Agenda

West
Dunbartonshire
COUNCIL

Corporate Services Committee

Date: Wednesday, 21 November 2018

Time: 14:00

Venue: Civic Space,
               Council Offices, 16 Church Street, Dumbarton

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

Dear Member

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

Yours faithfully

JOYCE WHITE

Chief Executive

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

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

Date of issue: 8 November 2018

CORPORATE SERVICES COMMITTEE

WEDNESDAY, 21 NOVEMBER 2018

AGENDA

1   STATEMENT BY CHAIR – AUDIO STREAMING

The Chair will be heard in connection with the above.

2.   APOLOGIES

3   DECLARATIONS OF INTEREST

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

4   MINUTES OF PREVIOUS MEETING   7 - 10

Submit for approval as a correct record the Minutes of Meeting of the Corporate Services Committee held on 22 August 2018.

**5   MINUTES OF JOINT CONSULTATIVE FORUM -   11 - 14
13 SEPTEMBER 2018**

Submit for information and where necessary ratification, the Minutes of Meeting of the Joint Consultative Forum held on 13 September 2018.

6   OPEN FORUM

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

**7   COMMUNICATIONS, CULTURE & COMMUNITIES DELIVERY   15 - 26
PLAN 2018/19: MID-YEAR PROGRESS**

Submit report by the Strategic Lead - Communications, Culture & Communities setting out the progress to date in delivery of the actions detailed within the Communications, Culture & Communities Delivery Plan 2018/19 for those services which are delegated to the Corporate Services Committee, these being 'Performance and Strategy', 'Libraries' and 'Citizen Services'.

CORPORATE SERVICES COMMITTEE

At a Meeting of the Corporate Services Committee held in the Council Chamber, Clydebank Town Hall, Dumbarton Road, Clydebank on Wednesday, 22 August 2018 at 2.09 p.m.

Present: Councillors Jim Brown, Ian Dickson, Diane Docherty, Daniel Lennie, Caroline McAllister, David McBride, Jonathan McColl, Iain McLaren, Lawrence O'Neill and Martin Rooney.

Attending: Angela Wilson, Strategic Director – Transformation and Public Service Reform; Peter Hessett, Strategic Lead – Regulatory; Stephen West, Strategic Lead – Resources; Malcolm Bennie, Strategic Lead – Communications, Culture & Communities; Victoria Rogers, Strategic Lead – People & Technology; Annabel Travers, Procurement Manager; Ryan Chalmers, Section Head (Revenues & Benefits) and Craig Stewart, Committee Officer.

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

Apology: An apology for absence was intimated on behalf of Councillor John Mooney.

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 16 May 2018 were submitted and approved as a correct record.

MINUTES OF JOINT CONSULTATIVE FORUM – 7 JUNE 2018

The Minutes of Meeting of the Joint Consultative Forum held on 7 June 2018 were submitted and all decisions contained therein were approved.

OPEN FORUM

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

CORPORATE SERVICES BUDGETARY CONTROL REPORT TO 31 JULY 2018 (PERIOD 4)

A report was submitted by the Strategic Lead – Resources advising on the performance of the Corporate Services budget for the period to 31 July 2018.

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

(1)   to note that the revenue account currently showed a projected annual favourable variance of £0.059m (0.30%) of the total budget); and

(2)   to note that the capital projects being reported to this Committee were projecting to underspend by £0.027m in 2018/19 and over the project life, and an in-year slippage of £0.040m.

NON-DOMESTIC RATES OPTIONS

A report was submitted by the Strategic Lead – Resources seeking approval to publicise businesses that have not paid their non-domestic rates (NDR).

After discussion and having heard the Section Head (Revenues & Benefits) in further explanation of the report and in answer to Members' questions, the Committee agreed to publicise the businesses that have not paid their NDRs in line with The Non-Domestic Rating (Collection and Enforcement) Regulations.

HOUSING BENEFIT PERFORMANCE AUDIT

A report was submitted by the Strategic Lead – Resources advising on the recent inspection of the Council's Housing Benefit (HB) service carried out by Audit Scotland.

After discussion and having heard the Senior Audit Manager, Audit Scotland and the Strategic Lead – Resources in further explanation and in answer to Members' questions, the Committee agreed to note the Audit Scotland report and the Council's action plan.

CONTRACT & SUPPLIER MANAGEMENT POLICY

A report was submitted by the Strategic Lead – Resources seeking approval for the Contract & Supplier Management Policy.

After discussion and having heard the Procurement Manager and the Strategic Director in further explanation of the report and in answer to Members' questions, the Committee agreed to approve the Contract & Supplier Management Policy.

STRATEGIC RISKS 2017-22

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

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

(1)   to note the strategic risks as detailed at Appendix 1 to the report; and

(2)   to note the next steps to further develop risks, aligned with the Delivery Plans for respective service areas.

CYCLE TO WORK SCHEME (C2W)

A report was submitted by the Strategic Lead – People & Technology providing an update on the participation in the Council's Cycle to Work (C2W) scheme during the current contract and seeking approval for the ongoing provision of the scheme to employees.

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

(1)   to note the success of the current scheme; and

(2)   to continue to offer a Cycle to Work salary sacrifice scheme on an ongoing basis, subject to the ongoing legal basis for such a scheme.

The meeting closed at 3.08 p.m.

JOINT CONSULTATIVE FORUM

At a Meeting of the Joint Consultative Forum held in the Civic Space, Council Offices, 16 Church Street, Dumbarton on Thursday, 13 September 2018 at 2.05 p.m.

Present:	Councillors Karen Conaghan, Ian Dickson, Jim Finn, David McBride and Jonathan McColl; George Mitchell and John Wagner (GMB); Claire Mackenzie (SSTA); Sean Davenport, Simon Macfarlane, Andy McCallion and David Smith (UNISON); and Charlie McDonald (Unite).
Attending:	Victoria Rogers, Strategic Lead - People and Technology; Julie Lusk - Head of Mental Health, Addictions and Learning Disability; Darren Paterson, Strategic HR Manager; Melissa Connor, HR Adviser; Raymond Lynch, Senior Solicitor; and Scott Kelly, Committee Officer.
Apologies:	Apologies for absence were intimated on behalf of James Halfpenny and Mick Dolan (EIS); David Scott (GMB); Val Jennings and Peter O'Neill (UNISON); James Docherty (Unite); Malcolm Bennie, Strategic Lead - Communications, Culture & Communities; and Ronnie Dinnie, Strategic Lead - Environment and Neighbourhood.

Councillor Jonathan McColl in the Chair

APPOINTMENT OF VICE CHAIR AND JOINT SECRETARY FOR THE TRADE UNION SIDE

With reference to the Minutes of Meeting of the Joint Consultative Forum held on 7 June 2018 and in terms of its constitution, Councillor McColl, Chair, invited the Trade Union Side to make nominations for the Vice Chair of the Forum and the Joint Secretary for the Trade Union Side, both nominations being effective until June 2019.

It was agreed:-

(1)   that David Smith be appointed as Vice Chair of the Forum; and

(2)   that the Trade Union Side would make its nomination for Joint Secretary by the time of the next meeting of the Forum.

DECLARATIONS OF INTEREST

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

MINUTES OF PREVIOUS MEETING

The Minutes of Meeting of the Joint Consultative Forum held on 7 June 2018 were submitted and approved as a correct record.

ANNUAL MONITORING REPORT – EMPLOYMENT EQUALITIES

A report was submitted by the Strategic Lead - People and Technology advising of employment equalities matters 2017/18, including comparative data from 2016/17.

Following discussion and having heard the HR Adviser, the Strategic HR Manager and the Strategic Lead - People and Technology in further explanation of the report and in answer to Members' questions, the Forum agreed:-

(1)   to note: (i) the concern expressed by Mr Macfarlane at the increase in the number of employees aged 65 or over; (ii) the explanation given that this was a result of changes in legislation which allowed people to work beyond their normal retirement age; and (iii) that the activity to promote the option of flexible retirement had allowed those over 60 to work on in a reduced capacity while drawing their pension benefits;

(2)   to note that the protected characteristics recorded by the Council were set by the Equality & Human Rights Commission;

(3)   to note the suggestion that a letter be sent jointly from Management and the Trades Unions to encourage staff to disclose protected characteristics;

(4)   to note that the increase in the number of people employed by the Council in 2017/18 compared to 2016/17, approximately 570, was a result of part-time vacancies having been filled and schools having received monies from the Pupil Equity Fund; and

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

TRADES UNIONS ISSUES

The Forum noted that in advance of the meeting the Trades Unions had intimated two items which they wished to raise.

Reason for Work-Related Stress Not Being Recorded (item requested by Joint Trades Unions)

The Forum heard from Mr McCallion who commented that stress was becoming a major reason for sickness absence and queried why work-related stress was not recorded by the Council.

In response, the Strategic Lead - People and Technology stated that work-related stress was recorded and that statistics were regularly reported to the Council's service committees.

She further advised:-

(a)   that statistics for August 2018 showed that, in comparison to August 2017, the proportion of working days lost due to work-related stress had decreased from 10.5% to 7%;

(b)   that stress risks assessments were carried out on an individual basis with relevant actions then progressed;

(c)   that following discussions at the Employee Wellbeing Group, arrangements have been made, in partnership with the Head of Mental Health, Addictions and Learning Disability, with the Headtorch organisation to develop a programme of mental health awareness; and

(d)   that the programme includes online exercises and groups discussions, would begin in October 2018, and that following an evaluation it would be determined whether the programme could be rolled-out more widely or if the Council could provide something similar internally.

Following discussion, the Forum agreed:-

(1)   to note the terms of the discussion; and

(2)   that further discussion in relation to work-related stress matters would take place at the Employee Wellbeing Group.

Reason for Vacancies Not Being Filled (item requested by Joint Trades Unions)

The Forum heard from Mr McDonald who expressed concern at vacancies within the Council not being filled, which added to the strain and stress of the workforce, and also that work associated with vacant posts may be being undertaken by modern apprentices.

Having heard the Strategic Lead - People and Technology in response, the Forum noted:-

(a)   that the Council faced challenges in terms of its funding gap and had a turnover target, and that in addressing these managers required to consider whether work could be done differently when vacancies arose; and

(b)   that the Council had a commitment to provide opportunities and training to young people.

Following discussion, the Forum agreed:-

(1)   that further discussion in relation to particular vacancies could take place at local Joint Consultative Committee meetings;

(2)   to note that the Strategic Lead - People and Technology had invited the Trades Unions to raise with her, outwith the meeting, any issues they had in relation to: (i) particular vacancies not being filled; or (ii) the work being undertaken by particular modern apprentices;

(3)   that a written report would be provided to a future meeting of the Forum providing information on whether there are particular trends in sickness absence or work-related stress, for example whether any increase in these had occurred in areas where vacancies have not been filled; and

(4)   that it would be helpful if officers from the Working 4U section could attend the next meeting of the Forum to give a presentation on the training provided to modern apprentices.

The meeting closed at 3.00 p.m.

WEST DUNBARTONSHIRE COUNCIL

Report by Strategic Lead – Communications, Culture & Communities

Corporate Services Committee: 21 November 2018

Subject: **Communications, Culture & Communities Delivery Plan 2018/19: Mid-Year Progress**

1 Purpose

1.1 The purpose of this report is to set out progress to date in delivery of the actions detailed within the Communications, Culture & Communities Delivery Plan 2018/19 which are delegated to Corporate Services. These are Performance and Strategy, Libraries and Citizen Services.

2 Recommendations

2.1 It is recommended that the Committee notes the contents of this report and the progress achieved at mid-year.

2.2 The Delivery Plan will also be submitted to the next Cultural Committee to enable scrutiny of the Town Hall, Arts and Heritage and Communications.

3 Background

3.1 Annual Strategic Delivery Plans set out actions to address the key service specific issues identified during the annual strategic assessment exercises. These plans also provide an overview of the assets and resources available to support delivery of the plan, and consider risks at both strategic and operational level.

3.2 The Communication, Culture & Communities Delivery Plan 2018/19 was approved by this committee on 16 May 2017, and a commitment was made to submit a mid-year progress report.

4 Main Issues

Delivery Plan

4.1 The Communication, Culture & Communities plan contains a range of actions designed to support delivery of the strategic priorities of the council. At this mid-point of the year, 2 actions within the plan have been completed with the remaining 19 actions being progressed and on track for delivery by 31 March 2019.

4.2 Also included in the plan are 16 performance indicators of which six are monitored on a quarterly basis. Of the six indicators monitored quarterly, three indicators achieved their mid-year target, two narrowly missed the target and we do not have data for the final indicator(this indicator did not meet the target

for Q1). The following paragraphs detail progress against the nine quarterly performance indicators.

4.3   Number of transactions undertaken online has consistently achieved target in both quarters and has exceed the mid-year target by 7% overall; this is on track to achieve the annual target.

4.4   Resident satisfaction with Council Services overall exceed target by 14% in Q2, although narrowly missed the Q1 target. Overall at the mid-year point this target is on track to achieve the annual target.

4.5   Percentage of complaints resolved at stage 1 has consistently achieved target in both quarters and has exceeded the mid-year target by 15%; this is on track to achieve the annual target.

4.6   Satisfaction levels with the council website exceeded target in Q2 and shows significant improvement from the previous quarter. At the mid-year point performance overall narrowly missed the target by 3%.

4.7   Number of library visits per 1,000 population narrowly missed the target in Q2 although showed a 14% increase in visitor numbers from the previous quarter. Unless performance exceeds target for the remaining quarters of this year it is unlikely that the annual target will be achieved. A key factor in this has been the disruption caused by building works at Clydebank Library which is the Council's second busiest venue.

4.8   In Q1 cost per library visit failed to meet its ambitious target however cost has continued to reduce over the last year representing a reduction in cost per visit of 22% from the same period in 2017/18. Q2 data is not currently available, the indicator will be updated as soon as the data becomes available.

Strategic Improvement

4.9   The Council adopted the West Dunbartonshire Self Evaluation Framework in August 2016, which embeds a rolling three year improvement programme across services not subject to external evaluation and inspection. Within the Communication, Culture & Communities service area, five self-evaluations have been carried out to date - Contact Centre/Complaints; Library Services; Welfare Fund and the Performance & Strategy team. Each service area has an action plan to address the identified areas of improvement. The One Stop Shops, will undertake self-evaluation over the coming year.

Citizen Feedback – Complaints

4.10   A key focus in the development of the strategic delivery plans was ensuring that we capture learning from the range of mechanisms that provide feedback from those who use our services. Central to this approach is ensuring we capture learning and make improvements to service delivery based on complaints.

4.11 Between 1 April and 30 September this year, the Communications, Culture and Communities service area received a total of twenty six complaints, all of which were Stage 1 complaints. During the same period, all complaints were closed, all at Stage 1. Twenty four of the complaints closed at Stage 1 met the 5 working day target for resolving complaints. Of the twenty six complaints closed at Stage 1, sixteen were upheld representing 61% of all complaints for this period.

4.12 User feedback has been implemented within the library service, with a series of user group focus sessions planned for later this year as part of the How Good Is Our Public Library Service (HGIOPLS) self evaluation. These will include targeted groups of library users such as: parents (Bookbug early years); reader groups; public pc users; older users and young people via school libraries and code clubs.

Citizen Feedback – Residents' Telephone Survey

4.13 A telephone survey of 300 residents is carried out every quarter to gauge satisfaction levels with a range of Council services. A range of Communication, Culture and Communities services and functions are covered by the telephone survey.

4.14 In Q2 satisfaction with Libraries sat at 96%; this represents a 1% point decrease from the previous reporting period. Comparatively satisfaction with libraries has increased by 4% points on the same period in 2017.

4.15 Satisfaction with the contact centre remains high at 88%, although this represents an 8% point decrease in satisfaction from the previous quarter and a 1% decrease from Q2 in 2017.

4.16 Satisfaction with Information available on services, achieved 89%, representing a 13% point increase in satisfaction from the previous quarter.

5 People Implications

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

6 Financial & Procurement Implications

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

7 Risk Analysis

7.1 Failure to deliver on the actions assigned to 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   As this report details progress on an action plan already agreed, there is no requirement for equalities screening or impact assessment.

9   Consultation

9.1   This report provides an update on the progress achieved across the strategic area, drawing from information provided by officers.

10   Strategic Assessment

10.1 The strategic delivery plan sets out actions to support the successful delivery of all 5 strategic priorities of the Council.

Malcolm Bennie
Strategic Lead – Communications, Culture & Communities
Date: 07 November 2018

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Person to Contact: Nicola Docherty, P&S Business Partner
                            Tel: (5) 6957
                            E-mail: Nicola.docherty@west-dunbarton.gov.uk

Appendix: Appendix 1: Communications, Culture & Communities
                            Delivery Plan 2018/19 - Mid-Year Progress

Background Papers:

Wards Affected: All wards

Communication, Culture & Communities
2018/19 Delivery Plan – Mid-Year Progress

A strong local economy and improved job opportunities
Increased skills for life & learning

Action	Status	Progress	Due Date	Comment	Assigned To
Support lifelong learning through extended programme of Quest Courses and early year's literacy programmes.	▶	23%	31-Mar-2019	A review of the Early Years Literacy programme is well under way with a review of ERS completed. A review of Quest adult courses is ongoing with the aim to increase participation in Quest courses in branch libraries.	Gill Graham
Deliver digital skills training to front line staff where required.	▶	50%	31-Mar-2019	A skills audit of all library staff has been completed. The results of this audit are reviewed to support a training programme where skill gaps are identified	Gill Graham
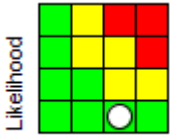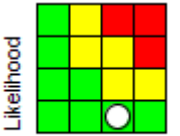
2. Supported individuals, families and carers living independently and with dignity
improved wellbeing

Action	Status	Progress	Due Date	Comment	Assigned To
Continue to roll out Macmillan Drop in clinics across the libraries estate. Explore potential to expand to include other chronic diseases.	▶	33%	31-Mar-2019	The Macmillan Programme in West Dunbartonshire is being evaluated by the independent evaluation team Rocket Science and Consillium. The evaluation team are at the final stages of their project and are interviewing stakeholders, partners and volunteers to assess the impact and effectiveness of the service. Over the next few months they will also produce a final report on the programme.	Gill Graham

Meaningful engagement with active, empowered and informed citizens who feel safe and engaged
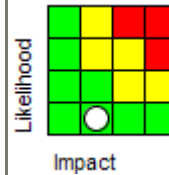
Fully consulted and involved citizens who are able to make full use of the Community Empowerment Act

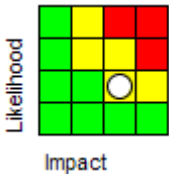| Action	Status	Progress	Due Date	Comment	Assigned To
Ensure citizens are supported to engage and participate in service design and delivery	▶	75%	31-Mar-2019	Good progress being made in this area. The telephone survey question set has been revised to provide additional data for learning and improvement activity and work is ongoing to enhance and further grow the citizens panel.	Amanda Coulthard
Support Community Planning West Dunbartonshire to further develop locality planning and involvement in line with the Community Empowerment Act	▶	33%	31-Mar-2019	As part of the work of the Community Planning Partnership, work is underway to plan with communities at a local level. This will lead to development of neighbourhood plans which support both community planning and the Local Development Plan.	Amanda Coulthard

Risk	Current Risk Matrix	Date Reviewed	Latest Note	Target Risk Matrix	Assigned To
Partnerships		07-Jun-2018	CPWD strengthened through publication of LOIP and strong DIGs		Amanda Coulthard

