

# Agenda



## Corporate Services Committee

**Date:** Wednesday, 16 May 2018

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**Time:** 14:00

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**Venue:** Council Chambers, Clydebank Town Hall  
Dumbarton Road, Clydebank

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**Contact:** Craig Stewart, Committee Officer  
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Dear Member

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

Yours faithfully

**JOYCE WHITE**

Chief Executive

Distribution:-

Councillor Ian Dickson (Chair)  
Councillor Jim Brown  
Councillor Jim Finn  
Councillor Diane Docherty  
Councillor Daniel Lennie  
Councillor Caroline McAllister  
Councillor David McBride  
Councillor Jonathan McColl  
Councillor Iain McLaren (Vice Chair)  
Councillor John Mooney  
Councillor Lawrence O'Neill  
Councillor Martin Rooney

All other Councillors for information

Chief Executive  
Strategic Director – Transformation and Public Service Reform  
Strategic Director – Regeneration, Environment & Growth  
Chief Officer of West Dunbartonshire Health & Social Care Partnership

Date of issue:     **2 May 2018**

# **CORPORATE SERVICES COMMITTEE**

**WEDNESDAY, 16 MAY 2018**

## **AGENDA**

### **1 APOLOGIES**

### **2 DECLARATIONS OF INTEREST**

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

### **3 MINUTES OF PREVIOUS MEETING 5 - 10**

Submit for approval as a correct record, the Minutes of Meeting of the Corporate Services Committee held on 7 February 2018.

### **4 OPEN FORUM**

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

### **5 STRATEGIC DELIVERY PLANS 2018/19 11 – 184**

- Communications
- People & Technology
- Regulatory
- Resources

Submit report by the Strategic Lead – Communications, Culture & Communities presenting the year-end progress for 2017/18 and 2018/19 Delivery Plans for the above service areas.

### **6 UPDATE OF VOLUNTARY GRANTS 2017/18 185 - 196**

Submit report by the Strategic Lead – Resources providing an update on the voluntary grants approved by WDCVS in 2017/18 in respect of Community Chest, Playscheme, Cultural, and Social Transport Support Funding Grants.

### **7 PAYMENTS TO STRATEGIC PARTNERS - UPDATE 197 - 200**

Submit report by the Strategic Lead – Resources providing an update on the action taken by officers following the Council decision on 5 March 2018, in setting the 2018/19 revenue budget, that officers engage with our strategic partner organisations as to how Council funding support might be reduced over the next 3 financial years.

## 8

Submit report by the Strategic Lead – Resources recommending the commencement of a tendering exercise during 2018 for Debt Management Partners to assist with the Council's overall debt recovery processes.

## 9

Submit report by the Strategic Lead – Resources requesting the Committee to note the outcomes achieved relative to the Corporate Procurement Strategy 2017/2018 to 2020/2021 and to approve the Annual Procurement Report for publication.

## 10

Submit report by the Strategic Lead – Regulatory seeking approval of the Greater Glasgow and Clyde Joint Health Protection Plan 2018-2020.

## 11

Submit report by the Strategic Lead – People & Technology providing workforce monitoring information relating to Q3 (October – December 2017) and Q4 (January – March 2018).

## 12

Submit report by the Strategic Lead – People & Technology providing detailed analysis of the annual attendance performance for 2017/18.

## 13

Submit report by the Strategic Lead – People & Technology seeking approval of the inclusion of a Complaints procedure as an appendix to the Casual Workers Policy.



## **CORPORATE SERVICES COMMITTEE**

At a Meeting of the Corporate Services Committee held in Committee Room 3, Council Offices, Garshake Road, Dumbarton on Wednesday, 7 February 2018 at 2.00 p.m.

**Present:** Councillors Jim Brown, Ian Dickson, Diane Docherty, Jim Finn\*, Caroline McAllister, David McBride, Jonathan McColl, Iain McLaren, John Mooney and Martin Rooney.

\*Arrived later in the meeting.

**Attending:** Angela Wilson, Strategic Director – Transformation and Public Service Reform; Peter Hissett, Strategic Lead – Regulatory; Stephen West, Strategic Lead – Resources; Malcolm Bennie, Strategic Lead – Communications, Culture & Communities; Victoria Rogers, Strategic Lead – People & Technology; Amanda Coulthard, Performance and Strategy Manager; Patricia Kerr, Manager of ICT; Gill Graham, Manager – Libraries & Cultural Services; Arun Menon, Business Support Manager; Stephen Daly, Customer Service Manager; Amanda Graham, Communications Co-ordinator and Craig Stewart, Committee Officer.

**Also Attending:** Ms Carol Hislop, Senior Audit Manager, Audit Scotland.

**Apologies** Apologies for absence were intimated on behalf of Councillors Daniel Lennie and Douglas McAllister.

**Councillor Ian Dickson 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 Corporate Services Committee held on 29 November 2017 were submitted and approved as a correct record.

## **MINUTES OF JOINT CONSULTATIVE FORUM – 7 DECEMBER 2017**

The Minutes of Meeting of the Joint Consultative Forum held on 7 December 2017 were submitted for information and ratification 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.

### **COUNCIL WORKFORCE PLAN 2017-2022: ANNUAL ACTION PLAN 2018/19**

A report was submitted by the Strategic Lead – People & Technology providing an update on the Council's workforce planning activity for 2018/2019.

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

- (1) to note progress during 2017-2018 in delivering against the Council Workforce Plan;
- (2) to note planned actions for 2018-2019; and
- (3) to note that the Delivery Plans for each service would include workforce annual action plans.

Note: Councillor Finn entered the meeting at this point in the proceedings.

### **COUNCIL STRATEGIC RISKS 2017-22**

A report was submitted by the Strategic Lead – People & Technology providing an update on the strategic risks for 2017-22 following approval of the new Strategic Plan.

After discussion and having heard the Strategic Lead and relevant officers in further explanation of the report and in answer to Members' questions, the Committee agreed to note the strategic risks as detailed in Appendix 1 of the report.

### **ICT UPDATE AND CONTRACT SPEND 2018/19**

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

services. The report also provided a progress update on the cost/benefit analysis in respect of an early warning system for monitoring of potential system failures. After discussion and having heard the Strategic Lead and Manager of ICT in further explanation of the report and in answer to Members' questions, the Committee agreed:-

- (1) to note the ICT Capital and Revenue spend details included in the report, which was part of the existing ICT Service Plan actions (reference: PT/18-19/ICT/001 – 004) including the anticipated procurement method;
- (2) that authority be delegated to the Corporate Procurement Manager, in consultation with the Strategic Lead – People & Technology, to instruct the award of contracts for the planned Capital and Revenue spend detailed in this report to suppliers providing the most economically advantageous offer to the Council for those purchased from existing National Framework agreements;
- (3) to note that spend which was not on National Framework agreements and where the value was in excess of £50,000 would be submitted to the Tendering Committee for approval; and
- (4) to note the update provided regarding early warning systems as outlined at paragraph 4 of the report and that a further update be provided to Committee at a future point when existing technologies had been more widely deployed and gaps identified and included within the cost benefit analysis.

#### **WORKING WELL TOGETHER – ATTENDANCE MANAGEMENT: QUARTER 3 (1 OCTOBER – 31 DECEMBER 2017)**

A report was submitted by the Strategic Lead – People & Technology providing detailed analysis on the attendance performance for Quarter 3.

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

- (1) to note the decrease in Council wide sickness absence of 81.12 FTE days lost (-3.1%) compared to the same period last year, as outlined in Appendix 1 to the report; and
- (2) to note the decrease in sickness absence of 0.51 FTE days lost (-24%) compared to the same period last year for the service areas outlined in Appendices 2-5 of the report.

#### **CORPORATE SERVICES BUDGETARY CONTROL REPORT TO 31 DECEMBER 2017 (PERIOD 9)**

A report was submitted by the Strategic Lead – Resources advising on the performance of the Corporate Services budget for the period to 31 December 2017.

The Committee agreed:-

- (1) to note that the revenue account currently showed a projected annual favourable variance of £0.074m (0.38% of the total budget); and
- (2) to note that the capital account was projecting a favourable variance of £0.076m in the current year and an adverse variance of £0.057m for the project life.

### **WRITE-OFF OF NATIONAL NON-DOMESTIC RATES**

A report was submitted by the Strategic Lead – Resources recommending for approval the write-off of debts in respect of National Non-Domestic Rates (NNDR), which have been deemed as irrecoverable during the financial year 2017/18.

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

- (1) to approve the write-off of NNDR accounts totalling £827,442.25; and
- (2) that officers be requested to look into the possibility of publicising companies who were suspected of operating as 'Phoenix Companies', in order to name and shame them.

### **THE PROVISION OF MANAGED SERVICE FOR HOUSING BENEFIT AND COUNCIL TAX REDUCTION**

A report was submitted by the Strategic Lead – Resources seeking approval to procure the provision of managed service associated with the processing of Housing Benefit (HB) and Council Tax Reduction (CTR) claims.

Having heard the Strategic Lead – Resources in further explanation and in answer to a Member's question, the Committee agreed to approve the procurement of the managed work associated with the processing of HB and CTR.

### **VALE OF LEVEN HOSPITAL PUBLICITY CAMPAIGN**

With reference to the Minutes of Meeting of West Dunbartonshire Council held on 25 October 2017, a report was submitted by the Strategic Lead – Communications, Culture & Communities on the above. The Strategic Lead advised the Committee that with regard to paragraph 3.5 of the report, he could update that both Stobhill Hospital and Victoria Infirmary were also open to 9pm.

After discussion and having heard the Strategic Lead in elaboration and in answer to Members' questions, the Committee agreed:-

- (1) to review the options for a campaign to increase awareness of services at the Vale of Leven Hospital; and
- (2) to approve the recommended options for advertising/raising awareness, including other options, all as detailed in the report, up to the value of £10,000.

## **REVIEW OF LIBRARIES & CULTURAL SERVICES**

A report was submitted by the Strategic Lead – Communications, Culture & Communities presenting proposals to improve the efficiency and performance of the Council's Libraries & Cultural Services.

After discussion and having heard the Strategic Lead in further explanation of the report and in answer to Members' questions, Councillor Dickson, seconded by Councillor McColl, moved the recommendations in the report, as follows:-

That the Committee:-

- (1) approves the changes to opening hours of branch libraries in line with public demand;
- (2) approves the proposed implementation of means tested charges for the hire of instruments by pupils using the Instrumental Music Service; and
- (3) agrees that part of the savings generated can be used to release capital investment of £421k to transform the infrastructure of the Council's libraries and museums. This will be included in the capital plan reported to Council on 5 March 2018 for approval.

Councillor Mooney advised that he had an amendment in respect of this item, and proceeded to read out the terms of it. After hearing Councillor Dickson, Chair, it was agreed that the meeting should be adjourned for a short period to enable the Committee Officer to type up the amendment, and produce copies of it for Members. The meeting resumed at 3.36 p.m. with the same Members present, as listed in the sederunt.

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

That this Committee rejects the proposed reduction in library hours on the basis that making our libraries accessible to our communities is a priority for this Council.

The Committee also rejects the move to means tested charges for the hire of musical instruments for pupils. We believe in opportunity for all and this should not be hampered by the income of a pupil's parents.

Finally this Committee agrees that we should invest £421k in our library infrastructure, building on the investment over recent years such as the £500k in Clydebanks Library, the refurbishment of Balloch Library and the opening of Faifley Library in one of our most deprived communities.

This capital should be financed by Regeneration Funding. Committee would also support investment into additional capital projects to improve our library services.

On a vote being taken, 3 Members voted for the amendment and 6 Members voted for the motion which was accordingly declared carried.

The meeting closed at 4.05 p.m.

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**WEST DUNBARTONSHIRE COUNCIL****Report by Strategic Lead – Communications, Culture & Communities****Corporate Services Committee: 16 May 2018**

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**Subject: Strategic Delivery Plans 2018/19****1 Purpose**

- 1.1** The purpose of this report is to present to members the year end progress for 2017/18 and 2018/19 Delivery Plan for:
- Communications, Culture & Communities
  - People & Technology
  - Regulatory
  - Resources

**2 Recommendations**

- 2.1** It is recommended that the Committee:
- Agrees the 2018/19 Delivery Plans and
  - Notes progress made on delivery of the 2017/18 plans

**3 Background**

- 3.1** In line with the strategic planning & performance framework each Strategic Lead has developed an annual delivery plan for 2018/19. This plan sets out actions to address key priority areas and issues identified through the service planning process as well as actions to deliver the Council's strategic objectives. It also provides an overview of services and resources, including employees and budgets, and considers relevant risks.

**4 Main Issues**

- 4.1** Each Delivery Plan for 2018/19 (appendices 1-4) details key achievements, areas of challenge and the priority strategic areas for delivery over the coming year with associated actions, performance indicators and risks detailed. Each strategic delivery plan has a supporting annual workforce plan, which is developed to highlight and plan for the management of key workforce issues which are necessary to fully support the delivery of the plan.
- 4.2** These workforce issues are anticipated to have significant implications in terms of organisational change, resource planning, resource profiling, skill mix, training and development and restructuring. The workforce plan sits as an appendix to the Delivery Plan 2018/19.

- 4.3** Progress against each plan is monitored monthly by the management team of the service and reported on a quarterly basis through the performance monitoring and review group meetings chaired by the Chief Executive. Each Strategic Lead also presents a mid-year progress report on actions to Committee in November of each year.
- 4.4** Year end performance reports (appendices 5-8) for each strategic area detail the delivery of actions over the year and available performance indicators over the 2017/18 year. The narrative on each action describes any challenges or mitigations required if it has not been delivered as planned.
- 4.5** Not all year end performance data is available at this point in the year. Some data are sources from external sources or require to be verified and validated – such as those related to costs. All available performance data will be published as part of Council's annual public performance reporting by end June 2018.
- 5. People Implications**
- 5.1** There are no direct people implications arising from this report. Any workforce implications arising from the Delivery Plan are detailed in the workforce plan.
- 6. Financial & Procurement Implications**
- 6.1** There are no direct financial or procurement implications arising from this report. All commitments will be delivered through existing resources as described in the financial resources section of the plan.
- 7. Risk Analysis**
- 7.1** Failure to deliver on the actions assigned to the strategic area may have a direct impact on the delivery of the Council's Strategic Plan. It is essential that remedial action is taken to ensure strategic delivery plans achieve the commitments detailed and approved.
- 8. Equalities Impact Assessment**
- 8.1** Screening and Impact Assessments will be carried out on specific activities as required.
- 9. Consultation**
- 9.1** The Delivery Plan detailed in this reported was developed through consultation with officers from the strategic service area.
- 10. Strategic Assessment**
- 10.1** The strategic delivery plan sets out actions to support the successful delivery of the strategic priorities of the Council.



**Malcolm Bennie**  
**Service Lead – Communication, Culture & Communities**  
**Date: 23 April 2018**

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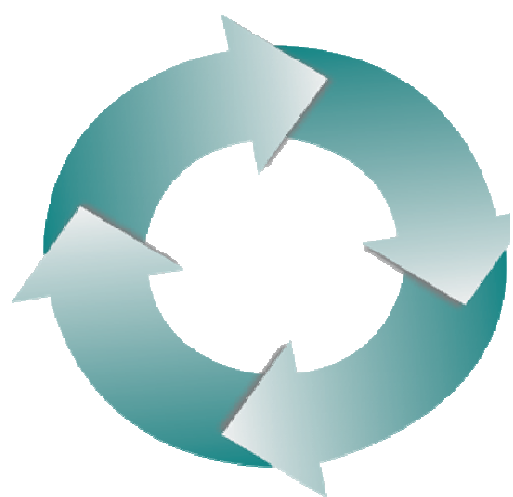
**Person to Contact:** Amanda Coulthard  
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**Appendix:** Appendix 1: Communication, Culture & Communities  
Delivery Plan 2018/19  
Appendix 2: People & Technology Delivery Plan 2018/19  
Appendix 3: Regulatory Delivery Plan 2018/19  
Appendix 4: Resources Delivery Plan 2018/19  
Appendix 5: Communication, Culture & Communities  
Year End report 2017/18  
Appendix 6: People & Technology Year End report  
2017/18  
Appendix 7: Regulatory Year End report 2017/18  
Appendix 8: Resources Year End report 2017/18

**Background Papers:** None

**Wards Affected:** All





# **Communication, Culture and Communities Delivery Plan 2018/19**

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## **1. Objective and Priorities**

The Communications, Culture and Communities (CCC) Service has a great opportunity to make a difference every day, and improve the lives of the residents of West Dunbartonshire. During 2018/19 we will deliver excellent customer services which fully respond to the demands of our communities. We will support our services to be the best by providing robust, reliable performance information to underpin continuous improvement. We will deliver high-quality library and cultural services which enhance our communities and allow our residents to explore, interact, learn and imagine. We will deliver first-class corporate communications which inform, educate and change the behavior of our residents for the benefit of all.

### **Our 2018/19 Key Priorities:**

- Introduce the new strategy and structure for the Libraries and Cultural Services to establish a more efficient, fit for purpose team and estate, and deliver improved performance on a number of key national indicators
- Successfully deliver on the approved major investment in the infrastructure of our libraries and cultural venues to make them modern and attractive places for our residents
- Deliver effective, efficient and fully integrated services for our residents by enhancing telephone and digital channels to meet resident demand, improve responsiveness, and provide 24/7 access to transactional services
- Establish the Performance and Strategy team as an essential business intelligence service which provides data analysis and interpretation to improve performance, and helps shape services and the Council for the future
- Enhance the Council's Communications by introducing professional standards, increasing engagement with communities through digital channels and campaigns, and generating income
- Create a new more efficient operating model for the Town Hall and generate improved levels of income and satisfaction

### **Our CCC Purpose:**

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

### **Our CCC Ethos:**

- Make it happen
- Make a difference

## **2. Overview & Profile**

The CCC Delivery Plan provides a review of our key achievements in 2017/18, sets out our strategic priorities for 2018/19, and highlights the key activities that will be progressed to meet those priorities. CCC is one of 8 strategic service areas for the Council, responsible for:

### **Libraries and Culture**

The Libraries & Cultural Services team manages eight public libraries, five school libraries and the mobile library service. It operates Clydebank Town Hall Gallery, Heritage Centres, and the Backdoor Gallery. The service also manages the schools' Instrumental Music Service, Youth Music Initiative and creative learning opportunities in arts and music. The team delivers all exhibitions in the area and manages the Council's collections and archives. Through programmes of activities in libraries and schools the team also supports the Council ambition to make learning accessible to all residents.

### **Customer Services**

The team is responsible for most frontline service delivery, covering face-to-face requests at our One Stop Shops, telephone requests through the Contact Centre, the Council's website, and enquiries via social media. The team is also responsible for management of the Council complaints process. As part of our ambition to centralise and improve communication the team are also now responsible for telephone enquiries for Benefits, Council Tax and telephone contact for Repairs & Maintenance. The team also provide access to the Scottish Welfare Fund for Community Care Grants and Crisis Payments. Money Advice services are provided to the residents of West Dunbartonshire via information workers based within our One Stop Shops. In addition the team is now leading the Council's channel shift and digital transformation activity.

### **Performance & Strategy**

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

### **Corporate Communications**

The Corporate Communications team provides information on Council services to ensure that residents, employees, stakeholders and media are fully informed. The team designs, plans and manages campaigns to change behaviour, improve the local area and enhance the lives of local residents, and delivers projects that save or generate the Council money. In addition the team protects the reputation of the Council, and leads the Council's use of social media to raise the profile of the organisation and better communicate with local residents.

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

### **3. Performance Review**

In 2017/18 the CCC service delivered a number of key achievements on behalf of the Council:

#### **Libraries & Cultural Services**

- Undertook £500,000 improvement works at Clydebank Library in phase one of the branch upgrade
- Oversaw renovations at Dalmuir and Balloch Libraries, and commissioned activity at remaining branches
- Secured a 4-star visitor attraction status for Clydebank Museum from Visit Scotland
- The Early Years Learning Programmes support literacy and wellbeing and completed more than 850 sessions with an estimated 15,000 participants
- Successfully applied for £10k of funding from the Scottish Library & Information Council to undertake a training and development package in 2018/19 for frontline library staff to help support our vision for a first-class library service

#### **Customer Services**

- The Council website was awarded the maximum 4 stars by SOCITM (The society for IT practitioners in the public sector) for a second year running. One of only five in Scotland
- Reduced the percentage of non-answered calls at the telephone contact centre to 7% in 2017/18 from 11% in 2016/17
- Reduced the time to answer calls from an average of 31seconds to 20 seconds in 2017/18
- Improved speed of answer for the Welfare Fund by 23 seconds per call from 03:24 in 2016/17 to 03:11 in 2017/18.
- Increased compliance with complaints responded to within national timelines from 77% in 2016/17 to 82% in 2017/18

## **Corporate Communications**

- Increased social media reach across our five platforms equivalent to 30% of population up from 24% in 2016/17 – equivalent to 5376 people
- Developed new income streams for the Council worth potentially more than £50,000 a year through delivering services on behalf of other organisations
- Increased the employee survey response rate to 53% - the highest ever at the Council and with more than 69% of responses coming from frontline workers including schools; depots and those based in the community
- Maintained 98% satisfaction rating for support provided to Council teams on media statements

## **Performance & Strategy**

- Supported delivery of the new Strategic Plan 2017-2022 and Local Outcome Improvement Plan 2017-2027 with aligned outcomes
- Supported and prepared the organisation for the key Best Value Audit Review
- Maintained high levels of satisfaction with the performance and strategy service, with 100% of respondents rating their supports as good
- Developed a new model of engagement which included a successful refresh of the Citizens Panel, an online consultation approach and creation of the best-practice Engaging Communities Framework for the organisation
- Launched the Equality Outcomes and Mainstreaming report for 2017-2021, including performance indicators and targets for the first time
- Delivered high levels of engagement from residents and stakeholders in the 2018/19 Council budget consultation, with 305 responses per 10,000 population

## **Challenges**

While the CCC Service has achieved significant progress on key areas as outlined above, it is important to recognise that some key areas and priorities have not progressed as expected:

The inefficient libraries timetable led to additional staffing costs in particular relating to casual cover. This put significant pressure upon budgets and led to financial challenges within the library service. However the new structure and opening hours approved for 2018/19 onwards will greatly assist this and reduce the use of casual cover.

In addition, book issues have reduced by 13% since 2015/16 and this continues to be a challenge both locally and at a national level with many organisations experiencing a level of reduction. In 2017/18 we have introduced branch improvement plans which have improved the way we present our book stock and other services to increase demand. In addition we have undertaken refurbishments in several branches and will complete this exercise in 2018/19 to ensure our branches are as attractive as possible to increase use. In addition, upgrade work at Clydebank Library will conclude in 2018/19 to improve the offer to residents at this key venue for the service.



It is also recognised that visitor numbers to libraries have been falling over the last two years. While we are hopeful our improvement plans, building refurbishments and £421k of investment will maintain or increase visitor levels, our performance indicator targets have been adjusted to reflect this recent trend

The Clydebank Town Hall service has overspent significantly over the last 2 years, and the overall balance of running costs vs income generated continues to be a significant net loss to the Council. There is progress required to ensure the most efficient operating model is in place, and to increase the number of commercially favourable bookings. In addition a review of the fees and charges at the Town Hall is required to ensure any increase in bookings also leads to an increase in income. To take this forward the management of the service has been transferred to Corporate Communications. In addition the Town Hall will also benefit from a new events budget of £25k which should enable it to offer a wider range of attractive activities and events to residents. These events will also have the potential to generate increased income.

Capacity has been an issue in Communications due to the emergence of new workstreams and priorities which had not been planned for. This has impacted on progress on aspects of the 2017/18 delivery plan. Our campaigns activity in particular has been impacted and has not been as extensive as planned. Two recycling campaigns have been supported with a focus on metal and Christmas waste, and revised timelines are in place for further elements of this campaign. This is also the case for dog fouling which continues to be a key priority for our local residents.

While Equality Outcomes and associated measures are in place for 2017-2021, work to develop action plans for delivery of these has been slower than anticipated. The Outcomes and supporting Mainstreaming Report outlines commitments to be delivered across West Dunbartonshire and it is critical that measures and actions are in place to deliver this ambition. Over 2018-19 progress will be accelerated on this to ensure successful delivery of outcomes and ambitions as described through the Equality Outcome and Mainstreaming report.

During 2017-18 work has been progressing on a new approach to improving citizen experience through alignment of learning from complaints and process/service improvement activity. While some activity has progressed on this work it has been limited. This is in part due to the low number of complaints recorded throughout the organisation. Awareness raising of the complaints process and training on complaints handling and recording should increase the volume of complaints data available.

## **Resident/User Feedback**

### **Complaints**

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

Between 1 April and 31 December, the Communications, Culture and Communities service area received a total of thirteen complaints, all of which were Stage 1 complaints. During the same period, thirteen complaints were closed, all at Stage 1. Eleven of the complaints closed at Stage 1 met the 5 working day target for resolving complaints. Of the eleven complaints closed at Stage 1, four was upheld.

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

### **Residents' Telephone Survey**

A telephone survey of 300 residents is carried out every quarter to gauge satisfaction levels with a range of Council services. Within Communication, Culture and Communities, we evaluate libraries, customer service, information available on services and the Council website.

The 2017 annual report confirmed satisfaction levels have improved across all areas of Communication, Culture and Communities since 2016.

- Satisfaction with libraries has increased from 83% in 2016 to 91% in 2017, showing an 8% rise from the previous year.
- Satisfaction with customer service remains high at 98%, up from 93% in the previous year, an increase of 5% satisfaction
- Satisfaction with information available on services was 92% in 2017, up from 84% in 2016. This figure represents an 8% point increase in satisfaction.
- Satisfaction with the Council website has increased considerably in 2017. In 2016 the satisfaction level was 74% and in 2017 the level was recorded as 99%.
- Satisfaction with the Contact Centre was recorded at 96%, however there is no comparative data at present as this question was new in 2017.

- Satisfaction with overall level of service has increased in 2017. In 2016 the satisfaction level was 93% and in 2017 this level rose by 5% to 98% in 2017.

### **Corporate Communication**

The Corporate Communications team carried out an annual satisfaction survey with users in 2016/17 and 2017/18. In 2016/17 over 300 users completed the survey and in 2017/18 over 100 completed it. The results of both surveys are listed below:-

	<b>2016/17</b>	<b>2017/18</b>
Satisfaction with the support from press office	100%	100%
Satisfaction with press office support on statements	100%	100%
Satisfaction with design service	100%	100%
Satisfaction with employee bulletin	94%	97%
Overall satisfaction with service provided by Corp Comms	98.8%	98.8%

### **Libraries and Culture Services**

In October 2017 a Libraries and Cultural Services survey was carried out with more than 500 members. The purpose of the survey was two-fold. To help us understand what is important to users and to gather information to shape the redesign of the libraries timetable. The survey also allowed Libraries and Culture to measure satisfaction levels.

- Satisfaction with the Library service – 98%
- Satisfaction with Museum & Galleries service – 97%
- Satisfaction with the e-books and e-magazine service- 88%

The October consultation highlighted that residents wanted to see more money invested in branches to improve their appearance. The report approved at Corporate Services Committee in February 2018 will see £421,000 invested in libraries for a range of things such as renovating our children's areas and improving the appearance of the branches.

### **Customer Relations Team**

In 2018 we will commence surveys for both external and internal users. These surveys will be issued on a quarterly basis and measure satisfaction with the service. The findings from the survey will be used to help improve service delivery.

### **Performance & Strategy Team**

The team seek ongoing feedback and user satisfaction information with those who use the service, through a survey monkey satisfaction questionnaire. While satisfaction is 100% for the service provided by performance and strategy, response levels for this survey are very low. Work will be carried out by the team to explore options for increasing response levels to inform improvements to service delivery.

## **Quality Standards**

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

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

As part of a pilot, two service areas, Resources and CCC have identified core standards they feel could be measured across their services. These service standards are appended to the relevant delivery plan (Appendix 3). The standards will be monitored and managed by the management team of each service at regular meetings, and reported annually to the relevant service committee along with the delivery plan.

As part of our Continuous Improvement activity, in 2018/19 we will work with other service areas to identify relevant service standards which will fit best with strategic priorities or relate most to those areas residents highlight as important.

## 4. Strategic Assessment

The communication, culture and communities management team completed a strategic assessment and performance review to determine the major influences on service delivery and strategic priorities going forward into 2018/19. As a result of this assessment the following factors were recognized as having a significant influence on the work of service in 2018/19:

### **Develop digital communications**

The service needs to keep pace with the changing digital landscape both in terms of skills, knowledge and resources. Engagement is the key to continued success across our social media platforms and in the future we will be ranked based on our interactions with our online communities. It is a saturated market which evolves on a daily basis. Ensuring that we continue to achieve cut through to reach, grow and engage with our audience will present a challenge particularly as we are a relatively small team. The growth of live online reporting from print journalists as well as an increase in citizen journalism will require quicker and more active responses from communications to ensure we continue to protect the Council's reputation. We will achieve this by aligning our resources improving our use of audience insight and data and continuing to develop our skills and offering.

### **Digital improvements**

To develop and enhance the digital capabilities and offerings of the organisation, CCC facilitated a successful development session for senior leaders focused on digital enablement and process improvement in late 2017. This looked at how we use digital technology to better engage and to ensure our services are responsive to future technology developments. During 2018/19 the service will continue to support corporate developments in this area, as well as working with key resident focused services to ensure digital responsiveness. We will investigate better use of software solutions for document management, review the complaint management system, and explore the possibility of introducing Amazon, electra & Kindle for housebound/ mobile library residents.

### **Improved citizen experience**

Initial work on understanding and improving citizen experience began in 2017/18, with further activity planned for the coming year. To deliver on this we must make sure that all employees who have contact with our residents are skilled and able to support them, whether this is face to face, over the phone, or online. During the next year we will continue to review information from our residents, complaints and other feedback, along with service information from self-evaluation and benchmarking, to identify opportunities to improve services and the experience of our citizens.

### **Engaging Communities**

The Engaging Communities Framework will be embedded and assessed over 2018/19, ensuring that it meets the needs of services in delivering a modern and flexible approach to engagement with our citizens. In addition to this the performance and strategy team will review the new online model of engagement through the Citizens Panel to ensure its delivering for services and for residents. A key element of how we engage our communities locally is the monthly telephone survey. We will continue to use and enhance this tool to provide near to real time feedback to key services across the organisation.

### **Making use of Data**

The performance and strategy team was created with a focus on using business intelligence and robust data analysis to support organisational improvement. The team will lead on the use local and national data to inform improvement and service planning. This includes using very local level information to understand the needs of the different and diverse communities of West Dunbartonshire. In addition to this the team will work to support services and the Council as a whole to prepare and publish data about services. This enhanced approach to making data more visual will provide our citizens with more information in easy to understand and interrogate formats.

### **Ensuring Best Value and Continuous Improvement**

It is important that all services focus on delivering best value, a key aspiration across the Council. During 2018/19 the Council will complete its Best Value audit, the first in eight years. The Performance and Strategy team will be central to this work, supporting the organisation and the auditors throughout the process. The team will also support the organisation to deliver on any recommendations arising from the audit, embedding these in improvement plans and delivery plans to ensure key linkages are made.

Linked to this commitment to best value are a range of service improvements across Communication, Culture and Communities which aim to deliver outcome improvement and enhanced services for our residents. These service improvements include a continued focus on responsiveness to our residents, delivery of a new strategy for library and culture services and continued growth of our online and digital services.

## **People Management**

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

Throughout 2018/19 we will:

- Carry out Be The Best conversations with all staff;
- Apply in full the Council's Attendance Management Policy
- Monitor our complaint handling process to ensure we are meeting the agreed timescales
- Ensure appropriate training is rolled out across all employees.
- Support all employees throughout organisational change processes and engage them in the development and future delivery of the service
- Support resilience and succession planning across all teams and the management structure of the service

## **Financial Challenges**

The entire public sector is facing significant financial challenges. The Council is predicting cumulative funding gaps in 2018/19, 2019/20 and 2020/21 of £nil, £7.646m and £13.806m respectively. Action is therefore required to balance our budget and protect services for residents.

To prepare for this the CCC service has developed plans for implementation in 2018/19 that will generate savings of more than £750,000 per year. This should deliver the majority of savings required from CCC until 2021/22 to reduce the medium-term disruption faced by employees and residents. It will also create investment streams to improve the buildings we serve the community from.

## 5. Corporate Information

### Staff Absence 2017/18

The monthly absence statistics for Communication, Culture and Communities have been significantly lower than the Council average for the same periods in 2016/17.

The strategic area also recognises the importance of getting the right balance between managing absence efficiently and providing support and help to an employee who has health problems or is experiencing personal difficulties.

The Council's Wellbeing Strategy aims to maximise employee wellbeing, recognising the benefits to the organisation and its employees of such an approach. Linked to this, work will be undertaken with managers and trades union partners to embed a 'safety culture', fostering increased ownership and accountability across the organisation as a whole.

The April- March absence statistics for Communication, Culture and Communities are listed below along with the Council average for the same periods.

Service	April	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
CCC	0.15	0.34	0.26	0.20	0.77	1.03	0.50	0.57	0.61	0.61	0.34	0.51
Council Wide	0.88	0.94	0.85	0.72	0.75	0.92	0.93	0.98	1.10	1.18	1.05	1.20

### Self-Evaluation Programme

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

Within the Communication, Culture & Communities service area, four self-evaluations were carried out in the first year (August 2016-July 2017) - Contact Centre/Complaints; Library Services; Museum and Galleries; and the Policy, Planning and Performance team. The improvement actions arising from these self-evaluations are now being implemented and once completed, follow up surveys will determine their impact.

In the second year (August 2017 – July 2018), two services will carry out a self-evaluation - Welfare Fund and the Corporate Communications team.







## Local Government Benchmarking Framework

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

Using the same indicators across all councils allows us to compare our performance so that we can identify best practice, learn from each other, and improve what we do. Communication, Culture and Communities has responsibility for four of the LGBF performance indicators.

The most recent comparative data for all councils was published in February 2018 and relates to the period 2016/17:

Description	2015/16	RANK	2016/17	RANK	SCOTLAND	% Change 2015/16 - 2016/17	Directional change in rank
C&L2: Cost Per Library Visit	3.45	19	3.11	21	1.97	-9.85%	
C&L3: Cost of Museums per Visit	1.03	3/29	1.64	6/29	3.19	59.22%	
C&L5a: % of adults satisfied with libraries	82.33%	11	84.33%	6	74.67%	2%p	
C&L5c : % of adults satisfied with museums and galleries	70.33%	17	77.67%	9	72%	7.34%p	

Cost per museum visit is based upon actual and virtual visits. In 2016/17 we changed the methodology of how we calculated virtual visits. This resulted in a much reduced reported figure (-60%). In addition actual visits were down by 13% (4,794 visits). Visitor figures will fluctuate depending upon the exhibition programme on display. In 2017/18 we project a 125% increase in actual visits (up by 40,000) alongside a 5% increase in virtual visits this will have a positive impact upon the cost per visit in 2017/18.

### **West Dunbartonshire's Benchmarking Programme**

As well as participating in the Scotland wide LGBF programme, the Council has embarked on a three year programme to ensure that all services are engaged in benchmarking performance in relation to service delivery, cost and satisfaction measures. The first step is to identify any gaps in our current benchmarking activity in relation to service areas and/or measures. Where gaps are identified, we will consider how they might be addressed, working with other councils and organisations to develop this.

Over the period of this plan, Communication, Culture and Communities will review and develop their benchmarking approach and any improvement actions that arise from the benchmarking activities that follow will be included in future delivery plans and reported to committee.

### **Employee Survey 2017 results**

96% of Communication, Culture and Communities employees completed the Employee Survey. The survey results highlighted a number of positives including employees having a clear understanding of their role and responsibilities (92%), enjoying their job (84%), viewing their line manager as approachable (84%) and feeling proud of the service delivered (86%). Some areas for further interrogation and action include employees who feel that they receive enough helpful feedback on the jobs they do (52%) number who feel that they are asked their views as employees when change directly affects them. (37%), and respondents who feel senior managers are sufficiently visible (42%).

To fully understand issues and work with employees to plan improvement actions, each service held a focus and improvement group looking at the survey results along with any other relevant information on complaints or feedback from users of the services. From this focus group for Communication, Culture and Communities three key action areas were agreed with employees. These focus on ensuring that senior managers in each service area are more visible, that regular updates on change are provided to teams (both written and verbal) and that team development time is prioritised and protected. These actions are included in our action plan at Appendix 2.

### **Equalities**

The Council has set out a range of equality outcomes for 2017/21 in line with its statutory duty, each led by a relevant strategic lead area. These cover community participation, employment diversity, disability pay gap, occupational segregation, digital inclusion, accessible community transport, identity based bullying in schools, and educational attainment gaps.

Communication, Culture and Communities is the lead strategic area for the following outcome:-

- **Outcome 5: Increase Digital Inclusion of Underrepresented Groups**

This outcome translates to a number of performance indicators which are included in Appendix 2. Actions to deliver on this outcome are linked in the action plan at Appendix 2 and also reported through the Equality Outcomes action plan to the Equality and Diversity Working Group.

## 6. Resources

### Workforce Planning

Workforce planning is integrated within the strategic planning process, highlighting the key workforce related activities for the year and reflecting the longer term strategic aims of the services. Each Strategic Lead is responsible for the annual review of requirements for their respective service areas to ensure that any key actions are identified at an early stage. The Workforce Plan is included in this delivery plan (Appendix 3)

### Employees

The headcount and full time equivalent staff in each service area (as of 22 January 2018) is as follows:

Section	Headcount	FTE
Comms Events & Engage	7	6.80
Customer Services	45	41.04
Libraries & Culture	121	91.68
Strat Org Pol & Perform	6	5.82
<b>Total</b>	<b>179</b>	<b>145.34</b>

### Finance

The 2018/19 revenue budget for the Communication, Culture & Communities strategic area is £5.725m. We will make the best use of the resources available to deliver on key priority areas and secure external funding where we can.

The resources to deliver on this in 2018/19 action plan for Communication, Culture & Communities are:-

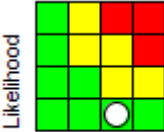
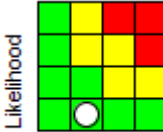


	Gross Expenditure 2018/19	Gross Income 2018/19	Net Expenditure/ (Income) 2018/19
Performance & Strategy	304,352	-	304,352
Comms & Marketing	334,256	£15,000	319,256
Customer Service	1,256,777	-	1,256,777
Libraries, Culture and Museums	3,347,146	277,125	3,070,021
Clydebank Town Hall	482,277	208,435	273,842
<b>TOTAL</b>	<b>5,724,808</b>	<b>500,560</b>	<b>5,224,248</b>

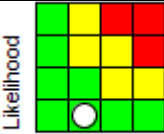
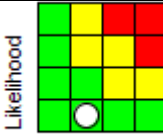
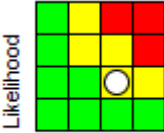
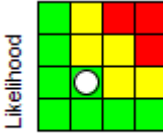
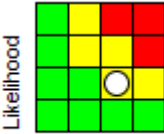
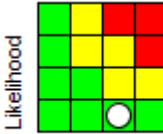
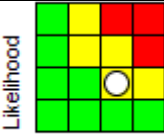
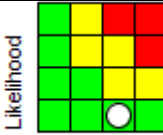
## 7. Risks

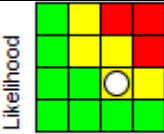
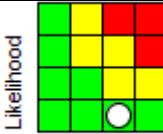
The Council has identified risks at both a strategic and service level. Strategic risks represent the potential for the Council to take advantage of opportunities or fail to meet stated strategic objectives and those that require strategic leadership. Service risks relate to service delivery and represent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

In planning for 2018/19, the strategic area considered the Council's strategic risks and identified risks specific to the service as detailed below.

The actions detailed in appendix 2 and also those in our operational plans are intended to mitigate these risks, with the aim of improving or maintaining the current position (i.e. the current risk score).

Risk Title	Description	Assessed risk score	Target risk score
Service Risk: Failure to implement a robust media and communications strategy	There is a risk that the Council's reputation could be impacted and as a result perceptions of the organisation. This would impact on the Council's legitimacy to manage this area and lead to external pressures from scrutiny bodies. If successes or information is not effectively shared this would impact on how the council is perceived and the morale of employees.		
Strategic Risk: Failure to embrace opportunities which can be derived from constructive partnership working and joined-up service delivery	The Council fails to engage adequately with partnership bodies		

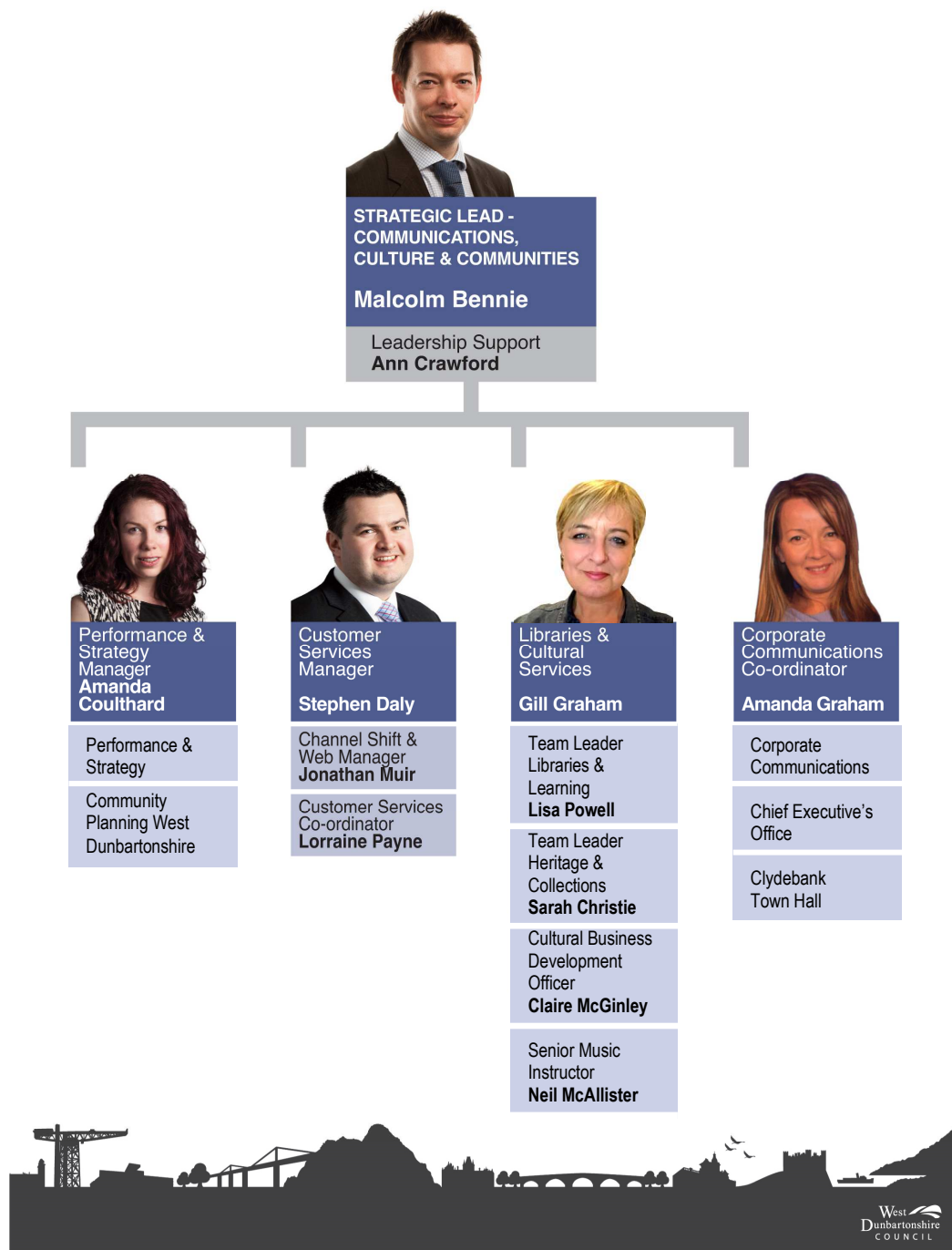
Risk Title	Description	Assessed risk score	Target risk score
Strategic Risk: Failure to ensure positive dialogue with local citizens and communities	The risk is that the Council does not establish or maintain positive communications with local residents and the communities it represents	 Likelihood Impact	 Likelihood Impact
Service Risk: Failure to promote engagement with culture	Risk of decreasing public access to and participation in cultural activities & events such as exhibitions, concerts, heritage visits and creative learning activities	 Likelihood Impact	 Likelihood Impact
Service Risk: 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.	 Likelihood Impact	 Likelihood Impact
Service Risk: Failure to provide a library service to residents	The Council has a statutory duty to provide a "comprehensive and efficient" library service to the residents of West Dunbartonshire. Failure to deliver this would have reputational damage to the Council, place the Council at risk of legal challenge and undermine local people's access to learning, knowledge and key Council supports.	 Likelihood Impact	 Likelihood Impact

Risk Title	Description	Assessed risk score	Target risk score
Service risk: Failure to utilise data and intelligence to deliver continuous improvement	The council is committed to continuous improvement and requires robust management information to inform decision making. There is a risk that a lack of detailed data would impact on Council's ability to make improvement focused decisions	 <p>Likelihood</p> <p>Impact</p>	 <p>Likelihood</p> <p>Impact</p>

## Appendix 1 – Structure Chart

### TRANSFORMATION & PUBLIC SERVICE REFORM

#### STRATEGIC LEADS



## Appendix 2 - Action Plan 2018-19

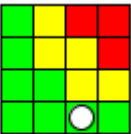
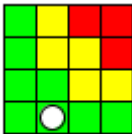
Priority - A strong local economy and improved job opportunities		
Outcome - Increased skills for life & learning		
Action	Due Date	Assigned To
Support lifelong learning through extended programme of Quest Courses and early year's literacy programmes.	31-Mar-2019	Gill Graham
Deliver digital skills training to front line staff where required.	31-Mar-2019	Gill Graham

Priority - Supported individuals, families and carers living independently and with dignity		
Outcome - improved wellbeing		
Action	Due Date	Assigned To
Continue to roll out Macmillan Drop in clinics across the libraries estate. Explore potential to expand to include other chronic diseases.	31-Mar-2019	Gill Graham

Performance Indicator	Baseline	2018/19	Assigned To
	Value (year)	Target	
% of older (65+) residents who have access to the internet in some form (home, phone, libraries, OSS etc)	TBC	97%	Gill Graham
% of residents under 65 who have internet access in some form (Home, phone, libraries, OSS etc)	TBC	98%	Gill Graham

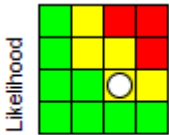
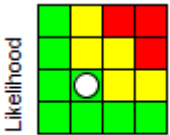
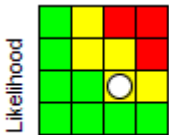
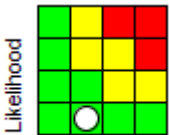


Priority - Meaningful engagement with active, empowered and informed citizens who feel safe and engaged		
Outcome - Fully consulted and involved citizens who are able to make full use of the Community Empowerment Act		
Action	Due Date	Assigned To
Ensure citizens are supported to engage and participate in service design and delivery	31-Mar-2019	Amanda Coulthard
Support Community Planning West Dunbartonshire to further develop locality planning and involvement in line with the Community Empowerment Act	31-Mar-2019	Amanda Coulthard

Risk	Current Risk Score	Risk Description	Target Risk Score	Assigned To
Failure to embrace opportunities which can be derived from constructive partnership working and joined-up service delivery	 Likelihood Impact	The Council fails to engage adequately with partnership bodies	 Likelihood Impact	Amanda Coulthard

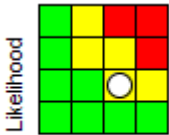
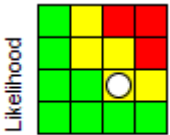
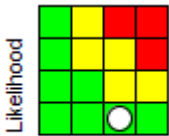
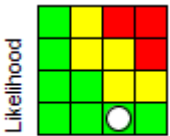
Outcome - Strong and active communities		
Action	Due Date	Assigned To
Increase social media audience (to 33%) and engagement (to 1.5m) across each platform through continually evaluating our approaches to social media and responding to social media trends and evolution	31-Mar-2019	Amanda Graham
Successfully upgrade Clydebank library	31-Mar-2019	Gill Graham
Establish Libraries as 'safe locations' for residents and visitors as part of the Keep Safe Initiative.	31-Mar-2019	Gill Graham
Secure external funding to progress development plan	31-Mar-2019	Gill Graham

Performance Indicator	Baseline	2018/19	Assigned To
	Value (year)	Target	
Percentage of the resident population who actively engage in public library services	N/A	20%	Gill Graham
CC3b: Number of visits to/usages of council funded or part funded museums that were in person per 1000 population	761 (2017/18)	600	Gill Graham
CC5a: Number of Library visits per 1000 population	6,530 (2017/18)	6317	Gill Graham; John Rushton
% of residents who feel the Council communicates well with them	N/A	74%	Amanda Coulthard
Residents satisfaction with Council services overall	93% (2016/17)	93%	Amanda Coulthard
Percentage of Citizens' Panel (CP) respondents who agree the Council listen to community views when designing and delivering services	86% (2016/17)	88%	Amanda Coulthard

Risk	Current Risk Score	Risk Description	Target Risk Score	Assigned To
Failure to promote engagement with culture		Risk to decreasing public access to and participation in cultural activities & events such as exhibitions, concerts, heritage visits and creative learning activities		Gill Graham
Failure to provide a library service to residents		The Council has a statutory duty to provide a "comprehensive and efficient" library service to the residents of West Dunbartonshire. Failure to deliver this would have reputational damage to the Council. place the Council at risk of legal challenge and undermine local people's access to learning, knowledge and key Council supports.		Gill Graham



Priority - Open, accountable and accessible local government		
Outcome - Equity of access for all residents		
Action	Due Date	Assigned To
Support the development of digital capacity across the organisation through the channel shift agenda	31-Mar-2019	Stephen Daly
Deliver a programme of venue enhancements to ensure all libraries and Cultural facilities are accessible and fit for purpose.	31-Mar-2019	Gill Graham
Maximize opportunities for innovative use of technology across library and culture services and facilities	31-Mar-2019	Gill Graham

Performance Indicator	Baseline	2018/19	Assigned To
	Value (year)	Target	
Percentage of citizens who are satisfied with the Council website	99% (2017/18)	90%	Jonathan Muir
Percentage of complaints received by the Council that are resolved at Stage 1	87% (2016/17)	88%	Stephen Daly
Cost per library visit £	£3.11 (2016/17)	£1.91	Gill Graham
Cost per museum visit £	£1.64 (2016/17)	£1.40	Gill Graham
% of adults satisfied with libraries	84.33% (2016/17)	87.7%	Gill Graham
% of adults satisfied with museums and galleries	77.67% (2016/17)	80.75%	Gill Graham
No. of transactions undertaken online	25,077 (2016/17)	26,577	Stephen Daly
% of residents who report satisfaction with Council publications, repots and documents	N/A	55%	Amanda Graham

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

Priority - Efficient and effective frontline services that improve the everyday lives of residents		
Outcome - A committed and skilled workforce		
Action	Due Date	Assigned To
Provide communications training to Council managers	31-Mar-2019	Amanda Graham
Ensure that a culture of continuous improvement is embedded across Libraries and Cultural Services. Participating in national improvement schemes and achieving national recognised standards.	31-Mar-2019	Gill Graham
Carry out pulse survey on key issues from employee survey to track interim progress	31-Mar-2019	Amanda Coulthard
Ensure a focus on support, training and development for employees across the service	31-Mar-2019	Malcolm Bennie
Put in place a monthly written update for all employees in the service	31-Mar-2019	Malcolm Bennie

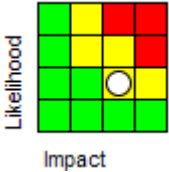
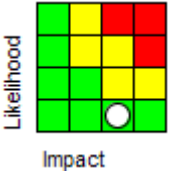
Action	Due Date	Assigned To
Ensure regular senior management team attendance at team meetings to ensure strong cascade of information and opportunities for engagement	31-Mar-2019	Malcolm Bennie
Implement priority actions developed to support being 21st Century Public Servants.	31-Mar-2019	Malcolm Bennie

Risk	Current Risk Score	Risk Description	Target Risk Score	Assigned To
Failure to implement a robust media and communications strategy	 Likelihood Impact	Council's reputation is not adequately protected as a result of one or several incidents or issues. The ramifications would impact on the Council's legitimacy to manage this area and lead to external pressures from scrutiny bodies. Also that successes are not properly shared, having a negative impact upon how the council is perceived and the morale of employees.	 Likelihood Impact	Amanda Graham

Outcome - A continuously improving Council delivering best value		
Action	Due Date	Assigned To
Explore opportunities to generate income for the Council through delivering services and offering support and expertise to external organisations	31-Mar-2019	Amanda Graham
Review operating model at Clydebanks Town Hall with a focus on income generation	31-Mar-2019	Amanda Graham
Deliver a refreshed strategy for Culture & Library Services	31-Mar-2019	Gill Graham
Ensure robust data and analysis is available to support decision making across all services	31-Mar-2019	Amanda Coulthard
Embed frameworks which support continuous improvement and best value across the organisation	31-Mar-2019	Amanda Coulthard

Action	Due Date	Assigned To
Explore opportunities for the digital transformation for the service, focused on digital enablement and process improvement (milestones to be determined from outputs of SMN group work)	31-Mar-2019	Malcolm Bennie

Performance Indicator	Baseline	2018/19	Assigned To
	Value (year)	Target	
Percentage of CCC employees who agree or strongly agree that in general, my morale at work is good	62% (2017/18)	71%	Amanda Graham
Percentage of Council employees who agree or strongly agree that the Council recognises and values the work that they do	64% (2016/17)	70%	Linda Butler
Communications Culture & Communities-Total FTE Days Lost by FTE Employees	4.7 (2016/17)	6.5	Malcolm Bennie
% of Local Government Benchmarking Framework performance indicators prioritised by the council that have improved locally	25% (2016/17)	35%	Amanda Coulthard
Percentage of Council employees who agree or strongly agree that in general, my morale at work is good	71% (2017/18)	80%	Amanda Graham

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



## Appendix 3: Quality Standards

Service	Sub Area	Quality Standards	How are they measured?	Where will they be published?
Customer Service	Contact centre	All telephone calls to the contact centre will be answered within 2 minutes	<b>Average call answer time</b>	Internal monitoring and regular performance reports
Communications	Press office	We will respond to 99% of press enquires within deadline	Local measurement	Internal monitoring and regular performance reports
	Town Hall	We will respond to Town Hall booking enquiries within 3 working days	Local measurement	Internal monitoring and regular performance reports
Libraries and Culture	Libraries	Library users requesting purchase of new books will receive a response within 10 working days	Local measurement	Internal monitoring and regular performance reports
		Books reserved from alternative libraries will be delivered within two weeks	Local measurement	Internal monitoring and regular performance reports
Performance & Strategy		EIA supports requests will be responded to within 5 working days	Local measurement	Internal monitoring and regular performance reports

## Appendix 4: Communications, Culture & Communities Workforce Plan 2017-2022

Annual Action Plan 2018-19 (incorporating details of progress in 2017-2018)

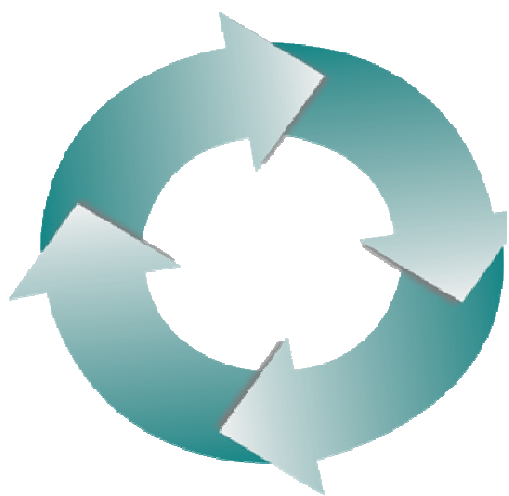
1. Addressing the gap between current workforce supply and predicted future demand				
<b>Strategy</b>	Planned service review to address gap taking cognisance of opportunities to realise savings through voluntary turnover			
<b>Expected Outcome</b>	Gap is addressed, whilst: <ul style="list-style-type: none"> <li>Protecting critical roles (and avoiding associated turnover)</li> <li>Ensuring service priorities are met (recognising impact on workforce capacity in relation to acknowledged areas of increased service demand)</li> <li>Avoiding or minimising risk of voluntary or compulsory redundancy</li> </ul>			
<b>Actions</b>	<b>Person(s) Responsible</b>	<b>Resources Needed</b>	<b>Complete By</b>	<b>Measurement of outcome</b>
Creation of performance data role	Malcolm Bennie	Recruitment team, Strategic HR	March 2018	Provision of meaningful MI which contributes to business intelligence
Quality improvement skills across senior managers	Malcolm Bennie	OD Team Senior Managers	September 2018	<ul style="list-style-type: none"> <li>Manager Lean Six Sigma training records updated</li> <li>Improved skills</li> </ul>
Service reviews currently underway in key services	Stephen Daly Amanda Graham	Strategic HR Support & Finance Business Partner Support	September 2018	<ul style="list-style-type: none"> <li>Suite of service performance indicators</li> <li>Pulse survey of service area</li> <li>Delivery of savings where efficiencies identified</li> </ul>

Actions	Person(s) Responsible	Resources Needed	Complete By	Measurement of outcome
Workforce redesign and workload/ capacity planning, embed new structure and implement recruitment activities	Stephen Daly	Strategic HR Support	September 2018	<ul style="list-style-type: none"> <li>• Suite of service performance indicators</li> <li>• Pulse survey of service area</li> <li>• Staff training records</li> </ul>
Review monthly performance information to ensure service stability and inform any staff training requirements	Malcolm Bennie	Performance and Strategy Business Partner	March 2019	<ul style="list-style-type: none"> <li>• Suite of service performance indicators</li> <li>• Review at management meetings</li> </ul>
Continue monitoring of satisfaction and complaints and identify any improvement activity	Malcolm Bennie	Performance and Strategy Business Partner & Digital and Customer Services Manager	March 2019	<ul style="list-style-type: none"> <li>• Suite of service performance indicators</li> <li>• Evidence of service improvement on the back of the complaints information</li> </ul>

2. Addressing the gap between current and required additional workforce capabilities				
<b>Strategy</b>	Development and implementation of associated training plans to enable capabilities to be developed within existing workforce			
<b>Expected Outcome</b>	Gap is addressed, whilst: <ul style="list-style-type: none"> <li>• Ensuring value for money in terms of training solutions</li> <li>• Minimising requirement to recruit for new capabilities (and thereby avoiding or minimising risk of voluntary or compulsory redundancy)</li> <li>• Ensuring service priorities are met as a result of application of those new capabilities</li> </ul>			
<b>Actions</b>	<b>Person(s) Responsible</b>	<b>Resources Needed</b>	<b>Complete By</b>	<b>Measurement of outcome</b>
Workforce related savings over a 3 year period, future service context, consider commercialisation of our professional services	Malcolm Bennie Amanda Graham Amanda Coulthard Gill Graham Stephen Daly	Management Team CCC	Three year savings achieved by June 2018	<ul style="list-style-type: none"> <li>• Budget savings delivered as required in 2018/19 and beyond.</li> <li>• PPP restructure completed in November 2017</li> <li>• Customer Services transformation approved at November 2017 Corporate Services Committee</li> <li>• Library Services restructure due to complete by 1 April 2018 and new library</li> </ul>

				<p>opening hours agreed at February 2018 Corporate Services Committee for implementation in June 2018.</p> <ul style="list-style-type: none"> <li>Income generation being progressed within Corporate Communications</li> </ul>
Identify training needs for all staff groups using skills passports	<p>Stephen Daly Amanda Graham Amanda Coulthard Gill Graham</p>	HR Business Partner	June 2018	Be the Best conversation and PDPs successfully in place for all employees
Work with OD&C to develop input and training to address skills gaps	<p>Stephen Daly Amanda Graham Amanda Coulthard Gill Graham</p>	OD & Change Team	December 2018	<ul style="list-style-type: none"> <li>Pulse survey of service area</li> <li>Suite of service performance indicators</li> </ul>
Future skills gaps identified in delivery plans and workforce planning actions in place to mitigate this	<p>Malcolm Bennie Stephen Daly Amanda Graham Amanda Coulthard Gill Graham</p>	<p>HR Business Partner</p> <p>OD &amp; Change Team</p>	March 2019	Ongoing review of implementation plan

<b>3. Improving resilience within teams</b>				
<b>Strategy</b>	Develop and implement training plan in relation to critical roles			
<b>Expected Outcome</b>	Improved resilience across teams and retention of knowledge and skills associated with critical roles			
<b>Actions</b>	<b>Person(s) Responsible</b>	<b>Resources Needed</b>	<b>Complete By</b>	<b>Measurement of outcome</b>
Identify critical roles, establishing single dependency posts	Malcolm Bennie Stephen Daly Amanda Graham Amanda Coulthard Gill Graham	Time commitment	August 2018	Ongoing review at Management meetings
Identify skills required for delivery of these roles in terms of succession planning	Malcolm Bennie Stephen Daly Amanda Graham Amanda Coulthard Gill Graham	Time	October 2018	Ongoing review at management meetings
Put in place skills exchange and training plan	Stephen Daly Amanda Graham Amanda Coulthard Gill Graham	OD & Change Team	December 2018	<ul style="list-style-type: none"> <li>Increased number of managers/senior employees with cross-service knowledge to increase resilience</li> <li>Training records</li> </ul>



## **People & Technology Delivery Plan 2018-19**

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## 1. Objective and Priorities

The strategic area of People & Technology has a key role in ensuring successful delivery of the organisational capabilities of the Council Strategic Plan. Within this service area sits the responsibility for Strategic HR; Transactional HR and Payroll support; Organisational Development & Change; ICT, Health, Safety and Risk; and Organisational Resilience (including Business Continuity) across the Council.

