognition across the department		<div><div>66%</div></div>	31-Mar-2012	Initial work undertaken on a draft framework however a wider and more integrated approach required to bring together different elements of staff recognition including long service awards, staff suggestions, internal recognition schemes, and external competitions. Development of this framework is a key action within the employee survey improvement plan and will carry forward into 2012/13.	Angela Terry


Icon	Name
	Promote fair and transparent employment practices (CP11-15)



Performance Indicator	2006/ 07	2007/ 08	2008/ 09	2009/ 10	2011/12						2012/ 13	2013/ 14	2014/ 15	2015/ 16	Assigned To
	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	Target	
Percentage of employee survey respondents that indicated direct experience of verbal bullying	N/A	21%	N/A	23%	9%	20%				Since the last employee survey a dignity at work policy has been implemented and a range of supporting resources developed. There is a clear commitment from the Council that bullying and harassment is	20%	15%	15%	15%	Linda McAlister







Performance Indicator	2006/ 07	2007/ 08	2008/ 09	2009/ 10	2011/12						2012/ 13	2013/ 14	2014/ 15	2015/ 16	Assigned To
	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	Target	
										not acceptable, this has resulted in a significant reduction.					
Percentage of employee survey respondents indicating direct experience of non-verbal bullying	N/A	18%	N/A	N/A	5%	10%				Since the last employee survey a dignity at work policy has been implemented and a range of supporting resources developed. There is a clear commitment from the Council that bullying and harassment is not acceptable, this has resulted in a significant reduction.	10%	8%	8%	8%	Linda McAlister
Percentage of employee survey respondents reporting some form of discrimination in the period since the last employee survey	N/A	11%	N/A	12%	6%	8%				Since the last Employee Survey a Dignity at Work Policy and Procedure was implemented to provide a supportive framework to enable employees to report forms of discrimination. This was supported by introducing confidential contacts, trained investigators and trained mediators. Reports are monitored and an assessment shows that less than 20 complaints were received during the last year. The Dignity	8%	6%	6%	6%	Linda McAlister

Performance Indicator	2006/ 07	2007/ 08	2008/ 09	2009/ 10	2011/12						2012/ 13	2013/ 14	2014/ 15	2015/ 16	Assigned To
	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	Target	
										at Work policy and procedure will be reviewed during 2012-2013 and promoted as the mechanism for reporting discrimination cases.					


Action	Status	Progress	Due Date	Comment	Assigned To
Council Workforce Plan	✓	<div><div>100%</div></div>	31-Mar-2012	Draft workforce plan available for CHCP by 31 March 2012. All other departments are still being prepared in line with finalisation of Service Plan.	Linda McAlister
Ongoing job evaluation of posts	✓	<div><div>100%</div></div>	30-Apr-2011	An interim policy has been agreed with the Trade Unions and the current Policy Review will be concluded in August 2012.	Samantha Dove
Ensure Human Resources activity support the employment action plan of the WDC Equality Scheme 2009-12	✓	<div><div>100%</div></div>	31-Mar-2012	Statement has been reviewed and no changes required. E-learning programme in place for employees. HR Adviser is leading workstream to further develop equalities e-learning program using Brightwave in conjunction with Clyde Valley Shared Services Equalities Sub Group.	Linda McAlister
Carry out Equality Impact Screenings and Assessments of New or Revised HR Policies and Functions	✓	<div><div>100%</div></div>	31-Mar-2012	Practice has been standardised and all policies, procedures and practice are equality impact assessed. Where any negative impact is identified an action plan will be developed and the policy, process, procedure will be monitored.	Linda McAlister
Continue to develop supporting processes on integration of Workforce Planning within the Council.	✓	<div><div>100%</div></div>	31-Mar-2012	It has been identified that there are difficulties aligning the timing of the departmental workforce plans with the departmental Service Plan. Further work will be undertaken in 2012-2013 to re-assess the workforce planning framework and improve processes.	Linda McAlister
Develop a range of HR and OD performance indicators to support reporting, evaluation, policy and practice	✓	<div><div>100%</div></div>	31-Mar-2012	Whilst some management information has been generated in areas such as absence, discipline and grievance, a full range of performance indicators has not been generated. Strategic benchmarking will be	Samantha Dove; Linda McAlister

Action	Status	Progress	Due Date	Comment	Assigned To
				undertaken as part of the revised 2012-2017 Corporate Planning process.	
Continue to facilitate the integration of Job Evaluation and new terms & conditions of employment into operational HR within WDC		<div><div>100%</div></div>	30-Apr-2012	Job Evaluation is integrated into Operational HR within WDC with the existing process continuing while a review is undertaken.	Samantha Dove


Icon	Name
	Improve strategic leadership (CP11-15)
Icon	Name
	Improve leadership and management skills of elected members, the corporate management team, middle management and supervisory staff (CP11-15)




Performance Indicator	2006/ 07	2007/ 08	2008/ 09	2009/ 10	2011/12						2012/ 13	2013/ 14	2014/ 15	2015/ 16	Assigned To
	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	Target	
Percentage of Council employees who agree or strongly agree that there is strong leadership	N/A	15%	N/A	22%	22%	40%				This continues to achieve low positive results and high neutral results. Staff perception and views have been explored through focus groups and targeted actions are included within employee survey improvement plan to address results. Phase 2 of leadership development programme will also aim to improve the collective role of leadership and skills and capacity.	55%	60%	65%	66%	Angela Terry
Has Audit Scotland's perception of leadership quality improved? Yes/No	No	No	No	No	Yes	Yes				Audit Scotland have expressed a positive shift in their perception of the Council's leadership approach through their assessment of progress within the Assurance and Improvement plan and that the Council	Yes	Yes	Yes		Angela Terry

Performance Indicator	2006/ 07	2007/ 08	2008/ 09	2009/ 10	2011/12						2012/ 13	2013/ 14	2014/ 15	2015/ 16	Assigned To
	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	Target	
										is demonstrating improvement within leadership and strategic direction. This indicator will not be used as a basis for measurement within future performance years and will be replaced by other performance measures and indicators.					

