

Agenda



Corporate Services Committee

Date: Wednesday, 1 November 2023

Time: 14:00

Format: Hybrid Meeting

Contact: Ashley MacIntyre, Committee Officer
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Dear Member

Please attend a meeting of the **Corporate Services Committee** as detailed above.

Members will have the option to attend the meeting remotely or in person at the Civic Space, 16 Church Street, Dumbarton.

The business is shown on the attached agenda.

Yours faithfully

PETER HESSETT

Chief Executive

Distribution:-

Councillor Daniel Lennie (Chair)
Councillor Karen Murray Conaghan
Councillor Ian Dickson
Councillor David McBride
Councillor Jonathan McColl
Councillor James McElhill
Councillor Michelle McGinty (Vice-Chair)
Councillor June McKay
Councillor Lawrence O'Neill
Councillor Martin Rooney
Councillor Gordon Scanlan
Councillor Clare Steel

Chief Executive
Chief Officers

Date of issue: 19 October 2023

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CORPORATE SERVICES COMMITTEE

WEDNESDAY, 1 NOVEMBER 2023

AGENDA

1 STATEMENT BY CHAIR – AUDIO STREAMING

The Chair will be heard in connection with the above.

2 APOLOGIES

3 DECLARATIONS OF INTEREST

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

4 RECORDING OF VOTES

The Committee is asked to agree that all votes taken during the meeting be done by roll call vote to ensure an accurate record.

5 MINUTES OF PREVIOUS MEETING

7 – 11

Submit for approval as a correct record, the Minutes of Meeting of the Corporate Services Committee held on 14 August 2023.

6 MINUTES OF JOINT CONSULTATIVE FORUM

13 – 15

Submit for information and where necessary ratification, the Minutes of Meeting of the Joint Consultative Forum held on 7 September 2023.

7 OPEN FORUM

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

8/

8 CITIZEN, CULTURE AND FACILITIES 2023/24 DELIVERY PLAN MID-YEAR PROGRESS 17 – 32

Submit report by the Chief Officer – Citizen, Culture and Facilities setting out the mid-year progress of the Citizen, Culture and Facilities Delivery Plan 2023/24.

9 PEOPLE AND TECHNOLOGY 2023/24 DELIVERY PLAN MID-YEAR PROGRESS 33 – 49

Submit report by the Chief Officer – People and Technology setting out the mid-year progress of the People and Technology Delivery Plan 2023/24.

10 REGULATORY AND REGENERATION 2023/24 DELIVERY PLAN MID-YEAR PROGRESS 51 – 70

Submit report by the Chief Officer – Regulatory and Regeneration setting out the mid-year progress of the Regulatory and Regeneration Delivery Plan 2023/24.

11 RESOURCES 2023/24 DELIVERY PLAN MID-YEAR PROGRESS 71 – 84

Submit report by the Chief Officer – Resources setting out the mid-year progress of the Resources Delivery Plan 2023/24.

12 REVIEW OF ORGANISATIONAL CHANGE POLICY 85 – 99

Submit report by the Chief Officer – People and Technology providing an update on the review of the Organisational Change Procedure, the subsequent changes made and seeking approval for the same.

13 JOB EVALUATION POLICY AND PROCEDURE 101 – 134

Submit report by the Chief Officer – People and Technology providing an update on changes and seeking approval for the revisions to the Job Evaluation Policy and Procedure.

14 ANNUAL PROCUREMENT REPORT 135 – 205

Submit report by the Chief Officer – Regulatory and Regeneration seeking approval to publish the Annual Procurement Report for 2022/23 and the 2023/24 annual revision of the Sustainable Procurement & Commercial Improvement Strategy.

15 WEST DUNBARTONSHIRE LEISURE TRUST BUSINESS 207 – 232
PLAN 2023/24

Submit report by the Chief Officer – Citizen, Culture and Facilities providing an update on the West Dunbartonshire Leisure Trust Business Plan 2023/24.

16 CORPORATE SERVICES BUDGETARY CONTROL REPORT 233 – 259
TO 31 AUGUST 2023 (PERIOD 05)

Submit report by the Chief Officer – Resources advising on the performance of the Corporate Services budget for the period to 31 August 2023.

17 GRANT APPLICATION TO DUMBARTON COMMON GOOD 261 – 264

Submit report by the Chief Officer – Resources providing details of one grant application to Dumbarton Common Good for consideration.

CORPORATE SERVICES COMMITTEE

At a Hybrid Meeting of the Corporate Services Committee held in the Civic Space, 16 Church Street, Dumbarton on Wednesday, 14 August 2023 at 2.00 p.m.

Present: Councillors Karen Murray Conaghan, Ian Dickson, Daniel Lennie, David McBride, Jonathan McColl, James McElhill, Michelle McGinty, June McKay, Lawrence O'Neill, Martin Rooney and Clare Steel.

Attending: Peter Hessett, Chief Executive; Alan Douglas, Chief Officer – Regulatory and Regeneration; Angela Wilson, Chief Officer – Supply, Distribution and Property; Laurence Slavin, Chief Officer – Resources; Victoria Rogers, Chief Officer – People and Technology; Arun Menon, Business Support Manager; James Gallacher, Service Manager – ICT; Alison McBride, Strategic People and Change Manager; Michelle Lynn, Asset Co-ordinator; Adrian Gray, Finance Business Partner; Lisa MacGregor, People and Change Partner; Leeanne Galasso, People and Change Partner and Ashley MacIntyre and Nicola Moorcroft, Committee Officers.

Apology: An apology for absence was intimated on behalf of Councillor Gordon Scanlan.

Councillor Daniel Lennie in the Chair

STATEMENT BY CHAIR – AUDIO STREAMING

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

DECLARATIONS OF INTEREST

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

RECORDING OF VOTES

The Committee agreed that all votes taken during the meeting would be carried out by roll call vote to ensure an accurate record.

MINUTES OF PREVIOUS MEETING

The Minutes of Meeting of the Corporate Services Committee held on 24 May 2023 were submitted and approved as a correct record.

MINUTES OF JOINT CONSULTATIVE FORUM

The Minutes of Meeting of the Joint Consultative Forum held on 8 June 2023 were submitted and all decisions contained therein were approved.

OPEN FORUM

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

INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) STRATEGY 2023-28

A report was submitted by the Chief Officer – People and Technology setting out the ICT Strategy which provides a framework for the design, sourcing, and delivery of ICT services to support new ways of working and enable service area digital transformation.

After discussion and having heard the Manager of ICT in further explanation of the report, the Committee agreed to approve the proposed ICT Strategy 2023-28, Appendix 1 to the report.

APPRENTICE REMUNERATION – PROPOSAL

A report was submitted by the Chief Officer – People and Technology seeking approval for the proposed change to Apprentice remuneration in line with West Dunbartonshire Council's commitment as a Scottish Local Government Living Wage (SLGLW) employer.

After discussion and having heard the Chief Officer – People and Technology in further explanation of the report and in answer to Members' questions, the Committee agreed:-

- (1) to approve a starting rate equivalent to the National Minimum Wage (NMW) of £9.18 applicable to apprentices in year 1 for Levels 2 and 3;
- (2) to approve incremental progression for Level 3 apprentices over years 2, 3 and 4 (reflected in current Spinal Column Points (SCP) of hourly rates £10.85, £11.41 and £12.76 respectively);

- (3) to note that rates would be reviewed annually in line with the application of the pay award and delegated to the Chief Officer People and Technology in the same manner as other collective bargaining awards;
- (4) to note variation to apprentice contracts, current (with undernoted exception) and future, to a standard 35 hours per week;
- (5) to note that to avoid pay detriment, retention of 37 hour working for those currently in year 4 of their training; and
- (6) to approve the implementation from 1 October 2023 and that the Chief Officer – People and Technology would be authorised to enact.

GENDER BASED VIOLENCE POLICY

A report was submitted by the Chief Officer – People and Technology providing an update on, and seeking approval for, the new Gender Based Violence Policy.

After discussion and having heard the People and Change Partner in further explanation of the report and in answer to Members' questions, the Committee agreed to approve the Gender Based Violence Policy, Appendix 1 to the report.

REDUNDANCY PROCEDURE AND GUIDANCE

A report was submitted by the Chief Officer – People and Technology providing an update on, and seeking approval for, the new Redundancy Procedure and Guidance.

After discussion and having heard the People and Change Partner in further explanation of the report, the Committee agreed to approve the Redundancy Procedure and Guidance, Appendix 1 to the report.

UPDATE OF VOLUNTARY GRANTS 2022/23

A report was submitted by the Chief Officer – Resources providing an update of the voluntary grants administered and awarded by West Dunbartonshire Community & Volunteering Services (WDCVS) in 2022/23 in respect of Community Chest, Playschemes, Cultural and Social Transport Support Funding Grants on behalf of the Council.

After discussion and having heard the Chief Officer – Resources in further explanation of the report, the Committee agreed:-

- (1) to note the position of the grants paid out by WDCVS, the Provost's Fund and the Dumbarton Common Good Fund; and
- (2) to approve a top-up payment of £2,429.64 to be made to the Provost's Fund as detailed in paragraph 4.6 of the report.

GRANT APPLICATION TO DUMBARTON COMMON GOOD

A report was submitted by the Chief Officer – Resources providing details of one grant application to Dumbarton Common Good for consideration.

After discussion and having heard the Chief Officer – Resources in further explanation of the report and in answer to Members' questions, the Committee agreed:-

- (1) to approve a grant of £16,250.62 for 2023/24;
- (2) to approve a grant of £15,000 for 2024/25 and 2025/26 with the award being subject to review in 2026 to consider if the grant should be continued further; and
- (3) to note that the grant to Food for Thought SCIO would be to cover rental costs for their premises which is located in Dumbarton.

CORPORATE SERVICES BUDGETARY CONTROL REPORT TO 30 JUNE 2023 (PERIOD 3)

A report was submitted by the Chief Officer – Resources advising on the performance of the Corporate Services budget for the period to 30 June 2023.

After discussion and having heard the Chief Officer – Resources in further explanation of the report and in answer to Members' questions, the Committee agreed:-

- (1) to note that the revenue account currently shows a projected annual adverse variance of £0.034m (0.1% of the total budget);
- (2) to note that the capital account shows a projected in-year overspend of £0.011m (0.2% of in-year budget) due to 9 projects showing projected variances as a result of delays to these projects with explanations for delays detailed in Appendices 5 and 6 to the report; and
- (3) to note that the project life projection shows a projected underspend of £-0.068m (- 0.53% of project life budget).

VALEDICTORY ANGELA WILSON, CHIEF OFFICER – SUPPLY, DISTRIBUTION AND PROPERTY

Councillor McGinty, Vice-Chair advised that this was the last meeting of the Corporate Services Committee that Angela Wilson, Chief Officer – Supply, Distribution and Property would be attending as she would be leaving Council service. On behalf of all Members of the Corporate Services Committee, she

thanked Mrs Wilson for her outstanding service, work and commitment to making West Dunbartonshire a better place to live and wished her well for the future.

Councillor Murray Conaghan acknowledging Mrs Wilson's leadership and professionalism and referred to how much she will be missed by all.

Councillor Lennie, Chair concurred with the previous sentiments and acknowledged Mrs Wilson's approachability, support and help over the years.

In response, Mrs Wilson thanked everyone for their kind words and noted thanks to all current and past Members of the Corporate Services Committee for their leadership and support. Mrs Wilson thanked all Members, staff and Trades Unions she has worked with over the years for working together to achieve the best for West Dunbartonshire.

The meeting closed at 3.00 p.m.

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JOINT CONSULTATIVE FORUM

At a Meeting of the Joint Consultative Forum held in the Civic Space, Council Offices, 16 Church Street, Dumbarton on Thursday, 7 September 2023 at 2.00 p.m.

- Present:** Councillors Jim Bollan, Karen Murray Conaghan, David McBride, Michelle McGinty and Martin Rooney; Michael Dolan and James Halfpenny (EIS); David Scott (GMB); Claire MacKenzie (SSTA); Sean Davenport, Susan Shannon and David Smith (UNISON); and Norman King, Chris Rossi and Margaret Wood (Unite).
- Attending:** Victoria Rogers, Chief Officer – People and Technology; Alan Douglas, Chief Officer – Regulatory and Regeneration; Amanda Graham, Chief Officer – Citizen, Culture and Facilities; Gail Macfarlane, Chief Officer – Roads and Neighbourhood; Claire Cusick, Senior Education Officer; Fiona Taylor, Head of Health and Community Care; John Duffy, People, Quality and Governance Lead; Louise Hastings, People and Change Partner; Michael McDougall, Principal Solicitor; and Ashley MacIntyre, Committee Officer.
- Apologies:** Apologies for absence were intimated on behalf of Councillor Hazel Sorrell; John Wagner (GMB); David Smith (UNISON); and Laura Mason, Chief Education Officer.

APPOINTMENT OF CHAIR, VICE CHAIR AND JOINT SECRETARIES

The Principal Solicitor invited the Forum to consider, in terms of its constitution, a number of appointments for the next year and it was agreed:-

- (a) that Chris Rossi (UNITE) and David Smith (UNISON) be appointed as joint Chairs of the Forum;
- (b) that Councillor David McBride be appointed as Vice Chair; and
- (c) that John Wagner (GMB) be appointed as Joint Secretary for the Trade Union Side and Victoria Rogers, Chief Officer – People and Technology, be appointed as the Joint Secretary for the Council Side.

Mr Rossi then assumed the Chair.

Mr Chris Rossi in the Chair

DECLARATIONS OF INTEREST

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

MINUTES OF PREVIOUS MEETING

The Minutes of Meeting of the Joint Consultative Forum held on 8 June 2023 were submitted and approved as a correct record.

ANNUAL MONITORING REPORT 2022/23 – EMPLOYMENT EQUALITIES

A report was submitted by the Chief Officer – People and Technology advising of employment equalities matters for the year 2022/23.

After discussion and having heard the Chief Officer – People and Technology in explanation of the nature of the paragraph in question, i.e., it describes the Council's General and Public Sector Equality Duties as set out in the Equality Act 2010 and therefore not being capable of being amended so to include bullying as would render the content false but that the Forum's concerns could be incorporated into a separate paragraph, the Forum heard additionally from the Principal Solicitor, the Chief Officer – Regulatory and Regeneration and the People, Quality and Governance Lead in further explanation and in answer to Members' questions.

Thereafter, Councillor Bollan, seconded by Mr Halfpenny, moved:-

We request the word 'bullying' is added to section 3.2 of the report moving forward, this would enforce what we are trying to achieve. The wording would become:-

'Eliminating discrimination, harassment, victimisation and bullying'

As an amendment, Councillor McBride, seconded by Councillor McGinty, moved:-

The JCF takes elimination of bullying as seriously as discrimination, harassment and victimisation. We request that the Chief Officer includes bullying statistics in future equality reports to JCF.

On a vote being taken 4 Members voted for the amendment, namely Councillors Murray Conaghan, McBride, McGinty and Rooney, and 8 Members voted for the motion, namely Councillor Bollan, Mr Dolan, Mr Halfpenny, Mr Scott, Ms MacKenzie, Mr Davenport, Ms Shannon, Mr Smith, Mr King and Ms Wood. The motion was accordingly declared carried.

TRADES UNION ISSUES

'HSCP Redesign' (item requested by Joint Trades Union)

Mr Scott provided the undernoted statement in advance of the meeting in relation to the above issue.

Lack of information (job profiles redesign) and request to show training records still not received.

Lack consultation (medication policy).

Has been discussed at all levels with management/JSF.

Having heard Mr Scott, it was noted that the trades union and HSCP officers had discussed this matter outwith the Forum and that consequently it would not be raised at the present meeting.

PROGRAMME OF FUTURE MEETINGS

The Forum agreed the undernoted dates, times and venues for future meetings:-

- Thursday, 14 December 2023 at 2.00 p.m. in the Council Chambers, Clydebank Town Hall.
- Thursday, 14 March 2024 at 2.00 p.m. in the Civic Space, 16 Church Street, Dumbarton.
- Thursday, 13 June 2024 at 2.00 p.m. in the Council Chambers, Clydebank Town Hall.
- Thursday, 12 September 2024 at 2.00 p.m. in the Civic Space, 16 Church Street, Dumbarton.

The meeting closed at 2.55 p.m.

WEST DUNBARTONSHIRE COUNCIL

Report by Chief Officer - Citizen, Culture and Facilities

Corporate Services Committee: 1 November 2023

Subject: Citizen, Culture and Facilities Delivery Plan 2023/24 – Mid-year Progress

1 Purpose

- 1.1** This report sets out the mid-year progress of the Citizen, Culture and Facilities Delivery Plan 2023/24.

2 Recommendations

- 2.1** It is recommended that Committee notes the progress achieved.

3 Background

- 3.1** In line with the Strategic Planning & Performance Framework, each Chief Officer develops an annual Delivery Plan which sets out actions to help deliver the Strategic Plan and address the performance challenges and service priorities identified in the planning process. The Plan also provides an overview of services and resources, including employees and budgets, sets out the performance indicators (PIs) for monitoring progress and considers the relevant risks.
- 3.2** The Citizen, Culture and Facilities Delivery Plan 2023/24 was presented to Corporate Services Committee on 24 May 2023 with a commitment to report mid-year progress and year-end progress in November 2023 and May 2024 respectively.
- 3.3** In September 2023, the Supply, Distribution and Property strategic area was disbanded and the services and teams realigned to the remaining seven strategic areas. Citizen, Culture and Facilities now incorporates the Communities Team and no longer incorporates the oversight of West Dunbartonshire Leisure Trust. These changes have been reflected in the Citizen, Culture and Facilities Delivery Plan for 2023/24 and this mid-year progress report.

4 Main Issues

- 4.1** Full detail of mid-year performance is set out in Appendix 1.
- 4.2** Two of the 34 actions have been completed and 27 are progressing as planned and on track for completion by year-end while five are currently delayed. Delayed actions relate to the following and are anticipated to be complete by year end;
- Support progress of investment project for Clydebank Heritage Hub

- Progress Community Facilities Plan
- Progress commercialisation and income generation opportunities
- Develop Strategic Communications Strategy
- Work with CPWD and wider communities to develop the Locality Planning Process.

4.3 All of the 18 PIs are monitored quarterly, with 11 meeting or exceeding targets in quarter 1. Quarter 2 data is available for 14 of the 18 PIs and of those, eight met or exceeded targets and are likely to meet the targets set for year-end. Of the remaining six PIs, based on the data and the short and long trends, two are likely to meet year-end targets and four are unlikely to meet year-end targets. The position is as follows:

- % Residents satisfied with Libraries: whilst target for Q1 was exceeded, Q2 target was marginally missed, based on the data it is likely the year-end target will be met
- % Satisfaction with museums & galleries: whilst target for Q1 was exceeded, Q2 target was marginally missed, based on the data it is likely the year-end target will be met
- % of Neighbourhood and Locality Plans being supported by the Communities Team: whilst target for Q1 marginally missed, Q2 target was significantly missed and therefore it's unlikely the year-end target will be met.
- % of telephone calls answered within 5 minutes by Repairs Contact Centre as a proportion of all calls answered: target for Q1 significantly missed and whilst improvement has been made Q2 target was marginally missed and therefore it's unlikely the year-end target will be met
- % of residents who feel the Council communicates well with them; whilst target for Q1 marginally missed, Q2 target was significantly missed and therefore it's unlikely the year-end target will be met.
- Residents satisfaction with Council services overall: target for both Q1 and Q2 marginally missed with downward trend and therefore it's unlikely the year-end target will be met.

4.4 Further detail on each of the PIs and progress is set out in Appendix 1.

5 People Implications

5.1 There are no direct people implications arising from this report.

6 Financial & Procurement Implications

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

7 Risk Analysis

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

8 Equalities Impact Assessment

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

9 Consultation

9.1 The delivery plans were developed through consultation with officers from the strategic service areas.

10 Strategic Assessment

10.1 The service delivery plans set out actions to support the successful delivery of the strategic priorities and objectives of the Council as outlined in the Strategic Plan 2022-27.

| | |
|-----------------------|----------------------------------------|
| Chief Officer: | Amanda Graham |
| Service Area: | Citizen, Culture and Facilities |
| Date: | 18 October 2023 |

| | |
|---------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Person to Contact: | Karen Connelly Performance & Strategy Business Partner karen.Connelly@west-dunbarton.gov.uk |
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| Appendices: | Appendix 1: Citizen, Culture and Facilities Delivery Plan 2023/24 - Mid-year Progress |
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|---------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|
| Background Papers: | Citizen, Culture and Facilities Delivery Plan 2023/24 - Corporate Services Committee, 24 May 2023 Strategic Planning & Performance Framework 2022/27 |
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|------------------------|-----|
| Wards Affected: | All |
|------------------------|-----|

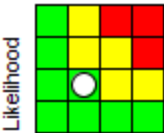
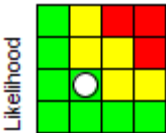






Appendix 1 - Citizen, Culture and Facilities Delivery Plan 2023/24 - Mid-year Progress

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|  | 1. Our Communities |
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|  | Objective 1. Our neighbourhoods are safe, resilient and inclusive |
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| Performance Indicator | Q1 2023/24 | | | | | Q2 2023/24 | | | | | Note | Owner |
|-------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|-------|--------|-----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-------|--------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| | Status | Value | Target | Short Trend | Long Trend | Status | Value | Target | Short Trend | Long Trend | | |
| % of Neighbourhood and Locality Plans being supported by the Communities Team |  | 24% | 25% |  |  |  | 18% | 25% |  |  | Target not met. The team is currently supporting three neighbourhoods due to capacity within the team. A review of the approach to Locality Plans will be undertaken and proposals taken to CPWD Management Board. | Elaine Troup |

| Action | Status | Progress | Due Date | Note | Owner |
|------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|---------------------------|-------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| Build community resilience and advance community empowerment including the development of a training programme to support the Community empowerment agenda |  | <div><div>25%</div></div> | 31-Mar-2024 | Action progressing as planned. The team continues to progress this work stream and is on-track to deliver the planned sessions on Participatory Budgeting. The work on the training plan is on-going. | Elaine Troup |
| Deliver on provision of period products |  | <div><div>33%</div></div> | 31-Mar-2024 | This service continues and has now been transferred to the Communities Team. The team will continue to review and enhance service delivery in line with end-user feedback. | Elaine Troup |

| Risk | Description | Current Assessment | Target Assessment | Date Reviewed | Note | Owner |
|---------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|---------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| Failure to secure community and partner buy-in for the emerging Community Empowerment Strategy and Action Plan. | In order to deliver on the ambitions of the Community Empowerment Strategy and associated action plan, it is vital that a partnership approach is promoted to ensure best use of resources, skills and expertise. |  Likelihood Impact |  Likelihood Impact | 27-Sep-2023 | <p>The team continues to develop partnership opportunities in order to deliver against the ambitions of the Community Empowerment Strategy.</p> <p>No change to risk matrix at this time.</p> | Elaine Troup |
| Failure to deliver on the capacity building of the Community Empowerment (Scotland) Act | As communities continue to recover from the impact of Covid-19 there is an ever greater need to support and develop communities. Community capacity building and community development work continues within existing resources. |  Likelihood Impact |  Likelihood Impact | 27-Sep-2023 | <p>The team is focussed on developing methods of delivery to secure maximum impact for communities and to support the use of the Community Empowerment Act.</p> <p>No change to risk matrix at this time.</p> | Elaine Troup |
| Failure to deliver sufficient community capacity building / community development support to groups impacted by COVID-19. | COVID-19 has had a huge impact on communities across the authority. A focused approach is needed to understand the impact on community groups and to support them to re-start and re-build. Failure to do this would impact on the individual and community resilience of citizens. |  Likelihood Impact |  Likelihood Impact | 27-Sep-2023 | <p>The Communities Team continues to provide community capacity building support across West Dunbartonshire. The demand for group support as a result of Covid 19 directly has reduced and is now being delivered more generally.</p> <p>No change to risk matrix</p> | Elaine Troup |
| Engaging positively with Residents, Communities & Partnerships | The risk that the Council fails to adequately engage, establish and maintain positive relationships with local residents and communities in addition to partnership bodies. |  Likelihood Impact |  Likelihood Impact | 27-Sep-2023 | <p>There are a number of actions underway to ensure positive engagement with communities is maintained. The Communities Team now lead on Community Planning for West Dunbartonshire and will work to maintain the strong partnership working arrangements in place. Work is on-going to progress community lead involvement in CPWD.</p> <p>No change to risk matrix</p> | Elaine Troup |









Objective 2. Our residents health and wellbeing remains a priority







| Performance Indicator | Q1 2023/24 | | | | | Q2 2023/24 | | | | | | Owner |
|----------------------------------------------------|------------|-------|--------|-------------|------------|------------|-------|--------|-------------|------------|------------------|-------------|
| | Status | Value | Target | Short Trend | Long Trend | Status | Value | Target | Short Trend | Long Trend | Note | |
| % of pupil medical dietary requests met | | 100% | 100% | | | | 100% | 100% | | | Target Achieved. | Sharon Jump |
| % of pupils who take up free school meals (P1-7) | | 75% | 75% | | | | 75% | 75% | | | Target Achieved. | Sharon Jump |






| Action | Status | Progress | Due Date | Note | Owner |
|--------------------------------------------|--------|----------------|-------------|---------------------------------------------------------------------------------------------------------------------------|-------------|
| Progress Food for Life implementation plan | | <div>50%</div> | 31-Mar-2024 | Menus Prepared and published prior to start of school term, in preparation of submission for Food for Life accreditation. | Sharon Jump |

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|--|-------------------------------------------------------------------------------|
| | Objective 3. Our residents are supported to increase life and learning skills |
|--|-------------------------------------------------------------------------------|


| Performance Indicator | Q1 2023/24 | | | | | Q2 2023/24 | | | | | | Owner |
|-------------------------------------------------------------------------------|------------|---------|--------|-------------|------------|------------|---------|--------|-------------|------------|--------------------------------------------------------------------------------------------------------------------------------------|--------------|
| | Status | Value | Target | Short Trend | Long Trend | Status | Value | Target | Short Trend | Long Trend | Note | |
| Total number of library issues (Physical and e-Issues) | | 64,155 | 52,500 | | | | 65,046 | 52,500 | | | Performance continues to exceed target. | David Main |
| Total number of visits to museums and heritage centres (virtual & in person)* | | 24,807 | 26,625 | | | | 30,972 | 26,625 | | | Q1 target marginally missed, Q2 target exceeded target following an increase in social media activity. | Trish Robins |
| Total number of library visits (physical and virtual) | | 110,739 | 90,000 | | | | 104,067 | 90,000 | | | Performance continues to exceed target. | David Main |
| % Residents satisfied with Libraries | | 95% | 94% | | | | 92% | 94% | | | Q1 Target exceeded. Q2 target marginally missed, Recent changes to library services made in response to budget restrictions may have | David Main |


| Performance Indicator | Q1 2023/24 | | | | | Q2 2023/24 | | | | | | Owner |
|-----------------------------------------|-----------------------------------------------------------------------------------|-------|--------|-----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-------|--------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| | Status | Value | Target | Short Trend | Long Trend | Status | Value | Target | Short Trend | Long Trend | Note | |
| | | | | | | | | | | | impacted on satisfaction rate. | |
| % Satisfaction with museums & galleries |  | 91% | 88% |  |  |  | 81% | 88% |  |  | Q1 Target exceeded. Q2 missed target, progress of Glencairn, Clydebank Heritage hub and conversion of Dumbarton library should support improved satisfaction. | Trish Robins |




| Action | Status | Progress | Due Date | Note | Owner |
|-------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|---------------------------|-------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| Progress internal design and development of Glencairn House as an inspiring cultural hub |  | <div><div>83%</div></div> | 31-Mar-2024 | Action progressing. The Arts & Heritage Team are working closely with the design team to refine the interpretation strategy for the exhibition content. Work is progressing as expected with a workshop to follow in October. Content development to follow which will further refine the strategy and enable progress to detailed design stage. | Trish Robins |
| Support progress of investment project for Clydebank Heritage Hub |  | <div><div>25%</div></div> | 31-Mar-2024 | Action delayed. The project was delayed firstly as result of District Heating Connection and thereafter due to water ingress. Repairs have concluded and remedial work is underway Once complete, this will allow preparatory works and interior fit out of the exhibition element to be scheduled. | Trish Robins |
| Progress internal design and development of Strathleven Place - conversion of Dumbarton library |  | <div><div>33%</div></div> | 31-Mar-2024 | Progress is as expected with the team reviewing proposed draft plans for Strathleven Place and drafting feedback. A review meeting is scheduled for October 2023 to inform next steps. | Trish Robins |
| Progress Community Facilities Plan |  | <div><div>33%</div></div> | 31-Mar-2024 | Action progressing. Discussions are ongoing with a number of groups and organisations regarding future options for centres. Business Plans/proposals awaited from community organisations to support next steps in progress. | Amanda Graham |
| Implement libraries sustainability plan – next phase |  | <div><div>25%</div></div> | 31-Mar-2024 | Action progressing as planned. The mobile library routes have been reviewed and work is ongoing to create a libraries sustainability Policy. | David Main |
| Progress co-location of Dalmuir library |  | <div><div>25%</div></div> | 31-Mar-2024 | Action progressing as planned New library space in Dalmuir CE Centre has now been prepared. Awaiting details of internet connectivity | David Main |

| Action | Status | Progress | Due Date | Note | Owner |
|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|---------------------------|-------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
| | | | | schedule from ICT. Library managers are currently finalising an internal plan with an installation date in January 2024. | |
| Progress co-location of Balloch library |  | <div><div>20%</div></div> | 31-Mar-2024 | Action progressing as planned Preferred location identified. Library managers are now working on a proposal for internal design. | David Main |
| Progress co-location of Duntocher library |  | <div><div>20%</div></div> | 31-Mar-2024 | Action progressing. Work is still underway to identify a suitable alternative location for Duntocher Library. | David Main |
| Progress co-location of Parkhall library |  | <div><div>20%</div></div> | 31-Mar-2024 | Action progressing as planned. Discussions are ongoing with services to identify a suitable alternative location. Following which proposals will be made on the internal design. | David Main |
| Reduce school library provision to 3 days per week across all 5 secondary schools |  | <div><div>75%</div></div> | 31-Mar-2024 | Action progressing as planned. The Schools and Literacy Librarian has worked in conjunction with the relevant Heads of each establishment to agree a new reduced offer of service. | David Main |
| Undertake review of opening hours and service structure of Libraries |  | <div><div>60%</div></div> | 31-Mar-2024 | Action progressing as planned. Some structural changes have now taken place at senior manager level. A Libraries working group is currently preparing a proposal of reduced opening hours for consideration by Chief Officer. | David Main |

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|  | 4. Our Council |
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|  | Objective 10. Our workforce is resilient and skilled where digital technology supports service delivery for our residents |
|-------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|

















| Action | Status | Progress | Due Date | Note | Owner |
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| Develop and implement wellbeing, employee engagement, equality and learning and development plans to enable capabilities, improve resilience and promotion of a diverse workforce |  | <div><div>50%</div></div> | 31-Mar-2024 | Work underway across services. Highlights have included full team meetings with contact centre staff with sub groups to work on improvements identified, number of team members qualifying as mental health first aiders as part of corporate programme. In Facilities Management. Welcome Back to Work' session delivered for catering and cleaning teams further events scheduled, more opportunities for engagement with frontline and focus on supportive | All Managers |



| Action | Status | Progress | Due Date | Note | Owner |
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| | | | | conversations taking place with frontline staff. Employee survey specific to FM is being issued to support improvements. | |
| Develop and implement employee life cycle plans in line with the People First Strategy to attract and retain the workforce. |  | <div><div>100%</div></div> | 31-Mar-2024 | For Facilities Management, the Phase 2 implementation of service review provides clearer role and responsibilities for Team Leaders, training and identifies clear career path for progression. | All Managers |
| Implement service review process including role design, use of new technology and new ways of working to add resilience, address gaps, and establish opportunities for efficiencies |  | <div><div>50%</div></div> | 31-Mar-2024 | Review of library services provision including opening hours and school library provision in line with savings options. Facilities management, Phase 2 of service review is being implemented with new ways of working being embedded, this will assist in addressing knowledge gaps within team and identifying process improvements. Additional capacity at Team Leader level has added additional resilience in the FM team further complemented by resilience in Town Hall team when necessary. | All Managers |
| Develop and implement learning and development plans and development opportunities to improve capabilities and resilience within the workforce. |  | <div><div>65%</div></div> | 31-Mar-2024 | Citizens and Digital are enabling and promoting opportunities for promotions internally to increase resilience in team and strengthen talent pipeline, continued support of modern apprentices enabling them to secure posts within the Council. Facilities Management training development plan for Team Leaders has been prepared and partially delivered, this has focussed on a range of topics from people practice to policy procedure and best practice. | All Managers |







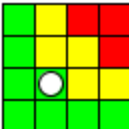
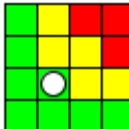
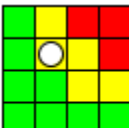
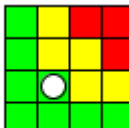
Objective 11. Our Council is adaptable and focused on delivering best value for our residents

| Performance Indicator | Q1 2023/24 | | | | | Q2 2023/24 | | | | | | Owner |
|---------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-------|--------|-------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|------------|-------|--------|-------------|------------|---------------------------------------------------------------|----------------|
| | Status | Value | Target | Short Trend | Long Trend | Status | Value | Target | Short Trend | Long Trend | Note | |
| Percentage of complaints received by the Council that are resolved/ closed at Stage 1 |  | 97% | 90% |  |  | | | 90% | | | Q1 Performance exceeded target Q2 data available mid November | Lorraine Payne |
| Percentage of complaints received by the Council that are resolved at Stage 2 |  | 3% | 10% |  |  | | | 10% | | | Q1 Performance exceeded target Q2 data available mid November | Lorraine Payne |

























| Performance Indicator | Q1 2023/24 | | | | | Q2 2023/24 | | | | | | Owner |
|-----------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|-------|--------|-----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-------|--------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| | Status | Value | Target | Short Trend | Long Trend | Status | Value | Target | Short Trend | Long Trend | Note | |
| % of telephone calls answered within 5 minutes by Repairs Contact Centre as a proportion of all calls answered. |  | 75.8% | 90% | New Pi for 23-24 | |  | 86.7% | 90% |  |  | Target marginally missed in Q2 with improvement from Q1 which significantly missed target, this was due to resourcing issues with vacant posts. Recruitment and training completed resulting in improved performance | Lorraine Payne |
| % of telephone calls answered within 3 minutes by Contact Centre as a proportion of all calls answered. |  | 88.2% | 90% |  |  |  | 93.4% | 90% |  |  | Target exceeded in Q2 with improved performance following Q1 missed target. This was due to resourcing issues with vacant posts. Recruitment and training completed and performance improved. | Lorraine Payne |
| Residents satisfaction with Council services overall |  | 78% | 85% |  |  |  | 73% | 85% |  |  | Target narrowly missed with a downward trend since previous quarter. Recent changes made in response to budget challenges may have impacted on satisfaction rate. | Amanda Graham |


| Action | Status | Progress | Due Date | Note | Owner |
|---------------------------------------------------------------|-------------------------------------------------------------------------------------|---------------------------|-------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| Implement required complaints management process enhancements |  | <div><div>33%</div></div> | 31-Mar-2024 | Action progress has been delayed due to resourcing in customer relations team to progress testing of pilot process. Progress is expected to accelerate in coming months with work to capture customer journey and status. | Lorraine Payne |
| Explore enhanced telephony technology solutions |  | <div><div>25%</div></div> | 31-Mar-2024 | Action progressing. A number of users identified and recording solutions demonstrated. This has specified our requirements for quotation. ICT are investigating an upgrade to the Corporate Telephone Network which has placed this project on hold at this time. | Stephen Daly |









| Action | Status | Progress | Due Date | Note | Owner |
|----------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|---------------------------|-------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| | | | | There is a risk technology purchased to record could become surplus to requirement as ICT replace the voice hardware. | |
| Progress commercialisation and income generation opportunities |  | <div><div>25%</div></div> | 31-Mar-2024 | Action Progressing. Advertising pilot on waste vehicles commenced. Discussions have taken place with assets regarding billboard sites. Bus stop and roadside advertising has not yet commenced due to capacity. | Amanda Graham |
| Review structure of Facilities Management Service – Next Phase |  | <div><div>80%</div></div> | 31-Mar-2024 | Action progressing as planned. New operating model in place for the start of new school term, following appointment of TL's and new processes being introduced to support service and frontline staff. Project Board now in place with key stakeholders. | Sharon Jump |
| Undertake Controller of Audit report work and implement any associated improvement plans |  | <div><div>66%</div></div> | 31-Mar-2024 | This action is progressing as planned. We have been working with the external auditors and have completed the first few stages of the process; responding to the initial evidence gathering request and formal interviews. We await the final report and any recommendations which will inform any work going forward. | Nicola Docherty |
| Lead the redesign and restructure of Working4U and Communities Team services to respond to Council decisions to reduce overall budgets |  | <div><div>50%</div></div> | 31-Mar-2024 | Saving has been achieved and restructure will conclude following Job Evaluation. All team leaders are fully engaged in working collaboratively to deliver development sessions that will allow the team to begin to function as one team. | Elaine Troup |


| Risk | Description | Current Assessment | Target Assessment | Date Reviewed | Note | Owner |
|-------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|---------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| Risk of Failure to meet citizen expectation and service standards | Risk of citizen dissatisfaction due to us not doing what we say we will when we say we will. | <div> <div>Likelihood</div>  <div>Impact</div> </div> | <div> <div>Likelihood</div>  <div>Impact</div> </div> | 29-Sep-2023 | <p>There are a number of actions and strategies in place to monitor service standards and customer satisfaction in partnership with services across the Council.</p> <p>No change to risk matrix.</p> | Stephen Daly |
| Failure to effectively manage and learn from complaints | There is a risk of damage to the Council's reputation. If complaints are not handled effectively, there can be an adverse effect on the public perception of the Council which can lead to a lack of trust in the services provided. | <div> <div>Likelihood</div>  <div>Impact</div> </div> | <div> <div>Likelihood</div>  <div>Impact</div> </div> | 29-Sep-2023 | <p>Risk reconsidered as part of the yearly planning process. Work continues to engage with services and improve response times and learning outcomes. Internal audit identified challenges with the compliance of complaint management therefore likelihood increased from 2(likely) to 3 (very likely)</p> <p>Risk matrix changed</p> | Stephen Daly |


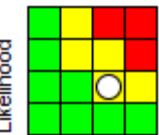
| | |
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| Ob | Objective 12. Our residents are engaged and empowered |
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| Performance Indicator | Q1 2023/24 | | | | | Q2 2023/24 | | | | | | Owner |
|--------------------------------------------------------------------|-------------------------------------------------------------------------------------|--------|--------|-------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|--------|--------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| | Status | Value | Target | Short Trend | Long Trend | Status | Value | Target | Short Trend | Long Trend | Note | |
| Percentage of residents who are satisfied with the Council website |  | 90% | 85% |  |  |  | 91% | 85% |  |  | Performance continues to exceed target. | Jonathan Muir |
| % of stage 2 complaints responded to within 20 working days. |  | 100% | 100% |  |  | | | 100% | | | Q1 Performance exceeded target Q2 data available late November | Lorraine Payne |
| % of residents who feel the Council communicates well with them |  | 64% | 75% |  |  |  | 60% | 75% |  |  | Missed target with a reduction on satisfaction since last quarter. Communication remains a high priority for the Council, further analysis to identify areas for improvement are underway. | Lauren Crooks |
| No. of transactions undertaken online |  | 16,225 | 15,000 |  |  |  | 15,891 | 14,500 |  |  | Performance continues to exceed target. | Jonathan Muir |
| % of stage 1 complaints responded to within 5 working days. |  | 66% | 100% |  |  | | | 100% | | | Q1 target missed mainly due to late responses from services. Work continues to engage with services and improve response times progress is being made. Q2 data available late November | Lorraine Payne |



| Action | Status | Progress | Due Date | Note | Owner |
|------------------------------------------|-------------------------------------------------------------------------------------|----------------------------|-------------|-----------------------------------------------------------------------------|---------------|
| Upgrade online content management system |  | <div><div>100%</div></div> | 31-Mar-2024 | Action completed successfully. Upgraded system is in place and operational. | Jonathan Muir |










| Action | Status | Progress | Due Date | Note | Owner |
|---------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|---------------------------|-------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| Agree Citizen Service Standards |  | <div><div>25%</div></div> | 31-Mar-2024 | Action progressing as planned. The standards have been redesigned and feedback provided by the Manager group. On target to now finalise and submit the next draft to PMRG for agreement. | Stephen Daly |
| Develop Strategic Communications Strategy |  | <div><div>20%</div></div> | 31-Mar-2024 | Action progressing. New Communications Manager now in place. Progress has been made to review service and consider needs moving forward to inform development of the Strategy | Lauren Crooks |
| Develop a communication plan to support budget savings initiatives |  | <div><div>40%</div></div> | 31-Mar-2024 | Action progressing as planned. Plan prepared, communication will take place in November/December and throughout January – March. | Lauren Crooks |
| Review Engaging Communities Framework and approach towards Strategic Engagement |  | <div><div>71%</div></div> | 31-Mar-2024 | This action is progressing as planned. A cross council engagement working group has been established where we can share best practice and maximise opportunity and resources to improve our practice of community engagement and to create more meaningful ways for local people to become involved in decisions that affect their lives. | Nicola Docherty |
| Undertake a review of the WDC Equalities Strategy and implement any associated changes |  | <div><div>38%</div></div> | 31-Mar-2024 | This action is progressing as planned. We are currently reviewing our process to support the budget process and online tool and have met with ICT to explore opportunities. We are also working to incorporate new proposed legislative requirements such as the United Nations Children's Rights Conventions (UNCRC) within our framework and online tool. | Nicola Docherty |
| Explore alternative forms of funding to encourage less reliance on mainstream council funding |  | <div><div>66%</div></div> | 31-Mar-2024 | Action progressing as planned. The Funding Newsletter is now a regular source of funding information for community groups to explore and is also format for promotion of relevant events and partner organisations. The Communities Team continue to seek opportunities to work with other service areas to support more participative means of distributing funding. This currently includes working with colleagues in the Regeneration and Planning teams. | Elaine Troup |
| Deliver the objectives set out in the Community Empowerment Strategy and Action Plan through identified priority projects |  | <div><div>50%</div></div> | 31-Mar-2024 | Action progressing as planned. UK Shared Prosperity Fund projects are underway including; Improved CCTV infrastructure to support safe and active communities Participatory Budgeting awareness raising and training The development of an authority wide Food Pantry network Community development through the creation of community gardens Promote local democracy through a community 'soup' model. In parallel, the Youth Team continue their work around participation, local democracy and learning opportunities for young people. All aspects of project delivery continues to be reported to the Community Empowerment Project Board. | Elaine Troup |
| Work with CPWD and wider communities to develop the Locality Planning Process. |  | <div><div>50%</div></div> | 31-Mar-2024 | Action progressing as planned. Progress is being made with DIG Leads to develop their action plans to ensure ease of reporting. These are anticipated to be presented to the Management Board in | Elaine Troup |






| Action | Status | Progress | Due Date | Note | Owner |
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| | | | | November. To-date there has been a community-led approach to the development of Locality Plans. This has not achieved the results required. A review of this process will be undertaken to establish and propose a revised and streamlined approach. | |
| Lead on the Council's approach to Participatory Budgeting Mainstreaming across the organisation |  | <div><div>50%</div></div> | 31-Mar-2024 | Action progressing as planned. Planning underway to raise awareness of an online platform for increased participation and deliberation. The delivery of awareness sessions for senior management and elected members aims to promote increased service participation in meeting the annual 1% target. The Consul platform will be presented to the Community Empowerment Project Board in November. The PB Mainstreaming Steering Group will no longer meet and instead all activities will be reported to the Community Empowerment Project Board. Members of this group will be updated. | Elaine Troup |

| Risk | Description | Current Assessment | Target Assessment | Date Reviewed | Note | Owner |
|------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|---------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| Risk of Ineffective Communications / Reputation Risk | Ineffective use of corporate communication channels may result in messages that are inconsistent with authorised responsibilities or established performance measures. Employees without intranet access or email access may not receive communications. Not effectively managing corporate responses to adverse events may lead to an erosion of the Council's reputation. |  |  | 29-Sep-2023 | There are a number of processes and strategies in place to ensure communications are effective both internal and external to the Council. No change to risk matrix. | Amanda Graham |

| Action Status | |
|-------------------------------------------------------------------------------------|--------------|
|  | Cancelled |
|  | Overdue |
|  | Not on track |

| | |
|-----------------------------------------------------------------------------------|--------------------------|
|  | In Progress and on track |
|  | Completed |

| PI Status | | Long Term Trends | | Short Term Trends | |
|-----------------------------------------------------------------------------------|-----------------------------|-----------------------------------------------------------------------------------|---------------|-------------------------------------------------------------------------------------|---------------|
|  | Target significantly missed |  | Improving |  | Improving |
|  | Target narrowly missed |  | No change |  | No change |
|  | Target met or exceeded |  | Getting worse |  | Getting worse |

| Risk Status | |
|-----------------------------------------------------------------------------------|-----------|
|  | Alert |
|  | High risk |
|  | Warning |
|  | OK |
|  | Unknown |

WEST DUNBARTONSHIRE COUNCIL

Report by Chief Officer – People and Technology

Corporate Services Committee: 1 November 2023

Subject: People and Technology Delivery Plan 2023/24 - Mid-year Progress

1 Purpose

- 1.1** This report sets out the mid-year progress of the People and Technology Delivery Plan 2023/24.

2 Recommendations

- 2.1** It is recommended that Committee notes the progress achieved.

3 Background

- 3.1** In line with the Strategic Planning & Performance Framework, each Chief Officer develops an annual Delivery Plan which sets out actions to help deliver the Strategic Plan and address the performance challenges and service priorities identified in the planning process. The Plan also provides an overview of services and resources, including employees and budgets, sets out the performance indicators (PIs) for monitoring progress and considers the relevant risks.
- 3.2** The People and Technology Delivery Plan 2023/24 was presented to Corporate Services Committee on 24 May 2023 with a commitment to report mid-year and year-end progress in November 2023 and May 2024 respectively.

4 Main Issues

- 4.1** Full details of mid-year performance are set out in Appendix 1.
- 4.1** Of the 17 actions in the Delivery Plan, one has been completed, 15 are progressing as planned and are on track for completion by 31 March 2024. One action has been delayed at the mid-year point, however is still expected to be achieved by year end.
- 4.2** Two of the nine performance indicators are monitored quarterly, at quarter 1, one PI has exceeded target and one has narrowly missed target. Quarter 2 data is not yet available.