This People & Technology delivery plan for 2018/19 provides an opportunity to reflect on our key achievements over the past 12 months and to set out our ambitions for the coming year, including the activities that will be progressed to deliver these ambitions.

## 2. Overview & Profile

There are six distinct functional areas within People & Technology:

### Strategic HR

The Strategic HR team exists to deliver a proactive, expert, customer-focused service, working in partnership with managers, employees and trades unions, to build a 'committed and skilled workforce' with the capacity, capability and confidence required to support achievement of the Council's vision for the people of West Dunbartonshire.

The team provides a corporate HR service through an integrated approach to strategic resource planning and development, provision of HR business partnering and workforce planning services.

The team is responsible for:

- Provision of HR Business Partnering across the organisation;
- Employee Relations, Case Management, Policy Development and Employee Support;
- Development and implementation of workforce strategy and policy; and
- Provision of strategic HR support to support service improvement and transformation.

### Organisational Development & Change

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

## **ICT**

The ICT service provides the information technology framework required for the organisation to deliver its strategic objectives. The team is focused on enabling and supporting service transformation projects including the move to online delivery of services. Supporting an agile workplace for employees and pupils continues to be a main focus for the ICT team. ICT delivers an operational support service as well as project services such as system upgrades/replacement, security compliance and system procurements. The ICT service is supporting channel shift and digital transformation for its services, having enabled a self service password reset, online call logging portal and introducing extended working hours and more automated processing.

## **Transactional (Business) Support**

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

## **Health, Safety and Risk**

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

## **Organisational Resilience**

In October 2016, the Council joined the Joint Civil Contingencies Service which now comprises East Renfrewshire, Inverclyde, Renfrewshire and West Dunbartonshire Council areas. The service, based in Paisley, with the team working flexibly across all council areas, supports significant improvements in the resilience of each Council area and the ability to respond to civil contingencies incidents and events.

### **3. Performance Review**

During 2017/18 People & Technology delivered a range of key achievements on behalf of the Council. In a challenging environment this service area has led exemplar statutory and strategic services within West Dunbartonshire; the following section contains some of the more notable achievements.

#### **Strategic HR**

- Implemented the Strategic Workforce Planning Framework to develop a 5-year Council Workforce Plan (and corresponding service level plans) to support delivery of the Council's strategic priorities.
- Developed the Council's Employee Wellbeing Strategy, and delivered corresponding actions to support a safe, well, healthy and engaged workforce, able to achieve their potential at work (regardless of whether they have a health condition).
- Provided HR support to inform and implement a range of significant and one-off organisational change projects.

#### **Organisational Development & Change**

- Successfully introduced and implemented 'Be the Best' Conversations and a number of other key workforce development opportunities.
- Introduced a Continuous Improvement approach (using Lean Six Sigma) which builds on WDCs Change and Project Management Approach.
- Supported a number of key council projects such Office Rationalisation Project, Care Homes, Early Years and Digital Transformation.

#### **ICT**

- Increased the volume of automated transactions and updates.
- Delivered channel shift including online helpdesk portal and self service password reset.
- Supported the relocation of over 1000 staff and over 1500 pupils.
- Reduced the number of server incidents through more rigorous change control procedures, increased server monitoring and preventative maintenance.
- Improved security of the Council's IT infrastructure to protect against cyber attacks through heightened end user device patching and password controls.

#### **Transactional (Business) Support**

- Implemented online payslips for all WDC staff to personal email account. This will enable the Council to reduce and eventually stop issue of paper payslips.
- Implemented a range of online forms (Achieve) to optimise processes through integration with the Workforce Management System as well as improved managers reporting via HR21 e.g. workstyles.
- Successfully implemented a range of statutory payroll changes e.g. Auto Enrolment of WD Leisure Trust and Apprenticeship Levy via PAYE.

## **Health, Safety and Risk**

- Developed improvements to systems and processes for scaffolding management, resulting in significant reductions in associated incidents.
- Developed a health and safety audit protocol which aligns with recognised national standards.
- Delivered significant improvement work in relation to fire safety management.
- Revised Strategic Risks in line with Council's new Strategic Plan for 2017/22.

## **Organisational Resilience**

- Eleven senior officers were trained as Council Incident Officers. The Council Incident Officer (CIO) programme has been regularly delivered by the CCS, enhancing the resilience of each organisation. The CIO will act as the Council's lead at an incident scene and will be responsible for coordinating the Council's role as part of a multi agency incident response.
- Loggist training was delivered to five officers ensuring that appropriate decisions and actions are effectively captured during any incident.
- In accordance with the Council's obligations under the Control of Major Accidents Hazards (COMAH) Regulations 2015, a multi-agency exercise to test incident response arrangements was held at the NuStar fuel terminal in Clydebank. Additionally, the CCS team, on behalf of the Council led the update of the multi agency External Emergency Plan for the site.

## **Challenges for 2017/18**

### **Strategic HR**

Capacity within the team has been the main challenge during 2017/18, due in part to a reduced resource, an ambitious programme of work and increased demands for support from across the service. A review of the service commenced this year, informed by customer feedback and a team self-evaluation exercise, which will seek to improve capacity by refocussing our service offering and realising efficiencies through internal continuous improvement activity. Additionally, it is anticipated that Workforce Management System developments will reduce transactional activity associated with supporting attendance management.

### **ICT**

The biggest challenge for ICT has been and continues to be the increasing threat from cyber security while there is an increasing reliance on technology across the Council. All services rely on systems and devices to deliver their services to citizens and there are increasing attacks from cyber crime to hack and then ransom citizen information. The ICT Service continues to focus on delivering an efficient service, doing more with the same resource and trying to minimize the financial impact of the increasing demand and cyber threats. Automation, channel shift and utilising temporary resources at demand peaks has helped to largely maintain services within current resourcing and allow Council resources to be targeted at front line service delivery.

The demands on ICT services across Scotland are increasing and the opportunity to share and take a national approach are not being explored at the pace required to ensure the most effective service delivery. The lack of a 'shared' approach is being impacted by disparate legal and procurement guidance and approaches. An additional challenge facing the adoption of local sharing arrangements is the lack of national promotion and awareness at senior and governmental level to drive sharing initiatives.

### **OD&C**

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

The Council recognises that e-learn alone cannot support the workforce during a time of constant service transformation. This is now supported with a more blended approach involving some face to face reinforcement of key messages to ensure consistency whilst building workforce capability through the upskilling of employees. This has seen us witness a challenge across the organisation in supporting staff by allowing and encouraging participation with learning opportunities and as a result we have seen falling attendance levels and increase in failed to attend rates. The team have responded with a programme of small bitesize learning opportunities by way of Masterclasses and a 30 OD minute session programme, each month, being delivered across the council estate.

### **Transactional Services**

The biggest challenge for the transactional HR teams was to support wide-scale organisation restructure with limited resources. Another key challenge is the development of the existing Workforce Management System (WMS) which has seen numerous issues from the supplier. These issues have prevented the WMS team maximising system automation to deliver efficiencies, especially in Payroll. The issues continue to be managed through discussions with the supplier (Frontier) at national level as it also affects other Scottish councils using the same solution. Options are also being explored with other Councils of alternative solutions should the supplier not be able to meet their obligations. The upgrade of the online forms platform – Firmstep – has also placed significant burden on the Transaction teams as a large number of our processes are driven by Achieve forms. These all had to be rebuilt by end 2017 to address some of the resourcing issues the transaction teams have been educating client services to promote getting process right first time at source rather than rework within the team. Preparing for GDPR is another challenge which is being worked upon by teams.

### **Health, Safety & Risk**

As highlighted in the 2016/17 delivery plan, capacity has continued to be a challenge during 2017/18, with the team called upon to respond to and support areas of non-compliance. However, the ongoing programme of work to embed an organisational health and safety culture, by developing wider ownership and capability, will free up capacity within the team and enable a refocus on service offering.

## 4. Strategic Assessment

The people and technology management team completed a strategic assessment and performance review to determine the major influences on service delivery and strategic priorities going forward into 2018/19. As a result of this assessment the following factors were recognized as having a significant influence on the work of service in 2018/19:

### **Financial Challenges**

The entire public sector is facing significant financial challenges. The Council's funding gap in 2017/18 (i.e. the gap between the funding received from government/council tax payers and the costs of delivering services) has been met through management efficiencies and the use of free reserves. However, the Council is predicting cumulative funding gaps in 2018/19, 2019/20 and 2020/21 of £2.708m, £7.674m and £13.549m respectively. This means that action has to be taken to balance our budget and protect Council jobs and services for residents.

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

### **Transformation and Continuous Improvement**

OD&C and ICT will continue to support key transformation projects such as IHMS, Digital Transformation, Office Rationalisation, P2P, service process reviews, optimise WMS functionality, deliver with Clydebanks College a Digital Literacy start for employees, embed a research and innovation approach to ICT work and continue to review and support changing demands of services.

To ensure the development of employees OD&C will ensure Be The Best Conversations is embedded throughout the organisation, highlighting the importance of these through a number of interventions such as a new manager induction process supporting middle management development opportunities and rolling out a Continuous Approach council wide starting with the Senior Management Team which involves launching Lean/Six Sigma White Belt training.

Strategic HR will progress agreed implementation plans in support of the Council's Employee Wellbeing Strategy in order to maximise the health and wellbeing of our workforce. We recognise the benefits to the organisation and its' employees of such an approach. Linked to this, we will support managers and trades union partners to embed a 'safety culture', fostering increased ownership and accountability across the organisation as a whole.



OD &C will continue to ensure projects are managed in accordance with our agreed framework and will continue to embed Workplace of the Future and monitor the impact.

With an increasing security threat at a time when there is a growing demand for technology to be used to streamline, automate and improve service delivery there is a need for the ICT service to review and align resources and skills to meet this business demand. The scheduled review will consider a range of service delivery models to ensure the most cost effective options are available to the Council.

Transactional HR will continue to develop the Workforce Management System (WMS) to delivery efficiencies in our processes. The system is a key strand to service transformation not just for Transactional HR and removing manual processes within its teams but it also underpins the council wide service improvements via self service.

There are a number of issues with the system and we are in regular discussions with Frontier, the current WMS supplier to address same. These issues affect all 7 Scottish Council's using the system. Options have been and continue to be explored with other Councils for an alternative WMS should the current issues not be addressed satisfactorily.

### **Sustainable Employment & Organisational Design**

Strategic HR will progress strategies identified within the Council's 5-year Workforce Plan (and aligned service-level Workforce Plans), including action to address workforce equalities objectives, via the resulting annual action planning and review process, to ensure the provision of the right number of employees, with the right skills, to meet the organisation's current and future needs. This will include provision of HR support to inform and implement organisational change projects.

Strategic HR will undertake a review of terms and conditions of employment, ensuring best value use of financial resources, responding to the recommendations of the recent Equal Pay Audit and ensuring that pay structures are future-proofed in terms of consolidation of the Scottish Local Government Living Wage.

Strategic HR will continue to develop and review employment policies/schemes in line with the Council's Policy Development Framework, ensuring that policies/schemes offer best value, whilst at the same time supporting a committed and skilled workforce. It is important that resilience for key skills and posts including sharing skills and resource with other public sector organisations is maintained. A review of roles and skills to ensure posts are delivering for the future will be carried out.

OD&C will continue to build workforce capability reviewing offerings and ensuring accreditation, where possible. Looking to embed and build skills in alignment with the council's Continuous Improvement approach. We will look to relaunch and increase usage of the Coaching & Mentoring Scheme whilst continuing to support key transformation projects.

### **Workplace of the future**

OD&C continue to promote and monitor the impact of Workplace of the Future looking to create a more flexible and agile workforce whilst ensuring best use of council accommodation and reinforcing sustainability, data security and good work practices.

### **Equalities and Compliance**

Linked to the action in relation to 'safety culture', progress work to reduce risk resulting from non-compliance by further developing the Council's management system to reflect the new international Occupational Health and Safety Standard, whilst also maximising functionality of Figtree safety management software. Additionally, to build on the current fire risk assessment programme, we will develop a Fire Risk Management Strategy.

Following agreement of the Council Strategic Plan 2017-22, and development of associated strategic risks, a review of the organisation's approach to risk management, generally, will be undertaken, to ensure that it is seen as an ongoing process which applies throughout the organisational system.

There are many compliance activities and the undernoted gives a flavour of the range:

- Deliver appropriate device and information security measures to address growing cyber and on premise threats
- Deliver successful Audit Scotland outcome
- Deliver compliant Cabinet Office Public Services Network (PSN) connection.
- Support and comply with annual Internal Audit controls.
- OD & C will look to ensure and build workforce compliance with CI, Change and PM approaches.

### **Rest Centre Exercising**

Following the example of Grenfell, it is clear that Care for People remains a significant consideration in incident response. This incident also challenged traditional perceptions that members of the public will typically avoid attendance at a Rest Centre. Rest Centres are places of safety and shelter for those displaced by an incident.

In 2018/19 a clear work stream for the CCS will be to test the Council's Care for People planning, in the context of a live Rest Centre exercise.

### **Community Resilience**

Community Resilience is a key focus of the Scottish Government and an array of partner agencies. By equipping our communities to be prepared for emergencies, not only will the burden on responding agencies be lessened – but recovery for the communities and individuals will be enhanced.

Through previous experience, it is clear that young people are the best audience for community resilience messaging – as they are the most likely to take messages home to their families. Additionally, if the content is engaging it will provide a lesson for life, carrying on the message of resilience.



With this in mind, the CCS will work with Education colleagues in 2018/19 to provide a community resilience input to young persons in West Dunbartonshire.

### **Multi Agency Incident Response Guides**

A number of sites across West Dunbartonshire have been identified as either presenting a significant risk if an incident were to occur there, or are of vital importance to the area. Examples include Diageo at Bonhill or the Erskine Bridge. The CCS will endeavour to work with multi-agency partners to develop Multi-Agency Incident Response Guides (MAIRGs) for these sites. A MAIRG is a short document outlining key information on a site and the responsibilities of responding agencies to any incident occurring. This is intended as a quick guide to assist responding officers, recognising that it would be too late to view a full plan.

### **Key Challenges 2018/19 include:**

- Maintaining effective partnerships – with and between trades unions and managers
- Ensure a robust research and development (R&D) culture in ICT
- Continuing budget pressures and consequential efficiency targets
- Both maintaining and coping with the pace of change required
- Shrinking resources vs increasing demand
- Ensuring compliance with the principles of fair and equitable employment and pay practices (Equal Pay in Scottish Councils - Audit Scotland report)
- Increased organisational ICT Security
- Lack of national commitment to sharing services
- Development of the Workforce Management System and extracting increased processing efficiencies

## 5. Corporate Information

### Employee Attendance

The service is committed to creating and maintaining a working culture in which optimum attendance at work is the goal. This is facilitated by implementing the Council's Attendance Management Policy in a robust and equitable manner.

The strategic area also recognises the importance of getting the right balance between managing absence efficiently and providing support to an employee who has health problems or is experiencing personal difficulties.

The Council's Employee Wellbeing Strategy aims to maximise employee wellbeing, recognising the benefits to the organisation and its employees of such an approach. Linked to this, work will be undertaken with managers and trades union partners to embed a 'safety culture', fostering increased ownership and accountability across the organisation as a whole.

The April- March absence statistics for People & Technology are listed below along with the Council average for the same periods.

Service	April	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
P&T Total	0.45	0.43	0.36	0.31	0.12	0.40	0.73	0.40	0.47	0.47	0.28	0.75
Council Wide	0.88	0.94	0.85	0.72	0.75	0.92	0.93	0.98	1.10	1.18	1.05	1.20

The target for the strategic lead area for the year is 4.5 FTE.

### Self-Evaluation Programme

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

Within the People and Technology service area, two self-evaluations were carried out in the first year ( August 2016 to July 2017) - Health & Safety and ICT Infrastructure, the improvement actions arising from which are now being implemented and once completed, follow up surveys will determine their impact.

In the second year of the Council's self evaluation programme (August 2017 to July 2018) a further three self-evaluations within People and Technology will take place ICT Business, Strategic HR and Transactional Services.

### **Local Government Benchmarking Framework**

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

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

People & Technology assume organisational responsibility for four of the LGBF performance indicators. The most recent comparative data for all councils was published in February 2018 and relates to the period 2016/17:

Description	2015/16 (rank)	2016/17 (rank)	2016/17 Scotland	Change in rank (+/-)
The percentage of the highest paid 5% of employees who are women	56% (4)	57.08% (5)	52	Slightly worse (-1)
The gender pay gap	2.54 (13)	2.1 (11)	4.14	Better (+2)
Sickness Absence Days per Teacher	6.78 (22)	5.8 (14)	6.06	Better (+8)
Sickness Absence Days per Employee (non teacher)	13.06 (29)	11.6 (22)	10.92	Better (+7)

### **West Dunbartonshire's Benchmarking Programme**

As well as participating in the Scotland wide LGBF programme, the Council has embarked on a three year programme to ensure that all services are engaged in benchmarking performance in relation to service delivery, cost and customer satisfaction measures. The first step is to identify any gaps in our current benchmarking activity in relation to service areas and/or measures. Where gaps are identified, we will consider how they might be addressed, working with other councils and organisations to develop this.

Over the period of this plan, People & Technology will review and develop their benchmarking approach and any improvement actions that arise from the benchmarking activities that follow will be included in future delivery plans and reported to committee.

### **Employee Survey results**

96% of People and Technology employees completed the Employee Survey. Following the completion of the survey a focus group was held to review the results in more detail. The results from the survey and focus group were published in December 2017.

Results from the employee survey and focus group raised issues in terms of roles and responsibilities, morale, lack of feedback regarding work and general communication.

The management team have reviewed the overall results of both the employee survey and focus groups and developed relevant actions to address the key issues.

### **Quality Standards**

Quality standards help to define what anyone using our services can expect to receive, and remind both the organisation and our employees of the challenge and obligations they face in delivering best value services. The organisation is committed to developing and publishing appropriate quality standards, where they do not already exist, across all service areas. In a number of services these quality standards are being detailed in this way for the first time, and therefore the roll out will be phased to focus on those standards that fit best with strategic priorities or relate most to those areas residents highlight as important.

This will be taken forward as part of the Continuous Improvement activity across the Council and quality standards will be incorporated into delivery plans as developed.

## **Equalities**

The Council has set out a range of equality outcomes for 2017/21 in line with its statutory duty, each led by a relevant strategic lead area. These cover community participation, employment diversity, disability pay gap, occupational segregation, digital inclusion, accessible community transport; identity based bullying in schools, and educational attainment gaps.

People and Technology is the lead strategic area for the following two outcomes, again assuming organisational responsibility:-

- **Outcome 2: Increase diversity in the Council Workforce**
- **Outcome 3: Reduce Disability Pay Gap**

As outlined in the Council's Workforce Plan annual action plan for 2018/19, actions will be taken forward to address the overall objective of addressing workforce equalities objectives as follows:

- Review of terms and conditions in relation to recommendations resulting from Equal Pay Audit on allowances;
- Promotion of Disability Confident Commitment;
- Supporting employees and potential employees with health conditions to enter employment and remain at work;
- Development of recruitment and selection processes to implement positive actions that can support the reduction of Occupational Segregation; and
- Support access to full-time employment.

These outcomes translate to a number of performance indicators which will be included in Appendix 2.

## 6. Resources

### Workforce Planning

Workforce planning is integrated within the strategic planning process, highlighting the key workforce related activities for the year and reflecting the longer term strategic aims of the services. In line with the agreed framework, the management team carried out a PESTLE and SWOT analysis to inform the workforce planning process. The Workforce Plan is included in this delivery plan (Appendix 3)

### Employees

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

Section	Headcount	FTE
Business Support	21	19.64
ICT	51	48.92
OD & Change	10	10.00
Strategic HR and H & S	22	20.33
<b>Total</b>	<b>104</b>	<b>98.89</b>

### Finance

The 2018/19 revenue budget for the People & Technology strategic area is £6m. We will make the best use of the resources available to deliver on key priority areas and secure external funding where we can.

The resources to deliver on this in 2018/19 action plan for People & Technology are:-

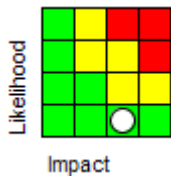
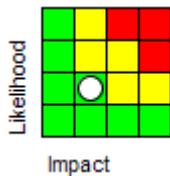
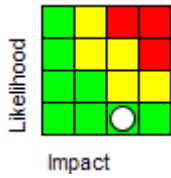
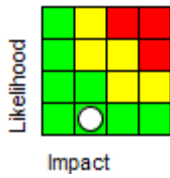
Service	Gross Expenditure 2018/19	Gross Income 2018/19	Net Expenditure/ (Income) 2018/19
Business Support (Transactional)	£672,057	-£21,932	£650,125
ICT (includes budget for all system annual maintenance)	£3,804,216	-£291,340	£3,512,876
Organisational Development & Change	£375,750	-£3,874	£371,876
Strategic HR (also includes health, safety, risk)	£1,164,077	0	£1,164,077
Resilience	£55,565	0	£55,565
<b>TOTAL</b>	<b>£6,071,665</b>	<b>-£317,146</b>	<b>£5,754,519</b>

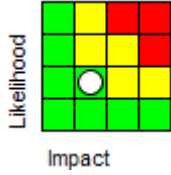
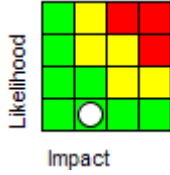
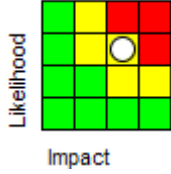
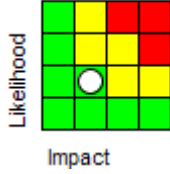
## 7. Risks

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

In planning for 2018/19, the strategic area considered the Council's strategic risks and identified risks specific to the service. (see below)

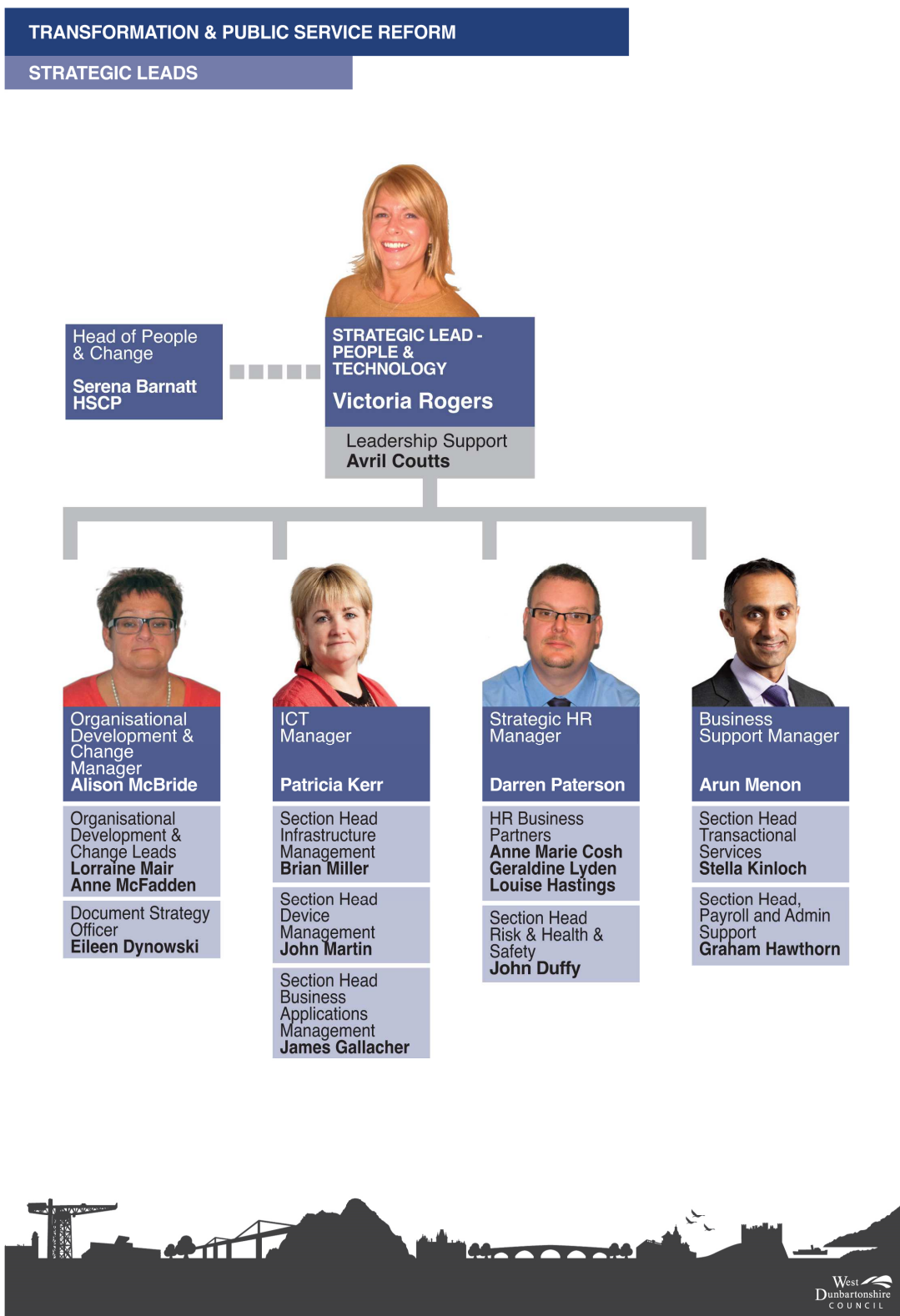
Actions to mitigate these risks are set out in our action plan at Appendix 2 or in our operational plans, with the aim of improving or maintaining the current position (i.e. the current risk score)

Risk Title	Description	Current risk score	Target risk score
<b>Strategic Risk:</b> <b>Failure to develop or implement innovative use of Information Technology</b>	Council's Information Technology is not sufficiently modernised / brought up to date to enable the delivery of sustainable ICT services to support and enhance the delivery of front line services to the community.		
<b>Strategic Risk:</b> <b>Failure to ensure that there is an appropriately resourced workforce in place to meet future organisational needs</b>	There is a risk that the Council fails to ensure that there is an appropriately resourced workforce in place to meet future organisational needs, either in effectively executing the Council's Workforce Plan (2017-22), or in ensuring that the Plan is adapted over time if and when earlier assumed circumstances change.		

Risk Title	Description	Current risk score	Target risk score
<b>Service Risk: Workforce Management System not fit for purpose</b>	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	 <p>A 4x4 risk matrix with Likelihood on the y-axis and Impact on the x-axis. The matrix is color-coded: Green for Low (bottom-left 2x2), Yellow for Medium (top-left 2x2 and bottom-right 2x2), and Red for High (top-right 2x2). A white dot is located in the second row, second column (Medium Likelihood, Low Impact).</p>	 <p>A 4x4 risk matrix with Likelihood on the y-axis and Impact on the x-axis. The matrix is color-coded: Green for Low (bottom-left 2x2), Yellow for Medium (top-left 2x2 and bottom-right 2x2), and Red for High (top-right 2x2). A white dot is located in the third row, first column (High Likelihood, Low Impact).</p>
<b>Strategic Risk: Threat of Cyber Attack</b>	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.	 <p>A 4x4 risk matrix with Likelihood on the y-axis and Impact on the x-axis. The matrix is color-coded: Green for Low (bottom-left 2x2), Yellow for Medium (top-left 2x2 and bottom-right 2x2), and Red for High (top-right 2x2). A white dot is located in the third row, third column (High Likelihood, Medium Impact).</p>	 <p>A 4x4 risk matrix with Likelihood on the y-axis and Impact on the x-axis. The matrix is color-coded: Green for Low (bottom-left 2x2), Yellow for Medium (top-left 2x2 and bottom-right 2x2), and Red for High (top-right 2x2). A white dot is located in the third row, second column (High Likelihood, Low Impact).</p>



## Appendix 1 – Structure Chart



## Appendix 2 - Action Plan 2018-19

**Priority - Open, accountable and accessible local government**

**Outcome- Equity of access for all residents**

<b>Title</b>	<b>Due Date</b>	<b>Assigned To</b>
Continue HR and Payroll Transformation programme	31-Mar-2019	Stella Kinloch
Address workforce equalities objectives	31-Mar-2019	Darren Paterson

<b>Performance Indicator</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>Assigned To</b>
	<b>Value</b>	<b>Value</b>	<b>Target</b>	
% of our workforce who have declared a disability	2.29%	N/A	1.8%	Melissa Connor
% of our workforce who have stated they are LGBT	N/A	3.07%	2.5%	Melissa Connor
% of our workforce who are from a Black minority ethnic group	0.27%	N/A	0.4%	Melissa Connor
Disability pay gap	9.56%	N/A	11%	Melissa Connor

**Priority - 5. Efficient and effective frontline services that improve the everyday lives of residents**

**Outcome- A committed and skilled workforce**

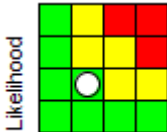

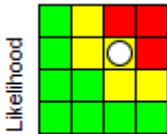
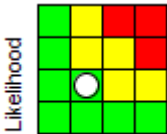
<b>Title</b>	<b>Due Date</b>	<b>Assigned To</b>
Continue to embed an organisational health and safety culture	31-Mar-2019	John Duffy
Further develop and implement the Council health and safety management software system (Figtree)	31-Mar-2019	John Duffy
Develop and implement the Council's Health & Safety management system to reflect new ISO 45001 (Occupational Health and Safety) standard.	31-Mar-2019	John Duffy
Develop and implement a Council Fire Risk Management Strategy.	31-Mar-2019	John Duffy
Review effectiveness of Council approach to risk management and implement improvement action as appropriate.	31-Mar-2019	John Duffy
Continue to deliver a variety of development opportunities such as Lean/Six Sigma, New Managers Induction, build digital literacy workforce knowledge & skills and relaunch the Coaching & mentoring Programme	31-Mar-2019	Alison McBride
Launch and embed WDC approach to Continuous Improvement.	31-Mar-2019	Alison McBride
Continue to embed Be The Best Conversations council wide.	31-Mar-2019	Alison McBride
Continue to provide HR support to inform and implement organisational change projects.	31-Mar-2019	Darren Paterson
Continue to implement the Council's Employee Wellbeing Strategy.	31-Mar-2019	Darren Paterson
Continue to develop and review employment policies/schemes in line with the Council's policy framework.	31-Mar-2019	Darren Paterson

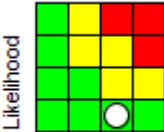
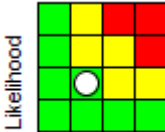
Title	Due Date	Assigned To
Continue to embed the Council's Strategic Workforce Planning Framework.	31-Mar-2019	Darren Paterson
Undertake a review of terms and conditions of employment and progress changes as appropriate.	31-Mar-2019	Darren Paterson

### Outcome - A continuously improving Council delivering best value

Title	Due Date	Assigned To
Transformation & Channel Shift - Providing IT Support for Service Transformation Projects	31-Mar-2019	James Gallacher
Continue to review and develop business case for shared IT services	31-Mar-2019	James Gallacher; Patricia Kerr; John Martin; Brian Miller
Continue to deliver ICT tasks to support Property Rationalisation and Improvement Projects	29-Mar-2019	James Gallacher; John Martin; Brian Miller
Continue to review and deliver ICT service improvements aligned to business needs	31-Mar-2019	James Gallacher; John Martin; Brian Miller
Deliver projects and changes required to continue to improve the overall security, compliance and resilience of the Councils IT Infrastructure.	31-Mar-2019	James Gallacher; John Martin; Brian Miller

Performance Indicator	2016/17	2017/18	2018/19	Assigned To
	Value	Value	Target	
Sickness absence days per teacher	5.77	5.46	5	Darren Paterson
Sickness absence days per employee (excluding teachers)	11.6	11.84	7	Darren Paterson
Percentage of ICT helpdesk calls fixed with half day of being logged.	31%	35%	35%	James Gallacher
The percentage of the highest paid 5% employees who are women	57.08%	N/A	50%	Melissa Connor
Gender pay gap	2.54%	N/A	TBC	Melissa Connor

Departmental Risk	Current Risk Matrix	Description	Target Risk Matrix	Assigned To
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		Arun Menon; Darren Paterson
SR 008 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.		Iain Kerr

Departmental Risk	Current Risk Matrix	Description	Target Risk Matrix	Assigned To
Failure to develop or implement innovative use of Information Technology		The risk is that the Council's Information Technology is not sufficiently modernised / brought up to date to enable the delivery of sustainable ICT services to support and enhance the delivery of front line services to the community.		Patricia Kerr

## Appendix 3: People & Technology Workforce Plan 2017-2022

Annual Action Plan 2018-19 (incorporating details of progress in 2017-2018)

1. Addressing the gap between current workforce supply and predicted future demand				
<b>Strategy</b>	Planned service review to address gap taking cognisance of opportunities to realise savings through voluntary turnover and consideration of management spans of control			
<b>Expected Outcome</b>	Gap is addressed, whilst: <ul style="list-style-type: none"> <li>• Protecting critical roles (and avoiding associated turnover)</li> <li>• Ensuring service priorities are met</li> <li>• Avoiding or minimising risk of voluntary or compulsory redundancy</li> <li>• Enabling flexibility to address fluctuations in service demand through appropriate management of fixed-term contracts</li> </ul>			
<b>Actions</b>	<b>Person(s) Responsible</b>	<b>Resources Needed</b>	<b>Complete By</b>	<b>Measurement of outcome</b>
Deliver workforce-related savings against 17-18 requirement	All	Workforce	31 <sup>st</sup> March 2018	Savings achieved.
Completion of self-evaluation (as applicable) and customer feedback survey exercises and identification of resulting improvement opportunities (within and across services)	All	Workforce	31 <sup>st</sup> March 2018 (and thereafter as scheduled)	Development and implementation of resulting action plans. Evidence of improvement
Complete ICT service review to consider implications of changing service demands for delivery model	P Kerr	TBC	Service review complete by 31 <sup>st</sup> March 2018 (with workforce implications to be determined and progressed thereafter)	Identification of service review workforce implications

<b>Actions</b>	<b>Person(s) Responsible</b>	<b>Resources Needed</b>	<b>Complete By</b>	<b>Measurement of outcome</b>
Explore opportunities to 'grow our own' to address current and anticipated future recruitment and retention challenges within ICT(including modern/graduate apprenticeships)	P Kerr	Finance required	31 <sup>st</sup> March 2019 (ongoing in terms of schedule)	Identification of opportunities and subsequent incorporation into workforce plan schedule
Explore possible service and resulting structure options as at 2022 based on assumed scenario (and consider phased introduction)	V Rogers	Workforce	31 <sup>st</sup> March 2019 (ongoing to 31 <sup>st</sup> March 2022 for phased introduction)	Completion of exercise and identification of preferred model
Deliver workforce-related savings against 2018-2020 requirement	All	Workforce	31 <sup>st</sup> March 2020	Savings achieved



<b>2. Addressing the gap between current and required additional workforce capabilities</b>				
<b>Strategy</b>	Development and implementation of associated training plans to enable capabilities to be developed within existing workforce			
<b>Expected Outcome</b>	Gap is addressed, whilst: <ul style="list-style-type: none"> <li>• Ensuring value for money in terms of training solutions</li> <li>• Minimising requirement to recruit for new capabilities (and thereby avoiding or minimising risk of voluntary or compulsory redundancy)</li> <li>• Ensuring service priorities are met as a result of application of those new capabilities</li> </ul>			
<b>Actions</b>	<b>Person(s) Responsible</b>	<b>Resources Needed</b>	<b>Complete By</b>	<b>Measurement of outcome</b>
Develop skills within ICT to remain abreast of changes in technology (including, in particular, skills to ensure ICT security)	P Kerr	Workforce/Funding	31 <sup>st</sup> March 2018 and ongoing	Evidence of capability, reduction in risk and improved service offering
Completion of Lean/Six Sigma training by all managers within P & T	All	Workforce/Funding	31st March 2018 (ongoing for wider rollout)	Completion of training. Evidence of resulting process improvement
Develop coaching skills within OD & Change and Strategic HR teams	A McBride	Workforce	31 <sup>st</sup> March 2019	Qualifications obtained. Evidence of application and impact of coaching interventions
Develop talent management skills within OD & Change team	A McBride	Workforce/Funding	31 <sup>st</sup> March 2019	Evidence of capability and subsequent organisational impact
Completion of Procurement Contract Management training by all relevant employees	All	Workforce	31 <sup>st</sup> March 2019	Evidence of best value in contracted services
Internal consultancy skills training	D Paterson / A McBride / Patricia Kerr	Workforce/Funding	31 <sup>st</sup> March 2019	Improved customer feedback on quality of service

Develop Return on Investment skills within OD & Change and ICT	A McBride / P Kerr	Workforce/Funding	31 <sup>st</sup> March 2020	Ability to evidence impact of investment in in-house provision
Develop commercialisation skills within ICT	P Kerr	Workforce/Funding	31 <sup>st</sup> March 2020	Evidence of capability and subsequent organisational impact

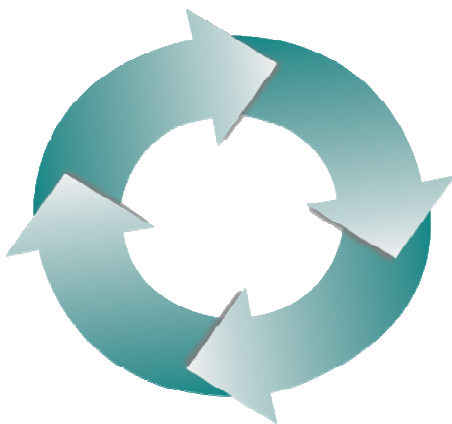
3. Improve integration across teams within the Strategic Lead Area				
<b>Strategy</b>	Undertake an OD diagnostic exercise to establish synergies between teams and development of resulting new ways of working, which may in turn inform any required service review			
<b>Expected Outcome</b>	Service priorities are delivered in a more seamless, holistic and efficient way			
<b>Actions</b>	<b>Person(s) Responsible</b>	<b>Resources Needed</b>	<b>Complete By</b>	<b>Measurement of outcome</b>
Explore and initiate workforce shadowing/transfer opportunities across P & T service areas (e.g. between Strategic HR and HR Connect, and between Strategic HR and OD & Change, between ICT and OD & Change)	All	Workforce	31 <sup>st</sup> March 2019 (and ongoing)	Improved awareness. Identification of improvement opportunities (within and across service areas)
Consideration of service development events	V Rogers/All	Workforce	31 <sup>st</sup> March 2019 (and ongoing)	As above

4. Addressing capability gaps in relation to fulfilment of existing job profiles				
<b>Strategy</b>	Undertake training needs assessment and develop and implement individual/collective training plans as appropriate			
<b>Expected Outcome</b>	Employee are supported to fulfil their respective job roles thereby supporting improved performance in delivering service priorities (or as a minimum being able to demonstrate that the necessary training has been provided)			
<b>Actions</b>	<b>Person(s) Responsible</b>	<b>Resources Needed</b>	<b>Complete By</b>	<b>Measurement of outcome</b>
Completion of skills assessment in Strategic HR team to identify in-role development needs (and implement resulting development interventions)	D Paterson	Workforce/Funding (if applicable)	31st March 2018 (and ongoing for development interventions)	Completion of assessment. Identification and progression of individual/collective development interventions
Completion of skills assessment in ICT and H & S teams to identify in-role development needs (and implement resulting development interventions)	P Kerr / D Paterson	Workforce/Funding (if applicable)	31 <sup>st</sup> March 2019 (and ongoing for development interventions)	Completion of assessment. Identification and progression of individual/collective development interventions
Ensure completion of skills passport requirements relevant to individual roles	All	Workforce	31 <sup>st</sup> March 2019	Evidence of completion and resulting improvements

<b>5. Improve resilience within teams</b>				
<b>Strategy</b>	Develop and implement training plan in relation to critical roles			
<b>Expected Outcome</b>	Improved resilience across teams and retention of knowledge and skills associated with critical roles			
<b>Actions</b>	<b>Person(s) Responsible</b>	<b>Resources Needed</b>	<b>Complete By</b>	<b>Measurement of outcome</b>
Ensure cross-skilling of key development areas (i.e. WMS and online forms) across HR Connect and Payroll teams	A Menon	Workforce	31 <sup>st</sup> March 2018 (and ongoing as required)	Evidence of increased capability/reduction in single-person dependencies/more agile workforce
Ensure cross-skilling across ICT team (i.e. between desktop, server, network and application, and security; and between reactive and project work)	P Kerr	Workforce	31 <sup>st</sup> March 2018 (and ongoing as required)	Evidence of increased capability/reduction in single-person dependencies/more agile workforce
Completion of skills assessment in Strategic HR team to identify succession planning development needs	D Paterson	Workforce/Funding (within existing resource or submission of evidence case)	31st March 2018	Completion of assessment. Identification and progression of individual/collective development interventions
Ensure cross-skilling in specialist areas within Strategic HR Team (namely, equalities, job evaluation, pensions, SNCT terms and conditions), as well as knowledge across other service areas	D Paterson	Workforce	31 <sup>st</sup> March 2019 (and ongoing for service areas)	Evidence of increased capability/reduction in single-person dependencies/more agile workforce

<b>Actions</b>	<b>Person(s) Responsible</b>	<b>Resources Needed</b>	<b>Complete By</b>	<b>Measurement of outcome</b>
Ensure cross-skilling in specialist areas within Health & Safety (namely, risk management, Fire Risk Assessment and Figtree development), as well as knowledge across other service areas	D Paterson	Workforce	31 <sup>st</sup> March 2019 (and ongoing for service areas)	Evidence of increased capability/reduction in single-person dependencies/more agile workforce
Completion of skills assessment in ICT team to identify succession planning development needs (particularly to Service Manager and Section Head roles)	P Kerr	Workforce/Funding (within existing resource or submission of evidence case)	31st March 2019	Completion of assessment. Identification and progression of individual/collective development interventions
Completion of skills assessment in Health & Safety team to identify succession planning development needs	D Paterson	Workforce/Funding (within existing resource or submission of evidence case)	31st March 2019	Completion of assessment. Identification and progression of individual/collective development interventions
Completion of skills assessment in HR Connect and Payroll to identify succession planning development needs in relation to the Section Head roles	S Kinloch/ G Hawthorn	Workforce/Funding (within existing resource or submission of evidence case)	31st March 2019	Completion of assessment. Identification and progression of individual development interventions

<b>6. Gap in relation to capability to use WMS and MS Excel to support data analysis</b>				
<b>Strategy</b>	Develop and implement training plan			
<b>Expected Outcome</b>	Increased capability to undertake data analysis and enabling better use of 'big data' to strengthen evidence-based decision making			
<b>Actions</b>	<b>Person(s) Responsible</b>	<b>Resources Needed</b>	<b>Complete By</b>	<b>Measurement of outcome</b>
Training of Strategic HR Team in WMS (post V8 implementation)	S Kinloch	Workforce	31 <sup>st</sup> March 2019	Completion of training and evidence of subsequent WMS use
Strategic HR Team to complete MS Excel Interactive Training Plan (shared with team 17/18)	D Paterson	Workforce	31 <sup>st</sup> March 2019	Confirmation of completion of training and evidence of subsequent use



# **Regulatory Delivery Plan 2018/19**

## Index

- 1 Key Priorities for 2018/19
- 2 Overview & Profile
- 3 Performance Review
- 4 Strategic Assessment
- 5 Corporate Information
- 6 Resources
- 7 Risks

Appendix 1: Structure Chart

Appendix 2: Delivery Plan 2018/19

Appendix 3: Workforce Plan - Action Plan 2018/19



# 1 Key Priorities for 2018/19

Regulatory Services are at the heart of all the Councils services, whether through supporting and facilitating good governance, supporting front line services to deliver quality services or providing front-line services which make a difference to the long term prospects of the people living and working in the area. As such we are uniquely placed to influence both the current and future prospects of West Dunbartonshire in a range of areas. Our aim for the year ahead will focus on making a positive difference to the lives of people living and working within West Dunbartonshire. Our key priorities for the year ahead have been developed to support this aim.

Our 2018/19 key priorities are:

- Prioritise work to improve West Dunbartonshire as a place to live and work by supporting the strategic aim of a strong local economy and improved local opportunities. We will do this through supporting regeneration projects through the work of our services, engaging with developers to secure investment and embedding place and design within the Planning Process with the establishment of the Place and Design Panel.
- Continue to work to ensure we have policies and plans in place supportive of legislative objectives through the development of a new Statement of Licensing Policy, a Statement of Gambling Principles and the continuing development of the revised Local Development Plan.
- Provide leadership to Council services to facilitate the Council complying with the demands of the General Data Protection Regulation.
- Focus Environmental Health and Trading Standards Services regulatory services on protecting and enhancing the community through risk based and intelligence led enforcement, working with businesses to improve standards, facilitating improvements to housing, addressing pollution and protecting the vulnerable from criminal behavior.

## 2 Overview & Profile

### Overview

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

With 101 employees (92.75 full time equivalents) and a net budget of £2.63m, it is one of 8 strategic areas with responsibility for delivering the Council's Strategic Plan.

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

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

Regulatory also reports to the Licensing Committee and the Planning Committee as well as the Licensing Board and Local Review Body.

### Profile

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

#### ***Legal Services***

The Legal Services team provides comprehensive advice, representation, support, governance and regulation covering the full range of Council services and is responsible for the delivery of the Council's Licensing and Trading Standards functions. It comprises four key functional areas: Legal, Trading Standards, Licensing, and Records Management.

#### ***Planning and Building Standards***

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

## ***Environmental Services***

Environmental Services deliver a range of statutory functions protecting public health, wellbeing and vulnerable citizens as well as aligned non-statutory services like pest control and food hygiene training for communities and businesses. It comprises three specialist groups: Food & Business, Environmental Pollution and Community Health Protection.

## ***Democratic Services***

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

### **3 Performance Review**

The Regulatory management team completed a detailed performance review of 2017/18. As well as highlighting key achievements, it identified a number of performance issues to be addressed in 2018/19.

#### **Key Achievements**

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The key achievements highlighted by the performance review are set out below.

##### ***Legal Services***

- Negotiated the sale to the Council of the first development plot on the Queens Quay regeneration site which will secure new social rented housing as a cornerstone of the Queens Quay Project.
- Signed Heads of Terms with Esso Petroleum in respect of the former Exxon Site at Bowling.
- Successfully defended a challenge to Statement of Licensing Policy
- Successfully took over responsibility for the Night Zone over the festive period with Taxi Marshall deployment in main town centres.

##### ***Planning and Building Standards***

- Double award winner in the Scottish Government's 'Scottish Awards for Quality in Planning' in the Place category for developments at Bowling Basin and the former Kippen Dairy site in Alexandria.
- Decision making timescales for planning applications very favourable and making good progress with regeneration, development and school projects from a planning and building standards perspective .
- Main Issues Report of the Local Development Plan issued for consultation within the agreed tight timescales.
- Antonnine Wall Heritage Lottery Fund Project and Place & Design Panel successfully launched.

##### ***Democratic Services***

- Best performing Registration Service in Scotland in terms of accuracy with 99.48% accuracy rate for all events registered in 2015 (National Records of Scotland).
- Successfully implemented the West Dunbartonshire Local Government Elections, implemented the new Council and Administration, and the snap UK Parliamentary General Election which collectively was extremely demanding and challenging for the small team of officers involved.

## ***Environmental Health***

### **Community Health Protection Group**

- Approval of a new policy for the payment of missing shares to improve local house conditions in the private sector.
- Lead in water sampling initiative undertaken in all Council educational establishments to provide reassurance to Scottish Government Ministers into the quality of drinking water in our schools estate.

### **Food & Business Group**

- In partnership with Food Standards Scotland and 9 Local Authorities, completed a pilot project to review Annex 5 of the Food Law Code of Practice Scotland and combined Food Hygiene and Food Standards inspections to a single Food Law inspection to support legitimate business and focus resources on the highest risk food businesses and their activities.
- In partnership with Working4U, delivered a community training initiative to citizens of West Dunbartonshire to improve their skill base.

### **Trading Standards Group**

- Following initial work and the securing of funding in 2016/17, West Dunbartonshire Community Watch was launched in June 2017. A key objective of Community Watch is the prevention of doorstep crime and the initiative has been led by Trading Standards working in partnership with the police and Neighbourhood Watch. Local residents can sign up to receive “alerts” when criminal activities may be taking place in their local area.
- Participated in a national project examining pricing practices and levels of compliance with new guidance issued by the Chartered Trading Standards Institute. Participating authorities concentrated on particular business sectors, in our case food and drink.

### **Environmental Pollution Group**

- The 2016 Air Quality Report was submitted to the Scottish Government and SEPA ahead of deadline and subsequently approved without comment.
- A programme of Waste Duty of Care inspections for commercial premises has been rolled out, improving compliance through education and advice.
- A programme of inspection of high risk areas to enforce the idling engine measures of the Road Traffic (Vehicle Emissions)(Fixed Penalty)(Scotland) Regulations 2003 was introduced.

## ***Administrative Support***

- Successful undertaking of the Corporate Administrative Support Project bringing the majority of Administrative Support within the Council into the one service and saving £500,000 in total to date.

## **Challenges**

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### ***Planning & Building Control Budgets***

One of the main challenges has been the planning and building control budgets where income that we have limited control over has been well short of what was anticipated through the budget. Given the large sums of money involved and the huge difference in income that a very small number of planning applications can make, the impact on the whole service has been significant. It is likely this will continue to be a challenge in the year ahead.

### ***Resources***

It has been a challenge to maintain performance in key areas when operating with reduced staff or higher priorities intervene. So for example literally weeks of officer hours has and continues to be spent dealing with the tragic Cameron House fire and that has had an impact on performance within both Environmental Services and Building Control.

### ***Communication Processes***

Feedback from the self-evaluations we have carried out over the past year has highlighted the need to improve how we inform citizens about the services we provide and how we update them on the progress of their issues. We will look to improve in this area during the period of this plan.

### ***Service Users' Feedback***

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

### ***Complaints***

Between 1 April and 31 December 2017, a total of 14 complaints were received, comprising 11 Stage 1 and 3 Stage 2 complaints. During the same period, 14 complaints were closed, 11 at Stage 1 and 3 at Stage 2.

Of the 11 complaints closed at Stage 1, 8 (73%) met the 5 working days target set for resolving Stage 1 complaints, with an average of 4 working days to resolve all complaints closed at Stage 1. Of the 3 complaints closed at Stage 2, 1 (33%) met the 20 working days target, and 2 exceeded this, with an average of 25 days for all complaints closed at Stage 2.

Two complaints closed at Stage 1 were upheld (18%) and one at Stage 2 (33%).

In addition to the specific actions we took in response to complaints, we will continue to ensure that all relevant staff undertake customer services standards training and we will continue to review complaints to identify and address any issues that emerge.

### ***Telephone Survey***

A monthly telephone survey of 100 residents is carried out to gauge satisfaction levels with a range of Council services. Within Regulatory, this covers the Licensing Service.

For the calendar year January to December 2017, satisfaction is again very high at 97%, up significantly from 87% in 2016 and 93% in 2015.

## **Continuous Improvement**

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### ***Self-Evaluation Programme***

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

In the first year of the programme (August 2016 to July 2017), two self-evaluations were carried out within Regulatory - Planning & Building Standards and Regulatory Services. The improvement actions arising from these self-evaluations are now being implemented and once completed, follow up surveys will determine their impact.

Over the period of this Delivery Plan, two further self-evaluations within Regulatory will take place. Legal Services' self-evaluation will begin in May 2018 with a target completion date of July 2018. Democratic Services self-evaluation will begin a few months later in October 2018 with completion by December 2018.

### ***Local Government Benchmarking Framework (LGBF)***

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

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

The most recent comparative data for all councils was published in February 2018 and relates to the period 2016/17. All four Regulatory indicators improved year on year and three improved their comparative position with other local authorities. There was no change in ranking for the fourth indicator but this remains highly placed in the top performing councils.

Description	2015/16 (rank)	2016/17 (rank)	2016/17 Scotland	Change in Rank (+/-)
Cost of trading standards, money advice and citizens advice per 1,000 population	£3,560.67 (7)	£3,227.24 (7)	£5,438.54	No Change
Cost of environmental health per 1,000 population	£15,849.98 (20)	£14,967.73 (17)	£16,117.25	Better (+3)
Cost per planning application	£5,634.31 (23)	£4,809.28 (19)	£4,635.61	Better (+4)
Average time taken to deliver a commercial planning application decision	10.21 (18)	8.46 (12)	9.31	Better (+6)
CORP1 Support services as a % of total gross expenditure	4.09% (5)	4.02% (9)	4.92%	Worse (-4)

In relation to LGBF PIs, the focus in 2018/19 will be on maintaining good performance in determining commercial planning applications.

### ***West Dunbartonshire's Benchmarking Programme***

As well as participating in the Scotland wide LGBF programme, the Council has embarked on a three year programme to ensure that all services are engaged in benchmarking performance in relation to service delivery, cost and customer satisfaction measures. The first step is to identify any gaps in our current benchmarking activity in relation to service areas and/or measures. Where gaps are identified, we will consider how they might be addressed, working with other councils and organisations to develop this.

Over the period of this plan, Legal Services and Democratic Services will review and develop their benchmarking approach and any improvement actions that arise from the benchmarking activities that follow will be included in future delivery plans and reported to committee. The remaining services are already engaged in benchmarking activity in relation to service delivery, cost and customer satisfaction.

### **Employee Survey 2017**

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97% of Regulatory employees completed the Employee Survey and the results were published in December 2017. The management team have reviewed the results for the Regulatory strategic area as a whole, their individual service areas, and the feedback from the focus groups. Actions to address key issues are being considered and will be consulted upon with staff.



## Quality Standards

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

The organisation is committed to developing and publishing appropriate quality standards across all service areas where they do not already exist. In a number of services, these quality standards are being detailed in this way for the first time, and therefore the roll out will be phased to focus on those standards that fit best with strategic priorities or relate most to those areas residents highlight as important. This will be taken forward as part of the Continuous Improvement activity across the Council and quality standards will be incorporated into delivery plans as they are developed. Once in place, they will be monitored and managed by the management team on a regular basis and reported annually to committee.

## 4 Strategic Assessment

The Regulatory management team completed a detailed strategic assessment to determine the major influences on service delivery and priorities in 2018/19 and beyond. This covered a review of the financial context, local and national political priorities, new legislation and technology, and Council policies among others. The following factors were identified as significant.

### Key Factors

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#### ***Financial Challenges***

The entire public sector is facing significant financial challenges. The Council is predicting cumulative funding gaps in 2018/19, 2019/20 and 2020/21 of £nil, £7.646m and £13.806m respectively. This means that action has to be taken to balance our budget and protect services for residents.

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

#### ***Possible Broadcasting of Council Meetings***

It has been proposed that the Council should broadcast all of its full Council meetings to give access to a wider audience without the need to attend in person.

This will have an impact on the resources required to service Council and also work in preparing guidelines for officers and members to ensure there is an understanding of standards expected in the Chamber and how behaviours can impact on the reputation of the Council.

We will research webcasting and audio-casting and may then require to procure and implement a system and new procedures.

#### ***Statutory Review of Polling Districts and Polling Places***

The Council is required to review its polling districts and polling places in 2018. This is essential to ensure that the polling scheme is up-to-date and fit for purpose following recent changes to ward boundaries and availability of polling places.

We will begin this review in 2018/19 by submitting a proposed timetable to Council for approval. This will include preparing Returning Officers' Representations for consultation and carrying out a full public consultation.

### ***UK Parliamentary Boundary Review***

Following the Review of the UK Parliamentary Boundary Review it will be necessary to identify additional voters from the Bearsden/Milngavie area who will transfer to the new Dunbartonshire West Constituency.

In 2018/19, we will implement the outcome of the review beginning with agreeing the new boundary line with planning officers.

### ***New Planning Bill***

The new Planning Bill was presented to Parliament on 4<sup>th</sup> December 2017. The terms of the Bill will have significant implications on how planning is delivered at a regional and local level for all Councils.

In 2018/19 we will assess the implications of the requirements of the new Bill and will implement the changes brought about by secondary legislation in 2018 and 2019.

### ***Local Development Plan - Proposed Plan***

The Local Development Plan guides the future use of land in West Dunbartonshire taking into account social, economic and environmental issues. It indicates where development should and should not happen and highlighting opportunities for investors and communities. The Main Issues Report is the first stage in the preparation of the Local Development Plan and it focuses on the key changes which have occurred since the previous plans. Following extensive consultation, the representations received are being considered and will be used in the preparation of the Proposed Plan.

In 2018/19, the Local Development Plan - Proposed Plan will be publicised for consultation. Following the end of the consultation period the Proposed Plan will be submitted to the Scottish Government for examination by the end of 2018.

### ***Major Regeneration Sites***

The key regeneration sites will be progressing on site. On Queens Quay, the Infrastructure and District Heating System will be on site with applications for the affordable housing and healthcare development being submitted in 2018/19. Development on Dumbarton Waterfront will be underway with construction started on the new river path linking the Castle to the town centre and the implementation of new affordable housing adjacent to the town centre (Culross site). An application is expected for Mitchell Way in Alexandria and development proposals will be progressing for the Playdrome site in 2018/19.

Planning and Building Standards will continue to work to ensure that planning and building warrants are processed within agreed timescales, that conditions are met and high quality development is achieved on the ground.

### ***Place and Design Panel***

The Place and Design Panel is a new vehicle to assist the Council to deliver regeneration, increase economic vitality and raise aspirations around achieving better places and improving the design quality of the built environment in West Dunbartonshire.

In 2018/19 we will establish the Place and Design Panel and integrate same within the planning and development process. We will also establish a Monitoring Board to assist on reflecting on the activities of the Panel and ensure it is meeting its objectives.

### ***Geographic Information System (GIS)***

A Geographical Information System (GIS) is used for storing, analysing and mapping data. The present GIS system is no longer fit for purpose. With the introduction of new technologies and the lack of development by the supplier, it has been agreed to implement a new GIS system in 2018/19 by implementing a modern, future proof, mapping and data analysis system for users.

### ***Private Water Supply Legislation***

The Water Intended for Human Consumption (Private Supplies) (Scotland) Regulations 2017 will place additional demands on the Community Health Protection (CHP) team in relation to additional sampling, a revised public register, changes to the risk assessment process, increased investigation and remedial action for failures, greater enforcement powers, greater reporting and display of information requirements at each premises.

To address this, the team will develop processes in 2018/19 to ensure we are able to respond to the additional demands.

### ***European Noise Directive***

The objectives of the Environmental Noise Directive 2002/49/EC are to:

- Determine the noise exposure of the population through noise mapping
- Make information available on environmental noise to the public
- Establish Action Plans based on the mapping results, to reduce levels where necessary, and to preserve environmental noise quality where it is good.

West Dunbartonshire Council is a member of the Glasgow Agglomeration Working Group (GAWG). The group has to identify potential Noise Management Areas and Quiet Areas and will deliver an Action Plan every 5 years.

As part of the GAWG, we will be looking at the third round of noise mapping to identify Candidate Noise Management Areas and Candidate Quiet Areas for road and rail noise.

## ***Review of Food Law Code of Practice***

West Dunbartonshire Council (WDC) as a food authority works in partnership with Food Standards Scotland (FSS). FSS is undertaking a review of the statutory Food Law Code of Practice Scotland which is part of a development of a Regulatory Strategy Programme which includes 10 work streams and approximately 30 projects under the following headings

- Enhanced registration / prior approval
- Information & data sharing
- Understanding & enabling business compliance
- Penalties & sanctions
- Future delivery & assurance
- Future meat controls
- Sustainable funding
- Regulatory powers & decision making
- Appeals & complaints

The Food Law Code of Practice Review has been phased by Food Standards Scotland and has the following phases and periods-

Phase 1 (2017-18) an agreed updated Consolidated Code of Practice

Phase 2 (2018-19) Interventions Code of Practice and Associated Guidance

Phase 3 (2020 Onwards) Further Production of Individual Code Publications

The Food Law Code of Practice (Scotland) – Review Project includes a review to Annex 5 of the Code relating to risk assessment of food businesses for food law inspection. WDC were part of a group of 10 Food Authorities in the Annex 5 pilot project. The output from the pilot project group is being taken forward by FSS to produce a new Annex to the code for Food Authorities that will combine food safety and food standards risk assessment activities into a single food law risk rating and focus regulatory activities on areas of greatest need.

WDC being a Food Authority and a pilot authority under the Annex 5 review project will continue with a revised food law risk rating system (alongside the existing system) ahead of full implementation by Food Authorities not in the pilot project group. While this places a demand on the service and its valuable resource, it gives the benefit of shaping the future delivery of the service and prioritisation methods for food law inspection of businesses in West Dunbartonshire.

Another project under the Food Law Code of Practice Review that will impact on service delivery is the change to the approvals process for food business subject to approval under EC Regulation 853.2004. The methodology for approval was revised in 2017 and an Approved Establishments Scottish National Protocol was produced. Local Authorities are responsible for all food businesses except those where an official veterinarian is required e.g. slaughter houses, game handling establishments and cutting plants which fall to Food Standards Scotland. WDC as a Food Authority is responsible for a large number of food businesses including a number of approved

establishments and for implementing the protocol in the WDC area. Enhanced competence and training is required for implementation of the protocol as is an increased demand on officer time and recording of interaction and outcomes with this business sector. Food Standards Scotland training for Officers is planned for 2018 and WDC Environmental Health Officers from the Food and Business Group are earmarked for training during the period.