Action	Status	Progress	Due Date	Comment	Assigned To
Continue development of leadership development framework for senior managers		<div><div>50%</div></div>	31-Mar-2012	Discussion and agreement on next steps to support phase 2 development completed. Short questionnaire drafted for senior manager input in design stage and preliminary meetings planned with external support to identify potential approaches to next stage of leadership development.	Angela Terry

Icon	Name
	Promote continuous improvement and competitiveness (CP11-15)

















Icon	Name
	Improve our responsiveness to customers (Customer First) (CP11-15)

Performance Indicator	2006/ 07	2007/ 08	2008/ 09	2009/ 10	2011/12						2012/ 13	2013/ 14	2014/ 15	2015/ 16	Assigned To
	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	Target	
Percentage of Citizens Panel respondents satisfied with the time the Council takes to answer the	N/A	N/A	N/A	78%	88%	91%				2011/12 information supplied by Citizens Panel survey and	92%	93%	93%	93.5%	Stephen Daly










Performance Indicator	2006/ 07	2007/ 08	2008/ 09	2009/ 10	2011/12						2012/ 13	2013/ 14	2014/ 15	2015/ 16	Assigned To
	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	Target	
phone										attached as a document. Continued improvement in performance from 84% to 88% with 90% aspirational target. Performance will continue to be assessed via Citizens Panel.					
Percentage of Citizens Panel respondents satisfied with the time the Council takes to acknowledge written correspondence	N/A	N/A	N/A	69%		90%	?	?	?	This PI is under review. The question was not asked in the Citizens Panel survey, 2011.	91%	84%	85%	85%	Stephen Daly
Percentage of users of the Council's Contact Centre who are satisfied or very satisfied with the services delivered by the Contact Centre	N/A	N/A	N/A	86.36 %	89%	91%	▲	▲	▲	Ongoing improvement in terms of the services delivered by the contact centre. We will continue to survey service users at various times of the year looking for particular areas for improvement.	92%	93%	93%	93.5%	Stephen Daly
Percentage of ICT incident calls fixed at first point of contact	N/A	N/A	N/A	N/A	30.1%	55%	■	?	?	User Management requests that were formerly incorporated in the FPOC figures and accounted for approx 34% of the statistics are no longer recorded as incident related calls. The ICT Restructure and subsequent retraining program for staff also had a	65%	75%	80%	80%	John Martin




Performance Indicator	2006/ 07	2007/ 08	2008/ 09	2009/ 10	2011/12						2012/ 13	2013/ 14	2014/ 15	2015/ 16	Assigned To
	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	Target	
										detrimental impact on initial 2011/12 PI targets, these issues are being addressed and the latest quartile figures and future figures should continue on an upward trend for the following year.					







Action	Status	Progress	Due Date	Comment	Assigned To
Review the fare structure for taxis and private hire cars	✓	<div><div>100%</div></div>	31-Jan-2012	The fare increase for Dumbarton was notified in a press advert on 23 August and was effective from 31 August. All meter checks have been carried out. The Traffic Commissioner upheld the council's decision not to increase fares in Clydebank so no meter checks were required. The fares for Clydebank were notified in a press advert on 5 October and were effective from 13 October.	David McCulloch
Develop technology and networks to improve customer access to services	⚠	<div><div>71%</div></div>	24-Aug-2012	Target 'Due Date' amended. VOIP installation and configuration for all 3 services is expected to take 3-4 months.	Patricia Marshall
Develop a model for service level agreements in partnership with customer	✓	<div><div>100%</div></div>	31-Mar-2012	Draft SLA developed for HR & OD and implemented for Leisure Trust Services.	Paul McGowan
Consult stakeholders annually about Customer Service Standards to determine if we are measuring what is important to them	✓	<div><div>100%</div></div>	31-Mar-2012	A consultation exercise regarding One Stop Shop services started in July and the feedback is being incorporated into development of One Stop Shops. The monthly Contact Centre consultation process is ongoing. Citizen's Panel survey was conducted by Corporate Policy section in November and included questions relating to Customer Service Standards.	Stephen Daly









Icon	Name														
	Improve service efficiency and competitiveness (CP11-15)														
Performance Indicator	2006/ 07	2007/ 08	2008/ 09	2009/ 10	2011/12						2012/ 13	2013/ 14	2014/ 15	2015/ 16	Assigned To
	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	Target	
BA1f: Gross administration cost per housing benefit case	£39.37	£37.41	£45.81	£36.81	£29.74	£35.50				We have exceeded our target for 2011/2012	£35.00	£34.50	£34.00	£33.50	Marion Smith
CM5a: Cost of collecting Council Tax per dwelling	£7.26	£16.59	£17.71	£16.82	£13.91	£14.50				The costs for 2011/12 have now been updated and we have met our performance target for the year.	£14.25	£14.00	£13.75	£13.50	Marion Smith
DP BA2a SPI - The time for processing applications for new claims from the date of receipt of the application to the day on which the claim is decided.	28.5	21	24	34	39	30				We have not achieved our target for this performance indicator. We have recruited 3 new members of staff and in the last 2 months of the year showed a marked improvement in processing times.	35	33	31	29	Marion Smith
DP BA2b SPI - The time for processing applications for notifications of changes of circumstances from the date of receipt of the application to the day on which the claim is decided.	14.6	8	5	5.5	9	7				We have not reached our target for this performance measure, however we are performing above the national average processing time of 11 days.	8	7	6	5	Marion Smith
Annual cash saving achieved as a percentage of core spend	N/A	N/A	N/A	N/A		0.75%				The cash savings and baseline core trade spend figures for 2011/12 are being collated over the next three months. The final PI figure is	1%	1.3%	1.5%	1.75%	Alison Wood

Performance Indicator	2006/ 07	2007/ 08	2008/ 09	2009/ 10	2011/12						2012/ 13	2013/ 14	2014/ 15	2015/ 16	Assigned To
	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	Target	
										expected to be available by the end of July 2012.					
Annual spend with all contracted suppliers as a percentage of core spend	N/A	N/A	N/A	N/A		35%	?	?	?	The contract data and baseline core trade spend figures for 2011/12 are being collated over the next three months. The final PI figure is expected to be available by the end of July 2012.	36%	38%	40%	60%	Alison Wood
HS5aiii: Current tenant arrears as a percentage of the net amount of rent due in the year	12.7%	11.9%	10.59%	9.6%	9.8%	7.9%				Previously target was 8.25%, however following agreement at the Housing Performance Improvement Board this was amended to 7.9%. The performance as at the end of 2011/2012 is 0.6% worse than at the 2010/2011 year end and we have not reached our target collection rate for the year. We are continuing to face difficult economic conditions and our collection rate has been affected by changes to Housing and other Welfare Benefits. This is perhaps an early indication of the	7%	7%	6.75%	6.5%	Marion Smith