Strong & Active Communities

Action	Status	Progress	Due Date	Comment	Assigned To
Successfully upgrade Clydebank library	▶	33%	31-Mar-2019	Phase 1 of the Clydebank Library refurbishment is nearing completion with all major works completed. Some minor snagging remains to be completed in the upcoming weeks. Phase 2 works are anticipated to begin in the next 3 months.	Gill Graham
Establish Libraries as 'safe locations' for residents and visitors as part of the Keep Safe Initiative.	✓	100%	31-Mar-2019	Working with Police Scotland, West Dunbartonshire Libraries are now designated **Keep Safe** locations, providing a safe place for people to go to should they experience crime, bullying or harassment. Our libraries all display a **Keep Safe** notice which lets vulnerable people know that we provide a **Keep Safe** place and that staff members know how to respond.	Gill Graham
Secure external funding to progress development plan	▶	50%	31-Mar-2019	Officers are working both with WDC colleagues and developing links with external funders to identify potential finding streams to support a number of cultural improvements	Gill Graham
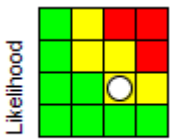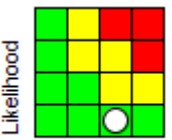
Risk	Current Risk Matrix	Date Reviewed	Latest Note	Target Risk Matrix	Assigned To
Failure to provide a library service to residents		10-Oct-2018	The implementation of new opening hours is completed and branch libraries continue to deliver services to residents. The community and school mobile library vehicles have been amalgamated using one vehicle. Community stops have been targeted at SMID areas resulting in an increase in mobile library stops. We continue to roll out improved internal and exterior rebranding of branch libraries. A capital investment programme is being progressed to enhance branch libraries making them more attractive places for residents to visit.		Gill Graham

Short Name	Q1 2018/19			Q2 2018/19			Latest Note	Current Target	Assigned To
	Value	Target	Status	Value	Target	Status			
Number of Library visits per 1000 population	1,326	1,609	🛑	1,510.75	1,745	🔺	Number of library visits have increased from the previous quarter and work continues in all branches to encourage wider use of the library service. Alexandria library in particular continues to show an improvement in visitor numbers following the arrival of the One Stop Shop service. Clydebank Library has only been partially open throughout this year due to building works. Given this is the second largest library branch in the service this has had a significant impact upon overall service visitor figures. The rebranding exercise for libraries continues to be rolled out in Q3 (Parkhall, Faifley & Alexandria) improving the internal look of the branch libraries and we would expect this to be reflected in visitor figures moving forward.	1,745	Gill Graham
Residents satisfaction with Council services overall	70%	75%	🔺	89%	75%	✅	Satisfaction has increased significantly over the first six months of the year and is on track to deliver against the annual target.	75%	Amanda Coulthard

Open, accountable and accessible local government

Equity of access for all residents					
Action	Status	Progress	Due Date	Comment	Assigned To
Support the development of digital capacity across the organisation through the channel shift agenda	▶	33%	31-Mar-2019	Progressing to plan. Digital Transformation Team meetings taking place each month with vital input from Organisational Development and ICT. The Online Performance Register is being regularly progressed and updated every six months to PMRG. Digital Maturity Assessment scheduled for January 2019 and completion March 2019	Stephen Daly
Deliver a programme of venue enhancements to ensure all libraries and Cultural facilities are accessible and fit for purpose.	▶	25%	31-Mar-2019	Phase 1 of the Clydebank Library refurbishment is nearing completion with all major works completed. Some minor snagging remains to be completed in the upcoming weeks. Phase 2 works are anticipated to begin in the next 3 months. Development and design work is well underway to deliver a much needed capital investment in the infrastructure of our libraries and museum to make them modern and attractive places for our residents. Enhancements to all branch libraries include: revitalisation of Junior Libraries and Family Learning areas, replacement of existing customer service desks, shelving and display units and installation of self-service machines. We are also developing plans for the establishment of a permanent Blitz museum.	Gill Graham
Maximize opportunities for innovative use of technology across library and culture services and facilities	▶	42%	31-Mar-2019	Action Plans are in place and being progressed to deliver the following projects: Direct Delivery of books stock to branches libraries reducing processing costs; Upgraded public Wi-Fi in libraries to deliver a fast efficient BYOD public Wi-Fi provision; investment in the online library service; and procurement of Self Service Machines in branch libraries freeing staff from the front desk to allow them to engage more with library users and deliver proactive customer services such as Bookbug, class visits, Storytime, and floor walking.	Gill Graham

Risk	Current Risk Matrix	Date Reviewed	Latest Note	Target Risk Matrix	Assigned To
Failure to ensure positive dialogue with local citizens and communities		04-Jun-2018	New approach to engagement at a strategic and local level means this risk is unlikely to occur. Engaging Communities Framework, Your Community and Citizens Panel create context for positive dialogue as standard.		Amanda Coulthard

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Risk	Current Risk Matrix	Date Reviewed	Latest Note	Target Risk Matrix	Assigned To
Failure to effectively manage and learn from complaints	Likelihood / Impact	04-Jun-2018	Robust complaints handling process in place along with quarterly reporting through all management teams to ensure complaints are effectively managed and learning is captured.	Likelihood / Impact	Stephen Daly

Short Name	Q1 2018/19			Q2 2018/19			Latest Note	Current Target	Assigned To
	Value	Target	Status	Value	Target	Status			
Percentage of citizens who are satisfied with the Council website	86%	90%	△	91%	90%	✓	We narrowly missed our target in quarter one and exceeded the target in quarter two. Visitors to the website are up, and the number of online transactions has also increased. We are also pleased with the progress of the new MyAccount functionality which now has 7,000+ registered residents benefitting from dynamic actions such as view and pay council tax, report issues, fill in placing requests and more.	90%	Jonathan Muir
Percentage of complaints received by the Council that are resolved at Stage 1	95%	85%	✓	90%	85%	✓	Performance has exceeded target for the second quarter of the year, although there has been a slight deterioration on the previous period.	85%	Stephen Daly
Cost per library visit	£2.86	£1.91	⬣	N/A	£1.91	N/A	Data on cost per visit for quarter 2 is not currently available, this indicator will be updated as soon as data become available	£1.91	Gill Graham
No. of transactions undertaken online	8,896	8,283	✓	8,468	7,932	✓	Performance has been above target in both quarters of the year. If this positive performance is maintained for the remainder of the year, target will be achieved.	7,932	Stephen Daly
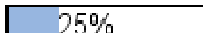
Efficient and effective frontline services that improve the everyday lives of residents
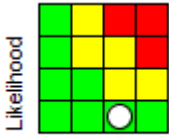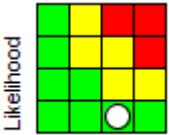
A committed and skilled workforce

Action	Status	Progress	Due Date	Comment	Assigned To
Ensure that a culture of continuous improvement is embedded across Libraries and Cultural Services. Participating in national improvement schemes and achieving national recognised standards.	▶	40%	31-Mar-2019	The service's Extended Management Team have been fully engaged in development of the Operational Service Plan for 2018/19. The Operational Service Plan reflects CCC Delivery Plan and the Councils strategic objectives. To support staff at all levels in service planning and improvements, 2 'all staff' engagement events are planned: 30 Nov 2018 & end of March 2019. Libraries are currently participating in How Good is Our Public Library Service (HGIOPLS) and is using this national framework to assess the quality of our provision in the Quality Indicator 'Vision, Strategy and Continuous Improvement'. The process will complete in early April 2019 and will allow us to examine our service delivery and identify key strengths and weaknesses.	Gill Graham
Carry out pulse survey within CCC on key issues from employee survey to track interim progress	▶	50%	31-Mar-2019	Question set and approach has been agreed. The survey will be undertaken at the end of October.	Amanda Coulthard
Ensure a focus on support, training and development for employees across the service	▶	57%	31-Mar-2019	A cohort of CCC employees have participated in process improvement training and a training needs assessment has been submitted to the OD&C team. In addition, CCC has developed an internal Future Leaders programme focused on leadership development for a small cohort of identified employees. We have also invested in training for frontline library service employees.	Malcolm Bennie
Put in place a monthly written update for all employees in the service	✓	100%	31-Mar-2019	This action has been delivered through introduction on a monthly blog issued to all CCC employees	Malcolm Bennie
Ensure regular senior management team attendance at team meetings to ensure strong cascade of information and opportunities for engagement	▶	50%	31-Mar-2019	This action is progressing as planned. To date attendance at meetings in communications, libraries & culture and Performance and Strategy have been achieved.	Malcolm Bennie
Implement priority actions developed to support being 21st Century Public Servants.	▶	50%	31-Mar-2019	Good progress is being made on focusing on Council services that can generate income such as the Town Hall, and Commercial Waste. A wide range of external visits to other Councils has also been undertaken by senior officers within CCC. Further work will be undertaken in coming months to brainstorm problems across the management team, and undertake face-to-face engagement sessions with frontline employees across CCC.	Malcolm Bennie

A continuously improving Council delivering best value

Action	Status	Progress	Due Date	Comment	Assigned To
Deliver a refreshed strategy for Culture & Library Services	▶	60%	31-Mar-2019	The restructure of the service is now complete. New library opening hours have been implemented in branch libraries and the workforce reviewed. Positions within the service have been identified for all staff and no staff are currently on SWITCH. The mobile library now services 50+ community mobile stops targeted at SMID areas. Similarly 33 education establishments now participate in the schools mobile library service. School Libraries are fully manned by experienced library coordinators. Musical Instrument hire charges are in place and on target. Budgets at P5 are projected to be on track to achieve the projected savings. A capital investment programme to enhance all branch libraries is also underway with a projected completion date of 31 March 2019.	Gill Graham
Ensure robust data and analysis is available to support decision making across all services	▶	50%	31-Mar-2019	We are working in a range of services to support better use of the data available. This will inform service improvement activity and may also lead to streamlining of processes and development of new ways or working. This builds on existing activity on continuous improvement and learning from data sources such as telephone survey, citizen's panel and wider data resources.	Amanda Coulthard
Embed frameworks which support continuous improvement and best value across the organisation	▶	66%	31-Mar-2019	Strategic improvement framework embedded in services and generating improvement plans. Work is ongoing to refine the question set for this activity and ensure that it drives best value and an improvement focus.	Amanda Coulthard
Explore opportunities for the digital transformation for the service, focused on digital enablement and process improvement (milestones to be determined from outputs of SMN work)	▶	25%	31-Mar-2019	Officers are reviewing digital approaches involving Integrated Voice Recognition technology and webchat, if there are opportunities for Amazon Alexa and Kindles in our housebound library service, and an automated internal complaints process.	Malcolm Bennie

Risk	Current Risk Matrix	Date Reviewed	Latest Note	Target Risk Matrix	Assigned To
CCC/P&S/01 Failure to utilise data and intelligence to deliver continuous improvement	Likelihood / Impact	10-Oct-2018	Creation of data analyst role ensures organisational capacity to fully utilise data and intelligence for learning and improvement	Likelihood / Impact	Amanda Coulthard

WEST DUNBARTONSHIRE COUNCIL

Report by Strategic Lead – People and Technology

Corporate Services Committee: 21 November 2018

Subject: **People and Technology Delivery Plan 2018/19: Mid-Year Progress Report**

1   Purpose

1.1   The purpose of this report is to set out progress to date in delivery of the actions detailed within the People & Technology Delivery Plan 2018/19.

2   Recommendations

2.1   It is recommended that Committee notes the contents of this report and the progress achieved at mid-year.

3   Background

3.1   Annual Strategic Delivery Plans sets out actions to address the key service specific issues identified during routine strategic assessment exercises. These plans also provide an overview of the assets and resources available to support delivery of the plan and consider risks at both strategic and operational level.

3.2   The People & Technology Delivery Plan 2018/19 was approved by the Corporate Services Committee on 16 May 2018 and a commitment was made to submit a mid-year progress report.

4.   Main Issues

Delivery Plan

4.1   The People & Technology plan contains a range of actions designed to support delivery of the strategic priorities of the council. At this mid-point of the year, 20 actions within the plan are progressing have been completed with the remaining 2 actions due to start later in the year and on track for delivery by 31 March 2019. Detail of delivery and progress can be found in the progress report attached as appendix 1.

4.2   Also included in the plan are 9 performance indicators which measure progress across key areas and link to the Strategic Plan 2017-2022. Three of the performance indicators are monitored on a quarterly basis. At the mid year point, one of the performance indicators have achieved target and two have narrowly missed target.

4.3   Percentage of ICT helpdesk incidents fixed within half day of being logged has exceeded target in both quarters and has shown significant progress from the

same period last year and is on track to meet the annual target. Sickness absence days for teachers, narrowly missed the target for Q1 however made significant progress in Q2 and will be on track to meet the annual target if this positive progress is maintained over the remainder of the year.

4.4 Sickness absence days for local government employees (excluding teachers) narrowly missed the target for both quarters however significant progress has been made in Q2 representing a 2% decrease from the first quarter. Unless performance is below target in the remaining quarters of this year, it is unlikely that the target of 10 days will be met.

Strategic Improvement

4.5 The Council adopted the West Dunbartonshire Self Evaluation Framework in August 2016, which embeds a rolling three year improvement programme across services not subject to external evaluation and inspection. Within the People & Technology service four self-evaluations have been carried out to date covering Health & Safety; ICT Infrastructure; ICT Applications; and Strategic HR. Each evaluation led to the development of an action plan to address identified areas of improvement. Three further services, OD & change; ICT connect and Transactional Services are yet to be commenced.

Service User Feedback

4.6 A number of surveys have been taken at a service level during the first 6 months of the year, as follows**:**

A survey was undertaken in respect of ICT service received and approximately 700 responses were submitted from across the council. Of those respondents:

- 73% expressed satisfaction with the ICT service;
- 68% were of the opinion that the quality of service had improved from the previous year; and
- 78% expressed satisfaction with the technical support for resolving ICT issues; with 89% expressing satisfaction with the quality of service and 70% expressing satisfaction with speed of fix.

Organisational Development & Change conduct post event evaluations with feedback and comments used to help improve the content, delivery and focus of the programmes. To date 86 responses were received from across the council. Of those respondents:

- 100% felt that their session was Informative and helpful; and
- 95% would recommend the session to their colleagues.

In addition to this and as part of the evaluation of the office move a pre-move and post-move survey was carried out with the following results:

- 75% of respondents in the pre-move survey reported that they clearly understood the reasons for the change.
- 94% in the post-move survey reported that they felt there was the correct level of information regarding the move.
- 97% reported that they had settled well into the new offices.

5. People Implications

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

6. Financial & Procurement Implications

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

7. Risk Analysis

7.1 Failure to deliver on the actions assigned to 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 As this report details progress on an action plan already agreed, there is no requirement for equalities screening or impact assessment.

9. Consultation

9.1 This report provides an update on the progress achieved across the strategic area, drawing from information provided by officers.

10. Strategic Assessment

10.1 The strategic delivery plan sets out actions to support the successful delivery of all 5 strategic priorities of the Council.

Victoria Rogers
Strategic Lead - People and Technology
Date: 30 October 2018

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Person to Contact: Nicola Docherty, P&S Business Partner
Tel: (5) 6957
E-mail: Nicola.docherty@west-dunbarton.gov.uk

Appendix: Appendix 1: People and Technology Delivery Plan
2018/19 - Mid-Year Progress

Background Papers: N/A

Wards Affected: All wards
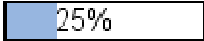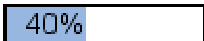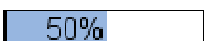
People & Technology 2018/19 Delivery Plan

Open, accountable and accessible local government
Equity of access for all residents
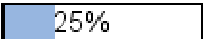
Action	Status	Progress	Due Date	Comment	Assigned To
Continue HR and Payroll Transformation programme	▶	33%	31-Mar-2019	Version 8 upgrade complete live launch date achieved 30th October.	Stella Kinloch
Address workforce equalities objectives	▶	30%	31-Mar-2019	This action has 10 milestones, 3 of which are complete (Equalities Monitoring Report, development of improved practical guidance on disability and employment, and development of a Disability Passport) and none of which are outstanding. A further milestone (support to the Council's BSL plan) is expected to be complete prior to the Committee date. The action is expected to be achieved by the due date.	Melissa Connor; Darren Paterson

Efficient and effective frontline services that improve the everyday lives of residents
A committed and skilled workforce

Action	Status	Progress	Due Date	Comment	Assigned To
Continue to embed an organisational health and safety culture	▶	50%	31-Mar-2019	This action has 4 milestones, 2 of which are complete (introduction of monthly H & S reports to PMRG and inclusion of H & S as standard agenda item at Strategic Lead management meetings) and none of which are outstanding. The action is expected to be achieved by the due date.	John Duffy; Darren Paterson
Further develop and implement the Council health and safety management software system (Figtree)	▶	33%	31-Mar-2019	This action has 3 milestones, 1 of which is complete (development of incident module) and none of which are outstanding. The action is expected to be achieved by the due date.	John Duffy; Darren Paterson

Action	Status	Progress	Due Date	Comment	Assigned To
Develop and implement the Council's Health & Safety management system to reflect new ISO 45001 (Occupational Health and Safety) standard.	▶	66%	31-Mar-2019	This action has 3 milestones, 2 of which are complete (development of Audit Protocol and accompanying audit template) and none of which are outstanding. The action is expected to be achieved by the due date.	John Duffy; Darren Paterson
Develop and implement a Council Fire Risk Management Strategy.	⚠	25%	31-Mar-2019	This action has 4 milestones, 1 of which is complete (review of Fire Risk Assessment process) and none of which are outstanding. A further milestone (development of new fire log book template) this has been circulated as a draft document and is expected to be finalised by late November. The action is expected to be achieved by the due date.	John Duffy; Darren Paterson
Review effectiveness of Council approach to risk management and implement improvement action as appropriate.	▶	40%	31-Mar-2019	This action has 5 milestones, 2 of which are complete (including development and delivery of presentation to Strategic Leadership Group) and none of which are outstanding. The action is expected to be achieved by the due date.	John Duffy; Darren Paterson
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	▶	50%	31-Mar-2019	Actions are all in progress; Lean Six Sigma sessions now delivered and more planned; New Managers Induction pilot cohort now complete; digital skills training in progress through West College Scotland and new resources added to the Ilearn platform. Coaching & Mentoring information all updated, including the intranet - relaunch will follow once current cohort of coaches undertaking the qualification is complete.	Lorraine Mair; Anne McFadden
Launch and embed WDC approach to Continuous Improvement.	▶	40%	31-Mar-2019	Lean Six Sigma White Belt workshops have been delivered by Strathclyde University to approximately 187 employees, with further sessions arranged for late November. In addition to this funding has been allocated for 25 employees to attend Yellow Belt training. To date 4 candidates have attended in the first half of 2018/19.	Anne McFadden
Continue to embed Be The Best Conversations council wide.	▶	66%	31-Mar-2019	Planned follow up meetings with Service Managers are now complete, although ongoing dialogue will continue to ensure that support is provided where required.	Lorraine Mair
Continue to provide HR support to inform and implement	⚠	33%	31-Mar-2019	This action has 15 milestones, 5 of which are complete (covering support to a range of service reviews/restructures)	Darren Paterson
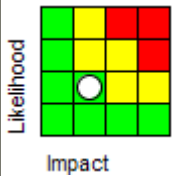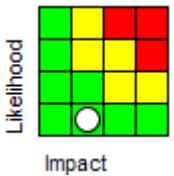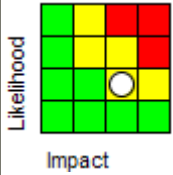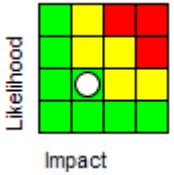
Action	Status	Progress	Due Date	Comment	Assigned To
organisational change projects.				and none of which are outstanding. A further milestone is expected to be complete prior to the Committee date. The action is expected to be achieved by the due date.	
Continue to implement the Council's Employee Wellbeing Strategy.	⚠	41%	31-Mar-2019	This action has 12 milestones, 5 of which are complete (quarterly monitoring of Occupational Health/Counselling contracts; development/implementation of themed actions by Employee Wellbeing Group; and development of improved absence recording functionality on the workforce management system) and none of which are outstanding. A further milestone (Q2 monitoring of OH/Counselling contracts) is expected to be complete prior to the Committee date. The action is expected to be achieved by the due date.	Darren Paterson
Continue to develop and review employment policies/schemes in line with the Council's policy framework.	▶	54%	31-Mar-2019	This action has 11 milestones, 6 of which are complete (review of Casual Worker Policy, Disciplinary Policy, Domestic Violence & Abuse Policy, Alcohol & Substance Misuse Policy and Eyecare Voucher Scheme; as well as update of Employee Handbook) and none of which are outstanding. The action is expected to be achieved by the due date.	Darren Paterson
Continue to embed the Council's Strategic Workforce Planning Framework.	▶	25%	31-Mar-2019	This action has 4 milestones, 1 of which is complete and none of which are outstanding. A further milestone will be complete following presentation to Corporate Services Committee on 21st November. The action is expected to be achieved by the due date.	Darren Paterson
Undertake a review of terms and conditions of employment and progress changes as appropriate.	▶	0%	31-Mar-2019	This action has 1 milestone (review of pay model to incorporate Scottish Local Government Living Wage), which is not outstanding. The action is expected to be achieved by the due date.	Darren Paterson