WDC will continue to work with Food Standards Scotland on the related work streams and projects over the indicative 2 year period of the review of the Statutory Food Law Code of Practice in Scotland.

### ***Development of Licensing Policy***

2018/19 will require the two major Licensing Policy Statements to be prepared and approved by the Licensing Board. Substantial work has already started in 2017/18 on the Statement of Licensing Policy including overprovision assessment which will require to be in place by November 2018. An updated statement of Gambling Policy will also be required by 31 January 2019. Further it is anticipated that new legislation for the Licensing of Sexual Entertainment Venues will come into force during the year requiring preparation of a policy statement.

### ***General Data Protection Regulation May 2018***

The General Data Protection Regulation (GDPR) is replacing the Data Protection Act 1998 and coming into effect in May 2018. There are a number of new requirements contained within the legislation that will have a major impact on the way that personal data is processed and stored within the Council.

The Records Management Section of Legal Services will provide leadership and assistance to services in meeting the new requirements.

### **Action Plan**

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The challenges and issues identified in the performance review and strategic assessment have informed Regulatory priorities for 2018/19. The management team has developed an action plan to address them, supported by a range of performance indicators to enable progress to be monitored and reported to stakeholders (Appendix 2).

In accordance with the current Performance Management Framework, progress will be monitored and managed on a regular basis by the Regulatory management team and reported twice yearly to Corporate Services Committee, at mid-year and year end.

## 5 Corporate Information

### Staff Absence 2017/18

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The monthly absence statistics for Regulatory have been significantly lower than the Council average for the same periods in 2017.

Service	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
Regulatory	0.46	0.53	0.68	0.71	0.43	0.52	0.46	0.45	0.47	0.52	0.28
Council Wide	0.88	0.94	0.85	0.72	0.75	0.92	0.93	0.98	1.10	1.18	1.05

The strategic area recognises the importance of getting the right balance between managing absence efficiently and providing support and help to an employee who has health problems or is experiencing personal difficulties. The Council's Wellbeing Strategy aims to maximise employee wellbeing, recognising the benefits to the organisation and its employees of such an approach. Linked to this, work will be undertaken with managers and trades union partners to embed a 'safety culture', fostering increased ownership and accountability across the organisation as a whole.

### Equalities

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The Council has set out a range of equality outcomes for 2017/21 in line with its statutory duty, each led by a relevant strategic lead area. By focusing on outcomes, the Council aims to bring practical improvements to the life chances of those who experience discrimination and disadvantage.

While Regulatory is not leading on any specific equality outcome, we will continue to comply with the four council wide equality outcomes for 2017/21, relating to community participation, employment diversity, disability pay gap, and occupational segregation.

## 6 Resources

### Financial

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The 2018/19 revenue budget for Regulatory is £2.63m net. A breakdown by service area is given below. We will make the best use of the resources available to deliver on key priority areas and secure external/match funding where this is possible.

	Gross Expenditure 2018/19 (£)	Gross Income 2018/19 (£)	Net Expenditure 2018/19 (£)
Democratic & Registration	0.78m	0.12m	0.66m
Environmental Health	0.94m	0.23m	0.71m
Licensing	0.20m	0.38m	-0.17m
Legal & Trading Standards	1.08m	0.18m	0.90m
Planning & Building	1.16m	0.63m	0.53m
<b>Total</b>	<b>4.17m</b>	<b>1.54m</b>	<b>2.63m</b>

### Employees

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

Service Area	Headcount	FTE
Democratic Services	26	22.10
Environmental Health & Trading Standards	28	25.44
Legal Services	19	18.21
Planning & Building Standards	23	22.00
Regulatory Management	4	4.00
Business Support	1	1.00
<b>TOTAL</b>	<b>101</b>	<b>92.75</b>

### Workforce Planning

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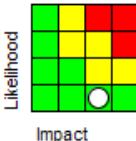
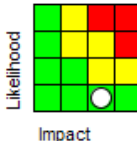
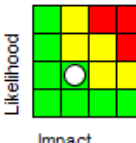
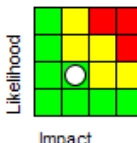
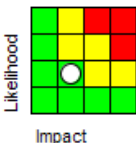
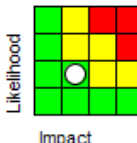
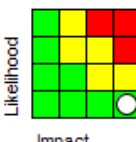

Workforce planning is a formal mechanism to define the workforce requirements of the service based on its key activities and the wider priorities of the Council. The Strategic Lead is responsible for reviewing the workforce plan each year to ensure that any key activities are identified at an early stage and planned for. Appendix 3 sets out the detailed Workforce Plan for Regulatory.



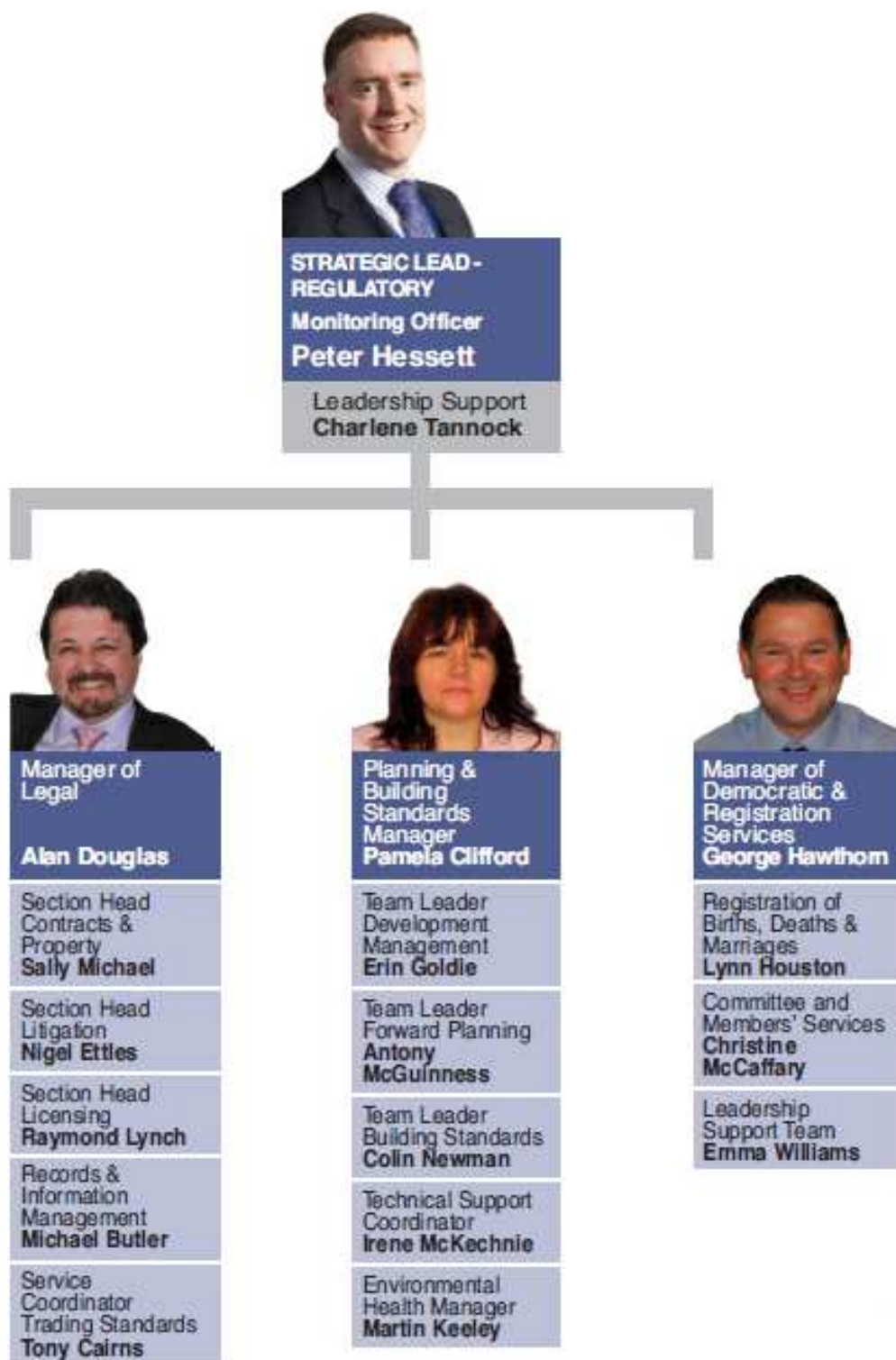
## 7 Risks

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

In planning for 2018/19, the Regulatory management team considered the Council's strategic risks and identified additional risks specific to the service (below). Actions to mitigate these risks are set out in our delivery plan at Appendix 2 or in our operational plans, with the aim of improving or maintaining the current position (i.e. the current risk score). The current risk scores reflect current actions taken to reduce the risks.

Risk	Description	Current Risk Score	Target Risk Score
Service Risk: Failure to monitor and enforce regulatory areas with public risk	The Council fails to comply with statutory regulatory duties in respect of environmental health, trading standards, licensing, planning and building standards.		
Service Risk: Failure to design and operate appropriate data sharing controls	The design and operation of controls to ensure the sharing of personal data complies with the principles of the Data Protection Act 1998 and the good practice recommendations set out in the Information Commissioner's Data Sharing Code of Practice.		
Service Risk: Failure to follow appropriate records management processes	The processes in place for managing both electronic and manual records containing personal data. Includes controls in place to monitor the creation, maintenance, storage, movement, retention and destruction of personal data records.		
Service Risk: Failure of Council services to engage with Legal Services to ensure compliance the with General Data Protection Regulation	Council Services fail to engage with Legal Services to ensure that the Council fully implements the requirements of the new General Data Protection Regulation May 2018		

## Appendix 1: Structure Chart



## Appendix 2: Delivery Plan 2018/19

<b>P</b>	1. A strong local economy and improved job opportunities
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<b>Ob</b>	Increased employment and training opportunities
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Action	Start Date	Due Date	Assigned To
REGU/1819/001 Continue to work to ensure that the key regeneration sites are progressed on site and high quality development is achieved on the ground	01-Apr-2018	31-Mar-2019	Pamela Clifford
REGU/1819/002 Publicise the Local Development Plan Proposed Plan for consultation and then submit to the Scottish Government for examination	01-Apr-2018	31-Mar-2019	Antony McGuinness
REGU/1819/003 Establish the Place and Design Panel and integrate within the planning and development process together with the Monitoring Board to reflect on the activities of the Panel	01-Apr-2018	31-Mar-2019	Pamela Clifford

<b>P</b>	2. Supported individuals, families and carers living independently and with dignity
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<b>Ob</b>	Improved wellbeing
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Performance Indicator	2016/17 Value	2017/18 Value	2018/19 Target	Assigned To
CS/EH/997 % of air quality monitoring stations complying with the national objective for nitrogen dioxide at the nearest building façades of residential properties , schools, hospitals and care homes (40ug/m3 NO2 )	100%		100%	Pat Hoey
CS/EH/LPI001: Percentage of highest priority pest control service requests responded to within 2 working days	95%	95%	95%	John Stevenson
CS/LDRS-TS/003 Amount of redress won for consumers by Trading Standards Group (£)	£25,727.00		Data only PI so no target set	Tony Cairns
SPS1bii Food Safety: Percentage of premises in the highest risk category (6 monthly inspections by Food & Business Group) that were inspected on time	100%	100%	100%	Martin Keeley
SPS1cii Food Safety: Percentage of premises in the high risk category (12 monthly inspections by Food & Business Group) that were inspected on time	100%	100%	100%	Martin Keeley
REG/RS/001 Percentage of Regulatory Services customer service requests first responded to within 2 working days			95%	Martin Keeley
REGU/TS/001 Percentage of service users satisfied or very satisfied with the service they received from			80%	Tony Cairns

Performance Indicator	2016/17	2017/18	2018/19	Assigned To
	Value	Value	Target	
trading standards				
REGU/TS/002 Percentage of businesses satisfied or very satisfied with the service they received from trading standards			80%	Tony Cairns
SENV05a Cost of trading standards per 1,000 population £	£3,227.00		£3,227.00	Tony Cairns
SENV05b Cost of environmental health per 1,000 population £	£14,968.00		£14,968.00	Martin Keeley
SOA/14-17/2.6.4 Number of reports of bogus/cold callers	21		Data only PI	Tony Cairns

Action	Start Date	Due Date	Assigned To
REGU/1819/006 Continue to participate in initiatives to tackle door step crime and scams, including Community Watch and the provision of call-blockers to vulnerable residents (dependent on growth bid being successful)	01-Apr-2018	31-Mar-2019	Tony Cairns
REGU/1819/007 In response to the European Noise Directive, participate in the Glasgow Agglomeration Working Group to identify potential noise management areas and quiet areas in relation to road and rail noise and develop and deliver an action plan as necessary	01-Apr-2018	31-Mar-2019	Pat Hoey
REGU/1819/008 Work with Food Standards Scotland on the various work streams and projects in relation to the Review of Food Law Code of Practice, ensuring West Dunbartonshire Council maintains its reputation as a top performing food authority	01-Apr-2018	31-Mar-2019	Martin Keeley

	More affordable and suitable housing options
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Performance Indicator	2016/17	2017/18	2018/19	Assigned To
	Value	Value	Target	
REG/RS-CHP/004 Percentage of private landlord applications administered and processed within 21 days			95%	John Stevenson

Action	Start Date	Due Date	Assigned To
REGU/1819/005 Implement the new missing share process, supporting tenants and residents by protecting the private sector housing stock	01-Apr-2018	31-Mar-2019	John Stevenson

	4. Open, accountable and accessible local government
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	Equity of access for all residents
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Performance Indicator	2016/17	2017/18	2018/19	Assigned To
	Value	Value	Target	
SP/1722/12 % of committee agendas published within standing order timescales		98%	98.2%	George Hawthorn

Action	Start Date	Due Date	Assigned To
REGU/1819/010 Ensure all citizens who request services are kept informed and updated on our progress with dealing with their concern	01-Apr-2018	31-Mar-2019	Martin Keeley
REGU/1819/012 Implement UK Parliamentary Boundary Review	01-Apr-2018	31-Mar-2019	George Hawthorn

<b>Ob</b>	Fit for purpose polling scheme (Service Outcome)
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Action	Start Date	Due Date	Assigned To
REGU/1819/013 Review and revise polling scheme	01-Apr-2018	31-Mar-2019	George Hawthorn

<b>Ob</b>	Improved access to Council meetings (Service Outcome)
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Action	Start Date	Due Date	Assigned To
REGU/1819/011 Introduce web or audio casting to improve access to council meetings, if funding agreed by Council	01-Apr-2018	31-Mar-2019	George Hawthorn

<b>P</b>	5. Efficient and effective frontline services that improve the everyday lives of residents
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<b>Ob</b>	A continuously improving Council delivering best value
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Performance Indicator	2016/17	2017/18	2018/19	Assigned To
	Value	Value	Target	
H/PBS/19 Planning applications (major developments) - average number of weeks to decision	23.4	18.2	20	Erin Goldie
H/PBS/20 Planning applications (householder) - average number of weeks to decision	6.8	7.1	7	Erin Goldie
H/PBS/21 Planning applications (local development, excluding householder) - average number of weeks to decision	10	11.7	12	Erin Goldie
REG/P&BS/998 Percentage of building warrant applications responded to within 20 working days			80%	Colin Newman
REG/P&BS/999 Overall time taken to issue building warrant (weeks)			16	Colin Newman

Performance Indicator	2016/17	2017/18	2018/19	Assigned To
	Value	Value	Target	
SECON02 Cost per planning application	£4,809.30			Pamela Clifford
SECON03 Average time taken to deliver a commercial planning application decision	8.5	9.7		Pamela Clifford

Action	Start Date	Due Date	Assigned To
REGU/1819/004 Assess the implications of the requirements of the new Planning Bill for West Dunbartonshire and implement the changes brought about by secondary legislation in 2018 and 2019	01-Apr-2018	31-Mar-2019	Pamela Clifford
REGU/1819/014 Procure and implement a new geographic information system (GIS), ensuring systems compatibility across the Council	01-Apr-2018	31-Mar-2019	Irene McKechnie
REGU/1819/015 Review and develop benchmarking within Democratic Services in line with the Council's benchmarking framework	01-Apr-2018	31-Oct-2018	George Hawthorn
REGU/1819/016 Establish a specific licensing regime for Sexual Entertainment Venues ("SEV's" ) and consider an appropriate Policy Statement and Resolution.	01-Apr-2018	31-Mar-2019	Raymond Lynch
REGU/1819/018 Prepare a Statement of Gambling Principles	01-Apr-2018	31-Mar-2019	Raymond Lynch
REGU/1819/019 Lead and assist services to meet the requirements of the General Data Protection Regulation May 2018	01-Apr-2018	31-Mar-2019	Alan Douglas
REGU/1819/020 Review and develop benchmarking within Legal Services in line with the Council's benchmarking framework	01-Apr-2018	31-Mar-2019	Alan Douglas
REGU/1819/021 Explore opportunities for the digital transformation of the service, focused on digital enablement and process improvement	01-Apr-2018	31-Mar-2019	Peter Hessett
REGU/1819/022 Ensure implementation of Improvement Action Plans arising from the self-evaluation process	01-Apr-2018	31-Mar-2019	Peter Hessett
REGU/1819/023 Further improve the agility and flexibility of officers by provision of enhanced handheld mobile technology which will reduce administrative and paper based processes	01-Apr-2018	31-Mar-2019	Pamela Clifford

## Appendix 3: Workforce Plan – Action Plan 2018/19

1. Addressing the gap between current workforce supply and predicted future demand				
<b>Strategy</b>	<ul style="list-style-type: none"> <li>Planned service reviews to address gap taking cognisance of opportunities to realise savings through voluntary turnover and consideration of management spans of control</li> <li>Address impact of national reviews in relation to Trading Standard and Public Health in terms of changes to the nature and number of corresponding job roles, taking specific action to address issues of supply of critical roles (as appropriate)</li> </ul>			
<b>Expected Outcome</b>	Gap is addressed, whilst: <ul style="list-style-type: none"> <li>Protecting critical roles (and addressing any associated recruitment and retention risks)</li> <li>Ensuring service priorities are met</li> <li>Minimising risk of voluntary or compulsory redundancy</li> </ul>			
<b>Actions</b>	<b>Person(s) Responsible</b>	<b>Resources Needed</b>	<b>Complete By</b>	<b>Measurement of outcome</b>
Planned service reviews	All Service Heads / Managers	Workforce	Ongoing	Achievement of savings, streamlined and efficient processes
CAS review (2017)	P Hessett	Workforce	2017/18	Achievement of savings, streamlined and efficient processes
Restructure of Regulatory Services (2018)	P Hessett	Workforce	Mid-April 2018	Achievement of savings, streamlined and efficient processes
Address impact of national reviews in relation to Public Health in terms of changes to the nature of the roles	Environmental Services Manager	Workforce	Difficult to determine at this stage. Medium Term	Long term health improvement
Develop Succession Plans to attract and retain staff need to be developed to meet future needs of the service	All Service Heads / Managers <sup>25</sup>	Workforce		Monitor staff development and retention meeting future service needs
Explore opportunities to share workforce	All service Heads /	Workforce	Ongoing	Continued service meeting

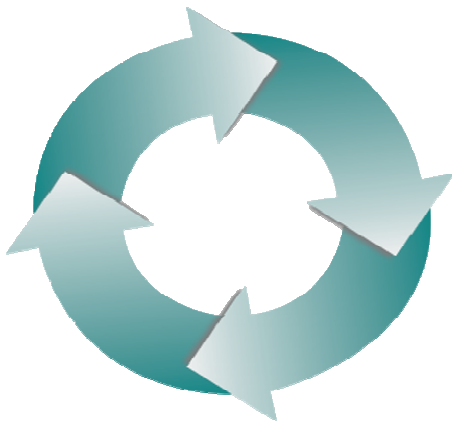
resources across organisations	Managers	e		citizens and client needs
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2. Improving resilience within teams				
<b>Strategy</b>	Ensure addressed in training plans as identified through the Be the Best process			
<b>Expected Outcome</b>	Improved resilience across teams and retention of knowledge and skills associated with critical roles			
<b>Actions</b>	<b>Person(s) Responsible</b>	<b>Resources Needed</b>	<b>Complete By</b>	<b>Measurement of outcome</b>
Analysis of resilience risks within teams – identifying individual or team development needs	All Managers	Workforce	Ongoing	
Develop mentoring and training within teams	All Managers	Workforce	Ongoing Should be embedded within teams	Be the Best conversations
Review and promote available courses liaising with OD about approaches to meet this skills development either from internal or external sources	Manager	Workforce	Ongoing	Attendance and internal development opportunities. Be the Best
Promote the Council's leadership development framework to support the changing remits and spans of control	Manager	Workforce	Ongoing	Attendance and internal development opportunities. Be the Best
3. Ensuring ability to keep pace with legislative developments resulting from Brexit				
<b>Strategy</b>	Ensure timely and cost-effective mechanism is in place to support associated professional development requirements			
<b>Expected Outcome</b>	Council is responsive to legislative developments, thereby ensuring organisational compliance and mitigation of risk			
<b>Actions</b>	<b>Person(s) Responsible</b>	<b>Resources Needed</b>	<b>Complete By</b>	<b>Measurement of outcome</b>
Ensuring staff are adequately trained on changed legislation	All Managers	Financial for external training	Ongoing to at least medium term	Service delivery
4. Address gap in relation to ICT capability				



<b>Strategy</b>	Ensure addressed in training plans as identified through the Be the Best process			
<b>Expected Outcome</b>	Employees are able to implement ICT capability to work more efficiently			
<b>Actions</b>	<b>Person(s) Responsible</b>	<b>Resources Needed</b>	<b>Complete By</b>	<b>Measurement of outcome</b>
Review current ICT capability against requirement for the future on an individual basis	All managers	Workforce	Ongoing	Be the Best Conversation
Further improve the agility and flexibility of officers by provision of handheld mobile technology and the associated training	Environmental Service Manager in the short term but to be considered by other managers in the long term	Financial – subject to resources	By March 2019 for ESM and ongoing for remainder of service	More efficient delivery service





# **Resources Delivery Plan 2018/19**

## **Index**

- 1 Key Priorities for 2018/19
- 2 Overview & Profile
- 3 Performance Review
- 4 Strategic Assessment
- 5 Corporate Information
- 6 Resources
- 7 Risks

Appendix 1: Structure Chart

Appendix 2: Delivery Plan 2018/19

Appendix 3: Quality Standards

Appendix 4: Workforce Plan - Action Plan 2018/19

# **1 Key Priorities for 2018/19**

The Resources Service provides important support services to residents and businesses of West Dunbartonshire, both directly through direct service provision and indirectly through the support provided to other Council service areas. As such, Resources has an important role to play in ensuring that the services provided are top quality and contribute effectively to the improving Council philosophy. During 2018/19 we will:

- deliver high quality services which fully respond to the demands of our communities and internal service users;
- support our services to be the best by providing robust, reliable performance information to underpin continuous improvement; and
- improve on our performance from previous years through implementing a number of improvement actions.

The key service priorities can be summarised as follows:

- develop and implement new and innovative approaches to service delivery to ensure that services are high-quality, fully accessible, efficient, fit for the future and reflect the changing demands of users;
- deliver effective, efficient and fully integrated services by enhancing electronic approaches to service delivery – both to internal service users and residents who directly access our services; and
- maximise the impact of our services internally by:
  - ensuring that our procurement approaches are strategic, effective, efficient and offer best value;
  - ensuring that our transactional processes are modernised and streamlined to operate as efficiently as possible whilst recognising the needs of our community;
  - ensuring that our Finances are tightly managed and appropriately planned into the future; and
  - ensuring that the Council's governance arrangements are suitably implemented and Internal Audit and Fraud arrangements are robust.

## 2 Overview & Profile

### Overview

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

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

### Profile

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

### ***Finance***

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

### ***Corporate Procurement Unit (CPU)***

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

### ***Internal Audit & Fraud***

The internal audit and fraud team is led by the Chief Internal Auditor, providing internal audit and assurance services including scrutiny of ICT security. The team also delivers the corporate fraud service for the Council.

### ***Business Support***

The business support team is responsible for managing the revenues collection (council tax, housing rents, non-domestic rates and miscellaneous invoicing); benefits processing and management; debtor management and creditors functions including corporate purchasing card management. The team also incorporates the Corporate Administrative Service (CAS) consolidating all clerical and administrative support functions across the Council except schools and Health & Social Care Partnership.

### 3 Performance Review

The Resources management team completed a detailed performance review of 2017/18. As well as highlighting key achievements, it identified a number of performance issues to be addressed in 2018/19.

#### **Key Achievements**

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The key achievements highlighted by the performance review are set out below.

##### ***Finance***

- Completed a number of audited annual Financial Statements within the statutory deadlines, with no qualifications;
- Ongoing development of the Council's Agresso system supporting continuous improvement within Council services and leading to an enhanced service to external users;
- Volume and complexity of tenders taken forward, with efficiencies secured; and
- Support for transformations projects within the Council, including continuous budget and staffing restructures/ movements and a number of ad hoc one-off projects (e.g. PEF, raising attainment, early years).

##### ***Corporate Procurement Unit (CPU)***

- Procurement Strategy and associated action plan approved by the Corporate Services Committee in August 2017;
- Increased *Spend on Contract* to 77% in 2016/17 against 62% in 2015/16, and returned a procurement saving of £0.642m in 2016/17 against a target of £0.332m; and
- Phase 1 of the Purchase to Pay Transformation Programme delivered: a 47% reduction in annual invoices processed; a £0.064m increase in purchase card rebate; introduced e-invoicing; and introduced consolidated invoicing.

##### ***Internal Audit & Fraud***

- Delivered Audit Plan for 2017/18; and
- As a result of Corporate Fraud Team activity during 2017/18, actual recoveries up to October 2017 have been £0.177m against an annual target of £0.180m.

##### ***Business Support***

- Implemented an integrated Finance Service Centre (FSC) which will align all transactional finance processes across Accounts Payable, Accounts Receivable, Non-domestic Rates (NDR). It also supports system development underpinning the these work areas;
- Implemented a range of online forms with workflow that streamlines both internal and external processes e.g. updating supplier bank details, applying for range of NDR relief, processing refunds, etc.;
- Implemented a phased introduction of new system functionality allowing significantly streamlined invoicing and debt management through Payment Plans and subscriptions;

- Implemented Rentsense solution to effectively manage rent arrears. This is complemented by the Rent work stream to improve rent collection with focus on early intervention with new rent arrears cases;
- Implemented MyAccount to allow Council residents to access, make payments and sign up for Council Tax information and view e-invoicing via their smart phone tablet or laptop;
- Completed Phase 2 implementation of CAS in Schools and Phase 3 integrating another administration support team into CAS; and
- Completed self-evaluation process within Revenues and Benefits.

## **Challenges**

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The challenges identified by the performance review are set out below. These relate to rent arrears, council tax collection and sundry debt and will be the focus of improvement activity in 2018/19.

### ***Rent Arrears***

The amount of rent arrears owed to the Council is an area of concern. Performance can be explained, in part, by the general economic environment and welfare reform, particularly the introduction of Universal Credit (UC) and the benefit cap. However, it is recognised that there are actions which can be taken to reduce the impact of these factors on rent arrears.

To improve rent collection rates in 2018/19, we will continue to implement the rent collection improvement plan. Key with this will be to fine tune the Rentsense system and work through the rent workstream with Housing services to enable early intervention in avoiding rent arrears. We will also look at SMS messaging and other approaches to engage with tenants more effectively. We will continue to work with the DWP to ensure the impact of full UC rollout on Rent Arrears is minimised.

### ***Council Tax Collection***

The Council collected 95.21% of the council tax owed in 2016/17. In comparison, this was up from 94.45% the previous year, 95.8% for Scotland as a whole, and 95.1% for the Council's benchmarking group. As a result, West Dunbartonshire was ranked 24<sup>th</sup> of all 32 Scottish councils, up from 28<sup>th</sup> the previous year.

We will continue to monitor and take available actions to mitigate further impact through 2018/19 when the Council will see the full rollout of Universal Credit.

### ***Sundry Debt Collection***

Following the introduction of streamlined processes, the value of outstanding sundry debt significantly improved from 66.5% in 2015/16 to 47.25% 2016/17, better than the target of 57%.

In 2018/19, we will continue to review ways to manage and reduce sundry debt, including the continued development of the functionality of our finance systems. The



debtor improvements project is also focusing on improving invoicing and payment processes across the council.

### ***Transformation***

The ongoing transformational changes within the Council requires continuous financial support – including communication of changes; audit issues re changing processes; training and transfer of knowledge of financial aspects to non-financial budget holders; reconciliations on continuing change of Council structures. This support requires to be identified from existing staffing resources through streamlining and identification of efficiencies in other support areas. With opportunities being explored as part of the Commercialisation workstream there will be greater demand on the Finance team to be able to cost services accurately.

### **Service Users' Feedback**

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

### ***Complaints***

Between 1 April and 31 December 2017, Resources received a total of 38 complaints, comprising 37 at Stage 1 and 1 at Stage 2. During the same period, 31 complaints were closed, 30 at Stage 1 and 1 at Stage 2.

Sixteen of the 30 (53%) complaints closed at Stage 1 met the 5 working days target for resolving complaints, with an average of 8 days for all complaints closed at Stage 1. The one complaint closed at Stage 2 was resolved in 17 days, within the 20 working days target set.

Thirteen of the 30 (43%) complaints closed at Stage 1 were upheld. The one complaint closed at Stage 2 was not upheld.

The nature of the work carried out by Revenues and Benefits team results in a higher number of complaints due to some claimants being unhappy with the outcome of their application for Housing Benefit and/or Council Tax Reduction. The level of upheld complaints includes cases being reconsidered following receipt of further information received after our initial decision.

A number of the complaints that were upheld were due to delays with processing the claimants' application or change in circumstances and as a result of this, we have streamlined our internal processes to seek to avoid processing delays. Staff training is carried out, if required, and complaints are discussed at staff meetings to emphasise the importance of providing a consistently high level of service.

We will continue to review complaints to identify and address any issues that emerge.

### ***Telephone Survey***

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

Of the small proportion of respondents who had contacted Council Tax and Housing Benefit services in the previous six months, satisfaction in Q4 (1 October to 31 December 2017) continues to be very high, with Council Tax maintaining a 100% satisfaction rate over the previous quarter and Housing Benefit up from 88% in Q3 to 100% in Q4.

For the calendar year January to December 2017, the overall satisfaction rate is again very high at 98% for Council Tax and 96% for Housing Benefit.

### **Continuous Improvement**

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#### ***Self-Evaluation Programme***

In August 2016 the Council agreed a three year self-evaluation programme and over that time all Council services that are not subject to external evaluation will undertake self-evaluation. The finance team undertook a pilot of the self-evaluation process in advance of the 3-year Self-Evaluation Framework implementation and have implemented a range of improvement actions which resulted from this activity.

In the first year of the programme (August 2016 to July 2017), two self-evaluations were completed within Resources: Internal Audit & Fraud; and Revenues & Benefits. The improvement actions arising from these self-evaluations are now being implemented and once completed, follow up surveys will determine their impact.

Two self-evaluations are taking place in the second year of the programme. The first was completed in December 2017 within the Finance Service Centre and the second began in February 2018 within Procurement with a target completion date of May 2018.

Over the period of this delivery plan, two further self-evaluations within Resources will take place. Central Administration Support's self-evaluation will begin in November 2018 with a target completion date of January 2019, with Finance Services a month later, beginning December 2018 with a target completion date of February 2019.

#### ***External Validation***

##### **Procurement & Commercial Improvement Programme**

The CPU is evaluated by Scotland Excel as part of the Procurement & Commercial Improvement Programme (PCIP). The PCIP focuses on policies and procedures that drive procurement performance in four key areas: leadership and governance; development and tender; contract; and purchasing processes.

Our most recent assessment in 2016 resulted in the following scores:

- Leadership & Governance 72.5%;
- Development & Tender 62.5%;
- Contract 37.5%; and
- Purchasing Processes 83.3%.

Scotland Excel has yet to determine the date of our next assessment however this is likely to be during 2019. Based on our previous scores and improvements we have put in place since 2016, we have set the following target scores:

- Leadership & Governance 78.8%;
- Development & Tender 72.9%;
- Contract 50%; and
- Purchasing Processes 83.3%.

#### Audit of Financial Statements

Annual Financial Statements prepared by Finance Services for the Council and other clients all received unqualified audit certificates and were submitted by the legislative dates.

#### Audit of Subsidy

The Revenues and Benefits service completed the audit for subsidy and no errors or issues were identified. The service has also concluded its submission for the Department of Works & Pensions self assessment for the Housing Benefits service.

#### Verification from other external organisations

Financial information of Council and other supported organisations (such as WD Leisure Trust and Clydebank Property Company) often need external verification on an ad hoc basis – such as election returns; HMRC for VAT/ CIS purposes; HMle (for 'ringenced funding' such as PEF, raising attainment).

#### ***Local Government Benchmarking Framework (LGBF)***

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

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

The most recent comparative data for all councils was published in February 2018 and relates to the period 2016/17:

Description	2015/16 (rank)	2016/17 (rank)	2016/17 Scotland	Change in Rank (+/-)
The cost per dwelling of collecting Council Tax (£)	10.26 (18)	10.25 (22)	8.98	Worse (-4)
Percentage of income due from Council Tax received by the end of the year	94.45% (28)	95.21% (24)	95.8	Better (+4)
Percentage of invoices sampled that were paid within 30 days	90.81% (21)	94.09% (16)	93.06	Better (+5)
Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year	10.89% (26/26)	10.15% (26/26)	6.49%	No change
Percentage of procurement spent on local small/medium enterprises	6.4% (32)	6.79% (32)	20.25%	No change

In relation to LGBF, the focus of our improvement activity in 2018/19 will be rent arrears, Council Tax collection, Purchase to Pay and review of Billing and Payments to improve our performance in managing debtors. Appendix 2 sets out the action plan to address the same.

### ***West Dunbartonshire's Benchmarking Programme***

As well as participating in the Scotland wide LGBF programme, the Council has embarked on a three year programme to ensure that all services are engaged in benchmarking performance in relation to service delivery, cost and service user satisfaction measures. The first step is to identify any gaps in our current benchmarking activity in relation to service areas and/or measures. Where gaps are identified, we will consider how they might be addressed, working with other councils and organisations to develop this.

Over the period of this plan, Finance Services and Business Support will review and develop their benchmarking approach and any improvement actions that arise from the benchmarking activities that follow will be included in future delivery plans and reported to committee.

### **Employee Survey 2017**

46% of Resources employees completed the 2017 Employee Survey. The results, published in December 2017, have been reviewed by the management team for the Resources strategic area as a whole. The key highlights and areas for improvement are set out below:

- 88% of respondents have a clear understanding of their role and responsibilities – 4% less than the Council figure though 2% better than the previous survey;

- 79% feel reasonably informed about what is happening across the Council from their line manager, staff bulletin, employee intranet, and administrator emails – 4% better than the whole Council and 17% better than the previous survey; and
- There were mixed responses around being well-informed, supported by management and provided with access to Be the Best conversations and Team meetings.

A number of key areas for improvement are focused on engaging with employees individually and collectively:

- 59% reported that their morale at work was good which is 12% lower than the Council figure and 3% lower than the previous survey;
- 47% said they felt appreciated and valued for the work that they do which is 10% lower than the Council figure and 11% lower than the previous survey;
- 51% get enough helpful feedback on how well they do their work which is 10% lower than the Council figure and 12% lower than the previous survey;
- 56% reported regular Be the Best conversations with their manager where they discuss and identify learning and development requirements which is 3% lower than the Council figure and 17% lower than the previous survey; and
- 39% said they are asked about their views as an employee when change directly affecting them is taking place which is 7% lower than the Council figure and 7% lower than the previous survey.

To address these issues, we will continue to implement a number of improvement actions within this coming year, covering key commitments such as:

- implementing a Core Brief;
- circulating departmental management team minutes within 5 days of meeting;
- ensuring Be The Best conversations take place each month for all employees;
- ensuring monthly team meetings take place;
- ensuring there is regular feedback via team meetings around performance; and
- communicating issues from SMN via Team meetings and Core Brief.

As well as reviewing the results for the strategic area as a whole, managers are reviewing their individual service areas and developing actions to address the key issues that have been raised at that level where necessary.

## **Quality Standards**

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

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

As part of a pilot, two service areas, Resources and CCC have identified core standards they feel could be measured across their services. These service standards are appended to the relevant delivery plan (Appendix 3). The standards will be monitored and managed by the management team of each service at regular meetings, and reported annually to the relevant service committee along with the delivery plan.

As part of our Continuous Improvement activity, in 2018/19 we will work with other service areas to identify relevant service standards which will fit best with strategic priorities or relate most to those areas residents highlight as important.

## 4 Strategic Assessment

The Resources management team completed a detailed strategic assessment to determine the major influences on service delivery and priorities in 2018/19 and beyond. This covered a review of the financial context, local and national political priorities, new legislation and technology, and Council policies among others. The following factors were identified as significant:

### Key Factors

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#### ***Financial Challenges***

The entire public sector is facing significant financial challenges. The Council is predicting cumulative funding gaps in 2018/19, 2019/20 and 2020/21 of £nil, £7.646m and £13.806m respectively. This means that action has to be taken to balance our budget and protect services for residents.

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

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

#### ***Structural Review***

As new approaches are implemented around modernised ways of working then processes will become more efficient. This is likely to result in a reduction in workload in a number of service areas. Management will continue to work closely with staff to seek to ensure that the workforce resource required is employed in a manner that recognises future developments and change.

#### ***Welfare Reform***

Welfare reform is likely to have a financial impact around the collection of housing rents, council tax and sundry debt.

The Council will see the full roll-out of Universal Credit (UC) in November 2018 where all new cases (excluding pensioners) will move to UC. There are a few significant concessions from the UK Government which we hope will go some way to alleviating problems which tenants and claimants have been experiencing. The changes are summarised below:

- The 7 day waiting period without any entitlement is to be abolished. This means there will be a 5 week period before the first UC payment rather than 6 weeks;
- The repayment period for advances is to be increased from 6 to 12 months; UC advances will be available up to 100% of estimated entitlement, up from 50% currently.;



- Housing Benefit can run on for 2 weeks after a claimant moves on to UC. This will help the arrears problem (around 2.3m people GB wide will benefit from this change with an average payment of £233 per claimant); and
- Temporary Accommodation housing costs are to come back from UC to Housing Benefit. All local authority costs are “to be covered”.

Revenues and Benefits continues to work closely with colleagues in Housing and Working4U to ensure that impact of the wider Welfare Reform changes on tenants and claimants is minimal. We will also prepare the Council for the coming challenges through regular Welfare Reform Working Group meetings to review progress and seek to mitigate issues and risks.

### ***Role of Finance and Procurement Business Partners***

#### **Finance Business Partners**

Each Strategic Lead has a named contact for their accountancy and financial support and advice. These named officers attend management team meetings, committees, developments days to support the Strategic Leads and their management teams in all aspects of finance. Each Business Partner has a team of staff to assist with the service support.

At particular times of year (for tasks such as year-end / corporate returns), competing priorities of service support and statutory requirements can arise resulting in excessive pressure for Business Partners and reputational damage.

In 2018/19, we will review workloads, processes and timing of deadlines to ease pressure at peak times, where possible. We will also communicate with Strategic Leads and services to identify needs and timings with a view to identifying possible amendments to the timing of those needs, in particular prior to peak times and raise service awareness of those competing priorities where required.

#### **CPU Business Partners**

Currently, service areas don't request help from the CPU Business Partners and they aren't invited to boards and meetings where they can provide strategic, effective and efficient solutions. In 2018/19 we will work with Strategic Leads to fully involve CPU Business Partners through regular attendance at boards and meetings.

### ***Demands on the Corporate Procurement Unit***

Currently, there is a list of 150 procurement projects which cannot all be processed simultaneously. In 2018/19, we will address this through increased management, prioritisation and increased speed.

### ***Wider Implementation of the Corporate Administration Support (CAS) Model***

Some areas of the Council have not yet been included in this new approach. In 2018/19, we will continue to discuss issues and concerns with services to explore options and report to the CAS board.



### ***Impact of the Council's Digital Strategy on Service Delivery Model***

There is likely to be greater pressure on transactional teams to deliver services online and promote self-service. This is complicated by the demographics of some of our service users who still prefer personal contact (face to face or by telephone) as well as the new General Data Protection Regulation that comes into effect in May 2018 and will restrict how we use data.

The Council will carry out a range of actions to address this, detailed below. However, if service users do not sign up for these services, the effectiveness of these improvements will not be optimised.

In 2018/19, as part of the invoicing and payment review, the Council will aim to ensure that charges are calculated consistently with minimal administration and that these are issued on time and as far as possible any charge is made in advance of service delivery. Processes are being streamlined with the implementation of payment plans and subscriptions which will see service users receive one invoice with payments spread across multiple instalments at the outset rather than an invoice each month. Work is also being undertaken to migrate as many service users to e-invoicing to avoid the administration and costs of issuing paper invoices. Our aim is to integrate these to MyAccount to allow greater uptake of self-service.

### ***P2P Transformation***

There is an opportunity to enforce greater compliance to council and procurement spending controls, leading to lower risk, increased value for money by compliant procurement methods, and greater on-contract spend.

Actions will be identified and will be monitored as required within the P2P Transformation Board, including assurance on training and information requirements to maximise financial monitoring and control information and minimising errors.

### ***Streamline Debt Collection Processes***

As a result of the general economic conditions and Welfare Reform changes, there are increasing levels of debt including rent arrears and sundry debt and levels of associated write off as debts get prescribed.

Although processes within the Corporate Debt Team are being constantly reviewed, the success of these initiatives will largely be dependent on economic factors which are outwith our control and the sign-up of service users to new forms of invoicing and payments. Nevertheless, we will continue to promote and emphasis the benefits of these for service users.

### ***CPU Staff Retention***

There is a market shortfall of procurement staff which makes it difficult to retain procurement staff when they gain experience as they frequently move on to more senior roles elsewhere.

In 2018/19, we will look at alternative strategies to retain appropriate levels of capacity and capabilities within the CPU.

### ***Commercialisation of Services***

One option available for Councils to assist in closing future funding gaps is to generate more income. This has been successfully done by a number of Councils in England. The general term used for this approach is “commercialisation”. The commercial approach would seek to identify new ways of generating income and generate a policy approach around cost recovery in existing charging areas.

A commercialisation working group has been set up chaired by the Strategic Lead - Resources which has cross service participation. The main aim of this group is to identify commercialisation opportunities for the Council. The Council has participated in a benchmarking review undertaken by Price Waterhouse Coopers (PWC) commissioned by North Ayrshire Council which included 22 other Local Authorities to benchmark fees, charges and commercialisation opportunities, both amongst these councils and those in England. The working group will systematically review these and generate a Commercialisation Strategy and opportunities over the next year.

### ***General Data Protection Regulation May 2018***

The General Data Protection Regulation (GDPR) is replacing the Data Protection Act 1998 and coming into effect in May 2018. There are a number of new requirements contained within the legislation that will have a major impact on the way that personal data is processed and stored within the Council.

Resources will work with the Records Management Section of Legal Services to ensure we have robust systems in place to meet the new requirements.

### ***Office Rationalisation Project***

The Council is rationalising its office accommodation and staff will be moving offices over the coming months. This may impact on service delivery, particularly at critical times (for example, year-end).

Appropriate staff liaison and planning discussions are taking place via the change champion and change manager groups to ensure robust plans are in place to maintain service delivery.

### ***Financial Support for Key Council Transformational Projects***

As the Council continues with its ambitious transformational agenda, the need for financial expertise and input is paramount. This has an increasing requirement for financial review and support for projects. As a result team resources require to be freed up to ensure appropriate development of staff knowledge and expertise and allocation support time to these projects.

## **Action Plan**

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The challenges and issues identified in the performance review and strategic assessment sections have informed Resources priorities and outcomes for 2018/19. The management team has developed an action plan to address them (Appendix 2), supported by a range of performance indicators to enable progress to be monitored and reported to stakeholders.

In accordance with the current Performance Management Framework, progress will be monitored and managed on a regular basis and reported twice yearly to Corporate Services Committee, at mid-year and year end.

## 5 Corporate Information

### Staff Absence 2017/18

The monthly absence statistics for Resources have been significantly lower than the Council average for the same periods in 2016/17.

Service	April	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb
Resources	0.44	0.44	0.57	0.42	0.53	0.79	0.65	0.70	0.55	0.87	0.56
Council Wide	0.88	0.94	0.85	0.72	0.75	0.92	0.93	.98	1.10	1.18	1.05

Based on our monthly performance to date, we are on track to meet the target of 7 days per FTE for 2017/18.

The strategic area recognises the importance of getting the right balance between managing absence efficiently and providing support and help to an employee who has health problems or is experiencing personal difficulties. The Council's Wellbeing Strategy aims to maximise employee wellbeing, recognising the benefits to the organisation and its employees of such an approach. Linked to this, work will be undertaken with managers and trades union partners to embed a 'safety culture', fostering increased ownership and accountability across the organisation as a whole.

### Equalities

The Council has set out a range of equality outcomes for 2017/21 in line with its statutory duty, each led by a relevant strategic lead area. These cover community participation, employment diversity, disability pay gap, occupational segregation, digital inclusion, accessible community transport, identity based bullying in schools, and educational attainment gaps.

By focusing on outcomes, the Council aims to bring practical improvements to the life chances of those who experience discrimination and disadvantage.

While Resources is not leading on any specific equality outcome, we will continue to comply with the four council wide equality outcomes for 2017/21, relating to community participation, employment diversity, disability pay gap, and occupational segregation.

## 6 Resources

### Financial

The 2018/19 revenue budget for the Resources service is £5.62m. A breakdown by service area is given below. We will make the best use of the resources available to deliver on key priority areas and secure external/match funding where this is possible.

Service Area	Gross Expenditure 2018/19 (£)	Gross Income 2018/19 (£)	Net Expenditure 2018/19 (£)
Finance	1.602m	0.188m	1.414m
Procurement	1.042m	0.436m	0.606m
Audit & Fraud	0.438m	0.235m	0.203m
Business Support	51.306m	49.610m	1.697m
CAS	2.453m	0.757m	1.696m
<b>Total</b>	<b>56.84m</b>	<b>51.23m</b>	<b>5.62m</b>

### Employees

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

Service Area	Headcount	FTE
Finance	48	40.00
Procurement	23	21.66
Audit and Fraud	10	8.60
Business Support	241	206.82
<b>TOTAL</b>	<b>322</b>	<b>277.08</b>

### Workforce Planning

Workforce planning is a formal mechanism to define the workforce requirements of the service based on its key activities and the wider priorities of the Council. The Strategic Lead is responsible for reviewing the workforce plan each year to ensure that any key activities are identified at an early stage and planned for. Appendix 4 sets out the detailed Workforce Plan for Resources.

### ICT

Our ICT resources are integral to our work. We will continue to ensure they are utilised effectively and efficiently and will focus on developing the functionality of our Agresso finance system to support wider process improvement.


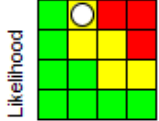
## 7 Risks

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

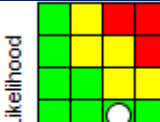
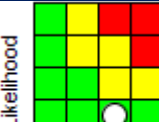
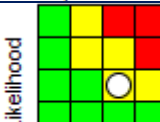
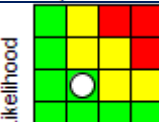
The Resources management team has lead responsibility for one of the Council's strategic risks: Failure to deliver strong financial governance and sustainable budget management. In addition, the management team identified service specific risks for 2018/19. Both strategic and service specific risks are detailed below.

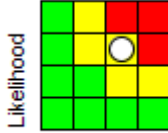
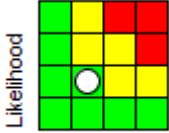
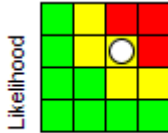
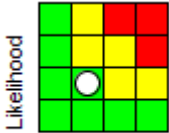
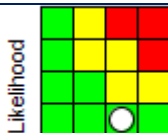
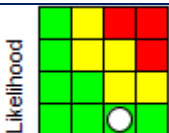
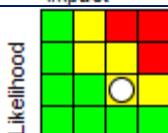
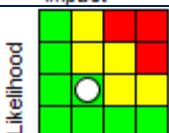
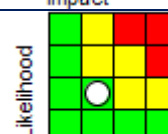
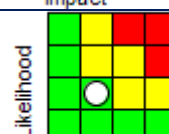
Actions to mitigate these risks are set out in Appendix 2 or in Resources operational plans, with the aim of improving or maintaining the current position (i.e. the current risk score).

### Strategic Risk

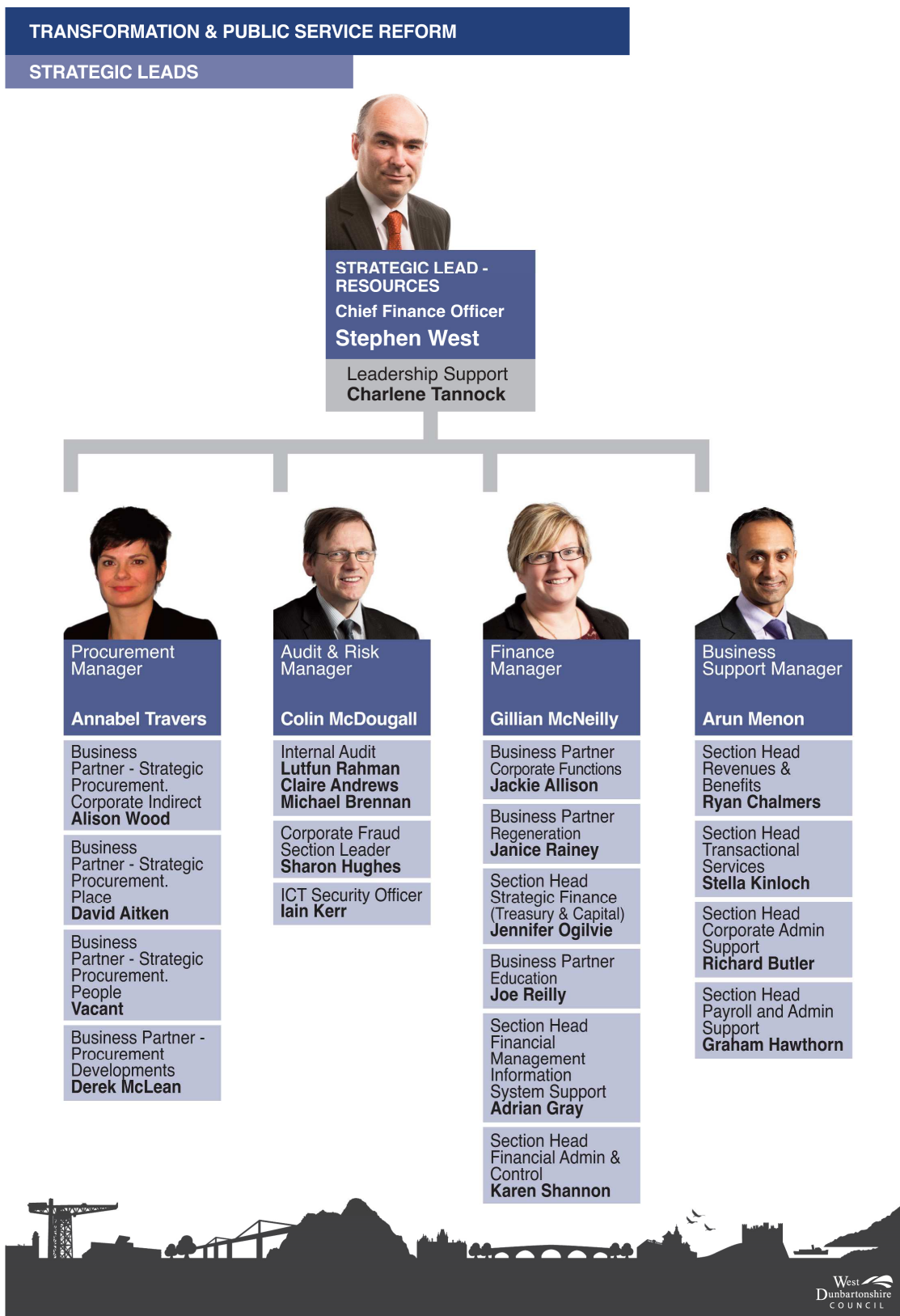
Risk	Description	Current Risk Score	Target Risk Score
Significant financial funding reductions from the Scottish Government	The Council is faced with significant ongoing funding reductions from the Scottish Government. Austerity is expected to continue for a number of years into the future and likely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

### Service Risks

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	 Likelihood Impact	 Likelihood Impact
Debt is not recovered efficiently or effectively, with inherent risk of financial loss	The processes deployed in collection of monies owed to the council are inefficient and ineffective resulting in money not collected on time or having to be written off	 Likelihood Impact	 Likelihood Impact

Increase in the level of rent arrears due to the level of Welfare Reform changes and general state of economy	Council sees an increase in its level of rent arrears due to lower disposable income and national changes to the national benefits regime and the ongoing economic position	 Likelihood Impact	 Likelihood Impact
National delays in implementation; ineffective systems ICT or processes e.g. with the DWP affecting delivery of Welfare Reform changes	Issues with system supporting delivery of Welfare Reform changes affects service delivery	 Likelihood Impact	 Likelihood Impact
Failure to meet statutory deadlines for external returns (including HMRC) & financial statements	Finance Services failing to meet statutory deadlines resulting in lost revenue or penalty costs	 Likelihood Impact	 Likelihood Impact
Financial projections are significantly incorrect	Financial projections for both capital and revenue are significantly incorrect for various reasons – included unexpected costs – resulting in insufficient reserves being held	 Likelihood Impact	 Likelihood Impact
Non-compliance to procurement reform legislation	Failure to comply due to scale and complexity of changes to procurement legislation and guidance	 Likelihood Impact	 Likelihood Impact

## Appendix 1: Structure Chart





## Appendix 2: Delivery Plan 2018/19

<b>P</b>	1. A strong local economy and improved job opportunities
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<b>Ob</b>	A growing economy
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Performance Indicator	2016/17	2017/18	2018/19	Assigned To
	Value	Value	Target	
SECON04 % of procurement spent on local small/medium enterprises	7%	Not available	11%	Annabel Travers

<b>Ob</b>	Increased employment and training opportunities
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Performance Indicator	2016/17	2017/18	2018/19	Assigned To
	Value	Value	Target	
RES/PRO/004 Percentage of all contracts delivering community benefits	Not available	10%	20%	Annabel Travers

<b>P</b>	2. Supported individuals, families and carers living independently and with dignity
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<b>Ob</b>	More affordable and suitable housing options
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Performance Indicator	2016/17	2017/18	2018/19	Assigned To
	Value	Value	Target	
CS/FI/LPI001 DP BA2a SPI - The time for processing applications for new claims from the date of receipt of the application to the day on which the claim is decided.	26.4	26.33	26	Ryan Chalmers
CS/FI/LPI002 DP BA2b SPI - The time for processing applications for notifications of changes of circumstances from the date of receipt of the application to the day on which the claim is decided.	5.11	3.46	5	Ryan Chalmers


Action	Start Date	Due Date	Assigned To
RES/1819/001 Deliver legislative changes required by UK government Welfare Reform	01-Apr-2018	31-Mar-2019	Ryan Chalmers

<b>P</b>	3. Meaningful engagement with active, empowered and informed citizens who feel safe and engaged
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	Fully consulted and involved citizens who are able to make full use of the Community Empowerment Act
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Action	Start Date	Due Date	Assigned To
RES/1819/002 Implement appropriate levels of service satisfaction surveys	01-Apr-2018	31-Mar-2019	Stephen West
RES/1819/003 Review all complaints received to ensure any lessons available are learned and service improvements implemented	01-Apr-2018	28-Jun-2019	Stephen West

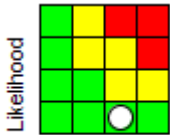
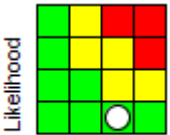
	4. Open, accountable and accessible local government
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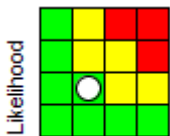
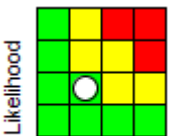
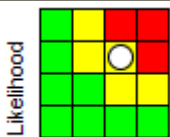
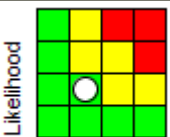
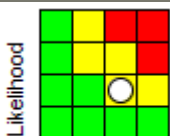
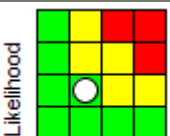
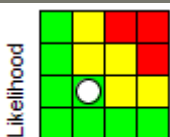

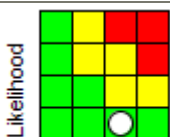

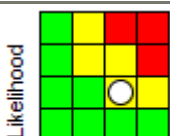
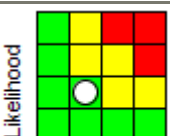
	Strong financial governance and sustainable budget management (Service Objective)
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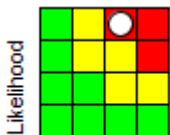
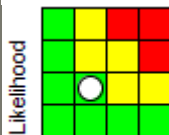
Performance Indicator	2016/17	2017/18	2018/19	Assigned To
	Value	Value	Target	
CS/FICT/031 Amount of free reserves as a percentage of the prudential reserve target - HRA	100%	Not available	100%	Gillian McNeilly
CS/FICT/033 Amount of free reserves as a percentage of the prudential reserve target - General services	123%	Not available	100%	Gillian McNeilly
CS/FICT/SPI1/001 Value of outstanding sundry debt as a percentage of total that is more than 90 days old from date of invoice	47.25%	53%	50%	Ryan Chalmers
CS/PR/01 Annual Cash Savings target achieved	£642,691.00	Not available	£332,000.00	Annabel Travers
H/SSHC/CI/30 Rent collected as a % of total rent due	100.22%	Not available	101%	Ryan Chalmers
RES/FIN/001 Percentage of budgetary control reports delivered on time	100%	Not available	100%	Gillian McNeilly
RES/FIN/002 Percentage variance to budget projected	99.83%	Not available	0%	Gillian McNeilly
RES/FIN/003 Percentage of annual accounts delivered on time	100%	100%	100%	Gillian McNeilly
RES/FIN/004 Percentage of external returns submitted on time	100%	100%	100%	Gillian McNeilly
RES/FIN/005 Percentage of Agresso Project Plan implemented on time	New PI for 2017/18	75%	100%	Gillian McNeilly
RES/IAF/001 Percentage of Audit Plan completed	60%	57%	95%	Colin McDougall
RES/IAF/002 Percentage of corporate fraud savings target achieved	148%	167%	100%	Colin McDougall
RES/PRO/003 Percentage of P2P savings target achieved	New for 2017/18	100%	100%	Annabel Travers
RES/PRO/005 Percentage of spend on contract	79.4%	Not available	75%	Annabel Travers
SCORP01 Support services as a % of total gross expenditure	4%	Not available	3.5%	Jackie Allison
SCORP04 Cost of collecting council tax per dwelling £	£10.25	Not available	£10.00	Ryan Chalmers

Performance Indicator	2016/17	2017/18	2018/19	Assigned To
	Value	Value	Target	
SHSN01a Current tenants' arrears as a percentage of total rent due %	12.66%	11.57%	10.5%	Ryan Chalmers
SHSN01b Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year	10.15%	8.83%	8%	Ryan Chalmers

Action	Start Date	Due Date	Assigned To
RES/1819/009 Review and update long term finance strategy	01-Apr-2018	31-Mar-2019	Stephen West
RES/1819/013 Provide timely and accurate budgetary control reporting for Council and associated bodies	01-Apr-2018	31-Mar-2019	Gillian McNeilly
RES/1819/014 Report agreed savings options and management adjustments through the budgetary control process	01-Apr-2018	31-Mar-2019	Gillian McNeilly
RES/1819/015 Provide timely and accurate financial statements for the Council and associated bodies	01-Apr-2018	31-Mar-2019	Gillian McNeilly
RES/1819/016 Deliver Internal Audit and Corporate Fraud Plan for 2018/19	01-Apr-2018	31-Mar-2019	Colin McDougall
RES/1819/017 Continue to improve and deliver the Assurance Statement to support the Statement of Internal Financial Controls	01-Apr-2018	31-Mar-2019	Colin McDougall
RES/1819/018 Ensure Public Sector Network compliance and monitor ICT Security	01-Apr-2018	31-Mar-2019	Colin McDougall
RES/1819/019 Widen the role of the Corporate Fraud team	01-Apr-2018	31-Mar-2019	Colin McDougall
RES/1819/020 Ensure continuing Council compliance with the Code of Good Governance	01-Apr-2018	30-Jun-2018	Colin McDougall
RES/1819/021 Review ways to manage and reduce corporate debt handling	01-Apr-2018	31-Mar-2019	Ryan Chalmers
RES/1819/022 Continue the implementation of the rent collection improvement plan to improve rent collection rates	01-Apr-2018	31-Mar-2019	Ryan Chalmers
RES/1819/023 Review ways to improve Council Tax collection	01-Apr-2018	31-Mar-2019	Ryan Chalmers
RES/1819/024 Implement service improvements as part of the Billing and Payment review	01-Apr-2018	31-Mar-2019	Stella Kinloch

Risk	Current Risk Matrix	Target Risk Matrix	Assigned To
Failure to provide assurance of the system of financial controls			Colin McDougall