Performance Indicator	2006/ 07	2007/ 08	2008/ 09	2009/ 10	2011/12						2012/ 13	2013/ 14	2014/ 15	2015/ 16	Assigned To
	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	Target	
										impact that future Welfare Benefit changes will have on our collection rate and people's ability to pay their rent. However this area is a top priority action area and we are ensuring that the maximum staff resource is dedicated to contacting debtors. A pilot exercise is being formulated with our colleagues in HEED to target arrears cases for intensive, integrated action.					
HS5biii: Percentage of current tenants owing more than 13 weeks rent at the year end, excluding those owing less than £250	5.8%	5.4%	4.5%	4.2%	4%	3.9%				We have narrowly missed our target for this indicator. Our performance is the same as at 2010/11 year end.	3.8%	3.7%	3.6%	3.5%	Marion Smith
HS5ciib: The proportion of those tenants giving up their tenancy during the year that were in rent arrears.	50.7%	54.9%	55.8%	52.9%	49.5%	50%				We have met our target for this performance measure and have achieved a 2.4% reduction from 20010/11 year end. We will continue to closely monitor our performance in this area.	49%	48%	47%	46%	Marion Smith
HS5div: The average debt owed by tenants leaving in arrears as a proportion of the average weekly	11.7	11.6	11.29	9.06	8.9	9				We have met our target for this performance	8.8	8.6	8.4	8.3	Marion Smith

Performance Indicator	2006/ 07	2007/ 08	2008/ 09	2009/ 10	2011/12						2012/ 13	2013/ 14	2014/ 15	2015/ 16	Assigned To
	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	Target	
rent - (expressed in weeks)										measure, and are showing a 0.3% improvement in our performance at the end of 20010/11. We will continue to closely monitor our performance in this area.					
HS5eiib: The percentage of arrears owed by former tenants that was either written off or collected during the year.	18.5%	3.71%	23.9%	34.4%	12.6%	26.5%				Target not reached for this performance measure. We are reviewing our procedures and an action plan will be in place to improve our performance by June 2012.	27.5%	29%	29.5%	30%	Marion Smith

Action	Status	Progress	Due Date	Comment	Assigned To
Review our processes and identify opportunities to remove duplication of work through the introduction of an on-line benefit application process			31-Mar-2012	The online benefit application is now live. Roll out of the application will be to RSL's in the first instance before it is published on the Council's website.	Marion Smith
We will seek to reduce costs by improving our direct debit uptake by 5% during 11/12 by using promotional campaigns and targeted literature			31-Mar-2012	Increase of 5.4% achieved as a result of 'Driving donations' campaign. A further promotion is being developed to coincide with the 2012/13 billing exercise that will be carried out in Quarter 4 of this year.	Marion Smith
Review our rent collection strategy in consultation with housing services and identify areas where performance can be improved			30-Sep-2012	An external assessment of our current procedures and performance was undertaken in November/December 2011. This process involved using external advisors to sit in at meetings with Arrears officers and users of the service, to carry out a detailed review of our procedures and an assessment of our contact with rent payers. The findings of this review have been discussed with our colleagues in HEED and are due to be reported to the Housing Performance Improvement Board in May. This update plus an action plan will be reported to Committee in June of this year	Vincent Gardiner







Action	Status	Progress	Due Date	Comment	Assigned To
Modernise ICT service to deliver efficiencies, remove duplication and streamline IT processes and systems		<div><div>87%</div></div>	31-Jul-2012	Target 'Due Date' amended to reflect time needed for departmental user testing and signoff to be undertaken prior to server decommissioning.	Patricia Marshall
Review our use of collection agents		<div><div>100%</div></div>	31-Mar-2012	Review completed and extension agreed with collection agents for a further 12 month period from 1st January 2012.	Vincent Gardiner
Review our corporate debt policy		<div><div>33%</div></div>	31-Oct-2012	An external assessment of our current procedures and performance was undertaken in November/December 2011. This process involved using external advisors to sit in at meetings with Arrears officers and users of the service, to carry out a detailed review of our procedures and an assessment of our contact with rent payers. The findings of the this review have been discussed with our colleagues in HEED and are due to be reported to the Housing Performance Improvement Board in May. This update plus an action plan will be reported to Committee in June of this year	Vincent Gardiner
Investigate opportunities for joint working and sharing services		<div><div>90%</div></div>	01-Jun-2012	Target 'Due Date' amended to allow for additional investigation of CVSS data as initial review highlighted differences between data collected by LAs. Initial workshops and discussions have taken place with East Dunbartonshire Council regarding potential for sharing IT Infrastructure hosting.	Patricia Marshall
Devise a risk assessment scheme for all licensable activities		<div><div>100%</div></div>	31-Mar-2012	The scheme has now been finalised and staff training is scheduled for 30 March.	David McCulloch
Embed a systematic approach using the PSIF to facilitate continuous improvement across the department		<div><div>100%</div></div>	31-Mar-2012	Year 1 improvement actions reviewed as part of departmental performance management reviews. Next steps for departmental PSIF improvement plan will be determined following planned revisions to the corporate approach for PSIF therefore further roll-out to frontline services would not be effective at this stage and will be reviewed further pending a revised corporate approach.	Angela Terry
Review the scope of the WDC procurement function		<div><div>75%</div></div>	30-Sep-2012	The new Procurement Manager commenced on 16th April 2012 and will lead the organisational change process to implement the new structure. Therefore the target end date has been updated.	Stephen West
Develop a Council procurement strategy and action plan		<div><div>100%</div></div>	31-Mar-2012	Strategy has been approved by the CMT and by Corporate and Efficient Governance Committee on 21st March 2012.	Stephen West