A continuously improving Council delivering best value

Action	Status	Progress	Due Date	Comment	Assigned To
Transformation & Channel Shift - Providing IT Support for Service Transformation Projects	⚠	40%	31-Mar-2019	4 of the 10 milestones complete. Milestone delivery dates subject to change due to dependency on supplier and project lead times. ICT continue to provide support and realign resources in line with project dates.	James Gallacher
Continue to review and develop business case for shared IT services	▶	66%	31-Mar-2019	4 of the 6 milestones are complete. Planning for remaining 2 milestones is in progress however timescales for EDC data centre relocation is out with WDC scope.	James Gallacher; Patricia Kerr; John Martin; Brian Miller
Continue to deliver ICT tasks to support Property Rationalisation and Improvement Projects	▶	60%	29-Mar-2019	3 out of 5 milestones complete. ICT review of Depot rationalisation project PID is complete. Work continuing on delivery of new Levengrove Park building	James Gallacher; John Martin; Brian Miller
Continue to review and deliver ICT service improvements aligned to business needs	⚠	66%	31-Mar-2019	One of the seven remaining milestones is delayed. The application route-map work requires responses from suppliers and systems owners. This milestone will be reviewed based on responses to date and a revised milestone date applied.	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.	⚠	42%	31-Mar-2019	3 of 7 milestones complete Libraries confirmed recommencement of project on 25th October - work now commencing on delivering solution. Delivery date of milestone changed to reflect impact of postponement. New cash receipting system testing underway	James Gallacher; John Martin; Brian Miller

Short Name	Q1 2018/19			Q2 2018/19			Latest Note	Current Target	Assigned To
	Value	Target	Status	Value	Target	Status			
Sickness absence days per teacher	1.41	1.4	⚠	0.71	1.4	✅	Likely to meet year end target and work to improve attendance levels continues through the Employee Wellbeing Group and the Strategic HR team's pro active support to management in relation to sickness absence cases.	1.4	Louise Hastings
Sickness absence days per employee (excluding teachers)	2.72	2.5	⚠	2.67	2.5	⚠	Unlikely to meet year end target however work to improve attendance levels continues through the Employee Wellbeing Group and the Strategic HR team's pro active support to management in relation to sickness absence cases.	2.5	Louise Hastings
Percentage of ICT helpdesk incidents fixed with half day of being logged.	53.38%	35%	✅	48.76%	35%	✅	Incidents 01/07/2018 to 30/9/2018 Total no of Incidents 8034	35%	James Gallacher

Short Name	Q1 2018/19			Q2 2018/19			Latest Note	Current Target	Assigned To
	Value	Target	Status	Value	Target	Status			
							Incidents closed in under 3 hrs 35 mins 3918 closed in under 3.5 hours 48.76% Channel shift progressing well. We are now seeing incidents raised via self serve increasing with 64% raised online in August. Requests are also increasing online with 84% of requests being raised online. ICT Service desk now closed on Tuesday and Thursday afternoons to drive channel shift and we will monitor impact to service areas. Have reviewed PI target and raising to 50% to align with channel shift.		

Title	Current Risk Matrix	Date Reviewed	Latest Note	Target Risk Matrix	Assigned To
Workforce Management System not fit for purpose		04-Jun-2018	Work underway to implement the upgrade to the Workforce Management System (version 8) which the supplier claims will remove manual workarounds. Experience to date both with WDC and national Frontier users has not supported that belief. However WDC board continue to monitor progress. Alternative WMS options are also being considered should Frontier not be able to fulfil the Council's operational requirements.		Arun Menon; Darren Paterson
Information Technology		30-May-2018	May 18. Progress is continuing and has two key drivers: . Increased security requires the Council to keep products updated to newer versions; and . Transformation to deliver digital services is enabling business led change supported by suppliers.		James Gallacher; Patricia Kerr; John Martin; Brian Miller

Title	Current Risk Matrix	Date Reviewed	Latest Note	Target Risk Matrix	Assigned To
Threat of Cyber-attack		30-May-2018	Implementing new email filtering product and additional firewall functionality (TRAPS) to help mitigate this risk.		Iain Kerr
Ensure an appropriately resourced workforce.		30-May-2018	Whilst risk rating remains as per last review in May 2018, relevant internal controls are in place and linked Delivery Plan actions are being progressed in line with identified timescales		Darren Paterson

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

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

Risk Status

🔴	Alert
🔺	High Risk
🔔	Warning
✅	OK
❓	Unknown

WEST DUNBARTONSHIRE COUNCIL

Report by Strategic Lead - Regulatory

Committee: Corporate Services Committee 21 November 2018

Subject: Regulatory Delivery Plan 2018/19 - Mid-Year Progress

1   Purpose

1.1   The purpose of this report is to set out the mid-year progress of the
           Regulatory Delivery Plan.

2   Recommendations

2.1   It is recommended that the Committee notes the contents of this report and
           the progress achieved at mid-year.

3   Background

3.1   Each Strategic Lead developed a delivery plan for 2018/19. This sets out
           actions to help meet the Council's priorities and address the key service
           challenges identified through the planning process. It also provides an
           overview of services and resources, including employees and budgets, and
           identifies relevant risks.

3.2   The Regulatory Delivery Plan was approved by Corporate Services
           Committee on 16 May 2018 with a commitment to submit a mid-year progress
           report.

4   Main Issues

           2018/19 Mid-Year Progress

4.1   Appendix 1 sets out the mid-year progress of the Regulatory Delivery Plan.

4.2   Of the 21 actions set out in the action plan, 2 have been completed and 15
           are progressing as planned. Three have an amber status due to the slippage
           of some milestones but are still within the target dates set for the overall
           actions. One action, the introduction of livestreaming Council and committee
           meetings, has a red status. This has been delayed due to difficulties with the
           installation of required hardware at Clydebank Town Hall. It is anticipated that
           this will be resolved and in place before Council in November.

4.3   Six of the 23 performance indicators in the plan are available quarterly and
           these are also included at Appendix 1 as well as service risks.

<u>Self-Evaluation Programme</u>

4.4 The Council adopted the West Dunbartonshire Self Evaluation Framework in August 2016, which embeds a rolling three year improvement programme across services not subject to external evaluation and inspection.

4.5 In the first year of the programme, two self-evaluations were completed within Regulatory - Planning & Building Standards and Regulatory Services. The improvement actions arising from these self-evaluations have now been fully implemented and follow up surveys have been carried out to determine their impact. In the second year of the programme one further self-evaluation was carried out within Legal Services and the improvement plan arising from this is in the early stages of implementation.

4.6 In the third and final year of the programme, the last self-evaluation is currently underway within Democratic Services. This is progressing as planned, with a target completion date of end of November 2018.

<u>Service User Feedback</u>

4.7 A key focus in the development of the delivery plans was ensuring that customer feedback informs learning and improvement. One of the key sources of feedback is complaints data.

4.8 Between 1 April and 30 September this year, the Regulatory service area received a total of 11 complaints, comprising 10 Stage 1 and 1 Stage 2 complaints. During the same period, 11 complaints were closed, 10 at Stage 1 and 1 at Stage 2.

4.9 Of the 10 complaints closed at Stage 1, 8 (80%) 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. The 1 complaint closed at Stage 2 was well within the 20 working days target at 9 days.

4.10 Two complaints closed at Stage 1 were upheld (20%) and none at Stage 2.

4.11 The nature of the complaints received was as follows:
- citizen expectation not met (quality of service) - 6 complaints, one upheld;
- Council policy (charges) - 1 complaint;
- Employee behavior - 4 complaints, one upheld.

5 People Implications

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

6 Financial & Procurement Implications

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

7 Risk Analysis

7.1 Failure to deliver on the actions assigned to Regulatory 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 report was developed through consultation with officers from the strategic service area.

10 Strategic Assessment

10.1 The Delivery Plan sets out actions to support the successful delivery of the strategic priorities of the Council.

Strategic Lead: Peter Hessett
Service Area: Regulatory
Date: 23 October 2018

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Person to Contact:	Lynn Henderson lynn.henderson@west-dunbarton.gov.uk
Appendix:	Appendix 1: Regulatory Delivery Plan 2018/19 - Mid-Year Progress
Background Papers:	None
Wards Affected:	All

Appendix 1: Regulatory Delivery Plan 2018/19 - Mid-Year Progress

A strong local economy and improved job opportunities

Increased employment and training opportunities

Action	Status	Progress	Due Date	Comment	Assigned To
Continue to work to ensure that the key regeneration sites are progressed on site and high quality development is achieved on the ground	⚠	33%	31-Mar-2019	Application for the new health and care building was submitted to May Planning Committee and approved; work will begin shortly. Still working with social housing provider to achieve high quality housing development. Planning application expected towards the end of the year. This is later than expected but not within our control.	Pamela Clifford
Publicise the Local Development Plan Proposed Plan for consultation and then submit to the Scottish Government for examination	▶	50%	01-Jan-2019	Proposed Plan was approved by Planning Committee on 19th September 2018. It will be published for representations/ objections for a 6 week period between 12th October and 23rd November 2018. The Proposed Plan will be submitted to the Scottish Ministers for examination no later than May 2019 - as detailed in the Development Plan Scheme September 2018 - which was approved by Planning Committee on 19th September 2018. The exact submission date for examination is dependent on the number of objections received, the time to summarise and answer these and also it is subject to the approval of Planning Committee.	Antony McGuinness
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	▶	40%	31-Mar-2019	Panel meetings are happening every month with key developments presented.	Pamela Clifford

Supported individuals, families and carers living independently and with dignity

Improved wellbeing

Action	Status	Progress	Due Date	Comment	Assigned To
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)	⚠	33%	31-Mar-2019	Community Watch - The scheme has been rolled out to the second set of pilot areas. The scheme will continue to be developed and its scope expanded. Call blockers - The procurement process for fitting approximately 80 call blockers is underway. Internal and external partners who can refer vulnerable clients who may benefit from a call blocker have been identified and the process has commenced. Although slightly behind schedule, the overall target date for this action is still expected to be met.	Tony Cairns
In response to the European Noise Directive, participate in the Glasgow Agglomeration Working Group to	✅	100%	31-Mar-2019	Contribution made to Glasgow Agglomeration's Action Plan. Unlikely that any Candidate Noise Management Areas will be taken forward.	Pat Hoey

Action	Status	Progress	Due Date	Comment	Assigned 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					
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	▶	50%	31-Mar-2019	WDC Environmental Health Food and Business Group has extended its engagement with Food Standards Scotland on the revised Annex 5 -Food Law inspections and is part of an early adopters implementation group, shaping food law delivery in Scotland. This will continue past April 2019	Martin Keeley

More affordable and suitable housing options

Action	Status	Progress	Due Date	Comment	Assigned To
Implement the new missing share process, supporting tenants and residents by protecting the private sector housing stock	✅	100%	31-Mar-2019	New operational procedures have been implemented to ensure consistent use of the missing shares scheme, introduced to improve common property house conditions in the private sector where one or more home owners are unable or unwilling to pay their share of maintenance costs. Without Council intervention essential repairs would not be carried out and properties would continue to deteriorate. One £4,000 missing share has been paid out to date by the Council which has helped to secure over £24,000 in improvements to a common property which otherwise would not have happened.	John Stevenson

Open, accountable and accessible local government

Equity of access for all residents

Performance Indicator	Q1 2018/19			Q2 2018/19				2018/19	Assigned To
	Value	Target	Status	Value	Target	Status	Note	Target	
% of committee agendas published within standing order timescales	96.43%	98.2%	⚠	100%	98.2%	✅	In Q1, one non-compliance to Standing Orders was due to the Committee Chair rearranging the pre-agenda meeting to the same day as the scheduled issue day. Agenda and reports were issued one day late as a result. In Q2 all agendas were issued in line with Standing Orders, exceeding the target set for that quarter. At this mid- year point, it is anticipated that the annual target is likely to be met.	98.2%	George Hawthorn

Action	Status	Progress	Due Date	Comment	Assigned To
Ensure all citizens who request services are kept informed and updated on our progress with dealing with their concern (relates to challenges)	▶	50%	31-Mar-2019	Citizens are being updated and informed of progress in dealing with their concerns. Further review of progress against the performance measure will be made for the completed reporting year.	Martin Keeley
Implement UK Parliamentary Boundary Review	▶	0%	31-Mar-2019	The Boundary Commission proposals have been laid before the UK Parliament and have been made public. To date Parliament has not debated the proposals and no date has been set aside for this debate yet.	George Hawthorn

Fit for purpose polling scheme (Service Outcome)

Action	Status	Progress	Due Date	Comment	Assigned To
Review and revise polling scheme	▶	60%	31-Mar-2019	As of 5 October returning officer proposals are open for public consultation. Aim to report to Council in December.	George Hawthorn

Improved access to Council meetings (Service Outcome)

Action	Status	Progress	Due Date	Comment	Assigned To
Introduce livestreaming of Council and committee meetings	⬣	80%	31-Aug-2018	Implementation delayed due to difficulties with installation of required hardware at Clydebank Town Hall. Expectation that it will be in place before November Council.	George Hawthorn

Efficient and effective frontline services that improve the everyday lives of residents

A continuously improving Council delivering best value

Performance Indicator	Q1 2018/19			Q2 2018/19				2018/19	Assigned To
	Value	Target	Status	Value	Target	Status	Note	Target	
Planning applications (major developments) - average number of weeks to decision	15	20	✅	-	20	-	The Q1 target was exceeded - the application about Dumbarton Waterfront was dealt with within 15 weeks, an excellent determination for a complex major regeneration application. There were no major development planning applications determined in Q2.	20	Erin Goldie
Planning applications (householder) - average number of	7.3	7	⚠	7.63	7	⚠	In Q1, staff absence resulted in slight slippage in performance but well within the Scottish average of around 8 weeks. Similarly, Q2 data was above target but still within the statutory determination period for this type of application (8 weeks).	7	Erin Goldie

Performance Indicator	Q1 2018/19			Q2 2018/19			Note	2018/19 Target	Assigned To
	Value	Target	Status	Value	Target	Status			
weeks to decision									
Planning applications (local development, excluding householder) - average number of weeks to decision	11.7	12	✅	9.8	12	✅	Q1 target exceeded despite a number of complex local development applications that were required to be determined by Planning Committee. Performance in Q2 improved over Q1 despite a number of complex cases and we are likely to meet target set for the year.	12	Erin Goldie
Percentage of building warrant applications responded to within 20 working days	44%	80%	🛑	60%	80%	🛑	Normal processing times, workload balancing, staff absence and recruitment difficulties resulted in some applications exceeding the 20 day initial target in both Q1 and Q2. We are working with Glasgow Caledonian University to recruit a graduate to fill a long term vacancy.	80%	Colin Newman
Overall time taken to issue building warrant (weeks)	13	16	✅	14	16	✅	Targets for Q1 and Q2 have been exceeded and we are on track to meet annual target set for year end.	16	Colin Newman

Action	Status	Progress	Due Date	Comment	Assigned To
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	▶	33%	31-Mar-2019	We have reviewed the implications of the amendments to the Planning Bill (Stage 2). Stage 3 of the bill will be early in 2019.	Pamela Clifford
Procure and implement a new geographic information system (GIS), ensuring systems compatibility across the Council	▶	50%	31-Mar-2019	Procurement for the new GIS is well underway, with expected approval by Tendering Committee November 2018.	Irene McKechnie
Review and develop benchmarking within Democratic Services in line with the Council's benchmarking framework	⚠	50%	21-Dec-2018	We are currently participating in a new benchmarking pilot for corporate services run by APSE. This is UK wide and while there are issues around defining what will be measured, it is a starting point. There is the potential for any learning and useful measures that emerge to be taken forward at a Scottish level via the Local Government Benchmarking Framework.	George Hawthorn
Establish a specific licensing regime for Sexual Entertainment Venues ("SEV's") and consider an appropriate Policy Statement and Resolution.	▶	50%	31-Mar-2019	Responded to the Scottish Government and considered the Proposed Draft Guidance in relation to this. Awaiting finalised guidance and commencement dates. Early work to be done researching the area and considering what will be considered by the Committee.	Raymond Lynch

Action	Status	Progress	Due Date	Comment	Assigned To
Prepare a Statement of Gambling Principles	▶	50%	31-Mar-2019	Gambling Statement of Principles due by January 2019. Consideration of guidance from Gambling Commission and initial research into Local Area Profile.	Raymond Lynch
Lead and assist services to meet the requirements of the General Data Protection Regulation May 2018	▶	50%	31-Mar-2019	Progress appears satisfactory. Issues being addressed on an ongoing basis. Training uptake high and gaps being addressed at senior level. 6 monthly review due at the end of November	Alan Douglas
Review and develop benchmarking within Legal Services in line with the Council's benchmarking framework	▶	50%	31-Mar-2019	Awaiting information from SOLAR as to whether they will be leading a benchmarking exercise this year. In addition, we are currently participating in a new benchmarking pilot for corporate services run by APSE. This is UK wide and while there are issues around defining what will be measured, it is a starting point. There is the potential for any learning and useful measures that emerge to be taken forward at a Scottish level via the Local Government Benchmarking Framework.	Alan Douglas
Explore opportunities for the digital transformation of the service, focused on digital enablement and process improvement	▶	20%	31-Mar-2019	Individual services considering opportunities.	Peter Hessett
Ensure implementation of Improvement Action Plans arising from the self-evaluation process	▶	50%	31-Mar-2019	The progress of self evaluation improvement plans is monitored quarterly at management team meetings.	Peter Hessett
Further improve the agility and flexibility of officers by provision of enhanced handheld mobile technology which will reduce administrative and paper based processes	▶	40%	31-Mar-2019	Procurement for the mobile solution is nearing completion. Inception of the mobile solution hardware is anticipated for delivery before end of 2018/19.	Martin Keeley

Risk	Current Risk Matrix	Date Reviewed	Latest Note	Target Risk Matrix	Assigned To
Failure to monitor and enforce regulatory areas with public risk		09-Oct-2018	Using the risk matrix, the scoring remains unchanged from the previous assessment. The Regulatory burden has increased and the resources have decreased both for the Environmental Health Manager and for Environmental Health Groups. However, processes are being streamlined to deliver efficiencies and enable effective delivery with appropriate regulatory oversight. In addition, Brexit has the potential to significantly impact service delivery with increasing regulatory burden.		Martin Keeley

Risk	Current Risk Matrix	Date Reviewed	Latest Note	Target Risk Matrix	Assigned To
Failure to design and operate appropriate data sharing controls		10-Oct-2018	As part of the implementation of the General Data Protection Regulations, existing and new data sharing and data processing agreements have been updated to reflect the changes required. This will be an ongoing process as new data sharing and data processing agreements are required.		Michael Butler
Failure to follow appropriate records management processes		10-Oct-2018	Work to ensure that record management processes are addressed continues. This is an on-going process.		Michael Butler
Failure of Council services to engage with Legal Services to ensure compliance with the General Data Protection Regulation May 2018		09-Oct-2018	This was a time limited risk. The Council was compliant as at the Implementation Date in May 2018.		Alan Douglas

WEST DUNBARTONSHIRE COUNCIL

Report by Strategic Lead - Resources

Committee: Corporate Services Committee 21 November 2018

Subject: **Resources Delivery Plan 2018/19 - Mid-Year Progress**

1.   Purpose

1.1   The purpose of this report is to set out the mid-year progress of the Resources Delivery Plan.

2.   Recommendations

2.1   It is recommended that the Committee notes the contents of this report and the progress achieved at mid-year.

3.   Background

3.1   Each Strategic Lead developed a delivery plan for 2018/19. This sets out actions to help meet the Council's priorities and address the key service challenges identified through the planning process, together with performance indicators to evidence progress. The plan also provides an overview of services and resources, including employees and budgets, and identifies relevant risks.