Risk	Current Risk Matrix	Target Risk Matrix	Assigned To
Debt is not recovered efficiently or effectively, with inherent risk of financial loss			Ryan Chalmers
Increase in the level of rent arrears due to the level of Welfare Reform changes and general state of economy			Ryan Chalmers
National delays in implementation; ineffective systems ICT or processes e.g. with the DWP affecting delivery of Welfare Reform changes			Ryan Chalmers
Non-compliance with procurement legislation			Annabel Travers
Failure to meet statutory deadlines for external returns (including HMRC) and financial statements			Gillian McNeilly
Financial projections are significantly incorrect			Gillian McNeilly

Risk	Current Risk Matrix	Target Risk Matrix	Assigned To
Significant financial funding reductions from Scottish Government			Gillian McNeilly

<b>P</b>	5. Efficient and effective frontline services that improve the everyday lives of residents
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<b>Ob</b>	A committed and skilled workforce
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Performance Indicator	2016/17	2017/18	2018/19	Assigned To
	Value	Value	Target	
RES/RES/002 Percentage of Staff Survey Improvement Plan completed	New for 2017/18	100%	100%	Stephen West

Action	Start Date	Due Date	Assigned To
RES/1819/008 Implement recommendations from Employee Survey 2017 and self-evaluation processes	01-Apr-2018	31-Mar-2019	Stephen West
RES/1819/032 Review Finance and CPU Business Partner roles to improve communication and thereby improve ability to influence decision making (21 Century Review)	01-Apr-2018	31-Mar-2019	Gillian McNeilly; Annabel Travers
RES/1819/033 Ensure appropriate staff liaison and planning discussions about the Office Rationalisation Project are taking place via the change champion and change managers' groups to ensure robust plans are in place to maintain service delivery	01-Apr-2018	31-Mar-2019	Colin McDougall; Gillian McNeilly; Arun Menon; Annabel Travers
RES/1819/034 Review the needs of services to ensure the available financial guidance notes and training are in line with current needs	01-Apr-2018	31-Mar-2019	Gillian McNeilly
RES/1819/035 Review communication to services in respect of Finances timescale deadlines for recurring tasks to ensure maximum efficiency of workload prioritisation	01-Apr-2018	31-Mar-2019	Gillian McNeilly



A continuously improving Council delivering best value

Performance Indicator	2016/17	2017/18	2018/19	Assigned To
	Value	Value	Target	
RES/PRO/006 Percentage of all contracts that have at least one supplier management meeting each year	New for 2018/19	New for 2018/19	40%	Annabel Travers
RES/RES/001 Number of customer feedback processes undertaken and evaluated	New for 2017/18	4	10	Stephen West
SCORP07 Percentage of income due from council tax received by the end of the year %	95.21%	95.41%	95.5%	Ryan Chalmers
SCORP08 Number of invoices paid within 30 calendar days of receipt as a percentage of all invoices paid	94.1%	92.6%	95%	Stella Kinloch
Action	Start Date		Due Date	Assigned To
RES/1819/004 Review and redesign service to ensure priorities are agreed and tasks, duties carried out are added value (21 Century Review)	01-Apr-2018		31-Mar-2019	Stephen West
RES/1819/005 Review charging regime for the Council	01-Apr-2018		31-Mar-2019	Stephen West
RES/1819/006 Develop collaboration and commercialisation approaches for Resources services (21 Century Review)	01-Apr-2018		31-Mar-2019	Stephen West
RES/1819/007 Explore opportunities for the digital transformation of the service, focused on digital enablement and process improvement	01-Apr-2018		31-Mar-2019	Stephen West
RES/1819/010 Develop and implement new ways of working with a view to re-direct staffing resource and expertise to transformational projects	01-Apr-2018		31-Mar-2019	Gillian McNeilly
RES/1819/011 Develop Finance leadership, governance and controls across the Council	01-Apr-2018		31-Mar-2019	Gillian McNeilly
RES/1819/012 Review and develop benchmarking within Finance Services in line with the Council's benchmarking framework	01-Apr-2018		31-Mar-2019	Gillian McNeilly
RES/1819/025 Develop procurement leadership, governance and controls across the Council	01-Apr-2018		31-Mar-2019	Annabel Travers
RES/1819/026 Improve management, prioritisation and increased speed of procurement projects	01-Apr-2018		31-Mar-2019	Annabel Travers
RES/1819/027 Develop and implement new ways of working in procurement activity	01-Apr-2018		31-Mar-2019	Annabel Travers
RES/1819/028 Implement actions arising from the Procurement and Commercial Improvement Programme assessment, including: developing supplier relationship management and sustainability including local suppliers and community benefits	01-Apr-2018		31-Mar-2019	Annabel Travers
RES/1819/029 Review and develop benchmarking within Business Support in line with the Council's benchmarking framework	01-Apr-2018		31-Mar-2019	Arun Menon

## Appendix 3: Quality Standards

Service	Sub Area	Quality Standards	How are they measured?	Where will they be published?
Audit	Internal Audit	We will issue draft audit reports within 21 calendar days of fieldwork completion	RES/IAF/006 Percentage of draft audit reports issued within 21 days of fieldwork completion	Audit Committee, Corporate Services Committee
		We will issue final audit reports within 14 calendar days of agreement of action plan	RES/IAF/007 Percentage of final audit reports issued within 14 days of agreement of action plan	
		We will seek feedback on the audit experience within 7 calendar days of issue of final audit report and use this to improve our service	RES/IAF/011 Percentage of audit feedback questionnaires issued within 7 calendar days of issue of final audit report	
		We will comply with the Public Sector Audit Standards	RES/IAF/008 Level of full compliance with the Public Sector Internal Audit Standards	
Finance		We will meet all deadlines for completing and submitting all key financial returns	RES/FIN/098 Percentage of key financial returns completed and submitted by due dates	Corporate Service Committee
		We will sign off all reconciliations by the end of the following period	RES/FIN/096 Percentage of reconciliations signed off by the end of the following period	
		We will submit Agresso budgetary control reports within 2 working days of month end	RES/FIN/093 Percentage of Agresso budgetary control reports submitted within 2 working days of month end	
		We will deal with new insurance claims within 5 working days (including acknowledge claimant, send to claims handling company, update system, and forward to service for report if required)	PI to be developed	
		We will deal with requests for information for litigation/ court requests within 4 working days	PI to be developed	
		We will issue weekly cash summary within 5 working days of week end	RES/FIN/092 Percentage of weekly cash summaries issued within 5 working days of week end	
Business Support	Revenues & Benefits	We will process new Housing Benefit claims within 26 days of receipt	Time for Processing Housing Benefit Applications (New Claims)	Corporate Services Committee; Housing Committee; CIPFA; DWP
		We will process Housing Benefit change in circumstances notifications within 5 days of receipt	Time for Processing Housing Benefit Notifications of Changes in Circumstance	
		We will process new Council Tax Reduction claims within 26 days	Time for Processing Council Tax Reduction (New Claims) and (Notifications of Changes in Circumstance)	

Service	Sub Area	Quality Standards	How are they measured?	Where will they be published?
		We will process Council Tax change in circumstances notifications within 5 days	Time for Processing Council Tax Reduction (Notifications of Changes in Circumstance)	
		We will aim to process Housing Benefit claims as accurately as possible and aim to minimise overpayments as a result of our error with a target of 0.4%	Percentage of Overpayments due to Local Authority Error as a Percentage of all Benefits Expenditure	
		We will seek to maximise the value of fraudulent Housing Benefit and Council Tax discount and reductions applied by recovering at least 50%	% fraudulent overpayments recovered	
		We will aim to maximise Council Tax collection by targeting to collect 95.5% of income due from council tax	Percentage of income due from council tax received by the end of the year	
		We will aim to maximise the collection of HRA Rental income	Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year  Current tenants' arrears as a percentage of total rent due %	
		We will issues Debtors invoices timeously and aim that no more than 40% of total sundry debt is older than 90 days	Outstanding sundry debt as a percent of total that is more than 90 days old	
	Finance Service Centre	We aim to pay all of creditor invoices within 30 calendar days of receipt	Number of Invoices Paid within 30 Calendar Days of Receipt as a percentage of all Invoices Paid	CIPFA; Corporate Services Committee;
		Changes made to suppliers' bank accounts will be logged, reviewed by a senior member of staff or confirmed to the supplier once made within 2 working days of notification	Number of fraudulent supplier Masterfile changes that have resulted in payments	
	Corporate Admin Support	We will aim to minimise error rates from keying (no more than 5%) and process within 5 working days for both Building Services Timesheets and Sold Property Invoices	Number of building services Timesheets and Sold Property Invoices processed on time and accurately	Internal monitoring, HMRC website, SDS website, EU Funding Guidelines, Home Office regulations, FSA regulations, and legislation
		We will process all of Education Maintenance Allowance claims on time and with no errors	Number of EMAs processed accurately and on time	
		We will process all Creditors Invoices in adherence to HMRC Regulations	Number of Creditors invoices processed accurately and on time	
		We will submit all of information to the Home Office on time with respect to the Syrian Refugee Projects	Information submitted to the Home Office accurately and on time re the Syrian Refugee Project	
		We will submit all information on time to the Food Standards Agency	Information submitted to the Food Standards Agency accurately and on time	





## Appendix 4: Workforce Plan - Action Plan 2018/19

1. Addressing the gap between current workforce supply and predicted future demand				
<b>Strategy</b>	Planned service review to address gap taking cognisance of opportunities to realise savings through voluntary turnover			
<b>Expected Outcome</b>	Gap is addressed, whilst: <ul style="list-style-type: none"> <li>• Protecting critical roles (and avoiding associated turnover)</li> <li>• Ensuring service priorities are met</li> <li>• Avoiding or minimising risk of voluntary or compulsory redundancy</li> </ul>			
<b>Actions</b>	<b>Person(s) Responsible</b>	<b>Resources Needed</b>	<b>Complete By</b>	<b>Measurement of outcome</b>
Review current structures and scope alternatives to resource future demand while incorporating management adjustments to achieve budget savings	S West	Workforce	2017/18	Achievement of savings. Streamlined, more efficient processes
Review current structure and recruitment strategies for procurement team to address high turnover and address difficulties with recruitment due to shortfall of people with these skills in the market	A Travers	Workforce	Ongoing	Completion of scoping exercise and alternative strategies approved
Review role design and develop proposals for career pathways within procurement team	A Travers	Workforce	Ongoing	Completion of scoping exercise and alternative strategies approved
Introduce and implement peer mentoring and on the job training within procurement team	A Travers	Workforce	Ongoing	SPOs attending ILP training to develop coaching and mentoring skills to facilitate change
Review structure as functionality of the Aggresso accountancy system is developed and implemented	G McNeilly	Workforce	Ongoing	Achievement of savings. Streamlined, more efficient processes
Review structure and resource allocation as processes and systems are developed to reduce failure demand	A Menon	Workforce/ Systems	Ongoing	Achievement of savings, Streamlined, more






and inefficiencies and automated systems implemented				efficient processes
Continue development of the Central Admin Support model wider across the council and identify efficiencies within existing processes	A Menon	Workforce	Ongoing	Achievement of savings, Streamlined, more efficient processes
Completion of self-evaluation and customer feedback survey exercises and identification of resulting improvement opportunities (within and across services)	All	Workforce	Ongoing	Development and implementation of resulting action plans. Evidence of improvement
Review current structures and scope alternatives to resource future demand while incorporating management adjustments to achieve budget savings	S West	Workforce	2018/19	Achievement of savings. Streamlined, more efficient processes
Review current structure and recruitment strategies for procurement team to address high turnover and address difficulties with recruitment due to shortfall of people with these skills in the market	A Travers	Workforce	Ongoing	Evaluation of effectiveness of strategy in reducing turnover and recruiting to posts
Review role design and develop proposals for career pathways within procurement team	A Travers	Workforce	Ongoing	Succession plan with career pathways developed
Develop and implement mentoring and training within procurement team.	A Travers	Workforce	Ongoing	Evaluation and update.
Ensure sufficient resources to progress commercialisation initiatives	S West	Workforce	2018/19	Evaluation by Project Team
Review FIMS role especially around development and maintenance of Agresso to avoid single person dependency	G McNeilly	Workforce	Ongoing	More resilient Agresso development function; reduced reliance on external consultants; leaner timescales for developing functionality that support process improvements
<b>2. Addressing the gap between current and required additional workforce capabilities</b>				
<b>Strategy</b>	Development and implementation of associated training plans to enable capabilities to be developed within existing workforce			
<b>Expected Outcome</b>	Gap is addressed, whilst:			



	<ul style="list-style-type: none"> <li>Ensuring value for money in terms of training solutions</li> <li>Minimising requirement to recruit for new capabilities (and thereby avoiding or minimising risk of voluntary or compulsory redundancy)</li> <li>Ensuring service priorities are met as a result of application of those new capabilities</li> </ul>			
<b>Actions</b>	<b>Person(s) Responsible</b>	<b>Resources Needed</b>	<b>Complete By</b>	<b>Measurement of outcome</b>
Review current and future staffing requirements and changes to working practices to identify training needs following implementation of legislative changes relating to Welfare Reform	A Menon	Workforce	Ongoing	Effective working practices with minimal processing delays and errors
Review current structure and recruitment strategies for procurement team to address high turnover and address difficulties with recruitment due to shortfall of people with these skills in the market	A Travers	Workforce	Ongoing	New posts filled by existing council employees. New talent grown from within. Existing workforce
Review role design and develop proposals for career pathways within procurement team	A Travers	Workforce	Ongoing	Succession plan and career progression developed
Develop and implement mentoring and training within procurement team	A Travers	Workforce	Ongoing	Evaluation and uptake
Undertake a skills analysis to identify training needs to address the gap in capabilities identified in the workforce plan: <ul style="list-style-type: none"> <li>Commercialisation</li> <li>Contracting</li> <li>Quality Improvement</li> <li>Development of technology solutions</li> </ul>	Service Managers	HR/OD	March 2019	Training needs identified and included in training plan
Ensure service managers develop a training plan to address gaps identified from an individual perspective following Be the Best meetings	All Managers	Workforce/ budget	June 2018	Training needs identified and included in training plan
Discuss training needs identified with OD to identify cost effective solutions	S West	OD	June 2018	Evaluation & Update
Review and implement training to support Self Serve initiatives	All Managers	Workforce	Ongoing	Evaluation and update

<b>3. Improve integration across teams within the Strategic Lead Area</b>				
<b>Strategy</b>	Undertake an OD diagnostic exercise to establish synergies between teams and development of resulting new ways of working, which may in turn inform any required service review			
<b>Expected Outcome</b>	Service priorities are delivered in a more seamless, holistic and efficient way			
<b>Actions</b>	<b>Person(s) Responsible</b>	<b>Resources Needed</b>	<b>Complete By</b>	<b>Measurement of outcome</b>
Undertake diagnostic exercise to establish where services interact and could improve with integration	S West	OD/HR/Service Managers	Sept 2018	Exercise complete and areas for improvement identified
<b>4. Improve resilience across teams within the Strategic Lead Area</b>				
<b>Strategy</b>	Develop and implement training plan in relation to critical roles			
<b>Expected Outcome</b>	Improved resilience across teams and retention of knowledge and skills associated with critical roles			
<b>Actions</b>	<b>Person(s) Responsible</b>	<b>Resources Needed</b>	<b>Complete By</b>	<b>Measurement of outcome</b>
Ensure appropriate processes are documented to enable smooth transition in areas of specialism	S West	Service Managers	Ongoing	Review 6 monthly
Complete risk assessment with managers to identify critical roles and career development	S West	HR/OD/Service Managers	Sept 2018	Critical roles identified
Develop and embed a process of succession planning to attract and retain staff needed to meet service delivery in the future	S West	HR/Service Managers	Oct 2018	Monitor and review plan 6 monthly
Implement career path in key areas within resources	S West	Service Managers	Ongoing	Review 6 monthly






## Communications, Culture Communities End of year report 2017/18







Organisational Capabilities					
Committed and dynamic workforce					
Title	Status Icon	Progress Bar	Latest Note	Due Date	Assigned To
Embed a culture of continuous improvement across Library Service		<div><div>100%</div></div>	<p>A self-assessment process was completed in April 2017. This resulted in an action plan which included the development of branch improvement plans; updated operational guides for libraries and a staff skills audit.</p> <p>Clydebank Town Hall Museum &amp; Gallery was awarded 4 Star Status by Visit Scotland following inspection in 2017, maintaining its current visitor attraction status. Two senior officers within Libraries have been trained as How Good Is Our Public Library Service (HGIOPLS) Assessors which will assist in driving forward planned HGIOPLS Self-Assessment</p> <p>An action plan to increase virtual/online visits to Libraries was developed to increase the use of online Library services such as e-books and e-magazines. In addition the service continues to move to paperless membership with communication via email . This has resulted in a 7% increase in online visits.</p>	31-Mar-2018	Gill Graham
Embed the Continuous Improvement agenda across the Council.		<div><div>100%</div></div>	Progressing well with roll out of SE and benchmarking frameworks, this is supported by a new approach to continuous improvement training.	31-Mar-2018	Amanda Coulthard
Develop, implement and evaluate a local action plan, in line with the Council's employee wellbeing strategy		<div><div>100%</div></div>	Our local plan will support the implementation of the Council's Employee Wellbeing Strategy	31-Mar-2018	Malcolm Bennie
Support implementation of Be The Best Conversations.		<div><div>100%</div></div>	We will continue to support managers and employees to embed the Council's new Be The Best Conversations within Regeneration	31-Mar-2018	Malcolm Bennie
Deliver a revised approach to performance and best value		<div><div>100%</div></div>	business intelligence function developed. A data analyst function has been added to the performance and strategy team, supported by the use of new segmentation software which allows a new level of analysis to be carried out.	31-Mar-2018	Amanda Coulthard; Stephen Daly







Fit for purpose estate and facilities					
Title	Status Icon	Progress Bar	Latest Note	Due Date	Assigned To
Cultural Service Develop a fit for future Libraries and Culture Services		<div><div>100%</div></div>	<p>In both October 2017 and December 2017 the service consulted with residents on the services offered by libraries and proposed new opening hours. This consultation attracted 1,500 responses. In addition c. 100 responses have been received in relation to the current branding exercise upgrading all WD Public Libraries.</p> <p>These results have influenced the forward planning of libraries though developing Action Plan for 2018/19. These include building upon the successful Branding Exercise in Libraries, capital investment of over £400k will make libraries more attractive places in which to spend time added to increased new book stock and improved displays. It is anticipated that significant investment in the decor and stock in WDC Libraries in 2018/19 will also result in an increase in issues through more attractive display and new stock.</p> <p>In 2018/19 a new measure of 'active engagement in library activities' will provide a more accurate reflect of the use of WD libraries by residents.</p>	31-Mar-2018	Gill Graham
Establish a Cultural and Health Quarter around Clydebank Town Hall		<div><div>60%</div></div>	<p>The capital works are partially complete however the reception area has been continued. These works now form part of the cultural investment programme and will be overseen by the Cultural Capital Investment Board.</p> <p>The Titan Crane will be closed for the 2018 season due to the extensive development works around Queens Quay. During this period new business plans/options for the Crane are being developed for discussion at the Clydebank Property</p>	31-Mar-2018	Gill Graham

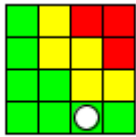
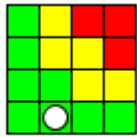
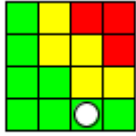
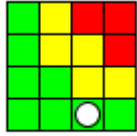
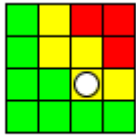
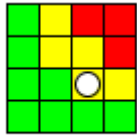
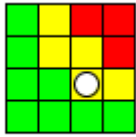
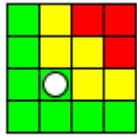
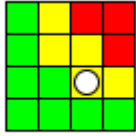
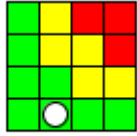


Innovative use of information technology								
Performance Indicator			2016/17	2017/18			Assigned To	
			Value	Value	Target	Status		Note
The star rating received by the Council from SOCITM for the Council website			4	N/A	4	Not available	BetterConnected have not completed this years survey, they are running well behind schedule for reviewing tasks. We have looked at this process and have found improved better method of testing, reviewing and obtaining feedback from the website users, which we plan on implementing Q1 2018.	Jonathan Muir
Title	Status Icon	Progress Bar	Latest Note				Due Date	Assigned To
Lead our Customer Services Digital Transformation agenda		<div><div>100%</div></div>	<p>Milestones all progressed to completion. Work highlighted in milestones in 2017/18 has created a platform for achievement of ambitious targets to:</p> <ul style="list-style-type: none"><li>• Ensure Upheld Appeals by SPSO are kept below the 10% target in Scottish Welfare Fund</li><li>• Ensure 20% adherence of referrals to Fraud Team</li><li>• Decrease number of payments in One Stop Shop (target decrease of 20%)</li><li>• Introduce appointment system within the One Stop Shops to maximise our resources and assist with channel shift (target decrease of 20%)</li><li>• Ensure 80% of appointments to see Information Workers are offered within 10 working days.</li><li>• Decrease number of Switchboard contact (target decrease of 20%)</li><li>• Increase uptake in visitors to Council Website (target increase 10%)</li><li>• Increase uptake of online forms completed and submitted (target increase 20%)</li><li>• Increase use of online payments (target increase of 20%)</li><li>• Increase the use of self service telephone payments (target increase of 20%)</li></ul>				31-Mar-2018	Stephen Daly
Develop digital communications		<div><div>100%</div></div>	Action plan being implemented to introduce more engaging content including videos, and work is underway to identify and introduce a new social media management tool to improve citizen experience and response times and provide additional data and insight.				31-Mar-2018	Stephen Daly; Amanda Graham

Strong financial governance and sustainable budget management						
Performance Indicator		2016/17	2017/18			Assigned To
		Value	Value	Target	Status	Note
Cost per library visit £		£3.11	N/A	£2.51	?	This indicator is reported through LGBF with the 2017/18 figure due later in the year
Cost per museum visit £		£1.64	N/A	£1.50	?	This indicator is reported through LGBF with the 2017/18 figure due later in the year
Title	Status Icon	Progress Bar	Latest Note			Due Date
Generate advertising and sponsorship income.		<div><div>50%</div></div>	<p>Sponsors have been identified and materials have been developed for the employee recognition awards.</p> <p>The Civic Awards are now taking place in August and further work on sponsorship will take place in early 2018.</p> <p>Proposal approved by Corporate Service and discussions now underway with planning on next steps. It is expected to generate income in 18/19</p>			31-Mar-2018
						Amanda Graham

Legitimacy and support						
Positive dialogue with local citizens and communities						
Performance Indicator	2016/17	2017/18				Assigned To
	Value	Value	Target	Status	Note	
Percentage of citizens who are satisfied with the Council website	74%	99%	90%			Jonathan Muir
Percentage of complaints received by the Council that are resolved at Stage 1	87%	N/A	85%			Stephen Daly
% of older (65+) residents who have access to the internet in some form (home, phone, libraries, OSS etc)	N/A	N/A	95%		Baseline figure will be developed using 2017/18 data.	Gill Graham
% of residents under 65 who have internet access in some form (Home, phone, libraries, OSS etc)	N/A	N/A	96%		Baseline will be developed in 2017/18 Baseline figure will be developed using 2017/18 data.	Gill Graham
% of adults satisfied with libraries	84.33%	N/A	88%		This indicator is reported through LGBF with the 2017/18 figure due later in the year. However, our quarterly satisfaction reports show an increase throughout 2017/18, with our 2017 figure (91%) showing an 8% improvement on the 2016 figure of 83% .It is also anticipated the 2017/18 target will be met.	Gill Graham
% of adults satisfied with museums and galleries	77.67%	N/A	84%		This indicator is reported through LGBF with the 2017/18 figure due later in the year. However, in October we surveyed over 500 users of the Libraries and Cultural Services and satisfaction with museums was recorded at 97%. It is also anticipated the 2017/18 target will be met.	Gill Graham
CC3b: Number of visits to/usages of council funded or part funded museums that were in person per 1000 population	542	761	750		The target this year was exceeded. The number of visits in person to museums increased by 16.5% to 29,824 in 2017/18. This figure was increased primarily throughout the hosting of a summer 'Brick History' exhibition.	Gill Graham
CC5a: Number of Library visits per 1000 population	8,486	6,530	6,440		The 2017/18 target was achieved. The target was significantly less than 2016/17 performance due to a significant drop in online library visits. This drop followed a	Gill Graham; John Rushton

Performance Indicator			2016/17	2017/18			Assigned To	
			Value	Value	Target	Status		Note
							review of the way the data was recorded. The new figure represents an accurate baseline and the restructure and investment should improve performance further in 2018/19.	
CC5b: Percentage of the resident population who are borrowers from public libraries			19.12%	19.15%	19.6%		This figure has increase marginally this year for the first time in three years. Whilst remaining below target, the Percentage of the resident population who are borrowers from public libraries in West Dunbartonshire remains well above average and in the top quartile nationally.	Gill Graham; John Rushton
Title	Status Icon	Progress Bar	Latest Note				Due Date	Assigned To
Introduce communication standard across the Council		<div><div>66%</div></div>	Due to competing demands only two of three milestones have been completed and the masterclasses will take place in 18/19				31-Mar-2018	Amanda Graham
Improve Customer Experience		<div><div>100%</div></div>	Milestones complete and significant progress made on Website and Online Form Improvement. Delighted to be rated 4* (maximum) by Socitm again in 2017/18. One challenge was Mystery Shopping project failing in year due to lack of engagement by volunteers. This will be revisited in 2018/19				31-Mar-2018	Stephen Daly
Lead and Improve Complaints process and responsiveness		<div><div>100%</div></div>	Action complete with milestones delivered. Successful complaints management processes being adhered to.				31-Mar-2018	Stephen Daly
Implement an online approach to consultation and engagement.		<div><div>100%</div></div>	Action complete. New model of citizens panel in place along with a framework for consultation and engagement activity.				31-Mar-2018	Amanda Coulthard
Ensure a focus on Customer Service Improvement activity.		<div><div>100%</div></div>	Work is progressing on a standard reporting format for improvement areas and lessons learned generated from complaints information. This will be used as part of the mid year progress report on delivery plans in November.				31-Mar-2018	Malcolm Bennie; Stephen Daly

Departmental Risk	Current Risk Matrix	Description	Target Risk Matrix	Assigned To
Failure to implement a robust media and communications strategy	<p>Likelihood</p>  <p>Impact</p>	Council's reputation is not adequately protected as a result of one or several incidents or issues. The ramifications would impact on the Council's legitimacy to manage this area and lead to external pressures from scrutiny bodies. Also that successes are not properly shared, having a negative impact upon how the council is perceived and the morale of employees.	<p>Likelihood</p>  <p>Impact</p>	Amanda Graham
Failure to ensure positive dialogue with local citizens and communities	<p>Likelihood</p>  <p>Impact</p>	The risk is that the Council does not establish or maintain positive communications with local residents and the communities it represents	<p>Likelihood</p>  <p>Impact</p>	Stephen Daly
Failure to effectively manage and learn from complaints	<p>Likelihood</p>  <p>Impact</p>	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.	<p>Likelihood</p>  <p>Impact</p>	Stephen Daly
Failure to promote engagement with culture	<p>Likelihood</p>  <p>Impact</p>	Risk to decreasing public access to and participation in cultural activities & events such as exhibitions, concerts, heritage visits and creative learning activities	<p>Likelihood</p>  <p>Impact</p>	Gill Graham
Failure to provide a library service to residents	<p>Likelihood</p>  <p>Impact</p>	The Council has a statutory duty to provide a "comprehensive and efficient" library service to the residents of West Dunbartonshire. Failure to deliver this would have reputational damage to the Council. place the Council at risk of legal challenge and undermine local people's access to learning, knowledge and key Council supports.	<p>Likelihood</p>  <p>Impact</p>	Gill Graham



## People & Technology End of year report 2017/18


### Organisational capabilities







#### Committed and dynamic workforce - Change and Continuous Improvement

Title	Status Icon	Progress Bar	Latest Note	Due Date	Assigned To
Provision of HR support to inform and implement organisational change projects	✓	100%	Action completed as planned	31-Mar-2018	Darren Paterson
Employee Health and Well-being	✓	100%	Action completed as planned	31-Mar-2018	Darren Paterson
Foster ownership and accountability in support of an organisational safety culture	⛔	42%	Three of the seven milestones are complete. Four are outstanding due to conflicting priorities. More resources were needed for the fire risk assessment programme.	31-Mar-2018	John Duffy
Supporting Change/Transformation Projects	✓	100%	Action completed as planned	31-Mar-2018	Anne McFadden
Implement Organisation Maturity Assessment/Self Evaluation	✓	100%	Maturity model completed. Benchmarking with Towards Maturity completed.	31-Mar-2018	Anne McFadden
Building workforce capability in Continuous Improvement	✓	100%	Continuous Improvement model developed. Training of workforce underway using Lean/Six Sigma.	31-Mar-2018	Anne McFadden
Ensure a consistent and robust approach to customer service improvement across the strategic area	✓	100%	Action completed. All management information is reviewed to ensure continuous improvement across all services.	31-Mar-2018	Victoria Rogers



#### Committed and dynamic workforce - Government and Legislative changes








Title	Status Icon	Progress Bar	Latest Note	Due Date	Assigned To
Implement statutory Payroll changes	✓	100%	All actions were completed as planned and milestones met	31-Mar-2018	Graham Hawthorn
Deliver PSN compliant infrastructure	✓	100%	Action completed as planned	31-Mar-2018	John Martin; Brian Miller
Deliver audit compliance for IT controls	✓	100%	Activities planned for 2017/18 complete, this action span multiple years and will be continued in 2018/19	31-Mar-2018	Patricia Kerr; Brian Miller



Committed and dynamic workforce - Review Structures					
Title	Status Icon	Progress Bar	Latest Note	Due Date	Assigned To
Complete a service review in line with technology changes		<div><div>100%</div></div>	ICT service desk review completed in May and recruitment and appointments completed in June 17.	31-Mar-2018	Patricia Kerr; Darren Paterson



Committed and dynamic workforce - Project Management					
Title	Status Icon	Progress Bar	Latest Note	Due Date	Assigned To
Implement the organisation's policy framework		<div><div>78%</div></div>	There are 14 milestones, 11 of which are complete. Due to resource challenges and unanticipated delays in progressing policy development work over the course of the year, the remaining three policy reviews will be carry over into the 18/19 Plan.	31-Mar-2018	Darren Paterson
Implement Figtree system		<div><div>100%</div></div>	All team members are now using Figtree to its current full potential. Where new areas are developed the team will be trained in that development area.	31-Mar-2018	John Duffy
Ensure a clear robust and consistent approach to Health & Safety policies		<div><div>100%</div></div>	All H&S policies have been reviewed to ensure their content is applicable and are subject to on-going review if there is a change or amendment in legislation.	31-Mar-2018	John Duffy
Develop and implement Health and Safety management system		<div><div>40%</div></div>	Available resources impacted on completion of this action.	31-Mar-2018	John Duffy
Portfolio Management (Change Board)		<div><div>100%</div></div>	Change Board support/facilitation provided.	31-Mar-2018	Anne McFadden
PMO (Peer Support)		<div><div>100%</div></div>	Action completed as planned	31-Mar-2018	Anne McFadden















Innovative use of information technology – Workplace of the Future					
Title	Status Icon	Progress Bar	Latest Note	Due Date	Assigned To
Supporting Office Rationalisation Projects		<div><div>100%</div></div>	Activities delivered as planned, work will be ongoing in 2018/19.	31-Mar-2018	John Martin; Brian Miller
Migrate ICT Data Centre from Garshake to Aurora.		<div><div>100%</div></div>	Data centred relocated successfully	31-Mar-2018	Brian Miller



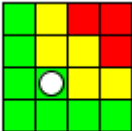
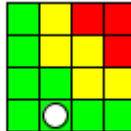
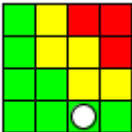
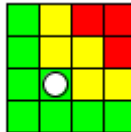
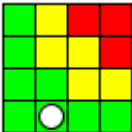
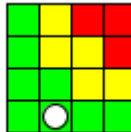
Committed and dynamic workforce – Workforce Development					
Title	Status Icon	Progress Bar	Latest Note	Due Date	Assigned To
Embed a partnership approach to employment relations		<div><div>83%</div></div>	There are 6 milestones, 5 of which are complete. The remaining milestone (reviewing effectiveness of partnership structures) was dependent upon completion of another (develop and launch partnership training). Due to the delay in the latter, this will mean that the remaining milestone will need to be carried forward into 18/19.	31-Mar-2018	Alison McBride; Darren Paterson
Embed a process of workforce planning		<div><div>100%</div></div>	Action completed as planned	31-Mar-2018	Darren Paterson
Develop the Strategic HR Team		<div><div>100%</div></div>	Action completed as planned. Development of team will continue in 2018/19 as per CPD.	31-Mar-2018	Darren Paterson
Develop the Health and Safety team		<div><div>100%</div></div>	All team members have now been trained in the use of all elements of Figtree and are using it on daily basis to prioritise their workload.	31-Mar-2018	John Duffy
Management & Leadership Development		<div><div>100%</div></div>	All milestones achieved as planned, with further activities continuing into 18/19. Highlight is the achievement of Chartered Management Institute recognition for our internal Management Development programmes.	31-Mar-2018	Lorraine Mair
Staff Development & Support		<div><div>100%</div></div>	All milestones achieved as planned with further activities continuing into 18/19, including further work to support Digital Skills development across the workforce.	31-Mar-2018	Lorraine Mair
Support implementation of Be the Best conversations		<div><div>100%</div></div>	Action complete. Managers and employees have been supported to embed the Council's new Be The Best Conversations	31-Mar-2018	Victoria Rogers

Committed and dynamic workforce - Workplace of the Future					
Title	Status Icon	Progress Bar	Latest Note	Due Date	Assigned To
Data Analysis		<div><div>100%</div></div>	Data collection exercises for Workplace of the Future projects completed including barometer surveys, pre and post project reviews. Feedback surveys issued post training/workshop attendance.	31-Mar-2018	Anne McFadden
Document Strategy		<div><div>100%</div></div>	Action completed as planned	31-Mar-2018	Eileen Dynowski

Innovative use of information technology - Change and Continuous Improvement					
Title	Status Icon	Progress Bar	Latest Note	Due Date	Assigned To
Continue to implement HR Payroll transformation		<div><div>75%</div></div>	Action progressing, however 2 milestones will carry forward to 18/19 as a result of the requirement for an updated version of the workforce management system.	31-Mar-2018	Stella Kinloch
Deliver measured improvement during the annual Benchmarking and Customer Satisfaction surveys		<div><div>100%</div></div>	Activities delivered as planned, work will be ongoing in 2018/19.	31-Mar-2018	James Gallacher





Innovative use of information technology – Project Management							
Title	Status Icon	Progress Bar		Latest Note		Due Date	Assigned To
Support corporate and strategic transformation and channel shift projects.		<div><div>100%</div></div>		Activities delivered as planned, work will be ongoing in 2018/19.		31-Mar-2018	James Gallacher; John Martin; Brian Miller
Complete the MFD replacement project		<div><div>100%</div></div>		Activities delivered as planned, work will be ongoing in 2018/19.		31-Mar-2018	John Martin
Review supplier contracts with view to shared contracts.		<div><div>100%</div></div>		Complete and processes in place for future spend.		31-Mar-2018	Patricia Kerr
Investigate shared infrastructure components		<div><div>100%</div></div>		Activities delivered as planned, work will be ongoing in 2018/19.		31-Mar-2018	Brian Miller
Performance Indicator	2016/17	2017/18					Assigned To
	Value	Value	Target	Status	Note		
Percentage of schools with optimal data communication network band width in operation	100%	100%	90%		This indicator was fully achieved in 2016/17 and will not be reported in future years.		Brian Miller


Strong corporate governance						
Performance Indicator	2016/17	2017/18				Assigned To
	Value	Value	Target	Status	Note	
Sickness absence days per teacher	5.77	5.46	5		The target for this indicator was not achieved in 2017/18 however, the sickness absence days per teacher continues to improve.	Darren Paterson
Sickness absence days per employee (excluding teachers)	11.6	11.84	7		The target for this indicator was not achieved in 2017/18. The sickness absence days per employee (excluding teachers) has increased by 0.2% from 16/17.	Darren Paterson
Percentage of ICT helpdesk calls fixed with half day of being logged.	31%	35%	35%		Based on feedback from users, the ICT Service Desk was refocused as a technical service desk team. Coupled with the process of channel shifting and encouraging users to self serve rather than calling the ICT service desk we are trying to reduce the volume of calls raised directly with the ICT service desk team. We will continue to channel shift during 2018/19 and aim to improve the stats further by targeting repeated calls/users and promoting self serve.	James Gallacher
Percentage of Council information technology desktop hardware that meets ICT's agreed minimum software specification	100%	100%	100%		This indicator was fully achieved in 2017/18 and will not be reported in future years	Patricia Kerr; John Martin
% of our workforce who have declared a disability	2.29%	1.18%	1.7%		The target for this indicator was not achieved in 2017/18. There has been significant fluctuation in the % of our workforce who have declared that they have a disability year on year. Due to the small number who have disclosed this information, small changes can significantly impact on the achievement of the target. Work continues to improve the disclosure rate.	Melissa Connor
% of our workforce who have stated they are LGBT	N/A	3.07%	2.5%		The data collected as part of the Employee Survey Results has been used to report this PI. This is the most accurate data available in relation to the LGBT workforce profile. Work continues to improve the disclosure rate through the Workforce Management System.	Melissa Connor
% of our workforce who are from a Black minority ethnic group	0.27%	0.18%	0.35%		The target for this indicator was not achieved in 2017/18. Due to the small number who have disclosed this information, small changes can significantly impact on the achievement of the target. Work continues to improve the disclosure rate	Melissa Connor







Performance Indicator	2016/17	2017/18				Assigned To	
	Value	Value	Target	Status	Note		
Disability pay gap	9.56%	11.08%	11.5%		This result is reflective of the reduction in the % of the workforce who have declared a disability. Due to the small number who have disclosed this information, small changes can significantly impact on the achievement of the target. Work continues to improve the disclosure rate.	Melissa Connor	
The percentage of the highest paid 5% employees who are women	57.08%	68.66%	50%		The Council continues to achieve this target. This success demonstrates the Council's ongoing commitment to ensure females are represented across all positions and indicates that there are no evidenced barriers to females entering this group.	Melissa Connor	
Gender pay gap	2.54%	N/A	remain under 3%		This indicator is reported through LGBF with the 2017/18 figure due later in the year	Melissa Connor	
Service/Strategic Risk		Current Risk Score		Description		Target Risk Score	Assigned To
Workforce Management System not fit for purpose		<div>Likelihood</div>  <div>Impact</div>		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		<div>Likelihood</div>  <div>Impact</div>	Arun Menon; Darren Paterson
Failure to develop or implement innovative use of Information Technology		<div>Likelihood</div>  <div>Impact</div>		The risk is that the Council's Information Technology is not sufficiently modernised / brought up to date to enable the delivery of sustainable ICT services to support and enhance the delivery of front line services to the community.		<div>Likelihood</div>  <div>Impact</div>	Patricia Kerr
Lack of strategy / plans / vision to ensure a committed and dynamic workforce		<div>Likelihood</div>  <div>Impact</div>		There is a risk that the Council fails to develop and implement a flexible, strategic structured approach to workforce and capacity planning		<div>Likelihood</div>  <div>Impact</div>	Victoria Rogers






## Regulatory Delivery Plan 2017/18 – Year-end Progress

Social Mission					
Improve economic growth and employability					
Title	Status Icon	Progress Bar	Latest Note	Due Date	Assigned To
Prepare 'Main Issues' report of the Local Development Plan		<div><div>100%</div></div>	Action completed. Main Issues Report was presented to Planning Committee in April 2017 and issued for consultation in June 2017 through to end of September 2017.	30-Jun-2017	Pamela Clifford
Facilitate the development of key sites - Queens Quay, Dumbarton Waterfront, Exxon site, former Playdrome site, and Mitchell Way, Alexandria.		<div><div>100%</div></div>	Completed as planned. The facilitation of the development of the key regeneration sites will continue over the longer term with a further action included in the 2018/19 Delivery Plan.	31-Mar-2018	Pamela Clifford; Alan Douglas; Pat Hoey; Graham Pollock
Revise the enforcement strategy within Planning to reflect the changing resources available		<div><div>100%</div></div>	The new Planning Compliance Officer is progressing outstanding enforcement cases and work is underway on revisions to the new enforcement strategy.	30-Sep-2017	Pamela Clifford
Make the case for Building Standards re-appointment as verifier by working in conjunction with Local Authority Building Standards Scotland and the Building Standards Division of Scottish Government to ensure re-appointment is achieved.		<div><div>100%</div></div>	The Council has been appointed verifier for 3 years again.	31-May-2017	Colin Newman





Social Mission					
Improve local housing and environmentally sustainable infrastructure					
Title	Status Icon	Progress Bar	Latest Note	Due Date	Assigned To
Develop and agree structure for Queen's Quay district heating investment opportunity and the associated "heat delivery" agreements with end users		<div><div>100%</div></div>	This is a multi-year project that progressed as planned in 2017/18. Completion was always intended in 2018/19 and it is anticipated that all construction contracts and head agreement will be finalised first quarter 2018/19 for commissioning December 2018.	31-Mar-2018	Alan Douglas



Social Mission					
Improve the wellbeing of communities and protect the welfare of vulnerable people					
Title	Status Icon	Progress Bar	Latest Note	Due Date	Assigned To
Prepare a new statement of licensing policy (statutory)		<div><div>70%</div></div>	The Licensing Board have agreed the terms of its consultation and are to consult upon on its Statement of Licensing Policy between April to June 2018. The Policy requires to be in place by November 2018. A Further Report will be submitted to the Licensing Board in Sep/Oct outlining the consultation responses, and for the Board then to formally approve its new Statement of Licensing Policy.	30-Nov-2018	Raymond Lynch
Participate in the Food Law Code of Practice review project in partnership with Food Standards Scotland and 10 other local authorities		<div><div>100%</div></div>	Planned project work completed by October 2017. Carryover engagement continues within the pilot authorities. Outcomes expected to be incorporated in to a revised Scottish Code of Practice	31-Mar-2018	Martin Keeley
Review waste management regulation to ensure it is current and reflects any changes as a result of the waste services shared services project		<div><div>100%</div></div>	No adjustment to waste management regulation required at this time.	31-Mar-2018	Pat Hoey
Review in partnership with licensing team how we manage and deliver petroleum, fireworks and explosives licensing should a national/ regional trading standards service be introduced		<div><div>100%</div></div>	The proposed regional model does not appear to be getting taken forward at this stage therefore no action is necessary.	31-Mar-2018	Graham Pollock
Work with Health Improvement Team and other partners to deliver a WDC integrated and joined up approach to smoking cessation, smoking tobacco, and tobacco and nicotine vapour products advice and enforcement		<div><div>100%</div></div>	Work is underway and good progress is being made.	31-Mar-2018	Tony Cairns; Martin Keeley; Graham Pollock
Develop and extend all environmental health officers competence across all work topics in order to increase flexibility and support business continuity		<div><div>100%</div></div>	Completed as planned. A cascade training process has been implemented and a development day held.	31-Mar-2018	Tony Cairns; Pat Hoey; Martin Keeley; Graham Pollock; John Stevenson












Improve the wellbeing of communities and protect the welfare of vulnerable people					
Title	Status Icon	Progress Bar	Latest Note	Due Date	Assigned To
Support the work of the WDC in respect of Serious and Organised Crime/Counter terrorism in particular the work of the Detect and Disrupt sub group and all partners		<div><div>100%</div></div>	Completed as planned.	31-Mar-2018	Tony Cairns; Pat Hoey; Martin Keeley; Graham Pollock; John Stevenson
Consider opportunities to maximise income from Pest Control through benchmarking, developing services and adjusting charges to reflect market conditions		<div><div>100%</div></div>	A report was presented to the Corporate Services Committee on 29 November 2017 containing recommendations on a new approach to charging for services. The report was approved subject to additional consultation on one aspect.	30-Nov-2017	Graham Pollock; John Stevenson
Work with Health Improvement Team and Education to encourage the use of Scottish Government's educational web-sites for Air Quality and provide support where required		<div><div>100%</div></div>	Completed as planned.	31-Mar-2018	Pat Hoey

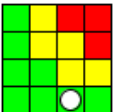

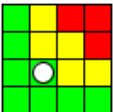

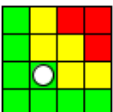

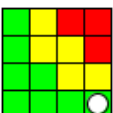

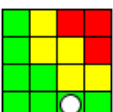

Improve the wellbeing of communities and protect the welfare of vulnerable people						
Performance Indicator	2016/17	2017/18				Assigned To
	Value	Value	Target	Status	Note	
% of air quality monitoring stations complying with the national objective for nitrogen dioxide at the nearest building façades of residential properties, schools, hospitals and care homes (40ug/m3 NO2)	100%	N/A	100%	N/A	Awaiting ratified data from a third party. Due end of May 2018	Pat Hoey
Percentage of highest priority pest control service requests responded to within 2 working days	95%	95%	95%	✓	1067 service requests were received in 2017/18 and 1014 were responded to within target, giving 95%.	John Stevenson
Percentage of businesses and activities regulated by environmental health and trading standards who are substantially compliant with legislative requirements	86%	87%	87%	✓	Target met.	Martin Keeley
Percentage of customers satisfied or very satisfied with the service they received from environmental health and trading standards	84.72%	96%	86%	✓	Target significantly exceeded.	Martin Keeley
Percentage of businesses satisfied or very satisfied with the service they received from environmental health and trading standards	100%	100%	97.5%	✓	Target exceeded.	Martin Keeley
Amount of redress won for consumers by Trading Standards Group (£)	£25,727	£57,929	Data only PI	N/A	Whilst the amount of redress won does not necessarily reflect the complexity of a complaint or amount of work involved in resolving it, this figure shows one of the benefits of the trading standards consumer complaint investigation service.	Tony Cairns
Planning applications (major developments) - average number of weeks to decision	23.4	18.2	20	✓	Target met and performance has improved over the previous year.	Erin Goldie
Planning applications (householder) - average number of weeks to decision	6.8	7.1	7	⚠	Marginally above target but still well within the statutory determination period (8 weeks) for this type of application.	Erin Goldie
Planning applications (local development, excluding householder) - average number of weeks to decision	10	11.7	12	✓	Target met.	Erin Goldie
Food Safety: Percentage of premises in the highest risk category (6 monthly inspections by Food & Business Group) that were inspected on time	100%	100%	100%	✓	Target met and performance consistent with previous year.	Martin Keeley
Food Safety: Percentage of premises in the high risk category (12 monthly inspections by Food & Business Group) that were inspected on time	100%	100%	100%	✓	Target met and performance consistent with previous year.	Martin Keeley


Improve the wellbeing of communities and protect the welfare of vulnerable people						
Performance Indicator	2016/17	2017/18				Assigned To
	Value	Value	Target	Status	Note	
Percentage of building warrant applications responded to within 20 working days	New PI for 2017/18	N/A	80%	N/A	2017/18 data available mid May 2018	Colin Newman
Overall time taken to issue building warrant (weeks)	New PI for 2017/18	N/A	16	N/A	2017/18 data available mid May 2018	Colin Newman
Percentage of Regulatory Services customer service requests first responded to within 2 working days	New PI for 2017/18	96%	90%		Target exceeded.	Martin Keeley
Percentage of private landlord applications administered and processed within 21 days	New PI for 2017/18	99.4%	95%		Target exceeded. 1425 applications were received and 1416 applications were approved within 21 days.	John Stevenson
Average time between time of noise complaints and attendance on site (hours) (including both those dealt with and not dealt with under the Anti Social Behaviour Scotland Act 2004)	0.54	0.8	2		The average time to attend was 0.8 hours (48 minutes) which is well within the 2 hour target. This is an increase on previous years and will be due to a higher proportion of the requests being attended to by Environmental Health Officers who have other statutory functions to which they respond, including noise, as opposed to a dedicated night noise team with no other duties.	Pat Hoey
Average time taken to deliver a commercial planning application decision	8.5	9.7	8.5		This is an LGBF PI that we consider to be flawed. It is currently being reviewed by the Improvement Service and Heads of Planning to be compatible with data submitted to the Scottish government in order to provide a more reliable PI.	Pamela Clifford



Organisational capabilities					
Committed and dynamic workforce					
Title	Status Icon	Progress Bar	Latest Note	Due Date	Assigned To
Develop, implement and evaluate a local action plan, in line with the Council's employee wellbeing strategy		<div><div>100%</div></div>	Actions arising from the Group are being implemented as and when required.	31-Mar-2018	Peter Hessett
Support implementation of 'Be the Best' conversations		<div><div>100%</div></div>	Be the Best Conversations have been implemented across Regulatory and we will continue to support this process going forward.	31-Mar-2018	Peter Hessett

Organisational capabilities					
Fit for purpose estates and facilities					
Title	Status Icon	Progress Bar	Latest Note	Due Date	Assigned To
Assist and support Strategic Leaders of the Council to transfer to new premises, introduce electronic filing and adapt to new mobile way of working		<div><div>90%</div></div>	On track but not completed due to postponed move to new office. Will be completed by end of May 2018.	31-Mar-2018	Emma Williams
Prepare for the move to new Council offices		<div><div>100%</div></div>	Legal, Democratic Services and Elected Members moved to Municipal Buildings on 1 December 2017 as planned.	30-Nov-2018	All Managers

Organisational capabilities					
Strong corporate governance					
Title	Status Icon	Progress Bar	Latest Note	Due Date	Assigned To
Finalise online Introduction to Data Protection Act course and make available to relevant staff		<div><div>100%</div></div>	Completed as planned.	30-Jun-2017	Michael Butler
Identify new legislative requirements for General Data Protection Regulation (GDPR) and implement as necessary		<div><div>100%</div></div>	Completed as planned.	30-Apr-2018	Michael Butler
Review Court processes and forms in light of new Court rules		<div><div>100%</div></div>	Court processes and forms reviewed in light of Court Rules made to date.	31-Mar-2018	Nigel Ettles
Deliver a successful local government election		<div><div>100%</div></div>	Elections completed with stakeholders having confidence in the results and process	31-Mar-2018	Peter Hissett
Deliver a successful general election		<div><div>100%</div></div>	Election delivered successfully with stakeholders having confidence in the process	30-Jun-2017	Peter Hissett
Implement the new administration's plans for the governance of the Council		<div><div>100%</div></div>	Completed as planned. Sub-cmte on scheme of delegation in place.	31-Mar-2018	Peter Hissett
Carry out training for elected members (including case management system)		<div><div>100%</div></div>	Regulatory assisted in various sessions	31-Dec-2017	Peter Hissett






Organisational capabilities				
Strong corporate governance				
Departmental Risk	Current Risk Matrix	Description	Target Risk Matrix	Assigned To
Failure to monitor and enforce regulatory areas with public risk	Likelihood  Impact	No change to previous assessment is necessary. Monitoring and enforcement is continuing. Workload per officer is increasing as resources reduce.	Likelihood  Impact	Graham Pollock
Failure to design and operate appropriate data sharing controls	Likelihood  Impact	ISPs continue to be monitored and compliant to ensure adherence to DPA legislation. Existing and new ISPs are produced and/or updated as required.	Likelihood  Impact	Michael Butler
Failure to follow appropriate records management processes	Likelihood  Impact	This is an on-going process and work continues to ensure that we adhere to the necessary processes.	Likelihood  Impact	Michael Butler
Failure to successfully deliver the Local Government Election 2017	Likelihood  Impact	Set up risk with initial score as likelihood 1, impact 4 following meeting with Peter Hessett and John Duffy 6 December 2016. That score is also the target risk.	Likelihood  Impact	Peter Hessett
Failure to secure re-appointment as building standards verifier	Likelihood  Impact		Likelihood  Impact	Pamela Clifford


Organisational capabilities						
Strong financial governance and sustainable budget management						
Title	Status Icon	Progress Bar	Latest Note			Due Date
Implement Corporate Administrative Services model and integrate Administrative Support Unit		<div><div>100%</div></div>	Produced plan for Phase 4. This will comprise of services that were taken out of scope during Phase 1 CAS and areas that were originally left out when ASU was set up. ASU restructure underway with recruitment of new Team Leader Continued consultation with ASU staff re future structure Agreed transfer of CAS to Resources with immediate effect. Budget to transfer in Apr'18. Amendment to CAS structure to realign Team Leaders more effectively			31-Mar-2018
Performance Indicator		2016/17	2017/18			Assigned To
		Value	Value	Target	Status	Note
Cost per planning application		£4,809	N/A	£4,800	N/A	A review of this PI is underway with the Scottish Government, Improvement Service and Heads of Planning. This Council is one of 12 Planning authorities undertaking a project 'Costing the Planning Service' to develop a clearer and more robust understanding of these costs. This more recent review will update information produced nationally in 2013. 2017/18 data for LGBF indicators will be available in the first quarter of 2019 following publication by the Improvement Service. However this indicator may be changed following the outcome of the review.
Cost of trading standards per 1,000 population £		£3,227	N/A	£3,227	N/A	2017/18 data for LGBF indicators will be available in the first quarter of 2019 following publication by the Improvement Service.
Cost of environmental health per 1,000 population £		£14,968	N/A	£14,968	N/A	2017/18 data for LGBF indicators will be available in the first quarter of 2019 following publication by the Improvement Service.