Action	Status	Progress	Due Date	Comment	Assigned To
Develop clear and measurable outcomes to prove the economy, efficiency and effectiveness of the strategy through the core areas of the value supply chain	✓	<div><div>100%</div></div>	31-Mar-2012	Strategy has been approved by CMT and by Corporate and Efficient Governance Committee on 21st March 2012.	Stephen West
Review the value and usage of Scotland Excel	✓	<div><div>100%</div></div>	31-Mar-2012	Benchmarking of basket of goods indicates a strong preference for the use of Scotland Excel contracts against other arrangements. Briefing note for Head of Finance and Resources was completed on the 16/03/12.	Ian Hutchinson; Alison Wood
Develop an approach to benchmark financial modelling against other Councils	✓	<div><div>100%</div></div>	31-Mar-2012	Indicators identified for benchmarking and agreed by CMT.	Vincent Gardiner; Gillian McNeilly
Develop indicators and set targets to measure and improve effectiveness and efficiency of financial management	✓	<div><div>100%</div></div>	31-Mar-2012	Indicators and targets have been developed and agreed by the finance management team.	Vincent Gardiner; Gillian McNeilly



Icon	Name														
	Improve service performance and quality (CP11-15)														
Performance Indicator	2006/ 07	2007/ 08	2008/ 09	2009/ 10	2011/12						2012/ 13	2013/ 14	2014/ 15	2015/ 16	Assigned To
	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	Target	
CM7c: Number of invoices paid within 30 calendar days of receipt as a percentage of all invoices paid	71.2%	82.6%	83.12 %	84.6%	84.33 %	91%				We failed to reach our target for the year for this indicator. A major reason for the missed target was the downtime during the year as a result of a major system upgrade in November and December 2011. Since the upgrade our performance has improved and in Month 12 we paid 89.2% of suppliers within the 30 day target.	92%	93%	94%	94.5%	Vincent Gardiner
Percentage of staff who have an annual PDP in place	N/A	N/A	N/A	48%	N/A	75%				A phased implementation of a revised PDP framework was completed during 2011 across departments therefore 2012/13 will be the first annual PDP cycle to be completed by all Council staff. All staff have until the 31st May to have a PDP in place and the level of implementation will be measured and	80%	82%	85%	87%	Angela Terry










Performance Indicator	2006/ 07	2007/ 08	2008/ 09	2009/ 10	2011/12					Note	2012/ 13	2013/ 14	2014/ 15	2015/ 16	Assigned To
	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend		Target	Target	Target	Target	
										reported following this timeline.					
PS4aiii: Percentage of trading standards consumer complaints that were dealt with within 14 days of receipt	60.1%	64.4%	65.2%	68.9%	71.3%	70%	✓	↑	▬	We completed 484 consumer complaints last year, of which 345 (71.3%) were completed within 14 days. This is exactly the same result as the previous year, and is above the target of 70%. [Note: The data for the full year is not necessarily the average of the four quarters because the quarterly data is not subject to the same rigorous checking prior to publication]	70%	70%	70%	71%	David McCulloch
PS4biii: Percentage of trading standards business advice requests that were dealt with within 14 days	97%	97.6%	100%	100%	100%	97%	✓	▬	▬	We completed 53 business advice requests, of which 53 (100%) were completed within 14 days. This maintains the performance of the last few years.	97%	97%	97%	97%	David McCulloch
PS2bi: Domestic Noise Complaints - the average time (in hours) between the time of the complaint and attendance on site for those requiring attendance and NOT Part V ASBA	0.58	0.58	0.49	0.37	0.44	2	✓	↓	↑	740 complaints were attended to and resolved informally within an average time of 0.44 hours (26mins).	2	2	2	2	John Stevenson
PS2bii: Domestic Noise Complaints - the average time (in hours) between the time of the complaint and	0.6	0.68	0.54	0.38	0.4	2	✓	↓	▬	216 complaints were attended to and dealt with formally within	2	2	2	2	John Stevenson




Performance Indicator	2006/ 07	2007/ 08	2008/ 09	2009/ 10	2011/12						2012/ 13	2013/ 14	2014/ 15	2015/ 16	Assigned To
	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	Target	
attendance on site (for those complaints dealt with under part V of the Antisocial Behaviour etc (Scotland) Act, 2004)										an average time of 0.40 hours (24 mins)					


Action	Status	Progress	Due Date	Comment	Assigned To
Work with procurement to increase the volume of supplier payments going through webuy and we will seek to increase the use of data uploads to reduce the level of manual keying required		<div><div>100%</div></div>	31-Mar-2012	We have increased the use of WeBuy whereby approximately 10,000 transactions per year (£2.8m) are going through WeBuy. Approximately 51,000 transactions (£8.4m) are being processed annually via data uploads.	Karen Shannon
Establish sound internal and external review processes and ensure robust governance and stewardship of the ICT Service		<div><div>100%</div></div>	30-Mar-2012	ITIL training for ICT staff delivered. Departmental Service Level Agreements implemented. ICT Asset management plan developed and funding bids to deliver Asset Management plan submitted for consideration.	Patricia Marshall
Continue the implementation of the new model of HR & OD service delivery		<div><div>100%</div></div>	30-Nov-2011	Payroll has successfully transitioned into HR&OD, the OD restructure is now complete. The new model of HR & OD service delivery implemented.	Tricia O'Neill
Develop WMS in regards to Payroll functionality		<div><div>60%</div></div>	31-Mar-2012	CHCP have delayed this due to their own internal issues. Education was progressing has had to be amended as the new pension rates for teachers requires the spec provided to SEEMIS to be amended will now carry over into 2012/13 for both.	Samantha Dove
Complete full roll-out of new PDP framework across the Council		<div><div>75%</div></div>	31-Mar-2012	Phased roll-out of revised framework and provision of supporting development completed. Preparations in place to support full implementation across Council from 1st April for 2012/13 annual PDP cycle through the launch of e-learning module and further development and support programme. Monitoring framework also in place to assess levels of implementation across departments. Report on implementation and progress will be presented to JCF following 2012/13 implementation target date of 31st May.	Angela Terry
Continue development of the workforce management system		<div><div>60%</div></div>	31-Mar-2012	The remainder of the milestones will be carried over to 2012/13. The work has not progressed due to delays with finalising establishment and awaiting clarification on roll-out of HR21 from ICT Security.	Samantha Dove