3.2   The Resources Delivery Plan was approved by Corporate Services Committee on 16 May 2018 with a commitment to submit a mid-year progress report.

4.   Main Issues

   2018/19 Mid-Year Progress
4.1   Appendix 1 sets out the mid-year progress of the Resources Delivery Plan in terms of agreed actions, performance indicators and service risks.

4.2   Of the 33 actions set out in the action plan, 7 have been completed including: the successful move to the Church Street office while maintaining service delivery; an improved process to manage procurement projects; and the delivery of the Assurance Statement to support the Annual Governance Statement and compliance with the Code of Good Governance. The remaining 26 are progressing and details are provided in the Appendix.

4.3   A new performance indicator has been added to reflect the target performance in relation to Procurement and Commercial Improvement Programme (PCIP) external assessment as the target performance was identified in the Delivery Plan but no associated indicator set-up. This increases the number of performance indicators to 28. Of these 7 are available quarterly and included in Appendix 1 and the annual indicator

relating to the PCIP assessment is also available. At this stage those performance indicators that are able to be monitored quarterly are close to being on target and it is expected that most will achieve the target levels of performance for the year.

External Validation

4.4 The Resources service area has been subject to a number of external validation processes, as follows:

4.4.1 The Audit Scotland's audit of housing benefit provided a report in Jun 2018 which was reported to the August 2018 Corporate Services Committee and provided a positive assessment of progress made since the previous audit. The report highlighted a number of areas of good practice along with 5 areas for improvement.

4.4.2 The Corporate Procurement Unit and the Council's approach to procurement has recently (mid-October) been subject to assessment by Scotland Excel through the Procurement and Commercial Improvement Programme (PCIP). This followed a previous assessment in 2016 where the score achieved was 64%. Since then a number of process and policy improvements have been implemented across the Council and the score achieved in 2018 was 75.5%, which was higher than the target score of 73%.

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

Self-Evaluation Programme

4.5 The Council adopted the West Dunbartonshire Self Evaluation Framework in August 2016, which embeds a rolling three year improvement programme across services not subject to external evaluation and inspection.

4.6 In addition to the piloting of the process within the Finance service, in the first year of the full programme, two self-evaluations were completed within: Internal Audit, Fraud & ICT Security; and Revenues & Benefits. The improvement actions arising from these self-evaluations have now been fully implemented and follow up surveys have been carried out to determine their impact. In the second year of the programme two further self-evaluations were carried out. Improvement plans for the Finance Service Centre and the Corporate Procurement Unit have been developed and both are progressing as planned.

4.7 In the third and final year of the current programme, the last two self-evaluations within Resources will take place. The first is currently underway within Corporate Administration Services. This is progressing as planned, with a target completion date of January 2019. The second will begin in December 2018 within Finance Services with a target completion date of February 2019.

4.8 A key focus in the development of the delivery plans was ensuring that feedback informs learning and improvement. This feedback comes from a range of sources including complaints data and surveys of service users (both external (citizens) and internal (other parts of the Council)).

4.9 Between 1 April and 30 September this year, Resources received a total of 37 complaints, comprising 32 Stage 1 and 5 Stage 2 complaints. During the same period, 33 complaints were closed, 26 at Stage 1 and 7 at Stage 2.

4.10 14 of the 26 complaints closed at Stage 1 (54%) met the 5 working days target for resolving complaints, with an average of 11 days for all complaints closed at this stage; and 4 of the 7 complaints closed at Stage 2 (57%) met the 20 working days target, with an average of 15 days for all complaints closed at Stage 2.

4.11 58% of complaints closed at Stage 1 were upheld as were 14% at Stage 2.

4.12 The nature of the complaints received was as follows:
- citizen expectation not met (quality of service) - 23 complaints, 8 upheld at Stage 1 and 1 at Stage 2;
- citizen expectation not met (timescales) - 11 complaints, 5 upheld at Stage 1;
- Council policy (charges) - 1 complaint; and
- Employee behavior - 2 complaints, both upheld at Stage 1.

4.13 The majority of the complaints received were within the Revenues and Benefits service where the nature of the work carried out results in a higher number of complaints due to the service user being unhappy with the outcome of their application for Housing Benefit, Council Tax Reduction, Discounts or Exemptions. The level of upheld complaints does include cases being reconsidered following receipt of further information received following our initial decision.

4.14 The volume of work in relation to Housing Benefit has been significantly higher than was expected. This was due to the late announcement to delay the roll out of Universal Credit in West Dunbartonshire from June 2018 to November 2018, which meant citizens claimed Housing Benefit rather than Housing Costs via Universal Credit. A number of complaints that were upheld were due to delays with processing the service user's relevant application or change in circumstances. In response, the team has reviewed and improved processes and also introduced a fast tracking service to manage the same.

4.15 In general, the section reviews all complaints that are received to learn from and understand where the level of service expected has not been met. This allows us to review our processes to continually improve as a service. The team also provides refresher training for staff and complaints are discussed at staff meetings to reinforce the importance of providing a high level of customer service.

4.16 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.

4.17 Satisfaction with the Council Tax service has fluctuated considerably, from a peak of 98% for 2017, down to 78% in the first six months of 2018, then up to 91% in the last quarter (July to September 2018). This can be explained, in part, by the small number of respondents who have experience of this service and provide feedback. With a limited number of respondents, small variations in satisfaction result in considerable variations in percentage rates.

4.18 Satisfaction levels with the Housing Benefit service have been consistent at 100% for the year to date. This compares favourably with the rate of 96% recorded for 2017.

4.19 A number of customer surveys have been undertaken at service level during the first 6 months of the year, as follows:

4.19.1 Internal Audit and Corporate Fraud undertook a survey internally and received 330 responses from across the Council. Of those respondents:
- 97% were of the opinion that both the Internal Audit and Corporate Fraud Teams play an important role in helping to protect the public purse;
- 62.4% were aware that Internal Audit complete audits from the approved Audit Plan and 63% were aware that the service undertook investigation works;
- 44.2% were aware that Internal Audit provided advice on implementing controls over new or existing processes;
- 42.7% were aware that Internal Audit manages the Public Interest Disclosure (Whistleblowing) hot-line. A campaign has recently been launched on this area of service to raise its awareness;
- 56.7% expressed an opinion that information regarding frauds carried out against the Council be publicised – recently information on the outcome of fraud work has been placed on intranet / internet, together with a press release;
- The survey highlighted that the outcome of audit work is not always clearly and effectively communicated by managers to all staff involved in the audit process. It is therefore proposed that a standard wording is included within each Audit Report in order to rectify this.

4.19.2 Revenues and Benefits issued a survey to all our Registered Social Landlords to assess the quality of service provided by the section and ability to answer queries. No specific areas of improvement were identified following this survey. 87.5% of respondents (9 responses) were satisfied with the level of support received. They were also satisfied with the introduction of the Landlord Portal that enabled them to access key claimant information without contacting the section.

4.19.3 The Corporate Debt Service contacted a random sample of service recipients and no specific areas of improvement were identified following this process and of the 70 responses received:

- 100% stated the Corporate Debt staff identified themselves, explained clearly the reason for the call, and treated them in a respectable and professional manner; and
- 98.59% provided clear detail on what options were available to the responder in repaying their debt.

4.19.4 Finance Service Centre which covers Accounts Receivable and Accounts Payable functions, also undertook an internal survey across relevant staff using the service. The section received 117 responses highlighting:
- 84% of service users were able to access the appropriate officer at the first point of contact;
- 97% stated their enquiry was handled in a professional manner, e.g. staff member gave a contact name, responded professionally at all times;
- 91% stated their enquiry was resolved to their satisfaction;
- 86% were satisfied with the time it took to resolve their enquiry;
- 91% highlighted where a follow-up call was required, this took place within notified timescales;
- 88% find Finance Service Centre Online forms easy to use and helpful in providing information/instructions;
- 94% highlighted staff have specialist knowledge to fully answer their enquiry; and
- 82% could easily find information about the Finance Service Centre on the intranet.

Key improvement areas identified following this process are:
- Review Webpages in consultation with Communications team
- Review Online Forms and ensure they are easy to understand with help text available; and
- Review survey result with team at Team Meeting - highlighting customer service feedback.

4.19.5 The Corporate Administrative Support team issued internal surveys targeted at the client service areas. A total of 183 responses were received highlighting that:
- 84% rate the current level of support provided by CAS as satisfactory or better;
- 93% rate the quality of work provided by CAS as satisfactory or better; and
- 87% rate the response to any requests for additional/special/ad hoc support as satisfactory or better.

Key improvement areas identified following this process are:
- Ensure appropriate communications with affected stakeholders and take on board any concerns. Address these where possible. Ensure the core design principles are understood well by all staff and communicated to services;
- Have regular catch up with service areas (managers and team leaders) to assess any issues. Ensure these are diarised and if not required through mutual agreement or for the full duration then that be noted;

- Any changes to processes are discussed with service areas and communicated before implementation;
- Develop an approach to assess any new requests, its impact on the service/Council and reprioritise vis-à-vis another planned task. Ensure there is clear agreement and communication with affected service area;
- Ensure all Team Leaders are not only aware of internal processes but also the pre-requisites for the client service; and
- Ensure there is effective communication within the team. This includes being supportive at all times, can do attitude, clarity on role from TL, keep TL informed.

All the above areas in Business Support (Revenues and Benefits, FSC and CAS) have aggregated the findings from the survey into an action plan which will be monitored on a regular basis.

4.19.6 <u>Accountancy services</u> issued an internal survey targeted at client services. A total of 29 responses were received from a variety of services (with the exception of staff in Educational Services and HSCP):
- Over 90% of respondents rated the services provided; the helpfulness and courtesy of Accountancy staff; and the knowledge of Accountancy staff as good or very good;
- Communication and guidance for information requested by Accountancy staff to services considered good/ very good was slightly lower at just over 86%, with support from the Accountancy team to services in completing the requested information lower again at 69%. However 1 respondent felt this service was poor; and
- 48% respondents advised that timescales given to services to provide requested information was good / very good; increasing to +89% feeling it was fair/ good/ very good.

Actions have been included within the Resources Plan to improve of the areas identified for improvement. This includes meeting with Strategic Leads to identify areas for additional support (e.g. guidance and training) which may be beneficial to clients; a calendar of Accountancy events which require information from services (such as Scottish Government returns, Financial Statements); and discussion regarding deadlines for ad hoc enquiries.

<u>Quality Standards</u>
4.20 For the first time in 2018/19 the Resources service has agreed within the delivery plan a set of Quality Standards – each with an associated performance indicator to allow monitoring of performance against standards. Five of the indicators are reported quarterly and these are highlighted in Appendix 1.

5. People Implications

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

6. Financial & Procurement Implications

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

7. Risk Analysis

7.1 Failure to deliver on the actions assigned to Resources may have a direct impact on the delivery of the Council's Strategic Plan. In instances where actions are not on track 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 report was developed through consultation with officers from the strategic service area.

10. Strategic Assessment

10.1 The Delivery Plan sets out actions to support the successful delivery of the strategic priorities of the Council.

Stephen West
Strategic Lead - Resources
2 November 2018

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Person to Contact:	Lynn Henderson lynn.henderson@west-dunbarton.gov.uk
Appendix:	Appendix 1: Resources Delivery Plan 2018/19 - Mid-Year Progress
Background Papers:	None
Wards Affected:	All

Appendix 1 - Resources
Delivery Plan 2018/19 - Mid-Year Progress

A strong local economy and improved job opportunities
A growing economy

Performance Indicator	Q1 2018/19			Q2 2018/19			Note	2018/19	Assigned To
	Value	Target	Status	Value	Target	Status		Target	
% of procurement spent on local small/medium enterprises	9.5%	11%	🔺		11%		Meeting quarterly and year end targets depend on whether local SMEs bid for contracts and whether they are the most economically advantageous. In order to maximise the opportunity for local SMEs, our Procurement Awareness Training and guidance states that a minimum of two local suppliers must be invited to participate in all contract opportunities below £50K, where there are suppliers available. To date in 2018/19 we have: • Attended National Meet the buyer in Edinburgh in June 2018. • Participated in the Supplier Development Programmes "Talking /Tenders" where we presented to some the benefits and opportunities around tendering specifically with WDC. We will be presenting at WDC's Business week again in relation to tendering with WDC. • Uploaded procurement annual report to internet which provides all with an overview of current contracts and future opportunities. • Currently developing a more focussed process and guidance for below 50k opportunities which would highlight the importance of inviting and engaging with SME's. From an analysis of the Council's influence-able procurement spend in FY2018/19 to date: • The Council spend with local SMEs was 9.5%; and • The Council's spend with all SMEs was 49.6%. Quarterly data is available two months after quarter closes as a result of external data verification. Q2 will be available in December.	11%	Annabel Travers

Supported individuals, families and carers living independently and with dignity
More affordable and suitable housing options

Performance Indicator	Q1 2018/19			Q2 2018/19			Note	2018/19	Assigned To
	Value	Target	Status	Value	Target	Status		Target	
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. (Linked to Quality Standard)	27.06	26	⚠️	25.05	26	✅	Target currently being met. Performance has improved from quarter 1 with the average processing time reducing by 2 days; processes will be further reviewed to continue improvements. On target to meet annual target.	26	Ryan Chalmers
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. (Linked to Quality Standard)	4.76	5	✅	5.67	5	⚠️	Q2 target not currently being met however expect to meet annual target. Performance has dropped from beginning of year as a result of the delayed introduction of full service Universal Credit (UC) which has resulted in a higher number of new claims to be processed therefore this has impacted on the time taken to process the change of circumstances received.	5	Ryan Chalmers

Action	Status	Progress	Due Date	Comment	Assigned To
Deliver legislative changes required by UK government Welfare Reform	✅	100%	31-Mar-2019	Universal Credit awareness sessions were completed with relevant staff and advice partners, with sessions tailored to each service's requirements by the Department for Work and Pensions and Working 4U colleagues.	Ryan Chalmers

Meaningful engagement with active, empowered and informed citizens who feel safe and engaged
Fully consulted and involved citizens who are able to make full use of the Community Empowerment Act

Action	Status	Progress	Due Date	Comment	Assigned To
Implement appropriate levels of service satisfaction surveys	▶️	75%	31-Mar-2019	Planned surveys within Internal Audit, Finance and Revenues and Benefits completed. Procurement underway in September and October 2018.	Stephen West
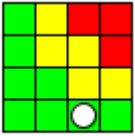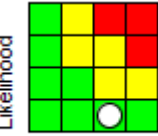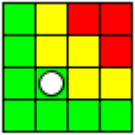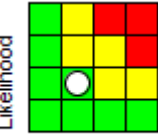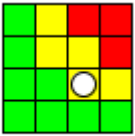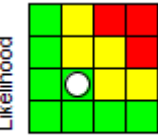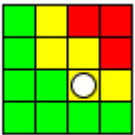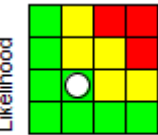
Action	Status	Progress	Due Date	Comment	Assigned To
Review all complaints received to ensure any lessons available are learned and service improvements implemented	▶	16%	31-Mar-2019	One of 6 milestones completed on schedule, all remaining will be completed as planned throughout the remainder of the year. The remaining milestones will see outcomes of complaints reported to Committee and ongoing quarterly review of lessons learned at future management teams.	Stephen West

Strong financial governance and sustainable budget management

Performance Indicator	Q1 2018/19			Q2 2018/19			Note	2018/19	Assigned To
	Value	Target	Status	Value	Target	Status		Target	
Percentage of spend on contract	74%	75%	🔺		75%		In Q1 total influenceable procurement spend was £34,840,401. The total spend on contract was £25,853,291. The data for this PI will be available two months after the end of the quarter - December 2018 at the earliest.	75%	Annabel Travers
Current tenants' arrears as a percentage of total rent due % (Linked to Quality Standard)	12.55%	10.5%	🔴	11.22%	10.5%	🔴	Target not met however performance has improved since Q1 and the team is running a rent collection campaign to continue improvements. Universal Credit (UC) Full Service rolls out in West Dunbartonshire in November 2018 which will impact on the ability to meet the annual target and this concern is reinforced by the increase in rent arrears shown by all Scottish Local Authorities that are in UC Full Service. Full training and awareness sessions have been carried out with relevant services to ensure all teams are fully prepared for the impact of UC. Various discussions have also taken place with other LA's that are in Full Service to ensure WDC is prepared from their experiences. Work continues with Housing Officers to ensure tenants, and particularly new tenants have early support in managing their finances, including maintaining rent payments.	10.5%	Ryan Chalmers
Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year (Linked to Quality Standard)	8.9%	8.4%	🔺	8.65%	8.4%	🔺	Target not met however performance has improved since Q1 and the team is running a rent collection campaign to continue improvements. Universal Credit (UC) Full Service rolls out in West Dunbartonshire in November 2018 which will impact on the ability to meet the annual target and this concern is reinforced by the increase in rent arrears shown by all Scottish Local Authorities that are in UC Full Service. Full training and awareness sessions have been carried out with relevant services to ensure all teams are fully prepared for the impact of UC. Various discussions have also taken place with other LA's that are in Full Service to ensure WDC is prepared from their experiences.	8.4%	Ryan Chalmers

Action	Status	Progress	Due Date	Comment	Assigned To
Review and update long term finance strategy	▶	50%	31-Mar-2019	The Long term Finance strategy will be reported to Council in November 2018.	Stephen West
Provide timely and accurate budgetary control reporting for Council and associated bodies	▶	33%	31-Mar-2019	Up to date and timely Budgetary Control Reports have been presented to all service committees and full Council.	Gillian McNeilly
Report agreed savings options and management adjustments through the budgetary control process	▶	33%	31-Mar-2019	Information is provided on an ongoing basis to service committees and full Council.	Gillian McNeilly
Provide timely and accurate financial statements for the Council and associated bodies	▶	93%	31-Mar-2019	Progress is on plan and all milestone targets set have been achieved on time.	Gillian McNeilly
Deliver Internal Audit and Corporate Fraud Plan for 2018/19	▶	45%	31-Mar-2019	The programme of planned audit assignments is on target to be completed on schedule.	Colin McDougall
Continue to improve and deliver the Assurance Statement to support the Annual Governance Statement	✅	100%	31-Mar-2019	The Assurance Statement 2017/18 has been completed and the Internal Audit Annual Report was submitted to the Audit Committee on meeting 13 June 2018. This has also informed the Annual Governance Statement.	Colin McDougall
Ensure Public Sector Network compliance and monitor ICT Security	▶	40%	31-Mar-2019	The annual external IT Health Check is in the process of being carried out and the initial feedback is positive in terms of vulnerability management across the organisation for both the server estate and end user devices. A report by the external checker is expected in early November.	Colin McDougall
Widen the role of the Corporate Fraud team	▶	30%	31-Mar-2019	Options to consider other areas for potential fraud investigation are being considered.	Colin McDougall
Ensure continuing Council compliance with the Code of Good Governance	✅	100%	30-Jun-2018	Action plan developed and report submitted to Audit Committee meeting on 13th June 2018. The actions will be progressed during 2018/19 with regular updates submitted to the Audit Committee.	Colin McDougall
Review ways to manage and reduce corporate debt handling	▶	66%	31-Mar-2019	Tender underway for both primary debt partner and a secondary debt partner. The latter is a new approach which we believe should improve our debt collection rate.	Ryan Chalmers
Continue the implementation of the rent collection improvement plan to improve rent collection rates	▶	57%	31-Mar-2019	Work continues with Housing team on rent campaign and other proactive measures to improve rent collection. Furthermore benchmarking of performance against other authorities is also being undertaken and any improvements will be implemented where feasible. The team has also submitted the Housing Charter Annual Return for 2017/18 and any improvement recommendations from this plan will also be implemented when available	Ryan Chalmers
Review ways to improve Council Tax collection	▶	50%	31-Mar-2019	Due to other campaigns being launched in September, the social media campaign for increasing uptake of My Account/Council Tax e-Billing will be run in November with further campaign being run in January, as previous planned.	Ryan Chalmers