Legitimacy & Support					
Positive dialogue with local citizens and communities					
Title	Status Icon	Progress Bar	Latest Note	Due Date	Assigned To
Implement customer services improvement action re improving case management systems			Procurement slipped to 2018/19 due to service addressing corporate regeneration priorities. Action to be re-assigned to 2018/19.	31-Mar-2018	Alan Douglas
















## Resources – Year End Progress Report 2017/18

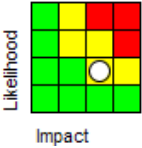
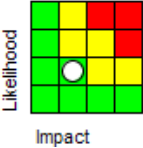
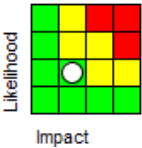
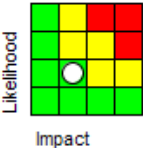
Social mission								
Improve the wellbeing of communities and protect the welfare of vulnerable people								
Title	Status Icon	Progress Bar	Latest Note				Due Date	Assigned To
Deliver legislative changes required by UK government Welfare Reform		<div><div>100%</div></div>	Council tax and rent increases in the process of being implemented following approval from WDC Council on 5 March 2018. The impact of welfare reform and other UK Government initiatives has resulted in an increase in demand and workload for the teams involved in processing these claims and changes of circumstances. The full roll-out of UC for the Council was initially planned for June 2018 however the Government recently announced that this will be delayed until December 2018 therefore the Council will continue to process a high volume of HB and CTR claims until this date and is likely to see a reduction thereafter. From 1 January 2018, no new applications will be taken for UC and these cases will revert to a traditional Housing Benefit application.				31-Mar-2018	Ryan Chalmers
Develop and implement procurement plan to deliver community benefits through procurement processes		<div><div>66%</div></div>	Procurement Plan currently being implemented, running slightly behind original due date of 31 March, however making good progress.				14-May-2018	Annabel Travers
Performance Indicator			2016/17	2017/18				Assigned To
			Value	Value	Target	Status	Note	
DP BA2a SPI - The time for processing applications for new claims from the date of receipt of the application to the day on which the claim is decided.			26.4	26.33	27		Target met despite the impact of the various Welfare Reforms changes that increased the work within the team. Performance will be benchmarked against other LA's with a view for further improvement in 2018/19.	Ryan Chalmers
DP BA2b SPI - The time for processing applications for notifications of changes of circumstances from the date of receipt of the application to the day on which the claim is decided.			5.11	3.46	6		Target met and the reduction from 2016/17 is an excellent achievement for the team despite the significant increase in change of circumstances that the staff have managed this year	Ryan Chalmers
Annual Cash Savings target achieved			£642,691.00	£435,565	£332,000.00		Achieved higher than target	Ann Duncan; Derek McLean; Annabel Travers










Percentage of all contracts delivering community benefits	New Indicator	10%	20%		This performance depends on the mix of contracts that are let during the year, some being more likely to have community benefits than others. Work is required to improve this performance and to help achieve that, we have been working on standardising community benefits and drafting the Social Issues in Procurement Policy which will make it easier for officers and services to target appropriate benefits within tenders.	Annabel Travers
% of procurement spent on local small/medium enterprises	7%	Not yet available	10%	N/A	2017/18 data for LGBF indicators will be available in the first quarter of 2019 following publication by the Improvement Service.	Annabel Travers






Organisational capabilities								
Committed and dynamic workforce								
Title	Status Icon	Progress Bar	Latest Note			Due Date	Assigned To	
Implement improvements arising from staff survey		<div><div>100%</div></div>	Reviewed and agreed actions - June 2017 management team			31-Mar-2018	Stephen West	
Prepare for the move of offices whilst maintaining service levels		<div><div>50%</div></div>	Dumbarton New Office opening delayed - all relevant teams are well prepared, however due date moved as move-in date has been moved.			31-May-2018	Stephen West	
Develop, implement and evaluate a local action plan, in line with the Council's employee wellbeing strategy		<div><div>100%</div></div>	Our local plan will support the implementation of the Council's Employee Wellbeing Strategy.			31-Mar-2018	Stephen West	
Implement 'Be the Best' conversations		<div><div>100%</div></div>	Be the Best Conversations have been implemented across Resources and we will continue to support this process going forward.			31-Mar-2018	Stephen West	
Performance Indicator			2016/17	2017/18			Assigned To	
			Value	Value	Target	Status		Note
Percentage of Staff Survey Improvement Plan completed			New PI for 2017/18	100%	100%		Actions agreed at Management Team and discussed regularly, should therefore have been implemented on an ongoing basis, primarily aimed at improving communication with employees and ensuring BTB Conversations and Team Meetings take place on a planned and regular basis. Expectation is once per month for each of these.	Stephen West

Organisational capabilities					
Strong corporate governance					
Title	Status Icon	Progress Bar	Latest Note	Due Date	Assigned To
Continue to improve and deliver the Assurance Statement to support the Statement of Internal Financial Controls		<div><div>100%</div></div>	The Assurance Statement for 2016/17 has been completed and the Internal Audit Annual Report was submitted to the Audit & Performance Review Committee on 21st June 2017.	31-Mar-2018	Colin McDougall
Ensure Public Service Network compliance and monitor ICT security		<div><div>100%</div></div>	PSN certificate received on 2nd January 2018 valid until 2nd January 2019	31-Mar-2018	Colin McDougall
Develop approach to Council compliance with Code of Good Governance		<div><div>100%</div></div>	Action plan developed and reported to A&PRC on 21st June 2017. The actions will be progressed during 2017/18 with regular updates submitted to A&PRC.	31-May-2017	Colin McDougall
Develop procurement leadership, governance and controls across the Council		<div><div>80%</div></div>	Four of five milestones completed as planned. New governance documents generated and circulated together with significant number of training courses. The final milestone, revise and reissue the local procurement policy, the sustainability policy and the community benefits policy as one document, will be completed on 18 May.	31-Mar-2018	Annabel Travers
Develop and implement new ways of working in procurement activity		<div><div>85%</div></div>	Six of seven milestones completed as planned. Purchase to Pay project progressing well and way ahead approved by Corporate Services Committee now being implemented. Final milestone, develop and implement commodity strategies, progressing in 2018/19.	31-Mar-2018	Annabel Travers
Develop and implement customer feedback mechanisms across Resources		<div><div>100%</div></div>	Agreed approach at June management team	31-Mar-2018	Stephen West
Implement customer services improvement actions		<div><div>100%</div></div>	Agreed by Management Team and relevant processes implemented	31-Mar-2018	Stephen West
Implement improvement action plans arising from self-evaluation process		<div><div>100%</div></div>	Actions have been progressed as agreed.	31-Mar-2018	Colin McDougall; Arun Menon
Implement actions arising from the PCIP evaluation		<div><div>75%</div></div>	P2P making significant progress  Significant training courses delivered supporting updated governance documentation, two 'meet the buyers events' took place, newsletter developed for SMEs, exploring pathways around community benefits, and progressing sustainability working group. Pilot of PCS Supplier & Contract Management progressing, and a contracts database developed.	31-Mar-2018	Annabel Travers






Performance Indicator	2016/17	2017/18				Assigned To
	Value	Value	Target	Status	Note	
External assessment of procurement - PCIP score (Procurement and Commercial Improvement Programme)	64%	N/A	N/A	N/A	The external assessment of procurement takes place every two years approximately. A target of 73% has been set for the next assessment.	Ann Duncan
Percentage of spend on contract	New PI for 2017/18	79.4%	75%		Good progress, target exceeded.	Annabel Travers
Number of customer feedback processes undertaken and evaluated	New PI for 2017/18	4	10		Progress slower than planned, however plans are in place to implement in early 2018/19	Stephen West
Percentage of income due from council tax received by the end of the year %	95.21%	95.41%	95.4%		Target met despite a drop in Council Tax Reduction income resulting in higher charges to collect.	Ryan Chalmers
Number of invoices paid within 30 calendar days of receipt as a percentage of all invoices paid	94.1%	92.6%	93%		Due to a significant poor performance from 2 key Services late in 2017 the Council's overall performance shows a slightly below target for this year. The majority of invoices are paid by their due date which is 30 days of receipt and the Finance Service Centre will continue to reinforce the message to departments of timely turnaround of invoices.	Stella Kinloch






Departmental Risk	Current Risk Matrix	Description	Target Risk Matrix	Assigned To
National delays in implementation; ineffective systems ICT or processes e.g. with the DWP affecting delivery of Welfare Reform changes		The full roll-out of UC for the Council was initially planned for June 2018 however the Government recently announced that this will be delayed until December 2018 therefore the Council will continue to process a high volume of HB and CTR claims until this date and is likely to see a reduction thereafter. From 1 January 2018, no new applications will be taken for UC and these cases will revert to a traditional Housing Benefit application.		Ryan Chalmers
Non-compliance with procurement legislation		The legislation has been in place for 18 months now and been successfully implemented into procurement processes. New awareness sessions being developed to mitigate any further risk		Annabel Travers

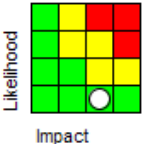
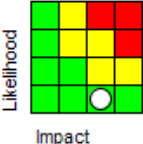
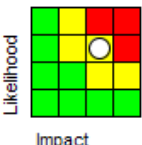
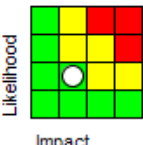
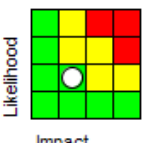
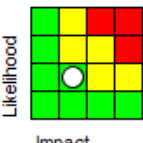
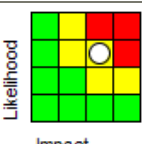
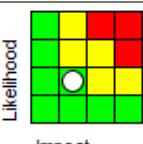
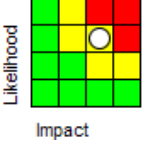
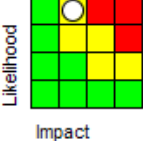
Social mission					
Strong financial governance and sustainable budget management					
Title	Status Icon	Progress Bar	Latest Note	Due Date	Assigned To
Deliver Internal Audit and Corporate Fraud Plans for 2017/18		<div><div>75%</div></div>	Three planned audits have been rolled forward to 2018/19 due to the level of investigatory work. This has been done in discussion with External Audit. The Corporate Fraud savings target of £195,000 has been exceeded with the actual savings achieved being £317,439.	31-Mar-2018	Colin McDougall
Widen the role of the Corporate Fraud team		<div><div>100%</div></div>	The Corporate Fraud savings target of £195,000 has been exceeded with the actual savings achieved being £317,439.	31-Mar-2018	Colin McDougall
Review ways to manage and reduce corporate debt handling		<div><div>100%</div></div>	Reviewed process including early intervention on NDR debt; develop use of SMS (data currently being cleansed); campaign targeted at prioritising timely payment	31-Mar-2018	Ryan Chalmers
Implement rent collection improvement plan to improve rent collection rates		<div><div>100%</div></div>	Monitoring of the rent collection pilot continues with improvements being identified where issues arise ahead of wider implementation. Rentsense solution continues to deliver improvements to the manner in which Corporate Debt team manage rent arrears process. Rent collection (and other Corporate Debt) performance being benchmarked against other authorities and results being analysed to identify potential improvements.	31-Mar-2018	Ryan Chalmers
Implement Council Tax Improvement Plan actions to improve collection rates		<div><div>100%</div></div>	All actions from CT improvement plan have been completed. The completed action plan is being reviewed and action plan for 2018/19 will be developed based on the review and will include new items for next financial year.	31-Mar-2018	Ryan Chalmers
Continued development of the Agresso Debtors functionality and associated processes		<div><div>66%</div></div>	This action will now be carried into 2018/19 especially the development of Direct Debit and self-service.	31-Mar-2018	Stella Kinloch
Provision of timely and accurate accounting, budgeting and budgetary control processes for Council and associated bodies		<div><div>100%</div></div>	All budgetary reports due to Council and Committee before 31 March 2018 have now been reported	31-Mar-2018	Gillian McNeilly
Report agreed savings options & management adjustments through the budgetary control process management and Council		<div><div>100%</div></div>	All budgetary reports due to Council and Committee by 31 March 2018 have now been completed	31-Mar-2018	Gillian McNeilly
Provision of timely and accurate financial accounts statements for Council and associated bodies		<div><div>100%</div></div>	audits completed and accounts updated	30-Sep-2018	Gillian McNeilly



Social mission					
Strong financial governance and sustainable budget management					
Title	Status Icon	Progress Bar	Latest Note	Due Date	Assigned To
Provision of timely and accurate external returns to assist the Council in benchmarking for improved services and to maximise funding sources		<div><div>100%</div></div>	The main corporate external financial returns have now all been completed for 2017/18.	31-Mar-2018	Gillian McNeilly
Develop Agresso to enable process improvement		<div><div>75%</div></div>	Outcome only partially achieved due to changing priorities for development	31-Mar-2018	Gillian McNeilly
Develop and implement relevant and required guidance and training for users of finance services (including Community Councils)		<div><div>100%</div></div>	All training agreed, now completed	31-Mar-2018	Gillian McNeilly
Review and update the Council's long-term finance strategy		<div><div>100%</div></div>	All 3 milestones completed, report provided for Council on 5 March 2018 on time on 20 February 2018	31-Mar-2018	Stephen West
Implement actions from the PSIAS evaluation		<div><div>100%</div></div>	Public Sector Internal Audit Standards (PSIAS) compliance has been reviewed. Some minor updates are required to the Internal Audit Charter and a revised version will be submitted to the Audit Committee on 13th June 2018.	31-Mar-2018	Colin McDougall




Performance Indicator	2016/17	2017/18				Assigned To
	Value	Value	Target	Status	Note	
Amount of free reserves as a percentage of the prudential reserve target - HRA	100%	Not yet available	100%		This information will not be available until the draft Financial Statements are prepared in early June 2018	Gillian McNeilly
Amount of free reserves as a percentage of the prudential reserve target - General services	123%	Not yet available	100%		This information will not be available until the draft Financial Statements are prepared in early June 2018	Gillian McNeilly
Value of outstanding sundry debt as a percentage of total that is more than 90 days old from date of invoice	47.25%	53%	42%		Target not met, although the amount of debt recovered increased by over £800,000 compared to 2016/17. A factor in not meeting the target an increase of £1.055 million in raised invoices and an increase of 7,396 invoices compared to 2016/17.	Ryan Chalmers
Amount of free reserves - HRA	£0.846m	Not yet available	£0.846m		This information will not be available until the draft Financial Statements are prepared in early June 2018	Gillian McNeilly
Amount of free reserves - General Services	£5.063m	Not yet available	£4.122m		This information will not be available until the draft Financial Statements are prepared in early June 2018	Gillian McNeilly
Rent collected as a % of total rent due	100.22%	100.41%	101%		Target marginally missed but overall position of rent arrears improved	Ryan Chalmers
Percentage of budgetary control reports delivered on time	New PI for 2017/18	Not yet available	100%		The final information for 2017/18 will not be available until the final Budgetary Control Report is prepared for June Council	Gillian McNeilly
Percentage variance to budget projected	New PI for 2017/18	Not yet available	0%		This information will not be available until the draft Financial Statements are prepared in early June 2018	Gillian McNeilly
Percentage of annual accounts delivered on time	New PI for 2017/18	100%	100%		Target met	Gillian McNeilly
Percentage of external returns submitted on time	New PI for 2017/18	100%	100%		Target met	Gillian McNeilly
Percentage of Agresso Project Plan implemented on time	New PI for 2017/18	75%	100%		Target was only partially achieved due to changes in priorities during the year	Gillian McNeilly

Performance Indicator	2016/17	2017/18				Assigned To
	Value	Value	Target	Status	Note	
Percentage of Audit Plan completed	60%	57%	90%		Three audits rolled forward to 2018/19.	Colin McDougall
Percentage of corporate fraud savings target achieved	148%	167%	100%		Target significantly exceeded.	Colin McDougall
Percentage of P2P savings target achieved	New PI for 2017/18	100%	100%		Project on target.	Annabel Travers
Support services as a % of total gross expenditure	4%	Not yet available	3.5%		This will not be available until the draft Financial Statements are prepared - possibly early June 2018.	Jackie Allison
Cost of collecting council tax per dwelling £	£10.25	Not yet available	£11.00		Figure not available yet, expected in June 2018 when year end process have been finalised.	Ryan Chalmers
Current tenants' arrears as a percentage of total rent due %	12.66%	11.57%	10.5%		Target not met however performance has improved from 2016/17 (rate of increase in rent arrears has reduced) and action plan in place for further improvements in 2018/19.	Ryan Chalmers
Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year	10.15%	8.83%	8%		Target not met however performance has improved in rent collection with an action plan in place for further improvements in 2018/19.	Ryan Chalmers

Departmental Risk	Current Risk Matrix	Description	Target Risk Matrix	Assigned To
Failure to provide assurance of the system of financial controls		The risk has been reviewed and remains at the same level.		Colin McDougall
Failure to identify sufficient savings options		Reviewed and risk remains at the same level		Gillian McNeilly
Debt is not recovered efficiently or effectively, with inherent risk of financial loss		Debt collection process has been streamlined and will continue to be reviewed for improvements. Regular performance meetings have been set up with our debt partners to discuss collection and campaigns for further improvement in their collection. New systems and changes to existing systems have been introduced to improve collection and the monitoring of debts.		Ryan Chalmers
Increase in the level of rent arrears due to the level of Welfare Reform changes and general state of economy		This is being managed as best as possible through early intervention and income maximisation		Ryan Chalmers
Failure to deliver strong financial governance and sustainable budget management		Reviewed and assessed as risk remains at the same level		Gillian McNeilly; Stephen West

Legitimacy and support					
Constructive partnership working and joined up service delivery					
Title	Status Icon	Progress Bar	Latest Note		
Develop supplier relationship management across the Council		<div><div>66%</div></div>	Two of three milestones completed as planned. The final milestone, revise and reissue the Supplier Relationship Management Policy, is in development and will be submitted to Corporate Services Committee in August for approval and implementation thereafter.		
Performance Indicator			2016/17	2017/18	
			Value	Value	Target
Percentage of all contracts that have at least one supplier management meeting each year			New PI for 2017/18	12%	40%
					Currently this is calculated as the number of contracts where a meeting took place as a percentage of the total number of active contracts (620). The proposed Contract and Supplier Management Policy will define in greater detail the requirement for supplier management meetings to provide a more accurate reflection of the number of meetings that have taken place against those that are required. The new Contract and Supplier Management policy will be submitted to PAMG and then if approved, Corporate Service Committee.
					Annabel Travers

Legitimacy and support					
Positive dialogue with local citizens and communities					
Performance Indicator	2016/17	2017/18			Assigned To
	Value	Value	Target	Status	Note
Percentage of Audit Scotland-led Shared Risk Assessment and Improvement Plans areas assessed as having no significant risk	100%	100%	100%		Target achieved. The annual shared risk assessment undertaken by a local area network (LAN) did not identify any areas from the risk assessment where specific scrutiny was required, other than scrutiny that was nationally directed or part of a planned programme of work.
					Colin McDougall

## **WEST DUNBARTONSHIRE COUNCIL**

### **Report by Strategic Lead - Resources**

**Corporate Services Committee: 16 May 2018**

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**Subject:     Update of Voluntary Grants 2017/18**

#### **1.     Purpose of Report**

- 1.1**     The purpose of this report is to provide Members with an update of the voluntary grants approved by WDCVS in 2017/18 in respect of Community Chest, Playscheme, Cultural, and Social Transport Support Funding Grants. The report also provides information on the position regarding the Dumbarton Common Good Fund and the Provost's Fund.

#### **2.     Recommendations**

- 2.1**     The Committee is asked to:
- i)       Note the position of the grants paid out by WDCVS, Dumbarton Common Good and the Provost's Fund in 2017/18;
  - ii)      Agree the return to the Council of the £30,341 of unspent funding paid to WDCVS in 2017/18; and
  - iii)     Approve the transfer of £3,000 from the 2018/19 grants budget to the Provost's Fund to reinstate the level to £3,000.

#### **3.     Background**

- 3.1**     The Corporate Services Committee in March 2007 agreed that a report be brought to Committee after each year-end, giving information regarding the grants approved during the financial year.
- 3.2**     Community Chest, Playscheme, Cultural and Social Transport Support Grants are administered by West Dunbartonshire Community Volunteer Service (WDCVS). The Council continues to administer grants for Community Councils, Dumbarton Common Good and the Provost's Fund.
- 3.3**     The Provost's Fund was established in 1953 as the Burgh of Clydebank Provost's Fund and in November 1998 it was determined that the Fund may be used to cover the whole of West Dunbartonshire.
- 3.4**     During 2017/18, the total budgets available and the amounts paid out in grants are noted below:

<b>Group Type</b>	<b>Total Budget</b>	<b>Agreed Spend</b>	<b>Unspent</b>
Community Chest/Cultural/Playscheme	£61,591	£61,549	£42
Social Transport Support	£138,409	£108,110	£30,299
<b>WDC funded total</b>	<b>£200,000</b>	<b>£169,659</b>	<b>£30,341</b>
Dumbarton Common Good	£167,931	£156,522	£11,409
Provost's Fund	£3,000	£3,000	£0
<b>Non-WDC funded total</b>	<b>£170,931</b>	<b>£159,522</b>	<b>£11,409</b>

#### **4. Main Issues**

##### Community Chest/Cultural/Playscheme

**4.1** The 2017/18 budget was set at £61,591 and was paid to WDCVS to administer. WDCVS has awarded £61,549 in grant funding to organisations as noted in Appendix A leaving £42 unspent.

**4.2** In addition to the above, a number of organisations submitted funding applications and were referred by WDCVS to other funders. As a result of this a further £220,381 of applications for funding was supported by WDCVS by re-routing applications to other sources as noted in Appendix B.

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

##### Social Transport Funding

**4.4** £138,409 of funding was passed to WDCVS to administer. 56 organisations received funding and grants totalling £108,110, leaving £30,299 unspent, as detailed in Appendix C.

##### Dumbarton Common Good

**4.5** Eight organisations benefited from funding from the Dumbarton Common Good Fund totalling £156,522, as detailed in Appendix D.

##### Provosts Fund

**4.6** The balance on the Fund, net of commitments, as at 31 March 2018 is £nil with £3,000 having been agreed for distribution in 2017/18 as listed in Appendix E. It is recommended that, based on previous practice, the balance on this fund should be reinstated to £3,000, to be funded from the general grants budget - thereby reducing the amount available to be administered by WDCVS for general grant allocation in 2018/19.

#### **5. Option Appraisal**

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

#### **6. People Implications**

**6.1** There are no people implications.

## **7. Financial and Procurement Implications**

- 7.1** WDCVS paid out grants totalling £169,659 during 2017/18. The full 2017/18 budget was £200,000, leaving a balance of £30,341 unspent. It is recommended that this underspend should be returned to the Council.

## **8. Risk Analysis**

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

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

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

## **10. Environmental Sustainability**

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

## **11. Consultation**

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

## **12. Strategic Assessment**

- 12.1** Proper budgetary control and sound financial practice are cornerstones of good governance and support Council and officers to pursue the 5 strategic priorities of the Councils Strategic Plan.
- 12.2** Payment of voluntary grants contributes to improvements in life changes for children and young people, care for elderly and the wellbeing of communities.

**Stephen West**  
**Strategic Lead, Resources**  
**Date: 12 April 2018**

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**Person to Contact:** Jackie Allison, Finance Business Partner,  
Council Offices, Garshake Road, Dumbarton,  
Telephone (01389) 737322  
Email: jackie.allison @west-dunbarton.gov.uk

<b>Appendices:</b>	<p>Appendix A: Breakdown of Community Chest, Cultural &amp; Playscheme Grants 2017/18</p> <p>Appendix B: Organisations Supported by WDCVS to attract external funding in 2017/18</p> <p>Appendix C: Breakdown of Social Transport Grants 2017/18</p> <p>Appendix D: Breakdown of Dumbarton Common Good Grants 2017/18</p> <p>Appendix E: Provosts Fund Account for the period 1 April to 31 March 2018</p>
<b>Background Papers:</b>	<p>Grant application summary information</p> <p>Individual group grant applications</p> <p>Equality Impact: Screening and Assessment Form</p>
<b>Wards Affected:</b>	<p>All wards</p>



**Community Chest Grant Scheme  
2017/18**

**Sum allocated by WDCVS Management £61,591**

	<i><b>Purpose</b></i>	<i><b>Award Made</b></i>
South Drumry Neighbourhood Ass	Community Facility	£13,500
Double L Centre	Community Facility	£6,500
Clydebank Group Holidays	Holiday provision	£2,510
Age Concern Dumbarton	Running Costs	£5,000
Crosslet Centre	Community Facility	£5,000
Clydebank East Community Council	Community Fair	£1,100
Dumbarton & District Womens Aid	Playscheme	£990
DDDCF	Caravan Costs	£4,643
Bankie Talk	Running Costs	£3,972
WDEMA	Running Costs	£2,000
Silverton Summerplay	Playscheme	£184
WD Community Care Forum	Running Costs	£500
Linnvale Lifelong Learners	Running Costs	£950
Dalmonach CC Group	Community Facility	£1,000
Dumbarton West Out of School Care	Running Costs	£5,000
WD Ethnic Womens Group	Playscheme	£300
WD Sports Club	Running Costs	£5,000
Clydebank Seniors Forum	Project	£500
Music in Hospitals	Running Costs	£500
WoSPA	Playscheme	£1,500
Alexandria Armed Forces Veterans	Project	£500
Milton Village Hall	Project	£400
		<b>£61,549</b>

**Grants By Category**

<b>Grants Given By Category</b>	<b>Amount</b>	<b>% of Total</b>
Disability/Care Organisations	£9,115	15%
Community Facilities	£26,500	43%
Older People	£6,000	10%
Playschemes/Childcare	£7,974	13%
Sport	£5,000	8%
Justice/Equalities	£2,000	3%
Leisure/Recreation	£4,960	8%
	<b>£61,549</b>	<b>100%</b>

**Grants Given By Area**

Dumbarton	£15,184	25%
Clydebank	£29,032	47%
Vale of Leven	£2,490	4%
Milton/Bowling/OK	£400	1%
WD wide	£14,443	23%
	<b>£61,549</b>	<b>100%</b>

**Grants by Purpose - Spend Type**

Community Facility	£26,000	8%
Community Fair	£1,100	42%
Caravan costs	£4,643	2%
Holiday provision	£2,510	4%
Playscheme	£2,974	5%
Project	£1,400	2%
Running Costs	£22,922	37%
	<b>£61,549</b>	<b>100%</b>

**Grants by Value of Award**

£5,000 and above	£40,000	65%
Between £500 and £4,999	£20,665	34%
Below £500	£884	1%
	<b>£61,549</b>	<b>100%</b>

**Potential Applications Re-routed to Alternative Funding****Applications By Category:**

Disability/Care Organisations	£36,220
Community Facilities	£17,430
Older People	£38,910
Playschemes/Childcare	£18,665
Sport	£18,400
Justice/Equalities	£13,500
Leisure/Recreation	£77,256
	<b>£220,381</b>

**Social Transport Grant Scheme Awards 2017/18**

<b>Group Name</b>	<b>Amount</b>
3D Group	£3,500
Access Panel	£3,000
Clydebank Forum on Disability	£1,000
Clydebank Special NF	£8,000
Get Up and Go Youth Group	£5,750
St Eunans Disabled Club	£5,000
Vale of Leven Arthritis Club	£4,000
Clydebank Stroke Club	£5,500
Dumbarton & District MS	£3,000
Dumbarton & Vale Womens	£2,500
Manage Your Pain	£2,500
Open Door	£1,250
Phin Club	£7,000
Clyde Shopmobility	£2,500
Vipers	£1,200
50+ Walking Group	£1,000
130 Club	£500
Age Concern Vale of Leven/Dalmonach Caravan (W)	£3,000
Arthritis Care Clydebank	£750
Clydebank Seniors Forum	£1,000
Dalmonach Disabled Club	£5,000
Levenvale Older People	£600
Over 50s/60s	£1,250
Focus	£275
Parkhall Mondays	£2,500
Parkhall Wednesdays	£1,250
Rockvale Rebound	£1,250
St Peters Disabled Ass	£4,500
Alexandria Gardening Club	£2,250
Clydebank Mentally Disabled	£1,500
OHR Seniors Citizens	£500
DDDCF	£2,000
Unity Enterprise	£2,500
Silverthreads	£500
Oakbank	£500
Royal Voluntary Service	£1,500
St Eunans Sen Citz Club	£800
BIEN	£1,000
DDWA	£180
Age Concern Dumbarton	£600
Alexandria Diabetes Group	£700

## Appendix C

v-Befriend	£4,000
WD Ethnic Womens Group	£1,500
Bellsmyre Development Trust	£1,000
Kinship Carers WD	£2,000
Faifley Art Group	£130
St Joseph's Seniors	£375
Age Concern Vale of Leven	£500
WDEMA	£1,000
WD Community Care Forum	£150
Old Kilpatrick Tuesday Club	£250
Tuesday-Friday Seniors	£2,000
WD Epilepsy Support Group	£200
Bridge Court	£500
Alzheimer Scotland	£800
Bonhill & Jamestown OPW	£350
	<b>£108,110</b>

<b>Dumbarton Common Good Fund</b>		<b>Amount</b>
Alcoholics Anonymous	Rent and Running Costs	£7,321
Alternatives	Rent Costs	£5,000
Bellsmyre Digital Project	Running Costs/Equipment	£35,601
Bellsmyre Schools Out	Running Costs	£6,000
Dumbarton Senior Citizens	Outings/ Events	£10,000
Rockvale Rebound - Rent	Running Costs	£2,600
Scottish Maritime Museum	Running Costs	£50,000
West Dunbartonshire Citizen's Advice Bureau	Running Costs	£40,000
		<b>£156,522</b>

<b>Balance B/Fwd at 31 March 2017</b>		<b>£234.52</b>
<b>Top up</b>		<b>£2,625.15</b>
<b>Refund from 16/17</b>		<b>£97.80</b>
<b>Interest Received</b>		<b>£42.53</b>
<b>TOTAL BUDGET AVAILABLE</b>		<b>£3,000.00</b>
<b>Less Donations made during financial year 2017/18</b>		
Scott Avenue Community Garden		£181.10
CDC Allstars		£181.10
Clydebank Men's Shed		£100.00
The Golden Friendship Club		£250.00
Childrens's Liver Disease Foundation		£250.00
St Margaret of Scotland Hospice		£250.00
1st Clydebank Guides		£150.00
50/60 Club		£200.00
Clydebank G81 Trust		£250.00
Over 50s and 60s Club		£200.00
Radnor Park Bowling Club		£150.00
Radnor Park Bowling Club Ladies Section		£150.00
Refund - Peter Crowe		-£100.00
Refund - Kilbowie Primary School		-£100.00
Police Scotland Youth Volunteers		£250.00
Jamestown 2010 AFC		£400.00
<b>Total Donations Made</b>		<b>£2,762.20</b>
<b>Agreed prior to 31st March 2018</b>		
Awestruck Academy		£237.80
<b>Balance carried forward at 31 March 2018</b>		<b>£0.00</b>





## WEST DUNBARTONSHIRE COUNCIL

### Report by Strategic Lead - Resources

**Corporate Services Committee: 16 May 2018**

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**Subject: Payments to Strategic Partners - Update**

#### **1. Purpose of Report**

- 1.1** To provide Members with an update of the action taken by officers following the Council decision on 5 March 2018, in setting the 2018/19 revenue budget, that officers engage with our strategic partner organisations as to how Council funding support might be reduced over the next 3 financial years.

#### **2. Recommendations**

- 2.1** The Committee is asked to:

- i) Note the update following discussions with each of the strategic partner organisations and the funding reductions agreed; and
- ii) Note the ongoing engagement which will be maintained around future funding and service delivery from partner organisations.

#### **3. Background**

- 3.1** Council agreed to seek to reduce funding to the Council's strategic partner organisations as follows:

*"...we will reduce funding by half the original proposal, just 6%, and phase this reduction in over three years (with this three year funding being confirmed to strategic partners). Consultation with individual strategic partners will take place to ensure that savings don't have a significant impact on service provision. Funding reductions will depend on individual circumstances and will not to be a uniform, prorata, arbitrary reduction across the board. Following their discussions with strategic partners, officers will bring a report to the Corporate Services Committee to allow elected members to decide how to allocate the savings over the next three years."*

The agreed three year target total reductions to be (cumulatively):

2018/19	£24,000;
2019/20	£48,000; and
2020/21	£72,000.

#### **4. Main Issues**

- 4.1** Following the Council decisions relevant Strategic Leads have engaged with the appropriate strategic partners and have identified the following:

<b>Strategic Partner</b>	<b>Outcome of discussion</b>			<b>Comments</b>
	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	
Independent Resource Centre	£1,909	£3,818	£5,726	Agreed
WD Citizens Advice Bureau	£6,580	£13,159	£19,751	Agreed
Tullochan	£1,133	£1,133	£1,133	Agreed
Y Sort it	£3,410	£6,820	£10,231	Agreed
Antonine Centre	£844	£844	£844	Agreed
Environment Trust	£3,144	£6,288	£9,432	Agreed
Clydebank Asbestos Group	£0	£0	£0	Minimal - nil
Home from Home	£6,000	£6,000	£6,000	Reviewed and realigned to HRA
Care & Repair	£6,525	£6,525	£6,525	To be confirmed, HSCP to manage
Clyde Shopmobility	£1,165	£2,330	£3,495	Agreed
<b>Totals</b>	<b>£30,710</b>	<b>£46,917</b>	<b>£63,137</b>	
<b>Target</b>	<b>£24,000</b>	<b>£48,000</b>	<b>£72,000</b>	

**4.2** As can be seen from the above, the phased reductions agreed with partners will achieve the saving target in year 1. Year 2 is close to the target and year 3 is £9,000 short. Based on the above the budget projections for years 2 and 3 will be updated to reflect this update position.

**4.3** During this process Strategic Leads were tasked with agreeing 3-year funding positions with the strategic partner organisations. Part of the ongoing role of Strategic Leads is maintaining an ongoing relationship with these organisations in respect of the level of services provided and associated levels of funding and this will continue as normal.

## **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** As noted at 4.2 above the 2018/19 budget saving target is expected to be achieved. The ongoing funding support will be reflected in future years' budgets.

**7.2** There are no procurement implications.

## **8. Risk Analysis**

- 8.1** The reductions in funding could have a negative impact on the strategic partners, though given the reductions have been agreed and relevant managers will maintain discussions on future delivery and funding the risk should be controllable.
- 9. Equalities Impact Assessment (EIA)**
- 9.1** No issues were identified in a screening for potential equality impact of this report.
- 10. Environmental Sustainability**
- 10.1** No assessment of environmental sustainability was required in relation to this report.
- 11. Consultation**
- 11.1** All service areas linked to strategic partners, Legal and Financial Officers have been consulted in preparing this report.
- 12. Strategic Assessment**
- 12.1** Proper budgetary control and sound financial practice are cornerstones of good governance and support Council and officers to pursue the 5 strategic priorities of the Councils Strategic Plan.
- 12.2** Payment of voluntary grants contributes to improvements in life changes for children and young people, care for elderly and the wellbeing of communities.

**Stephen West**  
**Strategic Lead, Resources**  
**Date: 2 May 2018**

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**Person to Contact:** Stephen West, Strategic Lead – Resources,  
Council Offices, Garshake Road, Dumbarton,  
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Email: [stephen.west@west-dunbarton.gov.uk](mailto:stephen.west@west-dunbarton.gov.uk)

**Appendices:** None

**Background Papers:** Minute of Council – 5 March 2018

**Wards Affected:** All wards



**WEST DUNBARTONSHIRE COUNCIL****Report by Strategic Lead - Resources****Corporate Services Committee: 16 May 2018**

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**Subject: Debt Management Services****1. Purpose**

- 1.1** To seek approval to commence a tendering exercise during 2018 for Debt Management Partners to assist with the Council's overall debt recovery processes.

**2. Recommendations****2.1** Members are asked to agree:

- i) that a tender exercise in line with European legislation and Council Orders which will be advertised in the Official Journal of the European Union (OJEU) and Public Contracts Scotland to obtain: Debt Management Partners for the provision of: Primary Debt Management services; Second Placement Debt Managers services; and Sheriff Officer services and that the contract should be for an initial fixed 3 year period with further two potential 12-month periods at the sole discretion of the Council; and
- iii) that the results of the evaluation process are presented to a future Tendering committee for approval to award contracts for Debt Management Services; and
- iv) that at the end of the fixed 3 year contract period, the Strategic Director, Transformation and Public Service Reform should review the position and consider whether to extend the contracts for a maximum of a further two additional 12 month periods. If not so extended a further report will be provided for this Committee for further consideration.

**3. Background**

- 3.1** In January 2014 after the last tendering exercise, under the authority delegated to the Executive Director, Corporate Services, Walker Love was appointed as the Council's Primary Debt Management Partners and Sheriff Officers for an initial 3 year contract period to be extended thereafter for 2 one year extensions at the Council's discretion, which have been exercised. The current contract will expire on 31<sup>st</sup> March 2019.

**3.2** A Second Placement Debt Manager was not awarded due to costs at that time. It is felt that such a provision is now essential and the market has become more competitive from a cost point of view. It would also add to the effectiveness of the Council's overall efforts to collect debt.

**3.3** Our current debt partner uses various strategies to recover outstanding arrears for Council Tax, Non Domestic Rates (NDR), Former Tenant Rent Arrears & Sundry debts. These include:

- Debt Profiling
- Lettering & Telephony
- Customer Visits
- Earnings/Bank Arrestment
- Attachments (commercial premises for NDR)
- Bankruptcies (Profiled/highly selective by WDC & Debt Partner)

**3.4** A summary of activities undertaken with our Debt Partner during the financial year 2017/18 is highlighted below:

- 13,000 Council Tax and NDR debt cases totalling £8 million passed
- 4,644 Charge for Payments/Debt Advisor visits
- 1,136 earning arrestment's lodged
- 845 bank arrestment's
- Various diligences in respect of rent arrears & decrees for sundry debts

**3.5** In 2017/18, joint working with our Debt Partners secured revenue of approximately £2.4 million.

#### **4. Main Issues**

**4.1** The practice of the Council is to seek to maximise the recovery of corporate debts using specialist in-house staff in the Corporate Debt Team within the Revenues and Benefits section. The Council requires the services of a Primary Debt Manager and a Second Placement Debt Manager to compliment the internal debt recovery services; and Sheriff Officers to enforce execution of certain diligences. The volume of work passed to our agents will be contained within any approved budgets.

**4.2** It is proposed that this contract will be split into 3 distinct lots:

- Primary debt management and recovery activities;
- Second Placement debt management and recovery activities; and
- Enforcement and diligence services (Sheriff Officer's duties)

The Council's in house Corporate Debt Team will control and monitor the process throughout. Suppliers will be invited to apply to provide the requested services on an and/or basis. It is not expected that the primary debt

management and second placement contracts will be awarded to the same company, group or consortium, though it would be possible for either the primary or the secondary debt managers to also undertake the Sheriff Officer role.

- 4.3** The contract duration would be for 3 years commencing on 1<sup>st</sup> April 2019. The Council reserves the right at its discretion to extend the contract on an annual basis for a maximum additional period of 2 years.

- 4.4** Invitations to tender (ITT) will be submitted after advertising our requirements and responses evaluated. The successful bids will be presented to members at a future Tendering Committee meeting in December 2018 for approval.

## **5. People Implications**

- 5.1** There are no personnel issues.

## **6. Financial and Procurement Implications**

### **Financial**

- 6.1** The Council's ability to deliver services which meet the needs of the citizens and current financial restraints experienced by the Council depends heavily of the success in collecting revenues. Debt Management Partners contribute significantly to the overall income stream and cash flows.
- 6.2** The cost of debt management, in house including our debt management partners, is expected to be contained within existing budgetary provision for these services.

### **Procurement**

- 6.3** All procurement activity carried out by the Council in excess of £50,000 is subject to a contract strategy. The contract strategy for Debt Management Partners will be produced by the Corporate Procurement Unit in close consultation with Revenues & Benefit officers. The contract strategy shall include but may not be limited to; contract scope, service forward plan, the market, procurement model and routes – including existing delivery vehicles, roles and responsibilities, risks, issues and opportunities and ongoing contract management.
- 6.4** The Debt Management Partners will contribute to delivery of the Council strategic priorities through efficient and effective frontline services that improve the everyday lives of residents. Further opportunities to maximise the positive social, economical and environmental impact for West Dunbartonshire through the contract will also be explored, e.g. through the use of Community Benefit Clauses.

## **7. Risk Analysis**

**7.1** The provision of debt management and Sheriff Officer services will provide the Council with the resources and legal means to take reasonable steps to recover corporate debts.

## **8. Equalities Impact Assessment (EIA)**

**8.1** The proposal has been screened and Impact Assessed as it was identified as relevant to equalities. The current impact assessment builds on that carried out in 2013, when the service was last out for tender. The process identified no likely differential impacts, either negative or positive.

**8.2** From an equalities perspective the proposal is therefore acceptable, and would continue to help us provide accessible and fair services.

## **9. Consultation**

**9.1** The tendering process will be undertaken with the guidance and assistance of staff in Corporate Procurement together with our legal services.

## **10. Strategic Assessment**

**10.1** The practice of employing Debt Management Partners will support the Council's strategic policy of improving economic growth.

**10.2** In the wider context it will ensure best value in improving overall debt collection rates and contribute to sound financial management in the current difficult economic times.

**Name** Stephen West  
**Strategic Lead – Resources**  
**Transformation and Public Service Reform**

**Date** 23 April 2018

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**Person to Contact:** Ryan Chalmers  
Section Head (Revenues & Benefits),  
01389 737557  
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**Appendices:** None

**Background Papers:** EIA (Equalities Impact Assessment)

**Wards Affected:** All council Wards.



## WEST DUNBARTONSHIRE COUNCIL

### Report by Strategic Lead – Resources

**Corporate Services Committee: 16<sup>th</sup> May 2018**

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**Subject: Procurement Strategy Update and Annual Procurement Report**

#### **1. Purpose**

- 1.1** The purpose of this report is to ask the Corporate Services Committee to note the outcomes achieved within 2017/18 relative to the Corporate Procurement Strategy, 2017/2018 to 2020/2021 and approve the Annual Procurement Report for publication.

#### **2. Recommendations**

- 2.1** It is recommended that the Corporate Services Committee:

- (i) Notes the outcomes achieved relative to the Corporate Procurement Strategy, 2017/2018 to 2020/2021; and
- (ii) Approves the Annual Procurement Report for publication.

#### **3. Background**

##### Corporate Procurement Strategy

- 3.1** The Corporate Procurement Strategy, 2017/2018 to 2020/2021, approved by the Corporate Services Committee on 23rd August 2017, aims to deliver the vision through effective procurement, use of best practice methods of sourcing, ensuring fairness, openness, transparency and proportionality and by ensuring that businesses within the community are engaged and encouraged to participate in our contracts.
- 3.2** The Procurement Manager will report the outcomes achieved to the Corporate Services Committee, relative to the objectives contained within the Corporate Procurement Strategy, at the end of every financial year:
- Develop and implement a procurement plan to deliver community benefits through procurement processes;
  - Develop procurement leadership, governance and controls across the Council;
  - Develop and implement new ways of working in procurement activity;
  - Develop supplier relationship management across the Council; and
  - Implement actions arising from the Procurement & Commercial Improvement Programme (PCIP) assessment.

- 3.3** The *Procurement Reform 2015 Act* made the Annual Procurement Report mandatory and in that Annual Procurement Report is some of the objectives contained within the Corporate Procurement Strategy.
- 3.4** The external PCIP assessment evaluates the Council's procurement leadership and governance, tender development, contract management and purchasing processes. It is undertaken by Scotland Excel on behalf of the Scottish Government. The PCIP focuses on policies and procedures that drive procurement performance and continuous improvement.

#### Annual Procurement Report

- 3.5** The Annual Procurement Report has to be published as soon after the financial year (FY) end as practicable.
- 3.6** The Annual Procurement Report must detail:
- A summary of the regulated procurements during the year;
  - A review of the regulated procurements and compliance with the procurement strategy;
  - A statement of non-complying procurements and how the authority intends to comply in future;
  - A summary of the community benefits imposed as part of the regulated procurements;
  - A summary of the steps taken to facilitate the involvement of supported businesses;
  - A summary of the regulated procurements the authority expects to undertake in the next 2 years.
- 3.7** The Annual Procurement Report shows progress against the Corporate Procurement Strategy objectives in FY2017/2018 and what initiatives are being developed to further improve the performance delivery of the Corporate Procurement Unit (CPU).

## **4. Main Issues**

#### Corporate Procurement Strategy

- 4.1** The Performance Indicators which feed-in to the Corporate Procurement Strategy are appended at the end of this report – [Appendix 1](#).
- 4.2** The Corporate Procurement Strategy outcomes from 24<sup>th</sup> August 2017 to 31<sup>st</sup> March 2018 and the targets for 1<sup>st</sup> April 2018 to 31<sup>st</sup> March 2019 are contained within [Appendix 2](#).

#### Annual Procurement Report

- 4.3** The Annual Procurement Report is attached at [Appendix 2](#).

## **5. People Implications**

- 5.1** There are no People Implications arising from this report.

## **6. Financial and Procurement Implications**

**6.1** There are no Financial Implications.

**6.2** The overriding goal of the CPU is to seek best value for money on all Goods, Works and Services bought by the Council and to continuously improve the procurement process. The Council's procurement projects are designed to be open, transparent and accountable by complying with the EU Consolidated Public Procurement Directive, Procurement (Scotland) Regulations 2016 and the Council's Financial Regulations, Standing Orders as well as procurement best practice. The procedures are designed to ensure that all organisations interested in the Council's tender opportunities, are treated in a fair, open and transparent manner.

## **7. Risk Analysis**

**7.1** There are no noted risks in terms of the Corporate Procurement Strategy update.

**7.2** There are no noted risks in terms of the Annual Procurement Report.

## **8. Equalities Impact Assessment (EIA)**

**8.1** An equalities screening has not been undertaken for this report.

## **9. Consultation**

**9.1** The Performance and Monitoring Review Group approved this report.

## **10. Strategic Assessment**

**10.1** The report on the Corporate Procurement Strategy and Annual Procurement Report, determines that the CPU is part of a Council that is an *open, accountable and accessible local government* and supports the following:

- A Strong local economy and improved employment opportunities;
- Supported individuals, families and carers living independently and with dignity; and
- Efficient and effective frontline services that improve the everyday lives of residents.

Stephen West  
Strategic Lead - Resources  
Date: 1 May 2018

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**Person to Contact:** Annabel Travers, Procurement Manager, Garshake Rd,  
Dumbarton, G82 3PU  
[annabel.travers@west-dunbarton.gov.uk](mailto:annabel.travers@west-dunbarton.gov.uk).

**Appendices:** Appendix 1: Performance Indicators  
Appendix 2: Annual Procurement Report

**Background Papers:** None

**Wards Affected:** All Council Wards

## Appendix 1: Performance Indicators

	FY1516		FY1617		FY1718	
	Target	Achieved	Target	Achieved	Target	Achieved
Council's core spend:	£151,673,873		£171,609,146		£152,754,065 <sup>(i)</sup>	
Annual cash saving (Revenue + Rebate):	£332,000	£646,353	£332,000	£642,691	£332,000	£435,565
Annual cash saving (Capital):	No target	£787,603	No target	£871,960	No target	£828,159
Percentage annual spend with all contracted suppliers:	60%	66.8%	75%	79.4%	75%	Not available at this time - target date is June 2018
Percentage of annual spent on local small/medium enterprises:	10.6%	10.8%	13.1%	9.4%	10%	Not available at this time - target date is June 2018
Percentage of all contracts that have at least one supplier management meeting each year:	-	8.7%	-	46.8%	40%	12% <sup>(ii)</sup>
Percentage of all contracts delivering community benefits:	-	25.1%	-	23.7%	20%	10%

Percentage of P2P savings:	25%	14.8%	50%	67%	75%	84%
	£55,699	None taken due to sum error	£111,397	£149,344	£167,096	£187,692
Procurement and Commercial Improvement Programme (PCIP) Score:	No PCIP assessment undertaken in 2015/2016		25%	64%	No PCIP assessment undertaken in 2017/2018	

- (i) The total value core spend is subject to revision once final year end data cleansing has been completed.
- (ii) The CPU reported an extremely high number of supplier meetings within the People Category and included management meetings about individual people arrangements. In hindsight, the CPU would not classify this as a supplier / contract management meeting because it skewed the overall figure.

# Annual Procurement Report

May 2018



## Introduction

**1.1** The Annual Procurement Report allows West Dunbartonshire Council (the Council) to record and publicise its performance and achievements in delivering its Corporate Procurement Strategy. It provides an opportunity for the Council to demonstrate to our stakeholders that our procurement spend is being used to best effect to achieve:

- Better public services;
- Social, economic and environmental outcomes in their area; and
- A range of local and national policies e.g. those relating to tackling inequality and meeting climate change obligations.

**1.2** The Council consults and engages with stakeholders to form the Corporate Procurement Strategy. Alongside the Corporate Procurement Strategy, the Annual Procurement Report will be a key document in enabling informed engagement with our stakeholders' e.g. external or internal clients, strategic partners, etc.

**1.3** The Annual Procurement Report is a mandatory requirement of the *Procurement Reform 2015 Act* and is required to be published as soon after the financial year end as practicable. The Annual Procurement Report highlights progress made over the past financial year on Regulated Procurements undertaken, how compliance to the regulations is monitored and how Community Benefits and Supported Businesses (*Social Issues in Procurement*) are reflected in the contracts data.

**1.4** The Annual Procurement Report also shows progress against the Corporate Procurement Strategy objectives in Financial Year 2017/2018 and what initiatives are being developed to further improve the performance delivery of the Corporate Procurement Unit (CPU).



## Summary of Regulated Procurements Completed

**2.1** Regulated Procurements are broadly defined within the *Procurement Reform (2015) Act*, as the procedure carried out to the proposed award of a Regulated Contract. Regulated Contracts are briefly defined as contracts that have a threshold of:

- Public Works Contracts: Greater than £2Million
- Public Contract other than Works: Greater then £50,000

**2.2** For the purposes of this Annual Procurement Report, and in line with the Council's Financial Regulations where all contracts above £50,000 are managed by the CPU, all contracts with an aggregated value of above £50,000 have been included.

**2.3** The summary of Regulated Procurements below, is:

- a) Regulated procurements: 100
- b) Collaborative procurements: 8
- c) Non Competitive Actions - Direct Award: 20

**2.4** See the list of all contracts from Financial Year (FY) 2017/2018:

Date of Award	Appointed Supplier	Contract Title	Estimated Value of Contract	Actual Contract Start Date
02/11/2017	ALLTOGETHER CARE SERVICES LTD	Care at Home and Housing Support Service	£284,717.00	01/05/2017
01/04/2017	JOHN DOHERTY AND CO LTD	Back Up Contractors for HMT0 Lot 1 - Central Heating Services - 1st Ranked	£140,000.00	01/05/2017
01/04/2017	ALGER ELECTRICS AND ALARMS LTD	Back Up Contractors for HMT0 Lot 3 -	£77,400.00	01/05/2017

		Electrical Services - 1st Ranked		
01/04/2017	CITY GATE CONSTRUCTION (SCOTLAND) LTD	Back Up Contractors for HMT0 Lot 4 - External Wall Insulation Services - 1st Ranked	£450,000.00	01/05/2017
01/04/2017	PROCAST BUILDING CONTRACTORS LIMITED	Back Up Contractors for HMT0 Lot 5 - Joinery Services - 1st Ranked	£450,000.00	01/05/2017
01/04/2017	CITY GATE CONSTRUCTION (SCOTLAND) LTD	Back Up Contractors for HMT0 Lot 6 - Medical Adaptations Services - 1st Ranked	£450,000.00	01/05/2017
01/04/2017	JOHN DOHERTY AND CO LTD	Back Up Contractors for HMT0 Lot 7 - Plumbing Services - 1st Ranked	£450,000.00	01/05/2017
01/04/2017	PROCAST BUILDING CONTRACTORS LIMITED	Back Up Contractors for HMT0 Lot 8 - Roofing Services - 1st Ranked	£450,000.00	01/05/2017
10/01/2018	BLUE TRIANGLE	Residential Housing Support Services	£382,116.00	01/04/2017
14/07/2017	ANGUS BIOFUELS LTD	Biomass Energy Supply to Dumbarton Academy & Gartocharn PS	£225,865.00	17/07/2017
08/11/2017	JOAN CARERS	Care at Home and Housing Support Service	£178,505.00	01/05/2017
01/04/2017	KEY HOUSING ASSOCIATION	Mental Health Services	£64,108.91	01/04/2017
01/08/2017	AON UK LIMITED	Main Insurance Contract Renewal	£6,673,477.00	01/08/2017
19/04/2017	KONICA MINOLTA	Provision of	£1,164,753.00	21/04/2017

	BUSINESS SOLUTIONS (UK)LTD	Multi Function Devices – Mini Competition from Scottish Procurement Office Equipment Framework		
29/05/2017	BRIGHTWORK LTD	Temporary Craft Agency Workers - Framework Brightwork	£152,769.00	07/08/2017
19/01/2018	LIFT MAINTENANCE LTD	MTC Lift Maintenance Services	£625,000.00	01/02/2018
01/04/2017	STEPPING STONES ORGANISATION.	Mental Health Services	£95,000.00	01/04/2017
15/11/2017	THE MUNGO FOUNDATION	West End Project	£510,933.00	01/04/2017
08/05/2017	VIDEO WATCHMAN SYSTEMS	Installation of Public Space CCTV Monitoring for Clydebanks	£130,784.00	08/05/2017
04/09/2017	COVANBURN CONTRACTS LIMITED	Regeneration Works to Levenshaye Park	£2,600,000.00	23/10/2017
10/07/2017	CLYDE SCAFFOLDING LIMITED	Design, Supply and Erection, Dismantling of Scaffolding (MTC)	£2,800,000.00	25/07/2017
15/09/2017	M&S FIRE PROTECTION LTD	Provision and Maintenance of Fire Fighting Equipment	£120,000.00	01/10/2017
17/08/2017	GO-WRIGHT LTD	Glencairn Greit House Refurbishment	£250,000.00	31/08/2017
08/05/2017	GEORGE BEATTIE & SONS LTD	Aitkenbar Demolition	£120,000.00	08/05/2017
22/03/2018	ALLPAY LIMITED	Payment Processing	£224,000.00	01/04/2018
01/11/2017	MCCONECHY'S TYRE SERVICES LTD	Tyres - SXL Framework spend (no contract strategy)	£191,044.32	01/11/2017
01/04/2017	CITY GATE CONSTRUCTION (SCOTLAND) LTD	Back Up Contractors for HMTD Lot 8 -	£450,000.00	01/05/2017

		Roofing Services - 2nd Ranked		
23/11/2017	XMA LIMITED	ICT Device Replacement - Capital Project Year 2	£340,000.00	31/12/2017
13/08/2017	VILLA KINDERGARTEN	Early Learning & Childcare - Funding for Nurseries	£60,239.20	13/08/2017
13/08/2017	CAROUSEL NURSERIES.	Early Learning & Childcare - Funding for Nurseries	£247,722.35	13/08/2017
01/04/2017	CITY GATE CONSTRUCTION (SCOTLAND) LTD	Back Up Contractors for HMT0 Lot 5 - Joinery Services	£450,000.00	01/05/2017
19/09/2017	CARMAN CARE	Warden Service Waterside View	£65,475.00	01/05/2017
10/04/2017	HILL VIEW NURSING HOME	Call off from National Care Home Contract	£1,538,256.14	10/04/2017
01/04/2017	KEY HOUSING ASSOCIATION	LD Residential-Day Centre	£62,418.80	01/04/2017
20/12/2017	GO-WRIGHT LTD	Clydebank Crematorium Bungalow Conversion	£130,347.40	20/12/2017
13/08/2017	LUCKY LITTLE STARS	Early Learning & Childcare - Funding for Nurseries	£60,141.75	13/08/2017
15/11/2017	ECOSSE SPORTS LTD TA REPLAY MAINTENANCE	Installation of new Multi-Use Games Area (MUGA) at Clydemuir Primary School	£220,000.00	08/01/2018
01/11/2017	ARNOLD CLARK FINANCE LIMITED	Vehicle and Plant Hire - Scotland Excel spend (no contract strategy)	£112,771.56	01/11/2017
01/04/2017	JOHN DOHERTY AND CO LTD	Back Up Contractors for HMT0 Lot 6 - Medical Adaptations Services - 3rd	£450,000.00	01/05/2017

		Ranked		
24/11/2017	CBC (GLASGOW) LTD	Clydebank Community Sports Hub Redevelopment	£3,865,000.00	27/11/2017
13/12/2017	KOMPAN SCOTLAND LTD	Upgrade of Mill Dam play area	£70,000.00	13/12/2017
19/01/2018	BROWNS BOOKS	Library Books and Textbooks - Call Off Kelvin Books Ltd	£93,195.60	19/02/2018
30/05/2017	CFH DOCMAIL LTD	VJB - Mail and Postal Services	£295,665.00	30/05/2017
01/04/2017	CORA FOUNDATION.	SXL Secure Care	£716,373.80	01/04/2017
01/04/2017	CONSILIUM UK LTD	Back Up Contractors for HMT0 Lot 3 - Electrical Services - 3rd Ranked	£77,400.00	01/05/2017
11/12/2017	PARENTPAY	Online School Payments	£103,208.00	08/01/2018
01/07/2017	BRAKE BROS FOODSERVICE LTD	Frozen Foods -- Call Off from SXL Framework	£1,379,892.00	01/07/2017
19/01/2018	ASKEWS & HOLTS LIBRARY SERVICES LTD	Library Books and Textbooks - Call Off Askews and Holts Library Services Ltd	£61,444.32	19/02/2018
29/12/2017	FIRST POINT FLOORING	Installation of floor finishes	£150,000.00	21/01/2018
01/04/2017	CITY GATE CONSTRUCTION (SCOTLAND) LTD	Back Up Contractors for HMT0 Lot 3 - Electrical Services - 2nd Ranked	£77,400.00	01/05/2017
13/08/2017	BRIGHT BEGINNINGS	Early Learning & Childcare - Funding for Nurseries	£62,116.25	13/08/2017
28/03/2018	CAPITA BUSINESS SERVICES LTD	Cash Receipting System	£150,000.00	01/04/2018
01/04/2017	NAS SERVICES LIMITED	LD Residential - External Residential & Day Support	£103,029.96	01/04/2017
22/05/2017	ARCO LIMITED.	Personal	£800,000.00	02/06/2017

		Protective Equipment (PPE)- call off from Scotland Excel Framework		
10/04/2017	EDINBARNET NURSING HOME	Call off from National Care Home Contract	£374,505.78	10/04/2017
01/04/2017	MMPS (SCOTLAND) LTD	Back Up Contractors for HMT0 Lot 6 - Medical Adaptations Services - 2nd Ranked	£450,000.00	01/05/2017
10/04/2017	I & S SCOTCARE LIMITED	Call off from National Care Home Contract	£109,701.93	10/04/2017
13/08/2017	NURSERY TIMES BY THE RIVER LTD	Early Learning & Childcare - Funding for Nurseries	£102,413.15	13/08/2017
13/12/2017	HAWTHORN HEIGHTS LTD	Upgrade of Bowling Play Area	£50,000.00	13/12/2017
22/12/2017	STRUCTURED PROPERTY CONSULTING LTD	Project Management Consultant for District Heating – Queens Quay	£150,000.00	06/11/2017
01/11/2017	MCKINNON & FORBES LIMITED.	Tyres - SXL Framework spend (no contract strategy)	£117,957.96	01/11/2017
01/04/2017	MMPS (SCOTLAND) LTD	Back Up Contractors for HMT0 Lot 1 - Central Heating Services - 3rd Ranked	£140,000.00	01/05/2017
19/01/2018	OXFORD UNIVERSITY PRESS	Library Books and Textbooks - Call Off Oxford University Press	£106,946.16	19/02/2018
19/01/2018	BROWNS BOOKS	Library Books and Textbooks - Call Off A.T. Little and Sons Limited t/a Browns Books for Students	£93,195.60	19/02/2018

01/08/2017	AON UK LIMITED	Provision of Insurance Services (WDLT)	£525,230.00	01/08/2017
13/12/2017	SUTCLIFFE PLAY (SCOTLAND) LTD	Upgrade of Mollanbowie Estate play area	£50,000.00	13/12/2017
30/03/2018	SECURITY PLUS + LTD	Cash in Transit - WDC	£165,000.00	09/05/2018
01/04/2017	PROCAST BUILDING CONTRACTORS LIMITED	Back Up Contractors for HMT0 Lot 4 - External Wall Insulation Services - 3rd Ranked	£450,000.00	01/05/2017
19/05/2017	STEPPING STONES ORGANISATION.	Provision of Social Care and/or Housing Support Services	£236,000.00	01/04/2017
01/04/2017	SHARE SCOTLAND	LD Residential-Accommodation	£249,979.84	01/04/2017
01/11/2017	ROBERT MCCARROLL LTD	Vehicle and Plant Hire - Scotland Excel spend (no contract strategy)	£391,014.84	01/11/2017
01/04/2017	KIBBLE EDUCATION AND CARE CENTRE.	SXL Secure Care	£2,066,658.00	01/04/2017
01/04/2017	CONSILIUM UK LTD	Back Up Contractors for HMT0 Lot 7 - Plumbing Services - 3rd Ranked	£450,000.00	01/05/2017
01/11/2017	WILLIAM HAMILTON & SONS (CONTRACTORS)LTD	Vehicle and Plant Hire - Scotland Excel spend (no contract strategy)	£330,200.40	01/11/2017
01/11/2017	AEBI SCHMIDT UK LIMITED	Vehicle and Plant Hire - Scotland Excel spend (no contract strategy)	£288,022.56	01/11/2017
14/06/2017	CASKIE LTD	Demolitionof Council Offices Roseberry Place	£450,000.00	14/06/2017

01/04/2017	CITY TECHNICAL SERVICES UK LTD	Back Up Contractors for HMT0 Lot 1 - Central Heating Services - 2nd Ranked	£140,000.00	01/05/2017
01/09/2017	WHISTL UK LTD	Postal Services - call off from CCS framework - Supplier: Whistl	£516,717.00	01/09/2017
20/03/2018	EVERWARM LTD	Risk Street - Improvement Works	£3,000,000.00	20/03/2018
23/11/2017	HP INC. UK Limited	ICT Device Replacement - Capital Project Year 2	£130,000.00	31/12/2017
13/08/2017	BROOKLANDS NURSERY	Early Learning & Childcare - Funding for Nurseries	£75,863.00	13/08/2017
01/04/2017	TURNER FACILITIES MANAGEMENT LIMITED	Back Up Contractors for HMT0 Lot 4 - External Wall Insulation Services - 2nd Ranked	£450,000.00	01/05/2017
01/04/2017	KEY HOUSING ASSOCIATION	LD Residential-Accommodation	£864,708.37	01/04/2017
13/12/2017	SCOTPLAY & SPORTS LTD	Upgrade of Skypoint play area	£80,000.00	13/12/2017
28/08/2017	SUTCLIFFE PLAY (SCOTLAND) LTD	Upgrade of Levensgrove Playpark Dumbarton	£225,000.00	18/09/2017
01/04/2017	CONSILIUM UK LTD	Back Up Contractors for HMT0 Lot 5 - Joinery Services - 3rd Ranked	£450,000.00	01/05/2017
01/04/2017	CITY GATE CONSTRUCTION (SCOTLAND) LTD	Back Up Contractors for HMT0 Lot 7 - Plumbing Services - 2nd Ranked	£450,000.00	01/05/2017
24/11/2017	BASWARE HOLDINGS LIMITED	Facilitated Purchase Card ePayment	£77,600.00	01/12/2017



		Solution		
13/08/2017	SUNFLOWER NURSERY	Early Learning & Childcare - Funding for Nurseries	£115,167.00	13/08/2017
13/12/2017	HAWTHORN HEIGHTS LTD	Upgrade of Braeside Drive play area	£70,000.00	13/12/2017
06/02/2018	REIGART CONTRACTS LTD	Demolition of Surplus Housing Alexandria	£200,000.00	06/02/2018
18/09/2017	GO-WRIGHT LTD	Ferryfield ELCC Internal Alterations	£265,000.00	22/01/2018
01/04/2017	MMPS (SCOTLAND) LTD	Back Up Contractors for HMT0 Lot 8 - Roofing Services - 3rd Ranked	£450,000.00	01/05/2017
02/10/2017	ROBERTSON CONSTRUCTION LTD	Biodiversity Park at former St.Eunans Primary School site	£1,500,000.00	02/10/2017
10/04/2017	ERSKINE	Call off from National Care Home Contract	£171,267.67	10/04/2017
01/11/2017	T.O.M AIRDRIE LTD	Vehicle and Plant Hire - Scotland Excel spend (no contract strategy)	£214,445.64	01/11/2017
01/11/2017	SWEENEY PLANT & VEHICLE HIRE LTD	Vehicle and Plant Hire - Scotland Excel spend (no contract strategy)	£281,760.00	01/11/2017
10/04/2017	STRATHLEVEN CARE SERVICES	Call off from National Care Home Contract	£260,507.33	10/04/2017
22/02/2018	BUSINESS DEVELOPMENT ADVISERS LTD	Business Gateway Workshops & Expert Help Services	£147,900.00	01/04/2018
19/01/2018	TEEJAY PUBLISHERS	Library Books and Textbooks - Call Off Teejay Publishers	£87,641.04	19/02/2018

## Review of Regulated Procurement Compliance

### Corporate Procurement Strategy

- 3.1** The Corporate Procurement Strategy was developed and approved for issue by the Corporate Services Committee on the 23<sup>rd</sup> August 2017. The Corporate Procurement Strategy has been closely aligned with the Council's Strategic Plan. The Strategic Plan identified key priorities for the Council, which in turn reflect the Scottish Model of Procurement and the National Outcomes as set by the Scottish Government.
- 3.2** The CPU aims to deliver that vision through efficient and effective procurement, use of best practice methods of sourcing, ensuring fairness, openness, transparency and proportionality and by ensuring that businesses within the community are engaged and encouraged to participate in our contracts.

### Strategic Objectives

- 3.3** This Corporate Procurement Strategy has set out 5 clear procurement objectives for FY2017/2018 - 2020/2021 which will help us to meet the operational and strategic needs of the Council:
- a)** Develop and implement a procurement plan to deliver community benefits through procurement processes;
  - b)** Develop procurement leadership, governance and controls across the Council;
  - c)** Develop and implement new ways of working in procurement activity;
  - d)** Develop supplier relationship management across the Council; and
  - e)** Implement actions arising from the PCIP assessment.
- 3.4** The Corporate Procurement Strategy has resulted in the following positive impacts that are outwardly focused on our community:
- a)** Development of a standardised approach to the inclusion of community benefits within tenders and the subsequent management of their delivery. This is part of the work being delivered by the *Social Issues in Procurement Policy*.

- b) Introduction of early payment initiatives to suppliers and means to provide Small and Medium Enterprises (SME) with upfront payments to allow them the funds to undertake contracts that they may otherwise not have been able to fund.

### Continuous Improvement

**3.5** The following are areas where new policies and procedures have been identified to ensure continuous improvement and increased governance:

- a) *Social Issues in Procurement Policy*. This is a Policy to outline the CPU's objectives around Community Benefits, Local Procurement and sustainability.
- b) *Contract and Supplier Management Policy*. This is a policy to define the CPU's approach to categorising contracts to determine the level of management required to deliver the contract and mitigate contract risks.
- c) *Procurement Manual*. This is an end to end manual for use by officers in the CPU which details each step in conducting a procurement process.
- d) *Management Information and Market Intelligence Tool*. This is to improve the tools available to the CPU to store, analyse and retrieve tender and contract information within an in house contracts database and also the introduction of a Market Intelligence tool via Ibis World.

### Regulated Tender Review

**3.6** The Regulated Tender Review Form is a step in the procurement process where at the end of the procurement process, a review is done to ensure that it has been conducted in line with the regulation requirements.

**3.7** Summary of the Regulated Tender Review Forms completed.

Contract Ref	Name of Contractor	Contract Start Date	Contract End Date	Option to Extend
1617-103	M&S FIRE PROTECTION LTD	01/10/2017	30/09/2019	01/10/2019, 01/12/2020
1718-53	ALLPAY LIMITED	01/04/2018	31/03/2021	31/03/2022
1718-71	XMA LIMITED	31/12/2017	30/12/2018	None
1617-09	PARENTPAY	08/01/2018	07/07/2020	07/07/2021

1718-51	CAPITA BUSINESS SERVICES LTD	01/04/2018	31/03/2021	31/03/2022, 31/03/2023
1718-52	SECURITY PLUS + LTD	09/05/2018	08/05/2021	08/05/2022, 08/05/2023
1718-71	HP INC. UK Limited	31/12/2017	30/12/2018	None
1718-72	REIGART CONTRACTS LTD	06/02/2018	22/05/2018	None
1617-38	ROBERTSON CONSTRUCTION LTD	02/10/2017	30/12/2018	None
1718-54	BUSINESS DEVELOPMENT ADVISERS LTD	01/04/2018	31/03/2020	31/03/2021

## Community Benefit Summary

- 4.1** Community benefits will be included in every applicable procurement requirement:
- a) Requirement to consider is included in the “Procurement Request Form”;
  - b) Contract Strategy includes requirement to consider Social Issues in Procurement;
  - c) Elected Members require Social Issues in Procurement to be reported to the Tendering Committee. This includes a summary statement on the winning tenderer’s position on paying the Living Wage.
- 4.2** The new *Social Issues in Procurement Policy* includes the Council position on including Social Issues in Procurement benefits into as many tenders as reasonably practicable. The *Policy* also includes Social Issues in Procurement Questionnaire where tenderers can select the type of benefit they want to provide and the associated score they will receive within the tender.
- 4.3** [See Appendix 1](#) for a complete list of the Regulated Contracts that have Social Issues in Procurement benefits included.