5 People Implications

- 5.1** There are no direct people implications arising from this report.

6 Financial & Procurement Implications

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

7 Risk Analysis

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

8 Equalities Impact Assessment

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

9 Consultation

9.1 The delivery plans were developed through consultation with officers from the strategic service areas.

10 Strategic Assessment

10.1 The delivery plans set out actions to support the successful delivery of the strategic priorities and objectives of the Council.

Chief Officer: Victoria Rogers
Service Area: People and Technology
Date: 29 September 2023

Person to Contact: Nicola Docherty
Nicola.docherty@west-dunbarton.gov.uk

Appendices: Appendix 1: People and Technology Delivery Plan 2023/24 – Mid-year progress report







Background Papers: People and Technology Delivery Plan 2023/24 -
Corporate Services Committee, 24 May 2023
Strategic Planning & Performance Framework 2022/27

Wards Affected: All



P&T Delivery Plan Mid-year Progress 2023/24






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|  | 4. Our Council |
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|-----------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|
|  | Objective 10. Our workforce is resilient and skilled where digital technology supports service delivery for our residents |
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| Performance Indicator | Q1 2023/24 | | | | | Q2 2023/24 | | | | | Note | Owner |
|--------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-------|--------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|------------------------|-------|--------|-------------|------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| | Status | Value | Target | Short Trend | Long Trend | Status | Value | Target | Short Trend | Long Trend | | |
| Percentage of ICT helpdesk incidents fixed with half day of being logged |  | 57% | 60% |  |  | Data not yet available | | | | | Target narrowly missed. Overall during the first quarter of 2023/24 we resolved 4866 incidents a rate of 97%. In terms of resolving with 3.5 hours we resolved 2756 incidents (57%). During this period 68% of M365 project related tickets were resolved at 1st line level. | James Gallacher |
| % employee attendance improvement rate (teachers & local govt.) |  | 5.7% | 1% |  |  | Data not yet available | | | | | Council wide attendance has improved by 5.7% compared to the same quarter the previous year. A contributing factor is a significant reduction in Long Covid related absence. Employees experiencing Long Covid are supported through a range of Council policies, supports | Louise Hastings |

| Performance Indicator | Q1 2023/24 | | | | | Q2 2023/24 | | | | | Note | Owner |
|-----------------------|------------|-------|--------|-------------|------------|------------|-------|--------|-------------|------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|
| | Status | Value | Target | Short Trend | Long Trend | Status | Value | Target | Short Trend | Long Trend | | |
| | | | | | | | | | | | and initiatives including the Supporting Employee Wellbeing policy, physio and mental health support services as well as initiatives such as the disability passport and temporary reasonable adjustments. | |

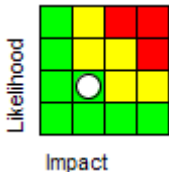
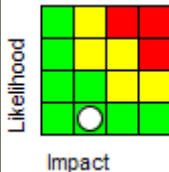
| Action | Status | Progress | Due Date | Note | Owner |
|--------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|---------------------------|-------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| Continue to drive service and community resilience to enhance overall resilience organisationally and in our communities |  | <div><div>40%</div></div> | 31-Mar-2024 | This action is progressing as planned. We are currently reviewing and updating several guidance documents, processes and frameworks including, but not restricted to, business continuity plans, incident response procedures and security threat guidance. Delivered incident response training including Loggist training, Council Incident Officer training (COI) and held a Care for people workshop to support incident response for vulnerable people. In addition to this, an experiential learning event, Safety4Kids, was attended by over 900 pupils from 34 schools. | Scott McFarlane |
| Upgrade Wi-Fi technology in council buildings |  | <div><div>40%</div></div> | 31-Mar-2024 | This action is progressing well. To date we have carried out a Network survey in Church St and installed and tested Wi-Fi points. We have carried out network surveys in our secondary schools to determine WI-FI deployment requirements. Our focus of the remaining year will be to assess needs in other council locations in line with the | James Gallacher |

| Action | Status | Progress | Due Date | Note | Owner |
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| | | | | corporate asset plan and property rationalisation project. This action will be completed by March 2024. | |
| Review and implement ICT Tech Desk service |  | <div><div>75%</div></div> | 31-Mar-2024 | This action is progressing as planned. The Tech Desk has been operational since July 2023 and has been successful in providing direct and immediate support to employees. A post implementation meeting is planned for October 23 to assess the impact and identify any improvements. This action will be completed by December 2023 | James Gallacher |
| Develop and establish Skills programme to address ICT skills shortage |  | <div><div>66%</div></div> | 31-Mar-2024 | This action is progressing well. To date several employees have completed training and accreditation in key areas. Our focus for the remaining year will be carrying out further training in cyber security and network technology. This action will be completed by March 2024. | James Gallacher |
| Coordinate ICT device replacement programme |  | <div><div>50%</div></div> | 31-Mar-2024 | This action is progressing well. To date the laptop replacement for education are complete and laptop replacement for corporate teams is two third of the way complete. The next phase will include Chromebook replacement. This action will be complete by March 2024. | James Gallacher |
| Secure the Council's Technology Infrastructure |  | <div><div>16%</div></div> | 31-Mar-2024 | We have carried out our annual Public Sector Network (PSN) compliance assessments and submitted these to the Cabinet officer for certification. We will continue to work to reduce any vulnerabilities in the PSN over the remaining year. | James Gallacher |
| Maximise automation opportunities across the Council |  | <div><div>57%</div></div> | 31-Mar-2024 | This action is progressing as planned. To date we have undertaken the following: Chatbot Scoping Sessions; | Arun Menon |

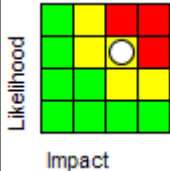
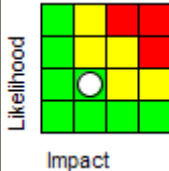
| Action | Status | Progress | Due Date | Note | Owner |
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| | | | | UiPath Platform Upgrade; Integration with Jira which will allow for better tracking of the milestones; finalising the Sickness Absence Automation and went live with the Teachers' Pension Notifications process and completed the scoping work for HSCP Processes including financial assessments. This action will be completed by March 2024. | |
| Develop and implement wellbeing, employee engagement, equality and learning and development plans to enable capabilities, improve resilience and promotion of a diverse workforce |  | <div><div>46%</div></div> | 31-Mar-2024 | Stress Risk Assessment review group has been established. OH contract work has been ongoing in preparation for renewal. Mental Health First Aiders group has been established. A number of webinars have been offered to support employee resilience. A Chief Officer pack for Trickle has been issued and work continues on promoting usage. The employee awards planning and review has commenced. I-learn continues to see high level of usage across the workforce and Quantum is now looking to recruit the 4 th cohort. Equally Safe @Work preparations for the development Tier assessment has commenced and two training modules promoted across the workforce. Equal Pay audit and a review of JE has also commenced | Alison McBride |
| Develop and implement employee life cycle plans in line with the People First Strategy to attract and retain the workforce |  | <div><div>53%</div></div> | 31-Mar-2024 | Work on the recruitment phase has commenced with actions around job profile review, business case for change, recruitment practices and process. It should be noted here that resource across the team is so tight and with increased demands from industrial action, ES/VER exercise, savings it has not allowed the progress to be made in this area. An exercise and paper reviewing pay for modern apprentices was also recently approved. | Alison McBride |

| Action | Status | Progress | Due Date | Note | Owner |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|---------------------------|-------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| Implement service review process including role design, use of new technology and new ways of working to add resilience, address gaps, and establish opportunities for efficiencies |  | <div><div>51%</div></div> | 31-Mar-2024 | Fit for Future continues and the process has been reviewed .A data and online form sub group continues to add value and support to services. Rollout of 0365 continues and digital champion network has been set up to support workforce upskilling to ensure best usage of the technology. The council continues to offer flexible working and has recently added pregnancy loss and a gender based violence policy to the supportive suite of policies offered. | Alison McBride |
| Develop and implement learning and development opportunities to improve capabilities and resilience within the workforce |  | <div><div>52%</div></div> | 31-Mar-2024 | The team continue to offer a blended learning support with i-learn, face to face, webinars and bespoke support to some services. The TU Learning Committee continues with a collaborative approach to ensuring many opportunities for employees. The senior leadership programme Quantum continues to be embedded. The Achieve Value and supporting Frameworks have been reviewed too. The apprenticeship levy fund continues to be used to improve digital skills. H&S have responded to the recent Fire Service changes and have delivered a support pack and training to RPO's. The HR Team has implemented a HR graduate post to aid succession planning and resilience and a review of areas of development for the team being considered including planned leadership development and learning opportunities within certain roles for team resilience. | Alison McBride |

| Risk | Description | Current Assessment | Target Assessment | Date Reviewed | Note | Owner |
|------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|-------------------|---------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| Workforce Management System not fit for purpose | There is a risk that the WMS system is not fit-for-purpose thereby requiring manual workarounds restricting the level of automation impacting on efficiencies | | | 12-Sept-2023 | This risk remains current due to the manner in which Frontier deploy improvements and support the system development in line with operational requirements. | Arun Menon |
| Challenges in protecting the Health and Safety of Employees and Others | Failure to meet the Council's duty to protect the health, safety and welfare of its employees and other people who might be affected by its business | | | 29-Sept-2023 | The H&S team continue to review and streamline key service areas such as safety management standards and learning. Figtree has seen improvements in how risk assessments are managed and the latest update has integrated a hazard report form to the platform. A quarterly newsletter is published to update and promote good practice. The team continue to support all H&S committees and RPO's to ensure a consistent approach. The team are continuing to improve the process in management health surveillance with OH and line managers. Most recent projects include management workplace inspections, noise monitoring, audits and corporate warning market system. | Alison McBride |




| Risk | Description | Current Assessment | Target Assessment | Date Reviewed | Note | Owner |
|-----------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|---------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| | | | | | Fire safety management is ongoing across the authority including fire risk assessments and fire safety training and changes to the recent changes from the SFRS in relation to response to fire alarm signals | |
| Complexities in ensuring an appropriately resourced and resilient workforce | Failure to ensure that there is an appropriately resourced and resilient workforce in place to meet future organisational needs, in effectively executing the Council's 2022-27 Strategic Plan. |  |  | 29-Sept-2023 | <p>Workforce Planning Strategy in place for 2022-2027.</p> <p>People First Strategy is in place covering 2022-2027 and this is a consolidation of a number of areas: well-being, employee engagement, workforce planning, learning and development and digital.</p> <p>WDC are recognised as leading in terms of adapting flexible working practices. A recent report around the use of Church Street offices has reinforced employee behaviour and expectation around accessing flexible working. There is plans to re-visit this in the financial year 2023-24.</p> <p>A robust package of wellbeing resources continue to be</p> | Alison McBride |


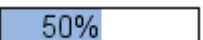

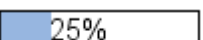
| Risk | Description | Current Assessment | Target Assessment | Date Reviewed | Note | Owner |
|------|-------------|--------------------|-------------------|---------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|
| | | | | | <p>available, absence levels are closely monitored, with personal stress and minor ailments absences prevalent.</p> <p>Development course for mid to senior leaders is ongoing with positive feedback received.</p> <p>Trickle relaunch is ongoing across the whole of the organisation to ensure this tool is better used for employee feedback and engagement.</p> <p>WDC Fit for Future programme action plan are with services and a review is underway.</p> <p>Digital Skills Framework has been launched to support employees to keep abreast of digital skills and will support Office 365.</p> <p>Services are still adjusting to the reducing in financial funding and this will be closely monitored in the coming months.</p> | |


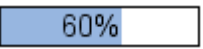
| Risk | Description | Current Assessment | Target Assessment | Date Reviewed | Note | Owner |
|------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|---------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|
| Threat of Cyber-attack | Data, systems and/or infrastructure are impacted as result of security attacks which are increasing in number at a time when this threat is already placing demands on resources to deliver increased levels of security controls. |  |  | 28-Sept-2023 | <p>WDC Cyber Security posture is continually being reviewed and monitored, ICT continues to follow NCSC guidance where applicable.</p> <p>Recent focus has centred on implementation of a secure file transfer platform solution, strengthening email security with enhanced user training capabilities. Progress continues to improve our M365 security posture in addition to a review of our DR planning and incident management procedures.</p> <p>Enhanced online email security training is being scheduled for employees, ICT management also attended NCSC accredited Cyber Awareness training.</p> <p>There is a continual review of the process to apply security updates, patches, and software deployments. Recent improvements have been implemented to automate the update processes where possible and new technology to control,</p> | Andrew Cameron; James Gallacher; Iain Kerr |

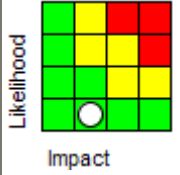
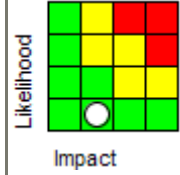
| Risk | Description | Current Assessment | Target Assessment | Date Reviewed | Note | Owner |
|------|-------------|--------------------|-------------------|---------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|
| | | | | | <p>secure and manage remote accessing of devices. ICT team are also investigating and testing new secure remote access solutions.</p> <p>Geo-blocking to GB remains in place and the geo-political situation continues to be monitored.</p> | |

| | |
|-----------|-----------------------------------------------------------------------------------------------|
| Ob | Objective 11. Our Council is adaptable and focused on delivering best value for our residents |
|-----------|-----------------------------------------------------------------------------------------------|

| Action | Status | Progress | Due Date | Note | Owner |
|---------------------------------------------------------------|-------------------------------------------------------------------------------------|----------------------------|-------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| Implement statutory Payroll changes |  | <div><div>100%</div></div> | 31-Mar-2024 | This action has been successfully completed. All Year End processes and system upgrades are complete. | Arun Menon |
| Undertake annual Payroll Audit |  | <div><div>0%</div></div> | 31-Mar-2024 | Due to the senior management restructures effective 4 th September, this action has been delayed to re-organise the workforce under each Chief Officer. Work is anticipated to start in October and will be completed by March 2024. | Stella Kinloch |
| Review and update FfF approach to improve budget efficiencies |  | <div><div>80%</div></div> | 31-Mar-2024 | This action is progressing as planned. To date we have reviewed the FfF approach and identified a few common themes which we will build into the improved process. We are delivering service design training over the | Anne McFadden |






| Action | Status | Progress | Due Date | Note | Owner |
|------------------------------------------------------------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|
| | | | | coming months across the council services. FfF in the current format, has received national recognition and we are finalists in the national UK business awards in the 'Disruptive Business Model' category | |
| Continue to embed sound H&S practice |  |  | 31-Mar-2024 | <p>The H&S team continue to review and streamline key service areas such as safety management standards and learning. Figtree has seen improvements in how risk assessments are managed and the latest update has integrated a hazard report form to the platform. A quarterly newsletter is published to update and promote good practice. The team continue to support all H&S committees and RPO's to ensure a consistent approach. The team are continuing to improve the process in management health surveillance with OH and line managers. Most recent projects include management workplace inspections, noise monitoring, audits and corporate warning market system.</p> <p>Fire safety management is ongoing across the authority including fire risk assessments and fire safety training and changes to the recent changes from the SFRS in relation to response to fire alarm signals.</p> | Anna Murray |
| Implement improvements in recruitment life cycle processes |  |  | 31-Mar-2024 | Work has begun on this action however some delay has been experienced due to tight resource and pressures from additional HR activity in relation to industrial action, savings and employee severance and voluntary early retirement. | Louise Hastings; Lisa MacGregor; Anne McFadden |










| Action | Status | Progress | Due Date | Note | Owner |
|-----------------------------------------------------------------------------|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|-------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|
| Maintain and monitor employee wellbeing, engagement and workforce planning. |  |  | 31-Mar-2024 | This action is progressing as planned. To date we have distributed Chief officer packs to support the corporate use of Trickle, undertaken a review of employee engagement awards, reviewed the Job evaluation process. Undertaken the equal pay audit and undertaken a procurement exercise for the occupational health contract, which is going to Committee in October. We have reviewed the workforce plans council wide and begun work on the resolution framework. We will continue to progress these areas as well as work on equalities over the remaining year. | Leeanne Galasso; Louise Hastings; Lisa MacGregor |

| Risk | Description | Current Assessment | Target Assessment | Date Reviewed | Note | Owner |
|-----------------------------------------------------------------------------------|-----------------------------------------------------------|-------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| Keeping abreast of developments in the innovative use of Information Technologies | Failure to keep pace with changing technology environment |  |  | 28- Sept-2023 | <p>MS SharePoint in planning with supplier workshops scheduled during Sept/Oct 23.</p> <p>New ICT Tech desk implemented to provide walk up support to council employees.</p> <p>Wi-Fi Upgrade – project in progress to replace end of life Wireless Access Points in all WDC locations. Focus on completing Education sites before completion of corporate locations.</p> | James Gallacher |






| Risk | Description | Current Assessment | Target Assessment | Date Reviewed | Note | Owner |
|------|-------------|--------------------|-------------------|---------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|
| | | | | | <p>Corporate WDC mailboxes migrated to Microsoft 365 cloud platform completed enabling secure authentication access from anywhere and any device. Education migration in planning.</p> <p>Review of technology to deliver business applications to employees in progress.</p> <p>Review of remote access technology redesign underway to accommodate the increased demand of hybrid working. 3 x proof of concepts in testing.</p> <p>New SWAN2 contract award nearing completion with the aim to improve bandwidth at all council locations.</p> <p>Reconfiguration of windows updates technology and process underway with the aim reduce disruption to employees. Implementation of cloud technology underway.</p> | |

| Risk | Description | Current Assessment | Target Assessment | Date Reviewed | Note | Owner |
|------|-------------|--------------------|-------------------|---------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|
| | | | | | <p>Automation project underway for data matching, maintenance, and operational tasks.</p> <p>New storage area network installed and data migration plan in progress.</p> | |

| Action Status | |
|------------------------------------------------------------------------------------|--------------------------|
|  | Cancelled |
|  | Overdue |
|  | Not on track |
|  | In Progress and on track |
|  | Completed |

| PI Status | | Long Term Trends | | Short Term Trends | |
|-------------------------------------------------------------------------------------|-----------------------------|-------------------------------------------------------------------------------------|---------------|---------------------------------------------------------------------------------------|---------------|
|  | Target significantly missed |  | Improving |  | Improving |
|  | Target narrowly missed |  | No change |  | No change |
|  | Target met or exceeded |  | Getting worse |  | Getting worse |

| Risk Status |
|-------------|
|-------------|

| | |
|-----------------------------------------------------------------------------------|-----------|
|  | Alert |
|  | High risk |
|  | Warning |
|  | OK |
|  | Unknown |

WEST DUNBARTONSHIRE COUNCIL

Report by Chief Officer – Regulatory & Regeneration

Corporate Services Committee: 1 November 2023

Subject: Regulatory & Regeneration Delivery Plan 2023/24 – Mid-year Progress

1 Purpose

- 1.1** This report sets out the mid-year progress of the Regulatory & Regeneration Delivery Plan 2023/24.

2 Recommendations

- 2.1** It is recommended that Committee notes the progress achieved.

3 Background

- 3.1** In line with the Strategic Planning & Performance Framework, each Chief Officer develops an annual Delivery Plan which sets out actions to help deliver the Strategic Plan and address the performance challenges and service priorities identified in the planning process. The Plan also provides an overview of services and resources, including employees and budgets, sets out the performance indicators (PIs) for monitoring progress and considers the relevant risks.
- 3.2** The Regulatory & Regeneration Delivery Plan 2023/24 was presented to Corporate Services Committee on 24 May 2023 with a commitment to report mid-year progress and year-end progress in November 2023 and May 2024 respectively.
- 3.3** In September 2023, the Supply, Distribution and Property strategic area was disbanded and the services and teams realigned to the remaining seven strategic areas. Regulatory & Regeneration now incorporates Procurement. This change is reflected in the Regulatory & Regeneration Delivery Plan for 2023/24 and in this mid-year progress report.

4 Main Issues

- 4.1** Full details of mid-year performance are set out in Appendix 1.
- 4.2** Two of the 36 actions have been completed, 33 are progressing as planned and on-track for completion by year-end and one is delayed. This relates to the following and is likely to be completed by year-end:
- Implement changes to the non-regulated/non-complex procurement process

- 4.3** Five of the 29 PIs are monitored quarterly, with Q1 and Q2 data available for four of these PIs. Of those, two met or exceeded targets in both quarters and another narrowly missed the Q1 target but exceeded the Q2 target. Based on that data, all three are likely to meet year-end targets. While the final PI met the Q1 target, the Q2 was significantly missed and is unlikely to meet year-end target. This relates to the following:
- % of Contract award notices published within 30 calendar days from award letter being sent
- 4.4** Only Q1 data is available for one of the five PIs and while this exceeded target, there is not enough data to anticipate year-end outcome.
- 4.5** Another eight PIs are monitored half-yearly, with data available for five of these PIs. Of those, two met or exceeded targets, two narrowly missed targets and one significantly missed target. Based on the half-yearly data and taking account of the short and long trends, two PIs are likely to meet year-end targets and three are unlikely to meet year-end targets. All three relate to procurement and reflect resources constraints:
- % of Contract & Supplier Management scorecards delivered where the Supplier at a minimum, meets the quality expectations – target narrowly missed
 - % of Contract & Supplier Management scorecards delivered where the Supplier at a minimum, meets the Service expectations – target narrowly missed
 - Annual Cash Savings target achieved – target significantly missed.

5 People Implications

- 5.1** There are no direct people implications arising from this report.

6 Financial & Procurement Implications

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

7 Risk Analysis

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

8 Equalities Impact Assessment

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

9 Consultation

- 9.1** The delivery plans were developed through consultation with officers from the strategic service areas.

10 Strategic Assessment

- 10.1** The delivery plans set out actions to support the successful delivery of the strategic priorities and objectives of the Council.

Chief Officer: Alan Douglas
Service Area: Regulatory & Regeneration
Date: 6 October 2023

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

Appendices: Appendix 1: Regulatory & Regeneration Delivery Plan 2023/24 - Mid-year Progress

Background Papers: Regulatory & Regeneration Delivery Plan 2023/24 - Corporate Services Committee, 24 May 2023
Strategic Planning & Performance Framework 2022/27

Wards Affected: All





Appendix 1: Regulatory & Regeneration Delivery Plan 2023/24 - Mid-year Progress



P

Our communities

Ob

Our residents health and wellbeing remains a priority

| Action | Status | Progress | Due Date | Note | Owner |
|--------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|----------------------------|-------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| Implement the focus on health and wellbeing and reduction of inequalities outcomes into the Open Space Strategy and key Council documents |  | <div><div>40%</div></div> | 31-Mar-2024 | Officers from the Shaping Places for Wellbeing programme have been involved in the Open Space Strategy to ensure that health and wellbeing outcomes are addressed. They have also reviewed key Council documents including the Clydebank Development Framework, the Clydebank Health & Care Centre Travel Plan Assessment, and the Health & Social Care Partnership Strategic Plan. | Pamela Clifford |
| Conduct property inspections of host properties identified through the Offers of Accommodation Scheme (Homes for Ukraine) |  | <div><div>50%</div></div> | 31-Mar-2024 | Progressing as planned, with three inspections requested and carried out. | John Stevenson |
| Undertake official food control inspections of two local food manufacturing premises in line with the new Official Control Verification guidance |  | <div><div>50%</div></div> | 31-Mar-2024 | Progressing as planned. Staff training on forms and their use complete. Resourced calculation complete and will be discussed with staff. | Eilidh Paton |
| Identify premises which sell Vapes to underage children and conduct integrity testing where required |  | <div><div>100%</div></div> | 31-Mar-2024 | Completed. Integrity testing was carried out on a range of premises identified by our intelligence and issues addressed. We will continue to monitor and address any issues that are raised. | Annemarie Clelland |



| Action | Status | Progress | Due Date | Note | Owner |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|---------------------------|-------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| Undertake proactive weights and measures work in a variety of retail premises, with a specific focus on every day food and necessities such as heating fuel and petroleum |  | <div><div>0%</div></div> | 31-Mar-2024 | We are running a local project looking at the pricing of 'essential' food items linked to the retail price index for sale in convenience stores and this will include inspecting the weight markings on goods to ensure compliance with legislation. This is scheduled to commence in the coming weeks. | Annemarie Clelland |
| Consult and agree a new Statement of Licensing Policy |  | <div><div>60%</div></div> | 30-Nov-2023 | Progressing as planned. A full public consultation was carried out on the new Statement of Licensing Policy via an online survey, the Council's reputation tracker, and a workshop with the licensed trade. The results will be reported back to the Licensing Board. | Michael McDougall |

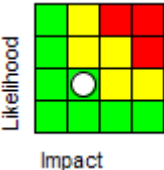
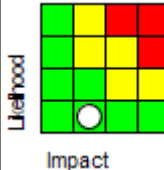


Our Environment






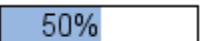
Our resources are used in an environmentally sustainable way

| Action | Status | Progress | Due Date | Note | Owner |
|------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|---------------------------|-------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| Co-ordinate, monitor and report the progress of the Council's Climate Change Action Plan for 2023/24 |  | <div><div>20%</div></div> | 31-Mar-2024 | Some key actions for Year 2 (2023/24) have been agreed, with some more for this year and Year 3 (2024/25) needing to be finalised. | Gillian McNamara |
| Develop a Local Heat and Energy Efficiency Strategy |  | <div><div>40%</div></div> | 31-Dec-2023 | Progress is being made with the development of the Local Heat and Energy Efficiency Strategy to comply with Scottish Government's requirement for each Council to complete their Strategies by the end of this year. Next stage is analysing data that will inform opportunities around buildings' fabric improvements, District Heating, and other forms of sustainable heat production. | Gillian McNamara |

| Risk | Description | Current Assessment | Target Assessment | Date Reviewed | Note | Owner |
|-----------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|---------------|-------------------------------------------------------------------------------------------------------------------------|------------------|
| Inability to reduce carbon footprint in line with targets | The risk that the Council will be unable to achieve net zero emissions by 2045, both in relation to mitigating carbon emissions and adapting to the impacts of climate change. Net zero refers to achieving an overall balance between emissions produced and emissions taken out of the atmosphere. This target has been developed in a way that mirrors the emission reduction trajectory set by the Scottish Government in light of the Climate Emergency. |  |  | 30-Sep-2023 | Until all carbon emissions data becomes available in November 2023 and analysed, the risk profile will remain the same. | Gillian McNamara |












Our neighbourhoods are sustainable and attractive


| Action | Status | Progress | Due Date | Note | Owner |
|----------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|
| Promote the next phase of Queens Quay Housing |  |  | 31-Mar-2024 | Limited progress due to the landowner negotiating with potential housing developers. Meeting expected in the next few months with landowner and potential developers. | Pamela Clifford; Gillian McNamara |
| Provide further legal and planning support in relation to the delivery of the new affordable housing programme |  |  | 31-Mar-2024 | Ongoing support has been provided in relation to the delivery of the new affordable housing programme. | Michael McDougall |








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|  | Our Economy |
|-----------------------------------------------------------------------------------|-------------|

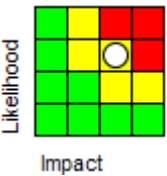
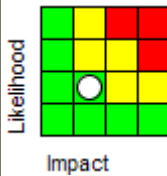
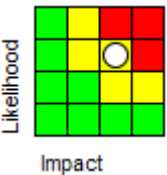
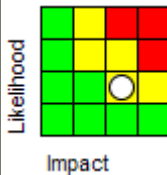
| | |
|-----------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|
|  | Our area has the infrastructure for sustainable and inclusive growth where businesses can flourish |
|-----------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|

| Performance Indicator | Q1 2023/24 | | | | | Q2 2023/24 | | | | | | Owner |
|---------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|-------|--------|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-------|--------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| | Status | Value | Target | Short Trend | Long Trend | Status | Value | Target | Short Trend | Long Trend | Note | |
| Number of businesses given advice and assistance to start up through Business Gateway |  | 39 | 45 |  |  |  | 63 | 45 |  |  | While the Q1 target was narrowly missed (it is demand led), the Q2 target was exceeded. With 102 businesses supported by mid-year, we remain on track to reach our target of 180 by year-end. | Gillian Scholes |

| Performance Indicator | H1 2023/24 | | | | | Owner |
|-----------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|-------|--------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|------------------------------|
| | Status | Value | Target | Short Trend | Long Trend | |
| % of Contract & Supplier Management scorecards delivered where the Supplier at a minimum, meets the Social Benefits expectations. |  | 100% | 95% |  |  | Laura Adams; Annabel Travers |

| Action | Status | Progress | Due Date | Note | Owner |
|-----------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|---------------------------|-------------|--------------------------------------------------------------|------------------|
| Produce, implement, monitor and report the progress of the 2023/24 Economic Development action plan |  | <div><div>25%</div></div> | 31-Mar-2024 | New action plan being reported to IRED Committee in November | Gillian McNamara |

| Action | Status | Progress | Due Date | Note | Owner |
|-----------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|---------------------------|-------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|
| Deliver key regeneration sites across West Dunbartonshire |  | <div><div>50%</div></div> | 31-Mar-2024 | Progressing as planned with the Levelling Up Fund programme for Dumbarton town centre. Exxon Full Business Case approved; project on programme. | Gillian McNamara |
| Ensure regenerations sites are progressed to enable high quality development to be achieved on the ground |  | <div><div>50%</div></div> | 31-Mar-2024 | Progressing as planned. Working closely on the Exxon and Carless sites to achieve quality development on the ground. | Pamela Clifford |
| Monitor the development of the key regeneration sites to ensure they comply with the approved consent |  | <div><div>50%</div></div> | 31-Mar-2024 | Progressing as planned. Monitoring continues to ensure compliance with the approved permissions. | Pamela Clifford |
| Explore commercial opportunities in our town centres and wider regeneration sites |  | <div><div>25%</div></div> | 31-Mar-2024 | Mostly progressing as planned, although little progress with promotion of the next phase of Queens Quay housing. Exxon Full Business Case has been approved and the project is on programme. Artizan redevelopment is progressing and a Masterplan will be submitted to IRED Committee later in 2023. | Gillian McNamara; Magda Swider |
| Support town centre revitalisation |  | <div><div>20%</div></div> | 31-Mar-2024 | Various projects in town centres progressing as planned. A masterplan for the Artizan redevelopment in Dumbarton is being prepared and will be reported to IRED later in 2023. | Gillian McNamara; Magda Swider |
| Lead on negotiation and documentation of the development agreement for Scottish Marine Technology Park |  | <div><div>20%</div></div> | 31-Mar-2024 | Discussions on-going. | Michael McDougall |
| Develop and implement business support interventions through the UK Shared Prosperity Fund |  | <div><div>66%</div></div> | 31-Mar-2024 | UKSPF business support interventions have been developed and have been promoted through Council website, social media channels and directly to local businesses. | Gillian Scholes |


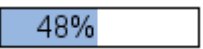
| Risk | Description | Current Assessment | Target Assessment | Date Reviewed | Note | Owner |
|--------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|---------------|--------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|
| Failure to deliver Queens Quay Masterplan | Following completion of Council investment there is a risk the housing plot sales do not materialise in the next 3-7 years, with implications for the return on investment and the business case for the District Heating Network. |  |  | 21-Sep-2023 | Risk remains unchanged. Focus continues on landowners securing new housing developments for the site. | Pamela Clifford; Gillian McNamara |
| Inability to meet demands of Council to progress regeneration projects within desired timescales | The number and complexity of regeneration projects is putting considerable strain on the resources available which can be exacerbated by delays out with the control of the service and when pinch points on different projects occur at roughly the same time. |  |  | 21-Sep-2023 | Risk remains unchanged. Individual projects continue to progress, reducing the likelihood of undesirable outcomes. | Pamela Clifford; Alan Douglas; Gillian McNamara |


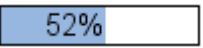

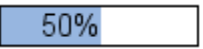

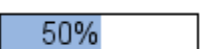


Our Council



Our workforce is resilient and skilled where digital technology supports service delivery for our residents

| Action | Status | Progress | Due Date | Note | Owner |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| Develop and implement wellbeing, employee engagement, equality and learning and development plans to enable capabilities, improve resilience and promotion of a diverse workforce |  |  | 31-Mar-2024 | <p>To date the service has undertaken the following activity:</p> <ul style="list-style-type: none"> Continued Be the Best Conversations Engaged in the recent data verification exercise to improve the equalities data reporting in the service | Alan Douglas |













| Action | Status | Progress | Due Date | Note | Owner |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| | | | | <ul style="list-style-type: none"> Engaged recently with the circulation and promotion of Equally Safe in Practice E-learning modules with further promotion to follow to embed cultural change in relation to Gender equality. <p>The focus throughout the remaining year will be:</p> <ul style="list-style-type: none"> review equalities profile in terms of age and other workforce planning data ahead of 2024/5 <p>Be the Best Conversations and 121s are used to identify and address any issues arising from restructures and the implementation of savings options.</p> | |
| Develop and implement employee life cycle plans in line with the People First Strategy to attract and retain the workforce |  |  | 31-Mar-2024 | The Service has sought to address current and future gaps through local and regional solutions. At a local level, targeted recruitment is underway to address single points of failure, whilst at a regional level, the Service has engaged with other local authorities and higher education establishments in a West of Scotland forum to address the absence of graduate and / or skilled candidates. | Alan Douglas |
| Implement service review process including role design, use of new technology and new ways of working to add resilience, address gaps, and establish opportunities for efficiencies |  |  | 31-Mar-2024 | Across Regulatory and Regeneration Services there have been service and structural redesigns to ensure services are fit for purpose and scaled to available resources. While some are complete and now operational, others are still in the process of completing recruitment to conclude changes to the establishment. | Alan Douglas |
| Develop and implement learning and development plans and development opportunities to |  |  | 31-Mar-2024 | Services within Regulatory and Regeneration Services have investigated and deployed a range of solutions to address broad learning and development needs including mentoring, coaching and accessing internally | Alan Douglas |

| Action | Status | Progress | Due Date | Note | Owner |
|----------------------------------------------------------|--------|----------|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|
| improve capabilities and resilience within the workforce | | | | <p>supplied training needs identified through Be The Best and 1-2-1 sessions.</p> <p>The need to address specific training needs for technical / professional training remains an issue and are currently largely being addressed through professional forums and freely provided sessions by consultants and suppliers, however provision is largely driven by what is available rather than what is necessarily required.</p> | |










Our Council is adaptable and focused on delivering best value for our residents





| Performance Indicator | Q1 2023/24 | | | | | Q2 2023/24 | | | | | Note | Owner |
|--------------------------------------------------------------------------------------------|------------|-------|--------|-------------|------------|------------|-------|--------|-------------|------------|---------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|
| | Status | Value | Target | Short Trend | Long Trend | Status | Value | Target | Short Trend | Long Trend | | |
| % of Contract award notices published within 30 calendar days from award letter being sent | | 100% | 100% | | | | 79% | 100% | | | Q1 target met and Q2 target missed. The reduction in staff due to Council measures to address the budget gap may decrease this indicator further. | Laura Adams; Annabel Travers |
| Percentage of building warrant applications responded to within 20 working days | | 94% | 85% | | | | | 85% | | | Q1 target met. Q2 data available early November 2023. | Judi Ferguson |

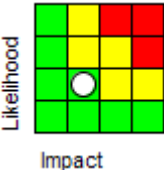
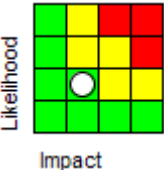
| Performance Indicator | H1 2023/24 | | | | | | Owner |
|---------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|------------|-------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|
| | Status | Value | Target | Short Trend | Long Trend | Note | |
| % of Contract & Supplier Management scorecards delivered where the Supplier at a minimum, meets the Cost expectations. |  | 100% | 95% |  |  | Target met | Laura Adams; Annabel Travers |
| % of Contract & Supplier Management scorecards delivered where the Supplier at a minimum, meets the quality expectations |  | 87.5% | 95% |  |  | Target not met. Due to resource constraints across the Council and therefore an inability to meet with the suppliers on a regular basis to action such issues. | Laura Adams; Annabel Travers |
| % of Contract & Supplier Management scorecards delivered where the Supplier at a minimum, meets the Service expectations. |  | 87.5% | 95% |  |  | Target not met. Due to resource constraints across the Council and therefore an inability to meet with the suppliers on a regular basis to action such issues. | Laura Adams; Annabel Travers |
| Annual Cash Savings target achieved |  | £12,453.52 | £200,000.00 |  |  | Target not met - £12,453.52 / £200,000; Revenue £0; Capital £0; Rebates £12,453.52 As well as Council budget constraints affecting | Laura Adams; Annabel Travers |


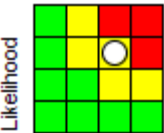
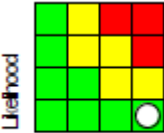
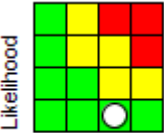

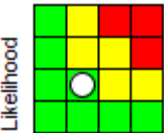


| Performance Indicator | H1 2023/24 | | | | | | Owner |
|--------------------------------------------------------------------------------------------------------|------------|-------|--------|-------------|------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| | Status | Value | Target | Short Trend | Long Trend | Note | |
| | | | | | | procurement and in turn savings, this decrease is partly due to global supply chain issues and the Council's resource constraints making it difficult to analyse and make adjustments to the requirements as needed. | |
| Planning applications (major developments) - average number of weeks to decision | | | 16 | | | Mid-year data available mid-November. | Pamela Clifford |
| Planning applications (householder) - average number of weeks to decision | | | 8 | | | Mid-year data available mid-November. | Pamela Clifford |
| Planning applications (local development, excluding householder) - average number of weeks to decision | | | 12 | | | Mid-year data available mid-November. | Pamela Clifford |

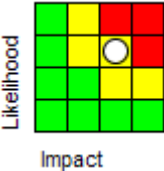
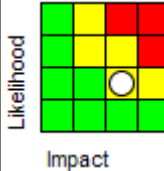
| Action | Status | Progress | Due Date | Note | Owner |
|--------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|---------------------------|-------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| Implement the Fit for Future Action Plan for Procurement including new P2P processes |  | <div><div>66%</div></div> | 31-Mar-2024 | Milestone 1 & 2: Complete -Uploaded the Purchase to Pay Framework to the intranet; Created "Newsfeeds" in the intranet on a monthly cycle for 12 months; Communicated the Purchase to Pay Framework at regular service meetings. Milestone 3: Ongoing - Analysing data currently. | Annabel Travers |
| Implement changes to the non-regulated/non-complex procurement process |  | <div><div>25%</div></div> | 31-Mar-2024 | Milestone 1: Complete - The Financial Regulations were approved by Council on 30/08/2023 | Laura Adams; |

| Action | Status | Progress | Due Date | Note | Owner |
|---------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|----------------------------|-------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|
| | | | | <p>Milestone 2: Ongoing - The draft "Service Led Procurement Guidance" is with the Chief Officer to review.</p> <p>Milestone 3: Ongoing - The Procurement Manager is reviewing the refresh of the Procurement Awareness module.</p> <p>Milestone 4: Not yet started the communication to services.</p> | Annabel Travers |
| Implement revised Team structure |  | <div><div>75%</div></div> | 31-Mar-2024 | <p>Milestone 1, 2, 3: Completed.</p> <p>Milestone 4: In progress - provide support, guidance and training to team.</p> | Laura Adams; Annabel Travers |
| Re-design the Registration Service in light of impact of savings proposals and identify suitable accommodation to relocate |  | <div><div>100%</div></div> | 31-Mar-2024 | The registration office has now transferred to the Clydebank Library. | George Hawthorn |
| Provide legal services to the Council and West Dunbartonshire Energy LLP in relation to heat supply agreements and network supply contracts |  | <div><div>50%</div></div> | 31-Mar-2024 | Support continues to be provided to the Council and West Dunbartonshire Energy LLP in relation to heat supply agreements and network supply contracts. | Michael McDougall |
| Provide legal advice, guidance and support on the emerging National Care Service |  | <div><div>50%</div></div> | 31-Mar-2024 | Currently awaiting further information from Scottish Government. The Bill is now expected to complete stage one of the Scottish Parliament process by the end of January. | Michael McDougall |
| Develop the 20 minute mapping tool for use at both local and regional levels |  | <div><div>60%</div></div> | 31-Mar-2024 | 20 minute mapping tool has been developed for the Council area. Discussions are taking place at a regional level to develop it for the wider Glasgow & Clyde Valley area. | Pamela Clifford |

| Action | Status | Progress | Due Date | Note | Owner |
|------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|---------------------------|-------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| Develop the Reimagining the Antonine Wall project |  | <div><div>20%</div></div> | 31-Mar-2024 | Work has commenced on scoping out phase 2 of the Reimagining the Antonine Wall Project. Discussions are taking place with potential partners and funders as well as Historic Environment Scotland. | Pamela Clifford |
| Complete business case and seek Council capital funding for IDOX Electronic Document Management System for Planning & Business Standards |  | <div><div>20%</div></div> | 31-Mar-2024 | Discussions continue with ICT to achieve a final business case before seeking Council capital funding. | Pamela Clifford |
| Commence work on Local Development Plan 3, Open Space Strategy, Play Sufficiency Assessment and Local Place Plans |  | <div><div>30%</div></div> | 31-Mar-2024 | The Development Plan scheme for Local Development Plan 3 was approved by Planning Committee on 20 September 2023 and will be returned to the December Planning Committee for final agreement, following consultation. | Pamela Clifford |
| Recruit Legal Services Manager and implement new structure |  | <div><div>40%</div></div> | 31-Mar-2024 | A new Legal Services Manager is now in post and a restructure is underway, with consultation due to be completed by early December. | Michael McDougall |













| Risk | Description | Current Assessment | Target Assessment | Date Reviewed | Note | Owner |
|------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------|----------------------------------------|-------------------------------------------------------------|
| Failure to monitor and enforce regulatory areas with public risk | The Council fails to comply with statutory regulatory duties in respect of environmental health, trading standards and licensing laws |  |  | 22-Sep-2023 | The risk assessment remains unchanged. | Annemarie Clelland; Michael McDougall; John Stevenson |




| Risk | Description | Current Assessment | Target Assessment | Date Reviewed | Note | Owner |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|---------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|
| Income for services continues to be dramatically reduced as a result of the COVID-19 pandemic and subsequent cost of living crisis. | Relates to registration, licensing, planning and building control which have been impacted as a result of the COVID-19 pandemic and the cost of living crisis. |  Likelihood Impact |  Likelihood Impact | 22-Sep-2023 | Income reduction continues to be an issue. However, additional planning income from large scale development has provided an in-year windfall. | Alan Douglas |
| Failure to adequately respond to an emergency situation such as a multiple fatality workplace accident, outbreak of food borne communicable disease, a major public health incident or pandemic | There is a national shortage of qualified staff in Environmental Health, across Scotland. This impacts on West Dunbartonshire Council. Vacancy levels at WDC might impact on our ability to respond to emergencies. |  Likelihood Impact |  Likelihood Impact | 22-Sep-2023 | The risk remains unchanged. Interim management arrangements remain in place for the Environmental Health Manager's post. | John Stevenson |
| Inability to recruit successfully to enable performance to be maintained | There is a current issue with recruitment of qualified staff in various parts of the service. |  Likelihood Impact |  Likelihood Impact | 21-Sep-2023 | A skills shortage still remains across Environmental Health, Building Standards, and Planning. Any impact will be monitored. | Pamela Clifford; John Stevenson |
| Failure to secure best value of procurement spend and ensure compliance with financial regulations | Improved procurement management process, contract strategies, planning, monitoring and reporting in collaboration with services will continue |  Likelihood Impact |  Likelihood Impact | 28-Sep-2023 | There are a number of actions and strategies in place to deliver best value in procurement. However, transferring low complexity procurement when utilising a framework agreement | Annabel Travers |




| Risk | Description | Current Assessment | Target Assessment | Date Reviewed | Note | Owner |
|----------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|---------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| | to mitigate against non-compliant procurement spend | | | | to service areas could increase the risk. Therefore, the risk matrix has been changed accordingly. | |
| Failure to continue to achieve increased savings from procurement activity | As second or third generation revenue contracts seldom deliver the same cost savings as first generation, the contract strategies need to focus on governance, operating models, total cost of ownership, service quality and innovation |  |  | 28-Sep-2023 | Reduction in staff due to Council measures to address the budget gap and global supply chain issues that impact directly on price means that risks to savings will increase. | Annabel Travers |















Our residents are engaged and empowered

| Performance Indicator | Q1 2023/24 | | | | | Q2 2023/24 | | | | | Note | Owner |
|-------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-------|--------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|-------|--------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|-------------------------------------------------------------|-----------------|
| | Status | Value | Target | Short Trend | Long Trend | Status | Value | Target | Short Trend | Long Trend | | |
| Percentage of Council and Committee minutes produced within 3 clear working days of the meeting |  | 100% | 98% |  |  |  | 100% | 98% |  |  | Q1 and Q2 targets met and on track to meet year-end target. | Carol-Ann Burns |
| % of committee agendas published within standing order timescales |  | 100% | 99% |  |  |  | 100% | 99% |  |  | Q1 and Q2 targets met and on track to meet year-end target. | Carol-Ann Burns |

| Action | Status | Progress | Due Date | Note | Owner |
|-------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|---------------------------|-------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| Conduct statutory review of polling places and polling districts, including full public consultation on the proposals |  | <div><div>20%</div></div> | 31-Mar-2024 | The Council has approved the timetable for the review and work is underway to prepare the Returning Officer's Representations in time for the consultation in October. | George Hawthorn |
| Identify suitable polling place and plan for increase in electorate and postal voters following the review of UK Parliamentary boundaries |  | <div><div>33%</div></div> | 31-Mar-2024 | Glasgow City Council are in the process of reviewing their polling districts and polling places and it is now anticipated that the polling place will not be identified until December 2023 at the earliest. The West Dunbartonshire Election Team will monitor the outcome of the review and report to Council in December when it presents the West Dunbartonshire polling scheme for approval. | George Hawthorn |
| Implement the requirements of the Elections Act 2022 |  | <div><div>50%</div></div> | 31-Mar-2024 | The majority of polling places have been checked in light of the new requirements and where necessary additional privacy screens will be purchased. | George Hawthorn |

| Action Status | |
|-------------------------------------------------------------------------------------|--------------------------|
|  | In Progress and on track |
|  | Completed |
|  | Not on track |

| PI Status | | Long Term Trends | | Short Term Trends | |
|-------------------------------------------------------------------------------------|-----------------------------|-------------------------------------------------------------------------------------|---------------|---------------------------------------------------------------------------------------|---------------|
|  | Target significantly missed |  | Improving |  | Improving |
|  | Target narrowly missed |  | No change |  | No change |
|  | Target met or exceeded |  | Getting worse |  | Getting worse |

| Risk Status | |
|-----------------------------------------------------------------------------------|---------|
|  | Alert |
|  | Warning |
|  | OK |

WEST DUNBARTONSHIRE COUNCIL

Report by Chief Officer - Resources

Corporate Services Committee: 1 November 2023

Subject: Resources Delivery Plan 2023/24 – Mid-year Progress

1 Purpose

- 1.1** This report sets out the mid-year progress of the Resources Delivery Plan 2023/24.