Action	Status	Progress	Due Date	Comment	Assigned To
Implement performance and development planning across Corporate Services		<div><div>50%</div></div>	31-Mar-2012	Roll-out completed during 2011. Measure and evaluation of PDP implementation will be undertaken following 2012/13 target date for PDP's in place by 31st May.	Angela Terry
Implement a departmental learning and development programme for Corporate Services		<div><div>100%</div></div>	31-Mar-2012	Significant development initiatives undertaken across the department to address skills and capabilities required to deliver new roles and service structures. Full learning and development plan will be completed following review of 2012/13 PDP requirements.	Angela Terry
Evaluate impact of revised departmental structures and models of service delivery within HR&OD		<div><div>100%</div></div>	31-Mar-2012	Payroll has successfully transitioned into HR&OD. Improvements have been put in place to achieve greater efficiency in transactional activity. Improved management reporting is either in place or under development in respect of management information and there is ongoing activity to ensure all HR and payroll practices are better aligned and support greater efficiency.	Tricia O'Neill
Evaluate impact of revised departmental structures and models of service delivery within Finance, ICT and procurement		<div><div>0%</div></div>	31-May-2012	Service delivery models implemented for Finance and ICT, proposal delivered to CMT regarding Procurement on 28 June. Review of effectiveness planned in early 2012/13 after around 12 months of new model being effective.	Stephen West
Evaluate impact of revised departmental structures and models of service delivery within LDRS		<div><div>100%</div></div>	31-Mar-2012	Analysis of customer and staff survey information and KPIs demonstrated that the restructure had been effective in delivering more savings than required with an overall improvement in service delivery	Andrew Fraser
Review complaints management system including an analysis links with continuous improvement and use to inform planning		<div><div>100%</div></div>	31-Mar-2012	New WDC complaints process aligned to SPSO National process. All milestones completed.	Stephen Daly
Include Corporate Complaints service standards in performance management system and cycle of reporting to stakeholders and members		<div><div>100%</div></div>	31-Mar-2012	CMT agreed to extend to all services excluding social work. A further action will be created to manage the full roll out of the new model in 12/13 including staff training.	Stephen Daly












Icon	Name
	Promote Equal opportunities (DP 11 - 15)
Icon	Name
	Provide and promote equal opportunities within the Council (DP 11 15)






Performance Indicator	2006/ 07	2007/ 08	2008/ 09	2009/ 10	2011/12						2012/ 13	2013/ 14	2014/ 15	2015/ 16	Assigned To
	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	Target	
CM3d: Percentage of the highest paid 2% of earners among council employees that are women	37.8%	40.9%	37.8%	40.9%	42.9%	40%				We have exceeded the target for this figure in part due to the restructuring with the Council having a positive effect on this number.	40%	40%	40%	40%	Samantha Dove
CM3g: Percentage of the highest paid 5% of earners among council employees that are women	46.6%	47.9%	46.9%	47.3%	54.8%	50%				We have exceeded the target for this figure in part due to the restructuring with the Council having a positive effect on this number.	50%	50%	50%	50%	Samantha Dove
Number of employees who have accessed specific equality and diversity learning and development opportunities annually	N/A	N/A	170	300	130	350				In total 130 employees received equalities training. The number was lower than the anticipated target due to restricted external vacancy advertising during the year <i>which</i> resulted in less new starts and induction courses being ran. There was a number of Equality Impact Training sessions delivered	400	400	400	400	Linda McAlister

Performance Indicator	2006/ 07	2007/ 08	2008/ 09	2009/ 10	2011/12						2012/ 13	2013/ 14	2014/ 15	2015/ 16	Assigned To
	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	Target	
										during the year which supports the Council's commitment to ensure the impact of decisions on services, policy and practice is measured to assess whether any detrimental effect on equalities groups.					
Percentage of Council employees who think the Council has a good or very good level of commitment to promoting equality and diversity	N/A	46%	N/A	58%	73.8%	67%				The continuation of equalities training to employees, including induction and Equality Impact Assessment training, as well as specific policy training ensures the promotion of equality and diversity throughout the workforce. The Introduction of the Equality Act 2010 strengthened the promotion of our duties as an employer including improving the understanding and use of equality impact assessments on all functions and decisions.	80%	80%	80%	85%	Angela Terry

Action	Status	Progress	Due Date	Comment	Assigned To
Implement programme of HR policy review to facilitate equalities and best management practice		<div><div>100%</div></div>	31-Mar-2012	Consultation process will be reviewed and formalised through the partnership workshops lead by ACAS.	Linda McAlister

Action Status	
	Cancelled
	Overdue; Neglected
	Unassigned; Check Progress
	Not Started; In Progress; Assigned
	Completed

PI Status		Long Term Trends		Short Term Trends	
	Alert		Improving		Improving
	Warning		No Change		No Change
	OK		Getting Worse		Getting Worse
	Unknown				
	Data Only				

Risk Status	
	Alert
	High Risk
	Warning
	OK
	Unknown

WEST DUNBARTONSHIRE COUNCIL

Report by the Executive Director of Corporate Services

Corporate and Efficient Governance Committee: 20 June 2012

Subject: Private Housing in Disrepair in West Dunbartonshire

1. Purpose

- 1.1** This report advises Members of the powers available to Council when considering how best to deal with houses in disrepair that are privately owned.

2. Background

- 2.1** At the meeting of the Corporate and Efficient Governance Committee of 23 November 2011 in respect of a report entitled "Service of a Demolition Order - 143 Braehead, Bonhill, Alexandria", the Committee requested a further report showing the scope of powers that the Council has in relation to private landlords. This report has been extended to cover the powers of the local authority in relation to private owner occupied and privately let property.
- 2.2** Various officers from Legal, Regulatory and Housing, Environmental & Economic Development met to discuss and consider a range of powers available to the Council at meetings held in March 2012. The meetings were followed up with written contributions from the various service areas and this report contains the details of the research and results of the discussions that have taken place.

3. Main Issues

- 3.1** The powers available to the Council are many and varied and are spread across several service areas, including Environmental Health, Building Control, Planning, Housing and Legal Services.
- 3.2** The profile of West Dunbartonshire housing stock is contained in the Local Housing Strategy 2011-2016, as divided between the following tenures as follows:-

Tenure	Total Number	Percentage
Council Housing	11,323	25.5%
Registered Social Landlords	5,679	12.8%
Private Rented Sector	1,799	4.0%
Owner Occupation	25,672	57.7%

3.3 The main legislation for dealing with houses in disrepair is contained within the following legislation, but this list is illustrative and not exhaustive:-

Housing (Scotland) Act 1987;
Housing (Scotland) Act 2006;
Civic Government (Scotland) Act 1982;
Environmental Protection Act 1990;
Building (Scotland) Act 2003; and
Town and Country Planning (Scotland) Act 1997.