<b>Social Issues in Procurement Benefits (FY2017/2018)</b>	<b>Contracts That Have Social Issues in Procurement Benefits</b>
Curriculum Support Activities in WD Area	5
WD Schools Work Experience Placements	2
Work Experience Placements for WD Residing FE Students/Students from Clydebank College	2
Work Experience Placements for Unemployed WD Residents	2
New Start Apprentices for WD Residents	2
Continued Apprentices for WD Residents	1
New Start Employees from WD Area	1
Other WD Community Initiatives (such as sponsorship)	7
Other WD Community Benefits	7
Sustainability Benefits	2

## Supported Businesses Summary

**5.1** The CPU supports the use of supported businesses and will promote their use where it is appropriate:

- a) During market research, supported business and third sector organisations are sought out as market participants;
- b) The CPU will regularly meet with supported businesses; and
- c) The creation of the *Social Issues in Procurement Policy* will define how the CPU maximises participation in Council contract opportunities by supported businesses.

**5.2** Contracts with Supported Businesses are showed in the table below:

Date of Award	Appointed Supplier	Contract Title	Estimated Value of Contract	Actual Contract Start Date
06/09/2016	Greenlight Environmental Ltd	Treatment of Recyclable Waste - Lot 4 Co-mingled Dry Recyclate	£643,875	01/09/2016
12/09/2012	Haven Products Ltd*	Document Management	£180,000	12/09/2012
03/04/2012	Glasgow City Council T/A Blindcraft	Prefabricated Kitchen Units	£1,200,000	01/04/2012

\*This contract is a Scottish Government Framework Agreement provider that the Council calls off from when required.

## Future Regulated Procurements Summary

**6.1** The following future Regulated Procurements are currently within the pipeline of projects and are anticipated to be delivered over the next two years.

Contract Title	Estimated Annual Value of Contract	Expected Publication of Contract Notice
158 Main Street, Alexandria	£50,000	FY18/19
Alexandria Library - new windows installation	£95,000	FY18/19
Antonine Wall Play Facilities Tender	£250,000	FY18/19
Balloch Village Street Design: Phase 1, Village Square & Balloch Rd West Construction	£600,000	FY18/19
Balloch Village Street Design: Phase 2, Station Square Construction	£800,000	FY18/19
Bellsmyre Housing Construction	£8,000,000	FY18/19
Cardboard & Confidential Waste (This should be separated into 2 work streams) Services	TBC	FY18/19
Care Home (Clydebank) Construction	£12,000,000	FY18/19
Care of garden scheme Services	TBC	FY18/19
Carleith Primary Classroom Provision - Building Works	£100,000	FY18/19
Castlehill MUGA Refurb	£100,000	FY18/19
Christie Park Classroom Provision - Building Works	£91,000	FY18/19
Christie Park PS – new windows installation	£130,000	FY18/19
Cladding Materials (Supply Only)	£1,000,000	FY18/19
Clydebank East Housing Construction	£5,200,000	FY18/19
Clydebank Family Centre - Building Works	£98,000	FY18/19
Commercial Glass Collection Services	£34,472	FY18/19
Community Park HCI - Developer funding & WDC Extension to existing play facility with match funding from housing developer.	£30,000	FY18/19

Connecting Clydebank: Improvements to section of A814 Construction	£4,300,000	FY18/19
Creveul Court Housing Construction	£2,000,000	FY18/19
Crown Ave/Second Ave - Developer funding & £30k WDC Extension to existing play facility with match funding from housing developer.	£30,000	FY18/19
Dalmonach CE Centre New Build	£1,200,000	FY18/19
Demolition Contract – Council Offices Garshake	£550,000	FY18/19
Demolition Contract - Haldane Primary school	£550,000	FY18/19
Demolition Contract - OLSP High School	£550,000	FY18/19
Digital TV Maintenance Services	£20,000	FY18/19
Dillichip Allotments Construction	£100,000	FY18/19
District Heating Technical Advisor	£50,000	FY18/19
Dry Recyclate from High Rise & Tenements Collection & Treatment.	£193,000	FY18/19
Dumbarton Rock Floodlighting Installation	£80,000	FY18/19
Dumbarton Waterfont Walkway, Construction	£1,300,000	FY18/19
Edinbarnet PS – condition survey - Building Works	£96,000	FY18/19
Energy Centre Operator - Queens Quay District Heating Network	£14,000,000	FY18/19
Extrenal Wall Insulation EWI	£3,500,000	FY18/19
Exxon CDM Coordinator	£50,000	FY18/19
Exxon Clerk of Works	£50,000	FY18/19
Exxon Infrastructure Contractor	£20,000,000	FY18/19
Exxon Rail Interface Consultant	£50,000	FY18/19
Gas Servicing Maintenance – Housing & Non Housing	£1,400,000	FY18/19
Gavinburn ELCC - Building Works	£100,000	FY18/19
Gruggies Burn Contractor	£18,000,000	FY18/19
Haldane Housing Construction	£10,000,000	FY18/19
Holm Park Football trust development. Design & Construct	£750,000	FY18/19
Implement tree planting across selected areas	£175,000	FY18/19



Kilmaranock Cemetery Extension (Design)	£250,000	18/19
Mandatory 20 mile per hour	£500,000	18/19
Meadow Centre Air Handling Unit (AHU)	£140,000	18/19
Minor Civils FA	£3,000,000	18/19
Mountblow 3G Pitch Construction	£550,000	18/19
MTC Accessibility Works	£300,000	18/19
National Waste Brokerage Tranche 1 Glass Services	TBC	18/19
National Waste Brokerage Tranche 2 Residual Waste Services	TBC	18/19
National Waste Brokerage Tranche 3 DMR Services	TBC	18/19
Network Operator - Queens Quay District Heating Network	£13,000,000	18/19
New changing facility at Lusset Glen - Building Works	£150,000	18/19
New changing facility at OLSP - Building Works	£300,000	18/19
New Levenvale all weather pitch Construction	£250,000	18/19
New MUGA for St Patrick's Primary School and Playground improvement	£200,000	18/19
New Sport changing facility Duntocher - Building Works	£300,000	18/19
Operative Cover for Dalmoak, Near Renton Household Waste Recycling Centre Services	£120,000	18/19
Operative Cover for Ferry Road, Old Kilpatrick Household Waste Recycling Centre	£65,000	18/19
Palypark - Garshake Ave	£50,000	18/19
Palypark - Levensgrove Disability park	£150,000.00	18/19
Pappart Windfarm, CDM Coordinator	£20,000	18/19
Pappart Windfarm, Clerk of Works	£20,000	18/19
Pappart Windfarm, Construction	£3,000,000	18/19
Pappart Windfarm, Technical Advisor	£50,000	18/19

Park and Ride Car Park Construction Strathleven Place, Dumbarton	£280,000	18/19
PlayPark - Burnbrae	£30,000	18/19
Playpark - Dennistoun Forge	£30,000	18/19
Playpark - Dillichip	£100,000	18/19
Playpark - Milton	£30,000	18/19
Playpark - Whitecrock	£70,000	18/19
Playpark Balloch Park	£50,000	18/19
Plumbing Supplies - Showers	TBC	18/19
Plumbing Supplies - Taps	TBC	18/19
Posties Park provision of running track and new changing facilities	£1,650,000	18/19
Posties Park Running track	TBC	18/19
PVCu Windows & Doors (Supply Only)	£400,000	18/19
Replacement of bridge deck & associated works for A811	£3,900,000	18/19
Re-use of Furniture and white goods Services	£45,000	18/19
Rot Eradication Services	£180,000	18/19
Site Investigation Surver - St Andrews, Clydebank	£85,000	18/19
Small Plant Hire Services	£60,000	18/19
St Andrews Housing Construction	£14,300,000	18/19
St Andrews Housing M&E Consultant	£80,000	18/19
St Andrews Housing Structural Consultant	£80,000	18/19
Supply of Kitchens	£200,000	18/19
Upgrade to non-adopted footpaths (10 year plan)	£3,000,000	18/19
Vale of Leven Cemetery extension	£650,000	18/19
Waste Receptacles	TBC	18/19
Welfare Units - DLO	£250,000	18/19
West Bridgend Community Centre Construction	£675,000	18/19
1617-19 - Housing Support for Care Leavers	£440,000	18/19
1718-02 - Holiday Sessions For Children with Disability	£200,000	18/19
1718-12 MH Supported Accommodation (Davidson Road)	£500,000	18/19
1819-03 Residential Housing Support	£382,116	18/19

1819-06 Accommodation Based Services	TBA	18/19
1819-07 Residential Housing Support for Young People	£156,600	18/19
1819-11 Residential Housing Support Services	£1,616,151	18/19
1819-12 Occupational Health Services	£160,000	18/19
Agency Workers - Social Care	£391,000	18/19
Annual Council Tax Billing - Printing and Posting (contract or FA will be for a duration of at least 3 years)	£26,000	18/19
Application, Design and Development Services - call off from SG FA	TBC	18/19
Bar and Catering Services for Scottish Pipe Band Championships and Loch Lomond Highland Games	Concession contract - WDC receives commission	18/19
Care Management System for Care Homes - tender following trial in DCH	£40,000	18/19
Cars and Light Vehicles (call off from collaborative framework agreement)	£1,068,000 (historic spend)	18/19
Catering Concession for Clydebank Town Hall	Concession contract - WDC receives commission	18/19
Cleaning Services for Homeless and Void Properties	£100,000	18/19
Collaborative Content Management - Call off from SG FA	TBC	18/19
Community Meals - call off from Scotland Excel framework	£76,000	18/19
Corporate Removal and Storage Services	£100,000	18/19
Cycle to Work Scheme	£15,000	18/19
Debt Management Partners	£71,000	18/19
Dell Server Licensing	£100,000	18/19
Desktop Client Devices - Call off from SG FA	TBC	18/19
Digital and Technology Services - Call Off from SG FA	TBC	18/19
Digital Services - Call from SG DPS	TBC	18/19

Document Scanning - call off from SG Supported Business framework	£40,000.00	18/19
Domestic Furniture and Furnishings (call off from Scotland Excel framework agreement)	£276,000	18/19
E Mail Filtering Solution - collaborative contract with EDC	£23,120	18/19
e Procurement Service Management - Call off from SG FA	TBC	18/19
e Purchasing Card Solution	TBC	18/19
Education and Office Furniture (call off from Scotland Excel framework agreement)	£34,300	18/19
Education Materials (call off from Scotland Excel framework agreement)	£192,000	18/19
Energy Software - Electronic Energy Management System	£25,000	18/19
Energy Software - Planned and Reactive Maintenance of Heating Control Systems	£20,000	18/19
First Aid Materials, Toiletries and Personal Care Products	TBC	18/19
First Aid training	TBC	18/19
Fixed Telephony - call off from SG framework	£320,000	18/19
Fresh Meat and Fish (call off from Scotland Excel framework agreement)	£225,000	18/19
Fuel Cards (call off from national framework agreement)	£100,000	18/19
Furniture for new Clydebank Care Home	TBC	18/19
Generic Software Licensing	TBC	18/19
Heavy Vehicles (call off from collaborative framework agreement)	£1,000,000	18/19
Hosting Services - Call Off from SG FA	TBC	18/19
Housing Benefit Managed Service	£70,000	18/19
Insurance Brokerage	£10,000.00	18/19
Integrated ICT Healthcheck and Pen Testing	£51,000	18/19
IT Peripherals - call off from SG FA	TBC	18/19

Library Books and Textbooks- Call off from SXL framework agreement	£194,000	18/19
Maintenance and Repair of Catering and Cleaning Equipment (call off from Scotland Excel framework agreement)	£49,000	18/19
Milk and Associated Services (call off from SXL framework)	£300,000	18/19
Mobile Client Devices - Call off from SG FA	TBC	18/19
Network Enablement Services - Call Off from SG FA	TBC	18/19
Personal Protective Equipment - call off from SXL framework	£250,000	18/19
Portable Appliance Testing	£30,000	18/19
Professional Buying Tools (e sourcing) - Call Off from SG FA	TBC	18/19
Provision of defibrillators at Council premises	£73,000	18/19
Provision of Fireworks Displays at Levensgrove and Dalmeir Parks	£20,000	18/19
Provision of sanitary products and services to Education establishments	£96,000	18/19
Provision of taxi services - Lot 1 Education	£565,000	18/19
Provision of taxi services - Lot 2 - HSCP	£143,000	18/19
Provision of taxi services - Lot 3 NHS	£60,000	18/19
Provision of Vending Machines	£52,000	18/19
Provision of Vocational Tuition for secondary school pupils	TBC	18/19
Pupil Equity Fund Framework of providers	TBC	18/19
Renewal of Citrix Licenses	£134,937	18/19
Security - Full tender for single provder for installation and maintenance of security equipment across the Council	£800,000	18/19
Server Maintenance	£79,000	18/19
Server Maintenance - Call Off from SG FA	TBC	18/19
STEM Hubs for 10 schools	£450,000	18/19

Supply and Delivery of Bread and Rolls	£70,000	18/19
Supply of Gym Equipment	£150,000	18/19
Telecare and Telehealth Technologies - call off from Scotland Excel framework	£70,978	18/19
Thin Client Devices - Call Off from SG FA	TBC	18/19
Tyres (call off from Scotland Excel framework agreement)	£108,000	18/19
Upgrade and replace Call Manager Telephony System	£230,000	18/19
Vehicle and Plant Hire (call off from Scotland Excel framework agreement)	£700,000	18/19
Vulnerability Management Licensing	TBC	18/19
Washroom Solutions - call off from SXL Framework	£40,000	18/19
Water Coolers - call off from SXL Framework	£19,000	18/19
Web Based and Proprietary Client Devices - Call Off from SG FA	TBC	18/19
Wireless Licensing	£312,439	18/19
Work Station Client Devices - Call Off from SG FA	TBC	18/19

## Other Content for Consideration

**6.1** To provide further information in relation to the performance of the Council during FY2017/2018 the following appendices are included:

- a)** Appendix 1: Regulated Contracts that have Social Issues in Procurement benefits included;
- b)** Appendix 2: The Annual Savings Report; and
- c)** Appendix 3: Corporate Procurement Strategy Objectives Report.

## Annex 1 - Sustainable Procurement Duty

### 1. Introduction

- 1.1 The *Social Issues in Procurement (SIP) Policy*, which is going to the Corporate Services Committee in August 2018, is the process where the Goods, Services and Works are procured for West Dunbartonshire Council (the Council) in a way that achieves the most economically advantageous tender including social, economic and environmental benefits. The *SIP Policy* will support the *Contract and Supplier Management (CSM) Policy*; also going to the Corporate Services Committee in August 2018.

### 2. Legal & Policy Context

- 2.1 The *Procurement Reform (Scotland) Act 2014* establishes laws about sustainable public procurement to maximise the social, environmental and economic benefits through effective and efficient procurement activity. *Clause 9, Sustainable procurement duty*, states:

*“(1) For the purposes of this Act, the sustainable procurement duty is the duty of a contracting authority—*

*(a) before carrying out a regulated procurement, to consider how in conducting the procurement process it can—*

*(i) improve the economic, social, and environmental wellbeing of the authority's area,*

*(ii) facilitate the involvement of small and medium enterprises, third sector bodies and supported businesses in the process, and*

*(iii) promote innovation,”*

Clause 9 further states:

*“(2) The contracting authority must consider under subsection (1) only matters that are relevant to what is proposed to be procured and, in doing so, consider the extent to which it is proportionate in all the circumstances to take those matters into account.”*



### **3. Social Issues in Procurement**

**3.1** The following are now examples of *Social Issues in Procurement* award criteria that are now included in tenders:

- Health & Wellbeing - such as sponsoring a charity that promotes physical or mental health or wellbeing;
- Communities – such as sponsorship of a sports club or providing volunteers and supplies for a community garden;
- Security & Crime – such as removing barriers to work of those most likely to reoffend;
- Fairly & Ethically Traded – such as improved working conditions or elimination of conflict minerals;
- Equality - such as actively recruiting older persons, people who are disabled or their first language is not English;
- Fair Work - such as the Living Wage; and
- Environment - such as carbon management or energy efficiency measures.

## Appendices

### Appendix 1: Regulated Contracts that have Social Issues in Procurement benefits Included

Contract Title	Supplier Name	Benefits
Residential Housing Support Services	Blue Triangle	One student placement work experience placement per year, Locally advertised vacancies, pay Scottish Living Wage,
Temporary Craft Agency Workers - Framework Brightwork	"Ranked F/Work 1. Brightwork Ltd 2. ASA International Ltd T/A ASA recruitment 3. Search Consultancy Ltd"	Support school activities, i.e. STEM, Training places to young WDC residents, Staff leave scheme to support local community projects, Recognised Service Provider Accreditation by Living Wage Foundation
MTC Lift Maintenance Services	Lift Maintenance Ltd	Mock interviews for school students, curriculum support activities, promotion of females in engineering, work experience for unemployed WDC residents, 2 new start apprentices, sponsorship for school environmental activities up to £500, free training to local SME, and free advice / surveys during local community projects.
Installation of Public Space CCTV Monitoring for Clydebank	VWS Ltd	School work experience placements, financial contributions to community activities / sponsoring events etc, mock interviews, locally sourced materials, pay above national minimum wage, no zero hours contracts, 100% record of apprentice to permanent employee.
Design, Supply and Erection, Dismantling of Scaffolding (MTC)	Clyde Scaffolding Ltd	Attendance at careers days, recruit modern apprentices or management trainees from local area, sponsorship of local organisations, free access equipment to local charities for repairs, donation of old material (scaffolding boards to schools or allotments)
Provision and Maintenance of Fire Fighting Equipment	M&S Fire Protection Ltd	1 to 2 work placements per year, free hire and staff training of fire protection equipment to public events (fireworks display)
Glencairn Greit House Refurbishment	Go-Wright Ltd	school visits and work experience, coaching and financial support to local sports teams
Aitkenbar Demolition	George Beattie & Sons Ltd	School careers talks, Sponsorship of local sports clubs
Payment Processing	Allpay	Consider charity initiatives

## Appendix 2: Annual Savings Report

Category Team	Contract Title	FY2017/18 Savings		Rebate FY2017/18
		Revenue	Capital	
Corporate Indirects	Insurance Services for Right to Buy Block Properties	£52,146.00	£0.00	£0.00
Corporate Indirects	Installation of Public Space CCTV Monitoring for Clydebank	£0.00	£5,622.00	£0.00
Corporate Indirects	Temporary Craft Agency Workers - Framework	£2,501.00	£0.00	£0.00
Corporate Indirects	Groceries	£0.00	£0.00	£4,873.00
Corporate Indirects	Biomass Energy Supply to Dumbarton Academy & Gartocharn PS	£614.00	£0.00	£0.00
Corporate Indirects	Main Insurance Contract Renewal	£152,619.00	£0.00	£0.00
Corporate Indirects	Provision of Insurance Services (WDLT)	£23,176.00	£0.00	£0.00
Corporate Indirects	Consultancy Contract Shared Services	£3,000.00	£0.00	£0.00
Corporate Indirects	Frozen Food (new contract rates)	£21,364.00	£0.00	£0.00
Corporate Indirects	Frozen Food (rebate from previous framework)	£0.00	£0.00	£11,841.00
Corporate Indirects	Facilitated Purchase Card ePayment Solution	£2,500.00	£0.00	£0.00
Corporate Indirects	Postal Services - Call off from CCS Framework	£4,758.00	£0.00	£0.00
Corporate Indirects	MTC Lift Maintenance Services	17,780.00	£0.00	£0.00
Corporate Indirects	MFDs	£7,407.00	£0.00	£0.00
Corporate	Mobile Phones	£65,966.00	£0.00	£0.00

Indirects				
Place	Demolition of Council Offices Roseberry Place	£0.00	£0.00	£0.00
Place	Aitkenbar Demolition	£0.00	£0.00	£0.00
Place	Worktops	£0.00	£0.00	£0.00
Place	Electrical Materials - Scotland Excel Call off	£0.00	£0.00	£5,246.00
Place	Glencairn Greit House Refurbishment	£0.00	£98,360.06	£0.00
Place	Design, Supply and Erection, Dismantling of Scaffolding (MTC)	£0.00	£0.00	£0.00
Place	Biodiversity Park at former St.Eunans Primary School site	£0.00	£325,715.03	£0.00
Place	Ferryfield ELCC Internal Alterations	£0.00	£69,455.02	£0.00
Place	Clydebank Community Sports Hub Redevelopment	£0.00	£0.00	£0.00
Place	Regeneration Works to Levensgrove Park	£0.00	£0.00	£0.00
Place	Upgrade of Mill Dam play area	£0.00	£2.00	£0.00
Place	Upgrade of Mollanbowie Estate play area	£0.00	£1,000.00	£0.00
Place	Upgrade of Skypoint play area	£0.00	£148.35	£0.00
Place	Upgrade of Bowling Play Area	£0.00	£3.00	£0.00
Place	Upgrade of Braeside Drive play area	£0.00	£1.00	£0.00
Place	Upgrade of Levensgrove Playpark Dumbarton	£0.00	£0.00	£0.00
Place	Clydebank Crematorium Bungalow Conversion	£0.00	£0.00	£0.00
Place	Installation of floor finishes	£45,925.00	£0.00	£0.00
Place	Installation of new Multi-Use Games Area (MUGA) at Clydemuir Primary School	£0.00	£0.00	£0.00
Place	Call off Lot 5 from Plumbing Materials Framework - Scotland Excel	£0.00	£0.00	£5,169.00
Place	Project Management Consultant for District Heating – Queens Quay	£0.00	£638.00	£0.00
Place	Risk Street - Improvement Works	£0.00	£252,284.35	£0.00
Place	SXL Mini Comp Lot 9 Quad Fold Shower Screen	£0.00	£0.00	£0.00
Place	Demolition of Surplus Housing Alexandria	£0.00	£74,930.00	£0.00

Place	Treatment of Recyclable and Residual Waste - Lot 23 TEXTILES	£0.00	£0.00	£3,666.67
People	Occupational Health Services	£8,680.00	£0.00	£0.00
	<b>TOTAL</b>	<b>£408,436.00</b>	<b>£828,158.81</b>	<b>£30,795.67</b>

### Appendix 3: FY2017/2018 Corporate Procurement Strategy Objectives Report

Objectives	Completed - 31 <sup>st</sup> March 2018	Target for FY2018/2019
Develop and implement a procurement plan to deliver community benefits through procurement processes	<ul style="list-style-type: none"> <li>Developed the Social Issues in Procurement Policy (now covering social, the economic and the environmental aspects)</li> </ul>	<ul style="list-style-type: none"> <li>The Policy will go out for consultation with officers with the Policy hopefully being approved at the Corporate Services Committee in August 2018</li> </ul>
Develop procurement leadership, governance and controls across the Council	<ul style="list-style-type: none"> <li>Revised the sub £50,000 procurement guidance</li> </ul>	<ul style="list-style-type: none"> <li>The Corporate Procurement Unit (CPU) will review this guidance every year</li> </ul>
	<ul style="list-style-type: none"> <li>Rolled out sub and above £50,000 Procurement Awareness training</li> </ul>	<ul style="list-style-type: none"> <li>The CPU will review this training and the take up of this every six months</li> </ul>
	<ul style="list-style-type: none"> <li>Produced and published the Corporate Procurement Strategy</li> </ul>	<ul style="list-style-type: none"> <li>The Procurement Manager will report the outcomes achieved at the end of every financial year</li> </ul>
	<ul style="list-style-type: none"> <li>Produced the Annual Procurement Report to be published following approval at the Corporate Services Committee on 16th May 2018</li> </ul>	<ul style="list-style-type: none"> <li>The Annual Procurement Report will be published in every financial year</li> </ul>
	<ul style="list-style-type: none"> <li>4 Senior Procurement Officers have completed the Inspiring Leaders programme</li> </ul>	<ul style="list-style-type: none"> <li>2 Senior Procurement Officers will participate in the Inspiring Leaders programme</li> </ul>
	<ul style="list-style-type: none"> <li>Ongoing with the facilitation of Corporate Procurement Unit integration into service areas</li> </ul>	<ul style="list-style-type: none"> <li>The CPU will integrate more into the service areas as more challenging procurements arise</li> </ul>
Develop and implement new ways of working in procurement activity	<ul style="list-style-type: none"> <li>Integrated the Milestone Plan and the Pipeline Plan into a single master document – Projects</li> </ul>	<ul style="list-style-type: none"> <li>N/A – completed. The CPU will monitor the process and continuously improve</li> </ul>

	Milestone Plan	
	<ul style="list-style-type: none"> <li>Implemented more flexible working model in preparation for moving to the new offices</li> </ul>	<ul style="list-style-type: none"> <li>N/A – completed. The CPU is ready for the move</li> </ul>
	<ul style="list-style-type: none"> <li>Project management of Projects Milestone Plan across Place, People and Corporate Indirects categories</li> </ul>	<ul style="list-style-type: none"> <li>N/A – completed. The CPU will monitor the process and continuously improve</li> </ul>
	<ul style="list-style-type: none"> <li>Introduced defined and robust controls in approaches to procurement</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing, implementation of Commodity Strategies</li> </ul>
	<ul style="list-style-type: none"> <li>Not yet started - trial the use of e-auction within 2017/2018</li> </ul>	<ul style="list-style-type: none"> <li>Will progress in year FY2018/2019</li> </ul>
	<ul style="list-style-type: none"> <li>Ongoing - continue with the P2P Project, Phase 2</li> </ul>	<ul style="list-style-type: none"> <li>As an implementation date of July 2018</li> </ul>
Develop supplier relationship management across the Council	<ul style="list-style-type: none"> <li>Hosted “meet the buyer” events</li> </ul>	<ul style="list-style-type: none"> <li>N/A - completed</li> </ul>
	<ul style="list-style-type: none"> <li>Concluded pilot of Public Contract Scotland – Tender (PCS-T) contract and supplier management module</li> </ul>	<ul style="list-style-type: none"> <li>The CPU will have a Lessons Learned to contribute to the consultation with officers. The Contract and Supplier Management Policy will hopefully be approved at the Corporate Services Committee in August 2018</li> </ul>
	<ul style="list-style-type: none"> <li>Developed the Contract &amp; Supplier Management Policy</li> </ul>	<ul style="list-style-type: none"> <li>The Policy will go out for consultation with officers with the Policy hopefully being approved at the Corporate Services Committee in August 2018</li> </ul>

Implement actions arising from the PCIP assessment	<ul style="list-style-type: none"> <li>• Ongoing – the previous scores were:</li> </ul>	<ul style="list-style-type: none"> <li>• Targets are (Scotland Excel haven't communicated when the Council will be re-assessed for PCIP):</li> </ul>
	<ul style="list-style-type: none"> <li>- Leadership &amp; Governance - 72.5%</li> </ul>	<ul style="list-style-type: none"> <li>- Leadership &amp; Governance - 78.8% (+ 6.3% )</li> </ul>
	<ul style="list-style-type: none"> <li>- Development &amp; Tender - 62.5%</li> </ul>	<ul style="list-style-type: none"> <li>- Development &amp; Tender - 72.9% (+10.4%)</li> </ul>
	<ul style="list-style-type: none"> <li>- Contract – 37.5%</li> </ul>	<ul style="list-style-type: none"> <li>- Contract – 50% (+12.5%)</li> </ul>
	<ul style="list-style-type: none"> <li>- Purchasing Processes – 83.3%</li> </ul>	<ul style="list-style-type: none"> <li>- Purchasing Processes - 83.3% (±)</li> </ul>



## Appendix 3: Pipeline of Projects

### Corporate Indirects

<b>Tender</b>	<b>Estimated Annual Contract Value</b>	<b>Estimated Award Date</b>	<b>Status</b>
Education Materials (call off from Scotland Excel framework agreement)	£192,000	18/19	In Progress
Milk and Associated Services (call off from SXL framework)	£300,000	18/19	In Progress
Provision of Vending Machines	£52,000	18/19	In Progress
Cleaning Services for Homeless and Void Properties	£100,000	18/19	In Progress
Provision of sanitary products and services to Education establishments	£96,000	18/19	In Progress
Community Meals - call off from Scotland Excel framework	£76,000.00	18/19	In Progress
Personal Protective Equipment - call off from SXL framework	£250,000	18/19	In Progress
Provision of taxi services - Lot 1 Education	£565,000	18/19	In Progress
Provision of taxi services - Lot 2 - HSCP	£143,000	18/19	In Progress
Provision of taxi services - Lot 3 NHS	£60,000	18/19	In Progress
Water Coolers - call off from SXL Framework	£19,000.00	18/19	In Progress
Cars and Light Vehicles (call off from collaborative framework agreement)	£1,068,000 (historic spend)	18/19	In Progress
Document Scanning - call off from SG Supported Business framework	£40,000.00	18/19	In Progress
Heavy Vehicles (call off from collaborative framework agreement)	£1,000,000	18/19	In Progress
Insurance Brokerage	£10,000.00	18/19	In Progress
E Mail Filtering Solution - collaborative contract with EDC	£23,120	18/19	In Progress

Supply and Delivery of Bread and Rolls	£70,000	18/19	In Progress
Catering Concession for Clydebank Town Hall	Concession contract - WDC receives commission	18/19	In Progress
Security - Full tender for single provider for installation and maintenance of security equipment across the Council	£800,000	18/19	In Progress
Housing Benefit Managed Service	£70,000	18/19	In Progress
Fresh Meat and Fish (call off from Scotland Excel framework agreement)	£225,000	18/19	In Progress
Telecare and Telehealth Technologies - call off from Scotland Excel framework	£70,978.00	18/19	In Progress
Energy Software - Electronic Energy Management System	£25,000	18/19	In Progress
STEM Hubs for 10 schools	£450,000	18/19	In Progress
Cycle to Work Scheme	£15,000	18/19	In Progress
Debt Management Partners	£71,000	18/19	In Progress
Education and Office Furniture (call off from Scotland Excel framework agreement)	£34,300	18/19	In Progress
Work Station Client Devices - Call Off from SG FA	TBC	18/19	To be allocated
Fixed Telephony - call off from SG framework	£320,000	18/19	To be allocated
IT Peripherals - call off from SG FA	TBC	18/19	To be allocated
Library Books and Textbooks- Call off from SXL framework agreement	£194,000	18/19	To be allocated

Domestic Furniture and Furnishings (call off from Scotland Excel framework agreement)	£276,000	18/19	To be allocated
Agency Workers - Social Care	£391,000	18/19	To be allocated
Maintenance and Repair of Catering and Cleaning Equipment (call off from Scotland Excel framework agreement)	£49,000	18/19	To be allocated
Tyres (call off from Scotland Excel framework agreement)	£108,000	18/19	To be allocated
Vehicle and Plant Hire (call off from Scotland Excel framework agreement)	£700,000	18/19	To be allocated
e Procurement Service Management - Call off from SG FA	TBC	18/19	To be allocated
Fuel Cards (call off from national framework agreement)	£100,000	18/19	To be allocated
Portable Appliance Testing	£30,000	18/19	To be allocated
Professional Buying Tools (e sourcing) - Call Off from SG FA	TBC	18/19	To be allocated
Application, Design and Development Services - call off from SG FA	TBC	18/19	To be allocated
Collaborative Content Management - Call off from SG FA	TBC	18/19	To be allocated

Digital and Technology Services - Call Off from SG FA	TBC	18/19	To be allocated
Digital Services - Call from SG DPS	TBC	18/19	To be allocated
Hosting Services - Call Off from SG FA	TBC	18/19	To be allocated
Network Enablement Services - Call Off from SG FA	TBC	18/19	To be allocated
Server Maintenance - Call Off from SG FA	TBC	18/19	To be allocated
Annual Council Tax Billing - Printing and Posting (contract or FA will be for a duration of at least 3 years)	£26,000	18/19	To be allocated
Washroom Solutions - call off from SXL Framework	£40,000	18/19	To be allocated
Bar and Catering Services for Scottish Pipe Band Championships and Loch Lomond Highland Games	Concession contract - WDC receives commission	18/19	To be allocated
Desktop Client Devices - Call off from SG FA	TBC	18/19	To be allocated
First Aid Materials, Toiletries and Personal Care Products	TBC	18/19	To be allocated
First Aid training	TBC	18/19	To be allocated
Mobile Client Devices - Call off from SG FA	TBC	18/19	To be allocated

Thin Client Devices - Call Off from SG FA	TBC	18/19	To be allocated
Web Based and Proprietary Client Devices - Call Off from SG FA	TBC	18/19	To be allocated
Provision of Fireworks Displays at Levensgrove and Dalmeir Parks	£20,000	18/19	To be allocated
Care Management System for Care Homes - tender following trial in DCH	£40,000	18/19	To be allocated
Corporate Removal and Storage Services	£100,000	18/19	To be allocated
Dell Server Licensing	£100,000	18/19	To be allocated
e Purchasing Card Solution	TBC	18/19	To be allocated
Energy Software - Planned and Reactive Maintenance of Heating Control Systems	£20,000	18/19	To be allocated
Furniture for new Clydebank Care Home	TBC	18/19	To be allocated
Generic Software Licensing	TBC	18/19	To be allocated
Provision of defibrillators at Council premises	£73,000	18/19	To be allocated
Provision of Vocational Tuition for secondary school pupils	TBC	18/19	To be allocated
Pupil Equity Fund Framework of providers	TBC	18/19	To be allocated
Vulnerability Management Licensing	TBC	18/19	To be allocated
Renewal of Citrix Licenses	£134,937	18/19	To be allocated

Upgrade and replace Call Manager Telephony System	£230,000	18/19	To be allocated
Wireless Licensing	£312,439	18/19	To be allocated
Integrated ICT Healthcheck and Pen Testing	£51,000	18/19	To be allocated
Supply of Gym Equipment	£150,000	18/19	To be allocated
Server Maintenance	£79,000	18/19	To be allocated

### People

<b>Tender</b>	<b>Estimated Contract Value</b>	<b>Estimated Award Date</b>	<b>Status</b>
1617-19 - Housing Support for Care Leavers	£440,000	18/19	In Progress
1718-02 - Holiday Sessions For Children with Disability	£200,000	18/19	In Progress
1718-12 MH Supported Accommodation (Davidson Road)	£500,000	18/19	In Progress
1819-03 Residential Housing Support	£382,116	18/19	In Progress
1819-07 Residential Housing Support for Young People	£156,600	18/19	In Progress
1819-06 Accommodation Based Services	TBA	18/19	In Progress
1819-11 Residential Housing Support Services	£1,616,151	18/19	In Progress
1819-12 Occupational Health Services	£160,000	18/19	In Progress

### Place

<b>Tender</b>	<b>Estimated Contract Value</b>	<b>Estimated Award Date</b>	<b>Status</b>
St Andrews Housing Construction	£14,300,000	18/19	In Progress
Energy Centre Operator - Queens Quay District Heating Network	£14,000,000.00	18/19	In Progress
Network Operator - Queens Quay District Heating Network	£13,000,000.00	18/19	In Progress
Care Home (Clydebank) Construction	£12,000,000	18/19	In Progress
Haldane Housing Construction	£10,000,000	18/19	In Progress
Bellsmyre Housing Construction	£8,000,000	18/19	In Progress

Clydebank East Housing Construction	£5,200,000	18/19	In Progress
Extrenal Wall Insulation EWI	£3,500,000	18/19	In Progress
Minor Civils FA	£3,000,000	18/19	In Progress
Creveul Court Housing Construction	£2,000,000	18/19	In Progress
Gas Servicing Maintenance – Housing & Non Housing	£1,400,000	18/19	In Progress
Dumbarton Waterfont Walkway, Construction	£1,300,000	18/19	In Progress
Dalmonach CE Centre New Build	£1,200,000	18/19	In Progress
Cladding Materials (Supply Only)	£1,000,000	18/19	In Progress
Holm Park Football trust development. Design & Construct	£750,000	18/19	In Progress
Demolition Contract – Council Offices Garshake	£550,000	18/19	In Progress
Demolition Contract - Haldane Primary school	£550,000	18/19	In Progress
Mountblow 3G Pitch Construction	£550,000	18/19	In Progress
Demolition Contract - OLSP High School	£550,000	18/19	In Progress
PVCu Windows & Doors (Supply Only)	£400,000	18/19	In Progress
New Levenvale all weather pitch Construction	£250,000	18/19	In Progress
New MUGA for St Patrick's Primary School and Playground improvement	£200,000	18/19	In Progress
Supply of Kitchens	£200,000	18/19	In Progress
Rot Eradication Services	£180,000	18/19	In Progress
Palypark - Levensgrove Disability park	£150,000.00	18/19	In Progress
Playpark - Dillichip	£100,000.00	18/19	In Progress
Castlehill MUGA Refurb	£100,000	18/19	In Progress
Clydebank Family Centre - Building Works	£98,000	18/19	In Progress
Edinbarnet PS – condition survey - Building Works	£96,000	18/19	In Progress
Site Investigation Surver - St Andrews, Clydebank	£85,000	18/19	In Progress
St Andrews Housing M&E Consultant	£80,000	18/19	In Progress
St Andrews Housing Structural Consultant	£80,000	18/19	In Progress
Playpark - Whitecrook	£70,000.00	18/19	In Progress
Playpark Balloch Park	£50,000.00	18/19	In Progress
Playpark - Milton	£30,000.00	18/19	In Progress
Playpark - Dennistoun Forge	£30,000.00	18/19	In Progress
PlayPark - Burnbrae	£30,000.00	18/19	In Progress
Palypark - Garshake Ave	£50,000.00	18/19	In Progress
Digital TV Maintenance Services	£20,000	18/19	In Progress
Plumbing Supplies - Showers	TBC	18/19	In Progress
Plumbing Supplies - Taps	TBC	18/19	In Progress
Exxon Infrastructure Contractor	£20,000,000	18/19	To be

			Allocated
Gruggies Burn Contractor	£18,000,000	18/19	To be Allocated
Connecting Clydebank: Improvements to section of A814 Construction	£4,300,000	18/19	To be Allocated
Replacement of bridge deck & associated works for A811 Lomond Bridge Balloch.	£3,900,000	18/19	To be Allocated
Pappart Windfarm, Construction	£3,000,000	18/19	To be Allocated
Upgrade to non-adopted footpaths (10 year plan)	£3,000,000	18/19	To be Allocated
Posties Park provision of running track and new changing facilities	£1,650,000	18/19	To be Allocated
Balloch Village Street Design: Phase 2, Station Square Construction	£800,000	18/19	To be Allocated
West Bridgend Community Centre Construction	£675,000	18/19	To be Allocated
Vale of Leven Cemetery extension	£650,000	18/19	To be Allocated
Balloch Village Street Design: Phase 1, Village Square & Balloch Rd West Construction	£600,000	18/19	To be Allocated
Mandatory 20 mile per hour	£500,000	18/19	To be Allocated
MTC Accessibility Works	£300,000	18/19	To be Allocated
New changing facility at OLSP - Building Works	£300,000	18/19	To be Allocated
New Sport changing facility Duntocher - Building Works	£300,000	18/19	To be Allocated
Park and Ride Car Park Construction Strathleven Place, Dumbarton	£280,000	18/19	To be Allocated
Welfare Units - DLO	£250,000	18/19	To be Allocated
Kilmaranock Cemetery Extension (Design)	£250,000	18/19	To be Allocated
Dry Recyclate from High Rise & Tenements Collection & Treatment.	£193,000	18/19	To be Allocated
New changing facility at Lusset Glen - Building Works	£150,000	18/19	To be Allocated
Christie Park PS – new windows installation	£130,000	18/19	To be Allocated
Operative Cover for Dalmoak, Near Renton Household Waste Recycling Centre Services	£120,000	18/19	To be Allocated
Dillichip Allotments Construction	£100,000	18/19	To be Allocated
Gavinburn ELCC - Building Works	£100,000	18/19	To be Allocated
Carleith Primary Classroom Provision - Building Works	£100,000	18/19	To be Allocated



Alexandria Library - new windows installation	£95,000	18/19	To be Allocated
Christie Park Classroom Provision - Building Works	£91,000	18/19	To be Allocated
Dumbarton Rock Floodlighting Installation	£80,000	18/19	To be Allocated
Operative Cover for Ferry Road, Old Kilpatrick Household Waste Recycling Centre	£65,000	18/19	To be Allocated
Small Plant Hire Services	£60,000	18/19	To be Allocated
District Heating Technical Advisor	£50,000	18/19	To be Allocated
Exxon Rail Interface Consultant	£50,000	18/19	To be Allocated
Re-use of Furniture and white goods Services	£45,000	18/19	To be Allocated
Commercial Glass Collection Services	£34,472	18/19	To be Allocated
Cardboard & Confidential Waste (This should be seperated into 2 work streams) Services	TBC	18/19	To be Allocated
Care of garden scheme Services	TBC	18/19	To be Allocated
National Waste Brokerage Tranche 1 Glass Services	TBC	18/19	To be Allocated
National Waste Brokerage Tranche 2 Residual Waste Services	TBC	18/19	To be Allocated
National Waste Brokerage Tranche 3 DMR Services	TBC	18/19	To be Allocated
Waste Receptacles	TBC	18/19	To be Allocated
Exxon CDM Coordinator	£50,000	18/19	To be Allocated
Exxon Clerk of Works	£50,000	18/19	To be Allocated
Pappart Windfarm, CDM Coordinator	£20,000	18/19	To be Allocated
Pappart Windfarm, Clerk of Works	£20,000	18/19	To be Allocated
Pappart Windfarm, Technical Advisor	£50,000	18/19	To be Allocated
Community Park HCI - Developer funding & WDC Extension to existing play facility with match funding from housing developer.	£30,000	18/19	To be Allocated
Crown Ave/Second Ave - Developer funding & £30k WDC Extension to existing play facility with match funding from housing developer.	£30,000	18/19	To be Allocated
Implement tree planting across selected areas	£175,000	18/19	To be Allocated

Meadow Centre Air Handling Unit (AHU)	£140,000	18/19	To be Allocated
Posties Park Running track	TBC	18/19	To be Allocated
158 Main Street, Alexandria	£50,000	18/19	To be Allocated
Antonine Wall Play Facilities Tender	£250,000	18/19	To be Allocated

## **WEST DUNBARTONSHIRE COUNCIL**

### **Report by the Strategic Lead - Regulatory**

**Corporate Services Committee: 16 May 2018**

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**Subject: Greater Glasgow and Clyde  
Joint Health Protection Plan 2018-2020**

#### **1. Purpose**

- 1.1** To seek approval of the Greater Glasgow and Clyde Joint Health Protection Plan 2018-2020

#### **2. Recommendations**

- 2.1** It is recommended that the Committee approves the adoption of the Joint Health Protection Plan in which West Dunbartonshire Council is a partner.

#### **3. Background**

- 3.1** The Public Health etc. (Scotland) Act 2008 requires NHS Boards, in consultation with Local Authorities, to produce a Joint Health Protection Plan which provides an overview of health protection (communicable disease and environmental health) priorities, provision and preparedness for the NHS Board area.
- 3.2** West Dunbartonshire Council Environmental Health is a key partner in the plan for the Greater Glasgow and Clyde Health Board area. Other partners include East Dunbartonshire, East Renfrewshire, Glasgow City, Inverclyde and Renfrewshire Councils in collaboration with Health Protection organisations officers.
- 3.3** Environmental Health in West Dunbartonshire is responsible for the protection of public health, the maintenance competent persons under the Public Health etc. (Scotland) Act 2008 and the provision of Public Health protection measures for the communities of West Dunbartonshire including such measures as air quality, contaminated land, Environmental and occupation asbestos exposure, workplace safety, food safety and local outbreak investigation and management as well as other public health protective measures. Such protective measures impact on poor public health outcomes. These poor outcomes are higher in Scotland's most deprived communities and are noticeably worse in some West Dunbartonshire Communities than in more affluent, less deprived communities in Scotland.
- 3.4** Priority areas referenced in the plan that were previously identified by Scottish Government and chief professional officers included:

- Pandemic influenza;
- Healthcare associated infections;
- Vaccine preventable diseases;
- Environmental exposures which have an adverse impact on health and Gastro-intestinal and zoonotic infections.

**3.5** The Public Health Oversight Board, who are leading on the creation of the new national public health body, are also responsible for preparing an updated list of priority areas for public health action, including health protection.

#### **4. Main Issues**

**4.1** The Joint Health Protection Plan covering the period 2018 -2020 outlines the protective measures that Environmental Health and NHS Board Health Protection team will take to improve and protect the health and wellbeing of citizens during the period of the operation of the plan.

**4.2** The plan covers the following:

- Capacity and resilience of health protection services in responding to actual or potential significant threats to public health;
- Developing means to assure the quality of health protection services;
- Continuing professional development especially with regard to strengthening evidence based good practice; and
- Improving communications with the public on risks to health and securing a greater degree of involvement in health protection services.
- To provide an overview of health protection priorities, provision and preparedness for NHS GGC and partner local authorities.
- To outline the joint arrangements which NHS GGC and partner local authorities have in place for the protection of public health.
- To improve the level of “preparedness” to respond effectively to a health protection incident and emergency.
- To clarify the priorities for the period of the plan 2018 – 2020.
- To develop “learning” across the agencies.
- To provide a mechanism for reviewing and recording outcomes and achievements.

**4.3** The plan has been presented through Health Board governance structures for sign-off.

**4.4** The plan is scheduled for review and update every two years.

#### **5. People Implications**

**5.1** There are no personnel issues.

**6. Financial and Procurement Implications**

**6.1** The plan will be delivered from within existing budgets. There are no procurement implications.

**7. Risk Analysis**

**7.1** There is no increased risk to the Council associated with the contents of this report.

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

**8.1** No significant issues were identified in the screenings for potential equality impacts of these proposals.

**9. Consultation**

**9.1** None

**10. Strategic Assessment**

**10.1** The Joint Health Protection Plan links to the strategic priorities in the West Dunbartonshire Local Outcome Improvement Plan of a flourishing, nurtured and safe West Dunbartonshire.

**10.2** The recommendations contained within the report support the Council's strategic priorities of a flourishing, nurtured and safe West Dunbartonshire.

**Peter Hessett**  
**Strategic Lead - Regulatory**  
**Date:**

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**Person to Contact:** Martin Keeley, Environmental Health Manager, Aurora House, 3 Aurora Avenue, Clydebank. G81 1BF. Telephone: 0141 951 7983, email: martin.keeley@west-dunbarton.gov.uk

**Appendices:** NHS GGC Joint Health Protection Plan 2018 - 2020

**Background Papers:** None

**Wards Affected:** All



# Greater Glasgow and Clyde Joint Health Protection Plan 2018-2020

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**NHS Greater Glasgow and Clyde**

**East Dunbartonshire**

**East Renfrewshire**

**Glasgow**

**Inverclyde**

**Renfrewshire**

**West Dunbartonshire**

## Forward

The Public Health etc. (Scotland) Act 2008 requires NHS Boards, in consultation with Local Authorities, to produce a Joint Health Protection Plan which provides an overview of health protection (communicable disease and environmental health) priorities, provision and preparedness for the NHS Board area. Guidance on the content of joint health protection plans has been published by the Scottish Government.

This plan covers the period from 1 April 2018 to 31 March 2020. It will be reviewed regularly by the group throughout its duration to ensure the contents remain relevant and appropriate. Further plans will be published every two years.

It is a public document and is available to members of the public on the NHS Greater Glasgow and Clyde website [\[link\]](#) and on request. We hope that you will find this plan to be of interest, and of value, and that its production will contribute to protecting the health of the people who visit, work and live in Greater Glasgow and Clyde.

Dr Linda de Caestecker

Director of Public Health

NHS Greater Glasgow and Clyde



### Signatories

Organisation	Name	Title	Signature
NHS Greater Glasgow and Clyde			
East Dunbartonshire			
East Renfrewshire			
Glasgow City			
Inverclyde			
Renfrewshire			
West Dunbartonshire			

This plan has been prepared following the requirements set out in the Public Health etc. (Scotland) Act 2008. The seven signatory organisations have prepared this plan in collaboration and consultation. This plan is herewith referred to as the Joint Health Protection Plan.

The purposes of the plan are:-

- i. To provide an overview of health protection priorities, provision and preparedness for NHS GGC and partner local authorities.
- ii. To outline the joint arrangements which NHS GGC and partner local authorities have in place for the protection of public health.
- iii. To improve the level of “preparedness” to respond effectively to a health protection incident and emergency.
- iv. To clarify the priorities for the period of the plan 2018 – 2020.
- v. To develop “learning” across the agencies.
- vi. To provide a mechanism for reviewing and recording outcomes and achievements.

The plan will be reviewed annually by representatives from Environmental Health and Health Protection and any necessary changes made and reported to the JHPP signatories. The plan will only be formally changed and updated every 2 years in accordance with legislative requirements.

## Public Health

Public health, as defined by Acheson, and adopted by the Faculty of Public Health is “the science and art of promoting and protecting health and well-being, preventing ill-health and prolonging life through the organised efforts of society.”<sup>1</sup>

Traditionally public health has been divided into three domains – health protection, health promotion and health services public health, supported by public health intelligence. Though the JHPP deals only with the first of the domains, the domains overlap, interact and provide mutual support in improving and protecting the public’s health.

## Health Protection

Health Protection is a term used to encompass a set of activities within the Public Health function. It involves:

- Ensuring the safety and quality of food, water, air and the general environment
- Preventing the transmission of communicable diseases
- Managing outbreaks and the other incidents which threaten the public health.

The profile of Health Protection has increased significantly in recent years with issues such as immunisation, food borne infections, pandemic flu, healthcare associated infection and communicable diseases regularly being in the public eye. The quality of public protection from hazards demands a workforce, educated and trained to the highest standards<sup>2</sup>.

## Environmental health

Environmental Health has been defined as: “... that area of Public Health activity which strives to improve, protect & maintain health & well being through action on the physical environment and on life circumstances<sup>3</sup>.”

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<sup>1</sup> Independent Inquiry into Inequalities in Health: Report; The Stationery Office; 1998

<sup>2</sup> NHS Education Scotland <http://www.nes.scot.nhs.uk/education-and-training/by-theme-initiative/public-health/health-protection.aspx>

<sup>3</sup> Old Report; 2006 (commissioned by Royal Environmental Health Institute of Scotland)

## Overview of NHS Board and Local Authorities

### NHS Greater Glasgow and Clyde

NHS Greater Glasgow and Clyde Health Board is responsible for the health needs of the population living within the Board's remit. The Board provides strategic leadership and performance management for the entire local NHS system in the Greater Glasgow and Clyde area and ensures that services are delivered effectively and efficiently. It is responsible for the provision and management of the whole range of health services in this area including hospitals, General Practice, and public health. NHSGGC works alongside partnership organisations including Local Authorities and the voluntary sector. NHSGGC serves a population of 1.14 million and employs around 39,000 staff – it is the largest NHS organisation in Scotland and one of the largest in the UK.

NHSGGC contains some of the most and least deprived areas in Scotland. Population estimates (SAPE 2013) show that 36% of all NHSGGC residents (n=408,349) live in the most deprived areas as defined by the Scottish Index of Multiple Deprivation (SIMD)

Full details of the population of NHSGGC, including key indicators of health and social determinants of health, are included in the Director of Public Health's Biennial Report 2015-17.<sup>4</sup>

### East Dunbartonshire

East Dunbartonshire lies to the north of Glasgow and has a population of 106,960. The Council covers a geographical area of 77 square miles and is in the mid-range of Scottish Local Authorities

Mid-2015 population estimates shows East Dunbartonshire with 61% of the population of working age, 17% under 16 years of age and 22% of pensionable age. Recent projections suggest that the population of East Dunbartonshire will decline by 6.8% over the next 25 years. Significantly the number of children (0-15 years) is projected to decrease by 13.4 % during this period, whilst the population of pensionable age is expected to rise by 25.4%. The working age population is predicted to decrease by 17.2%. The highest population increase will be seen in those aged 75 and over with a predicted increase of 93%.

4.2% of the population regarding themselves as being from a Black/Minority Ethnic Community (BME) according to figures from the 2011 Census.

East Dunbartonshire is, in the main, a prosperous area where employment rates are high and levels of crime fall significantly below the Scottish average. It is recognised as an excellent place to live based on health, life expectancy and school performance. That stated, there are pockets of deprivation where major inequalities exist and the quality of life falls below the national average. Within the authority,

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<sup>4</sup> [http://www.nhsggc.org.uk/media/234486/nhsggc\\_ph\\_dphreport2015\\_population\\_of\\_nhsggc.pdf](http://www.nhsggc.org.uk/media/234486/nhsggc_ph_dphreport2015_population_of_nhsggc.pdf)

seven data zones fall into the top 25% most deprived in Scotland. These data zones are located in Hillhead, Lennoxton, Auchinairn and Kirkintilloch West. SIMD ranks in the Hillhead area have improved with two datazones moving out of the 5% most deprived in Scotland and the majority of datazones showing less deprivation than in SIMD 2012. However, Hillhead remains the most deprived area in East Dunbartonshire. Recent analysis of local data further confirms a continuing gap in equalities between, our most and least deprived communities.

### **East Renfrewshire**

East Renfrewshire covers an area of approximately 67 square miles and exhibits a diverse range of environments. East Renfrewshire is regarded as one of the best places to live in Scotland, however it is also an area of contrasts. While there are areas that are predominantly affluent and have high levels of employment and good health, there are also pockets of disadvantage and deprivation that are amongst the worst found in Scotland. Seven data zones in East Renfrewshire are in the 15% most deprived in Scotland, representing 6% of the population in East Renfrewshire. In 2016 population was estimated at 93,810, a 25% increase since 2001. It has the highest proportion of 104 and 15-16 year olds in Scotland. 6% of the population are from black and minority ethnic groups.

The built-up area of East Renfrewshire generally offers a good quality urban environment, and whilst it is predominantly residential, there are concentrations of other uses, such as business and industry. There is also a range of complementary uses in the residential areas, such as schools, shops and community facilities. There is a network of important, local urban green spaces comprising playing fields, woodlands, formal and informal parks along with amenity open spaces. These contribute positively to local amenity and the quality of life for residents. The past 10 years has seen significant new housing development in the Greenlaw area of Newton Mearns, accompanied by new schools, health centres and commercial development, all due to the apparent desirability of this area.

### **Glasgow City Council**

Glasgow City Council is the largest of Scotland's 32 local authorities, providing essential frontline and support services to the people of Glasgow. Glasgow is the largest city in Scotland and the fourth largest in the UK. The current population of the city has risen to 606,340 after decades of decline. The birth rate in Glasgow has risen since 2007 and contributed to the rise in population. Glasgow has the most ethnically diverse population in Scotland. In 2011, 12% of the population were from an ethnic minority.

Although male life expectancy has increased to 73.4 and to 78.8 for female the average is still lower than Scotland as a whole. Indeed, in poorer parts of the city this is even lower. Male life expectancy is approximately 13.7 years lower in the 10% most deprived areas of Glasgow compared to the 10% of the least deprived.

The City continues to lose people to the surrounding areas who choose to commute to work in the city. This loss is compensated by immigrants from abroad. This is largely made up of asylum seekers, and migrants from European Union countries such as Poland, Slovakia and the Czech Republic. However, this may change significantly after Brexit.

## **Inverclyde**

Inverclyde covers an area of 61 square miles stretching along the south bank of the estuary of the River Clyde. Inverclyde is one of the smaller local authorities in Scotland with a population of 79,500. The main towns of Greenock, Port Glasgow and Gourock sit on the Forth of Clyde. The towns provide a marked contrast to the coastal settlements of Inverkip and Wemyss Bay, which lie to the south west of the area, and the villages of Kilmacolm and Quarrier's Village which are located further inland. Demographic trends have shown a marked decrease in population in recent years with the majority of those leaving being young. The most significant population increase in Inverclyde is projected for the age group 75 and over with an estimated increase of 68% by 2039. Inverclyde also has substantial areas of deprivation. In the Scottish Index of Multiple Deprivation 2016, 11 (9.6%) of Inverclyde's 114 datazones were in the 5% most deprived datazones in Scotland. Inverclyde has the second highest local share of the most deprived 20% of any authority in Scotland with obvious effects on general health and life expectancy in the area. Female life expectancy at birth (80.4 years) is greater than male life expectancy (75.4 years), but both were lower than the Scottish average. Male life expectancy at birth in Inverclyde is improving more rapidly than female life expectancy

## **Renfrewshire**

Renfrewshire Council is situated to the west of Glasgow on the south bank of the River Clyde and covers nearly 103 square miles. To the west lies Inverclyde Council, to the south is North Ayrshire Council and East Renfrewshire is located to the south east. Renfrewshire has a population of over 174,000, making it the ninth largest council in Scotland in terms of its population. Paisley, with a population of around 77,000, forms the commercial and transport hub for Renfrewshire. The town of Renfrew lies to the north of Paisley and Johnstone to the west. Glasgow International Airport is located to the north of Paisley and is easily accessed from the M8 Motorway and Paisley Town Centre. It is one of Scotland's busiest airports. It is a key part of the transportation infrastructure of Scotland and is a major contributor to Renfrewshire's economy. Renfrewshire Council is committed to its role as a health improving organisation and recognises its responsibility in working with partners to improve the health of local communities. This focus is essential due to the significant health inequalities that exist in Renfrewshire, linked often, to levels of deprivation within communities. For example, life expectancy is lower in Renfrewshire than the Scottish average at 76.3 years for men and 80.6 years for women, compared with the national averages of 77.1 and 81.1 years respectively. This remains a considerable challenge for Renfrewshire given the strong links between social deprivation and ill health.

## **West Dunbartonshire**

West Dunbartonshire comprises three main settlement areas, Clydebank, Dumbarton and Vale of Leven, which have developed along the rivers Clyde and Leven.

Within the boundaries of the Authority, the three large areas of water, the river Clyde, the river Leven and the southern extents of Loch Lomond combine to cover 2,505 ha. The urban areas of the Authority spread from the two rivers up to the foothills of the Kilpatrick, Dumbarton Muir and Carman, and cover a land area of 2,735 ha. The

remaining 12,986 ha of the Authority area comprises greenbelt, farmland, foothills and the raised bogland of the countryside area.

From the published West Dunbartonshire Social and Economic Profile 2017(1), the population of West Dunbartonshire at 2014 was estimated at 89,500. The population of West Dunbartonshire accounts for 1.7% of the total population of Scotland. In West Dunbartonshire in 2015 the number of people aged 16 and under decreased to 16,694 people, and the number of people aged 60 and over increased to 21,345 people. Area profiles for communities in West Dunbartonshire are found here - <http://www.west-dunbarton.gov.uk/council/community-planning-west-dunbartonshire/your-community/community-profiles/>

West Dunbartonshire has life expectancy rates that are statistically significantly worse than the Scottish average, with the second lowest life expectancy at birth of all Scottish Local Authorities. Based on the most recent figures available (2013-15) life expectancy at birth for males and females in West Dunbartonshire is 74.8 years and 78.7 years respectively, lower than the Scottish average.

## Health protection: planning infrastructure

Locally, the Public Health (Health Protection) Liaison Working Group (the “Med-Vet”) provides an area wide forum for discussion of the surveillance and investigation of infectious diseases (including outbreaks) and environmental hazards affecting, or with the potential to affect the health of, the general population, and to ensure that appropriate procedures are carried out during this process.

The group’s remit is:

- To provide an area wide multidisciplinary forum to monitor, report, discuss and recommend actions to protect the health of our population.
- Sharing of intelligence on infectious intestinal disease in humans and animals, and surveillance of environmental hazards in air, water and land which have the potential to impact or is already damaging to the health of our population
- To agree basic minimum standards for the investigation of infectious gastrointestinal disease in the human population, and ensure that appropriate follow up action takes place
- To monitor our performance against agreed standards
- To ensure outbreak control plans are fit for purpose
- To participate in exercises to ensure that all partners are familiar with appropriate responses
- To provide a forum for discussion of issues raised by the Scottish Government, Health Protection Scotland and other relevant bodies which will have a potential to impact on the above
- To monitor untoward events and outbreaks and ensure that our systems are modified appropriately

Membership is drawn from:

- Public Health Protection Unit (PHPU) Medical and Nursing Staff
- Environmental Health Representative from each Local Authority
- Animal Health
- Scottish Water
- Microbiology
- DWQR
- Health Protection Scotland
- Scottish Environment Protection Agency
- Glasgow Scientific Services

The parties to the JHPP also participate through the Scottish Health Protection Network and the Regional and Local Resilience partnerships in health protection planning and guidance development.

Whilst the majority of health protection remains a statutory responsibility of the health board or local authority, some programmatic elements are delivered through joint working with new integrated authorities. Med-Vet will work with Health and Social Care Partnerships to ensure all parties are aware of the process for mobilising response to outbreaks or incidents.



There are a series of health protection plans that are prepared by the Health Board, singly or in partnership with Local Authorities and other agencies detailed in table 1. Additionally there are a further series of plans maintained by each local authority which follow in table 2. These plans are in addition to documents produced at a national level which guide health protection response, including *Managing Public Health Incidents*, *Scottish Waterborne Hazards Plan*, and *Scottish Framework for Exotic Notifiable Animal Disease*.