Action	Status	Progress	Due Date	Comment	Assigned To
Implement service improvements as part of the Billing and Payment review	▶	50%	31-Mar-2019	**Barcoding** for WDC and WDLT testing being finalised. New Cash Receipting System testing underway. Implementation will be linked to cash receipting system launch date. **Direct Debit** functionality within the general ledger for sundry debt is being configured to go live once all aspects have been tested. **Customer Billing Process Review** now progressing final service areas; Waste Services and Housing Support Services.	Stella Kinloch

Risk	Current Risk Matrix	Date Reviewed	Latest Note	Target Risk Matrix	Assigned To
Failure to provide assurance of the system of financial controls		04-Jun-2018	The risk has been reviewed and remains at the same level.		Colin McDougall
Debt is not recovered efficiently or effectively, with inherent risk of financial loss		27-Sep-2018	Potential negative impact due to Welfare Reform especially full Universal Credit roll-out. This will be monitored and managed via income maximisation in conjunction with Housing and Working4U.		Ryan Chalmers
Increase in the level of rent arrears due to the level of Welfare Reform changes and general state of economy		27-Sep-2018	Work is underway with Housing and Working4U to further positively impact level of arrears and support tenants in arrears. However experience in Councils where full Universal Credit is implemented is that tenants' arrears increase due to delays in DWP awarding UC for housing costs.		Ryan Chalmers
National delays in implementation; ineffective systems ICT or processes e.g. with the DWP affecting delivery of Welfare Reform changes		20-Jun-2018	This continues to be reviewed and has had an impact, as reported above, on processing times for Housing Benefit as welfare reform changes are delayed		Ryan Chalmers

Risk	Current Risk Matrix	Date Reviewed	Latest Note	Target Risk Matrix	Assigned To
Non-compliance with procurement legislation		27-Sep-2018	It is recognised that there is a proportion of the Council's overall spend that is not on contract however work is ongoing through progressing and prioritising the Procurement Pipeline to continue to increase the percentage of spend that is on contract.		Annabel Travers
Failure to meet statutory deadlines for external returns (including HMRC) and financial statements		29-May-2018	This risk has been reviewed and remains with the same score		Gillian McNeilly
Financial projections are significantly incorrect		29-May-2018	The risk has been reviewed and it remains the same score as considered previously		Gillian McNeilly
Significant financial funding reductions from Scottish Government		29-May-2018	This risk has been reviewed and considered as remaining at the same score as previously agreed		Gillian McNeilly

Efficient and effective frontline services that improve the everyday lives of residents
A committed and skilled workforce

Action	Status	Progress	Due Date	Comment	Assigned To
Implement recommendations from Employee Survey 2017 and self-evaluation processes	▶	50%	31-Mar-2019	Actions agreed at Management Team in March 2018 and reviewed in June 2018. We will review in generating Delivery Plan for 2019/20 in March 2019. Two milestones, one completed.	Stephen West
Review Finance and CPU Business Partner roles to improve communication and thereby improve ability to influence decision making (21 Century Review)	▶	50%	31-Mar-2019	Re Corporate Procurement Unit Business Partner roles, the category strategies were approved by the PMRG on 25 September and we will update the PMRG in June of every year with current progress. Re Finance, meetings were arranged during October with Strategic Leads to	Gillian McNeilly; Annabel Travers

Action	Status	Progress	Due Date	Comment	Assigned To
				discuss specific support requirements and needs of the services.	
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	✅	100%	31-Mar-2019	Office Moves to Church Street and Poplar Road completed smoothly with staff communications progressed as planned.	Colin McDougall; Gillian McNeilly; Arun Menon; Annabel Travers
Review the needs of services to ensure the available financial guidance notes and training are in line with current needs	▶	11%	31-Mar-2019	Following feedback from services, the Finance Team will identify areas of importance to services which require additional, updated or more detailed financial guidance. This will involve both written guidance notes and ongoing training programme aimed to assist services in their understanding of their financial tasks and responsibilities. The action is on target to be completed by the deadline.	Gillian McNeilly
Review communication to services in respect of Finances timescale deadlines for recurring tasks to ensure maximum efficiency of workload prioritisation	▶	25%	31-Mar-2019	Main tasks within the Council's annual Finance calendar requiring input of information from other services is being prepared with a view to providing information on deadline dates and information requirements to services further in advance than currently possible. This will include all the main financial returns and the annual accounts and budget processes. Where possible, this should assist services with their own workload planning and allocation; and reduce pressure on services working to tight timescales. Work is ongoing against the milestones and it is anticipated that the action will be completed by the deadline.	Gillian McNeilly
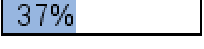
A continuously improving Council delivering best value
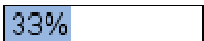
Performance Indicator	Q1 2018/19			Q2 2018/19				2018/19	Assigned To
	Value	Target	Status	Value	Target	Status	Note	Target	
Percentage of income due from council tax received by the end of the year % (Linked to Quality Standard)	29.32%	26.02%	✅	55.04%	52.04%	✅	Q2 target met and currently on track to meet annual target, however Universal Credit (UC) Full Service starts in November 2018 which will impact on Council Tax Reduction (CTR) claims being received from citizens. Following discussions with local authorities that are currently in UC Full Service, the team has reviewed our CTR processes to reduce the impact of UC.	95.5%	Ryan Chalmers

Performance Indicator	2016/17	2018/19						Assigned To
	Value	Value	Target	Status	Long Trend	Short Trend	Note	
External assessment of procurement - PCIP score (Procurement and Commercial Improvement Programme)	64%	75.52%	73%	✅	⬆	N/A	An external assessment of procurement takes place every two years. Based on our most recent assessment on 23 October 2018, we achieved an improved PCIP sore of 75.5%, exceeding the target set and up significantly from our previous score of 64% in 2016. The assessment is split into 4 sections: **Leadership & Governance** 2016 Achieved 72.5% 2018 target 78.8% 2018 Achieved 83% **Development & Tender** 2016 Achieved: 62.5% 2018 target: 72.9% 2018 Achieved 73% **Contract** 2016 Achieved: 37.5% 2018 target: 50% 2018 Achieved 58% **Purchasing Processes** 2016 Achieved: 83.3% 2018 target: 83.3% 2018 Achieved 88% **Total %** **2016 Actual: 64%** **2018 Target: 73%** **2018 Actual: 75.5%**	Ann Duncan; Derek McLean

Action	Status	Progress	Due Date	Comment	Assigned To
Review and redesign service to ensure priorities are agreed and tasks, duties carried out are added value (21 Century Review)	✅	100%	31-Mar-2019	Reviewed and agreed actions	Gillian McNeilly; Annabel Travers; Stephen West
Review charging regime for the Council	▶	20%	31-Mar-2019	Process underway, 5 milestones and 1 completed. Finance staff are currently reviewing costs of service delivery with service areas. On target.	Stephen West

Action	Status	Progress	Due Date	Comment	Assigned To
Develop collaboration and commercialisation approaches for Resources services (21 Century Review)	✅	100%	31-Mar-2019	Opportunities discussed and reviewed with Management Team. Options around charging fed to Commercialisation Working Group project.	Stephen West
Explore opportunities for the digital transformation of the service, focused on digital enablement and process improvement	▶	0%	31-Mar-2019	Discussion planned with Management Team in November 2018, thereafter opportunities identified will be developed.	Stephen West
Develop and implement new ways of working with a view to re-direct staffing resource and expertise to transformational projects	▶	50%	31-Mar-2019	Regular tasks within the Finance Team have been reviewed to identify alternative ways of working through automation to reduce manual input and risk of manual error. The review has identified a number of short, medium and longer term actions to be taken forward. The milestones within this action are on target to be completed by the deadline, with ongoing review and development of medium and longer term actions continuing beyond the year end.	Gillian McNeilly
Develop Finance leadership, governance and controls across the Council	▶	33%	31-Mar-2019	Service information has been reviewed and areas for further development have been identified. Service training and support requirements are currently being reviewed for further development. Opportunities will be identified through feedback from services and Strategic Leads. The action is on target to be completed by the deadline date.	Gillian McNeilly
Review and develop benchmarking within Finance Services in line with the Council's benchmarking framework	▶	37%	31-Mar-2019	3 Councils have been identified as interested in benchmarking accountancy and treasury functions. A draft template covering the three main areas within the Council framework (i.e. performance, customer feedback and cost), together with staffing comparisons has been developed. This is currently with other councils for feedback prior to the formal request for completion being submitted. This action is on target to be completed by the deadline date.	Gillian McNeilly
Develop procurement leadership, governance and controls across the Council	▶	66%	31-Mar-2019	The CPU has: • Developed the Contract and Supplier Management Policy which was approved by Corporate Services Committee on September 2018. • Produced the procurement Annual Report and published on the internet. • Rolled out Procurement Awareness training across the Council. • Put our Procurement Timescales, Processes and Guidance on the intranet. • Improved information for procurers on the intranet. • Developed a Council Wide Pipeline to prioritise activity. Next Steps: The CPU will develop the Procurement Manual.	Annabel Travers
Improve management, prioritisation and increased speed of procurement projects	✅	100%	31-Mar-2019	Completed and process in place for ongoing management.	Annabel Travers
Develop and implement new ways of working in procurement activity	▶	50%	31-Mar-2019	Four areas for development have progressed as follows:	Annabel Travers

Action	Status	Progress	Due Date	Comment	Assigned To
				• Developed a Council Wide Pipeline, showing the projects each category, CPU officer and the process in milestones to allow better prioritisation of planned procurement processes and provide better management information on progress. • Purchase to Pay project continues to be implemented to streamline procurement and payment processes. • The CPU move to 16 Church Street managed efficiently with no downtime. • The planned pilot to trial the use of the e-auction system is scheduled for later in 2018/19.	
Implement actions arising from the Procurement and Commercial Improvement Programme assessment, including: developing supplier relationship management and sustainability including local suppliers and community benefits	▶	33%	31-Mar-2019	The Contract and Supplier Management Policy was approved by Corporate Services Committee on September 2018 and Category Strategies agreed by PAMG in September. The preparation for the Procurement and Commercial Improvement Programme assessment in October was completed. Actions arising from the assessment will be reflected in the Procurement Strategy Action Plan to be implemented over the two year period between assessments.	Annabel Travers
Review and develop benchmarking within Business Support in line with the Council's benchmarking framework	▶	40%	31-Mar-2019	Agreement from West of Scotland Directors of Finance group to undertake more detailed benchmarking sought. WDC officers pulling together notes around details of calculation to share with other LAs to ensure all participants are comparing like with like.	Arun Menon

WEST DUNBARTONSHIRE COUNCIL

Report by Strategic Lead - Resources

Corporate Services Committee: 21 November 2018

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Subject: Tender for Off-Site Print and Posting Service for Annual Council Tax Billing

1.   Purpose

1.1   The purpose of this report is to seek Committee approval to procure the provision of an off-site print and posting service for annual Council Tax billing, including the merging of relevant benefit letters.

2.   Recommendations

2.1   It is recommended that the Committee approves the procurement of an off-site print and posting service for annual Council Tax billing, including merging of relevant benefit letters, noting that the outcome of the process will be reported to a future Tendering Committee.

3.   Background

3.1   The Council is required to issue annual Council Tax notices to all households by the 17th March 2019 to comply with Council Tax Regulations.

3.2   Previously, this process was carried out internally. However, due to restrictions on the capacity and capability of printing and enveloping machines we were unable to merge the Council Tax notice, Housing Benefit and Council Tax Reduction letters which resulted in households receiving multiple mailings from the Council and multiple postage and enveloping costs.

3.3   Following a review of the processes for issuing Council Tax notices in 2011, it was determined that an off-site print and posting service for annual Council Tax billing would be the most efficient. This was also made more relevant by the pushing back of the timescales from 2017/18 in the Council agreeing Rent and Council Tax increase. The work was awarded following a Quick Quote exercise and we are now seeking approval to progress with a multi year tender for this work given the likelihood of securing better rates.

4.   Main Issues

4.1   As stated above, the Council is required to issue annual Council Tax notices to households by 17 March 2019. However the following tasks need to be completed prior to that:

    • Setting of the Council Tax charge for 2019/20;

- Testing of system following the Council Tax charge being set;
- Testing of the output files; and
- Reviewing of the templates of each notice type.

4.2 Due to the tight timescale between the setting of the Council Tax charge and the final posting date to meet the 17 March 2019 deadline, it is imperative that we have in place a service provider who can be meet our requirements, whilst also being able to manage any issues that may occur due to the Council's tight turnaround requirement.

4.3 The scope of work is to merge various Council Tax payment files with related Council Tax Reduction and Housing Benefit notification letters and envelope with related inserts as required. The team will have the below approximate volumes of documents to produce, print and post during the annual billing exercise:

- 46,000 Council Tax Notices;
- 11,000 Council Tax Reduction Notices and
- 15,700 Housing Benefit notification letters.

4.4 The cost for the off-site print and posting service for annual Council Tax billing for 2017/18 was £20,717 and there is allocated budget for this within the Revenues and Benefits service.

5. Options Appraisal

5.1 The option of completing this work internally was fully considered. However, due to the costs involved in purchasing the equipment and software required and also the cost of materials, the option to continue this service being provided externally provides better value for the Council.

6. People Implications

6.1 There are no people implications.

7. Financial & Procurement Implications

7.1 All procurement activity carried out by the Council in excess of £50,000 is subject to a contract strategy. The contract strategy for the provision of an off-site print and posting service for annual Council Tax billing, including merging of relevant benefit letters will be produced by the Corporate Procurement Unit in close consultation with Revenues and Benefits 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.

7.2 The aim is to secure a contract for up to £20,000 per annum over a 3 year period with an option for a further two additional years.

8.   Risk Analysis

8.1   There is a risk that if approval is not given, we could fail to meet the deadline
        for Council Tax notices being issued and would also have increased printing
        and postage costs due to documents not being merged.

9.   Equalities Impact Assessment (EIA)

9.1   None.

10.   Consultation

10.1 The views Procurement and Legal Services have been requested on this
        report and have advised there are neither any issues nor concerns with the
        proposal.

11.   Strategic Assessment

11.1 Sound financial practice and budgetary control are imperative to assist with
        the governance of the Council and supports officers of the Council in
        achieving the five strategic priorities of the Council's Strategic Plan. This
        report forms part of the financial governance of the Council.

……………………………………………
Stephen West
Strategic Lead - Resources
Date: **6ᵗʰ November 2018**

Person to Contact: Ryan Chalmers, Section Head (Revenues & Benefits),
                            Garshake Road. Telephone (01389) 737557.
                            Email: ryan.chalmers@west-dunbarton.gov.uk

Appendices: None

Background Papers: None

Wards Affected: All Council wards.

WEST DUNBARTONSHIRE COUNCIL

Report by Strategic Lead – People & Technology

Corporate Services Committee: 21st November 2018

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Subject: Review of SWITCH policy

1.   Purpose

1.1   The purpose of this report is to update the committee on the review of the SWTCH policy and the subsequent changes made.

2.   Recommendations

2.1   The Committee is asked to approve the revised SWITCH policy and Organisational Change procedure (as detailed at Appendices 1 and 2).

3.   Background

3.1   West Dunbartonshire Council is committed to providing secure employment by effectively managing and deploying employee resources through strategic workforce planning and the SWITCH Policy, implemented in August 2014 supports this aim.

3.2   Since the introduction of the SWITCH (redeployment) Policy and the associated Organisational Change process, these practices have been used to support a variety of restructures and redeployment exercises.

3.3   As a result of feedback from managers, employees, Trade Unions and HR on the use of the policy, it was deemed appropriate to make a number of adjustments to the SWTCH policy.

4.   Main Issues

4.1   Since the introduction of the SWITCH Policy, there have been changes in structures (reporting lines), policy and practice and, as with any policy review, technical changes have been made to reflect this.

4.2   As part of the review, a consultation check list has been developed in discussion with Trade Union colleagues to support effective joint working as part of the change process.

4.3   There has also been an effort made to provide more clarity in areas of the policy where this was felt to be required. There is now additional detail on the

matching process, facilitation of trial periods and guidance around potential conflicts of interest.

4.4   Over recent years there have been significant system developments which have facilitated a more personalised and responsive approach to SWITCH. The Council now has an online application process and a SWITCH web page which supports employees to secure redeployment opportunities. The revised policy captures the details of this practice and clearly details what is expected of all parties.

4.5   Supporting documentation has been developed to guide managers and employees through organisational change and SWITCH processes. This material includes checklists, pro-formas, templates and management guidance. It is anticipated that this additional information will further support the management of the process and ensure that all parties are aware of their responsibilities, encouraging a best practice approach.

4.6   It was agreed that the policy would also benefit from further information concerning special legislative provisions that apply to employees at different stages of their life either through pension provisions or maternity legislation. These have been included in the revised documents.

Organisational Change

4.7   The Organisational Change procedure is currently an appendix to the SWITCH policy. However, it has been agreed though the review that both procedures should be separate. Organisational Change is a wide ranging process that will not always involve redeployment and similarly the SWITCH process also applies in circumstances that are not always related to organisational change.

4.8   It was also recognised that Organisational Change should link with the wider change and project management practices. The revised Organisational Change procedure now references the Change Framework and all the supporting material available relating to managing change.

4.9   The appeals mechanism was also updated and widened to allow for all areas of appeal to be considered. It is no longer constrained to appeals against the matching pool, as was previously the case.

4.10   As with SWITCH, an additional section has been added concerning special provisions and protections for particular employees and technical changes have been made to reflect current policy and practice and providing further clarity where appropriate.

5.   **People Implications**

5.1 The revised policy continues to support the Council's agreed Strategic Workforce Plan and its aim to avoid the need for compulsory redundancies by retraining and fully utilising its existing workforce.

6.   Financial and Procurement Implications

6.1 There are no financial implications associated with revision of this policy and procedure. Any financial implications associated with restructures or Organisational Change are reported in the associated paperwork to these change proposals.

7.   Risk Analysis

7.1 Application of the revised policy and practice will mitigate against potential risks by ensuring the fair and effective management of employees affected by Organisational change and SWITCH.

8.   Equalities Impact Assessment (EIA)

8.1 The original equalities impact assessment conducted in 2014 has been reviewed and updated and it remains that there are potential impacts on the protected characteristics of sex, age and disability due to the link to these characteristics and breaks in service. However there are no negative impacts identified. In addition to this, the EIA now specifically refers to the maternity protections associated with this report and this identifies a positive impact due to legislative protections associated with maternity leave.

9.   Consultation

9.1 The changes to the SWITCH Policy and Organisational Change Procedure were informed by feedback from employees, managers, HR and Trade Unions. The changes were discussed at the Convenors meetings on the 20th August and 26th September 2018 and subsequently agreed.

10.   Strategic Assessment

10.1 The content of this report fully supports the development of a committed and skilled workforce.

Victoria Rogers
Strategic Lead – People and Technology
Date: 19/10/2018

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Person to Contact: Geraldine Lyden, HR Business Partner, Church Street, Dumbarton

Tel: 01389 737312
Email: geraldine.lyden@west-dunbarton.gov.uk

Appendices: Appendix 1 – SWTCH (Redeployment) Policy
Appendix 2 – Organisational Change

Background Papers: EIA

Wards Affected: None

HR Employment Policy & Procedures

SWITCH
(Redeployment)

Implementation Date: *21st November 2018*

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

West Dunbartonshire COUNCIL

Document Management - Version Control

Policy Title & Reference	SWITCH (Redeployment Policy)		
Version Number & Date	2.0		
Title, Version Number & Date of Superseded Version (if applicable)	SWITCH	Version 1.0	2014
Rationale for introduction/Driver for change	To provide a clear, robust and consistent framework for managing employees through the redeployment process		
Summary of Substantive Changes (if applicable)	This policy provides clarity concerning the matching process, facilitation of trial periods and guidance around potential conflicts of interest. Reflecting the system developments this policy provides information on the online application process and a SWITCH web page Provides details of special legislative provisions		
Summary of Technical Changes (if applicable)	Technical changes have been made to reflect current policy and practice and in response to feedback from all stakeholders, clarity has been provided in areas where appropriate.		
Lead Officer	Strategic HR Manager		
Final Trades Union Position	Agreed		
Consultation & Approval Process	*Committee*		
	Convenors		
	JCF (if applicable)		
	C. S. Committee (if applicable)	*21st November 2018*	
Accompanying Documentation	Equality Impact Assessment		
Linked Policies, Schemes and Procedures	Equality Impact Assessment (EIA) Guide (http://intranet.west-dunbarton.gov.uk/media/8262/wdc-eia-guidance-august-2016.docx)		

	This Procedure complies with the Employment Rights Act 1996, Equality Act 2010 and ACAS guidance. This policy is supported by a range of Council Policies: • Attendance Management Policy • Recruitment and Selection Policy • Job Evaluation Policy • Organisational Change Procedure

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West Dunbartonshire COUNCIL

CONTENTS

4

POLICY: SWITCH (Redeployment)

1. INTRODUCTION

1.1 West Dunbartonshire Council (the Council) is committed to providing secure employment by effectively managing and deploying employee resources through an Internal Job Market. This mechanism is supported by the implementation of an effective redeployment process.