3.4 Tolerable Standard

In terms of Section 85 of the 1987 Housing Act, and as amended by the 2006 Housing(Scotland) Act, the Council is under an obligation to ensure that houses within its area which do not meet the tolerable standard are brought up to that standard, closed or demolished within a reasonable timescale. The tolerable standard is a very basic level of repair that homes must meet to be fit to live in. A house meets the tolerable standard if the house:-

- (a) is structurally stable;
- (b) is substantially free from rising or penetrating damp;
- (c) has satisfactory provision for natural and artificial lighting; for ventilation; and for heating;
- (ca) has satisfactory thermal insulation;
- (d) has an adequate supply of wholesome water available within the house;
- (e) has a sink provided with a satisfactory supply of both hot and cold water within the house;
- (f) has a water closet available for the exclusive use of the occupants of the house and suitably located within the house; or waterless closets;
- (fa) has a fixed bath or shower and a wash-hand basin, each provided with a satisfactory supply of both hot and cold water and suitably located within the house;
- (g) has an effective system for the drainage and disposal of foul and surface water;
- (ga) in the case of a house having a supply of electricity, complies with the relevant requirements in relation to the electrical installation for the purposes of that supply;
- (h) has satisfactory facilities for the cooking of food within the house; and

- (i) has satisfactory access to all external doors and outbuildings

3.5 The Repairing Standard

The principal standard against which the standard of privately rented housing is judged is called the Repairing Standard. In accordance with the 2006 Housing Act a landlord must ensure a house meets the Repairing Standard at the start of a tenancy and at all times during the tenancy. Further information in relation to this standard is provided at paragraph 4.14 of this report.

4. Powers Available to the Council

4.1 Closing Order

In terms of Section 114 of the 1987 Housing Act, the Council can serve a Closing Order on any house(s) within a property where it is satisfied that the house does not meet the Tolerable Standard and that it ought to be demolished. In addition, the house must form part of a building and there must be other houses in the building which do not fail to meet the tolerable standard. Accordingly, it can be used for flatted dwellinghouses.

4.2 Demolition Order

Section 115 of the 1987 Housing Act permits the Council, where it is satisfied that a house does not meet the Tolerable Standard and ought to be demolished, to make an Order requiring the building to be vacated within a specified period and demolished within six weeks following expiration of that specified period. If the building is not demolished within the specified time, the Council can carry out the demolition and sell the resultant materials. The Council is also entitled to set-off expenses incurred in the demolition from the payment received from the sale of the materials and any surplus must be paid to the owner.

4.3 Housing - Compulsory Purchase Order Powers

4.3.1 In terms of Section 124 of the 1987 Housing Act, where a Closing or Demolition Order has been made and it appears to the Council that the land must be retained for use as housing accommodation, the Council may be authorised by Scottish Ministers to compulsorily purchase the site of the building.

4.3.2 In terms of Section 45 of the Building (Scotland) Act 2003 there are also CPO powers where the Council has carried out work under the 2003 Act and the expense of carrying out this work cannot be recovered from the owner as the owner cannot be found. The Council is entitled, subject to Scottish Minister's consent, to proceed to purchase the building and its site.

- 4.3.3 A general power of compulsory purchase is also found in Sections 9 and 10 of the 1987 Housing Act where the Council requires land for or in connection with the provision of housing accommodation.
- 4.3.4 Section 40 of the 2006 Housing Act also contains a power to compulsory purchase where the Council is authorised to demolish and the owner fails to comply with a Demolition Order; however the house requires to be identified within a Housing Renewal Area Action Plan before this section can be used.

4.4 Planning Compulsory Purchase Order Powers

- 4.4.1 The Planning Authority's Compulsory Purchase Powers under the Town and Country Planning (Scotland) Act 1997 are normally used for land assembly in regeneration or infrastructure projects rather than for individual derelict properties. However, the power contained by Section 189 allows local authorities to seek a CPO where the land is required in order to secure the carrying out of "development, redevelopment or improvement" or for "a purpose which it is necessary to achieve in the interests of the proper planning of the area". These powers could be exercised in situations where the Housing Act powers did not apply, for example, in order to acquire a derelict property, where there was no intention to rehabilitate the house or redevelop the site for housing, for example, where it was intended to demolish the derelict property and use the site for some other purpose, such as an open space.
- 4.4.2 The legal costs involved in pursuing a CPO can be significant and the Council would also have to purchase the site at its market value and then undertake such work as may be required in order to bring it up to an appropriate standard. Some of these costs may be recouped if the site can be sold for redevelopment, or if the Council itself has a use for the land. However, if the site has limited redevelopment potential, or the cost of repairs exceeds the value of the resulting building, there would be no way to recover the full costs. At present, no service has an identified budget for this sort of activity.
- 4.4.3 When considering the CPO route it is worth noting that the whole process from start to finish can be quite lengthy. An unopposed CPO is likely to take around a year and an opposed CPO with the requirement for a Hearing may take from one to two years.

4.5 Work Notice

In terms of Section 30 of the 2006 Housing Act, the Council can require the owner of a house which the Council considers to be sub-standard to carry out work for the purpose of bringing the house into or keeping it in a reasonable state of repair. The Work Notice is served on the owner, specifying the reason for the Notice; details of the work that require to be carried out; any standard which the house is to meet on completion of the work; and the period within which the work must be completed. There is no automatic right to provide the owner with a grant for the works and no obligation for the local authority to carry out the work in default. In the event that the Council does carry out the work, the cost of the work can be reclaimed by registering a repayment charge against the property in the Registers of Scotland. The charge is recoverable in thirty equal annual instalments, payable on the same date each year, but the owner can choose to pay off the total amount due earlier or the amount can be repaid on sale of the property.

4.6 Maintenance Orders

In terms of Section 42 of the 2006 Housing Act, the Council may require the owners of a house(s) to prepare a plan for securing the maintenance of the house to a reasonable standard over a period of up to five years. The Order can only be made where:-

- (i) the authority considers that any benefit arising from the compliance with a Work Notice or a Repairing Standard Enforcement Order has been reduced or lost because of lack of maintenance; or
- (ii) that the house has not been, or is not likely to be, maintained to a reasonable standard. A Maintenance Order requires owners to submit a Maintenance Plan to the Council for approval. Once submitted, the Council may accept the plan with or without modification; reject the plan and require another plan to be prepared; or substitute a plan of its own. If no plan is submitted on the expiry of the Order, the Council may itself devise a plan for the house(s) concerned. The Council must also monitor the property to ensure that the plan is being adhered to.

