


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


 Our Communities
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 Our residents are supported to increase life and learning skills
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Action	Status	Progress	Due Date	Note	Owner
Progress Glencairn House Improvements in line with agreed plan and timeframe		<div style="width: 50%;"><div style="background-color: #4F81BD; width: 50%;"></div></div> 50%	31-Mar-2024	Progressing as planned. Awaiting tender return prior to construction phase.	Michelle Lynn




 Our Environment
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 Our neighbourhoods are sustainable and attractive
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Action	Status	Progress	Due Date	Note	Owner
Progress building upgrades programme		<div style="width: 50%;"><div style="background-color: #4F81BD; width: 50%;"></div></div> 50%	31-Mar-2024	Progressing as planned. Building upgrades programme is on track for completion by year-end.	Michelle Lynn







 Our Economy
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 Our area has the infrastructure for sustainable and inclusive growth where businesses can flourish
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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
Number of invoices paid within 30 calendar days of		92.81%	91%					91%			Q1 target met. Q2 data available early November.	Ryan Chalmers


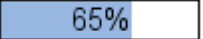
Performance Indicator	Q1 2023/24					Q2 2023/24					Owner	
	Status	Value	Target	Short Trend	Long Trend	Status	Value	Target	Short Trend	Long Trend	Note	
receipt as a percentage of all invoices paid												


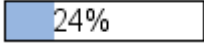


**Ob** Our partnerships support economic development to deliver increased prosperity for our area


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			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 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


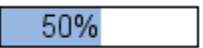

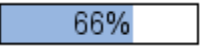
Action	Status	Progress	Due Date	Note	Owner
Develop and implement learning and development plans and development opportunities to improve capabilities and resilience within the workforce		<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #4f81bd; color: white; display: flex; align-items: center; justify-content: center;">22%</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


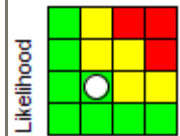
**Ob** Our Council is adaptable and focused on delivering best value for our residents

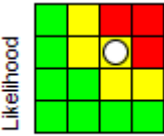
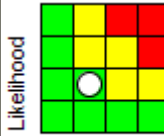
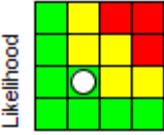
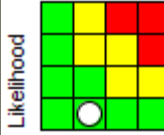
Performance Indicator	Q1 2023/24					Q2 2023/24					Owner	
	Status	Value	Target	Short Trend	Long Trend	Status	Value	Target	Short Trend	Long Trend		Note
Percentage of income due from council tax received by the end of the year %		28.54%	28%					52%			Q1 target met. Q2 data available mid-November.	Ryan 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					Owner	
	Status	Value	Target	Short Trend	Long Trend	Status	Value	Target	Short Trend	Long Trend	Note	
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


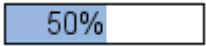


Action	Status	Progress	Due Date	Note	Owner
Review ways of decreasing corporate debt through continued improvements to debt collection processes in relation to sundry, NDR, Council Tax and rent		<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #ADD8E6; display: flex; align-items: center; justify-content: center;">12%</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 style="border: 1px solid black; width: 100px; height: 20px; background-color: #ADD8E6; display: flex; align-items: center; justify-content: center;">20%</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 style="border: 1px solid black; width: 100px; height: 20px; background-color: #ADD8E6; display: flex; align-items: center; justify-content: center;">57%</div>	31-Mar-2024	Progressing as planned. <ul style="list-style-type: none"> <li>• UiPath platform upgrade being undertaken (2023 release for the platform).</li> <li>• Integration with Jira being undertaken which will allow for better tracking of the milestones.</li> <li>• Final few anomalies being addressed within the sickness absence automation. Delays have been</li> </ul>	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"> <li>Teachers' pension notifications process is live.</li> <li>Chatbot scoping sessions progressing well and due to go live in September 2023.</li> <li>HSCP processes scoping completed for deceased records updates and being planned for undertaking financial assessments. CAS invoice process being scoped.</li> </ul>	
Progress disposal of key strategic sites over 23/24			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.			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.	 <p>Likelihood</p> <p>Impact</p>	 <p>Likelihood</p> <p>Impact</p>	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



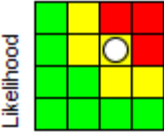


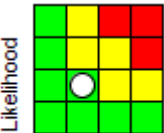
**Ob** Strong financial governance and sustainable budget management (Service Objective)

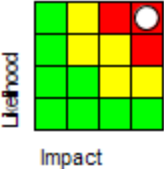
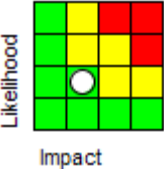
Action	Status	Progress	Due Date	Note	Owner
Implement the change to the Accounting Code of Practice in relation to leasing			31-Mar-2024	Progressing as planned. We have set up a leasing working group with relevant officers and identified current leases for review. The accounting standards have been reviewed and Finance staff have attended relevant training.	Carol Alderson
Support the development of the business case to extend the district			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 style="width: 50%;"><div style="background-color: #4F81BD; height: 15px; width: 100%;"></div></div> 50%	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 style="width: 50%;"><div style="background-color: #4F81BD; height: 15px; width: 100%;"></div></div> 50%	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 style="width: 0%;"><div style="background-color: #4F81BD; height: 15px; width: 100%;"></div></div> 0%	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 style="width: 0%;"><div style="background-color: #4F81BD; height: 15px; width: 100%;"></div></div> 0%	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 style="width: 100%;"><div style="background-color: #4F81BD; height: 15px; width: 100%;"></div></div> 100%	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 style="width: 100%;"><div style="background-color: #4F81BD; height: 15px; width: 100%;"></div></div> 100%	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 style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">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	 <p>Likelihood</p> <p>Impact</p>	 <p>Likelihood</p> <p>Impact</p>	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	 <p>Likelihood</p> <p>Impact</p>	 <p>Likelihood</p> <p>Impact</p>	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.	 <p>Likelihood</p> <p>Impact</p>	 <p>Likelihood</p> <p>Impact</p>	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	 <p>Likelihood</p> <p>Impact</p>	 <p>Likelihood</p> <p>Impact</p>	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