1.2 Redeployment is used in a variety of circumstances including displacement of employees through restructuring, ill-health/capability and performance. The Council recognises that an effective redeployment framework can support efficiency savings and the delivery of effective services through redesigning structures; making best use of existing skills and reducing release costs.

1.3 Through the assessment of transferable skills and competencies, knowledge can be developed through a training commitment to at risk employees to find a "positive destination" for these individuals.

1.4 This policy and procedure outlines the Staff Working in Transition and Change (SWITCH) redeployment framework which will be used by the Council to match people to identified resource gaps thereby avoiding compulsory redundancy situations and dismissals.

1.5 SWITCH allows the Council to continue to provide stable employment, employees to retrain into posts which suit both the employee and the Councils needs and makes use of transferable skills – in essence "switching jobs to stay in work".

2 SCOPE

2.1 This policy applies to all employees of the Council including, Local Government Employees, Craft Workers and Chief Officers where they are at risk of displacement.

2.2 This policy does not normally apply to Teaching Staff, however, in exceptional circumstances the framework that this policy sets out will be applied as best practice.

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

3 KEY PRINCIPLES

3.1 The Council is committed to providing sustainable long-term employment by developing a highly skilled and flexible workforce, capable of adapting to changing circumstances through the SWITCH framework.

3.2 The key principles of this policy are to:

- Provide a clear framework to ensure a fair and consistent approach in supporting and guiding employees in a redeployment situation.

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- Provide a mechanism to support employees in a redeployment situation transition to a new placement post whilst a suitable post is identified.
- Move from external recruitment towards the development of existing employees and invest in growing the workforce.
- Generate savings through reduction in redundancy costs, recruitment costs, agency worker costs and enable the organisation to develop the workforce to meet service needs.
- Focus on what the employee can do and not what they cannot do.

4.   REVIEW

4.1   HR will co-ordinate and monitor the effectiveness of this policy and provide Corporate Services Committee with monitoring information in line with agreed frequency.

4.2   The policy will be reviewed in line with any related new or amendments to legislation or best practice as required.

6

PROCEDURES: SWITCH (Redeployment)

5 ROLES AND RESPONSIBILITIES:

5.1 The Council will:

- Develop a culture which makes best use of our workforce's talents and leads to greater engagement to support the Council's aim of no compulsory redundancies.
- Provide a redeployment mechanism which redeploys the right people into the right posts, using a clear, fair and transparent process.
- Develop a framework which assesses skills and strengths to make the best use of the skills and talents of individuals.
- Make effective use of internal Council services.
- Create opportunities for apprenticeships and traineeships linked to career succession.
- Reduce the dependency on Agency Workers and Casual Workers
- Ensure that the mechanism and processes that run the scheme are readily understood, easy to follow and equality proofed.

5.2 Managers will:

- Familiarise themselves with the guidelines.
- Demonstrate commitment to the process.
- Understand that it can be a difficult time for the employee and support them during the process including maintaining regular contact with the employee.
- Ensure employees complete the registration process and nominate and facilitate the employee to attend any workshops that would assist them in finding suitable alternative employment.
- Allow the employee time to attend training, interviews and meetings.
- Ensure consideration of vacancies against SWITCH employees.

5.3 Employees will:

- Familiarise themselves with the guidelines.
- Demonstrate commitment to the process.
- Attend any workshops that would assist in finding suitable alternative employment.
- Understand that unreasonably refusing an offer of alternative employment may lead to dismissal.

6 CATEGORIES OF EMPLOYEES

6.1 The reasons for requiring redeployment can vary and are prioritised in relation to access to opportunities.

6.2 The three categories outlined below are prioritised by reason for displacement by category number. Employees in Category 1 (ill-health (disability), displaced employee) will take priority over Category 2 (ill-health (capability), Incapability (through other formal processes)etc.

6.3   The process for joining SWITCH and matching against vacancies will be the same irrespective of category. Prioritisation will apply where there are matches to posts from different categories.

6.4   The SWITCH process is a mechanism to facilitate identification of reasonable alternative employment when individuals are displaced and are at risk of losing employment. It is not a voluntary mechanism to facilitate training and development for individuals. Discussions about professional development opportunities should be facilitated through the 'be the best' conversation, and any internal transfer opportunities, must follow fair and transparent internal or external recruitment processes.

Category	Reason for Redeployment	Referral Reason
1	Ill health (Disability)	As an outcome of the Attendance Management process. Where options for reasonable adjustments have been explored/exhausted for their substantive post. Report from Occupational Health will confirm that referral to SWITCH is required. This report will detail any recommendations for support, adjustment or alternative duties.
	Displaced Employee	As an outcome of organisational change (See Appendix 1) and as a result of changes to service redesign / organisational change with the removal of posts where there is no direct match to a post in the new structure.
2	Ill health (Capability)	As an outcome of the Attendance Management process. Where options for reasonable adjustments have been explored/exhausted for their substantive post. Report from Occupational Health will confirm that referral to SWITCH is required. This report will detail any recommendations for support, adjustment or alternative duties.
	Incapability (another process)	As an outcome of another formal policy or process which has determined that an employee is unable to return to a role.
3	Incapability (Performance)	As an outcome of the Supporting Employee Performance Policy where an employee is underperforming in their substantive role.
	Fixed Term Contract	When notice is issued and the employee is eligible for redundancy payment.
	Pay protection	Following either the Job Evaluation process (where the post is evaluated lower than current grade) or through a restructure where individuals have been matched to /accepted a lower graded post

6.5   At risk employees will be placed on the SWITCH programme at the earliest opportunity to ensure that meaningful opportunities can be explored. This will as a minimum be their statutory notice period.

6.6   Employees will be able to access the SWITCH programme during any period of salary pay protection. Once the pay protection period has ceased, employees will exit this process.

7   ONLINE APPLICATION PROCESS

7.1   Employees will complete an online application form via the Recruitment Portal. This will allow employees to demonstrate their competencies and skills used in their current and previous jobs and provide a detailed career history.

7.2   It is the responsibility of the employee to complete this application form which is available using myjobscotland using the employee reference number.

7.3   Employees will ensure that the online application form is completed fully (within 10 working days of being formally advised that they are in a redeployment situation). Completion of the questionnaire supports the search for and identification of potential suitable alternative posts, failure to supply a completed application within the timescale stated will impact upon the redeployment process as applicants will not be considered for roles without it.

7.4   The online application is a general application and will be developed as an employee gains skills and experiences. It can also be tailored to any specific job opportunities that arise.

7.5   Employees will be provided with support from Strategic HR to complete their online application form. This support will include how to access the online application form, how to identify skills and competencies and their transferability; and also cover the importance of keeping the online application up to date and tailoring it to specific advertised posts. HR will pro actively support staff who face barriers to digital access to ensure that they are not disadvantaged through this process.

7.6   References will not normally be required for employees who are on the SWITCH programme, however, it is noted that some posts aligned to registered bodies will require appropriate references and these will be sought.

8   SWITCH WEB PAGE

8.1   All internal vacancies will be advertised once a month to all those on the redeployment register. Employees must provide up to date details to ensure that they receive access to this web page. They will be expected to check the web page, bringing to the attention of their case advisor, any vacant posts they feel may offer suitable alternative employment.

8.2   Case Advisers will also be actively seeking information about potential roles in services and reviewing the redeployment web pages to identify suitable alternative posts.

9   INTERIM JOB/TRAINING

9.1   A suitable alternative post may not be available at the time and arrangements should be made for the employee to undertake suitable work in their own strategic lead area whilst redeployment is sought.

9.2   Suitable work can include undertaking specific projects, covering maternity leave, posts where an agency worker would be required. It must be suitable in terms of skills, knowledge and experience or in preparation of a suitable alternative post becoming available.

9.3   During the SWITCH period the employee will maintain their substantive level of pay.

10   SWITCH (EMPLOYEES TRANSITIONING INTO NEW POST)

10.1   The SWITCH programme provides an opportunity for employees in a redeployment situation to undertake meaningful work whilst an alternative post is sought. Employees will have an opportunity to take part in a variety of different projects which might be a one-off short or medium term projects, peak demand in workload which would have been covered by agency workers or overtime, maternity leave, long-term sickness.

10.2   Employees wanting to participate will remain on the SWITCH register with the aim of being offered a suitable alternative post within the Council when one is available.

10.3   This programme will provide employees with 1-1 support, and opportunity to attend training to enhance skills and knowledge. Line Managers will be responsible for supporting employees through the process.

11   SPECIAL PROVISIONS

Maternity, Adoption and additional Paternity Leave

11.1   Special provisions apply when an employee is on maternity, adoption or additional paternity leave and is at risk of redundancy. If during maternity, adoption or additional paternity leave, an employee is given formal notice of redundancy, then a suitable alternative vacancy is identified, the employee is entitled to be transferred into this before the end of her employment under the existing contract.

11.2   Where a suitable vacancy is identified for an employee on maternity, adoption or additional paternity leave, they must be offered the post and not just invited to apply for the position. Only where no such vacancy exists will the employee be able to be dismissed on the grounds of redundancy.

11.3   There is an absolute duty to offer any identified suitable alternative employment to a employee on maternity, adoption or additional paternity leave, in preference to any other employee who is affected by the redundancy situation but who is not absent on maternity leave or additional paternity leave. HR will provide full support of these special provisions.

12 MATCHING

12.2   Vacancies will be reviewed to identify the skills and strengths required for the post. This information will then be matched against employees on the SWITCH register and outcomes discussed with Strategic HR and the Manager of the post.

12.3   Matching to a suitable alternative post will be undertaken in relation to the priorities attributed to each category (outlined in Section 7).

12.4   Potential outcomes from the matching exercise will be:

- Direct matching: where an employee is identified as having a skill and competence match.
- Competitive selection: where more than one employee has a skill and competence match this will result in a restricted selection process, normally including selection interview.
- No match: where no employee has a skill and competence match.

The outcome will be communicated to the employee providing rationale for the decision as appropriate. In circumstances where no suitable match is identified consideration will be given to Early Retirement/Voluntary Severance (subject to cost benefit analysis).

12.5   Consideration can be given to redesigning a vacant post where it is acknowledged that a role could be adapted to suit both the employee and the strategic lead area. Where a post that has been redesigned it will be re-evaluated in line with the Job Evaluation Policy to establish if any changes may impact on existing grade.

12.6   Suitable alternative posts may be either fixed term, temporary or permanent. If the employee is placed in a fixed term or temporary post they will remain on the SWITCH register and will be matched to a permanent post at the first available opportunity.

12.7   A fixed term or temporary post enables employees to build on the competencies they have and allows them to gain experience in different services and enhance their skills and competencies for future SWITCH opportunities.

12.8   Where competitive selection takes place the Chair of the Panel, normally the recruiting manager, will provide detailed feedback to Strategic HR who will in turn feedback to the employee. The employee's feedback will be constructive and allow them to learn and improve on their performance. Where appropriate the online application form will be updated.

13 ADVERTISING

13.2   Internal Restricted – where matching proves unsuccessful, and job redesign is not appropriate, the post may be released for internal advert across a restricted group of employees. This is where the skill base and technical knowledge require to perform the role is specific and requires targeted recruitment. This allows the movement of the current workforce to meet service needs while potentially creating subsequent vacancies.

13.3   Internal/External – where no matches can be applied recruitment opportunities will be opened up across the Council and externally in line with recruitment and selection processes.

14 REASONABLE OFFER

14.2   Following placement on the SWITCH programme alternative posts will be identified, offered and fully discussed with employees to determine suitability. It would be expected that one reasonable offer of suitable alternative employment would be made to the employee. Where an employee feels that the offer of a post is not suitable clear reasons must be provided to support this and the offer will be further considered.   Where an individual unreasonably refuses an offer of suitable alternative employment the employer should consider the reason for the refusal and whether the person can continue on the register. Refusal of a reasonable offer of employment may lead to dismissal.

15 TRIAL PERIOD

15.2   Once matched, employees have a statutory 4 week trial period during which time they will be supported into the new post. As part of this transition employees will be given the necessary training, supervision and development opportunities to allow them to successfully undertake the duties of the post. As the programme aims to utilise the skills and strengths of individuals which may mean moving into a different role it is recommended that a more meaningful 3 month trial period should be considered. This can be extended where the complexity of the post is such that key responsibilities would not be covered during the first 3 months. Extending a trial period beyond the statutory 4 weeks should only be done in liaison with Strategic HR.

15.3   While undertaking a trial period for a post an employee will be removed from the SWITCH register, only returning if the trial period is not successful.

15.4   Regular meetings will be held between the employee, manager and, where applicable, Strategic HR to monitor progress over the trial period. Employees will be entitled to be accompanied by their trade union representative if desired.

16 SUPPORTING EMPLOYEES

16.2   The focus of the SWITCH programme is to enhance the skills of the individual to enable them to undertake a different post.

16.3   It can be a difficult time for employees in a redeployment situation and support would be made available. The type of support available is:

- One to One Support – a case manager will aligned to each employee
- Priority access (in line with the categories outlined at Section 7) to job opportunities
- Interview support
- Job specific support
- Development of new skills through
    - E-learning
    - Gaining a specific qualification
    - Re-training

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17 TIMESCALES AND OPTIONS

17.2   Forward planning is key to identifying skills gaps or potential surpluses within the organisation and Workforce Plans are vital tools to identify areas of possible displacement in advance, enabling action to be taken as early as possible.

17.3   Whilst timescales can be dependent on circumstances the Council will aim to place individuals into a suitable post within a reasonable timescale.

17.4   The minimum length of time in the SWITCH programme will be dependent on the statutory minimum period of notice to be given by the Council and is irrespective of grade.

18 COMPENSATION/PROTECTION OF SALARY

18.2   The aim of the process is to secure a permanent post equal to the employee's existing rate of pay but this will not always be possible.

18.3   Compensation would only apply where the Council effects the change that results in a lower grade. Where, as a result of organisational change, an employee is matched or redeployed to a post with a lower grade, salary levels will be protected on a cash conservation basis for a period of two years. Cash conservation will be based on salary grade and contractual allowances associated with the former post, but will not include any non-contractual payments.

18.4   To minimise this protection period and to support employees return to their previous grades at the earliest opportunity employees will remain on SWITCH (category 3) and be considered for suitable employment opportunities that arise and will be encouraged and supported to secure employment at their previous level of pay.

18.5   In cases of ill-health, end of fixed term contract and incapability where an employee accepts a lower graded post the grade of the new post will apply.

HR Employment Policy & Procedures

Organisational Change Procedure

Implementation Date: *21 November 2018*

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

West Dunbartonshire COUNCIL

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Document Management - Version Control

Policy Title & Reference	Organisational Change Procedure	
Version Number & Date	2.0	
Title, Version Number & Date of Superseded Version (if applicable)	SWITCH	Version 1.0	2014
Rationale for introduction/Driver for change	To provide a clear, robust and consistent framework for managing employees through Organisational Change.	
Summary of Substantive Changes (if applicable)	The Organisational Change procedure was previously an appendix to SWITCH (redeployment) policy. It is now presented as a separate document. The Procedure links with the wider change management and project management practice within the Council The appeals mechanism was updated and widened An additional section has been added concerning special provisions and protections for particular employees	
Summary of Technical Changes (if applicable)	Technical changes have been made to reflect current policy and practice and in response to feedback from all stakeholders clarity has been provided in areas where appropriate.	
Lead Officer	Strategic HR Manager	
Final Trades Union Position	Agreed	
Consultation & Approval Process	*Committee*	
	Convenors	
	JCF (if applicable)	
	C. S. Committee (if applicable)	*21st November 2018*

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Accompanying Documentation	Equality Impact Assessment
Linked Policies, Schemes and Procedures	Equality Impact Assessment (EIA) Guide (http://intranet.west-dunbarton.gov.uk/media/8262/wdc-eia-guidance-august-2016.docx) This Procedure complies with the Employment Rights Act 1996, Equality Act 2010 and ACAS guidance. This policy is supported by a range of Council Policies: • Attendance Management Policy • Recruitment and Selection Policy • Job Evaluation Policy • SWITCH (Redeployment) Policy

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CONTENTS

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ORGANISATIONAL CHANGE

1. INTRODUCTION

1.1 Throughout any period of organisational change effective communication and consultation systems are vital. Where possible Managers will involve Trades Unions and employees as soon as any organisational change has been proposed, allowing for consideration of concerns, views and ideas at an early stage in the planning process.

1.2 The councils change management framework should also be reviewed to assist the planning of a change programme. This sets out the initiatives, processes, and behaviours which influence people during periods of change, at both an individual and organisational level. It builds on the principals of Focus, Engage, Deliver when managing people and change. If not already undertaken, it is strongly recommended that all parties review and consider this framework before the commencement of the re-design.

2. PROCEDURES

2.1 The recognised Trade Unions will be advised of any proposal to undertake restructuring within a Strategic Lead Area, Section or Service with a view to reaching agreement.

2.2 At an early stage a nominated Senior Officer within the Strategic Lead Area, supported by Strategic H R, will act as lead officer for contact with the Trade Unions through the process. Notes of meetings will be taken, as required, and distributed to all parties.

2.3 The lead officer will ensure that there is full consultation with the Trade Unions on:

- Why the proposed changes are necessary;
- How the changes might affect individual employees;
- What the proposed processes are in taking forward the changes;
- What the next steps are;
- Proposed timescales for the change;
- Practical impact the changes are likely to have; and
- Actions or responses needed from employees.

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

3. CONFLICT OF INTEREST

3.1 All Services should avoid, where possible, any potential conflict of interest arising from a management structure where romantic or other family relationships are evident. Where such relationships exist, it is recommended to replace any line management relationship where possible and all involved should be reminded of the need to ensure that professional standards are maintained.

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4   IMPLEMENTATION PLAN FOR NEW STRUCTURE

4.1   Following agreement of the revised structure, the Manager will produce an implementation plan including timescales. This plan will be the subject of consultation with the Trade Unions.

4.2   Mangers should follow the consultation framework and track progress using the project management toolkit. This ensures that all progress, amendments and delays are accurately recorded and inform discussions.

5   MATCHING PROCESS

5.1   Where there is a 'one to one' transfer from the old structure to the new structure, this should be a simple match. Where there are multiple matches Managers should identify a matching pool; grouping together employees holding posts in the old structure, that have some similarity to posts in the new structure. Managers will consult with the Trade Unions on the employees allocated to the matching pool.

5.2   If the number of posts in the new structure is equal to or exceeds the number of employees in the matching pool, Managers will produce proposals as to how employees would be best matched to the new posts. There will be ongoing discussions with the Trade Unions and with employees on such proposals, taking into account the needs of operational efficiency, the wishes of employees and any relevant personal circumstances, e.g. caring commitments .

5.3   Employees will be matched to posts in the new structure. A match is where the new post is broadly similar (eg 70% or more) to existing posts. Each post (or group of similar posts) in the new structure must be compared with posts in the old structure to determine the extent to which there is a match between the duties of the new and old posts.