2 Recommendations

- 2.1** It is recommended that Committee notes the progress achieved.

3 Background

- 3.1** In line with the Strategic Planning & Performance Framework, each Chief Officer develops an annual Delivery Plan which sets out actions to help deliver the Strategic Plan and address the performance challenges and service priorities identified in the planning process. The Plan also provides an overview of services and resources, including employees and budgets, sets out the performance indicators (PIs) for monitoring progress and considers the relevant risks.
- 3.2** The Resources Delivery Plan 2023/24 was presented to Corporate Services Committee on 24 May 2023 with a commitment to report mid-year progress and year-end progress in November 2023 and May 2024 respectively.
- 3.3** In September 2023, the Supply, Distribution and Property strategic area was disbanded and the services and teams realigned to the remaining seven strategic areas. Resources now incorporates Asset Management as well as the Building Services resource supporting corporate buildings. These changes are reflected in the Resources Delivery Plan for 2023/24 and this mid-year progress report.

4 Main Issues

- 4.1** Full details of mid-year performance are set out in Appendix 1.
- 4.2** Three of the 20 actions have been completed and 17 are progressing as planned and on track for completion by year-end.
- 4.3** Six of the 20 PIs are monitored quarterly, with all meeting or exceeding targets in quarter 1. Quarter 2 data is due in November for all six PIs.

5 People Implications

5.1 There are no direct people implications arising from this report.

6 Financial & Procurement Implications

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

7 Risk Analysis

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

8 Equalities Impact Assessment

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

9 Consultation

9.1 The delivery plans were developed through consultation with officers from the strategic service areas.

10 Strategic Assessment

10.1 The delivery plans set out actions to support the successful delivery of the strategic priorities and objectives of the Council.

Chief Officer: Laurence Slavin
Service Area: Resources
Date: 2 October 2023

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

Appendices: Appendix 1: Resources Delivery Plan 2023/24 - Mid-year Progress


Background Papers: Resources Delivery Plan 2023/24 - Corporate Services Committee, 24 May 2023
Strategic Planning & Performance Framework 2022/27

Wards Affected: All

Appendix 1: Resources Delivery Plan 2023/24 - Mid-year Progress


| | |
|-----------------------------------------------------------------------------------|-----------------|
|  | Our Communities |
|-----------------------------------------------------------------------------------|-----------------|

| | |
|-----------------------------------------------------------------------------------|------------------------------------------------------------------|
|  | Our residents are supported to increase life and learning skills |
|-----------------------------------------------------------------------------------|------------------------------------------------------------------|

| Action | Status | Progress | Due Date | Note | Owner |
|------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|---------------------------|-------------|-----------------------------------------------------------------------------|---------------|
| Progress Glencairn House Improvements in line with agreed plan and timeframe |  | <div><div>50%</div></div> | 31-Mar-2024 | Progressing as planned. Awaiting tender return prior to construction phase. | Michelle Lynn |




| | |
|-----------------------------------------------------------------------------------|-----------------|
|  | Our Environment |
|-----------------------------------------------------------------------------------|-----------------|

| | |
|-----------------------------------------------------------------------------------|---------------------------------------------------|
|  | Our neighbourhoods are sustainable and attractive |
|-----------------------------------------------------------------------------------|---------------------------------------------------|


| Action | Status | Progress | Due Date | Note | Owner |
|--------------------------------------|-----------------------------------------------------------------------------------|---------------------------|-------------|---------------------------------------------------------------------------------------------|---------------|
| Progress building upgrades programme |  | <div><div>50%</div></div> | 31-Mar-2024 | Progressing as planned. Building upgrades programme is on track for completion by year-end. | Michelle Lynn |







| | |
|-----------------------------------------------------------------------------------|-------------|
|  | Our Economy |
|-----------------------------------------------------------------------------------|-------------|

| | |
|-------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|
|  | Our area has the infrastructure for sustainable and inclusive growth where businesses can flourish |
|-------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|

| Performance Indicator | Q1 2023/24 | | | | | Q2 2023/24 | | | | | Note | Owner |
|----------------------------------------------------|-------------------------------------------------------------------------------------|--------|--------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|------------|-------|--------|-------------|------------|--------------------------------------------------|---------------|
| | Status | Value | Target | Short Trend | Long Trend | Status | Value | Target | Short Trend | Long Trend | | |
| Number of invoices paid within 30 calendar days of |  | 92.81% | 91% |  |  | | | 91% | | | Q1 target met. Q2 data available early November. | Ryan Chalmers |


| Performance Indicator | Q1 2023/24 | | | | | Q2 2023/24 | | | | | | Owner |
|----------------------------------------------|------------|-------|--------|-------------|------------|------------|-------|--------|-------------|------------|------|-------|
| | Status | Value | Target | Short Trend | Long Trend | Status | Value | Target | Short Trend | Long Trend | Note | |
| receipt as a percentage of all invoices paid | | | | | | | | | | | | |


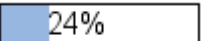


| |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  Our partnerships support economic development to deliver increased prosperity for our area |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|


| Performance Indicator | Q1 2023/24 | | | | | Q2 2023/24 | | | | | | Owner |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-------|--------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|------------|-------|--------|-------------|------------|--------------------------------------------------|---------------|
| | Status | Value | Target | Short Trend | Long Trend | Status | Value | Target | Short Trend | Long Trend | Note | |
| Time for processing applications for new Housing Benefits claims from application receipt date to the day the claim is decided |  | 22.7 | 23 |  |  | | | 23 | | | Q1 target met. Q2 data available early November. | Ryan Chalmers |
| Time for processing applications for notifications of changes of circumstances for Housing Benefits from the application receipt date to the day the claim is decided |  | 5 | 5 |  |  | | | 5 | | | Q1 target met. Q2 data available early November. | Ryan Chalmers |

| | |
|-----------------------------------------------------------------------------------|-------------|
|  | Our Council |
|-----------------------------------------------------------------------------------|-------------|

| | |
|-----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|
|  | Our workforce is resilient and skilled where digital technology supports service delivery for our residents |
|-----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|







| Action | Status | Progress | Due Date | Note | Owner |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|---------------------------|-------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| Develop and implement wellbeing, employee engagement, equality and learning and development plans to enable capabilities, improve resilience and promotion of a diverse workforce |  | <div><div>65%</div></div> | 31-Mar-2024 | <p>Across Resources, staff are having regular 121 and team meetings.</p> <p>Within Business Support, Trickle is being used to communicate with teams where feasible. All roles across business support team have been reviewed as part of a restructure.</p> <p>Within Finance, weekly manager meetings have helped improve employee engagement and well-being and staff have been trained in essential business processes to reduce the risk of single points of failure. Finance Business Partners also invited to regular Resources Management Team meetings.</p> <p>Within Asset Management, Trickle is being considered to communicate with the wider workforce where feasible. Following organisational change, roles and remits are being reviewed to ensure there are no single points of failure.</p> | Laurence Slavin |




| Action | Status | Progress | Due Date | Note | Owner |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| Develop and implement employee life cycle plans in line with the People First Strategy to attract and retain the workforce. |  |  | 31-Mar-2024 | <p>Business Support are working with Strategic HR to review recruitment practices (including profiles) to attract and facilitate application processes for candidates</p> <p>Finance have reviewed essential processes to mitigate the risk of single point of failure and work on succession planning is ongoing. We are reviewing Finance Business Partner workloads to allocate work across the wider team with some processes allocated across the wider Finance team to cover where savings options were taken. This will continue to be reviewed to ensure optimum use of capacity.</p> <p>Within Asset Management, following organisational change, role profiles and remits have been and are continuing to be reviewed. Opportunities to promote posts internally are being explored.</p> | Laurence Slavin |
| Implement service review process including role design, use of new technology and new ways of working to add resilience, address gaps, and establish opportunities for efficiencies |  |  | 31-Mar-2024 | <p>Business Support teams constantly reviewing processes in light of both Automation and digital agenda in general.</p> <p>Some processes have been allocated across the wider Finance team to cover where savings options were taken. This will continue to be reviewed to ensure optimum use of capacity as a result of different ways of working.</p> <p>Asset Management savings for 23/24 have been achieved and further review for future savings options are being explored. Review of IHMS system and possible bots will be explored.</p> | Laurence Slavin |




| Action | Status | Progress | Due Date | Note | Owner |
|------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|---------------------------|-------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| Develop and implement learning and development plans and development opportunities to improve capabilities and resilience within the workforce |  | <div><div>22%</div></div> | 31-Mar-2024 | <p>Within Finance, staff have been trained in essential business processes to reduce the risk of single point of failure.</p> <p>We are in the process of reviewing existing Finance Business Partner provision with a view to succession planning.</p> <p>Within Asset Management, all managers are being supported through existing communication channels and all managers are completing internal "Inspiring Leaders" course. Other training opportunities are being explored for the wider workforce.</p> | Laurence Slavin |





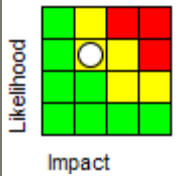
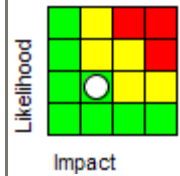
Our Council is adaptable and focused on delivering best value for our residents

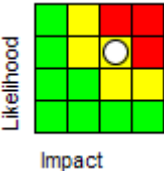
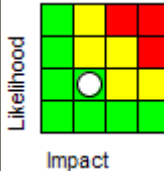
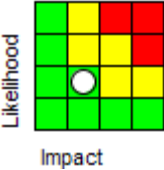
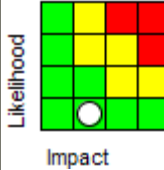
| Performance Indicator | Q1 2023/24 | | | | | Q2 2023/24 | | | | | Note | Owner |
|-----------------------------------------------------------------------------|-------------------------------------------------------------------------------------|--------|--------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|------------|-------|--------|-------------|------------|------------------------------------------------|---------------|
| | Status | Value | Target | Short Trend | Long Trend | Status | Value | Target | Short Trend | Long Trend | | |
| Percentage of income due from council tax received by the end of the year % |  | 28.54% | 28% |  |  | | | 52% | | | Q1 target met. Q2 data available mid-November. | Ryan Chalmers |
| Current tenants' arrears as a percentage of total rent due % |  | 10.9% | 11% |  |  | | | 11% | | | Q1 target met. Q2 data available mid-November. | Ryan Chalmers |

| Performance Indicator | Q1 2023/24 | | | | | Q2 2023/24 | | | | | Note | Owner |
|--------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|-------|--------|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|------------|-------|--------|-------------|------------|------------------------------------------------|---------------|
| | Status | Value | Target | Short Trend | Long Trend | Status | Value | Target | Short Trend | Long Trend | | |
| Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year |  | 9.84% | 10% |  |  | | | 10% | | | Q1 target met. Q2 data available mid-November. | Ryan Chalmers |



| Action | Status | Progress | Due Date | Note | Owner |
|-------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|---------------------------|-------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| Review ways of decreasing corporate debt through continued improvements to debt collection processes in relation to sundry, NDR, Council Tax and rent |  | <div><div>12%</div></div> | 31-Mar-2024 | Progressing as planned. Processes reviewed and action plan agreed with managers to introduce changes and system improvements. Cost of living is having significant impact on contact from both those in debt and residents trying to avoid getting into debt, with support being provided to both groups. All other milestones are on track as planned. | Ryan Chalmers |
| Review ways to improve rent collection rates in conjunction with Housing and W4U |  | <div><div>20%</div></div> | 31-Mar-2024 | Progressing as planned. Reviewed process, fully following Department for Work & Pensions guidance and will introduce automation for rent increase verification on Universal Credit landlord portal for April 2024. All other milestones are on track as planned. | Ryan Chalmers |
| Maximise automation opportunities across the Council |  | <div><div>57%</div></div> | 31-Mar-2024 | Progressing as planned. <ul style="list-style-type: none"> UiPath platform upgrade being undertaken (2023 release for the platform). Integration with Jira being undertaken which will allow for better tracking of the milestones. Final few anomalies being addressed within the sickness absence automation. Delays have been | Arun Menon |







| Action | Status | Progress | Due Date | Note | Owner |
|------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|---------------------------|-------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| | | | | <p>down to the complexity of the build and the movement of staff across the project.</p> <ul style="list-style-type: none"> Teachers' pension notifications process is live. Chatbot scoping sessions progressing well and due to go live in September 2023. HSCP processes scoping completed for deceased records updates and being planned for undertaking financial assessments. CAS invoice process being scoped. | |
| Progress disposal of key strategic sites over 23/24 |  | <div><div>50%</div></div> | 31-Mar-2024 | Progressing as planned and on track for completion by year-end. | Michelle Lynn |
| Develop and implement plans and support other services to achieve the various asset related options agreed by Council. |  | <div><div>66%</div></div> | 31-Mar-2024 | Progressing as planned. Disposal and co-locations agreed and progressing. Remaining milestones on track for completion by year-end. | Michelle Lynn |


| Risk | Description | Current Assessment | Target Assessment | Date Reviewed | Note | Owner |
|----------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| Debt is not recovered efficiently or effectively, with inherent risk of financial loss | The processes deployed in collection of monies owed to the Council are inefficient and ineffective resulting in money not collected on time or having to be written off. |  |  | 21-Sep-2023 | Effectively implement the Corporate Debt Policy and ensure income maximisation in collaboration with W4U. Improvements to automation of collecting debt to be implemented. | Ryan Chalmers |

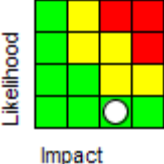
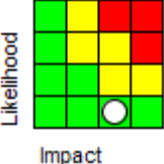
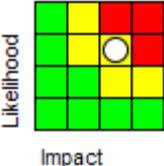
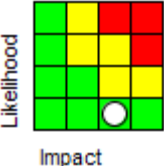
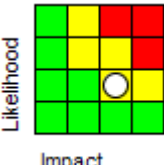
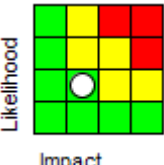
| Risk | Description | Current Assessment | Target Assessment | Date Reviewed | Note | Owner |
|---------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|---------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| Increase in the level of rent arrears due to the level of Welfare Reform changes and general state of economy | The Council sees an increase in its level of rent arrears due to lower disposable income and national changes to the national benefits regime and the ongoing economic position |  |  | 21-Sep-2023 | The risk of an increase in rent arrears is due to the current cost of living that's linked to increasing energy costs, food costs and inflation. Financial support and advice is provided to those impacted by the cost of living with arrangements being reviewed as appropriate. | Ryan Chalmers |
| Maintaining Council Assets that are fit for purpose | The risk that the Council's assets and facilities are not fully fit for purpose with consequent adverse impact on our ability to deliver efficient and effective services. Assets included in this assessment are; the Council's property portfolio. |  |  | 27-Sep-2023 | No change to risk matrix score. The Property Action Plan 2023-28, approved February Infrastructure, Regeneration & Economic Development Committee, will monitor all requirements to maintain risk score. | Michelle Lynn |



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

| Action | Status | Progress | Due Date | Note | Owner |
|--------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|---------------------------|-------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| Implement the change to the Accounting Code of Practice in relation to leasing |  | <div><div>50%</div></div> | 31-Mar-2024 | Progressing as planned. We have set up a leasing working group with relevant officers and identified current leases for review. The accounting standards have been reviewed and Finance staff have attended relevant training. | Carol Alderson |
| Support the development of the business case to extend the district |  | <div><div>0%</div></div> | 31-Mar-2024 | Progressing as planned. The annual audit is close to completion and it's anticipated that the accounts will be | Carol Alderson |



| Action | Status | Progress | Due Date | Note | Owner |
|----------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|----------------------------|-------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| heating network and strengthen the financial processes and controls of West Dunbartonshire Energy Limited | | | | signed off by the 31 December deadline. The short term business plan is currently under review and it's anticipated that this will be updated by 31 December deadline. | |
| Review the current capital programme reporting procedures |  | <div><div>50%</div></div> | 31-Mar-2024 | Progressing as planned. The capital accounting team has reviewed the current reporting procedures and benchmarked them against other local authority practice. Work has also begun on revised capital accounting templates. | Carol Alderson |
| Review the Council's Support Services Model and implement any changes |  | <div><div>50%</div></div> | 31-Mar-2024 | Progressing as planned. Review of the central support services model is ongoing and discussions between the Finance Business Partners have taken place to ensure it is updated correctly in line with the current service delivery model. | Carol Alderson |
| Revise the Code of Good Governance |  | <div><div>0%</div></div> | 31-Mar-2024 | This is a year-end task that will be completed by due date. | Andi Priestman |
| Ensure continued compliance with the Code of Good Governance during 2023/24 |  | <div><div>0%</div></div> | 31-Mar-2024 | This is a year-end task that will be completed by due date. | Andi Priestman |
| Prepare and submit draft Annual Governance Statement for 2022/23 to the Audit Committee |  | <div><div>100%</div></div> | 30-Jun-2023 | Completed. The Annual Governance Statement was approved at Audit Committee in June 2023. | Andi Priestman |
| Continue to improve and deliver the Assurance Statement for 2022/23 to support the Annual Governance Statement |  | <div><div>100%</div></div> | 30-Jun-2023 | Completed. Internal Audit Annual Report and Assurance Report for 2022/23 was presented to the Audit Committee meeting in June 2023. | Andi Priestman |










| Action | Status | Progress | Due Date | Note | Owner |
|------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|----------------------------|-------------|-------------------------------------------------------------------------------------------------------------------------------------|----------------|
| Complete the Internal Audit & Corporate Fraud Plan 2022/23 and report to Audit Committee as part of the Annual Assurance Statement |  | <div><div>100%</div></div> | 31-Aug-2023 | Completed. Internal Audit Annual Report and Assurance Report for 2022/23 was presented to the Audit Committee meeting in June 2023. | Andi Priestman |




| Risk | Description | Current Assessment | Target Assessment | Date Reviewed | Note | Owner |
|----------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| Failure to provide assurance of the system of financial controls | Either Internal Audit or External Audit is unable to provide assurances on the Council's financial control environment |  |  | 01-Sep-2023 | 2023/24 audit plan is underway with regular progress reports to Audit Committee. | Andi Priestman |
| Failure to meet statutory deadlines for external returns (including HMRC) and financial statements | Finance Services failing to meet statutory deadlines resulting in lost revenue or penalty costs |  |  | 20-Sep-2023 | The likelihood has increased due to potential changes in staffing and issues with business continuity. There are a range of controls in place to mitigate this risk. | Carol Alderson |
| Financial projections are significantly incorrect | Financial projections for both capital and revenue are significantly incorrect resulting in insufficient reserves being held. |  |  | 20-Sep-2023 | Information on projections are updated on an ongoing basis. However, with the volatility of the economy, inflation and bank interest rates, the figures are changing regularly. The Council's Chief Financial Officer engages | Laurence Slavin |

| Risk | Description | Current Assessment | Target Assessment | Date Reviewed | Note | Owner |
|---------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|---------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| | | | | | regularly with the Directors of Finance across all 32 Scottish Councils to sense check material assumptions in financial forecasts. | |
| Significant financial funding reductions / limitations from Scottish Government | It is expected that the Council will continue to be faced with significant real term funding reductions from the Scottish Government settlement. This is based on recent settlements and an expectation that Council funding will remain as 'flat cash' until 2026/27. This coincides with a period where costs are continuing to rise in relation to social care, significant inflationary increases impacting all services, the impact of increases in the bank interest rate on the cost of borrowing and pay award pressures linked to inflation. Whilst there are discussions between the Scottish Government and Local Government on a new deal which may reduce the extent that funding is ring fenced the reality of what this will look like |  Likelihood Impact |  Likelihood Impact | 20-Sep-2023 | Assumptions on future Scottish Government funding, and other material budget assumptions, are updated regularly and reported to Council periodically throughout the year. It is expected that future Scottish Government funding will be insufficient to pay for current levels of service delivery, furthermore it is expected that future local government settlements will be a real terms reduction in local government funding. | Laurence Slavin |

| Risk | Description | Current Assessment | Target Assessment | Date Reviewed | Note | Owner |
|------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|-------------------|---------------|------|-------|
| | is still to be seen and there is still considerable ring fencing in place which significantly restricts how the Council can most effectively use the funds made available to it. | | | | | |

| Action Status | |
|-----------------------------------------------------------------------------------|--------------------------|
|  | In Progress and on track |
|  | Completed |

| PI Status | | Long Term Trends | | Short Term Trends | |
|-----------------------------------------------------------------------------------|-----------------------------|-----------------------------------------------------------------------------------|---------------|-------------------------------------------------------------------------------------|---------------|
|  | Target significantly missed |  | Improving |  | Improving |
|  | Target narrowly missed |  | No change |  | No change |
|  | Target met or exceeded |  | Getting worse |  | Getting worse |

| Risk Status | |
|-------------------------------------------------------------------------------------|---------|
|  | Alert |
|  | Warning |
|  | OK |

WEST DUNBARTONSHIRE COUNCIL

Report by Chief Officer – People & Technology

Corporate Services Committee: 1 November 2023

Subject: Review of Organisational Change Policy

1. Purpose

- 1.1** The purpose of this report is to update committee on the review of the Organisational Change Procedure, the subsequent changes made and to secure approval for the same.

2. Recommendations

- 2.1** The Committee is asked to approve the revised policy, attached as Appendix 1.

3. Background

- 3.1** West Dunbartonshire Council is committed to supporting its' employees and, in line with the People First Strategy, putting people and good people practice at the heart of the organisation.
- 3.2** Equally Safe at Work (ESAW) is an innovative employer accreditation programme developed by 'Close the Gap', Scotland's national policy and advocacy body working on women's labour market equality to address sex inequality and violence against women. The Council has undertaken work to achieve the Development Tier of the programme.
- 3.3** Typically employment policies are viewed as gender neutral and an assumption is made that men and women will be impacted by it in the same way. If gender is not actively considered when developing/reviewing policies, unintended differential impacts may go unnoticed. A requirement of the accreditation is for a minimum one HR policy to be selected for review to ensure gender sensitivity. The ESAW working group selected the Organisational Change Procedure for this purpose. Criteria outlined within the ESAW framework has informed the review of this policy.
- 3.4** Working group members attended a capacity building 'Applying a Gender Lens' workshop, facilitated by Close the Gap, before undertaking this work. This workshop will be cascaded to Human Resources and other relevant colleagues initially, to enable them to review all HR policies, to ensure gender sensitivity, as part of the ongoing policy review process. This is in line with the criteria required for the Council to retain the ESAW accreditation. In future

consideration will be given to offering this training to services across the Council so the knowledge gained can inform other pieces of work.

4. Main Issues

- 4.1** The purpose of the Organisational Change Procedure is to provide a framework for supporting managers and employees when a change proposal affects structures, roles, role profiles and salary grades within a team or service area.
- 4.2** The Procedure is applicable to Local Government Employees, those on SNCT terms and conditions, Chief Officers and Quasi-Craft workers.
- 4.3** In order to meet the criteria set out by ESAW, the impacts on women should be specified within the policy, along with how the impacts were considered and what actions were taken to minimise any negative impacts.
- 4.4** In relation to 4.3, the Procedure now specifies that some employee groups can be more detrimentally impacted by organisational change than others giving the example that typically women are more likely to have caring responsibilities and use public transport so changes in working hours and locations will have a greater impact of female employees.
- 4.5** The procedure also highlights the Council's commitment to removing occupational segregation and gender stereotypical roles through horizontal career development and vertical career progression.
- 4.6** The Procedure guides a Change Lead to carry out an Equality Impact Assessment (EIA) screening to ascertain if different groups could be negatively impacted and a full EIA where appropriate. In terms of action taken to minimise any noted detrimental impacts, the Procedure guides Change Leads to mitigate against any impacts, where possible and to communicate these to the Trade Unions (TUs) as part of the wider consultation so they are better able to support their members. The Procedure has also specified that employees with caring responsibilities should be given a reasonable amount of time to make or amend alternative caring arrangements. This is in recognition that women are more likely to have caring responsibilities than men.
- 4.7** There are a small number of posts within the Council that are female only roles. These roles are in Challenging and Responding to Abuse (CARA), Children Experiencing Domestic Abuse Recovery (CEDAR) and the Women's Safety and Support Service (WSSS) and involve the post holder to work with female victim/survivors of gender based violence. Guidance is provided in the Procedure for Change Leads involving female only posts.
- 4.8** These changes have been approved as meeting the accreditation standard by ESAW as part of the assessment process for the Developmental Tier.

5.0 Next Steps

- 5.1** Highlighting the changes to this Procedure will be achieved through presentation at senior manager meetings, workforce updates, newsfeed articles, Trickle and briefing notes provided for managers to share at team meetings. TU Convenors will be asked to brief their respective branches to enable them to support members.
- 5.2** The Strategic HR team will attend the capacity building Applying a Gender Lens Workshop in the first instance with consideration of how this can be rolled out further across the Council for those involved in policy development and other Council work and activities.
- 5.3** The HR Policy review schedule will be considered to include a gender sensitivity review when any review is undertaken.

6.0 People Implications

- 6.1** The revised procedure continues to provide a framework for supporting Change Leads and employees when a change proposal affecting structures, role profiles and grades of roles within a team or service area is taking place. Further guidance is provided on how change can impact on different groups of employees including a focus on females, how to consider any impacts and where possible minimise any detrimental impact.
- 6.2** The procedure for employees is accessible on the Council's intranet and can also be available on request in other accessible formats.

7.0 Financial and Procurement Implications

- 7.1** There are no financial implications associated with revision of this procedure. Any financial implications associated with Restructures or Organisational Change are reported in the associated papers to the change proposals.

8.0 Risk Analysis

- 8.1** Application of the revised policy and practice will mitigate against potential risks by ensuring the fair and effective support for and management of employees affected by organisational change.

9.0 Equalities Impact Assessment (EIA)

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

10.0 Consultation

- 10.1** The revised Organisational Change Procedure was informed by feedback and developed in conjunction with Human Resources, Trade Unions and the Equally Safe at Work Working Group consisting of cross-service representation.
- 10.2** Agreement of the policy has been provided by Unite, GMB, Unison and EIS on behalf of the Education Trade Unions.

11.0 Strategic Assessment

- 11.1** This procedure directly supports the Council's Strategic Plan, Strategic Priorities and Outcomes 4 Our Council – Inclusive and Adaptable; Service Delivery Plans and People First Strategy ensuring this policy is aligned to the ethos that all employees have equity of support and opportunity.

Victoria Rogers
Chief Officer – People and Technology
Date: 09/10/23

Person to Contact: Lisa MacGregor, People & Change Partner, Church Street, Dumbarton
Tel: 07949 800801
Email: Lisa.Macgregor@west-dunbarton.gov.uk

Appendices: Appendix 1 – Organisational Change Procedure

Background Papers:

Wards Affected: None

HR Employment Policy & Procedures

Organisational Change Procedure

Implementation Date: *21 November 2018*

The behaviours outlined in the ACHIEVE Framework should be reflected in the application of this Policy.

Document Management - Version Control

| | | | |
|-------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|---------------|
| Policy Title & Reference | Organisational Change Procedure | | |
| Version Number & Date | 2.3 | | November 2023 |
| Title, Version Number & Date of Superseded Version (if applicable) | Organisational Change Procedure | Version 2.2 | 2022 |
| Rationale for introduction/Driver for change | Reviewed and a gender lens applied in line with the Equally Safe at Work Framework Development Tier Accreditation | | |
| Summary of Substantive Changes (if applicable) | Nil | | |
| Summary of Technical Changes (if applicable) | <p>The following Technical changes have been made:</p> <p>Detail added in introduction for consideration of impact of organisational change on various groups with protected characteristics, in particular impact on females and consideration of mitigating impacts.</p> <p>Detail added in procedures in relation to consultation and consideration of impact of change.</p> <p>Conflict of interest section expanded to take into account relationships and also consideration of those 'at risk' where known.</p> <p>Matching Process updated to add further detail in relation to considering lead in times for change processes.</p> | | |

| | | |
|------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|
| Lead Officer | People and Change Partner | |
| Final Trades Union Position | Agreed – Unite, GMB, Unison and EIS | |
| Consultation & Approval Process | <i>Committee</i> | <i>Reviewed and developed with Equally Safe At work Working group</i> |
| | Convenors | 7/7/23 to 29/9/23 |
| | JCF (if applicable) | Nil |
| | C. S. Committee (if applicable) | 1 st November 2023 |
| Accompanying Documentation | Equality Impact Assessment | |
| Linked Policies, Schemes and Procedures | <p>Equality Impact Assessment (EIA) Guide (http://intranet.west-dunbarton.gov.uk/media/8262/wdc-eia-guidance-august-2016.docx)</p> <p>This Procedure complies with the Employment Rights Act 1996, Equality Act 2010 and ACAS guidance.</p> <p>This policy is supported by a range of Council Policies and guidance:</p> <ul style="list-style-type: none"> • Supporting Employee Wellbeing Policy • Recruitment and Selection Policy • Job Evaluation Policy • Redundancy Procedures and Guidance • SWITCH (Redeployment) Policy • Equality Impact Assessment Guidance Document | |

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ORGANISATIONAL CHANGE

1. INTRODUCTION

- 1.1 Throughout any period of change effective communication and consultation systems are vital. Where possible Managers must involve Trades Unions and employees as soon as any change has been proposed, allowing for consideration of concerns, views and ideas at an early stage in the planning process
- 1.2 The councils change management framework supports the planning and implementation of a change programme. This sets out the initiatives, processes, and behaviours which influence people during periods of change, at both an individual and organisational level. It builds on the principals of Focus, Engage, Deliver when managing people and change. If not already undertaken, it is strongly recommended that all parties review and consider this framework before the commencement of the re-design.
- 1.3 Change management refers to any change initiative being considered by a manager team or service. This may include changes to the way work is done, technological changes, location changes etc. The change management framework supports the implementation of any change while this organisational change policy provides the framework for supporting managers and employees when the change proposal affects the structures, role profiles and grades of roles. Both procedures are embedded in the principal of effective communication and consultation systems.
- 1.4 If the change initiative does not involve structure or role changes please refer to the change management framework.
- 1.5 The Council recognises that organisational change might impact differently on employees with protected characteristics. For example with a workforce that is predominately female these impacts may be different on female employees than male employees. It is widely acknowledged that women still carry out a higher proportion of caring responsibilities and are more reliant on public transport. Therefore, organisational change may have differing impacts in relation to working hours and locations and could impact on women more.
- 1.6 As an equal opportunities employer we wish to encourage a diverse workforce in all our services including removal of gender stereotypical roles and the promotion of both horizontal career development and vertical progression. Therefore any impacts of change should be considered and every effort made to minimise such impacts when change is considered and implemented. It is recommended that an Equality Impact Assessment should be completed when carrying out any change initiative and consideration given to how affected groups can be involved in the consultation process for any change.

2. PROCEDURES

- 2.1 The recognised Trade Unions will be advised of any proposal to undertake change or restructuring within a Chief Officer Area, Section or Service with a view to reaching agreement.
- 2.2 At an early stage a nominated Senior Officer within the Chief Officer Area, supported by Strategic HR (as appropriate), will act as lead officer for contact with the Trade Unions through the process. Notes of meetings will be taken, as required, and distributed to all parties.
- 2.3 The lead officer will ensure that there is full consultation with the Trade Unions on:
- Why the proposed changes are necessary;
 - How the changes might affect individual employees;
 - How the changes could impact on specific groups of employees e.g. if the service has a higher proportion of female employees, consider how the changes impact as it may be greater on females, changes of location might impact differently on employees who are neurodiverse etc.
 - What the proposed processes are in taking forward the changes;
 - What the next steps are;
 - Proposed timescales for the change;
 - Practical impact the changes are likely to have; and
 - The consultation/ engagement plan and any actions or responses needed from employees.
 - Any health and safety considerations*

The above list is not exhaustive

- 2.4 When roles are impacted, the Manager's final proposal will detail the revised structure including grades of roles. Job Profiles and Person Descriptors will be supplied to the Trade Unions for new posts within the structure. All new posts will be subject to job evaluation to establish the appropriate grades of the post.

3. CONFLICT OF INTEREST

- 3.1 All Services should avoid, where possible, any potential conflict of interest arising from a management structure where intimate or family relationships and/or any personal relationships are evident. Where such relationships exist, it is recommended to replace any line management relationship where possible and all involved should be reminded of the need to ensure that professional standards are maintained and any conflict of interest declared at the earliest opportunity to ensure the integrity of the process is upheld". Managers should also be aware of proposed changes which may put another employee or individual at risk where a disclosure has been made or is known, including changes of location or change to teams as a result of service re-design.

4. IMPLEMENTATION PLAN FOR NEW STRUCTURE

- 4.1 Following agreement of the revised structure, the Manager will produce an implementation plan including timescales. This plan will be the subject of consultation with the Trade Unions.
- 4.2 Managers should follow the consultation framework and track progress using the project management toolkit. This ensures that all progress, amendments and delays are accurately recorded and inform discussions.

5 MATCHING PROCESS

- 5.1 Where there is a 'one to one' transfer from the old structure to the new structure, this should be a simple match. Where there are multiple matches Managers should identify a matching pool; grouping together employees holding posts in the old structure, that have some similarity to posts in the new structure. Managers will consult with the Trade Unions on the employees allocated to the matching pool.
- 5.2 If the number of posts in the new structure is equal to or exceeds the number of employees in the matching pool, Managers will produce proposals as to how employees would be best matched to the new posts. There will be ongoing discussions with the Trade Unions and with employees on such proposals, taking into account the needs of operational efficiency, the wishes of employees and any relevant personal circumstances, e.g. caring commitments.
- 5.3 Employees will be matched to posts in the new structure. A match is where the new post is broadly similar (e.g. 70% or more) to existing posts. Each post (or group of similar posts) in the new structure must be compared with posts in the old structure to determine the extent to which there is a match between the duties of the new and old posts.
- 5.4 Where a post is deemed to be a match (e.g. 70% or more) the post holder will be automatically matched to the post in the new structure and will be given the necessary training, supervision and development opportunities to allow them to successfully undertake the duties of the post. Where numbers are not comparable i.e. more employees in the old structure than posts in the new structure, matching will be by competitive interview between the individuals considered to be a match to the post. Competitive interview will be in accordance with the Council's normal recruitment and selection procedures.
- 5.5 The outcomes concerning matching of posts should be clearly communicated to the employee providing rationale for the decision as appropriate.
- 5.6 When matching has been concluded employees matched will be issued with new contracts of employment.
- 5.7 If the parameters of the matched role are different to the employee's old post e.g. a change in working hours, managers should ensure a reasonable length of time is provided for employees to transition and make any necessary arrangements including re-arranging childcare and other caring arrangements.

6 APPEAL AGAINST MATCHING

- 6.1 Following the matching process, employees will be advised in writing of their matched post or their matching pool, and of their right to raise a matching appeal under the Appeals Procedures and appeals will be heard by the Chief Officer (as appropriate) or a nominated senior manager. In cases where the Chief Officer has made the matching decision, appeals will be heard by another Chief Officer. Matching appeals will only be competent on the grounds that the employee:
- Has not been offered a match where they believe they are entitled to one because the duties are broadly similar, or
 - Has been included in the wrong matching pool, or
 - Has been excluded from a matching pool
 - The terms of the match are not considered to be reasonable alternative employment. Full details of the reasons for this must be provided
- 6.2 Appeals must be submitted on the Appeals Form (Appendix 2) to the Chief Officer, and copied to the Chief Officer for People and Technology for information, within 7 days of notification of the proposed match, matching pool or otherwise. The Chief Officer will ensure that that Appeal meeting is held as quickly as possible and a representative from Strategic HR will be in attendance.
- 6.3 If an appeal is lodged in respect of a proposed match, no further action will be taken regarding the matching to that post until the outcome of the appeal is known.

7. NEW POSTS WITHIN THE NEW STRUCTRE

- 7.1 New posts may arise within the new structure where the duties contain significant additional or different elements which mean that the post is not suitable for matching.
- 7.2 The additional elements for new post may be new duties that were not previously undertaken within the old structure, or a higher level of responsibility which may or may not be reflected in a higher grading.

New Posts at the same grade

- 7.3 Where there is a new post at the same grade, discussion should take place concerning the suitability of this post with support for the additional aspects and training required.
- 7.4 Should a post be deemed inappropriate as a match or reasonable alternative employment, full details of the rationale should be provided to employees and trade unions.
- 7.5 Such posts shall be filled on merit after advertisement in accordance with the normal procedures for filling vacancies. Consideration will be given to restricting the field of applicants (e.g. internal applicants only) where this would indirectly negate the need for redundancy.

New Posts at a higher grade

- 7.6 Individuals will not normally be “matched” to a higher graded post through a restructure, however it may be appropriate to include those at a lower grade if this can indirectly enable redundancy to be avoided.
- 7.7 In such circumstances, consideration should be given to restricting the field of applicants to an internal pool. If this is the approach being taken, cognisance should also be given to other individuals on the redeployment register who may also be eligible and have suitable skills for the role. If so, they should be considered for any internal pool.
- 7.8 The key point within any restructure is reducing the likelihood of redundancy and not facilitating promotion. However this should also be balanced with WDC commitment to support professional development, employment initiatives and career progression within the Council.
- 7.9 When employees are eligible for consideration, an interview should be held to determine the individual’s ability to undertake the additional responsibilities now or within a reasonable period following additional training.
- 7.10 Once all of the above has been considered, any new post shall be filled on merit after advertisement in accordance with the normal procedures for filling vacancies.

8. PAY PROTECTION

- 8.1 Where, as a result of organisational change, an employee is matched or redeployed to a post with a lower grade, salary will be protected on a cash conservation basis for a maximum of two years. Cash conservation will be based on pay and contractual allowances associated with the former post. Non-contractual payments are excluded.
- 8.2 To minimise this protection period and to support employees to return to their previous grade at the earliest opportunity, suitable employment opportunities that arise will be considered and support provided to secure employment.
- 8.3 For those who are in the local Government pension scheme the appropriate certificate of protection (S20) will be completed to reflect the circumstances of pay protection and the employee will also receive a copy for their records

9. DISPLACED EMPLOYEES

- 9.1 Where there are no matches between the new and old structures employees will be displaced and there is the potential for redundancy. All attempts will be made to find suitable alternative employment through the SWITCH framework.

10. SPECIAL PROVISIONS FOR REDUNDANCY

- 10.1 When managing a restructure it is important to be cognisant of those with special provisions.
- Those on maternity, adoption or additional paternity leave who are entitled to preferential treatment in the event of redundancy.

- Those in the pension scheme and over 55 (50 if they were a member as at 6th April 2006) who have at least two years' total membership,

10.2 Managers must speak to HR about the above provisions to ensure they are considered in line with the relevant legislation and best practice.



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|---------------------------------------------------|
| MATCHING PROCESS – APPEAL AGAINST DECISION |
|---------------------------------------------------|

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|-------------------------------------|--|
| SECTION 1 – EMPLOYEE DETAILS | |
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| | |
|--------------|--|
| NAME: | |
|--------------|--|

| | |
|---------------------------|--|
| CURRENT JOB TITLE: | |
|---------------------------|--|

| | |
|------------------------------------|--|
| CURRENT CHIEF OFFICER AREA: | |
|------------------------------------|--|

| | |
|--------------------------------------|--|
| SECTION 2 – JOB MATCH DETAILS | |
|--------------------------------------|--|

| | |
|---------------------------|--|
| MATCHED JOB TITLE: | |
|---------------------------|--|

| | |
|------------------------------------|--|
| MATCHED CHIEF OFFICER AREA: | |
|------------------------------------|--|

| |
|--------------------------------------|
| SECTION 3 – GROUNDS OF APPEAL |
|--------------------------------------|

SIGNATURE: _____ **DATE:** _____

Completed Forms Returned to:

Chief Officer (Area)

Copy to:

Chief Officer for People & Technology

| |
|-------------------------------------------------------------------------|
| Appeals must be submitted within 7 days of notification of match |
|-------------------------------------------------------------------------|

WEST DUNBARTONSHIRE COUNCIL

Report by Chief Officer - People and Technology

Corporate Services Committee: 1 November 2023

Subject: Job Evaluation Policy and Procedure

1. Purpose

- 1.1 The purpose of this report is to update on changes and seek approval for the revisions to the Job Evaluation Policy and Procedure.

2. Recommendations

- 2.1 The committee is asked to approve the updated Job Evaluation Policy and Procedure.

3. Background

- 3.1 The national review of the Scottish Joint Council for the Local Government Job Evaluation Scheme 3rd Edition (SJC JES v3) and local Joint Trade Union requests necessitated review to ensure compliance with scheme guidance and application.
- 3.2 The review was carried out by the People, Quality and Governance Lead and included consultation with parties involved in the job evaluation process adopted by West Dunbartonshire Council (WDC), including the Joint Trade Union Convenors, Job Analysts (Trade Union and Management), Panel Chairs, HR Advisers, Managers and Employees.
- 3.3 The national review of the 3rd edition, endorsed by the Scottish Joint Council in November 2015, has recently concluded with version 3 now amended and due for imminent publication. This is the scheme applied to all local government posts to ensure the integrity of the Council's grading structure and to mitigate, as far as possible, the potential of any associated claims. The updated Job Evaluation Policy and Procedure also now reflects the national changes.
- 3.4 Job Evaluation continues to be the most robust method of providing a foundation for grading structure which satisfies the principle of "equal pay for work of equal value"; and is both fair, transparent. It is therefore important that the Council's Job Evaluation Policy and Procedure is reflective of and aligned with the agreed SJC Job Evaluation Procedure and Practice Manual. This formed the backbone of the local review.
- 3.5 Other factors considered as part of the review were recent equal pay decisions in Glasgow City, South and North Lanarkshire and Fife Councils.

4. Main Issues

- 4.1 The review highlighted that although the current policy and procedure is robust there were areas identified where closer alignment was required with the Scottish Joint Council for Local Government Job Evaluation Scheme 3rd Edition as amended, recent equal pay decisions and other local matters highlighted during the review.
- 4.2 The main changes are:
- A more streamlined local policy & procedure, with fewer stages, in line with the Scottish Joint Council for Local Government Job Evaluation Scheme 3rd Edition amended.
 - Replacement of Job Evaluation Panels with analyst review, with the exception of Appeals, in line with the Scottish Joint Council for Local Government Job Evaluation Scheme 3rd Edition amended.
 - Clearer definition of roles and responsibilities.
 - More concise explanation of the Matching Process.
 - Updated process flow charts for Requests for Re-evaluation and New posts.
 - Creation of a dedicated Job Evaluation mailbox jobevaluation@west-dunbarton.gov.uk for all job evaluation related issues.
 - Dedicated library of Role profiles, Job Overview Documents & Factor Level Listings [Global Share Role profile Library](#) for employees and managers.

Job Evaluation training

- 4.7.1 Once agreed, training will be provided to all Strategic HR, Trade Union Convenors, existing and new Job Analysts (Both Trade Union and Management) on the new JE Policy and Procedure, the Scottish Joint Council for Local Government Job Evaluation Scheme 3rd Edition as amended, and consistency of application and appeals.
- 4.7.2 A series of awareness briefing sessions are being arranged for employees and managers. The intranet pages will be updated with a guide to job evaluation for employees and managers.
- 4.7.3 Two Senior Leadership briefings outlining the planned changes to the policy and procedure have been delivered.

5. People Implications

- 5.1 The Job Evaluation Policy and Procedure supports the Council to fulfil its responsibilities as an equal opportunities employer and provide the best support to its workforce.

6. Financial and Procurement Implications

- 6.1 There are no financial or procurement implications associated with this report, however, the failure to have a robust Job Evaluation Policy and Procedure in place increases the risk of potential claims.

7. Risk Analysis

- 7.1 The Job Evaluation Policy and Procedure provides actions to help reduce the possibility of equal pay claims and this should help mitigate/alleviate any challenges based on sex inequality.

8. Equalities Impact Assessment (EIA)

- 8.1 An EIA has been carried out on the Scottish Joint Council for Local Government Job Evaluation Scheme Amended 3rd Edition and the proposed Job Evaluation Policy & Procedure is aligned with the Scheme and practice manual however, any issues identified through the review of outcomes will need to be addressed to ensure the consistency of application of the Scottish Joint Council for Local Government Job Evaluation Scheme Amended 3rd Edition.

9. Consultation

- 9.1 The SJC trade unions have been consulted in relation to the Job Evaluation Policy and Procedure through a series of Joint Trade Union meetings attended by all convenors and Full time Officers. Unite, UNISON & GMB have agreed to the changes.
- 9.2 Both legal and finance colleagues have been consulted on the changes.

10. Strategic Assessment

- 10.1 The duty to be a visible equal opportunities employer supports the Council to attract and retain a committed workforce and supports the strategic priority of Our Council being an inclusive and adaptable employer to ensure efficient and effective frontline services that improve the everyday lives of residents.

Victoria Rogers

Chief Officer - People and Technology

Date: 12 October 2023

Person to Contact:

John Duffy, People Quality and Governance Lead
16 Church Street, Dumbarton, G82 1QL
Tel: 07859941807
Email: John.Duffy@west-dunbarton.gov.uk.

Appendices: Job Evaluation Policy and Procedure

Wards Affected: None

Job Evaluation Policy & Procedure

Quick Reference - Associated Documents and Version Control

| | |
|-----------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Title | Job Evaluation Policy and Procedure |
| Version | Version 4 |
| Responsible | People and Change Manager |
| Committee approval date: | November 2023 |
| Consultation with trades unions: | May 2023 – October 2023 |
| Supersedes Version | Version 3 – approved 19 th May 2021 |
| Driver for change | Review related to the consistent application of the agreed amended 3 rd Edition of the Scottish Joint Council (SJC) Job Evaluation Scheme (JES). |
| Legislative Context | <p>Legislation applicable to this Policy and supporting Procedure:</p> <ul style="list-style-type: none"> • The Equality Act 2010 • The Equal Pay (Amendment) Regulations 1983 |
| Date for Review | As and when required |

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Job Evaluation Policy:

1. INTRODUCTION

- 1.1** The Council implemented the Single Status Agreement in 2009 using the agreed Scottish Joint Councils' Job Evaluation (SJC) Scheme to evaluate local government employee posts. To maintain the integrity of the Council grading structure, the re-evaluation of changed posts, new posts and appeals will be determined using the SJC Job Evaluation Scheme as applied by the Council. This will ensure the definitions and guidance of all 13 factors of the SJC JE Scheme will be applied consistently to all posts in accordance with the agreed application by the Council set out in this policy and supporting procedure.
- 1.2** The Council is committed to a fair, open, transparent, and legally compliant approach to the evaluation of jobs and ensure equal pay for work of equal value.