4.7 Powers available under the Civic Government (Scotland) Act 1982

4.7.1 Section 87 permits the Council to rectify defects of an extremely urgent nature, such as a major burst water supply pipe in one house that is affecting an adjacent house or houses. The timescale for use of this legislation is very short. Where no key holder can be easily traced, a Warrant is normally sought. However, if the emergency is dire a Warrant is not necessary. Appropriate tradesmen are sourced and entry into the house is effected as soon as possible. The defect is repaired in the most direct manner and the house secured. The Council can recover all costs from the relevant owners.

- 4.7.2 Section 90 permits the Council to require owners of properties to provide and maintain lighting in common property, such as stairs, passages, back greens or basements and private courts.
- 4.7.3 Section 92 of the Act permits the Council to require occupiers, by means of a Notice, to keep common property clean. If the officers arrange the works in default, costs can be recovered.
- 4.7.4 Section 95 enables the Council to require owners of an open space, such as a back court area used by two or more separate properties, to maintain the open space and boundary walls or fences to prevent danger or nuisance to the public.

4.8 Nuisance Abatement Notice

In terms of Section 80 of the Environmental Protection Act 1990, the Council can serve a Notice where they have established that a statutory nuisance exists. In a housing context, the definition of statutory nuisance could range from an accumulation of refuse in or around premises to rainwater penetration in a house. The majority of complaints received could be characterised as having the potential to be a statutory nuisance. Where statutory nuisance has been established and a Notice has been served, the Council may carry out the necessary works in default if the Notice is not complied with. Local authority costs are recoverable.

4.9 Waste Land Notice/Amenity Notice

- 4.9.1 If it appears to the Council, as Planning Authority, that the amenity of an area is being adversely affected by the condition of any piece of land (including land with buildings), the Council may serve a Notice under Section 179 of the Town and Country Planning (Scotland) Act 1997 on the owner/lessee/occupier(s) of the land. The Notice must specify the steps which require to be taken for the abatement of the problem and must specify a date, of not less than 28 days from the date served, on which the Notice will take effect. There is a right of appeal against such Notices. In the event of non-compliance, the Council may undertake the works itself and recover the costs of doing so from the owner/lessee.
- 4.9.2 While Section 179 appears to give the Council wide ranging powers to force land owners to maintain their property in a condition which does not detract from local amenity, in practice these powers are limited as follows:-
- (i) The condition of the land must be adversely affecting the amenity of the area;
 - (ii) The steps required to comply with the Notice must not exceed what is necessary to remedy the adverse effects;

- (iii) The time period for compliance must be reasonable; and
- (iv) Such Notices cannot be used to rectify amenity problems arising from the ordinary undertaking of lawful operations on the site.

4.9.3 The fact that a house was vacant or in poor repair would not in itself be enough to justify a Section 179 Notice, even though it may be causing problems for immediate neighbours. If, however, the garden was very seriously overgrown or subject to fly tipping, or if the house was not secure and was attracting vandals or fire raisers, or the house was completely derelict and unsightly, then a Section 179 Notice may be appropriate. However, even in the worse cases, it is unlikely that such a Notice could require a derelict house to be brought back into a habitable condition as that would probably exceed what was necessary to remedy its immediately adverse impact on amenity. Such a Notice could perhaps require that the roof be covered and the building made secure, or that the garden be cleared, but it could not force the owner to fully rehabilitate the property. In practice, the use of these Notices is limited by the fact that the planning service has no budget for undertaking direct action and the difficulty of recovering costs from those owners unwilling to pay or those of limited means.

4.10 Defective Building Notice

In terms of Section 28 of the Building (Scotland) Act 2003, the Council may serve a Defective Building Notice. The defects are those which require rectification to bring the building into a reasonable state of repair, having regard to its age, type and location.

4.11 Dangerous Building Notice

In terms of Section 30 of the Building (Scotland) Act 2003, the Council may serve a Dangerous Building Notice. The Notice relates to work necessary for repair, securing or demolition of a dangerous building which the Council considers necessary to remove the danger.

4.12 Enforcement of Title Conditions

4.12.1 This section of the report specifically relates to enforcement of title conditions in relation to the former Council houses sold under the Right to Buy. When houses are sold, title conditions are normally inserted in the Deed of Conveyance or "Disposition" that relate to repairs, maintenance and renewal of the building, including any common parts. Where an owner contravenes the use of his/her title, appropriate legal action may be taken by any person having an interest to enforce the title condition. Action could be taken by a property factor in its management of the property or block, or even by a neighbouring owner if sufficient legal interest can be demonstrated.

4.12.2 From time to time the Council, in its capacity as owner of one or more buildings in the terrace/block and/or as managing factor in terms of the relevant titles, is requested to write to another owner to remind them of their title obligations and request them to remedy any breach of their title conditions within a reasonable time period. Should further contravention occur, or no action by the owner be forthcoming, then the appropriate course of action may be taken by the Council under delegated powers, which might involve a Sheriff Court Action to enforce the owner to implement the title condition (specific implement); or Interdict (to prevent a course of action that was contrary to the provisions in the title). Sheriff Court Actions can be time consuming for all involved and expensive and sometimes the eventual outcome is difficult to predict prior to the Proof or Hearing; however Court Actions can be sisted (put on hold) to allow time for negotiation and settlement on terms agreed between the parties.

4.13 Empty Homes Officer

During 2012/2013 the Scottish Government, West Dunbartonshire and Renfrewshire Councils are jointly funding the post of West Dunbartonshire and Renfrewshire Empty Homes Officer to champion support and develop initiatives throughout both Council areas in relation to empty homes. The work will involve maintaining a private sector empty homes database for each Council, providing information and practical assistance to owners of empty homes to encourage them to bring their properties back into use and develop a list of priority properties across both local authority areas for more concentrated work to engage, encourage and negotiate with empty home owners to bring their property back into use.

4.14 The Repairing Standard for Private Rented Properties

4.14.1 A private rented property must meet the Repairing Standard as follows:-

- (i) The house is wind and watertight and in all other respects reasonably fit for human habitation;
- (ii) The structure and exterior of the house (including drains, gutters and external pipes) are in a reasonable state of repair and in proper working order;
- (iii) The installations in the house for the supply of water, gas and electricity and for sanitation space, heating and heating water are in a reasonable state of repair and in proper working order;
- (iv) Any fixtures, fittings and appliances provided by the landlord under the tenancy are in a reasonable state of repair and are in proper working order;

- (v) Any furnishings provided by the landlord under the tenancy are capable of being used safely for the purpose for which they are designed; and
- (vi) The house has satisfactory provision for detecting fires and for giving warning in the event of a fire or a suspected fire.