5.4   Where a post is deemed to be a match (eg 70% or more) the post holder will be automatically matched to the post in the new structure and will be given the necessary training, supervision and development opportunities to allow them to successfully undertake the duties of the post. Where numbers are not comparable i.e. more employees in the old structure than posts in the new structure, matching will be by competitive interview between the individuals considered to be a match to the post. Competitive interview will be in accordance with the Council's normal recruitment and selection procedures.

5.5   The outcomes concerning matching of posts should be clearly communicated to the employee providing rationale for the decision as appropriate.

5.6   When matching has been concluded employees matched will be issued with new contracts of employment.

6   APPEAL AGAINST MATCHING

6.1   Following the matching process, employees will be advised in writing of their matched post or their matching pool, and of their right to raise a matching appeal under the Appeals Procedures and appeals will be heard by the Strategic Director / Lead (as appropriate) or a nominated senior manager. In cases where the Strategic Lead has made the matching decision, appeals will be heard by another Strategic

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Lead or Strategic Director. Matching appeals will only be competent on the grounds that the employee:

- Has not been offered a match where they believe they are entitled to one because the duties are broadly similar, or
- Has been included in the wrong matching pool, or
- Has been excluded from a matching pool
- The terms of the match are not considered to be reasonable alternative employment. Full details of the reasons for this must be provided

6.2   Appeals must be submitted on the Appeals Form (Appendix 2) to the Strategic Lead, and copied to the Strategic Lead for People and Technology for information, within 7 days of notification of the proposed match, matching pool or otherwise. The Strategic Lead will ensure that that Appeal meeting is held as quickly as possible and a representative from Strategic HR will be in attendance.

6.3   If an appeal is lodged in respect of a proposed match, no further action will be taken regarding the matching to that post until the outcome of the appeal is known.

7.   NEW POSTS WITHIN THE NEW STRUCTRE

7.1   New posts may arise within the new structure where the duties contain <u>significant</u> additional or different elements which mean that the post is not suitable for matching.

7.2   The additional elements for new post may be new duties that were not previously undertaken within the old structure, or a higher level of responsibility which may or may not be reflected in a higher grading.

<u>New Posts at the same grade</u>

7.3   Where there is a new post at the same grade, discussion should take place concerning the suitability of this post with support for the additional aspects and training required.

7.4   Should a post be deemed inappropriate as a match or reasonable alternative employment, full details of the rationale should be provided to employees and trade unions.

7.5   Such posts shall be filled on merit after advertisement in accordance with the normal procedures for filling vacancies. Consideration will be given to restricting the field of applicants (e.g. internal applicants only) where this would indirectly negate the need for redundancy.

<u>New Posts at a higher grade</u>

7.6   Individuals will not normally be "matched" to a higher graded post through a restructure, however it may be appropriate to include those at a lower grade if this can indirectly enable redundancy to be avoided.

7.7   In such circumstances, consideration should be given to restricting the field of applicants to an internal pool. If this is the approach being taken, cognisance should also be given to other individuals on the redeployment register who may also be

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eligible and have suitable skills for the role. If so, they should be considered for any internal pool.

7.8 The key point within any restructure is reducing the likelihood of redundancy and not facilitating promotion.

7.9 When employees are eligible for consideration, an interview should be held to determine the individual's ability to undertake the additional responsibilities now or within a reasonable period following additional training.

7.10 Once all of the above has been considered, any new post shall be filled on merit after advertisement in accordance with the normal procedures for filling vacancies.

8. PAY PROTECTION

8.1 Where, as a result of organisational change, an employee is matched or redeployed to a post with a lower grade, salary will be protected on a cash conservation basis for a maximum of two years. Cash conservation will be based on pay and contractual allowances associated with the former post. Non-contractual payments are excluded.

8.2 To minimise this protection period and to support employees to return to their previous grade at the earliest opportunity, suitable employment opportunities that arise will be considered and support provided to secure employment.

8.3 For those who are in the local Government pension scheme the appropriate certificate of protection (S20) will be completed to reflect the circumstances of pay protection and the employee will also receive a copy for their records

9. DISPLACED EMPLOYEES

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

10. SPECIAL PROVISIONS FOR REDUNDANCY

10.1 When managing a restructure it is important to be cognisant of those with special provisions.

- those on maternity, adoption or additional paternity leave who are entitled to preferential treatment in the event of redundancy.
- Those in the pension scheme and over 55 (50 if they were a member as at 6th April 2006) who have at least two years' total membership,

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

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West
Dunbartonshire
C O U N C I L

MATCHING PROCESS – APPEAL AGAINST DECISION

SECTION 1 – EMPLOYEE DETAILS	
NAME:	
CURRENT JOB TITLE:	
CURRENT STRATEGIC LEAD AREA:	

SECTION 2 – JOB MATCH DETAILS	
MATCHED JOB TITLE:	
MATCHED STRATEGIC LEAD AREA:	

SECTION 3 – GROUNDS OF APPEAL

SIGNATURE: **DATE:**

Completed Forms Returned to: Strategic Lead for People & Technology
Copy to: Strategic Lead (Area)

Appeals must be submitted within 7 days of notification of match

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WEST DUNBARTONSHIRE COUNCIL

Report by Strategic Lead – People and Technology

Corporate Services Committee: 21st November 2018

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Subject: Workforce Monitoring Report (1st April – 30th September 2018)

1.   Purpose

1.1   The purpose of this report is to provide workforce monitoring information relating to April – September 2018.

2.   Recommendations

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

3.   Background

3.1   This report provides information concerning the workforce demographic allowing for the monitoring of trends and consideration of workforce impacts. 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

4.1   The table overleaf details headcount data for the Council per Strategic Lead Area and including apprentices, casual workers, fixed term and permanent employees. When compared with the previous reporting period, the total headcount for the Council has decreased by 40 individuals. The decrease in headcount includes 39 apprenticeships, an increase of 92 casual workers and a decrease in permanent and fixed term contracts, down 27 and 66 respectively. This accounts for the sessional variation in some areas of the business with the supply lists growing at this time of year, there are also 11 further apprenticeship contracts awaiting final approvals and will be commencing in November.

4.2   When compared to the same period last year the headcount has increased by 381 with a slight reduction of 2 apprenticeships and an increase in casual and fixed term contracts, 35 and 44 respectively. When comparing to the same period last year the council has seen a significant increase of 304 permanent contracts. This reflects the areas of growth in Community Health and Care, Educational Learning and Attainment and Housing and Employability. These figures reinforce the Council's commitment to maintaining employment in times of organisational change.

Table 1 – Headcount Data (as at 30th September 2018)

Department	Service	Apprentice	Casual	Fixed Term	Permanent	Grand Total
Strategic Management	Strategic Management	0	0	0	14	14
HSCP	Child Health Care & C J	1	33	25	267	326
	Community Health & Care	0	49	46	1027	1122
	Finance & Resources	0	0	1	6	7
	Mental Health Addic & LD	1	0	10	167	178
	Strategy, Planning & HI	0	0	1	24	25
HSCP Total		2	82	83	1491	1658
Regen Environ & Growth	Environment & Neighbourh	22	38	15	899	974
	Housing & Employability	4	9	39	253	305
	Regeneration	30	0	114	293	437
Regen Environ & Growth Total		56	47	168	1445	1716
Transform & Pub Sec Refo	Comms Culture & Communit	1	32	8	161	202
	Educ Learning & Attain	6	176	100	892	1174
	People & Technology	1	0	4	95	100
	Regulatory	1	2	8	92	103
	Resources	3	0	13	296	312
Transformation & Public Service Reform (Excl. Teachers)		12	210	133	1536	1891
Local Government Employees Total		**70**	**339**	**384**	**4486**	**5279**
Transformation & Public Service Reform (Teachers)		0	213	124	981	1318
Council Wide Total (September 2018)		**70**	**552**	**508**	**5467**	**6597**

Head Count data for comparison purposes

Council Wide Total March 2018		109	460	574	5494	6637
Council Wide Total September 2017		72	517	464	5163	6216

4.3 Monitoring the number of casual workers (including supply) is undertaken on a quarterly basis and reported to the 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.

Early Retirements and Voluntary Severance

4.4 During the last 6 months, a total of 12 employees were granted early retirement on the grounds of efficiency of the service, redundancy or released on voluntary severance as shown in Table 2. In line with data protection requirements (due to the limited numbers in individual directorates), the table shows the data consolidated as a council wide figure.

4.5 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 (1st April 2018 – 30th September 2018)

Council wide	No. of EE's	*One-Off Costs	Annual Costs (Recurring)	Net Annual Savings (Recurring)
TOTALS**	12	£285,577	£6,718	£296,596

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.together. The above shows a council wide figure.

4.6 In respect of the 12 employees released, 9 were granted early retirement on efficiency or redundancy grounds and 3 were granted voluntary severance. The number of employees being released through voluntary early retirement/severance has remained fairly consistent over the last 2 years as detailed below.

Table 3– Comparison to Previous periods

	Number of Employees			
Council Wide	1 April 2017 – 30 September 17	1 October 2017 – 31 March 2018	1 April 2017 – 30 September 17	1 October 2016 – 31 March 17
TOTALS	12	10	12	11

*In accordance with data protection regulations directorates with 2 or fewer employees will be merged.

4.7 On 1st June 2018, changes were made within the Local Government Pension Scheme (LGPS), one of which allows scheme members to retire from age 55 without employer consent. The terms of this provision allow members to access their pension benefits with an actuarial reduction applied (to compensate the fund for the member taking the benefits early). There are no costs incurred by the council. The council's discretions policy will be updated to reflect this provision in the new year when updated by SPFO.

4.8 To date there have been 9 applications with one individual accepting the terms and is currently agreeing their retirement date. Details of the activity and uptake of this provision will be included in future reports.

Early Retirements - Ill-health

4.9 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.

4.10 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.

4.11 Table 4 below shows the number of employees who retired early on the grounds of ill health. For the period April – September all ill health retirement were approved at Tier 1 (TIB). The total number of ill health retirements for the previous three reporting periods is also included for comparison purposes.

Table 4 – Ill Health Retirements (1 April 2018 – 30th September 2018)

Strategic Directorate	Total 1st April 2018 – 30 September 2018	Total 1 October 2017 – 31st March 2018	Total 1 April – 30 September 17	Total 1 October 2016 – 31 March 17
HSCP	7	7	5	5
Regeneration, Environment & Growth	1	2	4	3
Transformation & Public Sector Reform (Incl. Teachers)	4	2	0	2
TOTAL	**12**	**11**	**9**	**10**

Flexible Retirement

4.12 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 24 requests were received within the reporting period. Of these, 7 have been approved and accepted, and 14 are currently being processed, 1 individual withdrew their interest and 2 have been rejected due to service constraints. Every effort is being made to support flexible retirement requests where possible and services regularly revisit applications with a view to release.

4.13 A total of 20 requests were approved for release within the reporting period, with no cost to the Council. The table below shows the number of flexible

retirements release in the period, split by directorate for this year and last year for comparison purposes.

Table 5 – Flexible Retirements

Strategic Directorate	1 April – 30 September 2018	1st October 2017 – 31st March 2018	1 April – 30 September 2017	1 October 2016 – 31 March 2017
Regeneration, Environment & Growth	10	17	9	6
HSCP & Transformation & Public Service Reform (Excl. Teachers)*	10	9	8	6
TOTALS	20	26	17	12

* In accordance with data protection regulations directorates with 2 or fewer employees will be merged.

Redeployment

4.14 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.

4.15 The tables below details the number of employees who were on the redeployment register at the start of the reporting period (1/04/2018), 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 (31/09/2018).

Table 6

Reason	Number of employees on the register at the end of the period 30/09/2018	Number of employees added during the period	Number of employees on the register at 01/04/2018
Ill Health Capability	0	1	1
Organisational change	11	6	12
Job Evaluation	0	0	0
End of fixed term contract	0	0	0
TOTALS	11	7	12

| Pay | 11 | 0 | 4 |

protection			

* pay protection is shown separately as this may be related to job evaluation or organizational change

4.16 As detailed in Table 6, there were 12 employees on the redeployment register at the beginning of the reporting period, an additional 7 employees joined during the period. 8 employees were successfully placed and therefore removed from the register leaving 11 employees on the register at the end of the period.

4.17 Of the 11 individuals on the SWITCH register, all have secured alternative roles within the council and currently have an element of pay protection. In line with the SWITCH process, for the duration of pay protection all efforts will be made to support employees to return to their previous grade at the earliest opportunity

4.18 The table below details the outcomes achieved for the 8 people removed from the register:

Outcome of SWITCH process	Number of employees
Ill health	2
Employee secured a higher graded post (same service)	1
Alternative same grade post secured within the same service	3
Employee moved to an alternative service at the same grade	2
Total	**8**

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. Those being released are done so on the basis of robust cost benefit analysis.

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: 19/10/2018

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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: 21 November 2018

**Subject: Working Well Together - Attendance Management:
Bi-Annual Results - 1 April – 30 September 2018**

1.   Purpose

1.1   The purpose of this report is to provide Committee with detailed analysis on the attendance performance for the first 6 month period in 2018/19.

2.   Recommendations

2.1   It is recommended that Committee notes the below findings for reported absence in the 6 month period (1st April – 30th September 2018):

- The reduction in sickness absence of 68.38 FTE days lost (approx. 3.6%) compared to the same period last year for the service areas outlined in Appendices 3 – 10.; and
- The reduction in Council wide sickness absence of 1171.04 FTE days lost (approx. 5%) compared to the same period last year as outlined in Appendices 1 and 2.
- It should be noted that, as a result of the previously advised adjustment to the FTE aspect of the absence calculation from April 2018, any historical comparisons made throughout this report should be considered as an approximate indicator of performance and not an absolute comparison.

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

Service Performance

4.1   In the first 6 month period in 2018/19, 1912.45 FTE days were lost due to sickness absence across the services covered by this report. This represents a decrease of 68.38 FTE days lost compared to the same period last year.

4.1.2   Table 1 shows results for the 6 month period and compares these to the same period last year, as well as identifying individual targets. Absence for each Strategic Lead Area listed was below the Council average of 4.78 FTE days lost per FTE employee.

4.1.3 Whilst each service detailed below have performed better than the Council average, there is significant variance between the services. Whilst Communications, Culture and Communities have experienced a significant variance in the average days lost per FTE employee, an increase of 65.4%, it should be noted that this Strategic Lead area has a relatively small proportion of employees and as such any increase in absence levels are amplified when the variance is expressed as a percentage.

4.1.4 People and Technology and Regulatory service areas have experienced a significant reduction in the number of average days lost per FTE employee. Again, these services have a relatively small proportion of employees and so a decrease in absence levels will appear amplified when the variance is expressed as a percentage.

4.1.5 Resources have seen an improved performance in relation to the average days lost per FTE employee. Whilst the variance doesn't appear as significant as that of other services, it should be noted that Resources has larger proportion of employees and so any changes to the variance would not be as pronounced as the other services covered by this report.

Table 1 – Council / Strategic Lead Targets (Average days lost per FTE employee)

Strategic Lead Area	Apr – Sep 2017	Apr – Sep 2018	Variance	2018/2019 Target
Council Wide	**5.12**	**4.78**	**-6.7%**	**7.0**
Communications, Culture & Communities	2.68	4.43	+65.4%	6.5
People & Technology	2.06	1.48	-28%	4.5
Resources	3.12	3.69	+18.3%	7.0
Regulatory	3.31	1.98	-40.2%	6.0

4.2 Absence Reasons – Service Performance

4.2.1 Appendix 1 and 2 provide a detailed breakdown of the reasons for absence Council Wide.

4.2.2 Table 2 below shows the top 3 reasons for absence for the 6 month period for the areas covered by this report and compares these to the Council-wide results for the same period.

4.2.4 Whilst the top reason for absence Council-wide is musculoskeletal injuries, it does not feature in any of the top 3 absence reasons for the services covered by this report. Acute medical conditions are cited as one of the top reasons for absence in 3 of the services listed below as does minor illness.

4.2.5 Stress (personal and work related) and mental health also feature in each of the services top 3 reasons for absence. Work is already being taken forward as part of the Employee Wellbeing group to support the mental health of employees (further information on which is detailed in section 4.7 of this report). This will continue to be a focus for the group going forward.

Table 2 – Absence Reasons – Service performance

	1		2		3	
	Reason	**%**	**Reason**	**%**	**Reason**	**%**
Council Wide	**Musculo Skeletal Injuries**	**19.44**	**Acute Medical Conditions**	**18.2**	**Minor Illness**	**17.44**
Communications, Culture & Communities	Stress - Personal	16.58	Stress – Work Related	12.88	Minor Illness	10.89
People & Technology	Acute Medical Conditions	44.89	Stress – Personal	29.58	Minor Illness	24.74
Resources	Minor Illness	21.50	Acute Medical Conditions	18.42	Mental Health	9.15
Regulatory	Acute Medical Conditions	39.25	Stress – Work Related	15.23	Mental Health	9.7

Absence Duration – Service Performance

4.3 Table 3 shows the duration profile and compares to the overall Council-wide duration profile. Long term absence accounts for approximately 70.20% of Council-wide absence for the first 6 months of 2018/19, which is a small increase compared to the same period in the previous year. Whilst all the services broadly follow the trend of long term absence being more significant than short term absence, there are variations between the services. Communications, Culture and Communities and People and Technology have shown an increase in the proportion of long term absence compared to the same period in the previous year. In contrast, Resources and Regulatory have seen the proportion of long term absence reduce compared to the same period last year.

Table 3 – Absence Duration – Service performance

	Apr – Sep 2017		Apr – Sep 2018	
	Short Term	Long Term	Short Term	Long Term
Council Wide	**30.91%**	**69.09%**	**29.29%**	**70.20%**
Communications, Culture & Communities	42.77%	57.23%	27.2%	72.8%
People & Technology	45.51%	54.49%	24.96%	75.04%
Resources	31.94%	68.06%	40.64%	59.36%
Regulatory	38.94%	61.50%	42.57%	57.43%

Council-wide Performance

4.4 Chart 1 (below) shows the Council's absence trend for the year to date, compared with the previous three years. In the first 6 months of 2018/19, the Council's absence performance improved by approx. 5% compared to the same period in the previous year. The absence trends so far in 2018/2019 broadly reflect those of the same period in 2017/2018; that is absence levels improve over the spring/summer period but performance starts to deteriorate moving into the Autumn/winter months. However, it is worth noting that the increase in absence levels that historically happens during the transition from July onwards, increased more sharply from July 2018 when compared to the same period in 2017/2018.