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 CoSLA Gauge 'Evaluator' software which is an online system to support and speed up steps in the evaluation process and generate a Job Overview document.

3. SCOPE

- 3.1** This policy applies to all Local Government employees including those formerly known as Craft Workers and Chief Officers. Teachers are excluded as they are covered by the SNCT Job Sizing Scheme.
- 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 that:

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

5. LEGISLATIVE CONTEXT/POLICY FRAMEWORK

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

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

5.3 The Policy and Procedure is based on the principles contained within the Scottish Joint Council for Local Government Employees Job Evaluation Scheme's Practice Manual and Model Job Evaluation Appeal Procedure.

6. APPLICATION OF POLICY AND PROCEDURE

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

7. ROLES AND RESPONSIBILITIES

To support the application of this policy and procedure, the following roles and responsibilities will apply:

7.1 Council

- Responsibility to 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 and ensure that job evaluation is undertaken in a fair, open, and transparent way.

7.2 Managers

- Responsible for understanding the Job Evaluation Policy and Procedure and their role in the process. Managers are required to liaise with their People and Change Partners when considering submitting a job evaluation request, work with them to complete submission and provide the appropriate documentation as required.
- Must ensure that role profiles are accurate, complete and comprehensive and meet the needs of the service and that they are completed on the standard template.
- Responsible for ensuring requests for re-evaluation forms are completed within the required submission deadlines.
- Responsible for providing information on duties and responsibilities of the role being evaluated.
- Responsible for providing information on any significant and permanent changes to existing post.
- Provide further clarification and/or attend meetings as requested on the role(s) being evaluated if required.
- Responsible for attending Job Evaluation Appeals Panels as requested to provide information on the role being evaluated.

7.3.1 People and Change Partners

- Support and challenge the requirement for additional roles considering the wider context of a joined up, one council approach alongside the service and workforce planning priorities.
- Ensure the Strategic Operating Model (SOM) principles apply to any proposed changes particularly around spans of control/ratios and no more than 6 levels below the Chief Executive.
- Provide advice and guidance on the Job Evaluation Policy and Procedure to managers in relation to developing accurate, complete and comprehensive job profiles.
- Ensure that Role Profiles are suitable for submission to the Job Evaluation process and submit posts for evaluation to the appropriate team in accordance with submission deadlines.
- Contribute to the development and review of the Job Evaluation Policy and Procedure in line with legislative requirements and good practice.

7.4 Strategic Human Resources

- Ensure compliance with the Job Evaluation Policy and Procedure and ensuring the administration of the Job Evaluation process on behalf of the Council, including notification of outcomes.
- Develop and maintain effective documentation and systems to evidence compliance with the policy and procedure, supporting an auditable process.

- Ensure that those involved at all stages of the evaluation process are provided with adequate training to undertake their role.
- Ensure adequate resources are available through maintenance of a pool of trained Job Analysts available to participate in the process.
- Provide advice and guidance to managers in relation to developing accurate, complete and comprehensive role 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 and Procedure and supporting documentation in line with legislative requirements and good practice.
- Consult with Trades Unions on the development and review of the Job Evaluation Policy and Procedure in accordance with the terms of the Policy Framework.

7.5 Trades Unions

- Contribute, via the consultation process, to the development and review of the Job Evaluation Policy and Procedure
- 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 or Appeal 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

- Maintain confidentiality with regard to all aspects of work undertaken and must declare any conflict of interest with any role being evaluated.
- Responsible for attending training as required and ensuring a full understanding of the Scottish Councils' Job Evaluation Scheme.
- Follow the job evaluation procedure as outlined in the policy, procedure and supporting documentation.
- Responsible for gathering further information on the role(s) being evaluated if required through discussion, email, attending MS Teams or Face to Face meetings with Managers and/or post holders as requested and Questionnaires if required.

7.7 Job Evaluation Appeal Panel Members

- Maintain confidentiality regarding all aspects of work undertaken and must declare any conflict of interest with any role being evaluated.
- Responsible for attending training as required and ensuring a full understanding of the Scottish Councils' Job Evaluation Scheme.

- Follow the job evaluation procedure as outlined in the policy, procedure and supporting documentation.
- Responsible for gathering further information on the role(s) being evaluated if required through discussion, email, attending MS Teams or Face to Face meetings with Managers and/or post holders as requested.
- Undertaking the role on a regular basis and participate and attend evaluation appeals panels to which they have given a commitment.

7.8 Employees

- Provide all relevant information with their submission to the line manager
- Ensure that any documentation submitted is accurate, complete and comprehensive and that they are completed on the standard templates.
- Provide further clarification and/or attend meetings as requested to assist in providing information on the role(s) being evaluated.
- Responsible for attending Job Evaluation Appeals Panels as requested to provide information on the role being evaluated.

7.9 Chief Officer

- Responsible for understanding the Job Evaluation Policy and Procedure and their role in the process. Chief Officers are required to liaise with their People and Change Partners when considering a job evaluation request, work with them to complete submission. Responsible for ensuring requests for re-evaluation forms are completed within the required submission deadlines.
- Ensure the SOM principles apply to any proposed changes.
- Support and challenge the requirement for additional roles considering the wider context of a joined up, one council approach alongside the service and workforce planning priorities.

8 REVIEW AND MONITORING

- 8.1** The Job Evaluation Policy, Procedure and supporting documentation will be reviewed as required to ensure that it remains fit for purpose and that it is being implemented fairly and consistently.
- 8.2** Reviews will be undertaken to ensure compliance with legislation, development of the national scheme and recommended best practice.

JOB EVALUATION PROCEDURE

1. INTRODUCTION

- 1.1 This procedure applies to Local Government employees including those formerly known as Craft Workers and Chief Officers. Teachers are excluded.
- 1.2 This procedure will assist managers, employees and Trades Unions through the Job Evaluation process.
- 1.3 The job evaluation procedure will:
 - Evaluate the job and not the person doing it;
 - Consider the demands of the job. It will not consider the total volume of work, the number of people required to do it or the ability of the job holder;
 - Assume that the job is being/will be performed to an acceptable standard; and
 - Evaluate the job as it is now, not how it was done previously or may be done in the future.

2. CONTEXT

- 2.1 This procedure sets out a mechanism to respond to those circumstances which justify a re-evaluation of an existing job, job evaluation of a new job, or a job evaluation appeal.
- 2.2 Services will be expected to maintain stability in their job grades, and managers must ensure that employees work within the terms of their role profile. Any change in duties which extends beyond an employee's current role profile should be as a result of an informed decision and agreement of their line manager and Chief Officer, and not as an unplanned consequence of circumstances evolving incrementally.
- 2.3 The procedure addresses both individual requests from employees and managers as well as evaluations arising from structure reviews or service specific requirements.

3. RE-EVALUATION OF CHANGED JOBS

- 3.1 Managers and employees can request the re-evaluation of jobs that have had a **significant** and **permanent** change since the last evaluation, out-with restructures or service reviews.

3.2 Prior to submitting a Request for Re-evaluation form

The manager and/or employee/s can access the current Role Profile (RP), Job Overview Document (JOD) and Factor Level Listings (FLL) for the post from the [Global Share Role profile Library](#). Employees who do not have access to the Global Drive should request their RP, JOD & FLL by emailing the job evaluation mailbox jobevaluation@west-dunbarton.gov.uk. This will give the manager and/or the post holder the current assessment of the 13 job evaluation factors.

For those employees without access to the electronic request for re-evaluation form or the job evaluation mailbox jobevaluation@west-dunbarton.gov.uk assistance can be provided by your line manager and/or Trade Union representative.

If, after reading the current job overview document, the manager and/or employee/s considers that a **significant** and **permanent** change has occurred and the criteria in 3.3 below is met, a request for re-evaluation form can be submitted.

Request for Re-evaluation forms can be accessed **here**.

3.3 Criteria

The following criteria require to be met before an application for re-evaluation of an existing job can progress:

- at least a year has passed since the effective date of implementation of the original job evaluation outcome, its initial appeal, or a subsequent re-evaluation;
- the change in job content is substantial and does not just reflect an increased volume of work,
- the change is a necessary part of the job remit;
- the change arises directly from a change in service requirements;
- the change is considered to be permanent;
- the change is significant in terms of one or more of the 13 factors of the job evaluation scheme;
- clear evidence of the change can be provided in support of the application for re-evaluation, including the impact of new duties on existing duties, i.e. what is no longer being done or done to a lesser degree/frequency;
- the Line Manager agrees that the change in job meets all of the above criteria and has provided a detailed response to each of the points within the request for re-evaluation form.

Approval

- 3.4 If the Line Manager (Grade 9 and above) agrees that the criteria above are met in full they should seek approval from the appropriate People &

Change Partner and relevant Chief Officer who will authorise the review of the job.

- 3.5** If the Line Manager (Grade 9 and above) does not agree that the change in the job fully meets all the criteria, they will specify the reason on the form and the form will be referred to the relevant Chief Officer for a determination. If the Chief Officer determines that the request for re-evaluation does not meet all of the criteria there will be no right of appeal. The employee/s will be advised accordingly and their request will not proceed any further. This decision is final.
- 3.6** The procedure is not intended, designed or available for cases where:
- The request relates to a claim of comparability with another post or employee (either within or out with the Council) or seeks to restore previous differentials or establish parity;
 - The basis for the claim is a residual or ongoing dissatisfaction with the outcome of the original job evaluation exercise or structural review;
 - The request is based on an individual's opinion as to what the job remit should be (and not supported by the manager).

The 3 Stages of submitting a request for re-evaluation form

Stage 1

If a manager and/or employee/s believes that there has been a **significant** and **permanent** change to a/their role since it was last evaluated they can submit a request for re-evaluation form. Where possible this should be done in conjunction with the appropriate line manager (Grade 9 and above). If this is not possible the request for re-evaluation form should be completed by the employee/s and submitted to your line manager (Grade 9 and above) including examples and any supporting documentation.

*All employees to be considered within the request for re-evaluation must be named within the form.

Stage 2

If it has not been possible for the manager (Grade 9 and above) and/or employee/s to complete the request for re-evaluation together, the manager (Grade 9 and above) will receive the request for re-evaluation form. They will have 21 days from receipt of the form to complete and submit. As above, stage 1 & 2 should be completed jointly by the manager and employee/s where possible and should include examples and any supporting documentation including an updated role profile outlining the change(s).

In most cases where there has been a **significant** and **permanent** change, the role profile should be updated by the line manager and should accompany the submission.

In some instances, the line manager may submit the request for re-evaluation because of significant and permanent changes to a role. This will be discussed with any employee(s) affected by the change prior to submission.

E.G. The SSSC stipulation that a post-holder is qualified to HND level in order to practice competently/safely. The current Role Profile states HNC as the essential criteria. The role profile should be updated to require a HND as the essential requirement. This should be done through discussion with the employee/s in the role and only in circumstances where the change is necessary. A request for re-evaluation should be submitted.

E.G A role has currently been assessed as having responsibility for employees and this is no longer a requirement. The role profile should be updated to reflect this change. This should be done through discussion with the employee/s in the role and a request for re-evaluation form should be submitted.

Stage 3

Managers (Grade 9 and above) should discuss all requests for re-evaluation with the appropriate People & Change Partner and Chief Officer to understand the organisational implication of any potential change. This is to ensure the SOM and Organisational Planning principles are applied. The Chief Officer will then sign and submit the completed request for re-evaluation form to the job evaluation mailbox jobevaluation@west-dunbarton.gov.uk.

Documentation

- 3.7 Where supported, the completed 'Re-evaluation Request Form' and Role Profile should be signed by the Chief Officer. Until the Chief Officer approves the form, the submission is not considered complete and will not be scheduled for evaluation.
- 3.8 Once completed, the 'Re-evaluation Request Form' including all supporting documentation will be submitted to the job evaluation mailbox jobevaluation@west-dunbarton.gov.uk for the post to be reviewed by the job analysts as part of the evaluation. It should be completed as fully as possible including the post title, the employee/s name/s and examples including any relevant documentation.

It is important to note that only the employees named within the request for re-evaluation request will have the outcome applied.

Submission

- 3.9 Requests for re-evaluation of jobs to take account of changes will be processed twice each year as follows:
- a. Submissions made before 31st March will be evaluated for approval, if necessary in the following July
 - b. Submissions made before 30th September will be evaluated for approval if necessary, in the following January.

Written acknowledgement of the submission of a completed proforma in support of a request for re-evaluation will be provided to the jobholder within 10 working days.

Evaluation

- 4.0 Re-evaluation requests will be evaluated in line with the procedure outlined from section 4.3 to section 4.9.
- 4.1 Employees submitting re-evaluation requests may be required to provide further clarification and/or attend meetings with the Job Analysts. Their Line Manager may also be required to provide further clarification and/or attend meetings.
- 4.2 Employees may also be required to provide further information or invited to attend meetings with Job Analysts for requests submitted by their Line Manager in relation to their job.

Approval

- 4.3 If the re-evaluation results in a change to the grade, the line manager must complete the online 'Establishment Change – Post Amendment' form to update the grade of the post on their establishment. The form will then proceed through the online approval route to the appropriate People and Change Partner, Finance Business Partner and finally the Chief Officer - People & Technology. An online Achieve form will also need to be completed to action the change for the employee – this should also be completed by the Line Manager.

Effective Date

- 4.4 The effective date of application of the revised grade will be the date of receipt of the submission of the completed and approved request form signed by the appropriate Chief Officer (see 3.7).
- 4.5 The employee will normally be placed on the first point of the new grade. Any deviation from this must be discussed with the Chief Officer

– People & Technology. Subject to their agreement and suitable rationale, placement may be escalated.

Right of Appeal

- 4.6 The manager and employee have the right to appeal the outcome of the re-evaluation, subject to 6.1.

4. EVALUATION OF NEW JOBS

Documentation

- 4.1 When a Service seeks to establish a new job as part of a structure review or new project, the Service (in consultation with their People and Change Partner and signed by the Chief Officer) must submit a New Post form including a copy of the role profile, including person specification and details as to the background of the post and why it is being created to the job evaluation mailbox jobevaluation@west-dunbarton.gov.uk for assessment in the first instance.
- 4.2 Strategic HR Job Analyst will either match to an existing outcome or provide an indicative outcome where a match has not been possible to the Chief Officer. The provisional outcome will be provided to allow the following information to be entered via the online 'Establishment Change – New Post' form to add the new post to the establishment.

Approval

- 4.3 When the request for an additional post in the establishment has been approved by the appropriate People and Change Partner, Finance Business Partner, Chief Officer and the Chief Officer - People & Technology, notification will be sent to Job Evaluation mailbox jobevaluation@west-dunbarton.gov.uk that the post requires to be evaluated.

Evaluation

- 4.4 Once the completed and approved documentation is submitted to the job evaluation mailbox jobevaluation@west-dunbarton.gov.uk, in the first instance a trained Strategic HR job analysts will assess if there is a potential match to an existing outcome as outlined in section 5 below. If there is no potential match, arrangements will be made to evaluate the post.
- 4.5 In circumstance when a match cannot be found, the Job Evaluation assessment will be carried out by a trained Strategic HR Job Analyst and two Job Analysts, where possible this will consist of a Trade Union Analyst and an independent Analyst both out-with the submitted post service to ensure there are no conflicts of interest. The Analysts may

require further information from the manager to complete the evaluation.

- 4.6 The national online job evaluation system (CoSLA Gauge 'Evaluator' software) will be used to undertake the evaluation along with submitted documentation and information obtained through discussion and/or correspondence with the manager.
- 4.7 The CoSLA Gauge 'Evaluator' software will measure the post in line with the responses given and a Job Overview Document and Factor Levels Listing will be generated.
- 4.8 No indication of an outcome will be provided until the evaluation has been subject to a consistency check.
- 4.9 A consistency check is carried out by Strategic HR to ensure that the evaluation is accurate and consistent with existing evaluated posts across the Council to avoid anomalies. The consistency check is carried out by reviewing the outcome in line with hierarchies, reporting lines, subordinates, equivalent and higher graded posts within the relevant structure and across the Council ensuring the SOM Principles and local Guidance are applied. Any consistency issues identified by Strategic HR will go back to the Strategic HR Job Analyst and two Job Analyst for agreement.
- 5.0 The Manager is provided with confirmation of the outcome in writing and provided with the relevant documentation.
- 5.1 If after 6 months or more of operation of the new post, it is felt that the demands of the post have not been captured accurately, a review will be considered by the Strategic People & Change Manager, or nominated People and Change Partner (as appropriate). Their decision is final.

5. MATCHING / CONSIDERATION OF ROLES AGAINST ROLES THAT ALREADY EXIST

- 5.1 The agreed Scottish Joint Council for Local Government Employees Job Evaluation Scheme and associated CoSLA Gauge 'Evaluator' software is used in conjunction with the agreed job evaluation process to provide job evaluation outcomes for all posts past and present within West Dunbartonshire Council. This has resulted in a number of agreed job evaluation outcomes within the Gauge system which have been subject to the full job evaluation process. Any approved submission for job evaluation should always be considered by Strategic HR for a possible match to an existing outcome.

This could be matching to a benchmark job, generic job and, in some circumstances, a unique job although this will be rare.

5.2 Matching to a benchmark job

Strategic HR can assess the potential match to either a previous role profile, or the Job Overview Document resulting from the benchmark outcome. This can be used as a basis for 'matching' other jobholders to a benchmark job.

5.3 Matching to a Generic Job

Strategic HR can assess the potential match to a generic outcome. The term 'generic' also applies to jobs that are broadly similar in terms of the nature of the work undertaken by a group of jobholders, but which vary in terms of the day to day detail of the tasks carried out by individual jobholders, for example, Clerical Assistant, Administrative Officer 'Generic evaluations' cover a range of similar jobs because the job evaluation scheme assesses the predominant demand under various factor headings and this is likely to be the same even though the tasks involved in specific jobs may vary.

5.4 Matching to a Unique Job

Strategic HR can assess the potential match to a unique outcome. Most unique jobs are just that, unique and will require an individual outcome however, posts like project officer or project manager which may be unique to the service yet are broadly similar in terms of nature of the work and predominant demands could be considered a match.

5.5 Assimilation

The assimilation of each individual jobholder to the Council's LGE Grading and Pay structure requires an evaluation outcome for their job. However, it will not be necessary for every individual jobholder to go through the whole evaluation process.

When job evaluation is requested for structure reviews, new posts, new projects, the removal of posts or changed roles Strategic HR will review all job evaluation outcomes above and below to ensure that the correct responsibilities are still reflective in terms of Nature, Frequency, Duration & Demand under the 13 factors. If it is identified that responsibilities have changed in any roles there will be further consultation with the appropriate Chief Officer in the first instance.

6. JOB EVALUATION APPEAL PROCEDURE

Grounds of Appeal

6.1 Employees and managers have a right of appeal against the outcome of the evaluation or re-evaluation on one or more of the following grounds:

- There is factual inaccuracy in either the inputs or the outputs of the evaluation process;
- The job evaluation process was not carried out in accordance with the Council's Job Evaluation procedure;
- There has been a misapplication of the factor definitions, levels and guidance of the Scottish Councils' Single Status Job Evaluation Scheme.

6.2 Appeals on the grounds of comparability with other jobs (either within the individual Council, other Councils or nationally) or appeals seeking to restore previous grading or pay differentials will be **inadmissible**.

Timescale

6.3 Appeals against the outcome of the evaluation or re-evaluation must be submitted to HR within 10 working days of the date of written notification of the evaluation outcome.

6.4 Receipt of submitted appeals should be acknowledged in writing within 10 working days.

6.5 The Council will endeavour to determine the outcome of Job Evaluation appeals within 3 calendar months.

Documentation

6.6 Appeals must be submitted on the 'Appeal against Evaluation/Re-evaluation Outcome' form and submitted along with all supporting documentation upon which the appeal relies.

6.7 Appeal submissions must identify the factors being appealed and detail the case under each of the relevant factor headings.

6.8 An appeal will be deemed inadmissible if:

- Is not in line with the grounds for appeal, detailed at 6.1;
- No evidence relevant to the factor(s) being appealed has been submitted;
- The evidence relates to increased volume of work rather than a change to the Factor Definitions and Scores; or
- The evidence is based on comparison with other employees; or

- The submission is based solely on wording directly lifted from the Job Evaluation Scheme.

Job Evaluation Appeal Panel Constitution

- 6.9** The Job Evaluation Appeal Panel will comprise of 3 Job Analysts: an independent analyst, a Trades Union analyst and an HR analyst. Where possible, none of these panel members should have been involved with the evaluation of the post and must be out with the submitting service.

Process

- 6.10** Individual appeal submissions must identify:
- The grounds of the appeal;
 - The factor level assessments being appealed against;
 - The appellant's case under each of the relevant factor headings;
 - The views of the relevant line manager, and/or the next line manager as appropriate, in relation to the factual content of the job and the accuracy of the appellant's case.
- 6.11** Arrangements will be made for the written appeal submission to be considered by Strategic People & Change Manager or a nominated People and Change partner (as appropriate) and a trained Job Analyst without the presence of the individual or their manager in order to:
- Determine whether there are admissible grounds for the appeal;
 - Identify any matters requiring further investigation or further information; and
 - Identify any non-job evaluation issues out with the remit of the Job Evaluation process, for referral to the relevant People and Change Partner.
- 6.12** The considerations will focus on the Factors appealed but may also include other Factors referred to during the process.
- 6.13** The possible outcomes of this initial consideration are:
- That the appeal has not been substantiated and will be rejected or
 - The appeal has been substantiated in full or in part and will be heard by a Job Evaluation Appeal Panel.
- 6.14** Employees or Managers will be advised of the outcome of the appeal, including reasons within 10 working days of the consideration meeting.
- 6.15** The decision is final; therefore, there is no further right of appeal.

- 6.16** Where it is determined that the case should be heard by a Job Evaluation Appeal Panel, the necessary arrangements will be made and the employee and their Line Manager will be advised.
- 6.17** Appellants may be accompanied to the Panel by their Trade Union representative if they so choose.
- 6.18** Appellants will have 10 minutes to present their case after which they may be questioned by members of the Panel for no more than 10 minutes.
- 6.19** Once the case has been presented, the Job Evaluation Appeal Panel will consider the information presented and re-evaluate in line with the procedure detailed from section 4.3 to section 4.9 of this procedure if applicable.
- 6.20** The appeal outcome will be decided upon by the Job Evaluation Appeal Panel from the following options:
- Upheld in full or part - the case was well founded in fact and supported by agreed evidence - an evaluation will be undertaken;
 - Rejected - the case was not well founded.
- 6.21** The manager and/or employee will be advised in writing after the Appeal Panel and, where requested, feedback will be given by the Chair of the Panel.
- 6.22** There is no further right of appeal after the Job Evaluation Appeal Panel.

Appendix 1

Glossary of Terms

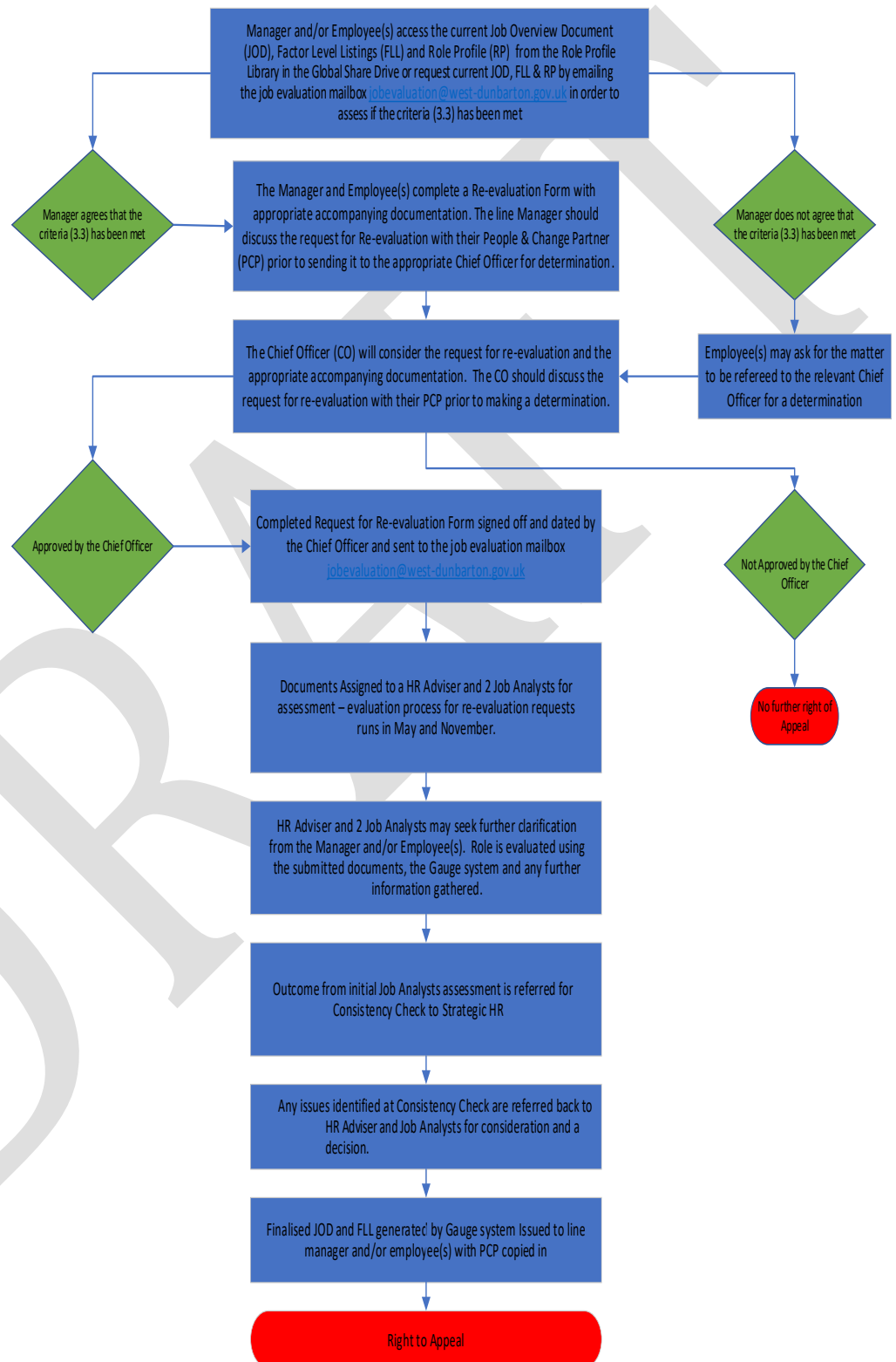
A number of terms are used within the Policy and Procedure and these terms are explained in detail below:

| | |
|------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Job Evaluation | Robust, fair, open and transparent process of determining the value of a post using the SJC JE Scheme and achieving and maintaining grading structures which satisfy the principle of equal pay for work of equal value |
| Role Profile | A factual written account of the purpose, major tasks and main activities carried out by a post holder or a number of post holders. |
| Person Specification | An extension of the Role Profile. It is a profile of the ideal person for the job; listing the criteria necessary to do the job. |
| Job Overview Document | The computerised job evaluation system (CoSLA Gauge 'Evaluator' software) produces a Job Overview Document as a summary of the information captured during the evaluation process. This is different in style and content from job profiles and person specifications. |
| Job Evaluation | Process of systematically identifying the critical elements of the job, the necessary knowledge, skills, abilities and other personal characteristics required by the way of Job Profiles, Person Specifications, Job Evaluation Request Form and Interview to determine the evaluation outcome of the job using the SJC JE Scheme. |
| Job Analysts | Group of trained and impartial evaluators, comprising of independent trained council officers, trade unions and human resources who undertake the job evaluation process. |
| Job Evaluation Appeal Panel | Additional scrutiny applied where a manager or post holder(s) feels that the evaluation is incorrect. Panel comprises of independent trained council officers, trade unions and human resources |
| Benchmark Job | Benchmark jobs are those chosen in the initial part of a job evaluation exercise to form part of a representative sample of the whole job population, and are generally jobs undertaken by large numbers of jobholders, for example, Refuse Collector, Cleaner. Individuals considered as a potential 'match' to a benchmark job will generally be doing the same job as the benchmark jobholder. |

| | |
|--------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Unique Jobs | Unique jobs, also referred to as 'singleton' posts, are those generally undertaken by only one single individual within the organisation as a whole, for example, Bio-chemist, Piano Tuner. It is therefore unlikely that any other individual jobholders can be 'matched' to these jobs. |
| Generic Job | Generic jobs are similar to benchmark jobs in that they are undertaken by more than one individual jobholder doing broadly similar work, but they did not form part of the benchmark sample of jobs. In such cases, this group of jobs may be referred to as a 'secondary' benchmark, because they are undertaken by smaller groups of jobholders doing exactly the same job and it is therefore possible to 'match' other individuals to the job undertaken by the jobholder who goes through the evaluation process, for example, Switchboard Operator, Dog Warden. |
| Matching | It is not necessary for every individual post holder to go through the job evaluation process. A post can be matched to an existing job evaluation out which has been agreed and has subject to the whole job evaluation process. These are posts which are broadly similar in terms of the nature of the work undertaken by a group of post holders, but vary in terms of the day to day detail of the tasks carried out by individual post holders, for example, Clerical Assistant, Administrative Officer. In these cases it is possible to produce a benchmark or generic evaluation covering a range of similar jobs because the job evaluation scheme assesses the predominant demand under various factor headings and this is likely to be the same even although the tasks involved in specific posts may vary. |

Appendix 2

Re-evaluation of Changed Jobs



Appendix 3



Appendix 4

Job Evaluation Appeal Procedure

Appeal to be submitted within 10 working days of the date when the manager/employee was informed of the evaluation outcome. Appeal needs to detail the grounds of appeal. The grounds of appeal need to one or more of the following

- There is factual inaccuracy in either of the inputs or outputs of the evaluation process
- The job evaluation process was not carried out in accordance with Council's procedure
- There has been a misapplication of the factor definitions, levels and guidance of the SJ JE Scheme



Appendix 5

JOB EVALUATION SCHEME AND ITS APPLICATION

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

Gathering Information

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

Job Overview Document

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

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

Job Evaluation Scheme Factors

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

7.1 Working Environment – This factor considers the **predominant** physical environment in which the job is carried out.

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

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

7.2 Physical Co-ordination – This factor considers the **predominant** demand for physical skills and co-ordination required to do the job in the course of **normal working**.

Manual or finger dexterity, Hand-eye coordination, Coordination of limbs, Use of senses for example in the operation of hand tools and other equipment. This factor takes into account the skills required and the demands arising from the need to achieve specified standards of speed and precision.

7.3 Physical Effort – This factor considers the type, amount, continually and frequency of the physical effort required to do the job. It covers stamina as well as strength.

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

The factor takes account of the **greatest** demands on the post holder in terms of the nature and degree of physical effort required, and the other **main** demands in terms of the frequency and duration of the physical effort required to do the job.

7.4 Mental Skills – This factor considers the **predominant** thinking requirement in the job.

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

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

7.5 Concentration – This factor considers the nature and degree of the **highest** level of concentration required in the course of **normal working** and the duration of requirement.

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

7.6 Communication Skills – This factor considers the most demanding requirement for spoken and written communication in the course of normal working.

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

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

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

This factor covers the interpersonal skills needed to deal with and/or care for other people (excluding the post holder's immediate work colleagues) who are upset, unwell, difficult,

angry, frail, confused, have special needs, are at risk of abuse, are terminally ill or are disadvantaged in some way. It also considers the need to cope with abuse, aggression, the threat of violence, and/or to deal with conflict.

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

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

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

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

7.9 Responsibility for Services to Others – This factor considers the **predominant** post holder's responsibility to others in terms of the quality and delivery of service provision.

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

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

7.10 Responsibility for Financial Resources – This factor considers the post holder's **predominant** responsibility for financial resources.

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

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

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

7.11 Responsibility for Physical and Information Resources – This factor considers the post holder's **primary** and **secondary** responsibilities for the Council's physical and information resources.

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

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

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

7.12 Initiative and Independence – This factor considers the post holder's **predominant** scope to exercise initiative and the extent to which they have freedom to act.

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

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

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

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

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

Note

*It is important to note that factors 8 Responsibility for Employees, 9 Responsibility for Service to Others, 10 Responsibility Financial Resources, 11 Responsibility for Physical & Information Resources and 12 Initiative & Independence are all responsibility factors and the following applies.

**Job Analysts should take care to set the jobholder's responsibility in context and ensure they understand its place in the organisational hierarchy; and can therefore assess the job's responsibilities in relation to those of the immediate line manager, senior management, Chief Officer etc but also in relation to the responsibilities of colleagues and subordinates.*

WEST DUNBARTONSHIRE COUNCIL
Report by Chief Officer - Regulatory and Regeneration
Corporate Services Committee: 1 November 2023

Subject: Annual Procurement Report

1. Purpose

- 1.1** The purpose of this report is to seek approval to publish the Annual Procurement Report for 2022/23 and the 2023/24 annual revision of the Sustainable Procurement & Commercial Improvement Strategy.

2. Recommendations

- 2.1** It is recommended that the Members approve:
- a) The Annual Procurement Report for 2022/23 as outlined in [Appendix 1](#); and
 - b) The Annual revision to the Sustainable Procurement & Commercial Improvement Strategy – 2021 to 2026 as outlined in [Appendix 2](#).

3. Background

- 3.1** The *Procurement Reform (Scotland) Act 2014* (the Act) requires the Council to either:
- a) Prepare a procurement strategy setting out how the Council intends to carry out regulated procurements, or
 - b) Review its Strategy for the current financial year and make such revisions to it as the Council considers appropriate.
- 3.2** The Act also requires the Council to publish an Annual Procurement Report which summarises the performance of the Council in delivering its procurement strategy.
- 3.3** The Annual Procurement Report relates specifically to regulated procurement which is defined as: “...any procurement from £50k for Supplies and Services contracts and from £2m for Works contracts. A regulated procurement is completed when the award notice is published or where the procurement process otherwise comes to an end.”
- 4. Main Issues**
- 4.1** The Annual Procurement Report 2022/23 can be found at [Appendix 1](#). The Members should note that the format is designed to ensure compliance in publishing information required in line with the Act.

- 4.2** Key details within the Annual Procurement Report 2022/23 includes:
- A summary of regulated contracts completed;
 - Review of regulated procurement compliance;
 - Social (community) benefits summary;
 - Supported businesses and social enterprises summary; and the
 - Sustainability summary
- 4.3** The 2022/23 annual revision to the Strategy – 2021 to 2026 is outlined in [Appendix 2](#).
- 4.4** The revision to section 4 takes account of the first Public Procurement Strategy (2023 to 2028) for Scotland which provides a future high-level vision and roadmap to which the Council will align to and deliver against. The revision to appendix 2 is the updated Delivery Plan action plan.
- 5. People Implications**
- 5.1** There are no people implications arising from this report.
- 6. Financial and Procurement Implications**
- 6.1** There are no direct financial or procurement implications arising from this report. However, it is important that all officers of the Council supports the actions required to continuously improve procurement compliance.
- 7. Risk Analysis**
- 7.1** There is a risk that improved performance, process and capability in procurement is not achieved, however this can be mitigated through the delivery of the Strategy.
- 8. Equalities Impact Assessment (EIA)**
- 8.1** An initial screening was carried out that demonstrated that there was no impact on any persons with protected characteristics.
- 9. Consultation**
- 9.1** Ongoing engagement continues across service management teams to progress procurement compliance and social benefits.
- 10. Strategic Assessment**
- 10.1** This report support's all of the Council's strategic priorities:
- Our Communities - Resilient and Thriving;
 - Our Environment - A Greener Future;
 - Our Economy - Strong and Flourishing; and
 - Our Council - Inclusive and Adaptable

Name: Alan Douglas

Designation: Chief Officer - Regulatory and Regeneration

Date: 1 November 2023

Person to Contact: Annabel Travers, Procurement Manager,
annabel.travers@west-dunbarton.gov.uk.

Appendices: Appendix 1 - Annual Procurement Report - 2022/23;
Appendix 2 - Annual revision to the Sustainable
Procurement & Commercial Improvement Strategy –
2021 to 2026

Background Paper: EIA Screening

Annual Procurement Report

2022 / 2023



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1. Introduction

- 1.1 In accordance with Section 15 of the *Procurement Reform (Scotland) Act 2014*, the Council published its Sustainable Procurement & Commercial Strategy (Strategy) for the period 2021 to 2026. Section 18(2) (a) of the *Procurement Reform (Scotland) Act 2014* requires the Council to detail “...a summary of the regulated procurements that have been completed during the year covered by the report”.
- 1.2 This Annual Procurement Report (APR) outlines the key elements of regulated procurements for the period 1 April 2022 – 31 March 2023. Regulated procurement refers to any procurement from £50k for Supplies and Services contracts and from £2m for Works contracts. A regulated procurement is completed when the award notice is published or where the procurement process otherwise comes to an end. Regulated procurements can refer to procurements delivered through new contracts or from utilising framework agreements (FA) or dynamic purchasing systems (DPS).
- 1.3 The Strategy is closely aligned to the Council’s vision, values and ethos and describes the role procurement has in supporting the delivery of the Council’s Strategic Plan. It sets out the key procurement objectives of the Council for 2021 to 2026. The delivery of these objectives will support the Council as it continues to face significant challenges, including:
- Resilience planning;
 - Cost of living crises;
 - Inflation in cost of supplies and global supply chain shortages;
 - Building a stronger community through commissioning services which aim to give more power to the community and promote community action;
 - Supporting services to meet financial requirements;
 - Continuing to proactively engage with all sectors across the local economy;
 - Sustainability and Climate Change duties
- 1.4 [Appendix 1](#) and [Annex A to D](#) sets out the regulated procurement achievements, actions and future plans for the Council, which includes West Dunbartonshire Health and Social Care Partnership (WD HSCP). The Scottish Government’s [Annex A: Summary of Regulated Procurements](#), is detailed in this report.
- 1.5 The Council also maintains a public [Contract Register](#) which provides information on current contracts.

2. Summary of regulated procurement completed

2.1 Details of regulated procurements awarded by the Council between 1 April 2022 and 31 March 2023 can be found at [Annex B: Regulated Procurements](#) and [Annex A](#).

2.2 Collaborations with other public bodies to maximise mutual benefits, where appropriate, are included in the regulated procurements. This includes Scottish Government, CoSLA, Crown Commercial Services, Scotland Excel and the Council all acting as the contracting authority when procuring Supplies, Services and Works.

2.3 13 regulated contracts where appropriately awarded without a competitive procurement process:

| Reason | Regulated Contract |
|-------------------------------------------------|-------------------------------------------------------------------------------------|
| People based below Light Touch Regime threshold | Clydebank - Provision of Support and Advocacy for Women Experiencing Domestic Abuse |
| | Dumbarton - Provision of Support and Advocacy for Women Experiencing Domestic Abuse |
| | Provision of Childrens Residential Care Placements |
| | Provision of Emergency Placement for 24hr Residential |
| | Emergency Care Package to Enable Client Discharge from Hospital |
| | Provision of Non-NCHC 24Hour Residential / Nursing Care within a Care Home Setting |
| | Provision of 24Hour Residential / Nursing Care within a Care Home Setting |
| | Provision of Care and Support Services |
| | Provision of a Mentoring Programme |
| | Provision of Sport to Support Young People into Employment |
| Emergency repairs | Provision of Repairs Due to Vandalism to a PPP School |

| Reason | Regulated Contract |
|----------------------------------------|-------------------------------------------------------------------------------|
| Only one supplier identified | Provision of Content for Project Based Learning |
| Supplier identified by Police Scotland | Provision of an Intruder Security System for Buildings About to be Demolished |

3. Review of regulated procurement compliance

- 3.1 Based on an analysis of spend data, of the £125,450,487 regulated procurement spend, 83.6% / £104,876,579 (Council and WD HSCP) was compliant with regulated procurements. Further, of the £74,261,627 regulated procurement spend, 95.4% / £70,853,435 (Council only) was compliant with regulated procurements:

| Spend Type | Total Regulated Spend | Compliant Regulated Spend | Non-Compliant Regulated Spend | Percentage Compliant |
|--------------|-----------------------|---------------------------|-------------------------------|----------------------|
| Supplies | £16,446,945 | £16,077,130 | £369,816 | 97.8% |
| Services | £83,293,254 | £63,089,162 | £20,204,093 | 75.7% |
| Works | £25,710,288 | £25,710,288 | £0 | 100% |
| Total | £125,450,487 | £104,876,579 | £20,573,908 | 83.6% |

- 3.2 The summary detail is shown in [Annex C: Non-Compliant Regulated Spend](#) and also highlights where further work is required to achieve increased rates of compliance. Where there has been non-compliance with procedures, this is partly due to service priorities which included the combined value of spend across various services being more than the Financial Regulation limits.

4. Social (community) benefits summary

- 4.1 The Council is committed to working with our local community and businesses to maximise local social value.

4.2 The Council has implemented specific clauses within procurement contracts from £50k, known as social benefit clauses. Social benefit clauses are requirements which deliver wider benefits to our local community in addition to the core purpose of a contract. These clauses can be used to build a range of economic, social or environmental benefits into Council contracts through a range of options which may include, but are not limited to:

- Employment, work experience, training or modern apprenticeship opportunities;
- Education engagement and curriculum support activities;
- Support for community and environment projects through donation of money, labour, equipment or materials; and
- Other initiatives to support and develop local businesses, community groups and the local third sector

4.3 The social benefits questionnaire is part of the procurement documentation issued to all bidders of Council tenders and includes target social benefits points based on the annual value of the contract. This is a transparent, fair and accountable approach for assessing the impact of Social Benefits. 48 contracts delivered the following local social benefit outcomes in 2022/23:

Local Social Benefit Outcomes

£250 donation to support a local community project

£500 of sponsorship to support a local sport's team

Donated cleaning supplies to a local community garden

Two staff volunteered 2 hours of their time at a local community garden

£300 of sponsorship to support a local sport's team

Volunteered time at a local community garden

Provided a line marking game to a local primary school

Volunteered time to install the playground markings at a local primary school

Volunteered two hours a week from staff to meet with one local charity and one residents association to ongoing support

Donated 5 paper reels to a local nursery

Local Social Benefit Outcomes

Donated paper reels to a local nursery

£500 of sponsorship to support a local sport's team

£500 of sponsorship to support a local sport's team

Sub-contracted to a local company

Sub-contracted to a local company

£500 worth of products were donated to support a local community project

Two nurses attended the Learners Event to provide free health checks to local people

£500 donation to support a local community project

£500 donation to support a local community project

£500 of sponsorship to support a local sport's team

£150 donation to support a local community project

£150 donation to support a local community project

Sub-contracted to a local company

£300 donation to support a local community project

£200 donation to support a local community project

Sub-contracted to a local company

£300 donation to support a local community project

£300 worth of products were donated to support a local community project

Sub-contracted to a local company

Donated 16 wooden pallets to a local community garden

Local Social Benefit Outcomes

£2,500 worth of products were donated to support local community projects

Delivered a workshop to a local primary school

Delivered a workshop to a local primary school

£200 of sponsorship to support a local sport's team

£200 donation to support a local community project

£200 donation to support a local community project

£200 donation to support a local community project

Sub-contracted to a local company

£288 of sponsorship to support a local sport's team

Donated industrial flooring for a local charity's office space

Provided one staff member to lay the floor within a local charity's café area

Donated 2.5 tonnes of compost to a local social enterprise

Provided one staff member to lay the floor within a local charity's office space

Donated industrial flooring for a local charity's cafe area

Sub-contracted to a local company

Sub-contracted to a local company

Recruited a local person on a permanent contract

Recruited a local person on a permanent contract

Delivered two art workshops to local nursery students and local primary one pupils

Participated in three workshops with a local primary school

Participated in a career fair at a local high school

Local Social Benefit Outcomes

| |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Participated in a career fair at a local high school |
| Delivered neurodiversity awareness sessions to WDC HR staff |
| Supplied a mini bus and driver to a local social enterprise on one occasion |
| Recruited a local person on a permanent contract |
| Donation of masonry paint to a local charity |
| Established a Connected Community that supports local vulnerable people |
| Developing a Web App to capture Community Asset information |
| Supported a local charity with their marketing and communications, including securing them a 2 page article in a national newspaper |
| Volunteered two hours a week to support a local charity to facilitate a computer coding group for local young people – six instances |
| Providing mentoring sessions to an unemployed young person from the No One Left Behind project |
| Main office and warehouse site visit for eight local people and two members of staff from a local social enterprise with follow up presentation on careers and a question and answer session |
| Delivered a health and safety check and three risk assessments to commence a work experience placement to a local high school pupil |
| Advertised two vacancies via the Council's Employer Engagement Recruitment Service |
| Recruited a local person on a permanent contract |
| Participated at the Care Career Event at the Golden Jubilee for local people of all ages about careers in care and the pathways that are possible |
| Recruited a local person on a permanent contract |
| Recruited a local person on a permanent contract |
| Recruited a local person on a permanent contract |
| Recruited a local person on a permanent contract |

Local Social Benefit Outcomes

| |
|----------------------------------------------------------------------------------------------------------------------------|
| Conducted a work experience placement to a local high school pupil |
| Worked with a local charity to create a social media campaign to promote the charity |
| Delivered an employability workshop to local people via the Inspire programme |
| Delivered an employability workshop to local people via the Inspire programme |
| Provided reduced rates for processing general mixed waste to a local company |
| Delivered a mock interview with a local person |
| Delivered two site visits to local Foundation Apprentices |
| Supported a Foundation Apprentice to gain an interview for Keir Graduate apprenticeship scheme |
| Conducted work experience placements to two local high school pupils participating in the Foundation Apprenticeship Scheme |
| Attended Working4U's Apprenticeship Event |
| Delivered a Careers talk to a local high school |
| Delivered an employability workshop to local people |
| Advertised one vacancy via the Council's Employer Engagement Recruitment Service |
| Recruited a local person on a permanent contract |
| Attended the Working4U Jobs Fair in Clydebank Town Hall |
| Delivered a mock interview / mentoring session to a local young unemployed person |
| Delivered a mock interview / mentoring session to a local young unemployed person |
| Recruited a local person after an initial work placement for one year initially |
| Conducted a work experience placement to a local high school pupil |
| Conducted a work experience placement to a local high school pupil |

Local Social Benefit Outcomes

Delivered mock interviews to a local secondary school

Delivered mock interviews to local long term unemployed people with one or more barriers from the No One Left Behind project

Recruited a local person as a Modern Apprentice on a permanent position

Recruited a local person as a Modern Apprentice on a permanent position

Recruited a local person on a permanent contract

Recruited a local person on a permanent contract

Recruited a local person on a permanent contract

Recruited a local person on a permanent contract

All vacancies advertised via the Council's Employer Engagement Recruitment Service

Provided an Asbestos Awareness course to 10 local people

Provided an Asbestos Awareness course to 11 local people

Participated in a careers fair to a local secondary school

Main office and workshops site visit for eight local young people who are currently looking for construction apprenticeships with follow up talks from senior management and a 2nd year apprentice

Delivered a Careers talk to a local charity's clients

Participated in a careers fair to a local secondary school

Delivered workshop on the recruitment of apprentices, skills for construction and career progression to 10 local young people

Conducted a work experience placement to one local high school pupil

Donated 30 education packs to a local high school to raise awareness of recycling

Donated 8 tonnes of soil to a local community garden

Donated 3 tonnes of soil to a local community garden

Local Social Benefit Outcomes

Supplied a mini bus and driver to a local learning company on one occasion

Volunteered time to support a local school to upgrade their playground

Donated 20 tree saplings to a local primary school

Donated 20 tree saplings to a local primary school

£300 worth of products were donated to support a local community project

Donated 8 tonnes of soil to a local charity

Donated 42 environmental packs for the local Leaners Event

Donated 6 tonnes of soil to a local community centre

Supplied a mini bus and driver to a local care home on one occasion

Volunteered 2 staff members for 2 days to distribute 25 planters to local beneficiaries

Donated plants to local community gardens

Donated magic / white boards to local community gardens

Donated a summerhouse

£150 donation to support a local community project

£150 donation to support a local community project

£150 donation to support a local community project

£150 worth of products were donated to support a local community project

£150 worth of products were donated to support a local community project

Ran "the Big Scran" in collaboration with a local charity

£300 donation to support a local community project

Local Social Benefit Outcomes

£350 donation to support a local community project

£500 donation to support a local community project

£300 worth of products were donated to support a local community project

Provided social media promotion for a local charity aimed at contractors

£250 donation to support a local community project

£178 donation to support a local community project

£178 donation to support a local community project

£178 donation to support a local community project

£178 donation to support a local community project

£178 donation to support a local community project

£178 donation to support a local community project

£150 donation to support a local community project

£150 donation to support a local community project

Donated products to support a local community project

£1,500 donation to support a local community project

£300 donation to support a local community project

£800 donation to support a local community project

£1,000 donation to support a local community project

£100 donation to support a local community project

£100 donation to support a local community project

£100 donation to support a local community project

Local Social Benefit Outcomes

£750 donation to support a local community project

£750 donation to support a local community project

£200 donation to support a local community project

£100 donation to support a local community project

Volunteered for a day at a local charity

£300 worth of products were donated to support a local community project

4.4 An example of a social benefit good new story in 2022/23 includes:

- Bellsmyre Community Garden



Martin Love said: *"The generator CCG (Scotland) provided has greatly enhanced the scope of our gardens as we don't have access to mains electricity. This has enabled us to carry on working with schools and other charity organisations i.e. building raised beds, bringing on our own plants."*

Without the generator this work would have stopped and we would not be able to earn anything for our community garden. In conclusion, CCG (Scotland) help has possibly saved the gardens, which the community have relied on over the last ten years."