4.14.2 Regulation is shared between the Environmental Health Section and the independent body called the Private Rented Housing Panel (PRHP). Registered private landlords are required to sign a declaration that they comply with all legal requirements relating to letting before their Private Landlord Registration is approved. If there are any complaints relating to property condition, an officer will visit the property and assess it against the Repairing Standard. After inspection, if there are any disrepair issues or other concerns, the landlord is contacted and made aware of these concerns and given time to rectify them. If no action is taken, sanctions to encourage landlords to improve practice can include the service of Rent Penalty Notice, which withholds rental income until action is taken. Other enforcement actions, if considered appropriate, is a report to the Licensing Committee, as a condition of registration is meeting the 'fit and proper' person test. This test includes any information showing that a landlord has contravened any provision of the law relating to housing or landlord and tenant law. Private landlords already have legal obligations to repair the properties they rent out but these are difficult for tenants to enforce. The Repairing Standards, under the 2006 Housing Act, modifies and extends these obligations and the establishment of the PRHP makes it easier for a tenant to enforce them.

4.14.3 The PRHP deals with disputes between landlords and tenants on repair issues. Only a tenant can currently report a problem to the PRHP. The tenant must first let the landlord know about the problem in writing and give the landlord a reasonable amount of time to resolve it. If no action is taken by the landlord, a referral can then be made by the tenant to the PRHP. If the case is accepted, it will be referred to the PRHP Committee for consideration. If this committee decides that the landlord has failed to comply with the Repairing Standard, they can make an Enforcement Order (RSEO) requiring the landlord to carry out the work. It is an offence for any landlord to fail to comply with an RSEO. In such a case, the committee can impose a Rent Relief Order to reduce the rent payable on the property until satisfied that the work has been completed. In certain circumstances the Council may also be asked to carry out work on behalf of the landlord and recover all costs from them. To date this has never occurred in West Dunbartonshire.

4.14.4 Houses in Multiple Occupation (HMO)

A house is an HMO if it is occupied by three or more persons who are not all members of the same family or of one or other of two families.

Part 5 of the 2006 Housing Act requires every HMO to be licensed and an Application must be made by the owner to the Council. Council powers relating to disrepair in HMOs are:-

(i) Suspension of Rent

This can be applied where there is no licence in place or where the HMO fails to meet a licence condition.

(ii) Power to Require Rectification of Breach of Licence

Where a licence condition has been breached, notice can be served requiring the matter to be rectified and it is an offence not to comply with the Notice.

(iii) HMO Amenity Notices

These can be served on HMOs whether licensed or not. Where the Notice is not complied with, the Council can carry out the necessary work and recover their expenses. Relevant amenities include: failure to meet building regulations, natural and artificial lighting, ventilation, provision of gas, electricity, water, sanitation, heating; personal washing facilities; facilities for storage, preparation and provision of food.

5. People Implications

5.1 There are no personnel issues.

6. Financial Implications

6.1 Repairs and maintenance of common parts, for example in tenemental property, are often impeded or delayed because one or more owners does not agree to pay his/her share of common repair costs.

6.2 The 2006 Housing Act allows the Council to use repayment charges to recover certain expenses and payments, including interest and administration expenses. This charge is registered in the Land Register over a property and is payable in 30 equal annual instalments, unless redeemed early, for instance, on sale.

- 6.3** There is a small Public Health Protection Budget of £5,000.00 which is used to pay for the Council's direct outlays for all enforcement matters. There is no specific budget if a Committee approves service of a Notice to repair a building (or to demolish it) and any costs incurred by the Council will require to be recovered from the owner of the premises.
- 6.4** The Council operates a Scheme of Assistance for private sector housing and further information and advice for owners can be obtained from the Private Housing Advice Team at 17 Overburn Avenue, Dumbarton.
- 6.5** The Council does not provide any financial assistance to owners where their property has been left unoccupied and has fallen into disrepair, or if the owner acquired the property knowing its condition with a view to developing it.
- 6.6** Discretionary financial assistance may be provided by way of a general Repair Grant to properties where the roof is in serious disrepair (for example, water ingress to living accommodation), properties below Tolerable Standard and lead pipe replacement, subject to budget restrictions. Owners must provide the Council with two letters of refusal (one for a bank loan and another for a re-mortgage product). The grant is 100% means tested and is subject to availability of funds at the time of application.

7. Risk Analysis

- 7.1** Failure to take action against owners of private property in disrepair will leave the properties in a state of continual deterioration and this will impact negatively on the amenity of the local area.
- 7.2** Where properties fall into a state of disrepair, where they become uninhabitable, this leads to further problems for individuals and neighbourhood blight as nearby properties become affected and the Council will require to prioritise cases that affect public health and safety and will greatly improve the amenity for local residents.
- 7.3** The £5,000.00 budget might be overspent should the number of poorly maintained properties increase in the future. Early intervention to prevent houses reaching such a state of disrepair is, therefore, necessary.

8. Equalities Impact Assessment (EIA)

- 8.1** This report does not relate to any new or significantly changing policies or services and, therefore, an EIA is not required.

9. Strategic Assessment

- 9.1** The Council has identified four main strategic priorities, namely, social and economic regeneration; financial strategy; asset management strategy; and fit for purpose services.

- 9.2** The effective dealing by the Council and its officers of matters resulting in a repair of houses in the private sector will contribute to all the Council's strategic priorities and social and economic regeneration of the area in particular.

10. Conclusions and Recommendations

- 10.1** It is the owners' responsibility to repair and maintain their properties. Owners should be given every opportunity to remedy their properties in disrepair, but where they fail to do so the Council should consider the various options available to it to serve the appropriate Statutory Notice and follow this up with appropriate actions/works where required, taking into account the potential costs of carrying out the necessary work and taking steps to recover such costs from the owners.
- 10.2** Members are asked to note the contents of this report.

Angela Wilson
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Date: 4 June 2012

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Background Papers: Planning Circular 6/2011; and
All legislation referred to in the report.

Wards Affected: All wards.