Plan	Owner	Last updated	Review date	Exercised
Outbreak response plan	Med-Vet Group	October 2015	October 2018	December 2017
Blue-green algae plan	Med-Vet Group	September 2017	September 2022 (Main plan) Annually (inland waters risk assessment)	N/A – as the plan is used regularly during the algal bloom season, exercising is not required.
Pandemic influenza	NHS GGC LRP	2016 2017	Ongoing	Exercise Silver Swan
Major incident	NHS GGC	2017	2018	Elements of plan tested during acute exercises, and Border Reiver
Mass casualty	SG Health Resilience	2015	Ongoing	October 2017 Exercise Border Reiver
Viral Haemorrhagic fever protocol	NHS GGC	2016	2018	Exercised extensively during development and implemented since
Glasgow Airport Port Health Procedures	Glasgow Airport Ltd	2014	2017	Exercised 2014 and 2015 (x2)
Port Health guideline	NHS GGC, Renfrewshire, Inverclyde	2017	2019	

	East Dunbartonsh ire	East Renfrew shire	Glasgow City	Inverclyde	Renfrewshire	WDC
Air quality statement	✓(e)	✓	✓(e)	✓(e)	✓(e)	✓(e)
Single outcome agreement	✓(e)	✓ (e)	✓(e)	✓(e)	✓(e)	✓(e)
Food and feedstuffs service plan	✓(e)	✓	✓	✓(e)	✓(e)	✓
Local housing strategy	✓(e)	✓	✓	✓	✓(e)	✓(e)
Private sector strategy	✓(e)	✓	✓	Currently under development	✓(e)	✓(e)
Pandemic influenza	✓(e)	✓	✓	✓	✓(e)	✓
Contaminated land strategy	✓(e)	✓	✓	✓	✓(e)	✓(e)
Health and safety service plan	✓(e)				✓	✓
Council emergency plan	✓(e)		✓	✓	✓(e)	✓
Council plan (corporate)	✓(e)			✓(e)	✓(e)	✓
Environment strategy and action plan			✓(e)		✓(e)	
Climate change strategy			✓(e)			✓(e)
River Clyde flood management strategy		✓ (e)	✓(e)		✓(e)	
Joint health improvement plan	✓(e)	✓			✓(e)	✓(e)
Fuel poverty strategy	✓(e)		✓		✓(e)	✓
Community plan	✓(e)		✓		✓(e)	✓
Carbon management strategy			✓		✓(e)	✓(e)
Sustainability strategy					✓(e)	✓

## Health protection activities

### Local and national priorities

The Health Board and Partners are cognisant of the priorities as stated from time to time by Scottish Government and chief professional officers. The Public Health Oversight Board, who are leading on the creation of the new national public health body, are also responsible for preparing an updated list of priority areas for public health action, including health protection. It is expected that these priorities will be agreed and published during the life of this plan.

Key priority areas that have been previously identified include:

- Pandemic influenza;
- Healthcare associated infections;
- Vaccine preventable diseases;
- Environmental exposures which have an adverse impact on health<sup>5</sup> and
- Gastro-intestinal and zoonotic infections.

In addition, the following were considered to be important to improve the delivery of health protection services by both the NHS and local authorities:

- Capacity and resilience of health protection services in responding to actual or potential significant threats to public health
- Developing means to assure the quality of health protection services
- Continuing professional development especially with regard to strengthening evidence based good practice
- Improving communications with the public on risks to health and securing a greater degree of involvement in health protection services

Actions on the key priority areas, and other health protection responsibilities include :

### Pandemic influenza

A comprehensive suite of pandemic flu plans based on national and international guidance, frequent flu planning “exercises”, and lessons learned from the 2009 H1N1 pandemic, are continually updated to ensure readiness for future pandemics. A major national exercise of pandemic flu arrangements (*Silver Swan*) was carried out in 2016. PHPU have worked with partners across the health board on the plans for responding to the attendant increased demand for front line services while maintaining continuity of essential business during a pandemic. These plans support the West of Scotland multi-agency pandemic influenza planning process, which is lead by the Local Resilience Partnerships, close working with key partners ensuring a consistent and collaborative approach to planning.

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<sup>5</sup> These are referred to as “non-communicable hazards” in the remainder of the JHPP

## **Healthcare associated infection**

Prevention and control of infection continues to have the highest priority within NHSGGC and the Board Infection Control Committee (BICC), in conjunction with clinical service providers, develops an annual infection prevention and control programme to co-ordinate and monitor all the detailed work of the infection control teams and committees in preventing and controlling infection through effective communication, education, audit, surveillance, risk assessment, quality improvement and development of policies and procedures. The programme addresses the national and local priorities for infection prevention and control and extends throughout healthcare, health protection and health promotion. PHPU and environmental health departments work alongside and support the Infection Prevention and Control Teams (IPCT). The Board's progress against the programme of work is reported in the infection control manager's annual report. The most up to date version of the IPC annual report, policies and Standard Operating Procedures (SOPs) can be accessed at: [www.nhsggc.org.uk/infectioncontrol](http://www.nhsggc.org.uk/infectioncontrol)

Good practice in Infection Prevention and Control does not rest solely within the remit of our IPCT. Every member of staff has a professional responsibility to prevent healthcare associated infection and is accountable for their actions in relation to this.

## **Vaccine preventable diseases**

Information on national immunisation programmes, including the timetable of routine childhood immunisations, can be found by visiting <http://www.immunisationscotland.org.uk/when-to-immunise/immunisation-schedule.aspx>

Approximately 375,000 people receive 625,000 doses of vaccine each year in NHSGGC, one of the highest immunisation uptake rates in the UK, giving protection against serious infections. The ongoing challenge is to encourage and maintain high uptake of vaccines in target groups across the health board area.

Uptake rates for routine childhood, HPV and teenage booster vaccines in the national programme are available from <http://www.isdscotland.org/index.asp>

Immunisation programmes in NHSGGC are coordinated by the Health Protection team providing leadership, programme management, education and training and support to primary care, children and families teams and school immunisation teams who administer the vaccines.

Scottish Government announced a Vaccination Transformation Programme (VTP) in early 2017, with the aim of ensuring the health of the Scottish public through the modernisation of the delivery of vaccinations, empowering local decision making and supporting the transformation of the role of the General Practitioner. The scope of the VTP includes all NHS vaccination programmes. It is expected that the vast majority of elements will be completed by 2021.

## Non-communicable hazards

Non-communicable hazards are traditionally associated with a wide range of chemical and physical risk factors that may be present in the indoors or out of doors environment. Increasingly this area of public health is focusing on the wider health impacts of natural and built environment and on mitigating the impacts of climate change.

Exposures to chemical or physical agents differ in a number of ways from exposures in association with lifestyle or occupation, as follows:

- Concern is usually with low-level exposures which are difficult to measure and difficult to link to disease;
- Exposures often occur to complex mixtures rather than just to a single agent;
- It may be difficult to estimate historical levels of exposure;
- Measurement of small effects associated with low-level exposures on common diseases may be difficult and may be beyond the capability of epidemiology.
- Pathway of exposure may be uncertain or difficult to establish. Pathways include the inhalational, ingestion and dermal contact pathways.

Issues in non-communicable hazards in the area of NHS GGC include the following:

- **Air pollution** is an example of an environmental exposure with a well-known epidemiology, particularly in relation to particulate matter (PM10 and PM 2.5). Other pollutants of concern include nitrous oxides (NOx) and the “greenhouse gas”, carbon dioxide.

All local authorities have a duty to regularly review and assess air quality within their area and report the findings to the Scottish Government on an annual basis. Statutory air quality objective levels for specified pollutants are set out in the Air Quality (Scotland) Regulations 2000 and subsequent amendments. Where objective levels are not being achieved the area must be designated an Air Quality Management Area (AQMA) and an Air Quality Action Plan (AQAP) published, outlining action measures the Council are taking forward to improve air quality in those areas, leading to higher overall standards of air quality.

Glasgow City Council are partnering with Scottish Government to introduce the first Low Emissions Zone (LEZ) in Scotland, as part of a plan to introduce LEZs to Scotland's four largest cities by 2020. The LEZ will cover the city centre and major arterial routes into the city, and will be introduced in a phased manner, starting with bus traffic.

- **Waste disposal:** Landfill has historically been a common way of disposing of domestic, industrial and hazardous waste, although the use of landfill for this purpose will decrease dramatically in the near future. The Scottish Government Zero Waste Strategy, first published in 2010, sets targets of 70% of waste to be recycled, and a maximum of 5% going to landfill, by 2025

200,000 tonnes of domestic waste from Glasgow City will be processed at the new Glasgow Recycling and Renewable Energy Centre, with 90% expected to be

diverted from landfill. Efforts to increase recycling and divert waste from landfill have also been successful in other local authority areas. These changes will not only improve amenity and reduce potential risks from waste, but will also have longer term benefits for the natural environment.

Figures on domestic waste disposal are published by SEPA and are available at <https://www.sepa.org.uk/environment/waste/waste-data/waste-data-reporting/household-waste-data/>.

- **Environmental asbestos exposure:** Asbestos is well established as an environmental risk factor with a widely accepted epidemiological framework for risk assessment. Asbestos has been widely used in the urban built environment and exposures may occur in a range of situations, including factory fires and demolition of blocks of flats. A study of the possible health effects of asbestos from the demolition of high rise flats in Glasgow has demonstrated that risks from such activities are extremely low, though precautionary environmental monitoring during works has been carried out.

## **Gastro-intestinal and zoonotic infections (GIZ)**

There is close joint working between NHS GGC and LA Environmental Health professionals on GIZ, including through an agreed enteric investigation protocol, the outbreak control plan, and training events and exercises. Gastro-intestinal infections are the largest single group of infectious diseases that benefit from the joint working between the signatories of this plan. The Health Board and LA Environmental Health professionals work closely with colleagues from national agencies such as Food Standards Scotland, HPS, and animal health in responding to incidents and outbreaks, and the development of guidelines, including via the SHPN topic groups.

The WoS RRP has recently reformed their animal health sub-group to aid in the co-ordination of resilience activities in relation to zoonotic disease. In addition, national plans are available e.g. rabies, which are regularly exercised, and which support local preparedness for zoonotic infections

### *Escherichia coli O157 and other Shiga toxin-producing E. coli (STEC)*

STEC (also known as verotoxic *E. coli*, VTEC) is the most serious enteric infection that is regularly notified to health protection services, with approximately 40 cases a year notified to PHPU. STEC require a rapid co-ordinated response to minimise risk of further transmission and to identify potential source. The Scottish VTEC Action Plan final reports will be published in the first half of 2018, and the revised Scottish STEC public health guidance and a new clinical management guideline are also being produced. Parties to the JHPP are involved in the development of these documents, which aim to reduce the risk of STEC across Scotland and ensure the best evidence based response from all agencies.

## **Bloodborne Viruses (BBV)**

BBV policy and therefore activity is directed by the Scottish Government Sexual Health and Bloodborne Virus Framework 2015-2020.

### *Hepatitis C*

- New drug therapies have radically changed hepatitis C prognosis, and for the majority of people infected, it can be cured with 12 weeks of treatment.
- Much of the Board's effort is focussed on finding and treating people to contribute to the WHO elimination targets.
- The Viral Hepatitis Managed Care Network co-ordinates and directs specific programmes around testing, treatment and care such as routine testing; case-finding of people who are lost to follow-up and developing appropriate models of care, including community outreach in Addictions settings.
- Prevention is focused on Injecting Equipment Provision to people who inject drugs.

### *HIV*

- There is now very effective treatment which means that people living with HIV, who adhere to their medication can live long and healthy lives. People living with HIV who achieve and maintain an undetectable viral load are unable to transmit the virus to others. This is known as 'treatment as prevention' and is a key component of our prevention strategy.
- Two groups disproportionately affected by HIV are men who have sex with men and people from countries of high prevalence, mainly sub-saharan Africa.
- Prevention programmes are in place to raise awareness, encourage testing and prevent both initial and onward transmission. This includes a comprehensive Free Condom Service; Waverley Care have been commissioned to provide prevention and support interventions to people from African communities living in NHS GGC and there is a targeted clinical and health improvement programme aimed at men who have sex with men.
- PrEP (Pre-Exposure Prophylaxis) aimed at people who are HIV negative but at high risk of acquiring the infection is now available and is currently provided to prevent sexual transmission. PrEP for PWID is being considered.

## **Tuberculosis (TB)**

Greater Glasgow and Clyde has the highest rate of TB in Scotland, at 12.9 per 100,000 population in 2016, representing 47% of all cases in Scotland. TB cases continue to fall, with a 50% decrease in NHS GGC – 236 cases in 2009 and 118 cases in 2016, compared to a 38% decrease since 2010 across Scotland as a whole. However, TB cases are becoming more complex, with about half of all cases requiring enhanced case management (ECM)

A new TB Framework, published October 2017, builds on the Scottish Government TB Action Plan, published in 2011. The TB Framework sets out the SHPN's strategy in relation to tuberculosis control for the period 2017-2021. Specifically, the Framework supports this by:

- Encouraging engagement with those most at risk of tuberculosis (defined in Appendix 1) to ensure that they are able to benefit from our NHS services
- Seeking to ensure that effective treatments, interventions, support and services are provided to people when they need them, while at all times working in partnership with our stakeholders to ensure that services provided are evidence based and appropriate
- Striving to ensure that people are able to maintain high levels of health, good relationships and positive wellbeing including adequate housing and nutrition.

The Framework can be found at

<http://www.hps.scot.nhs.uk/resourcedocument.aspx?id=6240>

## **Local Authority Environmental Health**

Local health protection priorities carried out within local authorities by Environmental Health Officers and other professional staff are outlined below. Many are requirements of statute, in order to protect the health of individuals living and working in our communities.

- Improving air quality;
- Nuisance (including controlling environmental noise, antisocial behaviour noise, odours, sewage, waste water spillage etc);
- Communicable disease control;
- Investigating and control of contaminated land;
- Housing (including private sector, housing conditions, building disrepair);
- Drinking water quality;
- Pest control;
- Protecting health and consumer interests in relation to food by working with partner organisations and local business, implementing nationally set standards and minimising the risk of food poisoning incidences and outbreaks through inspection, training and initiatives; these activities include tackling the problem of food fraud, and an increasing focus on improving diet and nutrition.
- Maintaining the health of the working population through regulation of workplace safety and through inspection, awareness raising, training etc., and minimising the risk of ill health caused by occupational health exposures including stress,;
- Minimising the risk of exposure to environmental incivilities such as dog fouling, litter, illicit tipping, graffiti – there being a growing body of evidence that links stress to aspects of mental health and wellbeing, but also to physical disease- psychosocial dimension;
- Minimising the risk of environmental exposure to smoking devices, including secondary exposure through inspection, enforcement (e.g. preventing sale of tobacco to under 18s), awareness raising of smoking in public places legislation;
- Activities concerning alcohol consumption regulation through new licensing standards legislation – including enforcement, education and awareness raising work;
- Protecting the health, welfare and safety of the public through raising standards of premises licensed for these purposes;
- Promoting community health and well-being by protecting public health through educational and advisory services.



- Working with Scottish Water to support delivery of the 2015-2027 improvement plan (“Quality and Standard 4”)
- Activities related to animal health, including tick-borne diseases and the risk of rabies in imported animals, which remains very low due to existing control programmes.

### Unique health protection risks and challenges within NHSGGC

#### Glasgow 2018

Glasgow 2018 European Championships will be held the 1<sup>st</sup> – 12<sup>th</sup> August 2018. Six groups of events, involving 3025 athletes, and a total of 8500 participants, including officials and others. Eight venues across the Greater Glasgow and Clyde area will be used for three groups of sports (aquatics, cycling and gymnastics), with rowing and triathlon taking place in Lanarkshire, and golf in Ayrshire. NHS GGC and NHS Lanarkshire will share health role in the multi-agency command centre.

#### Contaminated land

The issue of contaminated land causes considerable public anxiety not only because of effects on health but because of possible effects on housing markets. Contaminated land may represent a risk factor for health in local populations although the nature and scale of the risk depend on the type of contamination. The contamination is usually the result of historical use of land for industrial purposes. In Glasgow, substantial amounts of land are contaminated with chromium as a result of the operations of the former chromium industry in the area. Several epidemiological studies have been carried out in the affected areas, and to date no detrimental effects on health have been demonstrated. Similarly, West Dunbartonshire have addressed areas of contamination through local development plans, redeveloping sites along the Clyde waterfront, including the former John Brown’s shipyard and adjoining sites, collectively identified as Queens Quay in Clydebank, the Carless site in Old Kilpatrick, the Exxon site in Bowling and Dumbarton waterfront.

#### Port health

Within the Board area there is a large international airport (Glasgow International airport) and a large seaport (Greenock), as well as smaller seaports. Glasgow Airport has direct flights to many international destinations including Europe, the Middle East and the Americas. Port of Greenock operates year round as a major freight terminal, and between April and October has increasing numbers of cruise ships. West Dunbartonshire provides for Port Health at its Clydebank port location at Rothesay Dock, receiving commercial shipping.

There are long established plans between NHSGGC and Renfrewshire Council for Glasgow Airport, and with NHSGGC and Inverclyde for dealing with incidents involving the Port of Greenock. These plans regularly reviewed and updated. Plans will be reviewed to ensure contingency and public health resilience for the Clydebank port.

There has been an expectation that aircraft and port regulations will be updated since the introduction of the Public Health etc (Scotland) Act 2008. The desire to develop these alongside updates in other UK jurisdictions, has delayed this review. Current plans and arrangements will be reviewed and updated if necessary as a result of any changes to the regulations.

## **Migrant health**

There is a long history of migration into the West of Scotland, with communities developing over many decades and generations. This inward movement continues, and Greater Glasgow and Clyde includes some of the most ethnically diverse communities in Scotland, with an increase in the BME population from 3.6% in 2001 to 7.5% in 2011, well above the Scottish national average. Some of the migrant groups and the communities they live in are more vulnerable than the general population, due to a number of factors including deprivation and living conditions, prior access to healthcare (including vaccination), barriers to accessing services (such as culture, language, stigma), limited social networks and isolation, and their own lived experiences. Recent health protection issues related to these challenges include a mumps outbreak, and environmental cleansing problems and infestations. These vulnerable communities require additional support of public health services compared to more settled populations.

## **COMAH Sites**

Within the NHS GGC boundary there are six upper tier COMAH (Control of Major Accident Hazards) sites. In accordance with COMAH legislation, each of these sites has a multi-agency off-site incident management plan. These plans are developed by resilience partners, which include the Board and relevant LAs, as well as emergency services and other agencies. These plans are updated and tested on a regular basis in accordance with the relevant legislation.

The sites are

- Provan gasworks (Glasgow)
- NuStar-Clydebank terminal (West Dunbartonshire)
- Chivas Brothers Dumbuck (West Dunbartonshire)
- Chivas Brothers Dalmuir (West Dunbartonshire)
- Beam Suntory and John Dewar and Sons Ltd, Westthorn Site (Glasgow)
- Diageo, Blythwood (Renfrewshire)

Additionally, NHSGGC have a mutual aid agreement in place with NHS Highland to provide initial response and subsequent support for incidents relating to HMS Naval Base Clyde (Faslane/Coulport).

## Significant incidents and outbreaks in recent years

Situation	Dates	Description
Commonwealth Games	2014	Glasgow hosted the Commonwealth games in 2014, with nearly 5000 athletes competing in 16 venues across four NHS board areas. Learning from London 2012 and a broad multiagency approach produced a series of reporting and response protocols to ensure potential health protection challenges were met. Key events included a Norovirus outbreak in the athletes village, and testing of a few athletes from West Africa for suspected ebola (testing negative)
Ebola in West Africa	2014-2016	During the West Africa ebola epidemic, staff from many disciplines and all the agencies involved in health protection responded to a confirmed case of ebola virus disease, as well as a number of suspected cases, including the monitoring of a large number for contacts of these cases, and of travellers returning from West Africa. The success of this response was due to a significant effort in preparation, training and exercising the response. Staff from the Board area continue to be closely involved in preparation and development work to further improve capabilities in the event future cases of infectious disease of high consequence
Port Health call outs	2016-2017	Renfrewshire Council EHD and NHS GGC PHPU jointly responded to a number of Port Health call outs to Glasgow International Airport. Each situation requires individual risk assessment, and advice given includes personal hygiene, environmental cleaning and other aspects of infection control. No wider threat to public health was identified in these incidents.

Situation	Dates	Description
Cryptosporidium associated with swimming pools	2016	There were two outbreaks associated with different swimming pools/leisure facilities in the Board area. Investigations centre around the filtration systems, as cryptosporidium is not affected by chlorination. Learning from these incidents has been fed into the SHPN GIZ group, who are considering producing new national guidance.
Manganese (Royal Alexandra Hospital)	2016	The root cause of the water quality incident at the RAH was the seasonally high manganese level in local water supply with a number of external and internal factors contributing. Scottish Water provided tankered water to the hospital during the incident and additional monitoring and treatment stage have been introduced at the RAH site. The relevant water treatment works has been upgraded to include manganese removal. The DWQR published their findings of the incident in April 2017 and learning from this incident is being taken forward by Health Facilities Scotland
Unexploded WWII ordnance	2016	A WW2 mine was found 80 metres off the Gourock outdoor Pool at a depth of 13 metres. A partial evacuation & road closure was carried out to enable RN bomb disposal to tow the device to a safe distance offshore. The device was then detonated in a controlled explosion.
Salmonella outbreaks	2014 - 2017	In recent years there have been four significant outbreaks of salmonella, two linked to restaurants, a third to a retail food business, and one with hospitality provision at a sporting event. Two of these outbreaks were subsequently linked to a Europe-wide outbreak which was traced back to a specific egg producer and distributor in Eastern Europe.

Situation	Dates	Description
Pigeon paramyxovirus	2017	<p>The Scottish Government implemented an Avian Influenza Prevention Zone on 6 December 2016 due to concerns about Avian Influenza being brought into the UK by migrating birds from continental Europe.</p> <p>In January 2017 Renfrewshire Council worked with APHA following discovery of 5 dead birds (4 wild, 1 captive) in a petting area in a local park. Avian influenza was considered as a potential causative organism, especially given the heightened concern at that time. Testing demonstrated that pigeon paramyxovirus had caused the fatalities, and as a precautionary measure, culling of remaining birds in that area was undertaken to prevent possibility of further spread in the local bird populations.</p>
Psittacosis	2015 and 2016	<p>There have been two incidents of human infection, involving a total of six confirmed or suspected cases of psittacosis. In both incidents disease was confirmed in birds the human cases had contacts with, and there were links to pet shops. However, all cases also had alternative exposures to parrots or other potential source species, and no confirmed source could be determined. The response to these incidents is complex, involving a number of local, Scottish and UK agencies, as well as the owners, retailers and breeders. The learning from these incidents, and those in other boards, has informed the creation of new national guidance on role of animal health agencies in non-statutory zoonoses, which is currently under development</p>

## Health protection: resources and operational arrangements

### Staffing and ICT resources

“Competent person” is a designation under the Public Health etc (Scotland) Act 2008 and subsequent regulations, and indicates an individual designated by the health board or local authority, who is empowered to use the relevant powers listed under the Act. In NHS GGC there are 13 individuals who are designated as competent persons, supported by a further ten staff members (including TB specialist nurses, civil contingencies planning unit and support staff). Table 3 demonstrates the numbers of competent persons and other staff in each local authority as full time equivalents. Staffing resource may fluctuate during the period covered by the plan.

	Competent persons designated under the Public Health etc (Scotland) Act 2008 (FTE)	Others who contribute to public health protection functions <sup>1</sup> (FTE)
<b><i>Glasgow City</i></b>	28	61
<b><i>East Dunbartonshire</i></b>	10	13
<b><i>West Dunbartonshire</i></b>	12.1	8.5
<b><i>East Renfrewshire</i></b>	8	2
<b><i>Renfrewshire</i></b>	16	18
<b><i>Inverclyde</i></b>	9	9

All partners have access to IT equipment relevant to their roles, including desktop and laptop computers, mobile telephones and email. In common with all other NHS territorial boards, PHPU uses the HPZone case and incident management system to manage workflow and to act as the formal record of PHPU response. Additional statistical and epidemiological software and tools are available in PHPU to assist in outbreak response.

## Out of hours/oncall arrangements

### NHS GGC

NHS GGC maintain a 24/7 public health service. During office hours (Mon-Fri 9am to 5pm) duty HPNS or CPHM can be contacted via the PHPU office. Outside office hours the on-call public health services can be accessed via the NHS GGC switchboard. There is a CPHM available at all times, and they are able to mobilise additional resource in accordance with incident management plans.

### East Dunbartonshire

During office hours (Monday to Friday 9am to 5pm) Environmental Health staff can be contacted on 0300 123 4510 and by email on [environmental.health@eastdunbarton.co.uk](mailto:environmental.health@eastdunbarton.co.uk). Out of hours a member of the management team can be contacted by telephoning the above number

### East Renfrewshire

This Service has the following arrangements in place for the provision of cover outwith routine working hours: from 15.55hrs on Fridays until 08.45hrs on Sundays, extended by 24 hours on public / bank holiday weekends, one EHO is available over the full year including all public holidays. Six EHOs (all designated Competent Persons) work on-call hours on a rotational basis. The on-call officer is contacted via a dedicated mobile phone number by staff from East Renfrewshire Council's 24hr Ring and Report Helpline. The on call officer can contact the Environmental Services Manager (or the Principal Officer/Team Leader in his absence) at any time for advice when calls are received. Depending on the circumstances, the Environmental Services Manager may decide to attend or draft in additional EHOs. The Environmental Services Manager has a list of current emergency contact numbers should such circumstances arise. Our Head of Service and Environmental Services Manager are available at all times in terms of the current GGCNHS Outbreak Control Plan. We are also contributors to the Civil Contingency Service and a cascade system is available on a 24hr a day, 7 day a week basis".

### Glasgow City

A call centre responds to calls 24/7 and during office hours (Mon-Fri, 9am-5pm) information will be forwarded to Environmental Health Officers.

Environmental Health Officers are available at weekends (9am-5pm) and there is usually at least one EHO available between 5pm and 3.30am every night. The call centre will forward information to the appropriate officers at weekends and after 5pm. From 3.30am and 9am the call centre will direct all emergency calls to one of three Assistant Managers or the Group Manager.

## **Inverclyde**

Office hours are 8:45 – 16:45 Monday to Thursday and 8:45-16:00 on Friday. Out of hours contact in the event of an outbreak or incident is by direct contact with either the Head of Safer & Inclusive Communities, the relevant Service Manager or the Food & Health Team Leader who is the authority's lead food officer. For emergencies and incidents which extend beyond a single service response the council's Civil Contingency Service provide a 24/7 response which would include the activation of a Council Incident Officer (CIO) to manage the council's response.

## **Renfrewshire**

Renfrewshire Council Environment & Communities operates an emergency on call service. Outside of office hours a mobile telephone number is manned 24 hours for response to health protection emergencies. This is staffed by EHOs on a rotational basis and all officers are listed as Competent Persons. The on call service covers Port Health emergencies at Glasgow Airport which are responded to jointly by Renfrewshire Council EHOs and Consultants in Public Health Medicine from NHSGGC. Renfrewshire Council has an Emergency Contacts Directory which lists all appropriate persons in Renfrewshire Council for contact in an emergency

## **West Dunbartonshire**

WDC has a system of emergency contact (phone and email) for Environmental Health in the event of public health incidents and emergencies arising out-of-hours. This system provides for contact of senior officers with capacity to initiate a service response. During normal working hours, email and phone contacts are maintained. Emergency and normal hours contact details are routinely updated internally and are provided and updated through the Med-Vet Group

## **Standard Operating Procedures**

The PHPU within NHS Greater Glasgow and Clyde and the six local authorities have Standard Operating Procedures (or similar) which are subject to regular review. Many of these relate to health protection, food safety and food hygiene. SOPs are subject to regular audit.

The Med-Vet Group has produced a joint protocol for the epidemiological investigation and surveillance of infectious intestinal diseases which is followed by both the Board and the local authorities. It describes how PHPU and colleagues in the local authorities deal with cases of infectious intestinal diseases such as salmonella and E coli O157.



## Maintaining knowledge and skills

### NHS GGC

All medical staff who take part in out of hours rota are required to maintain their skills and record continuing professional development (CPD) activities with the Faculty of Public Health (FPH) or alternative Royal College. The Faculty of Public Health carry out random audits of members' CPD returns. Maintenance of CPD records is also checked at yearly appraisals carried out in the Board. This is in keeping with current General Medical Council (GMC) requirements on revalidation and appraisal for doctors.

Similar arrangements are in place for HPNS, in accordance with the Agenda for Change Knowledge and Skills Framework process and nursing revalidation.

### Local authorities

The local authority Environmental Health professionals all have a staff Performance Development Review, or equivalent, on an annual basis. This means ongoing training to ensure staff have necessary skills and competencies on a wide range of public health and environment matters, including health protection. In addition, there are specific requirements, defined by external agencies, for food enforcement officers and for other environments health functions. Many environmental health professionals also take part in the voluntary scheme organised by the Royal Environmental Health Institute of Scotland (REHIS) scheme of CPD, and can gain and maintain Chartered Status as an Environmental Health Officer.

Local authority Environmental Health participate in several liaison groups, e.g. West of Scotland Food Liaison Group, West of Scotland Health and Safety Liaison Group, Public Health and Housing Working Group and the Central and West of Scotland Pollution Control. At these liaison groups, new legislation, guidance, consultation documents, common issues of interest and difficulties that authorities are experiencing are discussed and common approaches determined. These groups also provide a network where Environmental Health Professionals can contact other group members outwith meetings for advice and information.

## Health protection services: capacity and resilience

In recent years the public health system in Scotland has undergone significant scrutiny, including through the Public Health Review, published February 2016. Further assessment and review is anticipated as we move to a single national public health body in 2019, and new local arrangements thereafter. There is also an ongoing review of the NHS health protection out of hours arrangements across Scotland to ensure a resilient, safe, effective and sustainable service going forwards.

In Greater Glasgow and Clyde area there are a number of emergency plans that are reviewed, exercised and updated on a regular basis, which are detailed earlier in this plan.

PHPU works closely with the NHS GGC Civil Contingencies Planning Unit. All signatories to this plan are members of the multi-agency West of Scotland Regional Resilience Partnership and the appropriate Local Resilience Partnership(s).

Four local authorities are members of a Joint Civil Contingencies Service (CCS). This is based in Paisley and covers East Renfrewshire, Inverclyde, Renfrewshire and West Dunbartonshire Council areas

A memorandum of understanding exists between the West of Scotland NHS Boards (NHS Ayrshire & Arran, NHS Dumfries & Galloway, NHS Forth Valley, NHS Greater Glasgow & Clyde and NHS Lanarkshire) to provide mutual aid in public health emergency situations.

In addition, NHS Ayrshire & Arran, NHS Dumfries & Galloway, NHS Greater Glasgow & Clyde and NHS Lanarkshire have agreed to work together to provide appropriate personnel to form a Scientific and Technical Advice Cell (STAC) to advise the West of Scotland Regional Resilience Partnership in emergency situations.

A similar memorandum of understanding exists between the thirteen Local Authorities of the West of Scotland Regional Resilience Partnership. This enables councils to support each other during emergencies if required

## Health protection: public involvement and feedback

There are a number of different ways that the health board and local authorities consult and engage regularly with the public. These include follow up telephone calls regarding public satisfaction with services; customer feedback questionnaires - such as pest control or environmental health premise inspections; Citizens' Panel surveys etc. Below are some examples of public involvement and feedback exercises within the signatories to this plan.

- A sample of service users are contacted and their views on the level of satisfaction obtained. The Council's Facebook page is also used to provide information on Council services, including Environmental Health. Residents can then use this to raise local issues with the Council
- Environmental Health consults, engages and encourages participation in service improvement, and satisfaction levels are gauged through direct face to face contact, community engagement events, directed survey and open invite through web services and social media.
- Peer support and patient engagement programme for adults attending for HIV Treatment and Care
- Direct public involvement through lay representatives on formal bodies and working groups, for example infection control committees.

## Outline work plan

In addition to the day-to-day strategic and reactive health protection work undertaken by the partner agencies, which have been outlined in this plan, the following list outlines activities will be taken forward over the life of this plan by the partner agencies and the wider “Med-Vet” group. The Med-Vet group will develop detailed plans and timescales for each of these objectives.

- Exercise, review and update the area Outbreak Control Plan, its supporting documents and procedures
- Similarly, to review the enteric protocol and generic enteric form, to ensure they are aligned to current practice, and audit performance in management of enteric cases
- Implement any recommendations from the publication of VTEC Action Plan final report and the updated *E. coli* public health guidance
- Develop regular individual and team training and other learning opportunities to support the development of environmental health and public health protection workforce
- Strengthen and harmonise where possible mechanisms for patient and public involvement in health protection activity
- Work with Health and Social Care Partnerships to ensure all parties are aware of the process for mobilising response to outbreaks or incidents.
- Carry out preparatory work as appropriate as we move to a new national public health body in 2019, and develop new local arrangements by 2021 as laid out in the Scottish Government Health and Social Care delivery Plan.
- Review any changes necessary to this plan, ways of working or other activities to ensure alignment with the new public health priorities when published
- Review the JHPP after one year and a produce a final report at the end of the lifespan of this plan to demonstrate progress against these activities.

## WEST DUNBARTONSHIRE COUNCIL

### Report by Strategic Lead – People and Technology

**Corporate Services Committee:  
16 May 2018**

**Subject: Workforce Monitoring Report (Quarters 3 and 4 2017/18)**

#### **1. Purpose**

- 1.1** The purpose of this report is to provide workforce monitoring information relating to Q3 (October - December) 2017 and Q4 (January - March) 2018.

#### **2. Recommendations**

- 2.1** The Committee is asked to note the content of this report.

#### **3. Background**

- 3.1** This report combines information previously reported in separate reports and enables the monitoring of trends and consideration of impact on the workforce. Additionally, the report includes analysis of employees being released through early retirement and voluntary severance, and all of the associated costs. This forms part of the ongoing monitoring process derived from the Audit Scotland Report “Bye now, pay later?”

#### **4. Main Issues**

##### Headcount Data

- 4.1** The table below details headcount data for the Council broken down to Strategic Lead Areas and including apprentices, casual workers, fixed term and permanent employees. When compared with the previous reporting period the total headcount for the Council has increased by 419 individuals since the last reporting period. The increase in headcount includes an increase in 37 apprenticeships, a reduction in 57 casual workers and a significant increase in permanent and fixed term contracts, of 331 and 110 respectively. This illustrates the areas of growth across some areas of the council and such as Educational Services and reinforces the Council’s commitment to maintaining employment for its employees in times of organisational change.
- 4.2** Monitoring of the number of casual workers (including supply) is undertaken on a quarterly basis and reported to the Employee Liaison Group and Performance and Monitoring Review Group. This ensures that the use of

casual workers is in line with best practice while meeting the needs of the organisation.

Table 1 – Headcount Data (as at 31<sup>st</sup> March 2018)

	Apprentice	Casual	Fixed-Term	Permanent	Total
<b>Strategic Management</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14</b>	<b>14</b>
Child Health Care & Criminal Justice	1	30	25	260	316
Community Health & Care	12	48	39	989	1088
Finance & Resources	0	0	1	4	5
Mental Health Addiction & Learning Disabilities	6	0	10	184	200
Strategy, Planning & Health Improvement	1	0	2	25	28
<b>Health &amp; Social Care Partnership</b>	<b>20</b>	<b>78</b>	<b>77</b>	<b>1462</b>	<b>1637</b>
Environment & Neighbourhood	34	10	57	915	1016
Housing & Employability	4	11	40	243	298
Regeneration	25	0	115	315	455
<b>Regeneration, Environment &amp; Growth</b>	<b>63</b>	<b>21</b>	<b>212</b>	<b>1473</b>	<b>1769</b>
Communications, Culture & Communities	3	38	10	183	234
Education, Learning & Attainment	15	121	98	829	1063
People & Technology	3	0	7	106	116
Regulatory	2	1	7	107	117
Resources	3	0	15	322	340
<b>Transformation &amp; Public Service Reform (Excl. Teachers)</b>	<b>26</b>	<b>160</b>	<b>137</b>	<b>1547</b>	<b>1870</b>
<b>Local Government Employees Total</b>	<b>109</b>	<b>259</b>	<b>426</b>	<b>4496</b>	<b>5290</b>
Transformation & Public Service Reform (Teachers)	0	201	148	998	1345
<b>Council Wide Total</b>	<b>109</b>	<b>460</b>	<b>574</b>	<b>5494</b>	<b>6635</b>

### Early Retirements and Voluntary Severance

- 4.3** During the last 6 months of the year, a total of 10 employees were granted early retirement on the grounds of efficiency of the service, redundancy or released on voluntary severance as shown in Table 2. Due to the numbers in individual directorates, the table shows the data consolidated as a council wide figure.
- 4.4** Voluntary severance is dealt with by way of a discretionary payment that can be granted in situations where an employee is not eligible to retire under the Local Government Pension Scheme (LGPS) or Scottish Teachers Pension Scheme (STPS) regulations. Employees who are eligible for voluntary severance will either be scheme members with at least 2 years continuous service and under 55 years (50 for protected members) or employees who are non- members of the scheme.

Table 2 – Voluntary Early Retirement/Severance (1<sup>st</sup> October 2017 – 31<sup>st</sup> March 2018)

Council wide	No. of EE's	*One-Off Costs	Annual Costs (Recurring)	Net Annual Savings (Recurring)
<b>TOTALS**</b>	<b>10</b>	<b>£200,867</b>	<b>£6,243</b>	<b>£177,280</b>

Net savings take account of annual costs.

\* One-off costs include provisional capitalisation (strain on the fund) costs.

\*\*In accordance with data protection regulations, directorates where 2 or fewer employees have been released will be merged.

- 4.5** In respect of the 10 employees released, 9 were granted early retirement on efficiency or redundancy grounds and one was granted voluntary severance. The number of employees being released through voluntary early retirement/severance has decreased slightly in comparison with the previous 6 month period and quarter 3 and 4 last year.

Table 3– Comparison to Previous periods

	Number of Employees		
Council Wide	1 October 2017 – 31 March 2018	1 April 2017 – 30 September 17	1 October 2016 – 31 March 17
<b>TOTALS</b>	<b>10</b>	<b>12</b>	<b>11</b>

\*In accordance with data protection regulations directorates with 2 or fewer employees will be merged.

#### Early Retirements - Ill-health

- 4.6** In cases of early retirement on the grounds of ill-health, there are no capitalisation costs to the Council as this cost is borne by the pension fund.
- 4.7** The LGPS and STPS regulations allow for 2 tiers of ill-health retirement in situations where the member's ill-health or infirmity of mind or body renders them permanently incapable of discharging efficiently the duties of their current employment. Under LGPS Regulations Tier 1 relates to members with no reasonable prospect of obtaining gainful employment before the age of 65. Tier 2 relates to members with a reasonable prospect of obtaining gainful employment before the age of 65. Under STPS Regulations the two tiers are Total Incapacity Benefits (TIB) which relates to members who are unable to teach and whose ability to carry out any work is impaired by more than 90% and is likely permanently to be so. Partial Incapacity Benefits (PIB) relates to members who are permanently unable to teach but be capable of undertaking other types of employment.
- 4.8** Table 4 below shows the number of employees who retired early on the grounds of ill health under tier 1 or TIB and tier 2 or PIB during the reporting period. The total number of ill health retirements for the previous two reporting periods is also included for comparison purposes.

- 4.9** there are two appeals currently being considered under the internal dispute resolution procedures (IDRP).

Table 4 – Ill Health Retirements (1 October 2017 – 31 March 18)

<b>Strategic Directorate</b>	<b>Tier 1 /TIB</b>	<b>Tier 2 /PIB</b>	<b>Total 1 October 2017 – 31<sup>st</sup> March 2018</b>	<b>Total 1 April – 30 September 17</b>	<b>Total 1 October 2016 – 31 March 17</b>
HSCP	3	4	7	5	5
Regeneration, Environment & Growth	1	1	2	4	3
Transformation & Public Sector Reform (Incl. Teachers)	2	0	2	0	2
<b>TOTAL</b>	<b>6</b>	<b>5</b>	<b>11</b>	<b>9</b>	<b>10</b>

### Flexible Retirement

- 4.10** Flexible retirement is available to members of the Local Government Pension Scheme, this does not include teachers. The approval of those employees granted flexible retirement is monitored by the Strategic Lead - People & Technology and the Strategic Lead - Resources. During the 6 month period, a total of 26 requests were approved as detailed below, with no cost to the Council. This is an increase from the previous two reporting periods which corresponds with a growing awareness of the facility for flexible retirement amongst the workforce and the utilisation of this option when restructuring teams. In future reports we will look to include those opting for phased/winding down retirement under STPS.
- 4.11** The table below shows the number of flexible retirements split by directorate for Q3 and Q4 2017/18 as well as the total number of flexible retirements for the previous reporting periods for comparison purposes.

Table 5 – Flexible Retirements

<b>Strategic Directorate</b>	<b>1<sup>st</sup> October 2017 – 31<sup>st</sup> March 2018</b>	<b>1 April – 30 September 2017</b>	<b>1 October 2016 – 31 March 2017</b>
Regeneration, Environment & Growth	17	9	6
HSCP & Transformation & Public Service Reform (Excl. Teachers)*	9	8	6
<b>TOTALS</b>	<b>26</b>	<b>17</b>	<b>12</b>

\* In accordance with data protection regulations directorates with 2 or fewer employees will be merged.

### Redeployment

- 4.12** Redeployment is monitored and delivered centrally by Strategic HR. Employees are added to the SWITCH register for a number of different



reasons: through organisational change they may be displaced or placed in lower graded posts; due to ill-health they may become unable to continue in their substantive post; through Job Evaluation where a post is evaluated lower than the current grade; or where an employee is coming to the end of a fixed term contract and has more than 2 years' service. To support employees to return to their previous rate of pay all employees who have been matched but remain on pay protection are also retained on the register.

- 4.13** The table below details the number of employees who were on the redeployment register at the start of the reporting period (1/10/2017), the number who joined the register during the reporting period and the number who remain on the register at the end of the reporting period (31/03/2018).

Table 6

Reason	Number of employees on the register at 01/10/2017	Number of employees added during the period	Number of employees on the register at the end of the period 31/03/2018
Ill Health Capability	1	1	0
Displaced	12	8	12
Pay protection	0	0	4
<b>TOTALS</b>	<b>13</b>	<b>9</b>	<b>12</b>

- 4.14** As detailed in Table 6, there were 13 employees on the redeployment register at the beginning of the reporting period, an additional 9 employees joined during the period and 10 employees were removed from the register leaving 12 employees on the register at the end of the period.
- 4.15** Of these 12 people currently on the SWITCH register, 4 are on pay protection but have secured a permanent role within the council. 2 have posts of a temporary nature and we are currently seeking alternative roles for the remaining 6 individuals
- 4.16** The table below details the outcomes achieved for the 10 employees removed from the register:

Table 7

Outcome of SWITCH process	Number of employees
Retirement / Early Retirement / Voluntary Severance	4
Alternative post secured within the same service	2
Employee moved to an alternative post at the same grade	4
<b>Total</b>	<b>10</b>

## **5. People Implications**

- 5.1** There are no direct people implications for employees arising from the information presented in this report. However, it is important that the matters

covered in this report are effectively monitored in line with employment legislation, the discretions policy and best practice.

## **6. Financial and Procurement Implications**

- 6.1** All costs associated with early retirement or voluntary severance will be met from existing resources.

## **7. Risk Analysis**

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

## **8. Equalities Impact Assessment (EIA)**

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

## **9. Consultation**

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

## **10. Strategic Assessment**

- 10.1** Undertaking workforce monitoring will support the Council's aim to make the best use of both financial and human resources resulting in a positive impact upon service provision.

**Victoria Rogers**

**Strategic Lead – People and Technology**

Date: 19/04/2018

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**Appendices:** None

**Background Papers:** None

**Wards Affected:** None

**WEST DUNBARTONSHIRE COUNCIL****Report by Strategic Lead – People and Technology****Corporate Services Committee: 16 May 2018**

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**Subject: Working Well Together - Attendance Management:  
2017/18 Annual Results****1. Purpose**

- 1.1** The purpose of this report is to provide Committee with detailed analysis on the annual attendance performance for 2017/18.

**2. Recommendations**

- 2.1** It is recommended that Committee notes the below annual findings for reported absence in 2017/18:
- The reduction in sickness absence of 59 FTE days lost (1.53%) compared to last year for the service areas outlined in Appendices 1-4
  - The increase in Council wide sickness absence of 2,284 FTE days lost (4.87%) compared to last year as outlined in Appendix 5; and
- 2.2** The Committee is further asked to note that future Working Well Together Reports will be submitted to this Committee on a bi-annual basis as opposed to quarterly with the first report for 2018/19 being due November 2018 which will report on absence from 1 April 2018 – 31 October 2018.
- 3. Background**
- 3.1** The Council is committed to improving attendance levels by setting ambitious targets to reduce days lost, supporting attendance at work and improving the health and wellbeing of all employees.

## 4. Main Issues

### Annual 2017/18 Service Performance

**4.1** In 2017/18, 3,769 FTE days were lost due to sickness absence across Services covered by this report. This represents a decrease of 59 FTE days lost compared to the same period last year.

**4.1.1** Table 4 below shows the annual results and compares to the same period last year, as well as identifying individual targets. Absence for each Strategic Lead Area listed was beneath the Council average of 10.67 FTE days lost per employee.

**4.1.2** Communication, Culture & Communities (whilst seeing an increase in absence compared to 2016/17) still achieved its target for the year. Both Regulatory and Resources saw an improvement in absence levels compared to 2016/17 (with Regulatory additionally achieving its target for the year).

Table 4 – Council / Strategic Lead Targets (FTE days lost per employee)

Strategic Lead Area	Annual – 17/18 FTE	Annual – 16/17 FTE	Variance	2017/18 Target
<b>Council Wide</b>	<b>10.67</b>	<b>10.47</b>	<b>+2%</b>	<b>7</b>
Communications, Culture & Communities	5.29	4.70	+13%	6.5
People & Technology	5.16	3.57	+45%	4.5
Regulatory	3.75	6.23	-40%	6
Resources	7.66	9.63	-20%	7

### Absence Duration – Service Performance

**4.2** Table 5 shows the duration profile and compares to the overall Council-wide duration profile. Long term absence accounts for approximately 71% of Council-wide absence for 2017/18, which is a significant change compared to the previous year. All Strategic Lead areas have also shown a significant swing away from short-term to long-term absence.

Table 5 – Absence Duration – Service performance

Annual	2016/17		2017/18	
	Short Term	Long Term	Short Term	Long Term
<b>Council Wide</b>	<b>48.83%</b>	<b>51.17%</b>	<b>28.74%</b>	<b>71.26%</b>
Communications, Culture & Communities	69.77%	30.23%	50.05%	49.95%
People & Technology	62.36%	37.64%	34.35%	65.65%

Regulatory	55.96%	44.04%	33.26%	66.74%
Resources	50.54%	49.46%	31.60%	68.40%

### 4.3 Absence Reasons – Service Performance

**4.3.1** Appendix 1 provides a detailed breakdown of the reasons for absence Council Wide and table 6 below shows the top 3 reasons for absence in 2017/18 and compares these to the 2016/17 Council Wide results.

**4.3.2** The top three reasons for absence Council-wide for 2017/18 remain the same (i.e. Minor Illness followed by Acute Medical Conditions and Musculo Skeletal Injuries). However the top three reasons for absence for areas covered by this report are Acute Medical Conditions, followed by Minor Illness and then Personal Stress (this last reason featuring in the top three for People & Technology, Regulatory and Resources).

Table 6 – Reasons analysis – Service performances

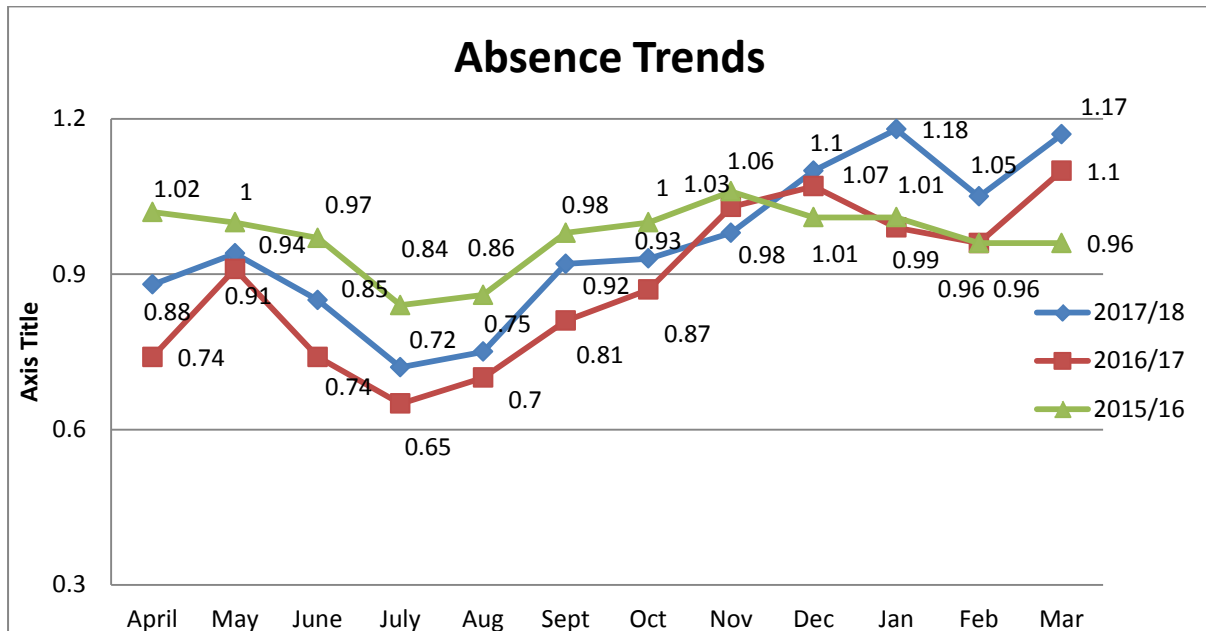
	1		2		3	
	Reason	%	Reason	%	Reason	%
<b>Council Wide</b>	<b>Minor Illness</b>	<b>22.24</b>	<b>Acute Medical Conditions</b>	<b>18.98</b>	<b>Musculo Skeletal Injuries</b>	<b>16.51</b>
Communications, Culture & Communities	Minor Illness	35.96	Acute Medical Conditions	19.43	Pregnancy Related Absence and Recurring Medical Conditions	9.56 (each)
People & Technology	Acute Medical Conditions	32.96	Stress Personal	27.81	Minor Illness	17.09
Regulatory	Musculo Skeletal Injuries	31.34	Stress Personal	24.95	Minor Illness	18.34
Resources	Acute Medical Conditions	23.35	Minor Illness	19.19	Stress Personal	17.68

### Annual 2017/18 Council-wide Performance

**4.4** Chart 1 below shows that, in 2016/17, the Council's absence performance improved by 11.3%. However, this was largely due to a positive performance in the first half of the year (in the latter half of the year, the performance deteriorated). 2017/18 followed the same trend as in previous years from April to October 2017 (showing deterioration in performance as compared to 2016/17, but still an improvement against 2015/16). Whilst November 2017 showed an improvement against each of the last two years, subsequent absence levels from December 2017 onwards showed a deterioration in

performance against both 2015/16 and 2016/17, resulting in a final year-end position which represented a 1.9% increase against last year.

Chart 1



**4.4.1** Table 7 (below) shows absence levels, by Strategic Lead Area, over the course of 2017/18, alongside corresponding year-end figures and associated year-end figures for 2016/17 to allow comparison. Please note that the year-end Annual FTE days lost per FTE employee which is reported for each Strategic Lead Area is based on where employees were located as at 31 March 2018.

FTE Days Lost Per FTE Employee														
Department/Service	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Year End 2017/18	Year End 2016/17
<b>Strategic Management</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.40</b>
Child Healthcare & Criminal Justice	1.37	1.35	1.27	1.39	1.23	1.22	1.40	1.22	1.43	1.64	1.29	1.41	15.22	13.26
Community Health & Care	1.70	1.70	1.47	1.69	1.64	1.70	1.66	1.61	1.86	1.94	1.69	1.80	18.68	18.77
Finance & Resources	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	13.64
Mental Health, Addiction & Learning Disabilities	1.22	1.52	1.97	1.20	0.84	1.27	1.68	1.40	1.91	1.88	1.55	1.54	16.14	14.21
Strategy, Planning & Health Improvement	0.41	0.32	0.10	0.46	1.14	1.53	1.07	0.04	0.21	0.09	0.00	0.16	2.54	6.14
<b>Health &amp; Social Care Partnership</b>	<b>1.54</b>	<b>1.57</b>	<b>1.46</b>	<b>1.53</b>	<b>1.44</b>	<b>1.54</b>	<b>1.59</b>	<b>1.46</b>	<b>1.74</b>	<b>1.82</b>	<b>1.55</b>	<b>1.65</b>	<b>17.26</b>	<b>16.78</b>
Environment & Neighbourhood	1.06	1.08	0.90	0.60	0.77	0.76	0.85	1.08	1.31	1.40	1.41	1.41	11.76	10.73
Housing & Employability	0.56	0.66	0.85	1.02	0.94	1.12	1.01	0.77	0.98	0.97	0.79	0.97	10.04	8.86
Regeneration	0.73	0.74	0.77	1.03	0.79	0.71	0.66	0.72	1.14	1.34	1.01	1.23	10.23	11.19
<b>Regeneration, Environment &amp; Growth</b>	<b>0.86</b>	<b>0.89</b>	<b>0.85</b>	<b>0.81</b>	<b>0.81</b>	<b>0.81</b>	<b>0.82</b>	<b>0.90</b>	<b>1.19</b>	<b>1.30</b>	<b>1.16</b>	<b>1.26</b>	<b>10.94</b>	<b>10.53</b>
Communications, Culture & Communities	0.15	0.34	0.26	0.20	0.77	1.03	0.50	0.57	0.61	0.61	0.34	0.51	5.29	4.70
Education Learning & Attainment	0.77	0.91	0.72	0.23	0.50	0.92	0.90	1.09	0.90	1.00	1.08	1.60	9.65	9.22
People & Technology	0.45	0.43	0.36	0.31	0.12	0.40	0.73	0.40	0.47	0.47	0.28	0.75	5.16	3.55
Regulatory	0.46	0.53	0.68	0.71	0.43	0.52	0.46	0.45	0.47	0.52	0.28	0.30	3.75	6.23
Resources	0.44	0.44	0.57	0.42	0.53	0.79	0.65	0.70	0.55	0.87	0.56	0.54	7.66	9.63
<b>Transformation &amp; Public Service Reform (Excl. Teachers)</b>	<b>0.56</b>	<b>0.66</b>	<b>0.61</b>	<b>0.34</b>	<b>0.50</b>	<b>0.80</b>	<b>0.73</b>	<b>0.84</b>	<b>0.77</b>	<b>0.85</b>	<b>0.76</b>	<b>0.96</b>	<b>7.90</b>	<b>7.69</b>
<b>LOCAL GOVERNMENT EMPLOYEES TOTAL</b>	<b>0.97</b>	<b>1.03</b>	<b>0.96</b>	<b>0.88</b>	<b>0.90</b>	<b>1.03</b>	<b>1.02</b>	<b>1.05</b>	<b>1.21</b>	<b>1.30</b>	<b>1.14</b>	<b>1.29</b>	<b>11.83</b>	<b>11.60</b>
<b>Transformation &amp; Public Service Reform (Teachers)</b>	<b>0.46</b>	<b>0.58</b>	<b>0.41</b>	<b>0.04</b>	<b>0.15</b>	<b>0.48</b>	<b>0.54</b>	<b>0.68</b>	<b>0.61</b>	<b>0.69</b>	<b>0.67</b>	<b>0.66</b>	<b>5.70</b>	<b>5.77</b>
<b>COUNCIL-WIDE TOTAL</b>	<b>0.88</b>	<b>0.94</b>	<b>0.85</b>	<b>0.72</b>	<b>0.75</b>	<b>0.92</b>	<b>0.93</b>	<b>0.98</b>	<b>1.10</b>	<b>1.18</b>	<b>1.05</b>	<b>1.17</b>	<b>10.67</b>	<b>10.47</b>

## Employee Wellbeing Group

**4.5** The Employee Wellbeing Group continues to make progress through wellbeing initiatives, employee support mechanisms and joint working with trade unions and local partners to identify and address areas for improvement. Updates on progress are reported to Change Board on a monthly basis. Actions which have been completed since the last report to this Committee in February 2018, or which are currently being progressed, include the following:

- Following an audit on compliance with the provisions of the Attendance Management Policy, Strategic Leads were provided with detailed findings for their respective areas for local follow-up. A communication brief was issued to all managers to reinforce their responsibilities so that employees are encouraged to return to work as soon as possible in a structured supportive way, in particular ensuring that contact is maintained throughout the period of ill health, advice is sought in a timely manner and that return to work discussions are undertaken consistently.
- As part of our commitment to encouraging and supporting employees to develop and maintain a healthy lifestyle, managers have been asked to liaise with the Leisure Trust with a view to arranging free fitness assessments for employees within the workplace, to alert them to possible health risks and signpost to other services as necessary. Campaigns have also been undertaken to encourage employees to participate in physical activity (including the offer of reduced Leisure Trust membership fees for employees) and to encourage smoking cessation.
- This quarter the Council will commence a 12-month pilot provision of a Workplace Chaplaincy Service, supported by donation from the joint trades unions, which will complement the existing Time for Talking employee assistance programme. Initially based from 16 Church Street, the Chaplains will spend time in other Council locations over the coming months.
- This quarter will also see the launch of a campaign to support employee financial wellbeing. This commenced in April 2018 with the introduction of a financial support services programme in partnership with Neyber (which includes access to a financial information hub and a savings and loan facility administered via Payroll deduction). The wider campaign will additionally signpost employees to services and information available from Working4U, Scotwest Credit Union and the Money Advice Scotland.
- The Employee Wellbeing Group will now be focussing on a particular theme every quarter, with an initial focus on promoting positive mental wellbeing and a range of associated activities having been identified. Following a survey of employees to gather information in relation to their awareness and experience of existing supports in place for mental wellbeing, action is being taken to review the relevant sections of the intranet (ensuring that the content is cohesive and sign posts the workforce to the extensive resources already available). Furthermore, training for managers and employees on mental health has been procured (to be delivered to 100 people in the first instance). Work is currently being undertaken to identify areas/services with a high level of absence related to mental health with a view to the training being offered



there in the first instance. This will enable the effectiveness of the training to be closely measured and monitored.

## **5. People Implications**

- 5.1** Effective and robust management of absence can have a positive impact upon employees, promoting early return to good health and work. The results for 17/18 indicate an improvement for 2 of the areas covered by this Committee. Furthermore, levels remain below the Council average, with two areas meeting their target for the year. That said the Council-wide picture saw an increase in absence levels compared to 2016/17.

## **6. Financial and Procurement Implications**

- 6.1** Based on the estimated cost of a day's absence (£123 in 2017/18), table 8 provides the estimated cost of absence across the Council and the Strategic Lead areas. This does not include any associated costs such as cover or overtime.

Table 8 – Cost of absence

<b>Strategic Lead Area</b>	<b>2017/18 Total</b>
<b>Council</b>	<b>£6,051,552</b>
Communications, Culture & Communities	£98,307
People & Technology	£62,532
Regulatory	£43,886
Resources	£258,866

- 6.2** There are no procurement implications.

## **7. Risk Analysis**

- 7.1** There is a risk that managers do not fulfil their role and comply with the policy and in turn Council-wide absence continues to increase.
- 7.2** While it is evident in many instances that the necessary and proactive steps are being undertaken, such as early referral to occupational health, there is still a significant amount of work to do to continue to reduce absence.
- 7.3** Without maintaining and continuing to improve attendance there continues to be a risk of detrimental impact on service delivery, loss of productivity and reduced team performance.

## **8. Equalities Impact Assessment (EIA)**

- 8.1** This report is for noting only, therefore no EIA is required. Any associated policies are subject to Equalities Impact Screening and Assessment if required.

## **9. Consultation**

- 9.1** Consultation is on-going with trades unions in the main through the Wellbeing Group, the local Joint Consultative Committees, Employee Liaison Group and, for more strategic matters, through Joint Consultative Forum.