- Clydebank Football Club



The Under 20's manager, Scot Carson, said: *"On behalf of Clydebank FC 20s. We would love to thank CCG (Scotland) for their donation to the team. The cost of living crisis is affecting everyone and that includes the cost of operating our football team. The money we received eased the worry of this and has meant that the team management could focus on developing the young footballers on*

and off the field. Football is a massive outlet for young participants of the area and is a big part of their social life. We are extremely grateful for the help we received that allowed us to focus on making the best opportunities for the players involved."

Chris Murray, Development and Marketing Manager for CCG (Scotland), said: "Working collaboratively with West Dunbartonshire Council, CCG (Scotland) has helped leave a lasting legacy within the communities."

4.5 The national virtual "Meet the Buyer" event took place in June 2022 with representatives from the public sector including the Council. This event allowed suppliers to engage with virtual exhibitors from the public sector, private contractors and business support providers. It was scheduled in the alternative format and aimed to support efforts towards economic recovery from the COVID-19 pandemic.

4.6 "Talking Tenders" supplier events took place in February 2023 and March 2023 supported by the Supplier Development Programme. These events were for businesses keen to find out more about the tender opportunities for the Social Care Services contracts. 28 businesses attended this event.

5. Supported businesses and social enterprises

5.1 Unfortunately, there is not a central directory which supported businesses and social enterprises must register to aid the Council's response to this section.

- 5.2** A supported business' primary aim is the social and professional integration of disabled or disadvantaged persons. At least 30% of the employees of those businesses must be disabled or disadvantaged. This is delivered, not only through the supplies, services and works they deliver, but also by providing meaningful employment, training and social support for those who may otherwise be excluded from the workplace.
- 5.3** With reference to Base UK's [Supported Business Directory](#), there was no regulated contracts awarded to supported businesses during 2022/23. However in 2022/23, the Council had spent with supported businesses including regulated contracts awarded before 2022/23 and non-regulated spend:

| Supported Business Supplier | West Dunbartonshire Based | 2022/23 Spend |
|-------------------------------------------------------------------------------------------|---------------------------|---------------|
| City Building (CONTRACTS) LLP (sub-contracted to Royal Strathclyde Blindcraft Industries) | No | £246,216 |
| Hansel Alliance (via ground maintenance and a café) | No | £61,320 |
| Hey Girls CIC | No | £34,379 |
| Royal British Legion Industries Ltd | No | £25,149 |
| Haven Products Ltd | No | £14,039 |
| The Lady Haig's Poppy Factory | No | £1,399 |

- 5.4** Social enterprises aim to make a profit but unlike traditional businesses, they reinvest or donate their profits to create positive social change. They empower communities, tackle social problems and create jobs - particularly for people who are at a disadvantage in the standard jobs market.

- 5.5** From the internal and external data that was available on social enterprises, there was three regulated contracts awarded to social enterprises within 2022/23:

| Regulated Social Enterprise Supplier | West Dunbartonshire Based | Spend in 2022/23 |
|--------------------------------------|---------------------------|------------------|
| Crossreach | No | £807,983 |
| Kibble Education and Care Centre | No | £665,720 |
| The Mungo Foundation | No | £319,046 |

- 5.6** Also detailed below is the regulated contracts awarded before 2022/23 and non-regulated spend on social enterprises in 2022/23:

| Social Enterprise Supplier | West Dunbartonshire Based | Spend in 2022/23 |
|--------------------------------------|---------------------------|------------------|
| Cornerstone Community Care | No | £4,330,901 |
| Quarriers | No | £1,641,477 |
| The Richmond Fellowship Scotland | No | £1,638,322 |
| Share Scotland | No | £897,295 |
| Enable Scotland | No | £820,988 |
| Carman Care | Yes | £488,472 |
| Alternatives West Dunbartonshire CDS | Yes | £409,486 |
| Unity Enterprise | No | £246,453 |
| Scottish Autism | No | £236,706 |
| Neighbourhood Networks | No | £90,703 |

| Social Enterprise Supplier | West Dunbartonshire Based | Spend in 2022/23 |
|----------------------------------------------------|------------------------------------------|-----------------------------|
| Who Cares ? Scotland | No | £37,852 |
| Hey Girls CIC | No | £34,379 |
| St Margarets Children and Family Care Society | No | £32,320 |
| Outside The Box Development Support | No | £28,985 |
| Antonine Court Limited | No | £26,984 |
| Parent Network Scotland | No | £19,738 |
| Little Sisters of the Poor | No | £15,809 |
| The Wise Group | No | £15,694 |
| Magic Torch Comics CIC | No | £15,000 |
| Community Links Scotland | Yes | £14,690 |
| Haven Products Ltd | No | £14,039 |
| Clydebank Co-Operative Society Ltd | Yes | £12,042 |
| Sniffer | No | £11,000 |
| Albatross Arts CIC | No | £9,213 |
| Lanarkshire Recovery Consortium | No | £9,000 |
| Up-2-Us | No | £8,121 |
| Macrobert Art Centre Ltd | No | £5,860 |
| Braw Talent | No | £5,430 |
| Skapade Inspirational Development Solutions CIC | No | £5,350 |

| Social Enterprise Supplier | West Dunbartonshire Based | Spend in 2022/23 |
|-------------------------------------------|---------------------------|------------------|
| Heartstone | No | £4,900 |
| Awestruck Academy | Yes | £2,760 |
| Triangle Consulting Social Enterprise Ltd | No | £2,500 |
| Dementia Pathfinders CIC | No | £1,650 |
| Spruce Carpets Limited | No | £1,088 |
| Mind Mosaic Child and Family | No | £540 |
| Emotion Works CIC | No | £300 |
| Creatovators CIC | No | £255 |
| Ten For Zen CIC | No | £175 |

6. Sustainability

- 6.1** The sustainable procurement policies and guidelines from the Scottish Government identifies a range of policies, tools and procedures that enable compliance with the Sustainable Procurement Duty. Further, the Council produced a [Climate Change Strategy](#) and [Action Plan](#) to set out the foundations for a plan of action and response to Scotland's Climate Emergency and 2045 net zero carbon reduction target.
- 6.2** Everything procured, from construction works to waste services to janitorial supplies has an impact on the environment and society. Therefore, the Council is able to make a positive contribution to sustainability through its procurement decisions. The [Sustainability in Procurement Guidance](#) details how the Council will meet its commitments to sustainable procurement.
- 6.3** Examples of procurement activity in 2022/23 which has contributed to the Council's compliance with Sustainability Duties including Climate Change Duties and Circular Economy are:

| Procurement Title | Contributed to Carbon Emissions Reductions | Contributed to Climate Change Adaptations | Acted Sustainably | Detail |
|-------------------------------------------------------------------------|--------------------------------------------|-------------------------------------------|-------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Insurance Services for Right to Buy Block Buildings Administered by WDC | No | No | Yes | This supplier is committed: - To Social Benefits; - Promotes Fair Work First; - Promotes Fair Working Practices; and - Applies Sustainability measures |
| Smollett Fountain Permanent Public Realm Works | No | No | Yes | As above |
| Provision of Insurance Services - Lots 4,6,11 & 12 | No | No | Yes | As above |
| Provision of Insurance Services) - Lots 5,7 & 8 | No | No | Yes | As above |
| Subcontractors - Asbestos Surveys | No | No | Yes | As above |
| Subcontractors - Landscaping | No | No | Yes | As above |
| Subcontractors - Asbestos Removal | No | No | Yes | As above |
| Subcontractors - External Building Fabrics | No | No | Yes | As above |
| Subcontractors – Scaffolding | No | No | Yes | As above |
| Subcontractors - Laundry Equipment | No | No | Yes | As above |
| Subcontractors - Plumbing | No | No | Yes | As above |

| Procurement Title | Contributed to Carbon Emissions Reductions | Contributed to Climate Change Adaptations | Acted Sustainably | Detail |
|---------------------------------------------------------------|--------------------------------------------|-------------------------------------------|-------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Subcontractors - Small Jobs | No | No | Yes | As above |
| Provision of Object Based Storage to Replace the Data Domains | No | No | Yes | As above |
| Provision of Concession at Clydebank Leisure Centre | Yes | Yes | Yes | This supplier is committed: <ul style="list-style-type: none"> - To Social Benefits; - Promotes Fair Work First; - Promotes Fair Working Practices; - Uses sustainable suppliers; - Doesn't use single use plastics; - Provides recycling bins; - Uses sustainable packaging; and - Complies with the Energy Saving Opportunity Scheme |
| Storage Array Network (SAN) Replacement | No | Yes | Yes | This supplier is committed: <ul style="list-style-type: none"> - To Social Benefits; - Promotes Fair Work First; - Promotes Fair Working Practices; and - Ensures that packaging is uplifted and re-cycled |

| Procurement Title | Contributed to Carbon Emissions Reductions | Contributed to Climate Change Adaptations | Acted Sustainably | Detail |
|---------------------------------------------------------------|--------------------------------------------|-------------------------------------------|-------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| UPVC Windows & Doors | No | Yes | Yes | This supplier is committed: - To Social Benefits; - Promotes Fair Work First; - Promotes Fair Working Practices; - Applies the waste hierarchy in line with Zero Waste Scotland's guidance; and – Supply chain is predominantly Scottish companies and manufacturers |
| Treatment of Organic Waste - Garden Waste | No | Yes | Yes | As above |
| Treatment of Organic Waste - Co-mingled Food and Garden Waste | No | Yes | Yes | As above |

7. Future regulated procurements



- 7.1** Over the next two years, there will be a mix of recurring requirements and one-off opportunities. A summary of procurements anticipated in the next two years is provided in [*Annex D: Future Regulated Procurement*](#). This doesn't include ad-hoc or reactive requirements and until full scoping activities are undertaken and the contract strategies are complete, the timeline, contracting approach and values may be subject to change.




8. The Annual Procurement Report owner


Alan Douglas


Chief Officer - Regulatory and Regeneration


Appendix 1: Outcomes Achieved





| | |
|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|
|  | 3. Our Economy |
|  | Objective 7. Our area has the infrastructure for sustainable and inclusive growth where businesses can flourish |


| Performance Indicator | 2021/22 | 2022/23 | | | | | | Owner |
|-----------------------------------------------------------------------------------------------------------------------------------|---------|-----------------------------------------------------------------------------------|-------|--------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|------------------|-----------------|
| | Value | Status | Value | Target | Short Trend | Long Trend | Note | |
| % of Contract & Supplier Management scorecards delivered where the Supplier at a minimum, meets the Social Benefits expectations. | 96.4% |  | 100% | 95% |  |  | Target exceeded. | Annabel Travers |
| % of procurement spent on local small/medium-sized enterprises and SMEs who have a presence in West Dunbartonshire | 43.1% | Data not available until May 2023. | | | | | | Annabel Travers |



















| Action | Status | Progress | Due Date | Note | Owner |
|-------------------------------------------------------------------|-------------------------------------------------------------------------------------|----------------------------|-------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| Continue to incorporate social benefits in the contract activity. |  | <div><div>100%</div></div> | 31-Mar-2023 | This action has been successfully completed. Engagement Plan has been prepared and we continue to work with other services, the Supplier Development Programme and other external bodies to continue to engage with suppliers including market research questionnaires, e-workshops, implementation meetings, and "Meet the Buyer" sessions. We continue to work in partnership with other services and other external bodies, including following set processes for social benefits, market | Annabel Travers |




| Action | Status | Progress | Due Date | Note | Owner |
|-----------------------------------------------------------------------------------|----------------|----------|----------|-----------------------------------------------------------------------------------------------------------------------------------------------|-------|
| | | | | sounding, setting specific targets for social benefits in tendering opportunities and following up with suppliers on social benefits offered. | |
|  | 4. Our Council | | | | |

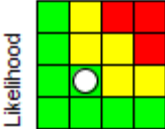
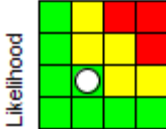


| | |
|-----------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|
|  | Objective 10. Our workforce is resilient and skilled where digital technology supports service delivery for our residents |
|-----------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|

| Action | Status | Progress | Due Date | Note | Owner |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|----------------------------|-------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| Develop and implement wellbeing, employee engagement, equality and training plans to enable capabilities, improved resilience and promotion of a diverse workforce. |  | <div><div>100%</div></div> | 31-Mar-2023 | This action has been successfully completed. We continue to utilise the Console to support better use of data to inform decisions. Weekly meetings are in place to update, consider and action opportunities and concerns. We continue to support and utilise the Employee Wellbeing Strategy, hold regular Be-the-best Conversations with officers and support working flexibly including part time and condensed hours. | Annabel Travers |
| Develop and implement employee life cycle plans in line with the People First Strategy to attract and retain the workforce. |  | <div><div>100%</div></div> | 31-Mar-2023 | This action has been successfully completed. The CPU's flexible approach means that cross skilling continues to be developed. We undertake periodic reviews of roles and profiles in line with service improvements to reflect changes in service. | Annabel Travers |
| Implement service review process including role design, use of new technology and new ways of working to add resilience, address gaps, and establish opportunities for efficiencies |  | <div><div>100%</div></div> | 31-Mar-2023 | This action has been successfully completed. Periodic reviews of roles and profiles in line with service improvements highlight efficiency's. | Annabel Travers |
| Develop and implement training plans and development opportunities to improve capabilities and resilience within the workforce. |  | <div><div>100%</div></div> | 31-Mar-2023 | This action has been successfully completed. We continue to develop leadership skills in line with the Be-the-best Conversations. | Annabel Travers |

| Action | Status | Progress | Due Date | Note | Owner |
|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|----------|----------|------|-------|
|  | Objective 11. Our Council is adaptable and focused on delivering best value for our residents | | | | |

| Performance Indicator | 2021/22 | 2022/23 | | | | | | Owner |
|---------------------------------------------------------------------------------------------------------------------------|-------------|-------------------------------------------------------------------------------------|-------------|-------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| | Value | Status | Value | Target | Short Trend | Long Trend | Note | |
| % of Contract & Supplier Management scorecards delivered where the Supplier at a minimum, meets the Cost expectations. | 85% |  | 97.1% | 95% |  |  | Target exceeded. | Annabel Travers |
| % of Contract & Supplier Management scorecards delivered where the Supplier at a minimum, meets the quality expectations | 96.9% |  | 97.1% | 95% |  |  | Target exceeded. | Annabel Travers |
| % of Contract & Supplier Management scorecards delivered where the Supplier at a minimum, meets the Service expectations. | 90% |  | 97.1% | 95% |  |  | Target exceeded. | Annabel Travers |
| % of C&SM scorecards submitted against the total number due | 68% |  | 85% | 85% |  |  | Target met. | Annabel Travers |
| Annual Cash Savings target achieved | £732,235.06 |  | £539,927.18 | £400,000.00 |  |  | Target exceeded. | Annabel Travers |
| % of Contract award notices published within 30 calendar days from award letter being sent | 51.2% |  | 67% | 100% |  |  | Target not achieved although performance has improved from previous year. This is partly due to Corporate Procurement Unit requiring to focus on other priorities. We will continue to work to prioritise and improve performance. | Annabel Travers |

| Action | Status | Progress | Due Date | Note | Owner |
|-----------------------------------------------------------------------|-----------------------------------------------------------------------------------|----------------------------|-------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| Implement the Fit for Future Action Plan for Procurement– P2P Phase 1 |  | <div><div>57%</div></div> | 31-Mar-2023 | This action has not progressed to completion as planned due to other priorities. The implementation plan for the Purchase to Pay (P2P) policy will be progressed and completed early in 2023/24. | Annabel Travers |
| Deliver procurement savings and benefits |  | <div><div>100%</div></div> | 31-Mar-2023 | This action has been successfully completed. We analysed historic spend, worked with partners to follow set processes, prepared and instigated market research, maximised savings and cost avoidance measures, rationalised contracts / suppliers / requirements to achieved £539,927 in savings and rebates. | Annabel Travers |
| Refresh the Contract and Supply Management Policy |  | <div><div>100%</div></div> | 31-Mar-2023 | This action has been successfully completed. The renewed Contract and Supplier Management Policy was implemented from 1 March 2023. | Annabel Travers |

| Risk | Description | Current Assessment | Target Assessment | Date Reviewed | Note | Owner |
|----------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|---------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| Failure to secure best value of procurement spend and ensure compliance with financial regulations | Improved procurement management process, contract strategies, planning, monitoring and reporting in collaboration with services will continue to mitigate against non-compliant procurement spend |  |  | 31-Mar-2023 | <p>There are a number of actions and strategies in place to ensure and monitor best value of procurement spend and compliance.</p> <p>No change to risk matrix.</p> | Annabel Travers |
| Failure to continue to achieve increased savings from procurement activity | As second or third generation revenue contracts seldom deliver the same cost savings as first generation, the contract strategies need to focus on governance, operating models, total cost of ownership, service quality and innovation |  |  | 31-Mar-2023 | <p>There are a number of actions underway to increase savings from procurement spend including performance indicators to monitor progress.</p> <p>No change to risk matrix.</p> | Annabel Travers |

Annex A: Summary of Regulated Procurements

| 1) Organisation and Report Details | |
|---------------------------------------------------------------------------------------------------------------|------------------------------|
| a) Contracting Authority Name | West Dunbartonshire Council |
| b) Period of the annual procurement report | 1 April 2022 – 31 March 2023 |
| c) Required by s18 Procurement Reform (Scotland) Act 2014 to prepare an annual procurement report? | Yes |
| 2. Summary of Regulated Procurements Completed 1 April 2021 – 31 March 2022 | |
| a) Total number of regulated contracts awarded within the report period | 124 |
| b) Total value of regulated contracts awarded within the report period | £56,144,617 |
| c) Total number of unique suppliers awarded a place on a regulated contract awarded during the period | 114 |
| i) how many of these unique suppliers are SMEs | 77 |
| ii) how many of these unique suppliers how many are Third sector bodies | 12 |
| 3. Review of Regulated Procurements Compliance | |
| a) Number of regulated contracts awarded within the period that complied with your Procurement Strategy | 124 |
| b) Number of regulated contracts awarded within the period that did not comply with your Procurement Strategy | 0 |

4. Community Benefit Requirements Summary

| | |
|-----------------------------------------------------------------------------------------------------------------------------------|---------------------------|
| a) Total number of regulated contracts awarded with a value of £4 million or greater | Not measured in with way* |
| b) Total number of regulated contracts awarded with a value of £4 million or greater that contain Community Benefit Requirements | Not measured in with way* |
| c) Total number of regulated contracts awarded with a value of less than £4 million that contain a Community Benefit Requirements | Not measured in with way* |

Key Contract Information on community benefit requirements imposed as part of a regulated procurement that were fulfilled during the period:

| | |
|--------------------------------------------------------------------------|---------------------------|
| d) Number of Jobs Filled by Priority Groups | Not measured in this way* |
| e) Number of Apprenticeships Filled by Priority Groups | Not measured in this way* |
| f) Number of Work Placements for Priority Groups | Not measured in this way* |
| g) Number of Qualifications Achieved Through Training by Priority Groups | Not measured in this way* |
| h) Total Value of contracts sub-contracted to SMEs | Not measured in this way* |
| i) Total Value of contracts sub-contracted to Social Enterprises | Not measured |
| j) Total Value of contracts sub-contracted to Supported Businesses | Not measured |
| k) Other community benefit(s) fulfilled | Not measured in this way* |

* The Council have implemented a more simple measure of local social benefits that supports the aims of the Council's Strategic Plan

| 5. Fair Work and the real Living Wage | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| a) Number of regulated contracts awarded during the period that included a Fair Work criterion | 103 |
| b) Number of unique suppliers who have committed to pay the real Living Wage in the delivery of a regulated contract awarded during the period | At least 72 |
| c) Number of unique suppliers who are accredited Living Wage employers and were awarded a regulated contract awarded during the period | 28 |
| d) Number of unique suppliers who have signed up to the Scottish Business Pledge and were awarded a regulated contract awarded during the period | 9 |
| 6. Payment Performance | |
| a) Number of valid invoices received during the reporting period | 79,107 |
| b) Percentage of invoices paid on time during the period (“On time” means within the time period set out in the contract terms) | 88.77% |
| c) Number of regulated contracts awarded during the period containing a contract term requiring the prompt payment of invoices in public contract supply chains | Not measured |
| d) Number of concerns raised by sub-contractors about the timely payment of invoices within the supply chain of public contracts | Not measured |
| 7. Supported Businesses Summary | |
| a) Total number of regulated contracts awarded to supported businesses during the period | 0 |
| b) Total spend with supported businesses during the period, including: | £382,502 |

| 7. Supported Businesses Summary – continued | |
|-------------------------------------------------------------------------------------------------|------------------------------------------|
| i) spend within the reporting year on regulated contracts | Not measured |
| ii) spend within the reporting year on non-regulated contracts | Not measured |
| 8. Spend and Savings Summary | |
| a) Total procurement spend for the period covered by the annual procurement report | £144,636,931 (all spend) |
| b) Total procurement spend with SMEs during the period covered by the annual procurement report | Minimum of £99,621,043 (all spend) |
| c) Total procurement spend with Third sector bodies during the period covered by the report | Minimum of £21,253,425 (all spend) |
| d) Percentage of total procurement spend through collaborative contracts | £ 82,361,451 (all spend) |
| e) Total targeted cash savings for the period covered by the annual procurement report | £400,000 |
| i) targeted cash savings for Cat A contracts | Not measured |
| ii) targeted cash savings for Cat B contracts | Not measured |
| iii) targeted cash savings for Cat C contracts | Not measured |
| f) Total delivered cash savings for the period covered by the annual procurement report | £732,235 |
| i) delivered cash savings for Cat A contracts | Not measured |
| ii) delivered cash savings for Cat B contracts | Not measured |

8. Spend and Savings Summary – continued

| | |
|-------------------------------------------------|--------------|
| iii) delivered cash savings for Cat C contracts | Not measured |
| g) Total non-cash savings value | Not measured |

9. Future Regulated Procurements 1 April 2023 – 31 March 2025

| | |
|---------------------------------------------------------------------------------------------------------|----------------------------------------------------------------|
| a) Total number of regulated procurements expected to commence in the next two financial years | 104 (including 24 regulated contracts already placed) |
| b) Total estimated value of regulated procurements expected to commence in the next two financial years | £198,737,082 (including £12,393,183 of regulated contracts) |

Annex B: Regulated Procurements

| Procurement Title | Appointed Supplier | Estimated Total Value | Award Date | Start Date | End Date (excluding extensions) |
|-------------------------------------------------------------------------|--------------------------------------------|-----------------------|-------------|------------|---------------------------------|
| Payment Processing Solutions | AllPay Limited | £106,667 | 04/03/2021* | 01/04/2022 | 01/04/2024 |
| Payment Processing Services | AllPay Limited | £160,000 | 26/11/2021* | 01/04/2022 | 01/04/2025 |
| Domestic Furniture and Furnishing | The Furnishing Service | £314,644 | 01/02/2022* | 01/04/2022 | 31/03/2023 |
| Insurance Services for Right to Buy Block Buildings administered by WDC | Protector Insurance | £2,179,176 | 09/03/2022* | 01/04/2022 | 31/03/2025 |
| Provision of Vehicle and Plant Hire | ACL Hire | £312,105 | 01/04/2022 | 01/04/2022 | 31/03/2023 |
| Supply and Delivery of Heavy Vehicles | Aebi Schmidt UK Limited | £120,608 | 01/04/2022 | 01/04/2022 | 31/03/2023 |
| Provision of Outdoor Play and Sports Facilities | Allsports Construction and Maintenance Ltd | £102,374 | 01/04/2022 | 01/04/2022 | 31/03/2023 |
| Supply and Delivery of Personnel Protective Equipment | Arco Limited | £69,502 | 01/04/2022 | 01/04/2022 | 31/03/2023 |
| Supply and Delivery of Trade Materials | Arco Limited | £69,502 | 01/04/2022 | 01/04/2022 | 31/03/2023 |
| Provision of Vehicle and Plant Hire | Arnold Clark | £212,606 | 01/04/2022 | 01/04/2022 | 31/03/2023 |

| Procurement Title | Appointed Supplier | Estimated Total Value | Award Date | Start Date | End Date (excluding extensions) |
|------------------------------------------------------------------------------------|-------------------------------------|-----------------------|------------|------------|---------------------------------|
| Provision of Agency Workers | ASA Recruitment | £90,965 | 01/04/2022 | 01/04/2022 | 31/03/2023 |
| Supply and Delivery of Library Books and Textbooks | Askews & Holts Library Services Ltd | £115,919 | 01/04/2022 | 01/04/2022 | 31/03/2023 |
| Provision of Engineering and Technical Consultancy Services | Atkins Limited | £87,184 | 01/04/2022 | 01/04/2022 | 31/03/2023 |
| Provision of Repairs Due to Vandalism to a PPP School | BAM FM Ltd | £90,315 | 01/04/2022 | 01/04/2022 | 31/03/2023 |
| Provision of Fostering and Continuing Care Services | Barnardo's | £305,058 | 01/04/2022 | 01/04/2022 | 31/03/2023 |
| Provision of Agency Workers | Brightwork Ltd | £102,182 | 01/04/2022 | 01/04/2022 | 31/03/2023 |
| Provision of a NCHC for 24Hour Residential Nursing Care within a Care Home Setting | Care First Health Care Limited | £190,792 | 01/04/2022 | 01/04/2022 | 31/03/2023 |
| Provision of Social Care Agency Workers | Care Response 24/7 Ltd | £175,059 | 01/04/2022 | 01/04/2022 | 31/03/2023 |
| Provision of Childrens Residential Care and Education Including Short Breaks | Carevisions | £271,722 | 01/04/2022 | 01/04/2022 | 31/03/2023 |
| Provision of Fostering and Continuing Care Services | Carevisions | £302,858 | 01/04/2022 | 01/04/2022 | 31/03/2023 |

| Procurement Title | Appointed Supplier | Estimated Total Value | Award Date | Start Date | End Date (excluding extensions) |
|-----------------------------------------------------------------------------------------|---------------------------------|-----------------------|------------|------------|---------------------------------|
| Provision of Support and Advocacy for Women Experiencing Domestic Abuse | Clydebank Womens Aid | £334,000 | 01/04/2022 | 01/04/2022 | 31/03/2024 |
| Supply of Education and Office Furniture | Community Products (UK) Ltd | £95,692 | 01/04/2022 | 01/04/2022 | 31/03/2023 |
| Provision of Aids and Adaptations | Cordia (Services) LLP | £810,652 | 01/04/2022 | 01/04/2022 | 31/03/2023 |
| Supply of Fresh Bread, Rolls & Bakery Products | D McGhee & Sons | £64,382 | 01/04/2022 | 01/04/2022 | 31/03/2023 |
| Supply and Delivery of Vehicle Parts | Dingbro Limited | £71,730 | 01/04/2022 | 01/04/2022 | 31/03/2023 |
| Provision of Support and Advocacy for Women Experiencing Domestic Abuse | Dumbarton District Women's Aid | £334,000 | 01/04/2022 | 01/04/2022 | 31/03/2024 |
| Provision of Childrens Residential Care and Education Including Short Break | East Park | £281,224 | 01/04/2022 | 01/04/2022 | 31/03/2023 |
| Provision of a NCHC for 24Hour Residential Nursing Care within a Care Home Setting | Edinbarnet Nursing Home | £1,084,706 | 01/04/2022 | 01/04/2022 | 31/03/2023 |
| Provision of Care Homes for Adults with Learning Disabilities Including Autism Services | Embrace All Limited Collections | £398,976 | 01/04/2022 | 01/04/2022 | 31/03/2023 |

| Procurement Title | Appointed Supplier | Estimated Total Value | Award Date | Start Date | End Date (excluding extensions) |
|------------------------------------------------------------------------------------|-----------------------------------|-----------------------|------------|------------|---------------------------------|
| Provision of Asbestos Related Works and Services | Enviraz Surveys Ltd | £56,318 | 01/04/2022 | 01/04/2022 | 31/03/2023 |
| Provision of a NCHC for 24Hour Residential Nursing Care within a Care Home Setting | Erskine | £734,192 | 01/04/2022 | 01/04/2022 | 31/03/2023 |
| Provision of Asbestos Related Works and Services | ESG Asbestos Limited | £53,146 | 01/04/2022 | 01/04/2022 | 31/03/2023 |
| Supply and Delivery of Heavy Vehicles | Farid Hillend Engineering Limited | £85,149 | 01/04/2022 | 01/04/2022 | 31/03/2023 |
| Provision of a NCHC for 24Hour Residential Nursing Care within a Care Home Setting | Florence House | £186,774 | 01/04/2022 | 01/04/2022 | 31/03/2023 |
| Provision of Fostering and Continuing Care Services | Foster Care Assoc. Scotland Ltd | £296,176 | 01/04/2022 | 01/04/2022 | 31/03/2023 |
| Provision of Fostering and Continuing Care Services | Foster Care Connect Ltd | £106,812 | 01/04/2022 | 01/04/2022 | 31/03/2023 |
| Provision of Fostering and Continuing Care Service | Fostering Relations Limited | £155,176 | 01/04/2022 | 01/04/2022 | 31/03/2023 |
| Provision of Fostering and Continuing Care Services | Fosterplus (Fostercare) Ltd | £736,073 | 01/04/2022 | 01/04/2022 | 31/03/2023 |
| Provision of Childrens Residential Care and Education Including Short Breaks | Harmony Education Trust Ltd | £458,172 | 01/04/2022 | 01/04/2022 | 31/03/2023 |

| Procurement Title | Appointed Supplier | Estimated Total Value | Award Date | Start Date | End Date (excluding extensions) |
|------------------------------------------------------------------------------------|--------------------------------------------|-----------------------|------------|------------|---------------------------------|
| Supply of Desktop Client Devices | HP Inc. UK Limited | £60,248 | 01/04/2022 | 01/04/2022 | 31/03/2023 |
| Supply of Mobile Client Devices | HP Inc. UK Limited | £92,779 | 01/04/2022 | 01/04/2022 | 31/03/2023 |
| Provision of a NCHC for 24Hour Residential Nursing Care within a Care Home Setting | I & S Scotcare Limited | £157,033 | 01/04/2022 | 01/04/2022 | 31/03/2023 |
| Provision of Design and Development of a Cemetery and Allotments | Ironside Farrar Limited | £68,492 | 01/04/2022 | 01/04/2022 | 31/03/2023 |
| Provision of Street Lighting Materials | James M Anderson & Son | £208,229 | 01/04/2022 | 01/04/2022 | 31/03/2023 |
| Provision of Childrens Residential Care and Education Including Short Break | Kibble Education and Care Centre | £665,720 | 01/04/2022 | 01/04/2022 | 31/03/2023 |
| Provision of Managed Print | Konica Minolta Business Solutions (UK) Ltd | £149,825 | 01/04/2022 | 01/04/2022 | 31/03/2023 |
| Provision of a NCHC for 24Hour Residential Nursing Care within a Care Home Setting | Littleinch Limited | £99,390 | 01/04/2022 | 01/04/2022 | 31/03/2023 |
| Supply of General Stationery and Office Paper | Lyreco UK Limited | £272,382 | 01/04/2022 | 01/04/2022 | 31/03/2023 |

| Procurement Title | Appointed Supplier | Estimated Total Value | Award Date | Start Date | End Date (excluding extensions) |
|------------------------------------------------------------------------------------|----------------------------------------------------|-----------------------|------------|------------|---------------------------------|
| Provision of Vehicle And Plant Hire | Malcolm Construction Services | £151,594 | 01/04/2022 | 01/04/2022 | 31/03/2023 |
| Provision of a Mentoring Programme | MCR Pathways | £110,000 | 01/04/2022 | 01/04/2022 | 31/03/2023 |
| Provision of a NCHC for 24Hour Residential Nursing Care within a Care Home Setting | Meallmore Ltd | £589,984 | 01/04/2022 | 01/04/2022 | 31/03/2023 |
| Provision of Repairs to Domestic Properties | Mitie Property Services (K) Ltd | £123,609 | 01/04/2022 | 01/04/2022 | 31/03/2023 |
| Provision of Storage Containers and Site Accommodation | Mobile Mini Uk Ltd | £60,460 | 01/04/2022 | 01/04/2022 | 31/03/2023 |
| Provision of Childrens Residential Care and Education Including Short Breaks | Moore House Care & Education | £237,330 | 01/04/2022 | 01/04/2022 | 31/03/2023 |
| Provision of Agency Works | Morgan Hunt UK Limited | £169,416 | 01/04/2022 | 01/04/2022 | 31/03/2023 |
| Provision of a NCHC for 24Hour Residential Nursing Care within a Care Home Setting | Morrison Community Care (Duntocher) Propco Limited | £793,535 | 01/04/2022 | 01/04/2022 | 31/03/2023 |

| Procurement Title | Appointed Supplier | Estimated Total Value | Award Date | Start Date | End Date (excluding extensions) |
|-------------------------------------------------------------------------------|-------------------------------------------------------------|-----------------------|------------|------------|---------------------------------|
| Supply and Delivery of Milk | Muller UK & Ireland Group LLP T/A Muller Milk & Ingredients | £188,110 | 01/04/2022 | 01/04/2022 | 31/03/2023 |
| Provision of Social Care Agency Workers | Newcross Healthcare | £426,449 | 01/04/2022 | 01/04/2022 | 31/03/2023 |
| Provision of an Intruder Security System for Buildings About to be Demolished | PID Systems Ltd | £63,653 | 01/04/2022 | 01/04/2022 | 31/03/2023 |
| Supply of Paint & Paint Sundries | PPG Architectural Coatings UK Limited | £81,562 | 01/04/2022 | 01/04/2022 | 31/03/2023 |
| Provision of Social Care Agency Workers | Randstad Care Limited | £486,235 | 01/04/2022 | 01/04/2022 | 31/03/2023 |
| Provision of Social Care Agency Worker | Reed Employment Plc | £59,329 | 01/04/2022 | 01/04/2022 | 31/03/2023 |
| Supply of Grounds Maintenance Products | Rigby Taylor Limited | £61,908 | 01/04/2022 | 01/04/2022 | 31/03/2023 |
| Supply and Delivery of Heavy Vehicles | Riverside Truck Rental Ltd | £80,423 | 01/04/2022 | 01/04/2022 | 31/03/2023 |
| Provision of Vehicle And Plant Hire | Riverside Truck Rental Ltd | £80,423 | 01/04/2022 | 01/04/2022 | 31/03/2023 |
| Provision of Care and Support Services | Scottish Nursing Guild | £124,000 | 01/04/2022 | 01/04/2022 | 31/03/2023 |

| Procurement Title | Appointed Supplier | Estimated Total Value | Award Date | Start Date | End Date (excluding extensions) |
|------------------------------------------------------------------------------------|-----------------------------------|-----------------------|------------|------------|---------------------------------|
| Provision of Social Care Agency Workers | Search Consultancy Ltd | £148,477 | 01/04/2022 | 01/04/2022 | 31/03/2023 |
| Provision of Content for Project Based Learning | Single Steps Learning Limited | £83,600 | 01/04/2022 | 01/04/2022 | 31/03/2023 |
| Supply of Trade Materials | Stax Trade Centres Plc | £182,815 | 01/04/2022 | 01/04/2022 | 31/03/2023 |
| Supply of Recycle And Refuse Containers | Storm Environmental Limited | £56,064 | 01/04/2022 | 01/04/2022 | 31/03/2023 |
| Provision of a NCHC for 24Hour Residential Nursing Care within a Care Home Setting | Strathleven Care Services | £428,215 | 01/04/2022 | 01/04/2022 | 31/03/2023 |
| Provision of Sport to Support Young People into Employment | Street League | £66,760 | 01/04/2022 | 01/04/2022 | 31/03/2023 |
| Provision of Fostering and Continuing Care Services | Swiis Foster Care Scotland Ltd | £78,955 | 01/04/2022 | 01/04/2022 | 31/03/2023 |
| Provision of Fostering and Continuing Care Services | The Adolescent & Children's Trust | £61,669 | 01/04/2022 | 01/04/2022 | 31/03/2023 |
| Supply of Education Materials | The Consortium | £56,623 | 01/04/2022 | 01/04/2022 | 31/03/2023 |
| Provision of a NCHC for 24Hour Residential Nursing Care within a Care Home Setting | The Mungo Foundation | £319,046 | 01/04/2022 | 01/04/2022 | 31/03/2023 |

| Procurement Title | Appointed Supplier | Estimated Total Value | Award Date | Start Date | End Date (excluding extensions) |
|-----------------------------------------------------------------------------------|------------------------|-----------------------|------------|------------|---------------------------------|
| Bitumen and Associated Products | Viatec UK Ltd | £121,020 | 01/04/2022 | 01/04/2022 | 31/03/2023 |
| Postal Goods, Services and Solutions | Whistl UK Ltd | £109,184 | 01/04/2022 | 01/04/2022 | 31/03/2023 |
| Provision of Childrens Residential Care and Education Including Short Breaks | Young Foundations Ltd | £409,109 | 01/04/2022 | 01/04/2022 | 31/03/2023 |
| Supply of Education Materials | YPO | £77,388 | 01/04/2022 | 01/04/2022 | 31/03/2023 |
| Provision of Emergency Placement for 24hr Residential | Crossreach | £568,000 | 04/04/2022 | 04/04/2022 | 03/04/2026 |
| Emergency Care Package to Enable Client Discharge from Hospital | Scottish Nursing Guild | £124,000 | 27/04/2022 | 27/04/2022 | 22/06/2022 |
| Provision of 24Hour Residential / Nursing Care Within a Care Home Setting | Lancefield Care Home | £149,656 | 27/07/2022 | 09/05/2022 | 08/05/2026 |
| Appointment of a Delivery Agent for Elements of the Exxon Site Development | Stantec UK Ltd | £1,000,000 | 06/06/2022 | 06/06/2022 | 05/06/2027 |
| Provision of 24Hour Residential / Nursing Care Within a Care Home Setting | Helensburgh Care Home | £64,199 | 27/07/2022 | 07/06/2022 | 06/06/2026 |
| Emergency Provision of 24Hr Residential / Nursing Care Within a Care Home Setting | Ashlea Court Care Home | £64,199 | 27/06/2022 | 27/06/2022 | 26/06/2026 |

| Procurement Title | Appointed Supplier | Estimated Total Value | Award Date | Start Date | End Date (excluding extensions) |
|------------------------------------------------------------------------------------|-----------------------------------|-----------------------|------------|------------|---------------------------------|
| Renewal of Citrix NetScaler Licenses | Boxxe Limited | £199,025 | 17/06/2022 | 01/07/2022 | 30/06/2023 |
| Microsoft Licenses for Education IT Estate | Insight Direct (UK) Ltd | £62,814 | 17/06/2022 | 01/07/2022 | 30/06/2023 |
| Supply & Delivery of Coated and Uncoated Roadstone | Hillhouse Quarry | £791,610 | 01/07/2022 | 01/07/2022 | 31/03/2023 |
| Provision of NCHC 24Hour Residential / Nursing Care within a Care Home Setting | NHS Scotland | £177,091 | 14/07/2022 | 14/07/2022 | 14/07/2026 |
| Provision of Non-NCHC 24Hour Residential / Nursing Care within a Care Home Setting | NHS Scotland | £156,000 | 14/07/2022 | 14/07/2022 | 14/07/2026 |
| Provision of Corporate Taxi Services | Alexandria & Dumbarton T.O.A. Ltd | £356,136 | 29/07/2022 | 29/07/2022 | 28/07/2023 |
| Provision of Corporate Taxi Services | Clydebank T.O.A.R.S Ltd | £373,639 | 29/07/2022 | 29/07/2022 | 28/07/2023 |
| Provision of Corporate Taxi Services | Ok Taxi Group | £106,780 | 29/07/2022 | 29/07/2022 | 28/07/2023 |
| Provision of Corporate Taxi Services | The Wright Taxi's | £204,863 | 29/07/2022 | 29/07/2022 | 28/07/2023 |
| Provision of Corporate Taxi Services | Titan Taxis Limited | £95,494 | 29/07/2022 | 29/07/2022 | 28/07/2023 |

| Procurement Title | Appointed Supplier | Estimated Total Value | Award Date | Start Date | End Date (excluding extensions) |
|----------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|-----------------------|------------|------------|---------------------------------|
| Provision of Insurance Services (including Claims Handling) for West Dunbartonshire Council (WDC) & West Dunbartonshire Leisure Trust (WDLT) | Arthur J Gallagher | £228,668 | 01/07/2022 | 01/08/2022 | 31/07/2025 |
| Provision of Insurance Services (including Claims Handling) for West Dunbartonshire Council (WDC) & West Dunbartonshire Leisure Trust (WDLT) | Arthur J Gallagher | £3,320,613 | 04/07/2022 | 01/08/2022 | 31/07/2025 |
| Specialist Roofing | Faskin Group Ltd | £80,000 | 24/07/2022 | 01/08/2022 | 01/01/2023 |
| Subcontractors - External Building Fabrics | Ailsa Building Contractors Ltd | £6,000,000 | 05/08/2022 | 08/08/2022 | 08/08/2024 |
| Subcontractors - Scaffolding | Clyde Scaffolding Limited | £1,150,000 | 05/08/2022 | 08/08/2022 | 08/08/2024 |
| Subcontractors - Landscaping | CPR Paving Ltd | £1,593,150 | 05/08/2022 | 08/08/2022 | 08/08/2024 |
| Subcontractors - Plumbing | John Doherty and Co Ltd | £150,000 | 05/08/2022 | 08/08/2022 | 08/08/2024 |
| Subcontractors - Small Jobs | MP Group UK Limited | £650,000 | 05/08/2022 | 08/08/2022 | 08/08/2024 |
| Measured Term Contract for UPVC Windows & Doors | Sidey Solutions Ltd | £3,260,258 | 08/08/2022 | 08/08/2022 | 08/08/2024 |

| Procurement Title | Appointed Supplier | Estimated Total Value | Award Date | Start Date | End Date (excluding extensions) |
|-------------------------------------------------------------------------------------|-----------------------------|-----------------------|------------|------------|---------------------------------|
| Specialist Roofing - Flat Roofing and Metal Roofing | Hugh LS McConnell Limited | £2,000,000 | 01/08/2022 | 09/08/2022 | 08/08/2024 |
| Subcontractors - Asbestos Surveys | Environtec Limited | £192,000 | 09/08/2022 | 09/08/2022 | 07/08/2024 |
| Provision of 24Hour Residential / Nursing Care within a Care Home Setting - P163224 | Burlington Care Home | £173,077 | 18/08/2022 | 18/08/2022 | 18/08/2026 |
| Server Maintenance Renewal | Park Place Technologies Ltd | £58,183 | 05/08/2022 | 03/09/2022 | 02/09/2023 |
| Subcontractors - Laundry Equipment | Washco Ltd | £56,377 | 03/10/2022 | 03/10/2022 | 02/10/2024 |
| Provision of Childrens Residential Care Placements | Curo Salus | £3,405,600 | 10/10/2022 | 10/10/2022 | 09/10/2025 |
| Provision of NCHC 24Hour Residential / Nursing Care within a Care Home Setting | NHS Scotland | £173,077 | 18/10/2022 | 18/10/2022 | 18/10/2026 |
| Provision of NCHC 24Hour Residential / Nursing Care within a Care Home Setting | NHS Scotland | £173,077 | 25/10/2022 | 25/10/2022 | 26/10/2026 |
| Microsoft 365 Backup Solution | PMD Magnetix | £129,384 | 28/10/2022 | 14/11/2022 | 13/11/2024 |
| Provision of a Microsoft Enterprise Agreement - Corporate 365 Licencing | Phoenix Software Ltd | £2,011,308 | 21/11/2022 | 01/01/2023 | 31/12/2025 |

| Procurement Title | Appointed Supplier | Estimated Total Value | Award Date | Start Date | End Date (excluding extensions) |
|----------------------------------------------------------------------------------|--------------------------------------------------------------|-----------------------|------------|------------|---------------------------------|
| Provision of Replacement of a Wireless Access Point | Capita Business Services Ltd | £475,000 | 27/01/2023 | 27/01/2023 | 26/01/2024 |
| Provision of NCHC 24Hour Residential / Nursing Care within a Care Home Setting | Keane Premier Healthcare Glasgow Ltd Greyfriars Care Home | £173,077 | 27/03/2023 | 07/02/2023 | 06/02/2027 |
| Provision of Infrastructure Work Within West Dunbartonshire | Luddon Construction Ltd | £2,000,000 | 08/02/2023 | 13/02/2023 | 12/08/2023 |
| Purchase of 3 x Tractors | J & S Montgomery Ltd | £121,109 | 09/02/2023 | 20/02/2023 | 31/05/2027 |
| Treatment of Organic Waste | Levenseat Ltd | £423,405 | 03/03/2023 | 01/03/2023 | 28/02/2024 |
| Pre-Construction Services at the Former Bowling Site, Milton, Delivery Agreement | Balfour Beatty Civil Engineering Limited | £2,129,871 | 17/03/2023 | 17/03/2023 | 17/03/2024 |
| Provision of Cooked Meat | Brake Bros Foodservice Ltd | £554,357 | 02/03/2023 | 31/03/2023 | 30/03/2027 |
| Provision of Fresh Fish | Campbell Brothers Ltd | £831,535 | 02/03/2023 | 31/03/2023 | 31/03/2027 |
| Provision of Fresh Meats | McLays Ltd | £554,357 | 02/03/2023 | 31/03/2023 | 30/03/2027 |

* Indicates an award date than was before 1 April 2022

Annex C: Non-Compliant Regulated Spend

| Procurement Title | Estimated Annual Spend | Actions |
|------------------------------------------------------------------------------------------------------|------------------------|--------------------------------------------------------|
| Adult Community Services | £381,247 | Engaging with Services on the procurement process |
| Adult Community Services / Adult Residential Services | £65,899 | Engaging with Services on the procurement process |
| Adult Community Services / Adult Residential Services / Care at Home Services | £6,866,518 | Engaging with Services on the procurement process |
| Adult Community Services / Adult Residential Services / Childrens Residential and Education Services | £55,643 | Engaging with Services on the procurement process |
| Adult Residential Services | £3,222,908 | Engaging with Services on the procurement process |
| Adult Residential Services / Care at Home Services | £858,832 | Engaging with Services on the procurement process |
| Adult Residential Services / Childrens Residential and Education Services | £2,333,087 | Engaging with Services on the procurement process |
| Agricultural Clearance Services | £86,528 | Liaising with Services on compliant procurement routes |
| Business Skills, Early Years and Construction Foundation Apprenticeships Services | £144,884 | Liaising with Services on compliant procurement routes |
| Care at Home Services | £2,962,627 | Engaging with Services on the procurement process |
| CCTV Maintenance and Repairs Services | £99,822 | Liaising with Services on compliant procurement routes |

| Procurement Title | Estimated Annual Spend | Actions |
|--------------------------------------------------------------------------|------------------------|------------------------------------------------------------------------------|
| Childrens Residential and Education Services | £5,425,627 | Engaging with Services on the procurement process |
| Communication Solutions Services | £50,364 | Liaising with Services on compliant procurement routes |
| Electrical Installation and Satellite Telecommunications Services | £227,074 | Liaising with Services on compliant procurement routes |
| Fostering and Continuing Care Services | £1,156,074 | Engaging with Services on the procurement process |
| Hire of Construction and Civil Engineering Machinery and Equipment | £238,174 | No contract needed now |
| Information Technology Services | £58,801 | ICT liaising with service to finds solutions to discontinue this requirement |
| Inspection, Maintenance and Repair to Chimneys and Churches Services | £96,126.00 | No contract needed now |
| Integrated Housing Management System | £79,979 | Liaising with Services on compliant procurement routes to extension |
| Real Estate Agent | £60,500 | No contract needed now |
| Removal Services | £380,164 | Progressing with the procurement process |
| Roofing Services | £206,076 | Contract now in place |
| Supply of Furniture, Appliances, Crockery, Cutlery, Bedding, Towels, etc | £85,616 | Liaising with Services on compliant procurement routes |
| Supply of Paints and Other Associated Products | £143,002 | Liaising with Services on compliant procurement routes |

| Procurement Title | Estimated Annual Spend | Actions |
|--------------------------------------|------------------------|--------------------------------------------------------|
| Temporary Employment Agency Services | £1,442,295 | Liaising with Services on compliant procurement routes |
| Weed Control Services | £124,106 | Contract now in place |

* This table includes partial compliance spend

Annex D: Future Regulated Procurement

| Procurement Title | Estimated Total Value | New / Extended / Re-Let | Contract Notice Advertised | Estimated Award Date | Estimated Start Date |
|----------------------------------------------------------------------|-----------------------|-------------------------|---------------------------------------------------------|----------------------|----------------------|
| Provision of Geographic Information System (GIS) Software | £80,060 | New | Not required - contract utilising a framework agreement | 28/02/2023* | 01/04/2023 |
| Provision of a Community Based Alcohol Support Service | £612,510 | Re-Let | Not required - contract is below the Light Touch Regime | 02/03/2023* | 01/04/2023 |
| Provision of Support Service for Adults Affected by Substance Misuse | £552,949 | Re-Let | Not required - contract is below the Light Touch Regime | 10/03/2023* | 01/04/2023 |
| Provision of a Cycle to Work Scheme | £500,000 | Re-Let | Not required - contract utilising a framework agreement | 28/03/2023* | 01/04/2023 |
| Supply and Delivery of Bread, Rolls and Baked Goods | £180,512 | Re-Let | Not required - contract utilising a framework agreement | 30/03/2023* | 01/04/2023 |
| Supply of Fresh Fruit and Vegetables | £639,166 | Re-Let | Not required - contract utilising a framework agreement | 31/03/2023* | 01/04/2023 |
| Provision of Frozen Foods | £3,674,234 | Re-Let | Not required - contract utilising a framework agreement | 01/04/2023 | 01/04/2023 |
| Treatment and Disposal of Street Sweepings and Gully Waste | £102,000 | Re-Let | Not required - contract utilising a framework agreement | 19/04/2023 | 01/04/2023 |

| Procurement Title | Estimated Total Value | New / Extended / Re-Let | Contract Notice Advertised | Estimated Award Date | Estimated Start Date |
|------------------------------------------------------------------------------------------------|-----------------------|-------------------------|-------------------------------------------------------------------|----------------------|----------------------|
| Provision of NCHC 24Hour Residential / Nursing Care within a Care Home Setting - P150170 | £178,002 | New | Not required - contract utilising the National Care Home Contract | 07/04/2023 | 07/04/2023 |
| Connecting Dumbarton | £2,694,987 | New | Not required - contract utilising a framework agreement | 05/04/2023 | 17/04/2023 |
| Supply of Domestic Furniture and Furnishings | £1,321,761 | Re-Let | Not required - contract utilising a framework agreement | 24/04/2023 | 24/04/2023 |
| Provision of NCHC 24Hour Residential Nursing Care within a Care Home Setting - P3988 | £80,704 | New | Not required - contract utilising the National Care Home Contract | 19/06/2023 | 28/04/2023 |
| Provision of Weed Control On All Hard and Soft Landscaped Areas Throughout West Dunbartonshire | £238,160 | Re-Let | 02/03/2023 | 03/05/2023 | 03/05/2023 |
| Hire of Skips for West Dunbartonshire Council | £130,000 | Re-Let | 07/03/2023 | 08/05/2023 | 08/05/2023 |
| Provision of Dunbartonshire Argyll & Bute Valuation Joint Board Print and Mail Services | £170,000 | Re-Let | Not required - contract utilising a framework agreement | 15/05/2023 | 31/05/2023 |

| Procurement Title | Estimated Total Value | New / Extended / Re-Let | Contract Notice Advertised | Estimated Award Date | Estimated Start Date |
|------------------------------------------------------------------------------------------|-----------------------|-------------------------|-------------------------------------------------------------------|----------------------|----------------------|
| Construction of New 2G MUGA At Dalreoch Primary School & Lennox Primary School | £276,205 | New | Not required - contract utilising a framework agreement | 18/05/2023 | 19/06/2023 |
| Supply of Personal Protective Equipment | £244,969 | Re-Let | Not required - contract utilising a framework agreement | 23/06/2023 | 23/06/2023 |
| Provision of Microsoft Licenses for the Education IT Estate | £67,860 | Re-Let | Not required - contract utilising a framework agreement | 16/06/2023 | 01/07/2023 |
| Citrix Netscaler & XenApp Desktop Licenses Renewal | £96,550 | Re-Let | Not required - contract utilising a framework agreement | 24/08/2023 | 01/07/2023 |
| Professional Services for Willox Park | £77,920 | New | Not required - contract utilising a framework agreement | 27/07/2023 | 27/07/2023 |
| Project Management Services for Connecting Dunbarton | £77,057 | New | Not required - contract utilising a framework agreement | 17/08/2023 | 17/08/2023 |
| Provision of NCHC 24Hour Residential / Nursing Care within a Care Home Setting - P163224 | £173,077 | New | Not required - contract utilising the National Care Home Contract | 18/08/2023 | 18/08/2023 |
| Provision of Tile Hoist Hire | £160,000 | New | 16/05/2023 | 21/08/2023 | 21/08/2023 |

| Procurement Title | Estimated Total Value | New / Extended / Re-Let | Contract Notice Advertised | Estimated Award Date | Estimated Start Date |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-------------------------|---------------------------------------------------------|----------------------|----------------------|
| Provision of Fire Risk Assessments and Fire Engineering Reports for Multi Storey Flats | £64,500 | New | 31/03/2023 | 28/07/2023 | 11/09/2023 |
| Provision of Learning Disability Services – Supported Living Service | £465,273 | New | Not required - contract is below the Light Touch Regime | Qtr 3 - 2023/24 | Qtr 3 - 2023/24 |
| Provision of Detailed Design for Gruggies Burn Flood Alleviation Scheme | £1,000,000 | New | Not required - contract utilising a framework agreement | Qtr 3 - 2023/24 | Qtr 3 - 2023/24 |
| Purchase of Vans, Light Goods Vehicles and Heavy Goods Vehicles | £3,400,000 | New | Not required - contract utilising a framework agreement | Qtr 3 - 2023/24 | Qtr 3 - 2023/24 |
| Civil and Structural Engineers to Support the Lead Design Team and the Construction of New Housing at Bank Street, Alexandria and Bonhill Gap Sites | £90,000 | New | Not required - contract utilising a framework agreement | Qtr 3 - 2023/24 | Qtr 3 - 2023/24 |
| Mechanical and Electrical Engineerings to Support the Lead Design Team and the Construction of New Housing at Bank Street, Alexandria and Bonhill Gap Sites | TBC | New | Not required - contract utilising a framework agreement | Qtr 3 - 2023/24 | Qtr 3 - 2023/24 |

| Procurement Title | Estimated Total Value | New / Extended / Re-Let | Contract Notice Advertised | Estimated Award Date | Estimated Start Date |
|-------------------------------------------------------------------------|-----------------------|-------------------------|---------------------------------------------------------------|----------------------|----------------------|
| Provision of Merchant Card Acquiring Services | £328,000 | Re-Let | Not required - contract utilising a framework agreement | Qtr 3 - 2023/24 | Qtr 3 - 2023/24 |
| Provision of CallConfirm Live Support | £228,000 | Re-Let | Not required - contract utilising a framework agreement | Qtr 3 - 2023/24 | Qtr 3 - 2023/24 |
| Provision of Managed Wide Area Network Services - SWAN 2.0 | £1,836,000 | New | Not required - contract utilising a framework agreement | Qtr 3 - 2023/24 | Qtr 3 - 2023/24 |
| Supply of Milk and Associated Supplies | £196,280 | Re-Let | Not required - contract utilising a framework agreement | Qtr 3 - 2023/24 | Qtr 3 - 2023/24 |
| Collection and Disposal of Bulky Waste | £4,430,000 | Re-Let | Not required - contract utilising a dynamic purchasing system | Qtr 3 - 2023/24 | Qtr 3 - 2023/24 |
| Provision of Welfare Hire | £720,000 | New | 16/05/2023 | Qtr 3 - 2023/24 | Qtr 3 - 2023/24 |
| Provision of Small Plant Hire, Repair and Ancillary Supplies & Services | £720,000 | New | 16/05/2023 | Qtr 3 - 2023/24 | Qtr 3 - 2023/24 |
| Provision of Fuel Cards and Associated Services | £1,120,292 | Re-Let | Not required - contract utilising a framework agreement | Qtr 3 - 2023/24 | Qtr 3 - 2023/24 |

| Procurement Title | Estimated Total Value | New / Extended / Re-Let | Contract Notice Advertised | Estimated Award Date | Estimated Start Date |
|------------------------------------------------------------------------------------|-----------------------|-------------------------|---------------------------------------------------------|----------------------|----------------------|
| Design and Build of New Supported Housing at Mount Pleasant | £4,800,000 | New | Not required - contract utilising a framework agreement | Qtr 3 - 2023/24 | Qtr 3 - 2023/24 |
| Provision of Fresh Fish | £1,663,070 | Re-Let | Not required - contract utilising a framework agreement | Qtr 3 - 2023/24 | Qtr 3 - 2023/24 |
| Provision of Passivhaus Appraisal | £1,200,000 | New | To be determine | Qtr 3 - 2023/24 | Qtr 3 - 2023/24 |
| Design Development and Project Management Services for Artizan Redevelopment Works | £10,165,000 | New | Not required - contract utilising a framework agreement | Qtr 3 - 2023/24 | Qtr 3 - 2023/24 |
| Residual Waste Solution | £26,700,000 | New | To be determine | Qtr 3 - 2023/24 | Qtr 3 - 2023/24 |
| Provision of ICT Customer Relationship Management Solution | £70,314 | Re-Let | Not required - contract utilising a framework agreement | Qtr 3 - 2023/24 | Qtr 3 - 2023/24 |
| Supply of Electrical Materials | £426,391 | Re-Let | Not required - contract utilising a framework agreement | Qtr 4 - 2023/24 | Qtr 4 - 2023/24 |
| Supply of Building Materials | £185,117 | Re-Let | Not required - contract utilising a framework agreement | Qtr 4 - 2023/24 | Qtr 4 - 2023/24 |

| Procurement Title | Estimated Total Value | New / Extended / Re-Let | Contract Notice Advertised | Estimated Award Date | Estimated Start Date |
|-----------------------------------------|-----------------------|-------------------------|---------------------------------------------------------|----------------------|----------------------|
| Supply of Timber Materials | TBC | Re-Let | Not required - contract utilising a framework agreement | Qtr 4 - 2023/24 | Qtr 4 - 2023/24 |
| Supply of Plumbing Materials | £148,130 | Re-Let | Not required - contract utilising a framework agreement | Qtr 4 - 2023/24 | Qtr 4 - 2023/24 |
| Supply of Inonmongery Materials | £464,604 | Re-Let | Not required - contract utilising a framework agreement | Qtr 4 - 2023/24 | Qtr 4 - 2023/24 |
| Supply of Painting Materials | £145,122 | Re-Let | Not required - contract utilising a framework agreement | Qtr 4 - 2023/24 | Qtr 4 - 2023/24 |
| Supply of Kitchens Products | £428,750 | Re-Let | Not required - contract utilising a framework agreement | Qtr 4 - 2023/24 | Qtr 4 - 2023/24 |
| Supply of Glazing | £66,216 | Re-Let | To be determine | Qtr 4 - 2023/24 | Qtr 4 - 2023/24 |
| Supply of UPVC | £66,216 | Re-Let | To be determine | Qtr 4 - 2023/24 | Qtr 4 - 2023/24 |
| Supply of Cleaning Products | £119,675 | Re-Let | Not required - contract utilising a framework agreement | Qtr 4 - 2023/24 | Qtr 4 - 2023/24 |
| Supply of Personal Protective Equipment | £93,850 | Re-Let | Not required - contract utilising a framework agreement | Qtr 4 - 2023/24 | Qtr 4 - 2023/24 |

| Procurement Title | Estimated Total Value | New / Extended / Re-Let | Contract Notice Advertised | Estimated Award Date | Estimated Start Date |
|----------------------------------------------------------------------|-----------------------|-------------------------|---------------------------------------------------------|----------------------|----------------------|
| Supply of Recycle & Refuse Containers | £56,431 | Re-Let | Not required - contract utilising a framework agreement | Qtr 4 - 2023/24 | Qtr 4 - 2023/24 |
| Provision of Learning Disability Services – Supported Living Service | £829,199 | New | To be determine | Qtr 4 - 2023/24 | Qtr 4 - 2023/24 |
| Solar Panels for Clydebanks Leisure Centre | £61,000 | New | Not required - contract utilising a framework agreement | Qtr 4 - 2023/24 | Qtr 4 - 2023/24 |
| Provision of Multi Function Devices | £1,650,000 | Re-Let | Not required - contract utilising a framework agreement | Qtr 4 - 2023/24 | Qtr 4 - 2023/24 |
| Provision of Fire Engineering Consultancy Advice at Willox Park | £50,000 | New | To be determine | Qtr 4 - 2023/24 | Qtr 4 - 2023/24 |
| Provision of Removals, Deep Cleans and Needle Sweep Services | £620,533 | Re-Let | 04/08/2023 | Qtr 4 - 2023/24 | Qtr 4 - 2023/24 |
| Provision of Pupil Support for Mental Health and Wellbeing | £156,000 | New | To be determine | Qtr 4 - 2023/24 | Qtr 4 - 2023/24 |
| Maintenance of Fire, CCTV and Intruder Alarms Services | £808,000 | Re-Let | To be determine | Qtr 4 - 2023/24 | Qtr 4 - 2023/24 |

| Procurement Title | Estimated Total Value | New / Extended / Re-Let | Contract Notice Advertised | Estimated Award Date | Estimated Start Date |
|-----------------------------------------------------------------------------------------------------|-----------------------|-------------------------|---------------------------------------------------------|----------------------|----------------------|
| Rot Eradication and Associated Services in West Dunbartonshires Non / Domestic Properties | £1,250,000 | Re-Let | To be determine | Qtr 4 - 2023/24 | Qtr 4 - 2023/24 |
| Construction at the Former Bowling Site, Milton | £34,000,000 | New | Not required - contract utilising a framework agreement | Qtr 4 - 2023/24 | Qtr 4 - 2023/24 |
| Provision of an IHMS Upgrade | £250,000 | New | To be determine | Qtr 4 - 2023/24 | Qtr 4 - 2023/24 |
| Glencairn House Redevelopment & Major Refurbishment | £11,200,000 | New | 04/07/2023 | Qtr 4 - 2023/24 | Qtr 4 - 2023/24 |
| Provision of Occupational Health Services | £700,000 | Re-Let | To be determine | Qtr 4 - 2023/24 | Qtr 4 - 2023/24 |
| Supply of Fire Fighting Equipment | £120,000 | New | To be determine | Qtr 4 - 2023/24 | Qtr 4 - 2023/24 |
| Servicing and Maintenance of Mechanical Installations at West Dunbartonshire Non Housing Properties | £748,000 | Re-Let | To be determine | Qtr 4 - 2023/24 | Qtr 4 - 2023/24 |
| Supply and Fit of Environmental Sensors | £10,000,000 | New | 17/08/2023 | Qtr 4 - 2023/24 | Qtr 4 - 2023/24 |

| Procurement Title | Estimated Total Value | New / Extended / Re-Let | Contract Notice Advertised | Estimated Award Date | Estimated Start Date |
|-----------------------------------------------------------------------------------------------------------------------|-----------------------|-------------------------|---------------------------------------------------------|----------------------|----------------------|
| Provision Multidisciplinary Design Team for the Design and Build of New Housing at the Former Clydebank Health Centre | £400,000 | New | To be determine | Qtr 4 - 2023/24 | Qtr 4 - 2023/24 |
| Continuation of Robotics Process Automation (RPA) Solution | £70,000 | Re-Let | Not required - contract utilising a framework agreement | Qtr 4 - 2023/24 | Qtr 4 - 2023/24 |
| Collection and Disposal of Upholstered Domestic Seating Containing Persistent Organic Pollutants | £500,706 | New | To be determine | Qtr 4 - 2023/24 | Qtr 4 - 2023/24 |
| Construction of New Housing at Bank Street, Alexandria | £5,500,000 | New | To be determine | Qtr 1 - 2024/25 | Qtr 1 - 2024/25 |
| Construction of New Housing at Bonhill Gap Sites | £10,100,000 | New | To be determine | Qtr 1 - 2024/25 | Qtr 1 - 2024/25 |
| Construction of New Housing at New Housing at Willox Park | £4,200,000 | New | To be determine | Qtr 1 - 2024/25 | Qtr 1 - 2024/25 |
| Supply of Washroom Solutions and Sanitary Products | TBC | Re-Let | To be determine | Qtr 1 - 2024/25 | Qtr 1 - 2024/25 |
| Replacement of the Assessor's Core Valuation System | £400,000 | New | To be determine | Qtr 1 - 2024/25 | Qtr 1 - 2024/25 |

| Procurement Title | Estimated Total Value | New / Extended / Re-Let | Contract Notice Advertised | Estimated Award Date | Estimated Start Date |
|--------------------------------------------------------------------------------------|-----------------------|-------------------------|----------------------------|----------------------|----------------------|
| Provision of First Aid Materials | TBC | Re-Let | To be determine | Qtr 1 - 2024/25 | Qtr 1 - 2024/25 |
| Independent Advocacy Services for Adults | £1,020,000 | New | To be determine | Qtr 1 - 2024/25 | Qtr 1 - 2024/25 |
| Demolition of 6 Houses in Silverton | £70,000 | New | To be determine | Qtr 1 - 2024/25 | Qtr 1 - 2024/25 |
| Provision of Technology Services to Support in the District Heating Connections List | TBC | New | To be determine | Qtr 2 - 2024/25 | Qtr 2 - 2024/25 |
| Provision of Social Care Agency Staff (Trust Care Staff and Training) | TBC | Re-Let | To be determine | Qtr 2 - 2024/25 | Qtr 2 - 2024/25 |
| Provision of Social Care Agency Staff (Trust Care Staff and Training) | TBC | Re-Let | To be determine | Qtr 2 - 2024/25 | Qtr 2 - 2024/25 |
| Provision of a Digital Upgrade of the Community Alarm System | £924,000 | New | To be determine | Qtr 2 - 2024/25 | Qtr 2 - 2024/25 |
| Provision of Carers Support & Advice | £1,152,483 | New | To be determine | Qtr 2 - 2024/25 | Qtr 2 - 2024/25 |

| Procurement Title | Estimated Total Value | New / Extended / Re-Let | Contract Notice Advertised | Estimated Award Date | Estimated Start Date |
|------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-------------------------|----------------------------|----------------------|----------------------|
| Services: Provision of Housing Support for Care Leavers Service | £710,000 | Re-Let | To be determine | To be determine | To be determine |
| Provision of Noise Insulation Scheme | £86,000 | New | To be determine | To be determine | To be determine |
| Provision of a CCTV Network Upgrade | £528,450 | New | To be determine | To be determine | To be determine |
| Provision of Biomass Energy for Dumbarton Academy & Gartocharn Primary School | £250,000 | New | To be determine | To be determine | To be determine |
| Provision of Scottish Government Counselling in Schools | £293,000 | Re-Let | To be determine | To be determine | To be determine |
| Provision of Support Living Accommodation for Adults (18 - 65 years old) With Complex and Intensive Health Needs [7 flats Davidson Road] | £268,429 | Re-Let | To be determine | To be determine | To be determine |
| Design and Construction of a Resource, Recovery & Recycling Centre (RRRC) | £5,000,000 | New | To be determine | To be determine | To be determine |

| Procurement Title | Estimated Total Value | New / Extended / Re-Let | Contract Notice Advertised | Estimated Award Date | Estimated Start Date |
|-----------------------------------------------------------------------------------|-----------------------|-------------------------|----------------------------|----------------------|----------------------|
| Provision of Road Civils Infrastructure Works | £10,000,000 | New | To be determine | To be determine | To be determine |
| Framework agreement for Adult Community Services | £4,000,000 | New | To be determine | To be determine | To be determine |
| Framework agreement for the Care at Home Services | £4,000,000 | New | To be determine | To be determine | To be determine |
| Framework agreement for Childrens Residential and Education Services | £4,000,000 | New | To be determine | To be determine | To be determine |
| New Build of West Bridgend Community Hub | £2,500,000 | New | To be determine | To be determine | To be determine |
| Parking Management Back Office Supports | £200,000 | New | To be determine | To be determine | To be determine |
| Provision of Children's Residential Services | £500,000 | New | To be determine | To be determine | To be determine |
| Provision of Electrical Installation Condition Reports in WDC Domestic Properties | £1,750,000 | New | To be determine | To be determine | To be determine |

| Procurement Title | Estimated Total Value | New / Extended / Re-Let | Contract Notice Advertised | Estimated Award Date | Estimated Start Date |
|---------------------------------------------------------------------------|-----------------------|-------------------------|----------------------------|----------------------|----------------------|
| Provision of Residential Housing Support Services for Homeless Households | £416,568 | New | To be determine | To be determine | To be determine |
| Provision of Water and Waste Water Billing Services | £3,578,804 | Re-Let | To be determine | To be determine | To be determine |
| Supply of Roadstone Materials | £150,000 | Re-Let | To be determine | To be determine | To be determine |

* Indicates an award than was before 1 April 2023

2023/2024 Annual Revision to the Sustainable Procurement & Commercial Improvement Strategy

Background

Section 15(1)(b) of the Procurement Reform (Scotland) Act 2014 requires that the Council review its procurement strategy for the current financial year and make such revisions to it as the Council considers appropriate.

Council Strategy – section 4

The recently published [Public Procurement Strategy: 2023 to 2028 for Scotland](#) aims to provide a future high-level vision and roadmap for Scottish public procurement which all public sector bodies can align to and deliver against. This Public Procurement Strategy has put in place initiatives, practices and policies to enable the profession to deliver innovative approaches to procurement.

In light of this, section 4.4 to 4.11 of the Council's Strategy will be replaced by the Public Procurement Strategy's "Good For's" which follows similar priorities, aims and success statements:

- Good for businesses and employees;
- Good for society;
- Good for places and communities; and
- Open and connected

Following the reduction in the Corporate Procurement Unit numbers it will be necessary to re-prioritise with some non-statutory functions being put on hold, ceasing or reducing. Additionally some statutory targets may prove challenging.

Amongst the measures which may be impacted are:

- Levels of contract management;
- A reduction in data for reporting;
- 100% compliance with timescales for publication of Contract Notices; and
- Maximisation of Social Benefits

These matters are reflected in appendix 2.

Council Strategy – appendix 2

As part of the annual revision to the Council's Strategy, appendix 2 will be replaced with the following:

| | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|-----------------|
| Our Economy | | |
| Our area has the infrastructure for sustainable and inclusive growth where businesses can flourish | | |
| Performance Indicators | Target 23-24 | Owner |
| % of Contract & Supplier Management scorecards delivered where the Supplier at a minimum, meets the Social Benefits expectations | 100% | Annabel Travers |
| % of procurement spent on local small/medium-sized enterprises and SMEs who have a presence in West Dunbartonshire | 36% | Annabel Travers |
| Our Council | | |
| Our workforce is resilient and skilled where digital technology supports service delivery for our residents | | |
| Action | Due Date | Owner |
| Develop and implement wellbeing, employee engagement, equality and learning and development plans to enable capabilities, improve resilience and promotion of a diverse workforce | 31-Mar-2024 | Annabel Travers |
| Develop and implement employee life cycle plans in line with the People First Strategy to attract and retain the workforce. | 31-Mar-2024 | Annabel Travers |
| Implement service review process including role design, use of new technology and new ways of working to add resilience, address gaps, and establish opportunities for efficiencies | 31-Mar-2024 | Annabel Travers |
| Develop and implement learning and development opportunities to improve capabilities and resilience within the workforce | 31-Mar-2024 | Annabel Travers |
| Our Council is adaptable and focused on delivering best value for our residents | | |
| Performance Indicators | Target 23-24 | Owner |
| % of Contract & Supplier Management scorecards delivered where the Supplier at a minimum, meets the Cost expectations | 95% | Annabel Travers |
| % of Contract & Supplier Management scorecards delivered where the Supplier at a minimum, meets the quality expectations | 95% | Annabel Travers |

| | | |
|--------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|
| % of Contract & Supplier Management scorecards delivered where the Supplier at a minimum, meets the Service expectations | 95% | Annabel Travers |
| Annual Cash Savings target achieved | £400,000 | Annabel Travers |
| % of Contract award notices published within 30 calendar days from award letter being sent | 100% | Annabel Travers |
| Action | Due Date | Owner |
| Implement the Fit for Future Action Plan for Procurement including new P2P processes | 31-Mar-2024 | Annabel Travers |
| Implement changes to the non-regulated/non-complex procurement process | 31-Mar-2024 | Annabel Travers |
| Implement revised Team structure | 31-Mar-2024 | Annabel Travers |

WEST DUNBARTONSHIRE COUNCIL

Report by Chief Officer – Citizen, Culture & Facilities

Corporate Services Committee: 1 November 2023

Subject: West Dunbartonshire Leisure Trust Business Plan 2023/24

1. Purpose

- 1.1** The purpose of this report is to update members on the West Dunbartonshire Leisure Trust Business Plan for 2023/24.

2. Recommendations

- 2.1** It is recommended Committee:

- approves the report and the 2023/24 West Dunbartonshire Leisure Trust Business Plan;
- formally agree the WDLT management fee as set out in this report, the sum having already been included in the Council's 2023/24 revenue budget.

3. Background

- 3.1** West Dunbartonshire Leisure Trust (the Trust) is a company limited by guarantee with charitable status. In addition to being regulated by the Companies Act (2006), the company is also subject to the charities regulator in Scotland, OSCR (Office of the Scottish Charity Regulator).
- 3.2** West Dunbartonshire Leisure Trust was incorporated as a company in December 2011 and started trading on 5th April 2012.
- 3.3** There are nine members of the company who serve as trustees comprising of three (3) West Dunbartonshire Councillors (Partner Trustees), an Employee Representative Trustee and five (5) Independent Trustees. The board of Trustees (who are also directors of West Dunbartonshire Leisure Trust for the purposes of company law) has control of the company subject to providing and operating the services in accordance with the Legal Agreement reached with West Dunbartonshire Council and provides strategic direction to the General Manager and his Management Team.
- 3.4** West Dunbartonshire Leisure Trust is responsible for the strategic and operational management of West Dunbartonshire Council's Sport and Leisure Facilities, Community Facilities, Sports Development, Active Schools, Outdoor Recreation facilities and for event delivery on behalf of the Council.

- 3.5** In order to ensure that the Council meets its obligations to provide adequate provision of facilities for the residents of the area for recreational, sporting, cultural and social activities in terms of Section 14 of the Local Government and Planning (Scotland) Act 1982, there is a Services Agreement in place between the Council and the Leisure Trust. The Trust is paid a management fee for delivery of the services through an annual funding commitment.
- 3.6** The Services Agreement states that the Leisure Trust should bring a draft Business Plan forward that illustrates the resources which WDLT intends to use to deliver its services. It should also include information on the expected expenditure required to provide those services, and the amount of funding required from the Council in the form of the management fee. This report and the accompanying Business Plan (Appendix 1) fulfils this requirement.
- 3.7** This report is presented to Committee on behalf of WDLT by the Chief Officer for Citizen, Culture, and Facilities (CCF) who up until September was the senior officer responsible for monitoring WDLT activity on behalf of the Council. The responsibility has now passed to the Chief Education Officer following a restructure of the senior team.
- 3.8** The 2022/23 Management fee was £4,479,466 and incorporated a £200,000 one-off saving to the Council as part of the use of reserves.

4. Main Issues

- 4.1** At the Council budget setting meeting on 1 March, as part of a suite of required savings to offset a financial gap of over £21million, it was agreed to reduce the management fee provided by the Council to the Leisure Trust by 10%, a reduction of £447,946.
- 4.2** A further reduction has been applied as a result of the Community Facilities review. The review is ongoing, with two of seven properties let to community groups and work progressing to conclude processes with other groups. As a result five facilities continue to operate and therefore the anticipated saving will not be achieved in full and additional funds will be required to cover the operational costs of the facilities until the process is concluded.
- 4.3** A number of budget savings have been implemented within the accounts to achieve the current anticipated budget expenditure; including the savings from the recently completed Active Schools and Sports Development restructure. However, the Trust is required to provide another one-off use of £870,776 of reserves to close the budget gap.
- 4.4** The use of reserves will result in a break even position for 2023/24 subject to additional funding being provided for the community facilities which remain open

| | |
|--------------------------------------|------------------|
| Projected Trust costs 2023/24 | £ |
| Operating and Expenditure Costs | 9,025,837 |

| | |
|-----------------------------------|------------------|
| Total Projected Costs | 9,025,837 |
| | |
| Projected Trust income | |
| Draft Management Fee | 4,071,721 |
| Income (Customer Receipts) | 3,712,000 |
| Income (3rd Party Funding & Misc) | 371,340 |
| Total Projected Income | 8,155,061 |
| Gap | £870,776 |

4.5 The Leisure Trust proposes to deliver the following in the coming year as per the Business Plan at Appendix 1:

4.6 Sport & Leisure

The strategic and operational management of the Council's three wet and dry leisure centres, Vale of Leven Swimming Pool; the Meadow Centre; and Clydebank Leisure Centre.

4.7 Community Services

The strategic and operational management of the Council's Community Facilities (currently 12) depending on the outcome of the Council's review of Community Facilities; Theatre; outdoor Grass Pitches (18); Synthetic Pitches (3); outdoor Bowling Greens (2); and the new Athletics Track in Posties Park, Dumbarton.

Working with the Council to ensure the successful commissioning and operation of the new Athletics Track at Postie's Park, Dumbarton.

4.8 Sports Development

Sports Development team is focused on widening opportunities for all residents to participate in sport. This is achieved via the provision of community and school sports programmes, club and coach development initiatives and the delivery of various mass participation sports events across the area. With the opening of the new Athletic Track at Posties Park the Trust will work with athletic clubs to generate usage and programme opportunities for residents to participate in athletics.

4.9 Active Schools

Active Schools team aim to provide more and higher quality opportunities for children and young people to take part in sport and physical activity before, during lunchtime and after school.

Following review of statistical information across all 32 authorities, the overall performance has dropped to a level whereby West Dunbartonshire sits in the bottom ranges of local authorities. Therefore, the revised model will work closely with the Council's Education department to investigate how best to increase pupil physical activity participation in Active Schools programmes, including the use of more digital platforms. To monitor this, additional Key Performance Indicators have been introduced and will be reported on a quarterly basis to the Board of Directors and the Council's Partnership Officer.

4.10 Major Outdoor Events

The Trust will continue to deliver an annual programme of outdoor events for the Council. This events calendar includes the Scottish Pipe Band Championships; Loch Lomond Highland Games; and a West Dunbartonshire Firework Display. In addition to delivering outdoor events for the Council, the Trust also manages and delivers the Run Loch Lomond 10k & 5k Road Races.

4.11 Key Performance Indicators

To allow the Council monitor Trust service delivery during the year a number of Key Performance Indicators are set and reported on. The agreed suite for the 2023/24 is included in the Business Plan.

New performance indicators include measurement of uptake of free gym and swim access for young people during school holiday periods, Introduced to support families with the cost of living.

To date in 2023, the figures are as follows:

| Facility | Spring 2023 | | | Summer 2023 | | | |
|--------------------------|--------------|------------|--------------|--------------|--------------|----------------|---------------|
| | Free Swims | Free Gym | Totals | Free Swims | Free Gym | Gym Inductions | Totals |
| Clydebank Leisure Centre | 239 | 203 | 442 | 2,376 | 1,791 | 134 | 4,301 |
| Meadow Centre | 617 | 187 | 804 | 4,899 | 1,531 | 74 | 6,504 |
| Vale Pool | 159 | 62 | 221 | 740 | 672 | 48 | 1,460 |
| Totals | 1,015 | 452 | 1,467 | 8,015 | 3,994 | 256 | 12,265 |

5. People Implications

5.1 There are no direct people implications for the Council arising from this report

6. Financial and Procurement Implications

6.1 As outlined in this report and the Business Plan, the Trust's proposed service delivery would allow for a management fee from the Council to the Leisure Trust of £4,071,721 in 2023/24.

6.2 There are no procurement implications from this report

7. Risk Analysis

7.1 There is a risk that the other community facilities proposed for review do not progress as planned and therefore additional funding is required to offset this cost the Trust. The Partnership Officer continues to work closely with colleagues in Assets to progress the planned review.

8. Equalities Impact Assessment (EIA)

- 8.1** An EIA was undertaken on the 2023/24 Business Plan. This identified the Plan would have a positive impact and benefits to the local area. The Business Plan has a stated commitment to equality and inclusion. Participation is lower for some groups, women, disabled people and BAME People, so explicit note of the centrality of equalities can help inform planning and practice. WDLT will continue to prioritise this in the coming year and beyond.

9. Consultation

- 9.1** Consultation on this report has taken place with WDLT management, Finance, Procurement, Legal and Assets.

10. Strategic Assessment

- 10.1** This report supports the following Strategic Plan objectives:
- Our Communities 'Resilient and Thriving'

Amanda Graham
Chief Officer – Citizen, Culture & Facilities
11 October 2023

| | |
|---------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Person to Contact: | Amanda Graham, Chief Officer - Citizen, Culture & Facilities Email: amanda.graham@west-dunbarton.gov.uk |
| Appendices: | Appendix 1: WDLT Business Plan 2023/24 Appendix 2: EIA for the WDLT Business Plan 2023/24 |
| Background Papers: | None |
| Wards Affected: | All |



Leisure

BUSINESS PLAN

2023-2024

**“Inspiring Active
&
Healthier
Communities”**

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Message from the General Manager

2022/23 continued to be a challenging year, recovering the trading performance of the business post pandemic and then coping with the extraordinary effects of soaring energy costs and the cost-of-living crisis.

Whilst considerable progress has been made over the last year, the prevailing challenges of increased costs; potential ongoing reduction in funding; and the unceasing investment demands that an ageing portfolio of assets brings should not be under-estimated. Notwithstanding this, the Board and the Management team are fully aware that success will only be achieved through confronting difficult issues, and taking an innovative and collaborative approach to the delivery of services.

However, I am sure 2023-24 will bring us exciting opportunities, projects and events and I look forward to welcoming them all throughout the coming year

The Board of Trustees approved our Strategic Plan 2023-2028 which sets out our Strategic Objectives & Priorities for the next five years (2023 – 2028) and provides the Board; Management; Employees and key stakeholders with a clear sense of direction for WDLT.

The move from a three year to a five year Strategic Plan was to bring it in line with the Council's five year Strategic Plan where the Trust has an important role in assisting the Council achieve their priorities.

The objectives and priorities were developed by management to provide a focus and strategic approach to ensure WDLT continues to maintain and develop services aiming to meet our Company Objects. In addition, it compliments National Strategies and West Dunbartonshire's Local Outcome Improvement Plan and the Council's Strategic Plan 2022 – 2027.

We recognise that having an engaged, valued, enthusiastic, passionate, and professional workforce is key to our success. Therefore, we will be implementing a Workforce Plan alongside our five-year Strategic Plan to ensure we are able to respond accordingly to challenges and provide a working environment that allows all staff to deliver effective services.

Active engagement with our employees, customers and external partners will always remain essential to ensure service delivery continues to meet needs and expectations within the resources we have available to us. We will continue to deliver focused programmes and initiatives that promote inclusiveness and positivity encouraging the adoption of a physically active lifestyle that is even more paramount at this time.

John Anderson
General Manager

Introduction

WDLT is a company limited by guarantee with charitable status and was incorporated in December 2011 and started trading in April 2012. WDLT is responsible for the strategic and operational management of the council's Sport and Leisure Facilities; Community Facilities; Outdoor Pitches & Bowling Greens (transferred to WDLT 3 April 2017); Sports Development; Active Schools; and the delivery of the Council's major Outdoor Events.

This Business Plan outlines the activity planned in the coming year and the financial budget required to deliver these services in 2023/24. This includes the level of Management Fee from WDC.

Trust Activity

WDLT proposes to deliver the following on behalf of the Council in 2023/24:

Sport & Leisure

The strategic and operational management of the council's three wet and dry leisure centres, Vale of Leven Swimming Pool; the Meadow Centre; and Clydebank Leisure Centre.

Community Services

The strategic and operational management of the council's Community Facilities (currently 12) depending on the outcome of the Council's review of Community Facilities; Theatre; outdoor Grass Pitches (18); Synthetic Pitches (3); outdoor Bowling Greens (2); and the new Athletics Track in Posties Park, Dumbarton.

We will work with the Council to ensure the successful commissioning and operation of the new Athletics Track at Postie's Park, Dumbarton.

Sports Development

Our Sports Development team is focused on widening opportunities for all residents to participate in sport. This is achieved via the provision of community and school sports programmes, club and coach development initiatives and the delivery of various mass participation sports events across the area.

With the opening of the new Athletic Track at Posties Park we will work with athletic clubs to generate usage and programme opportunities for residents to participate in athletics.

Active Schools

Our Active Schools team aim to provide more and higher quality opportunities for children and young people to take part in sport and physical activity before, during lunchtime and after school.

Unfortunately due to COVID and the recent review of services and the resultant hold on recruitment to cover vacancies as preparation for a new revised delivery model, Active Schools have not been able to deliver anywhere near its previous levels. Following review of statistical information across all 32 authorities, the overall performance has dropped to a level whereby West Dunbartonshire sits in the bottom ranges of local authorities. Therefore, the revised model will work closely with the Council's Education department to

investigate how best we can increase pupil physical activity participation in Active Schools programmes, including the use of more digital platforms. To monitor this, additional Key Performance Indicators have been included (see Key Performance Indicators section) and will be reported on a quarterly basis to the Board of Directors and the Council's Partnership Officer.

Major Outdoor Events

We will continue to deliver an annual programme of outdoor events for the Council. This Events Calendar includes the Loch Lomond Highland Games; the Scottish Pipe Band Championships; and a Firework Display.

In addition to delivering outdoor events for the Council, we also manage and deliver the Run Loch Lomond 10k & 5k Road Races.

Staffing

To deliver the vast array of services/programmes (**152.4 FTE**) employees (excluding casual workers/coaches/instructors) are required to be utilised by WDLT. The tables below provide a breakdown of the FTE for each service area

| Business Development (14.26 FTE) | |
|-----------------------------------------|------------|
| Designation | FTE |
| General Manager | 1 |
| Business Development Coordinator | 0.6 |
| Development Officer | 1.86 |
| Customer Services & Support Officer | 1 |
| Information & Systems Officer | 1 |
| Training Officer | 1.4 |
| Live Active Officer | 3 |
| Clerical Assistants | 4.4 |

| Sport & Physical Activity (25.3 FTE) | |
|-------------------------------------------------|------------|
| Designation | FTE |
| AS, Sport & Physical Activity Manager | 1 |
| Active Schools Coordinator | 6 |
| Sport & Physical Activity Coordinator Aquatics | 1 |
| Sport & Physical Activity Coordinator | 2.9 |
| Assistant Sport & Physical Activity Officer | 1 |
| Assistant Swimming Dev Officer | 4 |
| Lead Coach | 5.5 |
| Assistant Coach | 3.9 |

| Leisure Services (80.48 FTE) | |
|-------------------------------------|------------|
| Designation | FTE |
| Senior Leisure Trust Officer | 1 |
| Leisure Facility Officer | 1 |
| Fitness Officer | 2 |
| Technical Officer | 2 |
| Duty Officer | 8.4 |
| Leisure Attendant | 33.82 |
| Fitness Attendant | 8.73 |
| Activity Assistants | 2.5 |
| Receptionist | 11.18 |
| Membership Advisor | 0.08 |
| General Operative | 9.77 |

| Community Services (32.36 FTE) | |
|---------------------------------------|------------|
| Designation | FTE |
| Community Facilities Officer | 1 |
| Duty Officer | 3 |
| Facility Assistant | 25.65 |
| General Operative | 2.71 |

Financial Budget 2023/24

To deliver the programme outlined above, with the resources as listed, WDLT forecasts the following financial requirements, however this position may require to be updated following the council's completion of the review of Community Facilities:

Management Fee

The following key adjustments have been applied to the calculation of the 2023/2024 Management Fee:

Key Adjustments

| | |
|---------------------------------------------------------------------|-------------------|
| ➤ Base Subsidy (Management Fee 2022/23) | £4,479,466 |
| ➤ Employee Costs Uplift | £187,431 |
| ➤ Utilities Uplift | £0 |
| ➤ 10% Saving | (£447,946) |
| ➤ Reduction in Property Costs as a result of Comm Facilities Review | (£147,230) |
| ➤ Draft Management Fee 2023/24 | £4,071,721 |

This would represent a decrease in the management fee from the Council of £407,745 (approximately 9%) from 2022/23.

Income

| | 2022/23 Budget (£) | Proposed 2023/24 Budget (£) | Change in Budget (£) |
|---------------------|-------------------------------|----------------------------------------|---------------------------------|
| Management Fee | 4,479,466 | 4,071,721 | -407,745 |
| Customer Receipts | 2,932,134 | 3,712,000 | 779,866 |
| Grant Funding | 381,095 | 371,340 | -9,755 |
| Income Total | 7,474,306 | 8,155,061 | 680,755 |

Expenditure

| | 2022/23 Budget (£) | Proposed 2023/24 Budget (£) | Change in Budget (£) |
|---------------------------|-------------------------------|----------------------------------------|---------------------------------|
| Expenditure Totals | 8,216,611 | 9,025,837 | 809,226 |

A number of budget savings have been implemented within the accounts where possible to achieve the current anticipated budget expenditure; including the savings from the recently completed Active Schools and Sports Development restructure. However, the Trust is required to provide another one-off use of £870,776 of reserves to close the budget gap.