## **10. Strategic Assessment**

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

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**Victoria Rogers**  
**Strategic Lead People and Technology**  
**Date: 17 April 2018**

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**Appendices:**

- Appendix 1 Communications, Culture & Communities Annual 2017/18 Absence Summary
- Appendix 2 People & Technology Annual 2017/18 Absence Summary
- Appendix 3 Regulatory Annual 2017/18 Absence Summary
- Appendix 4 Resources Annual 2017/18 Absence Summary
- Appendix 5 Council Wide Annual 2017/18 Absence Summary

**Background Papers:** None

**Wards Affected:** None

	<div>WDC Absence Statistics</div> <div>Department: Communications, Culture &amp; Communities Period: Annual 2017-18</div>
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TABLE 1 - Headline Figure	Annual 2017-18	5.29	Annual 2016-17	4.70	Year on Year +/-	12.6%
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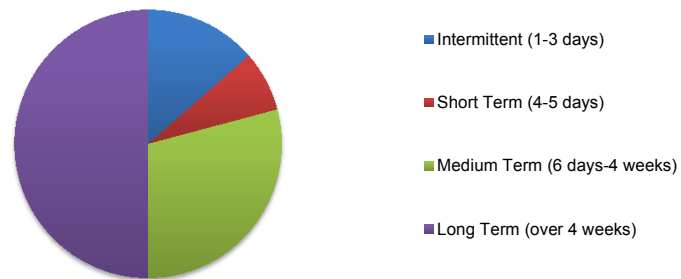
TABLE 2 - Days Lost per Employee

Section / Team	FTE Employees	ACTUAL WORKING DAYS LOST				Total Working Days Lost	Total FTE Days Lost	Total FTE Days Lost by FTE Employees
		Intermittent 1-3 days	Short Term 4-5 days	Medium Term 6 days - 4 weeks	Long Term over 4 weeks			
Communications, Events & Engagement	15.90	8.0	4.0	44.0	33.0	89.0	80.39	5.05
Customer Services	46.64	36.0	21.0	59.0	177.0	293.0	266.92	5.72
Libraries & Cultural	82.71	89.5	46.5	171.0	237.0	544.0	417.00	5.04
Strat Org Pol & Perform	5.82	0.0	0.0	13.0	44.0	57.0	34.94	6.01
<b>Communications, Culture &amp; Communities TOTAL</b>	<b>151.07</b>	<b>133.5</b>	<b>71.5</b>	<b>287.0</b>	<b>491.0</b>	<b>983.0</b>	<b>799.24</b>	<b>5.29</b>

TABLE 3 - Breakdown of Days Lost by

Duration	Total Working Days Lost	Percentage of Lost Days
Intermittent (1-3 days)	133.5	13.58%
Short Term (4-5 days)	71.5	7.27%
Medium Term (6 days-4 weeks)	287.0	29.20%
Long Term (over 4 weeks)	491.0	49.95%
<b>TOTAL</b>	<b>983.0</b>	<b>100.00%</b>

Working Days Lost



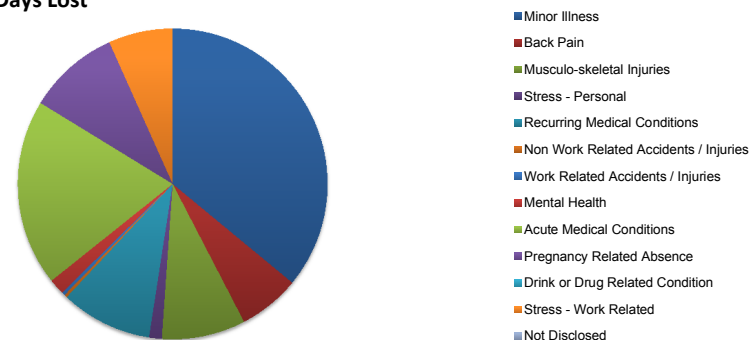
**TABLE 4 - Absence Reasons**

Section / Team	FTE Employees	Absence Reasons													Total Working Days Lost	FTE Days Lost	Total FTE Days Lost by FTE Employees
		Minor Illness	Back Pain	Musculo-skeletal Injuries	Stress - Personal	Recurring Medical Conditions	Non Work Related Accident / Injuries	Work Related Accidents / Injuries	Mental Health	Acute Medical Conditions	Pregnancy Related Absence	Drink or Drug Related Condition	Stress - Work Related	Not Disclosed			
Communications, Events & Engagement	15.90	22.0	48.0	0.0	0.0	0.0	0.0	0.0	16.0	0.0	0.0	0.0	3.0	0.0	89.0	80.39	5.05
Customer Services	46.64	97.0	5.0	6.0	0.0	18.0	0.0	0.0	0.0	48.0	56.0	0.0	63.0	0.0	293.0	266.92	5.72
Libraries & Cultural	82.71	234.5	10.0	80.0	13.0	76.0	3.0	3.5	0.0	86.0	38.0	0.0	0.0	0.0	544.0	417.00	5.04
Strat Org Pol & Perform	5.82	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	57.0	0.0	0.0	0.0	0.0	57.0	34.94	6.01
Communications, Culture & Communities TOTAL	151.07	353.5	63.0	86.0	13.0	94.0	3.0	3.5	16.0	191.0	94.0	0.0	66.0	0.0	983.0	799.24	5.29

**TABLE 5 - Days Lost by Absence Category**

Absence Reason	Total Working Days Lost	Percentage of Lost Days
Minor Illness	353.5	35.96%
Back Pain	63.0	6.41%
Musculo-skeletal Injuries	86.0	8.75%
Stress - Personal	13.0	1.32%
Recurring Medical Conditions	94.0	9.56%
Non Work Related Accidents / Injuries	3.0	0.31%
Work Related Accidents / Injuries	3.5	0.36%
Mental Health	16.0	1.63%
Acute Medical Conditions	191.0	19.43%
Pregnancy Related Absence	94.0	9.56%
Drink or Drug Related Condition	0.0	0.00%
Stress - Work Related	66.0	6.71%
Not Disclosed	0.0	0.00%
<b>TOTAL</b>	<b>983.0</b>	<b>100.00%</b>

**Working Days Lost**



## WDC Absence Statistics

 Department: People & Technology  
 Period: Annual 2017-18

<b>TABLE 1 - Headline Figure</b>	<b>Annual 2017-18</b>	<b>5.16</b>	<b>Annual 2016-17</b>	<b>3.57</b>	<b>Year on Year +/-</b>	<b>44.5%</b>
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TABLE 2 - Days Lost per Employee

Section / Team	FTE Employees	ACTUAL WORKING DAYS LOST				Total Working Days Lost	Total FTE Days Lost	Total FTE Days Lost by FTE Employees
		Intermittent 1-3 days	Short Term 4-5 days	Medium Term 6 days - 4 weeks	Long Term over 4 weeks			
HR Service Centre	11.25	6.0	4.0	0.0	0.0	10.0	10.14	0.90
Pay & Remuneration	6.80	3.0	0.0	0.0	0.0	3.0	3.00	0.44
<b>Business Support</b>	<b>18.04</b>	<b>9.0</b>	<b>4.0</b>	<b>0.0</b>	<b>0.0</b>	<b>13.0</b>	<b>13.14</b>	<b>0.73</b>
IT Business Applications Management	11.67	8.0	0.0	0.0	81.0	89.0	86.73	7.43
IT Device Management	11.95	7.0	4.0	11.0	108.5	130.5	76.25	6.38
IT Infrastructure Management	20.92	12.0	10.0	32.0	0.0	54.0	51.33	2.45
IT Management	4.00	0.0	0.0	0.0	0.0	0.0	0.00	0.00
<b>ICT Total</b>	<b>48.5</b>	<b>27.0</b>	<b>14.0</b>	<b>43.0</b>	<b>189.5</b>	<b>273.5</b>	<b>214.32</b>	<b>4.42</b>
Organisational Development	11.24	13.0	4.0	11.0	0.0	28.0	23.88	2.12
<b>Organisational Development &amp; Change Total</b>	<b>11.24</b>	<b>13.0</b>	<b>4.0</b>	<b>11.0</b>	<b>0.0</b>	<b>28.0</b>	<b>23.88</b>	<b>2.12</b>
Health & Safety	5.41	0.0	0.0	60.0	53.0	113.0	113.00	20.89
Strategic HR	15.32	3.0	5.0	4.0	134.0	146.0	144.05	9.40
<b>Strategic HR Total</b>	<b>20.73</b>	<b>3.0</b>	<b>5.0</b>	<b>64.0</b>	<b>187.0</b>	<b>259.0</b>	<b>257.05</b>	<b>12.40</b>
<b>People &amp; Technology TOTAL</b>	<b>98.55</b>	<b>52.0</b>	<b>27.0</b>	<b>118.0</b>	<b>376.5</b>	<b>573.5</b>	<b>508.39</b>	<b>5.16</b>

TABLE 3 - Breakdown of Days Lost by Duration Category

Duration	Total Working Days Lost	Percentage of Lost Days
Intermittent (1-3 days)	52.0	9.07%
Short Term (4-5 days)	27.0	4.71%
Medium Term (6 days-4 weeks)	118.0	20.58%
Long Term (over 4 weeks)	376.5	65.65%
<b>TOTAL</b>	<b>573.5</b>	<b>100.00%</b>

Working Days Lost

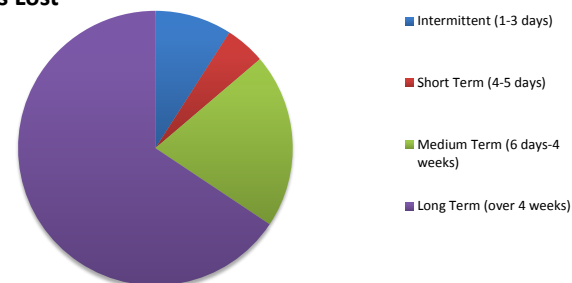


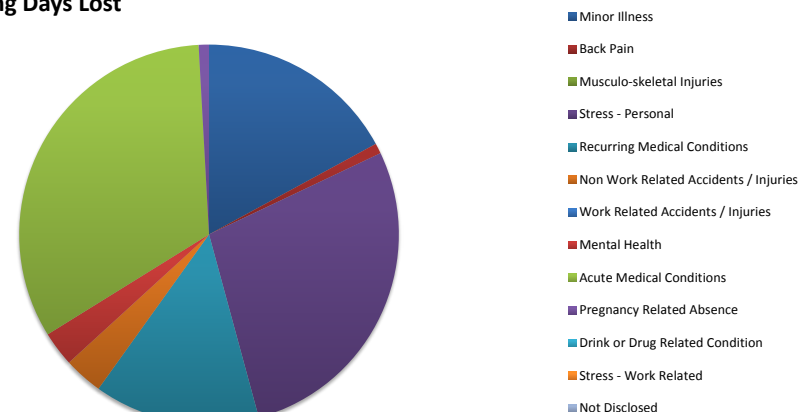
TABLE 4 - Absence Reasons

Service	FTE Employees	Absence Reasons													Total Working Days Lost	FTE Days Lost	Total FTE Days Lost by FTE Employees
		Minor Illness	Back Pain	Musculo-skeletal Injuries	Stress - Personal	Recurring Medical Conditions	Non Work Related Accident / Injuries	Work Related Accidents / Injuries	Mental Health	Acute Medical Conditions	Pregnancy Related Absence	Drink or Drug Related Condition	Stress - Work Related	Not Disclosed			
HR Service Centre	11.25	6.0	0.0	0.0	4.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	10.0	10.14	0.90
Pay & Remuneration	6.80	3.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	3.0	3.00	0.44
Business Support	18.04	9.0	0.0	0.0	4.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	13.0	13.14	0.73
IT Business Applications Management	11.67	8.0	0.0	0.0	0.0	81.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	89.0	86.73	7.43
IT Device Management	11.95	11.0	0.0	0.0	119.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	130.5	76.25	6.38
IT Infrastructure Management	20.92	30.0	0.0	0.0	0.0	0.0	19.0	0.0	0.0	0.0	5.0	0.0	0.0	0.0	54.0	51.33	2.45
IT Management	4.00	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.00	0.00
ICT Total	48.54	49.0	0.0	0.0	119.5	81.0	19.0	0.0	0.0	0.0	5.0	0.0	0.0	0.0	273.5	214.32	4.42
Organisational Development	11.24	27.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	0.0	0.0	0.0	0.0	28.0	23.88	2.12
Organisational Development & Change Total	11.24	27.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	0.0	0.0	0.0	0.0	28.0	23.88	2.12
Health & Safety	5.41	6.0	0.0	0.0	36.0	0.0	0.0	0.0	17.0	54.0	0.0	0.0	0.0	0.0	113.0	113.00	20.89
Strategic HR	15.32	7.0	5.0	0.0	0.0	0.0	0.0	0.0	0.0	134.0	0.0	0.0	0.0	0.0	146.0	144.05	9.40
Strategic HR Total	20.73	13.0	5.0	0.0	36.0	0.0	0.0	0.0	17.0	188.0	0.0	0.0	0.0	0.0	259.0	257.05	12.40
People & Transformation TOTAL	98.55	98.0	5.0	0.0	159.5	81.0	19.0	0.0	17.0	189.0	5.0	0.0	0.0	0.0	573.5	508.39	5.16

TABLE 5 - Days Lost by Absence Category

Absence Reason	Total Working Days Lost	Percentage of Lost Days
Minor Illness	98.0	17.09%
Back Pain	5.0	0.87%
Musculo-skeletal Injuries	0.0	0.00%
Stress - Personal	159.5	27.81%
Recurring Medical Conditions	81.0	14.12%
Non Work Related Accidents / Injuries	19.0	3.31%
Work Related Accidents / Injuries	0.0	0.00%
Mental Health	17.0	2.96%
Acute Medical Conditions	189.0	32.96%
Pregnancy Related Absence	5.0	0.87%
Drink or Drug Related Condition	0.0	0.00%
Stress - Work Related	0.0	0.00%
Not Disclosed	0.0	0.00%
<b>TOTAL</b>	<b>573.5</b>	<b>100.00%</b>

Working Days Lost



	<b>WDC Absence Statistics</b> <div> Department: Regulatory  Period: Annual 2017-18 </div>
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<b>TABLE 1 - Headline Figure</b>	Annual 2017-18	3.75	Annual 2016-2017	6.23	Year on Year +/-	<b>-39.8%</b>
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**TABLE 2 - Days Lost per Employee**

Service / Team	FTE Employees	ACTUAL WORKING DAYS LOST				Total Working Days Lost	Total FTE Days Lost	Total FTE Days Lost by FTE Employees
		Intermittent 1-3 days	Short Term 4-5 days	Medium Term 6 days - 4 weeks	Long Term over 4 weeks			
Admin Support Unit	1.1	5.0	0.0	0.0	0.0	5.0	5.00	4.49
Corporate Admin Support	1.7	4.0	0.0	11.0	0.0	15.0	7.11	4.07
<b>Business Support Total</b>	<b>2.9</b>	<b>9.0</b>	<b>0.0</b>	<b>11.0</b>	<b>0.0</b>	<b>20.0</b>	<b>12.1</b>	<b>4.23</b>
Democratic Services	8.3	3.0	5.0	0.0	0.0	8.0	8.00	0.96
Leadership Support Team	6.0	3.0	0.0	10.0	0.0	13.0	13.00	2.16
Registration	7.5	8.5	0.0	16.0	170.0	194.5	114.92	15.37
<b>Democratic Services Total</b>	<b>21.8</b>	<b>14.5</b>	<b>5.0</b>	<b>26.0</b>	<b>170.0</b>	<b>215.5</b>	<b>135.92</b>	<b>6.22</b>
Community Health Protection	8.0	4.0	4.0	14.0	0.0	22.0	19.81	2.49
Environmental Pollution	5.2	4.0	0.0	9.0	22.0	35.0	35.00	6.72
Food & Business	6.1	0.0	0.0	5.0	0.0	5.0	5.00	0.82
Trading Standards	6.7	2.0	0.0	0.0	35.0	37.0	37.00	5.49
<b>Environmental Health &amp; Trading Standards Total</b>	<b>26.0</b>	<b>10.0</b>	<b>4.0</b>	<b>28.0</b>	<b>57.0</b>	<b>99.0</b>	<b>96.81</b>	<b>3.72</b>
Contracts & Property	7.1	0.0	5.0	0.0	0.0	5.0	5.00	0.70
Licensing	6.0	2.0	0.0	10.0	0.0	12.0	12.00	2.00
Litigation & Support	3.6	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Records Management	2.0	0.0	0.0	0.0	0.0	0.0	0.00	0.00
<b>Legal, Licensing &amp; Registration Total</b>	<b>18.7</b>	<b>2.0</b>	<b>5.0</b>	<b>10.0</b>	<b>0.0</b>	<b>17.0</b>	<b>17.00</b>	<b>0.91</b>
Building Standards	5.8	1.0	0.0	13.0	60.0	74.0	53.15	9.22
Development Management	5.6	0.0	0.0	5.5	0.0	5.5	5.50	0.98
Forward Planning	3.9	4.0	0.0	0.0	0.0	4.0	2.36	0.60
Technical Support Team	6.5	3.0	5.0	0.0	26.0	34.0	34.00	5.23
<b>Planning &amp; Building Control Total</b>	<b>21.8</b>	<b>8.0</b>	<b>5.0</b>	<b>18.5</b>	<b>86.0</b>	<b>117.5</b>	<b>95.01</b>	<b>4.36</b>
Regulatory Management	4.0	0.0	0.0	0.0	0.0	0.0	0.00	0.00
<b>Regulatory TOTAL</b>	<b>95.2</b>	<b>43.5</b>	<b>19.0</b>	<b>93.5</b>	<b>313.0</b>	<b>469.0</b>	<b>356.8</b>	<b>3.75</b>

**TABLE 3 - Breakdown of Days Lost by Duration Category**

Duration	Total Working Days Lost	Percentage of Lost Days
Intermittent (1-3 days)	43.5	9.28%
Short Term (4-5 days)	19.0	4.05%
Medium Term (6 days-4 weeks)	93.5	19.94%
Long Term (over 4 weeks)	313.0	66.74%
<b>TOTAL</b>	<b>469.0</b>	<b>100.00%</b>

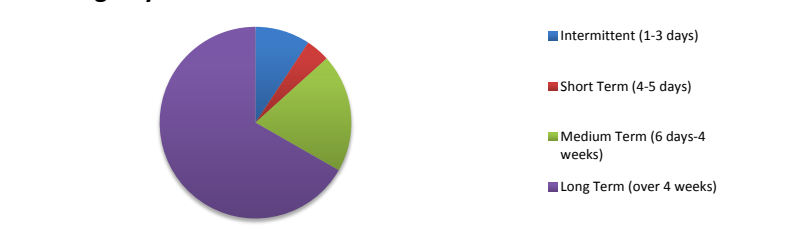
**Working Days Lost**

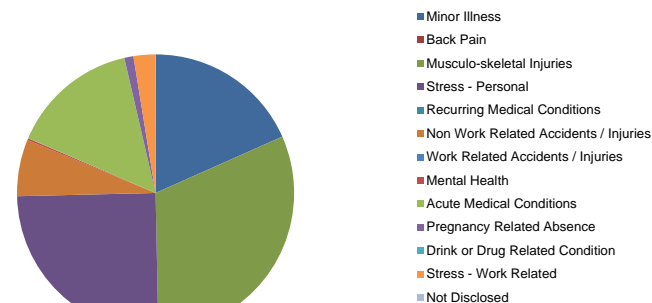
TABLE 4 - Absence Reasons

Service / Team	FTE Employees	Absence Reasons													Total Working Days Lost	FTE Days Lost	Total FTE Days Lost by FTE Employees
		Minor Illness	Back Pain	Musculo-skeletal Injuries	Stress - Personal	Recurring Medical Conditions	Non Work Related Accident / Injuries	Work Related Accidents / Injuries	Mental Health	Acute Medical Conditions	Pregnancy Related Absence	Drink or Drug Related Condition	Stress - Work Related	Not Disclosed			
Admin Support Unit	1.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	5.0	0.0	0.0	0.0	5.0	5.00	4.49
Corporate Admin Support	1.7	4.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	11.0	0.0	15.0	7.11	4.07
Business Support Total	2.9	4.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	5.0	0.0	11.0	0.0	20.0	12.11	4.23
Democratic Services	8.3	8.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	8.0	8.00	0.96
Leadership Support Team	6.0	3.0	0.0	10.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	13.0	13.00	2.16
Registration	7.5	11.5	0.0	57.0	91.0	0.0	0.0	0.0	1.0	34.0	0.0	0.0	0.0	0.0	194.5	114.92	15.37
Democratic Services Total	21.8	22.5	0.0	67.0	91.0	0.0	0.0	0.0	1.0	34.0	0.0	0.0	0.0	0.0	215.5	135.92	6.22
Community Health Protection	8.0	12.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	9.0	0.0	0.0	1.0	0.0	22.0	19.81	2.49
Environmental Pollution	5.2	2.0	0.0	11.0	0.0	0.0	0.0	0.0	0.0	22.0	0.0	0.0	0.0	0.0	35.0	35.00	6.72
Food & Business	6.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	5.0	0.0	0.0	0.0	0.0	5.0	5.00	0.82
Trading Standards	6.7	2.0	0.0	35.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	37.0	37.00	5.49
Environmental Health & Trading Standards Total	26.0	16.0	0.0	46.0	0.0	0.0	0.0	0.0	0.0	36.0	0.0	0.0	1.0	0.0	99.0	96.81	3.72
Contracts & Property	7.1	5.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	5.0	5.00	0.70
Licensing	6.0	7.0	0.0	5.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	12.0	12.00	2.00
Litigation & Support	3.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Records Management	2.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Legal, Licensing & Registration Total	18.7	12.0	0.0	5.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	17.0	17.00	0.91
Building Standards	5.8	14.0	0.0	29.0	0.0	0.0	31.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	74.0	53.15	9.22
Development Management	5.6	5.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	5.5	5.50	0.98
Forward Planning	3.9	4.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	4.0	2.36	0.60
Technical Support Team	6.5	8.0	0.0	0.0	26.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	34.0	34.00	5.23
Planning & Building Control Total	21.8	31.5	0.0	29.0	26.0	0.0	31.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	117.5	95.01	4.36
Regulatory Management	4.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Regulatory TOTAL	95.2	86.0	0.0	147.0	117.0	0.0	31.0	0.0	1.0	70.0	5.0	0.0	12.0	0.0	469.0	344.74	3.75

TABLE 5 - Days Lost by Absence Category

Absence Reason	Total Working Days Lost	Percentage of Lost Days
Minor Illness	86.0	18.34%
Back Pain	0.0	0.00%
Musculo-skeletal Injuries	147.0	31.34%
Stress - Personal	117.0	24.95%
Recurring Medical Conditions	0.0	0.00%
Non Work Related Accidents / Injuries	31.0	6.61%
Work Related Accidents / Injuries	0.0	0.00%
Mental Health	1.0	0.21%
Acute Medical Conditions	70.0	14.93%
Pregnancy Related Absence	5.0	1.07%
Drink or Drug Related Condition	0.0	0.00%
Stress - Work Related	12.0	2.56%
Not Disclosed	0.0	0.00%
<b>TOTAL</b>	<b>469.0</b>	<b>100.00%</b>

Working Days Lost






	<div>WDC Absence Statistics</div> <div>Department: Resources</div> <div>Period: Annual 2017-18</div>
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TABLE 1 - Headline Figure	Annual 2017-18	7.66	Annual 2016-17	9.63	Year on Year +/-	-20.5%
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TABLE 2 - Days Lost per Employee

Section / Team	FTE Employees	ACTUAL WORKING DAYS LOST				Total Working Days Lost	Total FTE Days Lost	Total FTE Days Lost by FTE Employees
		Intermittent 1-3 days	Short Term 4-5 days	Medium Term 6 days - 4 weeks	Long Term over 4 weeks			
Audit & Fraud	8.52	6.0	5.0	0.0	0.0	11.0	10.10	1.19
<b>Audit &amp; Fraud Total</b>	<b>8.52</b>	<b>6.0</b>	<b>5.0</b>	<b>0.0</b>	<b>0.0</b>	<b>11.0</b>	<b>10.10</b>	<b>1.19</b>
Admin Support Unit	34.05	25.5	4.0	48.5	329.0	407.0	339.69	9.98
Benefits	21.62	16.0	26.0	99.5	196.0	337.5	292.25	13.52
Business Support	3.00	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Corporate Admin Support	74.00	71.0	58.0	134.0	564.0	827.0	717.62	9.70
Corporate Debt Team	43.20	46.0	16.0	75.0	236.0	373.0	264.61	6.13
Council Tax	12.47	20.0	4.5	11.5	47.0	83.0	75.86	6.08
Council Tax & Benefits	1.00	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Finance Service Centre	8.63	8.0	8.0	0.0	0.0	16.0	14.64	1.70
Revenues & Benefits	1.00	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Support/Cont Development	6.00	3.0	5.0	24.0	0.0	32.0	32.00	5.33
<b>Business Support Total</b>	<b>204.97</b>	<b>189.5</b>	<b>121.5</b>	<b>392.5</b>	<b>1,372.0</b>	<b>2,075.5</b>	<b>1736.66</b>	<b>8.47</b>
Capital Projects	1.00	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Cash & Banking	5.34	8.0	5.0	0.0	0.0	13.0	11.00	2.06
Corporate Finance	6.15	0.0	0.0	18.0	129.0	147.0	113.99	18.52
Development & Support	2.00	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Education Finance	8.99	1.0	0.0	22.0	161.5	184.5	137.16	15.26
Finance & Treasury	2.00	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Governance	0.50	0.0	0.0	0.0	0.0	0.0	0.00	0.00
HEED Finance	7.55	0.0	0.0	0.0	24.0	24.0	5.95	0.79
HSCP Finance	1.00	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Insurance	2.00	1.0	0.0	20.0	0.0	21.0	21.00	10.50
Reconciliations	3.65	0.0	4.0	0.0	0.0	4.0	4.00	1.10
<b>Finance &amp; Treasury Total</b>	<b>40.18</b>	<b>10.0</b>	<b>9.0</b>	<b>60.0</b>	<b>314.5</b>	<b>393.5</b>	<b>293.10</b>	<b>7.30</b>
Procurement	21.12	0.0	8.0	4.5	58.0	70.5	64.74	3.06
<b>Procurement Total</b>	<b>21.12</b>	<b>0.0</b>	<b>8.0</b>	<b>4.5</b>	<b>58.0</b>	<b>70.5</b>	<b>64.74</b>	<b>3.06</b>
<b>Resources Total</b>	<b>274.79</b>	<b>205.5</b>	<b>143.5</b>	<b>457.0</b>	<b>1,744.5</b>	<b>2,550.5</b>	<b>2104.60</b>	<b>7.66</b>

TABLE 3 - Breakdown of Days Lost by Duration Category

Duration	Total Working Days Lost	Percentage of Lost Days
Intermittent (1-3 days)	205.5	8.06%
Short Term (4-5 days)	143.5	5.63%
Medium Term (6 days-4 weeks)	457.0	17.92%
Long Term (over 4 weeks)	1744.5	68.40%
<b>TOTAL</b>	<b>2550.5</b>	<b>100.00%</b>

Working Days Lost

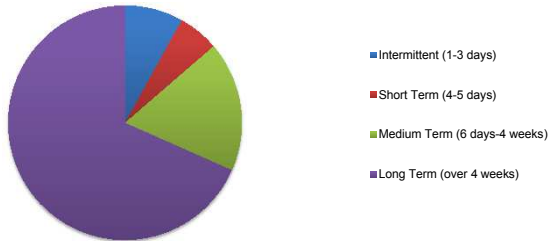


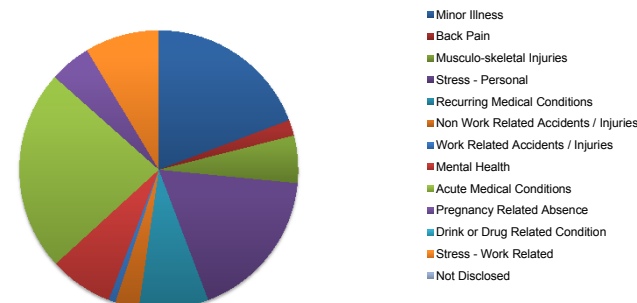
TABLE 4 - Absence Reasons

Service	FTE Employees	Absence Reasons													Total Working Days Lost	FTE Days Lost
		Minor Illness	Back Pain	Musculo-skeletal Injuries	Stress - Personal	Recurring Medical Conditions	Non Work Related Accident / Injuries	Work Related Accidents / Injuries	Mental Health	Acute Medical Conditions	Pregnancy Related Absence	Drink or Drug Related Condition	Stress - Work Related	Not Disclosed		
Audit & Fraud	8.52	6.0	0.0	5.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	11.0	10.10
<b>Audit &amp; Fraud Total</b>	<b>8.52</b>	<b>6.0</b>	<b>0.0</b>	<b>5.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>11.0</b>	<b>10.10</b>
Admin Support Unit	34.05	39.0	8.0	51.0	0.0	78.5	0.0	0.0	44.0	142.0	40.5	0.0	4.0	0.0	407.0	339.69
Benefits	21.62	82.5	9.0	7.0	27.0	0.0	39.0	0.0	28.0	33.0	23.0	0.0	89.0	0.0	337.5	292.25
Business Support	3.00	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.00
Corporate Admin Support	74.00	157.5	21.0	2.0	256.0	18.0	7.0	21.0	64.0	151.5	59.0	0.0	70.0	0.0	827.0	717.62
Corporate Debt Team	43.20	71.0	9.0	25.0	161.0	4.0	23.0	0.0	38.0	42.0	0.0	0.0	0.0	0.0	373.0	264.61
Council Tax	12.47	26.0	0.0	0.0	7.0	0.0	0.0	0.0	0.0	50.0	0.0	0.0	0.0	0.0	83.0	75.86
Council Tax & Benefits	1.00	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.00
Finance Service Centre	8.63	16.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	16.0	14.64
Revenues & Benefits	1.00	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.00
Support/Cont Development	6.00	18.0	0.0	0.0	0.0	0.0	0.0	0.0	14.0	0.0	0.0	0.0	0.0	0.0	32.0	32.00
<b>Business Support Total</b>	<b>204.97</b>	<b>410.0</b>	<b>47.0</b>	<b>85.0</b>	<b>451.0</b>	<b>100.5</b>	<b>69.0</b>	<b>21.0</b>	<b>188.0</b>	<b>418.5</b>	<b>122.5</b>	<b>0.0</b>	<b>163.0</b>	<b>0.0</b>	<b>2,075.5</b>	<b>1,736.66</b>
Capital Projects	1.00	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.00
Cash & Banking	5.34	13.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	13.0	11.00
Corporate Finance	6.15	9.0	0.0	0.0	0.0	105.0	0.0	0.0	0.0	0.0	0.0	0.0	33.0	0.0	147.0	113.99
Development & Support	2.00	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.00
Education Finance	8.99	21.0	0.0	50.5	0.0	0.0	0.0	0.0	0.0	113.0	0.0	0.0	0.0	0.0	184.5	137.16
Finance & Treasury	2.00	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.00
Governance	0.50	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.00
HEED Finance	7.55	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	24.0	0.0	24.0	5.95
HSCP Finance	1.00	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.00
Insurance	2.00	14.0	0.0	0.0	0.0	0.0	1.0	0.0	0.0	6.0	0.0	0.0	0.0	0.0	21.0	21.00
Reconciliations	3.65	4.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	4.0	4.00
<b>Finance &amp; Treasury Total</b>	<b>40.18</b>	<b>61.0</b>	<b>0.0</b>	<b>50.5</b>	<b>0.0</b>	<b>105.0</b>	<b>1.0</b>	<b>0.0</b>	<b>0.0</b>	<b>119.0</b>	<b>0.0</b>	<b>0.0</b>	<b>57.0</b>	<b>0.0</b>	<b>393.5</b>	<b>293.10</b>
Procurement	21.12	12.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	58.0	0.0	0.0	0.0	0.0	70.5	64.74
<b>Procurement Total</b>	<b>21.12</b>	<b>12.5</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>58.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>70.5</b>	<b>64.74</b>
<b>Resources Total</b>	<b>274.79</b>	<b>489.5</b>	<b>47.0</b>	<b>140.5</b>	<b>451.0</b>	<b>205.5</b>	<b>70.0</b>	<b>21.0</b>	<b>188.0</b>	<b>595.5</b>	<b>122.5</b>	<b>0.0</b>	<b>220.0</b>	<b>0.0</b>	<b>2,550.5</b>	<b>2,104.60</b>

TABLE 5 - Days Lost by Absence Category

Absence Reason	Total Working Days Lost	Percentage of Lost Days
Minor Illness	489.5	19.19%
Back Pain	47.0	1.84%
Musculo-skeletal Injuries	140.5	5.51%
Stress - Personal	451.0	17.68%
Recurring Medical Conditions	205.5	8.06%
Non Work Related Accidents / Injuries	70.0	2.74%
Work Related Accidents / Injuries	21.0	0.82%
Mental Health	188.0	7.37%
Acute Medical Conditions	595.5	23.35%
Pregnancy Related Absence	122.5	4.80%
Drink or Drug Related Condition	0.0	0.00%
Stress - Work Related	220.0	8.63%
Not Disclosed	0.0	0.00%
<b>TOTAL</b>	<b>2550.5</b>	<b>100.00%</b>

Working Days Lost



## WDC Absence Statistics

Department: Council-Wide  
Period: Annual 2017-18

TABLE 1 - Headline Figure

Annual 2017-18

10.67

Annual 2016-17

10.47

Year on Year +/-

1.9%

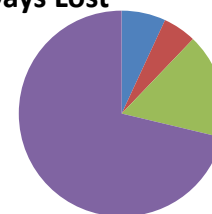
TABLE 2 - Days Lost per

Department	FTE Employees	ACTUAL WORKING DAYS LOST				Total Working Days Lost	Total FTE Days Lost	Total FTE Days Lost by FTE Employees
		Intermittent 1-3 days	Short Term 4-5 days	Medium Term 6 days - 4 weeks	Long Term over 4 weeks			
<b>Strategic Management</b>	<b>14.00</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.00</b>	<b>0.00</b>
Child Healthcare & Criminal Justice	239.37	207.0	140.0	485.0	3,188.5	4,020.5	3,644.31	15.22
Community Health & Care	751.40	789.5	581.0	2,643.5	14,976.0	18,990.0	14,038.14	18.68
Finance & Resources	4.50	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Mental Health, Addiction & Learning Disabilities	139.53	163.0	89.5	367.5	2,259.0	2,879.0	2,252.36	16.14
Strategy, Planning & Health Improvement	23.89	28.5	21.0	5.0	29.0	83.5	60.75	2.54
<b>Health &amp; Social Care Partnership</b>	<b>1,158.69</b>	<b>1,188.0</b>	<b>831.5</b>	<b>3,501.0</b>	<b>20,452.5</b>	<b>25,973.0</b>	<b>19,995.56</b>	<b>17.26</b>
Environment & Neighbourhood	631.97	619.5	570.0	1,744.5	7,990.0	10,924.0	7,434.10	11.76
Housing & Employability	248.23	123.5	168.0	372.5	1,993.5	2,657.5	2,492.90	10.04
Regeneration	419.72	283.0	389.5	1,125.5	2,716.0	4,514.0	4,295.80	10.23
<b>Regeneration, Environment &amp; Growth</b>	<b>1,299.92</b>	<b>1,026.0</b>	<b>1,127.5</b>	<b>3,242.5</b>	<b>12,699.5</b>	<b>18,095.5</b>	<b>14,222.80</b>	<b>10.94</b>
Communications, Culture & Communities	151.07	133.5	71.5	287.0	491.0	983.0	799.24	5.29
Education Learning & Attainment	645.11	876.0	695.5	1,662.0	5,855.0	9,088.5	6,227.98	9.65
People & Technology	98.55	52.0	27.0	118.0	376.5	573.5	508.39	5.16
Regulatory	95.20	43.5	19.0	93.5	313.0	469.0	356.80	3.75
Resources	274.79	205.5	143.5	457.0	1,744.5	2,550.5	2,104.60	7.66
<b>Transformation &amp; Public Service Reform (Excl. Teachers)</b>	<b>1,264.72</b>	<b>1,310.5</b>	<b>956.5</b>	<b>2,617.5</b>	<b>8,780.0</b>	<b>13,664.5</b>	<b>9,997.01</b>	<b>7.90</b>
<b>LOCAL GOVERNMENT EMPLOYEES TOTAL</b>	<b>3,737.33</b>	<b>3,524.5</b>	<b>2,915.5</b>	<b>9,361.0</b>	<b>41,932.0</b>	<b>57,733.0</b>	<b>44,215.37</b>	<b>11.83</b>
<b>Transformation &amp; Public Service Reform (Teachers)</b>	<b>874.92</b>	<b>891.5</b>	<b>438.5</b>	<b>1,230.0</b>	<b>3,597.0</b>	<b>6,157.0</b>	<b>4,984.24</b>	<b>5.70</b>
<b>COUNCIL-WIDE TOTAL</b>	<b>4,612.25</b>	<b>4,416.0</b>	<b>3,354.0</b>	<b>10,591.0</b>	<b>45,529.0</b>	<b>63,890.0</b>	<b>49,199.61</b>	<b>10.67</b>

TABLE 3 - Breakdown of Days Lost by Duration Category

Duration	Working Days Lost	Percentage of Lost Days
Intermittent (1-3 days)	4,416.0	6.91%
Short Term (4-5 days)	3,354.0	5.25%
Medium Term (6 days-4 weeks)	10,591.0	16.58%
Long Term (over 4 weeks)	45,529.0	71.26%
<b>TOTAL</b>	<b>63,890.0</b>	<b>100%</b>

Working Days Lost



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

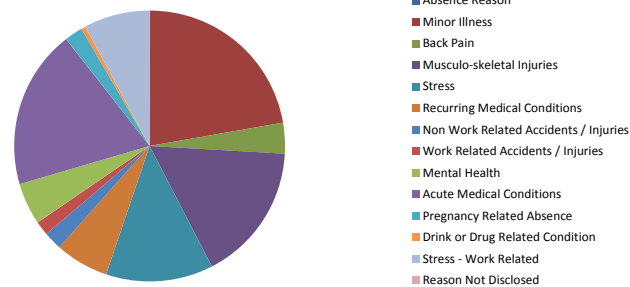
TABLE 4 - Absence Reasons

Department	FTE Employees	Absence Reasons													Total Working Days Lost	FTE Days Lost	Total FTE Days Lost by FTE Employees
		Minor Illness	Back Pain	Musculo-skeletal Injuries	Stress	Recurring Medical Conditions	Non Work Related Accidents / Injuries	Work Related Accidents / Injuries	Mental Health	Acute Medical Conditions	Pregnancy Related Absence	Drink or Drug Related Condition	Stress - Work Related	Reason Not Disclosed			
Strategic Management	14.00	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Child Healthcare & Criminal Justice	239.37	898.0	49.0	602.0	159.0	897.0	36.0	119.0	144.0	751.0	36.0	0.0	329.5	0.0	4,020.5	3,644.31	15.22
Community Health & Care	751.40	2,148.0	1,049.0	3,583.5	3,193.0	1,420.5	208.0	218.0	1,329.0	3,734.0	388.5	1.0	1,717.5	0.0	18,990.0	14,038.14	18.68
Finance & Resources	4.50	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Mental Health, Addiction & Learning Disabilities	139.53	413.0	136.0	677.0	71.5	354.0	29.0	5.0	321.0	292.0	228.5	0.0	352.0	0.0	2,879.0	2,252.36	16.14
Strategy, Planning & Health Improvement	23.89	43.5	0.0	3.0	33.0	4.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	83.5	60.75	2.54
Health & Social Care Partnership	1,158.69	3,502.5	1,234.0	4,865.5	3,456.5	2,675.5	273.0	342.0	1,794.0	4,777.0	653.0	1.0	2,399.0	0.0	25,973.0	19,995.56	17.26
Environment & Neighbourhood	631.97	2,507.0	406.0	2,194.0	914.0	159.0	287.0	317.0	528.0	3,085.5	0.0	118.0	408.5	0.0	10,924.0	7,434.10	11.76
Housing & Employability	248.23	825.5	92.0	102.0	166.0	346.0	4.0	44.0	21.0	635.0	0.0	21.0	401.0	0.0	2,657.5	2,492.90	10.04
Regeneration	419.72	1,149.0	296.0	1,025.5	826.0	0.0	201.0	71.5	59.0	751.0	0.0	0.0	135.0	0.0	4,514.0	4,295.80	10.23
Regeneration, Environment & Growth	1,299.92	4,481.5	794.0	3,321.5	1,906.0	505.0	492.0	432.5	608.0	4,471.5	0.0	139.0	944.5	0.0	18,095.5	14,222.80	10.94
Communications, Culture & Communities	151.07	353.5	63.0	86.0	13.0	94.0	3.0	3.5	16.0	191.0	94.0	0.0	66.0	0.0	983.0	799.24	5.29
Education Learning & Attainment	645.11	2,760.0	115.0	1,147.5	1,604.0	293.5	356.0	276.0	467.0	1,067.5	166.0	186.0	650.0	0.0	9,088.5	6,227.98	9.65
People & Technology	98.55	98.0	5.0	0.0	159.5	81.0	19.0	0.0	17.0	189.0	5.0	0.0	0.0	0.0	573.5	508.39	5.16
Regulatory	95.20	86.0	0.0	147.0	117.0	0.0	31.0	0.0	1.0	70.0	5.0	0.0	12.0	0.0	469.0	356.80	3.75
Resources	274.79	489.5	47.0	140.5	451.0	205.5	70.0	21.0	188.0	595.5	122.5	0.0	220.0	0.0	2,550.5	2,104.60	7.66
Transformation & Public Service Reform (Excl. Teachers)	1,264.72	3,787.0	230.0	1,521.0	2,344.5	674.0	479.0	300.5	689.0	2,113.0	392.5	186.0	948.0	0.0	13,664.5	9,997.01	7.90
LOCAL GOVERNMENT EMPLOYEES TOTAL	3,737.33	11,771.0	2,258.0	9,708.0	7,707.0	3,854.5	1,244.0	1,075.0	3,091.0	11,361.5	1,045.5	326.0	4,291.5	0.0	57,733.0	44,215.37	11.83
Transformation & Public Service Reform (Teachers)	874.92	2,435.0	87.0	839.0	465.0	234.0	139.0	15.0	101.0	764.0	335.0	0.0	743.0	0.0	6,157.0	4,984.24	5.70
COUNCIL-WIDE TOTAL	4,612.25	14,206.0	2,345.0	10,547.0	8,172.0	4,088.5	1,383.0	1,090.0	3,192.0	12,125.5	1,380.5	326.0	5,034.5	0.0	63,890.0	49,199.61	10.67

TABLE 5 - Days Lost by Absence Category

Absence Reason	Working Days Lost	Percentage of Lost Days
Minor Illness	14,206.0	22.24%
Back Pain	2,345.0	3.67%
Musculo-skeletal Injuries	10,547.0	16.51%
Stress	8,172.0	12.79%
Recurring Medical Conditions	4,088.5	6.40%
Non Work Related Accidents / Injuries	1,383.0	2.16%
Work Related Accidents / Injuries	1,090.0	1.71%
Mental Health	3,192.0	5.00%
Acute Medical Conditions	12,125.5	18.98%
Pregnancy Related Absence	1,380.5	2.16%
Drink or Drug Related Condition	326.0	0.51%
Stress - Work Related	5,034.5	7.88%
Reason Not Disclosed	0.0	0.00%
TOTAL	63,890.0	100%

Working Days Lost



## WEST DUNBARTONSHIRE COUNCIL

### Report by Strategic Lead – People & Technology

**Corporate Services Committee: 16<sup>th</sup> May 2018**

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**Subject: Casual Workers Policy**

#### **1. Purpose**

- 1.1** The purpose of this report is to seek Committee approval to the inclusion of a Complaints Procedure as an appendix to the Casual Workers Policy.

#### **2. Recommendations**

- 2.1** The Committee is asked to:

- Approve the revised Casual Workers Policy (amended to include a Complaints Procedure);
- Note that a separate report will similarly be provided to the Local Negotiating Committee for Teachers (LNCT) seeking approval of a revised Agreement for Supply Workers within Education, Learning & Attainment;
- Note that the revised Policy will be equally applicable to casual workers engaged by West Dunbartonshire Leisure Trust; and
- Note that, whilst the revised Policy will be applicable to casual workers engaged in Council roles within West Dunbartonshire Health & Social Care Partnership, the Council has no locus to require that NHS Greater Glasgow & Clyde apply the Policy in relation to those engaged in NHS roles.

#### **3. Background**

- 3.1** West Dunbartonshire Council has in place a policy on the use of 'Casual Workers', approved by Committee in September 2009, and subject to prior consultation with the trades unions through the JCF. The policy applies to Chief Officials, Local Government Employees and Craft Operatives, although an equivalent LNCT Agreement is in place within Education, Learning & Attainment in relation to the use of its Supply Pool. The Policy is fully compliant with current legislation in relation to the rights of those engaged as 'workers', as well as following recommended good practice.

- 3.2** In December 2017, Council agreed to a motion by Councillor Jim Bollan which included the following:

"Council agrees that [casual/supply workers] will have access to a grievance procedure and instructs the Strategic Lead – People and Technology to amend the grievance procedure to allow for such grievances including appeal rights, the revised procedure to be brought to a subsequent Corporate

Services Committee. This motion covers Council workers with the Health & Community Care Partnership (HCCP) and workers with West Dunbartonshire Leisure Trust and the Council encourages the HCCP to adopt the same practice for all workers engaged by them”.

**3.3** In March 2017, a report was submitted to Council by the Strategic Lead – People and Technology providing information in response to the above motion. Council noted the following in relation to the earlier motion:

- That a complaints procedure for this group of workers has been developed and discussed with the trades unions. This procedure is based on the ACAS recommended process and includes a right of appeal.
- That any casual/supply workers engaged for a Council role in HSCP and all those engaged within WDLT are already/would be covered by our existing policies. Council would have no locus to expect NHS Scotland to adopt a policy set by a different employer.

**3.4** There is no statutory right for casual/supply workers to have access to a grievance procedure. However, officers and trades unions agree that this is a desirable development.

#### **4. Main Issues**

**4.1** Following the December 2017 Council motion, and subsequent report to Council in March 2018, the Casual Workers Policy (attached at Appendix 1) has been revised to include a complaints procedure for use by those engaged by the Council on a casual basis. A similar revision has been made to the Agreement for Supply Workers within Education, Learning & Attainment which will be submitted for approval to the LNCT.

##### Complaints Procedure

**4.2** The inclusion of the complaints procedure within the Casual Workers Policy (or LNCT agreement), rather than amend the existing Council Grievance Procedures for Local Government Employees (or those employed on SNCT terms and conditions), is based on a number of factors.

**4.3** Firstly, it is important to maintain clarity between those ‘employed’ and those engaged as ‘workers’, acknowledging that there are additional statutory rights which apply only to employees.

**4.4** Secondly, all those engaged as casual/supply workers are provided with a copy of the Casual Workers Policy (or LNCT agreement). Given the ad-hoc nature of casual/supply work and the possibility that individuals may not necessarily have access to the Council intranet, this ensures that they will have access to details of the Complaints Procedure from the point of engagement.

- 4.5** Lastly, it is acknowledged that the Grievance Procedures which apply to Council employees comprise three stages (culminating in consideration by elected members via the Appeals Committee) and that it can take several months for matters to reach a final conclusion under the three-stage process. On the other hand casual/supply workers, having no mutuality of obligation, may only undertake short periods of work on an infrequent basis. As such, from a practical perspective, the Complaints Procedure for casual/supply workers is based on the ACAS Statutory Code of Practice, which provides for a two-stage process (enabling individuals to formally raise a concern and to appeal against the resulting decision if not satisfied that the matter is resolved).

#### Partner Organisations

- 4.6** Whilst West Dunbartonshire Leisure Trust is a separate organisation, current arrangements mean that they would be required to adopt the revised Casual Workers Policy, thereby extending access to a complaints procedure to those casual workers engaged by them.
- 4.7** Within West Dunbartonshire Health and Social Care Partnership, individuals are employed either by the Council or by NHS Greater Glasgow & Clyde. The Council's Casual Workers Policy applies only to those workers providing ad-hoc cover in relation to roles typically undertaken by Council employees. Any separate NHS policy will apply to those providing ad-hoc cover in relation to roles typically undertaken by NHS employees, the Council having no locus to expect NHS Greater Glasgow & Clyde to adopt a Policy set by a different organisation.

### **5. People Implications**

- 5.1** The revision to the Casual Workers Policy (and LNCT agreement) will further serve to demonstrate the commitment to ensuring the fair and consistent treatment of all casual/supply workers engaged by the Council to undertake work on an ad hoc basis, by providing a clear and transparent framework for dealing with concerns (or complaints) which may arise in relation to work placements.

### **6. Financial and Procurement Implications**

- 6.1** There are no financial or procurement implications associated with this report.

### **7. Risk Analysis**

- 7.1** It was not necessary to carry out a risk assessment on the proposal contained within the report.

## **8. Equalities Impact Assessment (EIA)**

- 8.2** An Equalities Impact Assessment has been carried out which identified that the revisions to the Casual Workers Policy (and LNCT agreement) may have a positive impact. As the right to protection from discrimination on grounds of age, disability, gender re-assignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation extends to 'workers', the provision of a formal route for this group to raise concerns will serve to further demonstrate the Council's commitment to ensure that all workers are treated fairly and consistently.

## **9. Consultation**

- 9.1** Officers are still in dialogue with the trades unions, having discussed the development of a Complaints Procedure for casual/supply workers as part of the regular schedule of convenors meetings in February 2018 and having subsequently shared the proposed procedure with them for comment prior to Council on 28<sup>th</sup> March 2018.

## **10. Strategic Assessment**

- 10.1** Acknowledging the valuable role which casual/supply workers provide in offering short-term, ad-hoc cover to ensure continued service provision, often to meet a statutory obligation, it is important to reflect that this group form part of the committed and skilled workforce identified within the Strategic Plan as a key supporting outcome to enable delivery of the Council's strategic priorities.

### **Victoria Rogers**

Strategic Lead for People & Technology

Date: 18<sup>th</sup> April 2018

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<b>Person to Contact:</b>	Darren Paterson, Strategic HR Manager, Council Offices, Garshake Road, Dumbarton. Tel: 01389 737645. Email: <a href="mailto:darren.paterson@west-dunbarton.gov.uk">darren.paterson@west-dunbarton.gov.uk</a>
<b>Appendices:</b>	Appendix 1 – Casual Workers Policy
<b>Background Papers:</b>	Report to Council on 28th March on 'Casual and Supply Workers' Equalities Impact Assessment
<b>Wards Affected:</b>	None



HR Employment Policy & Procedures

## Casual Workers Policy (Chief Officers, Local Government Workers and Craft)

Implementation Date: tbc

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

## Document Management - Version Control

Policy Title & Reference	Casual Workers Policy			HRP 011
Version Number & Date	3.0			
Title, Version Number & Date of Superseded Version (if applicable)	Casual Worker Policy	2.0	August 2013	
Rationale for introduction/Driver for change	See below			
Summary of Substantive Changes (if applicable)	Introduction of Complaints Procedure			
Summary of Technical Changes (if applicable)				
Lead Officer	Strategic HR Manager			
Final Trades Union Position				
Consultation & Approval Process	Committee			Date
	ELG			
	JCF (if applicable)			
	C. S. Committee (if applicable)			
Accompanying Documentation (incl. EIA)	Equality Impact Assessment			
Linked Policy, Schemes and Procedures				

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# **EMPLOYMENT OF “CASUAL” WORKERS POLICY**

## **1. INTRODUCTION**

- 1.1** From time to time a worker is required on an “ad hoc” basis which cannot be absolutely forecast (such as to provide additional cover for a special event, or to provide specialist skills or relief emergency cover in a front line service such as HSCP). In these circumstances, an offer of work will be made on a “casual” work basis.
- 1.2** A “casual” worker does not hold a Contract of Employment but has entered into a relationship with the Council where there is no obligation on the Council to provide work, and no obligation on the worker to accept any work offered.

## **2. DEFINITION**

- 2.1** Work is “casual” where there is no “mutuality of obligation”. This means the Council is not obliged to offer work to the individual. Equally the individual is not obliged to take work. A casual worker is never an employee and casual work does not count towards continuous service.
- 2.2** Where the work does not fall into the above definition then the work should be offered on a temporary contract basis (such as where there is a requirement to provide cover for maternity leave, or to deliver a short-term pre-determined programme of instruction or training). Where continuous casual service will exceed one month, a temporary fixed term appointment should be made.

## **3. MONITORING**

- 3.1** The hours of work and frequency of use of casual workers must be closely monitored within each Strategic Area, to ensure it is on an “ad hoc” basis. Where a casual worker undertakes work on a regular basis, continuity could result or mutuality of obligation could be implied, leading to an employment relationship.
- 3.2** Where a “casual” worker has been used continuously, rather than “ad hoc” for more than one month, an evaluation of the service need will be made by the Strategic Lead in conjunction with HR and, if there is an ongoing requirement, the casual worker will be offered a temporary appointment for the remainder of the service need duration. Should the worker be offered a temporary contract they would be entitled to terms and conditions attached to the relevant role.

## **4. RECRUITMENT PROCESS**

- 4.1** Casual workers will be appointed in accordance with the Council's Recruitment & Selection Procedures. Given the emergency requirements of casual workers, appointment may be made from a "pool" of approved workers who have completed an application form for the specific position.

## **5. PAY ENTITLEMENTS OF CASUAL WORKERS**

- 5.1** Casual workers will be paid an evaluated rate for the work done, as determined by the Council's grading scheme. Details of the rate of pay will be included in the statement of working arrangements issued prior to commencement.
- 5.2** For the purposes of annual leave, casual workers will accrue leave hourly. Annual leave is based on the statutory entitlements set out in the Working Time Regulations. To calculate annual leave entitlement, the Accrual Table at Appendix 2 should be used.
- 5.3** This leave may be banked for specific periods of time and taken subject to the exigencies of the services. Where the worker has been unable to take accrued leave their final pay will reflect any outstanding entitlement.

## **6. RIGHTS FOR CASUAL WORKERS**

- 6.1** Casual workers benefit from several basic rights including:
- Protection from discrimination on the grounds of age, disability, gender re-assignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation;
  - Rights under the Working Time Regulations, such as paid holiday leave, restrictions on working hours and the right to rest breaks;
  - The right to the national minimum wage;
  - Protection for whistle blowing;
  - Health and safety protection; and
  - Protection against unlawful wage deductions.
- 6.2** Recognising the above and the Council's broader commitment to the fair and consistent treatment of casual workers, a complaints procedure is in place (see Appendix 1) to provide a clear and transparent framework for dealing with concerns which may arise in relation to casual work placements.
- 6.3** LOCAL GOVERNMENT PENSION SCHEME

Workers, age 16 or over and who have a contract for less than 3 months are not contractually enrolled into the Local Government Pension Scheme (per the LGPS Regulations). However, they do have the right to **opt** to join the pension scheme.

Opting into the LGPS is achieved by sending signed, written confirmation to the Payroll Section, or sent electronically to [payroll@west-dunbarton.gov.uk](mailto:payroll@west-dunbarton.gov.uk), and must state the phrase “I confirm I personally submitted this notice to join the Local Government Pension Scheme”. Further information on the scheme, including the relevant forms to complete, will be sent to the worker and they will be enrolled into the LGPS in line with the pay cycle.

Further information on the Local Government Pension Scheme can be obtained from Strathclyde Pension Fund Office website at: [www.spfo.org.uk](http://www.spfo.org.uk). Questions about the scheme, should be directed to Strathclyde Pension Fund Office on 0845 213 0202 or by email at [spfo@glasgow.gov.uk](mailto:spfo@glasgow.gov.uk).

General information about pensions and saving for retirement can be obtained from: <http://www.direct.gov.uk/workplacepensions> or <http://www.direct.gov.uk/en/Pensionsandretirementplanning/index.htm>

## **7. REVIEW OF POLICY**

- 7.1** This policy will be updated to incorporate any relevant change to legislation or best practice as required.

## **Appendix 1 – Procedure for Casual Workers to Raise Complaints**

### **1. Introduction**

- 1.1** West Dunbartonshire Council is committed to the fair and consistent treatment of all casual workers engaged by the Council to undertake work on an ad hoc basis.
- 1.2** This procedure provides a clear and transparent framework for dealing with concerns (or complaints) which may arise in relation to work placements. The Council will ensure that its operation is underpinned by robust equalities practice.
- 1.3** In order to ensure the equitable application of this procedure, all parties have a responsibility to:
- Adhere to the standards and procedures set out;
  - Raise concerns quickly, and seek to resolve issues informally and at as early a stage as possible;
  - Co-operate in all attempts to resolve any matters; and
  - Work in partnership throughout the procedure to achieve a positive outcome.
- 1.4** Concerns raised will be treated confidentiality by those involved in the process, with all relevant information being held in accordance with Council's Record Management Retention Schedule and current data protection legislation.
- 1.5** Casual workers may be accompanied at formal meetings by a companion, who may be:
- A fellow worker;
  - A trade union representative who has been certified by their trade union as being competent to accompany a worker; or
  - An official employed by a trade union.

If the companion cannot attend on a proposed date, the casual worker can suggest an alternative date and time so long as it is reasonable and usually not more than 7 calendar days after the original date.

The companion will be able to address the meeting, to put forward and sum up the worker's case, respond on their behalf to any views expressed at the meeting and to confer with them during the meeting. The companion, however, cannot answer questions on behalf of the worker or address the meeting if the worker does not wish it.

- 1.6** This procedure will be updated to incorporate any relevant change to legislation or best practice as required.

## **2. Procedure**

### Mediation

- 2.1** Mediation is a voluntary and confidential form of dispute resolution involving an independent and impartial person. Where mediation is deemed by both parties to be an appropriate method of resolving the dispute, the formal procedure can be held in abeyance. The Council's in-house trained mediators will be used. Whilst mediation should be considered prior to invoking the formal procedure, its appropriateness should be further considered prior to proceeding to a formal meeting (or resulting appeal meeting, where applicable), with reasons for non-use being recorded.

### Informal Procedure

- 2.2** Casual workers are encouraged to discuss issues which arise with their line manager (in their current or most recently assigned placement), in order that their concerns can be heard and responded to as soon as possible. The worker should indicate to the manager how they think the concern or problem could be resolved and the manager will seek to assist the worker to achieve a resolution to their concerns.

### Formal Procedure

- 2.3** Where an informal approach is not considered appropriate, or the worker remains dissatisfied having tried to resolve the matter informally, they should invoke the formal procedure.
- 2.4** A casual worker wishing to formally raise a concern should provide the details in writing to their line manager (in their current or most recent assigned placement) and state that they are invoking this procedure. They should clearly set out the nature of the concern and indicate their proposed resolution. Where appropriate, they should set out the names of any witnesses.
- 2.5** On receipt of the written concern, the line manager will arrange a formal meeting. The line manager will consult with Strategic HR before proceeding. The concern will be heard at a formal meeting which will normally take place within 14 calendar days of receipt of the written concern. Only in exceptional circumstances should the meeting take place outwith this time limit.
- 2.6** The line manager may adjourn the meeting to obtain further information to provide a decision. On occasion a formal investigation may be instructed to gather this information. Following the investigation, the meeting will be reconvened as promptly as possible.
- 2.7** Within 7 calendar days of the meeting, the line manager will issue their decision in writing providing reasons for the decision, including any action to be taken to resolve the concern.



## Appeal

- 2.8** If the concern has not been upheld, the casual worker may appeal the decision. The appeal will be heard by the next manager within the structure (i.e. the individual to whom their line manager is directly accountable) or other more senior officer. Where the concern has been partially upheld, only the outstanding matters can be considered at the appeal stage.
- 2.9** The casual worker should submit their appeal within 14 calendar days of receipt of the formal outcome, and clearly set out the residual issues.
- 2.10** The relevant senior manager will arrange for the appeal to be heard, and will consult with Strategic HR, who will attend the appeal meeting in an advisory capacity. The appeal will be considered at a formal meeting which will normally take place within 14 calendar days of receipt of the casual worker's written appeal. Only in exceptional circumstances should the meeting take place outwith this time limit.
- 2.11** The relevant senior manager may require the attendance of relevant parties to the appeal meeting. Where the casual worker intends to call a witness, the senior manager should be notified in advance of the meeting giving at least 2 days' notice.
- 2.12** The senior manager may adjourn the meeting to obtain further information to provide a decision. The meeting will be reconvened promptly.
- 2.13** Within 7 calendar days of the meeting, the senior manager will issue their decision in writing, providing reasons for the decision including any action to be taken to resolve. This decision is final.

## **Appendix 2 – Accrual Table for Annual Leave for Casual Workers**

<b>No. of Hrs Worked</b>	<b>(A)</b> (Calculation: 0.1207 x hrs worked)	<b>How to Use the Accrual Table</b>
		Go down left hand column until you reach the number of hours worked. Look in the box in Column A – this provides annual leave entitlement.
<b>1</b>	<b>0.12</b>	
<b>2</b>	<b>0.24</b>	
<b>3</b>	<b>0.36</b>	
<b>4</b>	<b>0.48</b>	
<b>5</b>	<b>0.60</b>	
<b>6</b>	<b>0.72</b>	
<b>7</b>	<b>0.84</b>	
<b>8</b>	<b>0.97</b>	
<b>9</b>	<b>1.09</b>	
<b>10</b>	<b>1.21</b>	
<b>11</b>	<b>1.33</b>	
<b>12</b>	<b>1.45</b>	
<b>13</b>	<b>1.57</b>	
<b>14</b>	<b>1.69</b>	
<b>15</b>	<b>1.81</b>	
<b>16</b>	<b>1.93</b>	
<b>17</b>	<b>2.05</b>	
<b>18</b>	<b>2.17</b>	
<b>19</b>	<b>2.29</b>	
<b>20</b>	<b>2.41</b>	
<b>21</b>	<b>2.53</b>	
<b>22</b>	<b>2.66</b>	
<b>23</b>	<b>2.78</b>	
<b>24</b>	<b>2.90</b>	
<b>25</b>	<b>3.02</b>	
<b>26</b>	<b>3.14</b>	
<b>27</b>	<b>3.26</b>	
<b>28</b>	<b>3.38</b>	
<b>29</b>	<b>3.50</b>	
<b>30</b>	<b>3.62</b>	
<b>31</b>	<b>3.74</b>	
<b>32</b>	<b>3.86</b>	
<b>33</b>	<b>3.98</b>	
<b>34</b>	<b>4.10</b>	
<b>35</b>	<b>4.22</b>	
<b>36</b>	<b>4.34</b>	
<b>37</b>	<b>4.46</b>	

### **Calculation**

#### **Employee Working a 37 Hour week**

37 hrs x 52 = 1924 hrs  
 Holiday Entitlement = 5.6 Weeks (28 days)  
 5.6 weeks x 37 hours = 207.2 hrs  
 1924 - 207.2 = 1716.8 hrs  
 207.2 divided by 1716.8 = 0.1207 hrs  
 Hours worked x 0.1207 hrs = entitlement

#### **Employee Working 35 Hour week**

35 hrs x 52 = 1820 hrs  
 Holiday Entitlement = 5.6 Weeks (28 days)  
 5.6 weeks x 35 hours = 196 hrs  
 1820 - 196 = 1624 hrs  
 196 divided by 1624 = 0.1207 hrs  
 Hours worked x 0.1207 hrs = entitlement