Furthermore, the reduction of the Management Fee due to the Community Facilities review will unfortunately not be fully achieved due to the review still ongoing and therefore additional Management Fee will require to be provided to cover the operational costs of the community facilities until either the transfer or closure of these facilities.

Five Year Strategic & Annual Delivery Plan

This Strategic Plan sets out our Strategic Objectives & Priorities for the next five years (2023 – 2028). It has been developed to provide a focus and strategic approach to ensure WDLT continues to maintain and develop services aiming to meet our Company Objects and compliment National Strategies and West Dunbartonshire’s Strategic Plan.

The following Infographic demonstrates how our Strategic Plan Objectives align with our Company Values and Missions Statement. We are an organisation that aspires to the highest standards in everything we do, and we adopt six core values, which will underpin how we deliver on our three strategic objectives and priorities to achieve our mission.



The following table highlights our Strategic Priorities against our Objectives:

| Objectives: | Health & Wellbeing Opportunities for All | A Thriving Not For Profit Charity | Financial Sustainability |
|-------------|------------------------------------------|-----------------------------------|---------------------------------------------------|
| Priorities: | Facilities Programmes Partnerships | People Profile Technology | Income Financial Resources Sound Governance |

Our full Strategic Plan can be accessed [here](#)

WDLT have also developed a Delivery Plan for 2023/24 identifying the key actions we will undertake to assist achieve the Strategic Priorities within our Strategic Plan.

Our Annual Delivery Plan for 2023/24 can be accessed [here](#)

Key Performance Indicators

Following a review of the previous Key Performance Indicators (KPIs) with the Council's WDLT Partnership Officer, the following KPIs for 2023/24 have been agreed:

Strategic Priority – Health & Wellbeing Opportunities for All

| Performance Indicator | 2020/21 Actual | 2021/22 Actual | 2022/23 Actual | 2023/24 Target |
|-------------------------------------------|----------------|----------------|----------------|------------------|
| CC1 Wet Activities (per 10,000) | 399 | 3,047 | 3,535 | 4,252 |
| CC2 Dry Activities (per 10,000) | 601 | 3,810 | 4,981 | 6,140 |
| Overall Usage | 201,229 | 1,098,121 | 1,124,745 | 1,328,100 |
| Individual Participants - All Memberships | 7,598 | 10,781 | 12,236 | 15,000 |

Priority – Programmes

| Performance Indicator | 2020/21 Actual | 2021/22 Actual | 2022/23 Actual | 2023/24 Target |
|--------------------------------------------------------------------------------|----------------|----------------|----------------|----------------|
| % of local population who have been/are active participants in WDLT activities | New Indicator | New Indicator | New Indicator | 24.5% |
| Total No. H&F Members | New Indicator | New Indicator | New Indicator | 6,150 |
| No. of Learn to Swim Visits | New Indicator | New Indicator | New Indicator | 100,000 |
| No. of Community Sport Programme Visits | New Indicator | New Indicator | New Indicator | 27,000 |
| No. of Holiday Activity Visits | New Indicator | New Indicator | New Indicator | 4,900 |

Priority – Partnerships

| Performance Indicator | 2020/21 Actual | 2021/22 Actual | 2022/23 Actual | 2023/24 Target |
|---------------------------------------------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| Targeted Active Schools Participants - SIMD 1 & 2 | New Indicator | New Indicator | New Indicator | 1,200 |
| Targeted Active Schools Participants - ASN | New Indicator | New Indicator | New Indicator | 1,500 |
| Total Targeted Active Schools Participants | 625 | 1,038 | 2,414 | 2,700 |
| % of Primary School Roll participating in Active Schools Sessions | New Indicator | New Indicator | New Indicator | 24% |
| % of Secondary School Roll participating in Active Schools Sessions | New Indicator | New Indicator | New Indicator | 10% |
| % of Total School Roll participating in Active Schools Sessions | New Indicator | New Indicator | New Indicator | 17% |
| No. Sports Clubs/Organisations linked to Schools | New Indicator | New Indicator | New Indicator | 52 |
| Free access to Holiday Activities | New Indicator | New Indicator | New Indicator | 12,000 |

9

Strategic Objective – A Thriving Not For Profit Charity

Priority – People

| Performance Indicator | 2020/21 Actual | 2021/22 Actual | 2022/23 Actual | 2023/24 Target |
|-------------------------------------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| Number of Workshops / Training Sessions / Courses delivered | New Indicator | New Indicator | 523 | 500 |
| No. of delivers for Active Schools Sessions | New Indicator | New Indicator | New Indicator | 195 |

Priority – Profile

| Performance Indicator | 2020/21 Actual | 2021/22 Actual | 2022/23 Actual | 2023/24 Target |
|---------------------------------------------------------------------------------------------------------------|----------------|----------------|----------------|----------------|
| MobilePro Club Hits | New Indicator | New Indicator | 849,177 | 1,000,000 |
| Social media posts that promotes opportunities; celebrates success and demonstrates impact the Trust delivers | New Indicator | New Indicator | New Indicator | 1,500 |

Priority – Technology

| Performance Indicator | 2020/21 Actual | 2021/22 Actual | 2022/23 Actual | 2023/24 Target |
|-------------------------------------|----------------|----------------|----------------|----------------|
| MobilePro Users | 15,987 | 25,472 | 31,109 | 35,000 |
| % of on-line customer transactions? | New Indicator | New Indicator | New Indicator | 25% |

Strategic Objective – Financial Sustainability

Priority – Income

| Performance Indicator | 2020/21 Actual | 2021/22 Actual | 2022/23 Actual | 2023/24 Target / Budget |
|-------------------------------------------------------|----------------|----------------|----------------|-------------------------|
| Income | £3,728,093 | £3,232,720 | £3,548,448 | £4,071,197 |
| Income Generated from Gym Use/Memberships | £202,424 | £687,372 | £1,164,034 | £1,580,000 |
| Income generated from Swimming Activities | New Indicator | New Indicator | New Indicator | £818,000 |
| Average Income Generated Per Hour (Community Centres) | £7.03 | £17.11 | £11.70 | £13.45 |

Priority – Financial Resources

| Performance Indicator | 2020/21 Actual | 2021/22 Actual | 2022/23 Actual | 2023/24 Target / Budget |
|------------------------------------------------------------------|---------------------------|---------------------------|---------------------------|----------------------------------------|
| % Income (Mgt Fee) | 56.2% | 56.2% | 55.8% | 50% |
| % Income (Receipts) | 43.8% | 43.8% | 44.2% | 50% |
| % of DD Gym Memberships sustained over a 12 Month period or more | 72% | 80% | 85% | 85% |
| Expenditure | £6,509,738 | £7,167,863 | £8,122,237 | £9,174,902 |
| Cost of Community Centres per Resident (89,130 population) | £7.24 | £8.78 | £10.54 | £11.92 |
| Cost per Visit (Mgt Fee) | £18.89 | £3.77 | £3.98 | £3.07 |

Priority – Sound Governance

| Performance Indicator | 2020/21 Actual | 2021/22 Actual | 2022/23 Actual | 2023/24 Target / Budget |
|-------------------------------------------------------------------------|---------------------------|---------------------------|---------------------------|----------------------------------------|
| Completion of all agreed recommendations following all Internal Audits | New Indicator | New Indicator | New Indicator | 100% |
| Achievement of Unqualified Accounts following the annual external audit | New Indicator | New Indicator | New Indicator | Unqualified Accounts |

This document is also available in other languages, large print and audio format on request.

Arabic

هذه الوثيقة متاحة أيضا بلغات أخرى والأحرف الطباعية الكبيرة وبطريقة سمعية عند الطلب.

Hindi

अनुरोध पर यह दस्तावेज़ अन्य भाषाओं में, बड़े अक्षरों की छपाई और सुनने वाले माध्यम पर भी उपलब्ध है

Punjabi

ਇਹ ਦਸਤਾਵੇਜ਼ ਹੋਰ ਭਾਸ਼ਾਵਾਂ ਵਿਚ, ਵੱਡੇ ਅੱਖਰਾਂ ਵਿਚ ਅਤੇ ਆਡੀਓ ਟੇਪ 'ਤੇ ਰਿਕਾਰਡ ਹੋਇਆ ਵੀ ਮੰਗ ਕੇ ਲਿਆ ਜਾ ਸਕਦਾ ਹੈ।

Urdu

本文件也可應要求，製作成其他語文或特大字體版本，也可製作成錄音帶。

Chinese (Cantonese)

درخواست پر یہ دستاویز دیگر زبانوں میں، بڑے حروف کی چھپائی اور سننے والے ذرائع پر بھی میسر ہے۔

Polish

Dokument ten jest na życzenie udostępniany także w innych wersjach językowych, w dużym druku lub w formacie audio.



British Sign Language

BSL users can contact us via [contactSCOTLAND-BSL](https://www.scotland.gov.uk/contact/BSL), the on-line British Sign Language interpreting service.

☎ 01389 737527

✉ West Dunbartonshire Council, 16 Church Street, Dumbarton, G82 3PU

💻 communications@west-dunbarton.gov.uk



West Dunbartonshire Leisure Trust

Alexandria Community Centre
Main Street
Alexandria
G83 0NU

Tel: 01389 757806

Fax: 01389 751557

Email: leisureservicesadmin@west-dunbarton.gov.uk

Website: www.wdleisure.net

West Dunbartonshire Leisure is a recognised Scottish Charity: SC 042999;
VAT Registered: GB 129 7502; and Company Registered: SC 413707
delivering services on behalf of West Dunbartonshire Council

| | | | | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|--------------|-----------------------------------|--|--|
| AssessmentNo | 794 | Owner | bkerr | | |
| Resource | Transformation | | Service/Establishment CCCF | | |
| | First Name | Surname | Job title | | |
| Head Officer | John | Anderson | WDLT General Manager | | |
| | | | | | |
| | (include job titles/organisation) | | | | |
| Members | Bobby Kerr, Development Officer | | | | |
| | | | | | |
| | <i>(Please note: the word 'policy' is used as shorthand for strategy policy function or financial decision)</i> | | | | |
| Policy Title | WDLT Business Plan 2023/24 | | | | |
| | The aim, objective, purpose and intended out come of policy | | | | |
| | To clearly set out the financial and staffing resources required to deliver the key actions and performance indicators throughout 2023/24 | | | | |
| | | | | | |
| | Service/Partners/Stakeholders/service users involved in the development and/or implementation of policy. | | | | |
| | Strategic Leadership Group. Potentially Convenors and Committee. | | | | |
| | | | | | |
| Does the proposals involve the procurement of any goods or services? | | Yes | | | |
| If yes please confirm that you have contacted our procurement services to discuss your requirements. | | No | | | |
| SCREENING | | | | | |
| <i>You must indicate if there is any relevance to the four areas</i> | | | | | |
| Duty to eliminate discrimination (E), advance equal opportunities (A) or foster good relations (F) | | Yes | | | |
| Relevance to Human Rights (HR) | | Yes | | | |
| Relevance to Health Impacts (H) | | Yes | | | |
| Relevance to Social Economic Impacts (SE) | | Yes | | | |
| Who will be affected by this policy? | | | | | |
| WDC and WDLT staff, WDLT Service users and potential service users. By providing services on behalf of a public body (WDC) WDLT is a duty bearer in terms of Human Rights Act 1998, and is bound by the Public Sector Equality Duty, detailed in Section 149 of the Equality Act 2010, this means that WDLT must when providing services on behalf of the Council, must have due regard to: A) eliminating discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act; (b) advancing equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; (c) fostering good relations between persons who share a relevant protected characteristic and persons who do not share it. | | | | | |
| Who will be/has been involved in the consultation process? | | | | | |
| WDC / WDLT | | | | | |
| Please outline any particular need/barriers which equality groups may have in relation to this policy list evidence you are using to support this and whether there is any negative impact on particular groups. | | | | | |

| | Needs | Evidence | Impact |
|----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Age | WDLT is covered by | The leisure centres | Positive, as well as |
| | the Public Service Equality Duty. | host a range of suitable classes for all ages from pre school football and beginner swimming lessons to 60+ tia chi and aqua aerobics classes. The centres are also well located in each of the main towns within West Dunbartonshire and opened from early morning to late in the evening. | ensuring access for all ages for exercise for mental and physical wellbeing, the centres offer vital local access 7 days per week. The impact, specifically for older and young people, is of huge benefit. |
| Cross Cutting | WDLT is covered by the Public Service Equality Duty. It is important that all WDLT staff are aware of the PSED and Human Rights Act and what they mean in practice. WDC has an equality outcome on increasing representation of underrepresented groups in participation, ensuring that venues and services are accessible supports this. It also includes offering other forms of exercise such as outdoor classes and community based classes. | Where people and communities are members of several disadvantaged groups this can multiply barriers and disadvantage Members of the WDLT have participated in EIA training and processes. | Service restart and redesign provides an excellent opportunities to embed Equalities and Human rights approaches for the benefit of staff and service users. New online training resources have been created by WDC and these are shared with WDLT staff |
| Disability | WDLT services must be accessible to disabled people, the duty is anticipatory. WDLT also has a duty to make reasonable adjustments for service users and staff. | WDLT have adopted a proactive approach in relation to accessibility of services for disabled people, and BSL users. Walkthrough videos have been produced for each of the 3 main leisure centres with audio and subtitles to assist customers. | Explicit recognition of the centrality of equality helps support accessible and inclusive service design and provision. |

| | | | |
|--------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Disability | <p>WDLT services must be accessible to disabled people, the duty is anticipatory.</p> <p>WDLT also has a duty to make reasonable adjustments for service users and staff.</p> | <p>WDLT have adopted a proactive approach in relation to accessibility of services for disabled people, and BSL users. Walkthrough videos have been produced for each of the 3 main leisure centres with audio and subtitles to assist customers.</p> | <p>Explicit recognition of the centrality of equality helps support accessible and inclusive service design and provision.</p> |
| Social & Economic Impact | <p>For people to participate in sport and physical activity, and all the services W.D.L.T. offer, resources need to be available in the area, and they need to be affordable and accessible.</p> | <p>WDLT is a significant Employer in the WD area.</p> <p>WDLT is a significant provider of services. The greatest focus on socioeconomic status in sport and physical activity relates to health.</p> <p>Health research links poorer health and wellbeing, including lower levels of physical activity, to lower economic status.</p> | <p>There is explicit recognition of the need to have due regard to socioeconomic impacts of strategic decisions This supports the proper execution of this duty by the Council in its relationship with WDLT</p> |
| Sex | <p>WDLT is covered by the PSED.</p> | <p>In Scotland more men participate in sport than women.</p> <p>More men are members of sports clubs than women, and women often participate in different sports from men. Lower participation by women in sport begins at around 13 to 15 years old Evidence suggest that during lockdown, women have taken on the main burden of home schooling, opportunities for women to participate in physical activity are therefore more important than ever.</p> | <p>Providing services in an inclusive manner, will always be of benefit</p> |

| | | | |
|------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|
| Gender Reassign | WDLT is covered by the PSED. Gender reassignment is a projected characteristic There is extensive and clear guidance from the EHRC on accessible services. | Some people who have re assigned or are re assigning their gender can face stigma accessing services. | Explicit recognition of the centrality of equality helps support accessible and inclusive service design and provision |
| Health | Health considerations cross cut with other protected groups and human rights | Mental and physical health are intertwined. Some groups have suffered increased disadvantage during the Covid 19 lockdowns. | Explicit recognition of Equality and Human rights as core considerations that cross cut in service design and delivery can improve inclusion. |
| Human Rights | WDLT is a Human Rights Duty bearer | Considering participation from a Human Rights perspective can help ensure an inclusive approach. | Ensuring that everyone can participate supports the exercise of peoples human rights. |
| Marriage & Civil Partnership | In terms of needs, this area cross cuts with sex and sexual orientation | Tends to cross cut with sex and sexual orientation, in terms of services provision and employment | No evidence available of likely differential impact around marriage and civil partnership |
| Pregnancy & Maternity | Staying active has health benefits | Cross cuts with sex. | Explicit recognition of the centrality of equality helps support accessible and inclusive service design and provision |
| Race | Staying active has health benefits | During lockdown evidence suggests that BAME groups have suffered worse health outcomes, including health outcomes. | As noted we have made health and safety for all as a priority |

| | | | |
|----------------------------|-----------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|
| Religion and Belief | Staying active has health and mental benefits | This can cross cut with sex especially in the area of demand for women only services, therefore access to for example swimming for women only may often meeting needs around sex and religion and belief | Providing services in an inclusive manner will always be of benefit |
| Sexual Orientation | Staying active has health benefits | Data on sports participation in Scotland indicates that lesbian, gay and bisexual participants are not significantly different from heterosexuals in activity levels. | Providing services in an inclusive manner will always be of benefit |
| | | However, adults who identified as having an 'other' sexual orientation were significantly less likely to meet activity recommendations than the national average. It is important to treat these findings with caution however, due to anticipated under reporting of LGB people who are not 'out' within surveys. | |

| |
|----------------------------------------------------------------------------------------------------------------------------------|
| Actions |
| |
| Policy has a negative impact on an equality group, but is still to be implemented, please provide justification for this. |
| None identified |
| Will the impact of the policy be monitored and reported on an ongoing basis? |
| Yes |
| Q7 What is your recommendation for this policy? |
| Introduce |
| Please provide a meaningful summary of how you have reached the recommendation |

The business plan has a stated commitment to equality and inclusion; participation is lower for some groups, women, disabled people and BAME people so explicit note of the centrality of equalities can help inform planning and practice.

WEST DUNBARTONSHIRE COUNCIL
Report by the Chief Officer – Resources
Corporate Services Committee: 1 November 2023

**Subject: Corporate Services Budgetary Control Report to 31 August 2023
(Period 05)**

1. Purpose

- 1.1** The purpose of this report is to advise the Committee on the performance of the Corporate Services budget for the period to 31 August 2023.

2. Recommendations

- 2.1** Members are asked to:

- i) note that the revenue account currently shows a projected annual favourable variance of £0.341m (0.98% of the total budget) and
- ii) note that the capital account is showing a projected in-year overspend of £0.001m (0.02% of in-year budget). Explanations for projected variances to the 19 current projects are detailed in Appendices 6 and 7. The project life projection is currently showing a projected overspend of £0.009m (0.01% of project life budget).

3. Background

3.1 Revenue Budget

At the meeting of West Dunbartonshire Council on 1 March 2023, Members agreed the revenue estimates for 2023/24.

A total net budget of £34.850m was approved for services under the remit for Corporate Services at that time.

Since the budget changes to the value of £0.041m have occurred, the details of these are as follows:

| Description | £m |
|-----------------------------------------------------|---------------|
| Budget Agreed March 2023 | 34.850 |
| PAT Testing budget moved from P&T to Education | -0.014 |
| CCF - Allocation of Commercialisation saving target | 0.056 |
| | 34.891 |

3.2 Capital Budget

At the meeting of Council on 1 March 2023, Members also agreed the updated 10 year General Services Capital Plan for 2023/2024 to 2031/32. The three years from 2023/24 to 2025/26 have been approved in detail with the remaining 7 years being indicative at this stage. The total project life budget approved for projects that have either commenced or are due to commence in that period total for Corporate Services was £9.452m.

4. Main Issues

Revenue Budget

- 4.1** The summary report at Appendix 1 identifies a projected annual favourable variance (underspend) of £0.341m (0.98% of the total budget). Detailed service reports are attached as Appendix 2.
- 4.2** There are eleven projected annual variances in excess of £0.050m. Notes on these variances are highlighted and noted within Appendix 3, with additional information on action being taken to minimise or mitigate overspends where possible.
- 4.3** Although the report indicates that expenditure is favourable in comparison to that anticipated during the budget exercise, the present variance should be viewed in the knowledge that there are a number of variable factors which could arise between now and 31 March 2024 and which could affect the year end results.

Capital Budget

- 4.4** Appendices 5 to 7 highlight 8 projects showing an in-year overspend and 11 projects on target. The overall Corporate Services programme summary report at Appendix 5 shows that there is a projected £0.001m (0.02%) of the total programmed budget) to be re-phased in future years.

There is are no significant variances within the Capital Budget, see Appendices 6 and 7 for more details.

5. People Implications

- 5.1** There are no people implications.

6. Financial and Procurement Implications

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

7. Risk Analysis

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

8. Equalities Impact Assessment (EIA)

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

9. Consultation

9.1 All services involved in delivering the revenue and capital budgets have been consulted in the compilation of this report.

10. Strategic Assessment

10.1 Proper budgetary control and sound financial practice are cornerstones of good governance and support Council and officers to pursue the 5 strategic priorities of the Council's Strategic Plan. This report forms part of the financial governance of the Council.

Laurence Slavin
Chief Officer Resources

Date: 18 October 2023

Person to Contact: Adrian Gray, Finance Business Partner
Council Offices, 16 Church Street, Dumbarton
Telephone: (01389) 737838
E-mail: adrian.gray@west-dunbarton.gov.uk

Appendices:

| | |
|--------------|--------------------------------------------------------|
| Appendix 1 - | Revenue Budgetary Control 2023/24 – Summary Report |
| Appendix 2 - | Revenue Budgetary Control 2023/24 – Service Reports |
| Appendix 3 - | Analysis of Revenue Variances over £50,000 |
| Appendix 4 - | Monitoring of Savings Options |
| Appendix 5 - | Overall Capital Programme Summary Financials |
| Appendix 6 - | Capital Programme – Red Status |
| Appendix 7 - | Capital Programme – Green Status |

Background Papers:

Ledger output – Period 05
General Services Revenue Estimates 2023/24 – Council 1
March 2023
General Services Capital Strategy 2023/24 to 2032/33 -
Council 1 March 2023

Wards Affected

All Wards

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2023/24
CORPORATE SERVICES SUMMARY

PERIOD END DATE

31 August 2023

| Service / Subjective Summary | Total Budget 2023/24 | Spend to Date 2023/24 | Forecast Spend | Variance 2023/24 | | Annual RAG Status |
|---------------------------------------------|-------------------------|--------------------------|-------------------|------------------|--------|-------------------------|
| | £000 | £000 | £000 | £000 | % | |
| Audit | 78 | 142 | 68 | (10) | -12% | ↑ |
| Finance | 1,292 | 594 | 1,339 | 47 | 4% | ↓ |
| Rent Rebates & Allowances | (341) | 731 | (276) | 65 | 19% | ↓ |
| Revenues & Benefits | 2,287 | 1,008 | 2,254 | (33) | -1% | ↑ |
| Finance Service Centre | 323 | 125 | 330 | 7 | 2% | ↓ |
| Cost of Collection of Rates | 17 | 0 | 26 | 9 | 51% | ↓ |
| Cost of Collection of Council Tax | (798) | (125) | (823) | (25) | -3% | ↑ |
| Central Admin Support | 2,803 | 1,118 | 2,820 | 17 | 1% | ↓ |
| Procurement | 166 | 183 | 188 | 22 | 13% | ↓ |
| Democratic and Registration Service | 869 | 284 | 782 | (87) | -10% | ↑ |
| Environmental Health | 744 | 319 | 750 | 6 | 1% | ↓ |
| Licensing | (149) | (49) | (136) | 13 | 9% | ↓ |
| Legal Services/Trading Standards | 822 | 357 | 759 | (63) | -8% | ↑ |
| Planning | 749 | (40) | 533 | (216) | -29% | ↑ |
| Transactional Services | 836 | 347 | 818 | (18) | -2% | ↑ |
| Human Resources (including Change and Risk) | 2,032 | 784 | 2,049 | 17 | 1% | ↓ |
| Information Services | 4,697 | 2,848 | 4,543 | (154) | -3% | ↑ |
| Communications & Marketing | 389 | 72 | 330 | (58) | -15% | ↑ |
| Citizen Services | 1,308 | 565 | 1,344 | 36 | 3% | ↓ |
| Performance & Strategy | 236 | 81 | 225 | (11) | -5% | ↑ |
| Clydebank Town Hall | 345 | 14 | 327 | (18) | -5% | ↑ |
| Office Accomodation | 1,231 | 273 | 1,280 | 49 | 4% | ↓ |
| Libraries | 1,815 | 599 | 1,879 | 64 | 4% | ↓ |
| Arts and Heritage | 326 | 119 | 319 | (7) | -2% | ↑ |
| Catering Services | 4,670 | 1,844 | 4,750 | 80 | 2% | ↓ |
| Building Cleaning | 1,895 | 738 | 1,721 | (174) | -9% | ↑ |
| Building Cleaning PPP | (202) | (110) | (170) | 32 | -16% | ↓ |
| Facilities Assistants | 2,347 | 855 | 2,344 | (3) | 0% | ↑ |
| Facilities Management | 601 | 211 | 585 | (16) | -3% | ↑ |
| Leisure Management | 3,459 | 2,572 | 3,515 | 57 | 2% | ↓ |
| Events | 48 | (47) | 77 | 30 | 62% | ↓ |
| Total Net Expenditure | 34,891 | 16,411 | 34,550 | (341) | -0.98% | ↑ |

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2023/24
CORPORATE SERVICES COMMITTEE DETAIL

PERIOD END DATE 31 August 2023

| Service Summary | Total Budget 2023/24 | YTD Spend 2023/24 | Forecast Spend 2023/24 | Variance 2023/24 | RAG Status |
|--------------------------------------|-------------------------|----------------------|------------------------------|------------------|----------------|
| All Services | £000 | £000 | £000 | £000 | % |
| Employee | 30,708 | 11,318 | 30,354 | (354) | (1%) ↑ |
| Property | 2,255 | 512 | 2,324 | 69 | 3% ↓ |
| Transport and Plant | 153 | 12 | 145 | (9) | (6%) ↑ |
| Supplies, Services and Admin | 5,624 | 2,865 | 5,737 | 113 | 2% ↓ |
| Payments to Other Bodies | 6,035 | 3,236 | 6,135 | 100 | 2% ↓ |
| Other | 36,747 | 13,450 | 36,810 | 63 | 0% ↓ |
| Gross Expenditure | 81,523 | 31,392 | 81,505 | (18) | (0%) ↑ |
| Income | (46,633) | (14,981) | (46,956) | (323) | (1%) ↑ |
| Net Expenditure | 34,891 | 16,411 | 34,550 | (341) | (1%) ↑ |
| Audit | £000 | £000 | £000 | £000 | % |
| Employee | 379 | 149 | 369 | (10) | (3%) ↑ |
| Property | | | 0 | 0 | 0% → |
| Transport and Plant | 0 | 0 | 0 | 0 | 0% → |
| Supplies, Services and Admin | 2 | 2 | 2 | 0 | 0% → |
| Payments to Other Bodies | | | 0 | 0 | 0% → |
| Other | | | 0 | 0 | 0% → |
| Gross Expenditure | 381 | 151 | 371 | (10) | (3%) ↑ |
| Income | (303) | (9) | (303) | 0 | 0% → |
| Net Expenditure | 78 | 142 | 68 | (10) | (12%) ↑ |
| Finance | £000 | £000 | £000 | £000 | % |
| Employee | 1,514 | 622 | 1,585 | 71 | 5% ↓ |
| Property | | | 0 | 0 | 0% → |
| Transport and Plant | 0 | 0 | 0 | 0 | 0% → |
| Supplies, Services and Admin | 65 | 10 | 64 | (1) | (2%) ↑ |
| Payments to Other Bodies | 2 | 2 | 2 | 0 | 0% → |
| Other | | | 0 | 0 | 0% → |
| Gross Expenditure | 1,581 | 634 | 1,651 | 70 | 4% ↓ |
| Income | (289) | (40) | (312) | (23) | (8%) ↑ |
| Net Expenditure | 1,292 | 594 | 1,339 | 47 | 4% ↓ |
| Rent Rebates & Allowances | £000 | £000 | £000 | £000 | % |
| Employee | | | 0 | 0 | 0% → |
| Property | | | 0 | 0 | 0% → |
| Transport and Plant | | | 0 | 0 | 0% → |
| Supplies, Services and Admin | | | 0 | 0 | 0% → |
| Payments to Other Bodies | | | 0 | 0 | 0% → |
| Other | 36,747 | 13,452 | 36,812 | 65 | 0% ↓ |
| Gross Expenditure | 36,747 | 13,452 | 36,812 | 65 | 0% ↓ |
| Income | (37,088) | (12,721) | (37,088) | 0 | 0% → |
| Net Expenditure | (341) | 731 | (276) | 65 | (19%) ↓ |
| Revenues & Benefits | £000 | £000 | £000 | £000 | % |
| Employee | 1,988 | 751 | 1,945 | (43) | (2%) ↑ |
| Property | | | 0 | 0 | 0% → |
| Transport and Plant | 2 | 1 | 2 | 0 | 0% → |
| Supplies, Services and Admin | 31 | 10 | 28 | (3) | (10%) ↑ |
| Payments to Other Bodies | 895 | 464 | 917 | 22 | 2% ↓ |
| Other | | | 0 | 0 | 0% → |
| Gross Expenditure | 2,916 | 1,226 | 2,892 | (24) | (1%) ↑ |
| Income | (629) | (218) | (638) | (9) | (1%) ↑ |
| Net Expenditure | 2,287 | 1,008 | 2,254 | (33) | (1%) ↑ |

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2023/24
CORPORATE SERVICES COMMITTEE DETAIL

PERIOD END DATE

31 August 2023

| Service Summary | Total Budget 2023/24 | YTD Spend 2023/24 | Forecast Spend 2023/24 | Variance 2023/24 | RAG Status |
|--------------------------------------------|-------------------------|----------------------|------------------------------|------------------|--------------|
| Finance Service Centre | £000 | £000 | £000 | £000 | % |
| Employee | 283 | 112 | 292 | 9 | 3% |
| Property | | | | 0 | 0% |
| Transport and Plant | 0 | 0 | 0 | 0 | 0% |
| Supplies, Services and Admin | 39 | 13 | 38 | (1) | (4%) |
| Payments to Other Bodies | | | | 0 | 0% |
| Other | | | | 0 | 0% |
| Gross Expenditure | 323 | 125 | 330 | 7 | 2% |
| Income | 0 | 0 | 0 | 0 | 0% |
| Net Expenditure | 323 | 125 | 330 | 7 | 2% |
| Cost of Collection of Rates | £000 | £000 | £000 | £000 | % |
| Employee | | | | 0 | 0% |
| Property | | | | 0 | 0% |
| Transport and Plant | | | | 0 | 0% |
| Supplies, Services and Admin | 3 | 0 | 3 | 0 | 15% |
| Payments to Other Bodies | 100 | 0 | 108 | 8 | 8% |
| Other | | | | 0 | 0% |
| Gross Expenditure | 102 | 0 | 111 | 9 | 9% |
| Income | (85) | 0 | (85) | 0 | 0% |
| Net Expenditure | 17 | 0 | 26 | 9 | 51% |
| Cost of Collection of Council Tax | £000 | £000 | £000 | £000 | % |
| Employee | | | | 0 | 0% |
| Property | | | | 0 | 0% |
| Transport and Plant | | | | 0 | 0% |
| Supplies, Services and Admin | 64 | 24 | 64 | 0 | 0% |
| Payments to Other Bodies | 30 | 9 | 30 | 0 | 0% |
| Other | | | | 0 | 0% |
| Gross Expenditure | 94 | 33 | 94 | 0 | 0% |
| Income | (892) | (158) | (917) | (25) | (3%) |
| Net Expenditure | (798) | (125) | (823) | (25) | 3% |
| Procurement | £000 | £000 | £000 | £000 | % |
| Employee | 591 | 183 | 612 | 21 | 4% |
| Property | 0 | 0 | 0 | 0 | 0% |
| Transport and Plant | 0 | 0 | 0 | 0 | 0% |
| Supplies, Services and Admin | 2 | 0 | 2 | 0 | 0% |
| Payments to Other Bodies | 73 | 0 | 73 | 0 | 0% |
| Other | 0 | 0 | 0 | 0 | 0% |
| Gross Expenditure | 666 | 183 | 687 | 22 | 3% |
| Income | (500) | 0 | (500) | 0 | 0% |
| Net Expenditure | 166 | 183 | 188 | 22 | 13% |
| Democratic and Registration Service | £000 | £000 | £000 | £000 | % |
| Employee | 980 | 332 | 894 | (86) | (9%) |
| Property | | | | 0 | 0% |
| Transport and Plant | 1 | 0 | 1 | 0 | 0% |
| Supplies, Services and Admin | 9 | 5 | 10 | 1 | 11% |
| Payments to Other Bodies | | | | 0 | 0% |
| Other | | | | 0 | 0% |
| Gross Expenditure | 990 | 337 | 905 | (85) | (9%) |
| Income | (121) | (53) | (123) | (2) | (2%) |
| Net Expenditure | 869 | 284 | 782 | (87) | (10%) |

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2023/24
CORPORATE SERVICES COMMITTEE DETAIL

PERIOD END DATE

31 August 2023

| Service Summary | Total Budget 2023/24 | YTD Spend 2023/24 | Forecast Spend 2023/24 | Variance 2023/24 | RAG Status |
|-----------------------------------------|-------------------------|----------------------|------------------------------|------------------|--------------|
| Central Admin Support | £000 | £000 | £000 | £000 | % |
| Employee | 2,744 | 1,045 | 2,767 | 23 | 1% |
| Property | 0 | 0 | 0 | 0 | 0% |
| Transport and Plant | 0 | 0 | 0 | 0 | 0% |
| Supplies, Services and Admin | 11 | 6 | 12 | 1 | 9% |
| Payments to Other Bodies | 69 | 69 | 69 | 0 | 0% |
| Other | | | | 0 | 0% |
| Gross Expenditure | 2,824 | 1,120 | 2,848 | 24 | 1% |
| Income | (21) | (2) | (28) | (7) | (33%) |
| Net Expenditure | 2,803 | 1,118 | 2,820 | 17 | 1% |
| Environmental Health | £000 | £000 | £000 | £000 | % |
| Employee | 1,010 | 389 | 988 | (22) | (2%) |
| Property | 6 | 2 | 4 | (2) | (33%) |
| Transport and Plant | 11 | 2 | 10 | (1) | (9%) |
| Supplies, Services and Admin | 22 | 8 | 18 | (4) | (18%) |
| Payments to Other Bodies | 71 | 35 | 71 | 0 | 1% |
| Other | | | | 0 | 0% |
| Gross Expenditure | 1,119 | 436 | 1,091 | (28) | (3%) |
| Income | (375) | (117) | (341) | 34 | 9% |
| Net Expenditure | 744 | 319 | 750 | 6 | 1% |
| Licensing | £000 | £000 | £000 | £000 | % |
| Employee | 302 | 120 | 306 | 4 | 1% |
| Property | | | | 0 | 0% |
| Transport and Plant | 1 | 0 | 1 | 0 | 0% |
| Supplies, Services and Admin | 7 | 2 | 6 | (1) | (14%) |
| Payments to Other Bodies | 8 | 0 | 8 | 0 | 0% |
| Other | | | | 0 | 0% |
| Gross Expenditure | 318 | 122 | 321 | 3 | 1% |
| Income | (467) | (171) | (457) | 10 | 2% |
| Net Expenditure | (149) | (49) | (136) | 13 | (9%) |
| Legal Services/Trading Standards | £000 | £000 | £000 | £000 | % |
| Employee | 992 | 338 | 947 | (45) | (5%) |
| Property | | | | 0 | 0% |
| Transport and Plant | 3 | 1 | 3 | 0 | 0% |
| Supplies, Services and Admin | 15 | 30 | 39 | 24 | 153% |
| Payments to Other Bodies | 2 | 0 | 1 | (1) | (50%) |
| Other | | | | 0 | 0% |
| Gross Expenditure | 1,013 | 369 | 990 | (23) | (2%) |
| Income | (191) | (12) | (231) | (40) | (21%) |
| Net Expenditure | 822 | 357 | 759 | (63) | (8%) |
| Planning | £000 | £000 | £000 | £000 | % |
| Employee | 1,212 | 403 | 1,166 | (46) | (4%) |
| Property | 0 | 0 | 0 | 0 | 0% |
| Transport and Plant | 2 | 0 | 1 | (1) | (50%) |
| Supplies, Services and Admin | 20 | 50 | 67 | 47 | 235% |
| Payments to Other Bodies | 130 | (6) | 130 | 0 | 0% |
| Other | | | | 0 | 0% |
| Gross Expenditure | 1,364 | 447 | 1,364 | 0 | 0% |
| Income | (615) | (487) | (831) | (216) | (35%) |
| Net Expenditure | 749 | (40) | 533 | (216) | (29%) |

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2023/24
CORPORATE SERVICES COMMITTEE DETAIL

PERIOD END DATE 31 August 2023

| Service Summary | Total Budget 2023/24 | YTD Spend 2023/24 | Forecast Spend 2023/24 | Variance 2023/24 | RAG Status |
|----------------------------------------------------|-------------------------|----------------------|------------------------------|------------------|--------------|
| Transactional Services | £000 | £000 | £000 | £000 | % |
| Employee | 911 | 349 | 888 | (23) | (2%) |
| Property | | | | 0 | 0% |
| Transport and Plant | 0 | 0 | 0 | 0 | 0% |
| Supplies, Services and Admin | 5 | 1 | 5 | 1 | 11% |
| Payments to Other Bodies | | | | 0 | 0% |
| Other | | | | 0 | 0% |
| Gross Expenditure | 915 | 350 | 893 | (22) | (2%) |
| Income | (79) | (3) | (75) | 4 | 6% |
| Net Expenditure | 836 | 347 | 818 | (18) | (2%) |
| Human Resources (including Change and Risk) | £000 | £000 | £000 | £000 | % |
| Employee | 1,816 | 700 | 1,841 | 26 | 1% |
| Property | | | | 0 | 0% |
| Transport and Plant | 1 | 1 | 1 | 0 | 0% |
| Supplies, Services and Admin | 5 | 3 | 4 | (1) | (11%) |
| Payments to Other Bodies | 262 | 100 | 262 | 1 | 0% |
| Other | | | | 0 | 0% |
| Gross Expenditure | 2,083 | 804 | 2,108 | 26 | 1% |
| Income | (50) | (20) | (59) | (9) | (17%) |
| Net Expenditure | 2,032 | 784 | 2,049 | 17 | 1% |
| Information Services | £000 | £000 | £000 | £000 | % |
| Employee | 2,207 | 776 | 2,152 | (55) | (2%) |
| Property | | | | 0 | 0% |
| Transport and Plant | 2 | 1 | 2 | 0 | 0% |
| Supplies, Services and Admin | 2,961 | 2,115 | 2,895 | (66) | (2%) |
| Payments to Other Bodies | 3 | 0 | 3 | 0 | 0% |
| Other | 0 | (2) | (2) | 0 | 0% |
| Gross Expenditure | 5,172 | 2,890 | 5,050 | (122) | (2%) |
| Income | (475) | (42) | (507) | (32) | (7%) |
| Net Expenditure | 4,697 | 2,848 | 4,543 | (154) | (3%) |
| Communications & Marketing | £000 | £000 | £000 | £000 | % |
| Employee | 403 | 84 | 339 | (64) | (16%) |
| Property | 0 | 0 | 0 | 0 | 0% |
| Transport and Plant | 0 | 0 | 0 | 0 | 0% |
| Supplies, Services and Admin | 9 | 4 | 10 | 1 | 8% |
| Payments to Other Bodies | 0 | 0 | 0 | 0 | 0% |
| Other | 0 | 0 | 0 | 0 | 0% |
| Gross Expenditure | 412 | 88 | 349 | (63) | (15%) |
| Income | (23) | (16) | (19) | 5 | 20% |
| Net Expenditure | 389 | 72 | 330 | (58) | (15%) |
| Citizen Services | £000 | £000 | £000 | £000 | % |
| Employee | 1,477 | 572 | 1,529 | 52 | 4% |
| Property | 0 | 0 | 0 | 0 | 0% |
| Transport and Plant | 0 | 0 | 0 | 0 | 0% |
| Supplies, Services and Admin | 37 | 9 | 37 | 0 | 0% |
| Payments to Other Bodies | 0 | 0 | 0 | 0 | 0% |
| Other | 0 | 0 | 0 | 0 | 0% |
| Gross Expenditure | 1,514 | 581 | 1,566 | 52 | 3% |
| Income | (206) | (16) | (222) | (16) | (8%) |
| Net Expenditure | 1,308 | 565 | 1,344 | 36 | 3% |

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2023/24
CORPORATE SERVICES COMMITTEE DETAIL

PERIOD END DATE

31 August 2023

| Service Summary | Total Budget 2023/24 | YTD Spend 2023/24 | Forecast Spend 2023/24 | Variance 2023/24 | RAG Status | |
|------------------------------|-------------------------|----------------------|------------------------------|------------------|------------|---|
| | | | | | | |
| Performance & Strategy | £000 | £000 | £000 | £000 | % | |
| Employee | 221 | 84 | 219 | (1) | (0%) | ↑ |
| Property | 0 | 0 | 0 | 0 | 0% | → |
| Transport and Plant | 0 | 0 | 0 | 0 | 0% | → |
| Supplies, Services and Admin | 1 | 0 | 1 | 0 | 0% | → |
| Payments to Other Bodies | 14 | 3 | 14 | 0 | 0% | → |
| Other | 0 | 0 | 0 | 0 | 0% | → |
| Gross Expenditure | 236 | 87 | 235 | (1) | (0%) | ↑ |
| Income | 0 | (6) | (10) | (10) | 0% | ↑ |
| Net Expenditure | 236 | 81 | 225 | (11) | (5%) | ↑ |
| | | | | | | |
| Clydebank Town Hall | £000 | £000 | £000 | £000 | % | |
| Employee | 135 | 54 | 138 | 3 | 2% | ↓ |
| Property | 299 | 26 | 277 | (21) | (7%) | ↑ |
| Transport and Plant | 0 | 0 | 0 | 0 | 0% | → |
| Supplies, Services and Admin | 48 | 14 | 48 | 0 | 0% | ↓ |
| Payments to Other Bodies | 0 | 0 | 0 | 0 | 0% | → |
| Other | 0 | 0 | 0 | 0 | 0% | → |
| Gross Expenditure | 481 | 94 | 463 | (18) | (4%) | ↑ |
| Income | (136) | (79) | (136) | 0 | 0% | → |
| Net Expenditure | 345 | 14 | 327 | (18) | (5%) | ↑ |
| | | | | | | |
| Office Accomodation | £000 | £000 | £000 | £000 | % | |
| Employee | 146 | 55 | 149 | 2 | 1% | ↓ |
| Property | 1,330 | 297 | 1,377 | 47 | 4% | ↓ |
| Transport and Plant | 0 | 0 | 0 | 0 | 0% | → |
| Supplies, Services and Admin | 49 | 13 | 49 | 0 | 0% | ↓ |
| Payments to Other Bodies | 20 | 0 | 20 | 0 | 0% | → |
| Other | 0 | 0 | 0 | 0 | 0% | → |
| Gross Expenditure | 1,545 | 365 | 1,594 | 49 | 3% | ↓ |
| Income | (314) | (92) | (314) | 0 | 0% | → |
| Net Expenditure | 1,231 | 273 | 1,280 | 49 | 4% | ↓ |
| | | | | | | |
| Libraries | £000 | £000 | £000 | £000 | % | |
| Employee | 1,290 | 517 | 1,375 | 85 | 7% | ↓ |
| Property | 297 | 37 | 304 | 7 | 2% | ↓ |
| Transport and Plant | 15 | 3 | 15 | 0 | 1% | ↓ |
| Supplies, Services and Admin | 250 | 103 | 253 | 3 | 1% | ↓ |
| Payments to Other Bodies | 0 | 0 | 0 | 0 | 0% | → |
| Other | 0 | 0 | 0 | 0 | 0% | → |
| Gross Expenditure | 1,852 | 661 | 1,947 | 95 | 5% | ↓ |
| Income | (38) | (62) | (68) | (31) | (81%) | ↑ |
| Net Expenditure | 1,815 | 599 | 1,879 | 64 | 4% | ↓ |
| | | | | | | |
| Arts and Heritage | £000 | £000 | £000 | £000 | % | |
| Employee | 347 | 110 | 330 | (17) | (5%) | ↑ |
| Property | 3 | 1 | 3 | 0 | 0% | → |
| Transport and Plant | 0 | 0 | 0 | (0) | (100%) | ↑ |
| Supplies, Services and Admin | 34 | 11 | 34 | 0 | 0% | ↓ |
| Payments to Other Bodies | 18 | 7 | 22 | 4 | 21% | ↓ |
| Other | 0 | 0 | 0 | 0 | 0% | → |
| Gross Expenditure | 402 | 129 | 389 | (13) | (3%) | ↑ |
| Income | (76) | (10) | (70) | 6 | 8% | ↓ |
| Net Expenditure | 326 | 119 | 319 | (7) | (2%) | ↑ |

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2023/24
CORPORATE SERVICES COMMITTEE DETAIL

PERIOD END DATE 31 August 2023

| Service Summary | Total Budget 2023/24 | YTD Spend 2023/24 | Forecast Spend 2023/24 | Variance 2023/24 | RAG Status | |
|------------------------------|-------------------------|----------------------|------------------------------|------------------|------------|---|
| Catering Services | £000 | £000 | £000 | £000 | % | |
| Employee | 3,929 | 1,454 | 3,877 | (52) | (1%) | ↑ |
| Property | 71 | 27 | 88 | 17 | 24% | ↓ |
| Transport and Plant | 110 | 0 | 103 | (7) | (6%) | ↑ |
| Supplies, Services and Admin | 1,841 | 415 | 1,954 | 114 | 6% | ↓ |
| Payments to Other Bodies | 29 | 18 | 37 | 9 | 31% | ↓ |
| Other | 0 | 0 | 0 | 0 | 0% | → |
| Gross Expenditure | 5,979 | 1,915 | 6,059 | 80 | 1% | ↓ |
| Income | (1,309) | (71) | (1,309) | (0) | (0%) | ↑ |
| Net Expenditure | 4,670 | 1,844 | 4,750 | 80 | 2% | ↓ |
| Building Cleaning | £000 | £000 | £000 | £000 | % | |
| Employee | 2,027 | 708 | 1,858 | (169) | (8%) | ↑ |
| Property | 165 | 70 | 165 | (0) | (0%) | ↑ |
| Transport and Plant | 2 | 0 | 2 | 0 | 0% | → |
| Supplies, Services and Admin | 21 | 7 | 23 | 2 | 8% | ↓ |
| Payments to Other Bodies | 0 | 0 | 0 | 0 | 0% | → |
| Other | 0 | 0 | 0 | 0 | 0% | → |
| Gross Expenditure | 2,215 | 785 | 2,047 | (168) | (8%) | ↑ |
| Income | (320) | (48) | (326) | (6) | (2%) | ↑ |
| Net Expenditure | 1,895 | 738 | 1,721 | (174) | (9%) | ↑ |
| Building Cleaning PPP | £000 | £000 | £000 | £000 | % | |
| Employee | 823 | 314 | 841 | 18 | 2% | ↓ |
| Property | 42 | 25 | 60 | 18 | 44% | ↓ |
| Transport and Plant | 0 | 0 | 0 | 0 | 0% | → |
| Supplies, Services and Admin | 10 | 0 | 6 | (4) | (41%) | ↑ |
| Payments to Other Bodies | 0 | 0 | 0 | 0 | 0% | → |
| Other | 0 | 0 | 0 | 0 | 0% | → |
| Gross Expenditure | 875 | 339 | 907 | 32 | 4% | ↓ |
| Income | (1,077) | (449) | (1,077) | 0 | 0% | ↓ |
| Net Expenditure | (202) | (110) | (170) | 32 | (16%) | ↓ |
| Facilities Assistants | £000 | £000 | £000 | £000 | % | |
| Employee | 2,369 | 886 | 2,369 | (1) | (0%) | ↑ |
| Property | 42 | 27 | 46 | 4 | 9% | ↓ |
| Transport and Plant | 0 | 0 | 1 | 0 | 56% | ↓ |
| Supplies, Services and Admin | 13 | 0 | 14 | 1 | 5% | ↓ |
| Payments to Other Bodies | 0 | 0 | 0 | 0 | 0% | → |
| Other | 0 | 0 | 0 | 0 | 0% | → |
| Gross Expenditure | 2,425 | 914 | 2,429 | 4 | 0% | ↓ |
| Income | (78) | (59) | (85) | (7) | (9%) | ↑ |
| Net Expenditure | 2,347 | 855 | 2,344 | (3) | (0%) | ↑ |
| Facilities Management | £000 | £000 | £000 | £000 | % | |
| Employee | 616 | 209 | 580 | (36) | (6%) | ↑ |
| Property | 0 | 0 | 0 | 0 | 0% | → |
| Transport and Plant | 2 | 1 | 2 | 0 | 0% | → |
| Supplies, Services and Admin | 3 | 0 | 3 | (0) | (3%) | ↑ |
| Payments to Other Bodies | 0 | 0 | 0 | 0 | 0% | → |
| Other | 0 | 0 | 0 | 0 | 0% | → |
| Gross Expenditure | 621 | 211 | 585 | (36) | (6%) | ↑ |
| Income | (20) | 0 | 0 | 20 | 100% | ↓ |
| Net Expenditure | 601 | 211 | 585 | (16) | (3%) | ↑ |

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2023/24
CORPORATE SERVICES COMMITTEE DETAIL

PERIOD END DATE 31 August 2023

| Service Summary | Total Budget 2023/24 | YTD Spend 2023/24 | Forecast Spend 2023/24 | Variance 2023/24 | RAG Status |
|------------------------------|-------------------------|----------------------|------------------------------|------------------|---------------|
| Leisure Management | £000 | £000 | £000 | £000 | % |
| Employee | 0 | 0 | 0 | 0 | 0% → |
| Property | 0 | 0 | 0 | 0 | 0% → |
| Transport and Plant | 0 | 0 | 0 | 0 | 0% → |
| Supplies, Services and Admin | 0 | 0 | 0 | 0 | 0% → |
| Payments to Other Bodies | 4,217 | 2,535 | 4,274 | 57 | 1% ↓ |
| Other | 0 | 0 | 0 | 0 | 0% → |
| Gross Expenditure | 4,217 | 2,535 | 4,274 | 57 | 1% ↓ |
| Income | (758) | 38 | (758) | (0) | (0%) ↑ |
| Net Expenditure | 3,459 | 2,572 | 3,515 | 57 | 2% ↓ |
| Events | £000 | £000 | £000 | £000 | % |
| Employee | 0 | 0 | 0 | 0 | 0% → |
| Property | 0 | 0 | 0 | 0 | 0% ↓ |
| Transport and Plant | 0 | 0 | 0 | 0 | 0% → |
| Supplies, Services and Admin | 51 | 11 | 51 | 0 | 0% → |
| Payments to Other Bodies | 93 | 0 | 93 | 0 | 0% → |
| Other | 0 | 0 | 0 | 0 | 0% → |
| Gross Expenditure | 144 | 11 | 144 | 0 | 0% ↓ |
| Income | (96) | (58) | (67) | 29 | 31% ↓ |
| Net Expenditure | 48 | (47) | 77 | 30 | 62% ↓ |

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2023/24
ANALYSIS FOR VARIANCES OVER £50,000

PERIOD END DATE

31 August 2023

| Budget Details | Variance Analysis | | | | RAG Status |
|-------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|----------|------|------------|
| | Total Budget | Annual Spend | Variance | | |
| | £000 | £000 | £000 | % | |
| Finance | 1,292 | 1,339 | 47 | 4% | ↓ |
| Service Description | The service provided by this area deals with Accountancy, Capital, Treasury, Reconciliations, Cash Office and Municipal Bank | | | | |
| Main Issues / Reason for Variance | Main reason for adverse variance is full turnover savings are not being achieved. | | | | |
| Mitigating Action | None available at this time. | | | | |
| Anticipated Outcome | Adverse variance is anticipated | | | | |
| Rent Rebates & Allowances | (341) | (276) | 65 | -19% | ↓ |
| Service Description | Payment of Rent Rebates and other Allowances | | | | |
| Main Issues / Reason for Variance | Reduction in overpayment (OP) recoveries is due to DWP recovering some HB OP's against Universal Credit, subject to the OP reason. Previously the Council would have received 40% subsidy in OP's with the ability to recover 100% of the OP, therefore a potential to receive up to 140% of the OP value. This change means we receive 100% subsidy of the OP therefore a reduction from the potential 140% that could have been recovered. | | | | |
| Mitigating Action | None available at this time. | | | | |
| Anticipated Outcome | Adverse variance is anticipated | | | | |
| Democratic and Registration Service | 869 | 782 | (87) | -10% | ↑ |
| Service Description | This services deals with the administration functions and Democratic Services within the Authority | | | | |
| Main Issues / Reason for Variance | The main reason for the variance is vacancies within the service | | | | |
| Mitigating Action | Some vacancies are being advertised, the projected outturn assumes these will be filled later | | | | |
| Anticipated Outcome | Favourable variance is anticipated | | | | |
| Legal Services/Trading Standards | 822 | 759 | (63) | -8% | ↑ |
| Service Description | This services provides legal advice to the Council | | | | |
| Main Issues / Reason for Variance | The main reason for the favourable variance is vacancies in the service and additional income received. An unbudgeted legal expense is partially offsetting the favourable outturn predicted however it is anticipated that this expenditure will ultimately be covered from reserves. | | | | |
| Mitigating Action | Some vacancies are being advertised, the projected outturn assumes these will be filled later | | | | |
| Anticipated Outcome | Favourable variance is anticipated | | | | |
| Planning | 749 | 533 | (216) | -29% | ↑ |
| Service Description | This Service provides Building & Planning services | | | | |
| Main Issues / Reason for Variance | The main reason for the favourable variance is vacancies in the service and income is higher than budgeted. The additional income predicted is an in-year benefit only as a result of one-off additional fees. | | | | |
| Mitigating Action | A service restructure is planned for in-year implementation | | | | |
| Anticipated Outcome | A favourable variance is anticipated. | | | | |

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2023/24
ANALYSIS FOR VARIANCES OVER £50,000

PERIOD END DATE

31 August 2023

| Budget Details | Variance Analysis | | | | RAG Status |
|-----------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|----------|------|------------|
| | Total Budget | Annual Spend | Variance | | |
| | £000 | £000 | £000 | % | |
| Information Services | 4,697 | 4,543 | (154) | -3% | ↑ |
| Service Description | This service area provides general ICT support to the Council and also supports transformational change and modernisation of working practices through technology | | | | |
| Main Issues / Reason for Variance | Main reason for the favourable variance is vacancies within the service. Additional telephone costs are being offset by recharge income to recover these from other services. In addition centralised printing and leasing costs for copiers are anticipated to overspend during the year. | | | | |
| Mitigating Action | None at this moment | | | | |
| Anticipated Outcome | Favourable variance overall is anticipated | | | | |
| Communications & Marketing | 389 | 330 | (58) | -15% | ↑ |
| Service Description | This service provides communication and marketing for the Council. | | | | |
| Main Issues / Reason for Variance | Employee costs are favourable due to vacancies. | | | | |
| Mitigating Action | None at the moment. | | | | |
| Anticipated Outcome | Favourable variance overall is anticipated. | | | | |
| Libraries | 1,815 | 1,879 | 64 | 4% | ↓ |
| Service Description | This service includes the provision of Library, Culture and Museums within West Dunbartonshire | | | | |
| Main Issues / Reason for Variance | Variance due to budgeted turnover not being projected as being met. | | | | |
| Mitigating Action | Spend to be monitored. | | | | |
| Anticipated Outcome | Overspend is projected. | | | | |
| Catering Services | 4,670 | 4,750 | 80 | 2% | ↓ |
| Service Description | Catering Services across WDC | | | | |
| Main Issues / Reason for Variance | Although employee costs are lower due to a number of vacancies this is more than offset by higher food costs | | | | |
| Mitigating Action | No action is possible at this time. | | | | |
| Anticipated Outcome | An adverse variance is anticipated | | | | |
| Building Cleaning | 1,895 | 1,721 | (174) | -9% | ↑ |
| Service Description | This service provides cleaning services across all council buildings | | | | |
| Main Issues / Reason for Variance | Employee costs are favourable due to vacancies. | | | | |
| Mitigating Action | None at the moment. | | | | |
| Anticipated Outcome | Favourable variance overall is anticipated. | | | | |
| Leisure Management | 3,459 | 3,515 | 57 | 2% | ↓ |
| Service Description | Payment to West Dunbartonshire Leisure Trust for leisure services | | | | |
| Main Issues / Reason for Variance | The management fee to WDLT has been higher because of delays in the reduction in community facilities provision | | | | |
| Mitigating Action | None at the moment. | | | | |
| Anticipated Outcome | Adverse variance is anticipated. | | | | |

WEST DUNBARTONSHIRE COUNCIL**MONITORING OF EFFICIENCIES AND MANAGEMENT ADJUSTMENTS 2023/24**

| Efficiency Detail | Ref | Chief Officer | Budgeted Amount £ | Projection of Total Saved £ | Projection of Total Not Saved £ | Comment |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|---------------|-------------------|-----------------------------|---------------------------------|---------|
| STATUS: COMPLETE | | | | | | |
| 1 Reduce West Dunbartonshire Leisure Trust's management fee by 10% | CCF03 | A Graham | 416,000 | 416,000 | - | |
| 2 Clydebank Town Hall | CCF04 | A Graham | 130,000 | 130,000 | - | |
| 3 Review Events Programme | CCF07 | A Graham | 32,000 | 32,000 | - | |
| 4 Facilities Management Restructure | CCF08 | A Graham | 64,000 | 64,000 | - | |
| 5 Community Planning Provision | CCF10 | A Graham | 22,000 | 22,000 | - | |
| 6 Citizen, Culture and Facilities General Efficiencies | CCF11 | A Graham | 40,000 | 40,000 | - | |
| 7 Contribution from the Dumbarton Common Good Fund to support the purchase of library resources | CCF14 | A Graham | 10,000 | 10,000 | - | |
| 8 Remove two posts across the Communications, Culture and Performance areas | CCF16 | A Graham | 80,000 | 80,000 | - | |
| 9 Allocate cost of Repair Contact Centre to HRA | CCF17 | A Graham | 120,000 | 120,000 | - | |
| 10 Reduce opening hours and/or days across the library network | CCF18 | A Graham | 95,000 | 95,000 | - | |
| 11 Review provision of library services within the school estate to consider part time or term time only provision | CCF19 | A Graham | 20,000 | 20,000 | - | |
| 12 Reduce staff numbers in the Customer Contact Centre and promote a digital first approach encouraging more residents to self serve and submit enquiries via the Council website. | CCF20 | A Graham | 90,000 | 90,000 | - | |
| 13 Income from Animal Feed Inspections | RR01 | A Douglas | 14,000 | 14,000 | - | |
| 14 Remove additional EHO posts Budget | RR02 | A Douglas | 105,000 | 105,000 | - | |
| 15 Remove a vacant section head post within Regularity and Regeneration Services | RR05 | A Douglas | 70,000 | 70,000 | - | |
| 16 Removal Of Residual Budget for Trainee | RR06 | A Douglas | 8,000 | 8,000 | - | |
| 17 Revert Trading Standards Officer Post to Authorised Officer | RR07 | A Douglas | 13,000 | 13,000 | - | |
| 18 Charging for Pre application advice | RR09 | A Douglas | 10,000 | 10,000 | - | |
| 19 Value of Works for Building Warrants | RR10 | A Douglas | 5,000 | 5,000 | - | |
| 20 Remove One Enforcement Officer Post | RR11 | A Douglas | 26,000 | 26,000 | - | |
| 21 Reduce support provided to local businesses and organisations including a reduction in officers within the Council's economic development team | RR12 | A Douglas | 169,000 | 169,000 | - | |

WEST DUNBARTONSHIRE COUNCIL

MONITORING OF EFFICIENCIES AND MANAGEMENT ADJUSTMENTS 2023/24

| | Efficiency Detail | Ref | Chief Officer | Budgeted Amount £ | Projection of Total Saved £ | Projection of Total Not Saved £ | Comment |
|----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|---------------|-------------------|-----------------------------|---------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 22 | End affiliations to some external organisations | RR14 | A Douglas | 3,000 | 3,000 | - | |
| 23 | Remove a vacant Trading Standards Authorised Officer post | RR14 | A Douglas | 42,000 | 42,000 | - | |
| 24 | Non regulated procurement under £2m to be carried out by services and remove need for procurement monitoring activity for contracts awarded under that threshold | SDP01 | A Wilson | 110,000 | 110,000 | - | |
| 25 | Non-Complex procurement to be carried out by services and remove need for procurement monitoring activity for those contracts | SDP02 | A Wilson | 148,000 | 148,000 | - | |
| 26 | Review and improve purchase to pay administration procedures reducing the need for Corporate Procurement Unit support and allowing services to fully undertake purchase to pay activities | SDP03 | A Wilson | 99,000 | 99,000 | - | |
| 27 | Labour increase in turnover target | LAB ITEM | L Slavin | 250,000 | 250,000 | - | |
| 28 | Reduce the size of the Council's Audit & Fraud team by removing 1.8TE of vacancies rising to 2.8 in future years | RES01 | L Slavin | 75,000 | 75,000 | - | |
| 29 | Clydebank Property Company | RES02 | L Slavin | 30,000 | 30,000 | - | |
| 30 | Remove voluntary grant funding provided to West Dunbartonshire Community & Volunteering Services and reduce funding provided to the Clydebank Asbestos Group by 25% | RES04 | L Slavin | 17,000 | 17,000 | - | |
| 31 | Reduce Reconciliation Team | RES07 | L Slavin | 75,000 | 75,000 | - | |
| 32 | Close Municipal Bank | RES08 | L Slavin | 40,000 | 21,764 | 18,236 | Additional one off costs incurred in the closure of the bank. The unachieved amount of saving will be funded from the Smoothing Fund for 2023/24. However, it is anticipated that the full saving will be achieved in future years. |
| 33 | Increase the Council's annual turnover savings target from £2.698m to £3.410m | RES09 | L Slavin | 712,000 | 712,000 | - | |
| 34 | Reduce the size of the Council's Insurance Management team from four officers to three. | RES10 | L Slavin | 50,000 | 50,000 | - | |
| 35 | Reduce manual processing by automating the generation of debtor and creditor invoices | RES11 | L Slavin | 25,000 | 25,000 | - | |
| 36 | Central Admin Support Printing | RES12 | L Slavin | 12,500 | 12,500 | - | |
| 37 | Education Lets | RES13 | L Slavin | 12,500 | 12,500 | - | |
| 38 | 100% Electronic Payments | RES14 | L Slavin | 2,000 | 2,000 | - | |
| 39 | Remove TeamMate | RES15 | L Slavin | 8,000 | 8,000 | - | |
| 40 | Remove discretionary element of long term empty properties | RES17 | L Slavin | 52,000 | 52,000 | - | |
| 41 | Sales, Fees and Charges 10% Increase | RES19 | L Slavin | 394,000 | 394,000 | - | |
| 42 | Reduce the size of the Council's Automation team from three to two in 2023/24 and by a further one in 2024/25 | RES21 | L Slavin | 37,500 | 37,500 | - | |

WEST DUNBARTONSHIRE COUNCIL

MONITORING OF EFFICIENCIES AND MANAGEMENT ADJUSTMENTS 2023/24

| | Efficiency Detail | Ref | Chief Officer | Budgeted Amount £ | Projection of Total Saved £ | Projection of Total Not Saved £ | Comment |
|----|-------------------------------------------------------------------------------------------------------------------------------------------------------|-------|---------------|-------------------|-----------------------------|---------------------------------|---------|
| 43 | Right size the Building Insurance Income budget | RES23 | L Slavin | 80,000 | 80,000 | - | |
| 44 | Right size the Strathclyde Passenger Transport and Valuation Joint Board Budgets | RES24 | L Slavin | 77,000 | 77,000 | - | |
| 45 | Remove the Provost Hospitality Fund which is used for hospitality for provost hosted events and for commemorating special events within the community | RES05 | L Slavin | 9,000 | 9,000 | - | |
| 46 | Review of Capital Programme | RES06 | L Slavin | 295,000 | 295,000 | - | |
| 47 | Reduction in Colour Printing | PT03 | V Rogers | 12,000 | 12,000 | - | |
| 48 | Remove surplus budget in People & Change team | PT04 | V Rogers | 29,000 | 29,000 | - | |
| 49 | Reduction in ICT Management | PT06 | V Rogers | 50,000 | 50,000 | - | |
| 50 | Reduction in ICT Support | PT07 | V Rogers | 82,000 | 82,000 | - | |
| 50 | TOTAL COMPLETE | | | 4,367,500 | 4,349,264 | 18,236 | |

WEST DUNBARTONSHIRE COUNCIL

MONITORING OF EFFICIENCIES AND MANAGEMENT ADJUSTMENTS 2023/24

| | Efficiency Detail | Ref | Chief Officer | Budgeted Amount £ | Projection of Total Saved £ | Projection of Total Not Saved £ | Comment |
|----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|---------------|-------------------|-----------------------------|---------------------------------|---------|
| | STATUS: IN PROGRESS | | | | | | |
| 1 | Co-locate Dalmuir Library and Dalmuir Community Centre within the existing Community Centre building | CCF01 | A Graham | 14,000 | 14,000 | - | |
| 2 | Consider further options for co-location and closure - in particular potential options for Balloch, Parkhall, Duntocher, Faifley and Dalmuir | CCF02 | A Graham | 50,000 | 50,000 | - | |
| 3 | Income Generation through Commercialisation | CCF05 | A Graham | 44,000 | 44,000 | - | |
| 4 | Generate additional income through commercialisation opportunities at Church Street, Bruce Street Baths and Aurora House including letting available space to third parties. | CCF06 | A Graham | 77,000 | 77,000 | - | |
| 5 | Reduce community facility provision across West Dunbartonshire to a level more consistent with neighbouring local authorities through a combination of closure and community asset transfers. Reduction of 7.8 FTE in WDLT staff | CCF13 | A Graham | 257,000 | 257,000 | - | |
| 6 | Reduce accountancy provision by removing one vacant post and transferring 70% of a post to work charged to the HRA | RES22 | L Slavin | 73,000 | 73,000 | - | |
| 6 | TOTAL IN PROGRESS | | | 515,000 | 515,000 | - | |
| 56 | TOTAL EFFICIENCIES/MANAGEMENT ADJUSTMENTS | | | 4,882,500 | 4,864,264 | 18,236 | |

WEST DUNBARTONSHIRE COUNCIL
GENERAL SERVICES CAPITAL PROGRAMME
OVERALL PROGRAMME SUMMARY

PERIOD END DATE

31 August 2023

PERIOD

5

| Project Status Analysis | Project Life Status Analysis | | | | Current Year Project Status Analysis | | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|--------------------------|--------------------|-------------------------------|--------------------------------------|--------------------------|--------------------|-------------------------------|
| | Number of Projects at RAG Status | % Projects at RAG Status | Spend to Date £000 | % Project Spend at RAG Status | Number of Projects at RAG Status | % Projects at RAG Status | Spend to Date £000 | % Project Spend at RAG Status |
| Red Projects are forecast to be overspent and/or experience material delay to completion | 8 | 42.1% | 2,059 | 60.6% | 8 | 42.1% | 17 | 6.7% |
| Amber Projects are either at risk of being overspent and/or delay in completion (although this is unquantifiable at present) or the project has any issues that require to be reported at this time | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% |
| Green Projects are on target both in relation to overall budget and the forecast stages in the project life cycle and no issues are anticipated at this time | 11 | 57.9% | 1,339 | 39.4% | 11 | 57.9% | 231 | 93.3% |
| TOTAL EXPENDITURE | 19 | 100% | 3,398 | 100% | 19 | 100% | 247 | 100% |

| Project Status Analysis | Project Life Financials | | | | Current Year Financials | | | | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|--------------------|---------------------|------------------------|-------------------------|--------------------|---------------------|----------------------|-------------------|--------------------|
| | Budget £000 | Spend to Date £000 | Forecast Spend £000 | Forecast Variance £000 | Budget £000 | Spend to Date £000 | Forecast Spend £000 | Actual Variance £000 | Re-profiling £000 | Over/ (Under) £000 |
| Red Projects are forecast to be overspent and/or significant delay to completion | 2,961 | 2,059 | 2,976 | 14 | 906 | 17 | 907 | 1 | 1 | 0 |
| Amber Projects are either at risk of being overspent and/or delay in completion (although this is unquantifiable at present) or the project has any issues that require to be reported at this time | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Green Projects are on target both in relation to overall budget and the forecast stages in the project life cycle and no issues are anticipated at this time | 6,491 | 1,339 | 6,486 | (5) | 4,002 | 231 | 4,002 | 0 | 0 | 0 |
| TOTAL EXPENDITURE | 9,452 | 3,398 | 9,461 | 9 | 4,908 | 247 | 4,909 | 1 | 1 | 0 |

WEST DUNBARTONSHIRE COUNCIL
GENERAL SERVICES CAPITAL PROGRAMME
ANALYSIS OF RED PROJECTS

PERIOD END DATE

31 August 2023

PERIOD

5

| | Budget Details | Project Life Financials | | | | | |
|---|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|-----------|-------------------|----------|-----------|
| | | Budget | Spend to Date | | Forecast Spend | Variance | |
| | | £000 | £000 | % | £000 | £000 | % |
| 1 | Valuation Joint Board - Requisition of ICT Equipment | | | | | | |
| | Project Life Financials | 15 | 3 | 22% | 16 | 1 | 4% |
| | Current Year Financials | 2 | 2 | 119% | 2 | 0 | 19% |
| | Project Description | Requisition ICT Equipment. | | | | | |
| | Project Manager | Russell Hewton | | | | | |
| | Chief Officer | Russell Hewton | | | | | |
| | Project Lifecycle | Planned End Date | | 31-Mar-23 | Forecast End Date | | 31-Mar-24 |
| | Main Issues / Reason for Variance | | | | | | |
| | Replacement of laptops, monitors and other ICT equipment. No further spend anticipated. | | | | | | |
| | Mitigating Action | | | | | | |
| | None available at this time. | | | | | | |
| | Anticipated Outcome | | | | | | |
| | Requisition of ICT Equipment. | | | | | | |
| 2 | Payment Card Industry Data Security Standard (PCIDSS) | | | | | | |
| | Project Life Financials | 10 | 10 | 99% | 20 | 10 | 99% |
| | Current Year Financials | 0 | 0 | 0% | 10 | 10 | 13594% |
| | Project Description | Module would ensure that WDC were compliant with the current requirements of PCIDSS for card payments without the need for numerous costly workarounds | | | | | |
| | Project Manager | Karen Shannon | | | | | |
| | Chief Officer | Laurence Slavin | | | | | |
| | Project Lifecycle | Planned End Date | | 31-Mar-24 | Forecast End Date | | 31-Mar-24 |
| | Main Issues / Reason for Variance | | | | | | |
| | Testing is ongoing with stakeholders and anticipated go live is late Autumn 2023. | | | | | | |
| | Mitigating Action | | | | | | |
| | None required at this time. | | | | | | |
| | Anticipated Outcome | | | | | | |
| | Upgraded version with PCI compliant telephone payment system. | | | | | | |
| 3 | Electronic Insurance System | | | | | | |
| | Project Life Financials | 50 | 43 | 86% | 51 | 1 | 1% |
| | Current Year Financials | 7 | 0 | 0% | 8 | 1 | 10% |
| | Project Description | Acquisition of a claims/incident management system supported by an electronic document management system. | | | | | |
| | Project Manager | Karen Shannon | | | | | |
| | Chief Officer | Laurence Slavin | | | | | |
| | Project Lifecycle | Planned End Date | | 31-Mar-23 | Forecast End Date | | 31-Mar-24 |
| | Main Issues / Reason for Variance | | | | | | |
| | The overspend is due to inflationary costs. | | | | | | |
| | Mitigating Action | | | | | | |
| | None required at this time. | | | | | | |
| | Anticipated Outcome | | | | | | |
| | Upgraded Electronic Insurance System. | | | | | | |
| 4 | Enhancements to Cash Receipting System | | | | | | |
| | Project Life Financials | 40 | 5 | 12% | 40 | 0 | 0% |
| | Current Year Financials | 35 | 0 | 0% | 35 | 0 | 0% |
| | Project Description | To enhance the cash receipting system in the way payments are made and allocated to back office by increasing the level of security that is required for online payments made by customers | | | | | |
| | Project Manager | Karen Shannon | | | | | |
| | Chief Officer | Laurence Slavin | | | | | |
| | Project Lifecycle | Planned End Date | | 30-Sep-23 | Forecast End Date | | 30-Nov-23 |
| | Main Issues / Reason for Variance | | | | | | |
| | Budget has been reprofiled to Financial Year 2023-2024. Version 2 of the upgrade was completed Jan 2023. Currently working on Call Secure Module with an anticipated go live late Autumn 2023. | | | | | | |
| | Mitigating Action | | | | | | |
| | None required at this time. | | | | | | |
| | Anticipated Outcome | | | | | | |
| | Enhancements to the cash receipting system including PCI compliant telephone payment system. | | | | | | |

WEST DUNBARTONSHIRE COUNCIL
GENERAL SERVICES CAPITAL PROGRAMME
ANALYSIS OF RED PROJECTS

PERIOD END DATE

31 August 2023

PERIOD

5

| | Budget Details | Project Life Financials | | | | | |
|---|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|---------------|-----------|-------------------|----------|-----------|
| | | Budget | Spend to Date | | Forecast Spend | Variance | |
| | | £000 | £000 | % | £000 | £000 | % |
| 5 | IFRS 16 Database | | | | | | |
| | Project Life Financials | 5 | 0 | 0% | 5 | 0 | 0% |
| | Current Year Financials | 5 | 0 | 0% | 5 | 0 | 0% |
| | Project Description | This is a system which will ensure that WDC has the correct level of information and adheres to correct reporting of IFRS16 - Leasing. | | | | | |
| | Project Manager | Jackie Nicol Thomson | | | | | |
| | Chief Officer | Laurence Slavin | | | | | |
| | Project Lifecycle | Planned End Date | | 31-Mar-23 | Forecast End Date | | 31-Mar-24 |
| | Main Issues / Reason for Variance | | | | | | |
| | IFRS16 has been postponed and is due for implementation this financial year. It is anticipated that full spend will be incurred by 31 March 2024. | | | | | | |
| | Mitigating Action | | | | | | |
| | None available at this time. | | | | | | |
| | Anticipated Outcome | | | | | | |
| | Completion of project by 31 March 2024 | | | | | | |
| 6 | Legal Case Management System | | | | | | |
| | Project Life Financials | 33 | 0 | 0% | 33 | 0 | 0% |
| | Current Year Financials | 33 | 0 | 0% | 33 | 0 | 0% |
| | Project Description | Legal Case Management System | | | | | |
| | Project Manager | Alan Douglas | | | | | |
| | Chief Officer | Alan Douglas | | | | | |
| | Project Lifecycle | Planned End Date | | 31-Mar-24 | Forecast End Date | | 31-Mar-24 |
| | Main Issues / Reason for Variance | | | | | | |
| | Budget has been rephased from 2022/23. Project was originally delayed due to COVID19 restrictions and a decision was made to resume project once Microsoft 365 was implemented. It is anticipated that the project will complete by 31 March 2024. | | | | | | |
| | Mitigating Action | | | | | | |
| | None available at this time. | | | | | | |
| | Anticipated Outcome | | | | | | |
| | Project will be delivered on budget | | | | | | |
| 7 | Heritage Capital Fund | | | | | | |
| | Project Life Financials | 2,749 | 1,948 | 71% | 2,762 | 13 | 0% |
| | Current Year Financials | 814 | 14 | 2% | 814 | (0) | 0% |
| | Project Description | Heritage Capital Fund. | | | | | |
| | Project Manager | Sarah Christie/Michelle Lynn | | | | | |
| | Chief Officer | Amanda Graham | | | | | |
| | Project Lifecycle | Planned End Date | | 31-Mar-23 | Forecast End Date | | 31-Mar-24 |
| | Main Issues / Reason for Variance | | | | | | |
| | Budget to be taken per Council savings option. | | | | | | |
| | Mitigating Action | | | | | | |
| | None available at this time. | | | | | | |
| | Anticipated Outcome | | | | | | |
| | Project to be delivered within amended budget and within revised timescale. | | | | | | |
| 8 | Internet of Things Asset Tracking | | | | | | |
| | Project Life Financials | 60 | 50 | 83% | 50 | (10) | -17% |
| | Current Year Financials | 10 | 0 | 0% | 0 | (10) | -100% |
| | Project Description | Asset Tracking. | | | | | |
| | Project Manager | James Gallacher | | | | | |
| | Chief Officer | Victoria Rogers | | | | | |
| | Project Lifecycle | Planned End Date | | 31-Oct-22 | Forecast End Date | | 31-Mar-24 |
| | Main Issues / Reason for Variance | | | | | | |
| | Project completed. | | | | | | |
| | Mitigating Action | | | | | | |
| | None available at this time. | | | | | | |
| | Anticipated Outcome | | | | | | |
| | Technical aspect of the project is complete and WDC assisting with user testing. Delayed but on budget. | | | | | | |

WEST DUNBARTONSHIRE COUNCIL
GENERAL SERVICES CAPITAL PROGRAMME
ANALYSIS OF GREEN PROJECTS

PERIOD END DATE

31 August 2023

PERIOD

5

| Budget Details | Project Life Financials | | | | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|-------------------|----------------|----------|----|
| | Budget | Spend to Date | | Forecast Spend | Variance | |
| | £000 | £000 | % | £000 | £000 | % |
| | | | | | | |
| Agresso development | | | | | | |
| Project Life Financials | 30 | 7 | 25% | 30 | 0 | 0% |
| Current Year Financials | 23 | 1 | 3% | 23 | 0 | 0% |
| Project Description | The purpose of this project is to carry out an upgrade of the Agresso Finance System which was last upgraded in 2015. The requirement to upgrade is to maintain a level of support available from Unit 4 who have advised that support for older versions of the system is being reduced. | | | | | |
| Project Manager | Adrian Gray | | | | | |
| Chief Officer | Laurence Slavin | | | | | |
| Project Lifecycle | Planned End Date | 31-Mar-27 | Forecast End Date | 31-Mar-27 | | |
| Main Issues / Reason for Variance | | | | | | |
| Work planned for September to significantly reduce size of database in preparation for upgrade commencing. | | | | | | |
| Mitigating Action | | | | | | |
| None required | | | | | | |
| Anticipated Outcome | | | | | | |
| Anticipate completion of upgrade during 23-24 financial year. | | | | | | |
| | | | | | | |
| Cost of Living | | | | | | |
| Project Life Financials | 1,000 | 250 | 25% | 1,000 | 0 | 0% |
| Current Year Financials | 250 | 11 | 4% | 250 | 0 | 0% |
| Project Description | To support Council and community organisations with capital costs for cost of living initiatives. | | | | | |
| Project Manager | Adrian Gray | | | | | |
| Chief Officer | Laurence Slavin | | | | | |
| Project Lifecycle | Planned End Date | 31-Mar-26 | Forecast End Date | 31-Mar-26 | | |
| Main Issues / Reason for Variance | | | | | | |
| No variances currently anticipated. | | | | | | |
| Mitigating Action | | | | | | |
| None required at this time. | | | | | | |
| Anticipated Outcome | | | | | | |
| Project will be delivered on time and on budget | | | | | | |
| | | | | | | |
| Strathleven Place | | | | | | |
| Project Life Financials | 1,590 | 0 | 0% | 1,590 | 0 | 0% |
| Current Year Financials | 1,590 | 0 | 0% | 1,590 | 0 | 0% |
| Project Description | Re-development of Strathleven. | | | | | |
| Project Manager | Michelle Lynn | | | | | |
| Chief Officer | Laurence Slavin | | | | | |
| Project Lifecycle | Planned End Date | 31-Mar-24 | Forecast End Date | 31-Mar-25 | | |
| Main Issues / Reason for Variance | | | | | | |
| This project is linked to Glencairn House and Depot Rationalisation and will free up the current museum store and office space in Poplar Road. Opportunities exist to attract external funding. Detailed design work ongoing for Glencairn House. | | | | | | |
| Mitigating Action | | | | | | |
| None available at this time | | | | | | |
| Anticipated Outcome | | | | | | |
| Project delivered on budget | | | | | | |

WEST DUNBARTONSHIRE COUNCIL
GENERAL SERVICES CAPITAL PROGRAMME
ANALYSIS OF GREEN PROJECTS

PERIOD END DATE

31 August 2023

PERIOD

5

| Budget Details | Project Life Financials | | | | | |
|------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|-------------------|----------------|----------|------|
| | Budget | Spend to Date | | Forecast Spend | Variance | |
| | £000 | £000 | % | £000 | £000 | % |
| Solicitor Project Support for Capital Projects | | | | | | |
| Project Life Financials | 53 | 41 | 77% | 48 | (5) | -10% |
| Current Year Financials | 7 | 0 | 0% | 7 | 0 | 0% |
| Project Description | Solicitor costs to directly support capital projects | | | | | |
| Project Manager | Alan Douglas | | | | | |
| Chief Officer | Alan Douglas | | | | | |
| Project Lifecycle | Planned End Date | 31-Mar-24 | Forecast End Date | 31-Mar-24 | | |
| Main Issues / Reason for Variance | | | | | | |
| Trainee solicitor in place. Budget will be fully spent. | | | | | | |
| Mitigating Action | | | | | | |
| None required at this time. | | | | | | |
| Anticipated Outcome | | | | | | |
| Solicitor support for Capital Projects, with full budget spend anticipated. | | | | | | |
| Re -imagine Antonine Wall | | | | | | |
| Project Life Financials | 30 | 10 | 33% | 30 | 0 | 0% |
| Current Year Financials | 10 | 0 | 0% | 10 | 0 | 0% |
| Project Description | Council's capital contribution towards the multi-partner (five local authorities and Historic Environment Scotland) Rediscovering the Antonine Wall project which is also funded by the Heritage Lottery Fund. | | | | | |
| Project Manager | Pamela Clifford | | | | | |
| Chief Officer | Alan Douglas | | | | | |
| Project Lifecycle | Planned End Date | 31-Mar-24 | Forecast End Date | 31-Mar-24 | | |
| Main Issues / Reason for Variance | | | | | | |
| This goes into the overall Antonine Project budget. | | | | | | |
| Mitigating Action | | | | | | |
| No action required | | | | | | |
| Anticipated Outcome | | | | | | |
| Anticipate full budget spend. | | | | | | |
| Demolition 215 Main Street Alexandria | | | | | | |
| Project Life Financials | 155 | 145 | 93% | 155 | (0) | 0% |
| Current Year Financials | 10 | 0 | 0% | 10 | (0) | 0% |
| Project Description | Demolition of 215 Main Street Alexandria. | | | | | |
| Project Manager | Pamela Clifford | | | | | |
| Chief Officer | Alan Douglas | | | | | |
| Project Lifecycle | Planned End Date | 31-Mar-24 | Forecast End Date | 31-Mar-24 | | |
| Main Issues / Reason for Variance | | | | | | |
| This outstanding money is being sought through the recharging order and through debtors. | | | | | | |
| Mitigating Action | | | | | | |
| No action required at this time in the hands of Legal | | | | | | |
| Anticipated Outcome | | | | | | |
| Continue to pursue repayment | | | | | | |
| Transformation of Infrastructure Libraries and Museums | | | | | | |
| Project Life Financials | 421 | 305 | 72% | 421 | (0) | 0% |
| Current Year Financials | 116 | 0 | 0% | 116 | 0 | 0% |
| Project Description | To improve performance and efficiency of Council's Libraries and Cultural Services. | | | | | |
| Project Manager | David Main | | | | | |
| Chief Officer | Amanda Graham | | | | | |
| Project Lifecycle | Planned End Date | 31-Mar-24 | Forecast End Date | 31-Mar-24 | | |
| Main Issues / Reason for Variance | | | | | | |
| Project progressing well, due to be complete be end of financial year. | | | | | | |
| Mitigating Action | | | | | | |
| None required. | | | | | | |
| Anticipated Outcome | | | | | | |
| Projects delivered on budget | | | | | | |

WEST DUNBARTONSHIRE COUNCIL
GENERAL SERVICES CAPITAL PROGRAMME
ANALYSIS OF GREEN PROJECTS

PERIOD END DATE

31 August 2023

PERIOD

5

| | Budget Details | Project Life Financials | | | | | |
|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|-------------------|----------------|-----------|----|
| | | Budget | Spend to Date | | Forecast Spend | Variance | |
| | | £000 | £000 | % | £000 | £000 | % |
| 8 | ICT Modernisation | | | | | | |
| | Project Life Financials | 1,457 | 56 | 4% | 1,457 | 0 | 0% |
| | Current Year Financials | 892 | 56 | 6% | 892 | 0 | 0% |
| | Project Description | This budget is to facilitate ICT infrastructure and modernise working practices. | | | | | |
| | Project Manager | James Gallacher | | | | | |
| | Chief Officer | Victoria Rogers | | | | | |
| | Project Lifecycle | Planned End Date | 31-Mar-24 | Forecast End Date | | 31-Mar-24 | |
| | Main Issues / Reason for Variance | | | | | | |
| | Device replacement budget - planning replacement 2500 devices across budget period with an anticipated spend of £670k. Project Resourcing - capital posts, consultancy (off payroll/suppliers) anticipated £123k spend. | | | | | | |
| | Mitigating Action | | | | | | |
| | none required | | | | | | |
| | Anticipated Outcome | | | | | | |
| | projects delivered on time and on budget | | | | | | |
| 9 | ICT Security & DR | | | | | | |
| | Project Life Financials | 873 | 164 | 19% | 873 | 0 | 0% |
| | Current Year Financials | 873 | 164 | 19% | 873 | 0 | 0% |
| | Project Description | The project is for the enhancement of security systems, server replacement and the update of corporate applications to ensure compliance with 15/16 PSN requirements, to enhance the disaster recovery capabilities of WDC. | | | | | |
| | Project Manager | James Gallacher | | | | | |
| | Chief Officer | Victoria Rogers | | | | | |
| | Project Lifecycle | Planned End Date | 31-Mar-24 | Forecast End Date | | 31-Mar-24 | |
| | Main Issues / Reason for Variance | | | | | | |
| | £205k spent to-date. Due to delays on SWAN2 contract some of this capital budget may be required to carry to 24/25 budget and will be clarified further at contract sign off. Wireless access project installation continues across the council with estimated installation costs of £75k. Technology replacement project ongoing with pilots in progress. Infrastructure hardware replacement estimated £100k spend and Security & Compliance remediation estimated £70k | | | | | | |
| | Mitigating Action | | | | | | |
| | none required | | | | | | |
| | Anticipated Outcome | | | | | | |
| | projects delivered on time and on budget | | | | | | |
| 10 | 365 Implementation | | | | | | |
| | Project Life Financials | 503 | 318 | 63% | 503 | 0 | 0% |
| | Current Year Financials | 185 | (1) | 0% | 185 | (0) | 0% |
| | Project Description | Project services to delivery Microsoft 365 Implementation including 3rd party supplier, training, technical consultancy etc. | | | | | |
| | Project Manager | James Gallacher | | | | | |
| | Chief Officer | Victoria Rogers | | | | | |
| | Project Lifecycle | Planned End Date | 30-Sep-23 | Forecast End Date | | 30-Sep-23 | |
| | Main Issues / Reason for Variance | | | | | | |
| | Budget spend for plannedSharepoint discovery and implementation alongside One Drive for Business. Further external consultancy required for 365 Tenancy configuration and to ensure Security of 365 environment. | | | | | | |
| | Mitigating Action | | | | | | |
| | none required | | | | | | |
| | Anticipated Outcome | | | | | | |
| | projects delivered on time and on budget | | | | | | |
| 11 | Development of Workforce Management System | | | | | | |
| | Project Life Financials | 379 | 42 | 11% | 379 | (0) | 0% |
| | Current Year Financials | 46 | 0 | 0% | 46 | 0 | 0% |
| | Project Description | Project to develop the Workforce Management System. | | | | | |
| | Project Manager | Arun Menon | | | | | |
| | Chief Officer | Victoria Rogers | | | | | |
| | Project Lifecycle | Planned End Date | 31-Mar-30 | Forecast End Date | | 31-Mar-30 | |
| | Main Issues / Reason for Variance | | | | | | |
| | Work continues on developments resulting in some spend in the current year. | | | | | | |
| | Mitigating Action | | | | | | |
| | none required | | | | | | |
| | Anticipated Outcome | | | | | | |
| | Work continues on developments resulting in some spend in the current year. | | | | | | |

WEST DUNBARTONSHIRE COUNCIL

Report by Chief Officer - Resources

Corporate Services Committee: 1 November 2023

Subject: Grant Application to Dumbarton Common Good

1. Purpose of Report

- 1.1** The purpose of this report is to provide Members with details of one grant application to Dumbarton Common Good for consideration.

2. Recommendations

- 2.1** The Committee is asked to approve the request for a £39,000 grant to Corra Foundation to assist with the cost of 3 years staff costs and other operating costs, grant to be paid in 3 annual instalments of £13,000.

3. Background

- 3.1** Dumbarton Common Good Fund grants are administered by the West Dunbartonshire Council and are reported to the Committee as and when applications are received.

- 3.2** The value of fund as at 31 March 2023 was £668,478.

4. Main Issues

Grant Applications to Dumbarton Common Good

- 4.1** Appendix A summarises the aims of the group and advises on their current financial position. Committee is asked to approve the grant application of £39,000.

5. Option Appraisal

- 5.1** No option appraisal was required for this report.

6. People Implications

- 6.1** There are no people implications.

7. Financial and Procurement Implications

- 7.1** It is recommended that members agree to the grant funding of £39,000 to Corra Foundation

8. Risk Analysis

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

9. Equalities Impact Assessment (EIA)

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

10. Environmental Sustainability

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

11. Consultation

- 11.1** Legal and Financial Officers have been consulted in preparing this report.
- 11.2** All organisations are consulted regarding recommendations of grant prior to the report being submitted to Committee.

12. Strategic Assessment

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

Laurence Slavin
Chief Officer, Resources
Date: 13 October 2023

Person to Contact: Adrian Gray, Finance Business Partner,
Church Street, Dumbarton,
Email: [adrian.gray @west-dunbarton.gov.uk](mailto:adrian.gray@west-dunbarton.gov.uk)

Appendices Appendix 1: Details of Grant Application

Background Papers: Grant application summary information
Individual group grant applications

Wards Affected: Ward 3

**Dumbarton Common Good Fund
for consideration by Corporate Services Committee on 01 November 2023
(2023/2024)**

| Organisation | Purpose of organisation | Purpose of grant | Grant Requested and Officer Recommendation |
|---------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|
| Corra Foundation | Corra's main activities are grant making and working alongside communities in a place based approach. Corra exists to make a difference to the lives of people and communities. It works with others to encourage positive change, opportunity, fairness and growth of aspirations which improve quality of life. Corra wants to see a society in which people create positive change and enjoy fulfilling lives. | <p>Since 2016 Corra Foundation in Dumbarton has</p> <ul style="list-style-type: none"> • Supported 16 community ideas into action with funding • Engaged over 1900 people • Benefitted from 160 hours of volunteering • Partnered with Council colleagues to support community and strategic development • Created opportunities for communities and colleagues to share learning, ideas and amplify community voices at a national level. <p>The grant will contribute to the overall budget for Corra Foundation's local office in Castlehill, Dumbarton. This will enable the local Community Co-ordinator to continue to provide dedicated support to the community, which will result in the continuation and acceleration of the activity described above through to the point that Corra are no longer required 'on the ground' due to effective capacity building and community members being confident to</p> | <p>Grant request: £39,000 (over 3 years)</p> <p>Officer Recommendation: Agree £39,000 (£13,000 per annum for 3 years)</p> |
| | | | |

| Number of members | How often does it meet | develop and lead on their ideas. The grant would contribute to staffing and other operating costs. | Bank Balance and Accounts Balance |
|--------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Not applicable | Corra's Board meets on a quarterly basis. The People in Place team meets every six weeks and brings people and partners together for regular learning events. | The financial information listed to the right is indicative of Corra Foundation being a large national entity and it is not possible to isolate the local figures relevant to Dumbarton. Corra have however advised that Since 2016, their People in Place program has invested £238k directly into the work alongside Castlehill. In addition, Corra's local knowledge and trusting relationships have connected local groups with other funding sources, including £23.5k to support pandemic response work and £40k to support community-led grantmaking initiatives. | At the 2021 year-end, Corra held Total Net Assets of £32.5m (2020: £30.2m), which includes investment funds of £26.4m (2020: £24.2m) with CCLA Investment Management Limited ('CCLA'). Corra at the end of 2021 reported holding Unrestricted Funds of £27.0m and cash held in the bank was £9.8m |