Chart 1
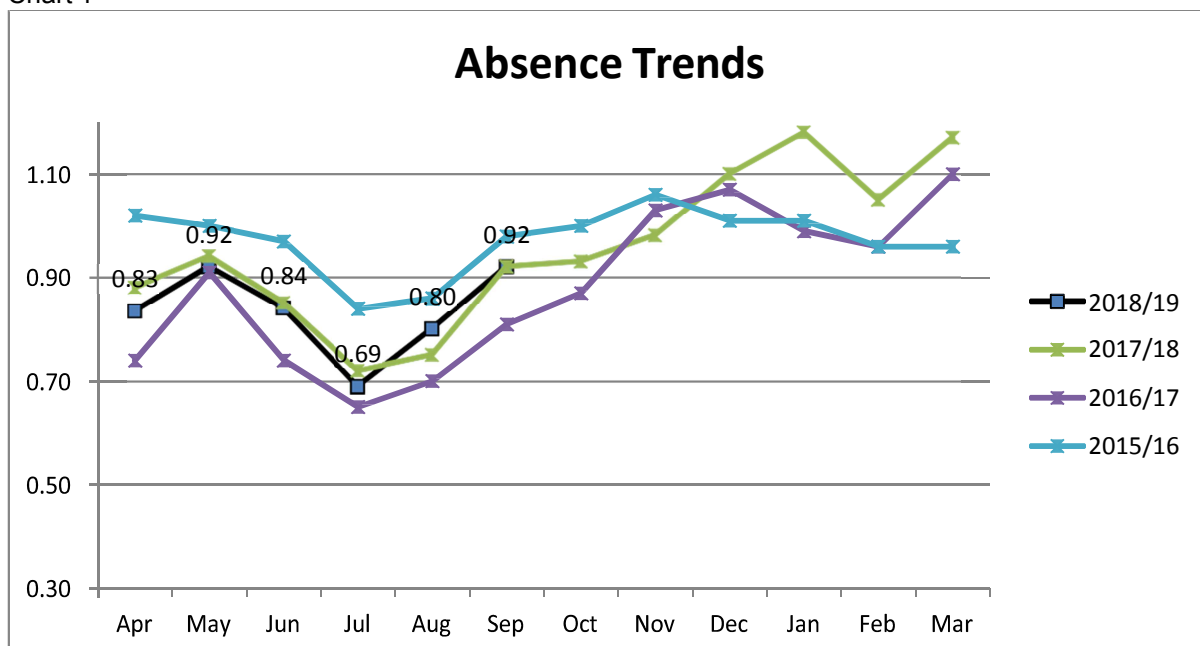
Employee Wellbeing Group

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 May 2018, or which are currently being progressed, include the following:

- Quarter 1 focus on promoting positive mental wellbeing
    - Promotion (during Mental Health Week in May) of Creative Lunching, encouraging people to take their lunch break away from their desks and do something different with their time.
    - Promotion (on World Mental Health day in October) of information on information and support available on the intranet in relation to mental health.
    - Commencement (in September) of a 12 month pilot Headtorch programme to support positive mental health at work.
    - Launch of a campaign to support employee financial wellbeing, including the introduction of a financial support services programme in partnership with Neyber, as well as signposting employees to services and information available from Working4U, Scotwest Credit Union and Money Advice Scotland.
- Quarter 2 focus on promoting physical activity and nutrition
    - Promotion of a 'step challenge' for employees and local walking and running clubs/events.
    - Promotion of activities to break the 'Desk all day' culture (including walking meetings and lunch time walks).
    - Promotion of discounted Leisure Trust membership.
    - Plans to offer fitness checks for employees. These will include a representation from the 'Live Well' project (a service which can be accessed through GPs for those who are looking to become active and improve their lifestyle).
- Themes for the remaining quarters of 2018/19 are promoting work/life balance and support for employees managing long term health conditions. Current planned activities include:
    - Highlighting existing partnership between the Council and Macmillan (including our Cancer Support Policy), as well as linking with the 'Improving the Cancer Journey' project (led by Working 4 U team in conjunction with MacMillan) which is exploring how people with cancer can be supported after treatment.
    - Development of new guidance on how to support employees with a disability. This will complement the existing policies and supports that are already in place and it is intended to help managers feel more confident in supporting employees with disabilities throughout the employment cycle.
    - Promotion of the Carer's Group and the benefits of the support this group offers to employees who care for people with long term conditions.

- Ongoing development and promotion of the Council's Employee Wellbeing intranet pages, ensuring that employees can easily access a range of existing and new sources of support and information in relation to wellbeing, with a particular focus on the quarterly themes.
- New system development to assist managers by enabling improved monitoring and oversight of the attendance management process.
- Successful retention of the Healthy Working Lives Gold Award

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 the first 6 months of 2018/19 indicate an improving picture for People and Technology and Resources however the results for Regulatory services and Communications, Culture and Communities show an increase in sickness absence. Notably, the results of all of the service areas covered by this report indicate that absence levels remain below the council average. Additionally, Council wide performance in relation to attendance has improved in April – September 2018 compared to the same period in 2017/2018.

6. Financial and Procurement Implications

6.1 Based on the estimated cost of a day's absence (£124 in 2018/19), table 4 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 4 – Cost of absence

Strategic Lead Area	Apr – Sep 2018
Council	**£3,359,061**
Communications, Culture & Communities	£72,710
People & Technology	£17,527
Resources	£22,367
Regulatory	£124,539

6.3 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, Trade Union Convenors 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.

Victoria Rogers
Strategic Lead People and Technology
Date: 10 October 2018

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Appendices:
Absence
	Appendix 1 Council Wide Quarter 1 2018/2019
	
	                   Summary
	Appendix 2 Council Wide Quarter 2 2018/2019
	                   Absence Summary
	
	Appendix 3 Communications, Culture &
	                   Communities Q1 2018/2019 Absence
	                   Summary
	Appendix 4 Communications, Culture &
	                   Communities Q2 2018/2019 Absence
	                   Summary
	Appendix 5 People & Technology Q1
	                   2018/2019 Absence Summary
	Appendix 6 People & Technology Q2
	                   2018/2019 Absence Summary

Background Papers: None
Wards Affected: None

TABLE 1 - Headline Figure

	Q1 2018/19	2.47	Q1 2017/18	2.55	Year on Year +/-	-3.20%

TABLE 2 - Days Lost per Employee

| 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) | | | | |
		Working Days Lost	% of Total Days Lost	Working Days Lost	% of Total Days Lost	Working Days Lost	% of Total Days Lost	Working Days Lost	% of Total Days Lost			
Strategic Management	14.00	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	235.95	47.0	0.0	45.0	0.0	154.9	0.2	771.3	0.8	1018.2	965.28	4.09
Community Health & Care	747.79	136.5	0.0	85.0	0.0	842.8	0.2	3139.4	0.7	4203.7	3,287.08	4.40
Finance & Resources	4.50	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	139.54	28.0	0.0	23.0	0.0	126.4	0.2	423.6	0.7	601.0	474.37	3.40
Strategy, Planning & Health Improvement	23.11	3.0	0.1	5.0	0.1	0.0	0.0	39.0	0.8	47.0	27.29	1.18
Health & Social Care Partnership	1,150.89	214.5	0.0	158.0	0.0	1124.1	0.2	4373.3	0.7	5869.9	4,754.02	4.13
Environment & Neighbourhood	653.86	88.0	0.0	113.0	0.1	390.2	0.2	1564.8	0.7	2155.9	1,676.93	2.56
Housing & Employability	255.73	20.5	0.0	37.5	0.1	75.9	0.1	452.6	0.8	586.5	553.21	2.16
Regeneration	423.31	63.0	0.1	65.0	0.1	311.3	0.3	630.7	0.6	1070.1	1,067.99	2.52
Regeneration, Environment & Growth	1,332.90	171.5	0.0	215.5	0.1	777.4	0.2	2648.1	0.7	3812.5	3,298.13	2.47
Communications, Culture & Communities	132.72	10.0	0.0	4.0	0.0	66.7	0.2	264.2	0.8	344.9	271.30	2.04
Education Learning & Attainment	643.77	136.5	0.1	77.0	0.0	361.9	0.2	1202.6	0.7	1778.0	1,245.98	1.94
People & Technology	95.56	1.0	0.0	0.0	0.0	6.9	0.1	43.3	0.8	51.2	40.07	0.42
Regulatory	90.35	9.0	0.1	9.0	0.1	28.6	0.2	77.0	0.6	123.6	114.44	1.27
Resources	274.39	51.5	0.1	25.0	0.0	99.2	0.2	326.0	0.6	501.7	434.13	1.58
Transformation & Public Service Reform (Excl. Teachers)	1,236.79	208.0	0.1	115.0	0.0	563.3	0.2	1913.1	0.7	2799.4	2,105.92	1.70
LOCAL GOVERNMENT EMPLOYEES TOTAL	3,734.58	594.0	0.0	488.5	0.0	2464.8	0.2	8934.5	0.7	12481.7	10,158.07	2.72
Transformation & Public Service Reform (Teachers)	887.68	168.5	0.1	65.0	0.0	278.6	0.2	953.6	0.7	1465.7	1,251.34	1.41
COUNCIL-WIDE TOTAL	4,622.26	762.5	0.1	553.5	0.0	2743.4	0.2	9888.0	0.7	13947.4	11,409.41	2.47

TABLE 3 - Breakdown of Days Lost by Duration Category

Duration	Working Days Lost	Percentage of Lost Days
Intermittent (1-3 days)	762.5	5.47%
Short Term (4-5 days)	553.5	3.97%
Medium Term (6 days-4 weeks)	2,743.4	19.67%
Long Term (over 4 weeks)	9,888.0	70.90%
TOTAL	13,947.4	100%

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 - 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			
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	0.00	0.00
Child Healthcare & Criminal Justice	235.95	280.1	49.9	68.1	5.0	95.6	7.1	10.7	56.9	136.4	0.0	0.0	308.4	1018.2	965.28	4.09
Community Health & Care	747.79	394.0	275.7	1093.3	692.1	196.9	44.9	1.0	223.3	866.6	116.0	0.0	300.0	4203.7	3,287.08	4.40
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	0.00	0.00
Mental Health, Addiction & Learning Disabilities	139.54	100.3	41.4	39.3	105.6	47.1	0.0	0.0	0.0	23.0	45.7	0.0	198.6	601.0	474.37	3.40
Strategy, Planning & Health Improvement	23.11	8.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	39.0	0.0	0.0	0.0	47.0	27.29	1.18
Health & Social Care Partnership	1,150.89	782.4	367.0	1200.7	802.7	339.6	52.0	11.7	319.2	1026.0	161.7	0.0	807.0	5869.9	4,754.02	4.13
Environment & Neighbourhood	653.86	324.3	152.6	696.0	190.6	63.9	24.3	24.0	69.0	449.2	0.0	47.1	115.1	2155.9	1,676.93	2.56
Housing & Employability	255.73	126.2	5.0	95.0	47.1	74.0	49.3	21.4	0.0	92.1	0.0	0.0	76.3	586.5	553.21	2.16
Regeneration	423.31	209.5	110.9	273.7	64.3	30.0	0.0	0.0	85.7	202.4	0.0	0.0	93.6	1070.1	1,067.99	2.52
Regeneration, Environment & Growth	1,332.90	660.0	268.4	1064.7	302.0	167.9	73.6	45.4	154.7	743.7	0.0	47.1	284.9	3812.5	3,298.13	2.47
Communications, Culture & Communities	132.72	49.9	42.1	0.0	55.7	6.9	0.0	0.0	21.4	76.7	0.0	0.0	92.1	344.9	271.30	2.04
Education & Attainment	643.77	419.9	88.3	197.9	311.4	83.1	85.8	4.0	217.9	252.0	34.9	7.1	75.7	1778.0	1,245.98	1.94
People & Technology	95.56	1.0	0.0	0.0	43.3	0.0	0.0	0.0	0.0	6.9	0.0	0.0	0.0	51.2	40.07	0.42
Regulatory	90.35	16.0	0.0	0.0	0.0	0.0	28.6	0.0	0.0	45.4	0.0	0.0	33.6	123.6	114.44	1.27
Resources	274.39	89.4	17.6	13.3	77.4	54.3	5.0	0.0	65.0	83.3	25.6	0.0	70.9	501.7	434.13	1.58
Transformation & Public Service Reform (Excl. Teachers)	1,236.79	576.2	148.0	211.2	487.9	144.3	119.4	4.0	304.3	464.3	60.5	7.1	272.3	2799.4	2,105.92	1.70
LOCAL GOVERNMENT EMPLOYEES TOTAL	3,734.58	2018.5	783.5	2476.6	1592.5	651.7	244.9	61.1	778.3	2234.0	222.2	54.2	1364.2	12481.7	10,158.07	2.72
Transformation & Public Service Reform (Teachers)	887.68	461.2	0.0	273.4	114.7	44.3	65.0	17.9	42.9	287.4	40.3	0.0	118.6	1465.7	1,251.34	1.41
COUNCIL-WIDE TOTAL	4,622.26	2479.8	783.5	2750.0	1707.2	696.0	309.9	79.0	821.1	2521.4	262.5	54.2	1482.8	13947.4	11,409.41	2.47

TABLE 5 - Days Lost by Absence Category

Absence Reason	Working Days Lost	Percentage of Lost Days
Minor Illness	2,479.8	17.78%
Back Pain	783.5	5.62%
Musculo-skeletal Injuries	2,750.0	19.72%
Stress	1,707.2	12.24%
Recurring Medical Conditions	696.0	4.99%
Non Work Related Accidents / Injuries	309.9	2.22%

Work Related Accidents / Injuries	79.0	0.57%
Mental Health	821.1	5.89%
Acute Medical Conditions	2,521.4	18.08%
Pregnancy Related Absence	262.5	1.88%
Drink or Drug Related Condition	54.2	0.39%
Stress - Work Related	1,482.8	10.63%
TOTAL	**13,947.4**	**100%**

West Dunbartonshire COUNCIL	WDC Absence Statistics	Service: Council-Wide Period: Q2 2018/19

TABLE 1 - Headline Figure	Q2 2018/19	2.31	Q2 2017/18	2.53	Year on Year +/-	-8.68%

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			
Strategic Management	**13.76**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.00**	**0.00**
Child Healthcare & Criminal Justice	234.15	26.0	37.0	210.0	597.0	870.0	832.55	3.56
Community Health & Care	741.45	104.0	107.5	842.4	3595.3	4649.2	3,537.57	4.77
Finance & Resources	5.50	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Mental Health, Addiction & Learning Disabilities	138.05	39.5	26.0	129.3	381.4	576.2	453.66	3.29
Strategy, Planning & Health Improvement	22.88	2.0	5.0	4.6	20.1	31.7	21.49	0.94
Health & Social Care Partnership	**1,142.02**	**171.5**	**175.5**	**1,186.2**	**4,593.9**	**6,127.1**	**4,845.27**	**4.24**
Environment & Neighbourhood	658.74	77.5	92.0	419.3	1454.5	2043.2	1,525.65	2.32
Housing & Employability	260.09	29.0	35.0	56.1	368.3	488.4	474.61	1.82
Regeneration	422.69	49.0	83.0	291.0	776.4	1199.4	1,136.92	2.69
Regeneration, Environment & Growth	**1,341.52**	**155.5**	**210.0**	**766.5**	**2599.2**	**3731.1**	**3,137.18**	**2.34**
Communications, Culture & Communities	131.88	20.5	14.0	79.3	256.5	370.3	315.07	2.39
Education Learning & Attainment (Support Staff)	691.04	99.5	92.5	329.0	774.8	1295.8	1,065.13	1.54
People & Technology	95.29	9.0	15.0	26.8	61.0	111.8	101.28	1.06
Regulatory	92.05	5.0	0.0	42.3	49.7	97.0	65.94	0.72
Resources	269.97	60.0	61.5	179.0	369.6	670.1	570.22	2.11
Transformation & Public Service Reform (Excl. Teachers)	**1,280.22**	**194.0**	**183.0**	**656.4**	**1511.6**	**2545.0**	**2,117.64**	**1.65**
LOCAL GOVERNMENT EMPLOYEES TOTAL	**3,777.52**	**521.0**	**568.5**	**2609.1**	**8704.6**	**12403.2**	**10,100.09**	**2.67**
Transformation & Public Service Reform (Teachers)	**865.63**	**128.0**	**62.0**	**122.9**	**425.7**	**738.6**	**617.74**	**0.71**
COUNCIL-WIDE TOTAL	**4,643.15**	**649.0**	**630.5**	**2732.0**	**9130.3**	**13141.8**	**10,717.82**	**2.31**

TABLE 3 - Breakdown of Days Lost by Duration Category

Duration	Working Days Lost	Percentage of Lost Days
Intermittent (1-3 days)	649.0	4.94%
Short Term (4-5 days)	630.5	4.80%
Medium Term (6 days-4 weeks)	2,732.0	20.79%
Long Term (over 4 weeks)	9,130.3	69.48%
TOTAL	**13,141.8**	**100%**

Working Days Lost

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

TABLE 4 - Absence Reasons

Department	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	Total Working Days Lost	FTE Days Lost	Total FTE Days Lost by FTE Employees
Strategic Management	**13.76**	**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	234.15	148.4	0.0	111.7	46.0	167.4	43.6	3.0	100.6	65.0	0.0	0.0	184.3	870.0	832.55	3.56
Community Health & Care	741.45	724.8	353.0	1095.4	411.6	262.5	253.3	32.1	214.5	862.5	124.6	0.0	315.0	4649.2	3,537.57	4.77
Finance & Resources	5.50	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	0.00	0.00
Mental Health, Addiction & Learning Disabilities	138.05	164.6	5.0	5.0	67.7	28.6	0.0	18.6	10.7	51.2	28.4	0.0	196.4	576.2	453.66	3.29
Strategy, Planning & Health Improvement	22.88	7.0	0.0	0.0	0.0	0.0	0.0	4.6	20.1	0.0	0.0	0.0	0.0	31.7	21.49	0.94
Health & Social Care Partnership	**1,142.02**	**1044.9**	**358.0**	**1212.1**	**525.3**	**458.5**	**296.9**	**58.3**	**345.9**	**978.6**	**153.0**	**0.0**	**695.7**	**6127.1**	**4,845.27**	**4.24**
Environment & Neighbourhood	658.74	264.4	75.3	527.3	133.1	224.0	128.1	126.1	32.9	445.0	22.0	0.0	65.0	2043.2	1,525.65	2.32
Housing & Employability	260.09	71.9	4.0	90.7	30.1	69.7	54.4	0.0	12.1	102.9	0.0	0.0	52.6	488.4	474.61	1.82
Regeneration	422.69	205.0	174.5	320.0	255.0	4.0	10.7	0.0	95.7	53.9	0.0	5.0	75.7	1199.4	1,136.92	2.69
Regeneration, Environment & Growth	**1,341.52**	**541.2**	**253.8**	**938.0**	**418.3**	**297.7**	**193.3**	**126.1**	**140.7**	**601.7**	**22.0**	**5.0**	**193.3**	**3731.1**	**3,137.18**	**2.34**
Communications, Culture & Communities	131.88	77.9	45.7	37.2	62.9	22.5	0.0	0.0	56.1	38.3	0.0	0.0	29.7	370.3	315.07	2.39
Education Learning & Attainment (Support Staff)	691.04	210.7	7.0	271.9	196.7	74.1	8.6	17.6	69.7	350.7	40.7	5.0	43.1	1295.8	1,065.13	1.54
People & Technology	95.29	40.4	0.0	0.0	5.0	0.0	0.0	0.0	0.0	66.4	0.0	0.0	0.0	111.8	101.28	1.06
Regulatory	92.05	3.0	0.0	0.0	13.6	17.9	0.0	0.0	0.0	41.2	0.0	0.0	21.4	97.0	65.94	0.72
Resources	269.97	162.6	38.0	7.0	75.5	61.4	1.0	0.0	107.2	132.6	0.0	0.0	84.9	670.1	570.22	2.11
Transformation & Public Service Reform (Excl. Teachers)	**1,280.22**	**494.7**	**90.7**	**316.0**	**353.7**	**175.9**	**9.6**	**17.6**	**233.0**	**629.1**	**40.7**	**5.0**	**179.1**	**2545.0**	**2,117.64**	**1.65**
LOCAL GOVERNMENT EMPLOYEES TOTAL	**3,777.52**	**2080.8**	**702.5**	**2466.2**	**1297.2**	**932.1**	**499.7**	**201.9**	**719.6**	**2209.4**	**215.7**	**10.0**	**1068.1**	**12403.2**	**10,100.09**	**2.67**
Transformation & Public Service Reform (Teachers)	**865.63**	**165.2**	**0.0**	**49.3**	**113.7**	**4.0**	**87.3**	**0.0**	**81.4**	**198.6**	**12.0**	**0.0**	**27.1**	**738.6**	**617.74**	**0.71**
COUNCIL-WIDE TOTAL	**4,643.15**	**2246.0**	**702.5**	**2515.5**	**1410.9**	**936.1**	**587.0**	**201.9**	**801.0**	**2408.0**	**227.7**	**10.0**	**1095.2**	**13141.8**	**10,717.82**	**2.31**

TABLE 5 - Days Lost by Absence Category

Absence Reason	Working Days Lost	Percentage of Lost Days
Minor Illness	2,246.0	17.09%
Back Pain	702.5	5.35%
Musculo-skeletal Injuries	2,515.5	19.14%
Stress	1,410.9	10.74%
Recurring Medical Conditions	936.1	7.12%
Non Work Related Accidents / Injuries	587.0	4.47%
Work Related Accidents / Injuries	201.9	1.54%
Mental Health	801.0	6.10%
Acute Medical Conditions	2,408.0	18.32%
Pregnancy Related Absence	227.7	1.73%
Drink or Drug Related Condition	10.0	0.08%
Stress - Work Related	1,095.2	8.33%
TOTAL	**13,141.8**	**100%**

Working Days Lost

Legend: Absence Reason, 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
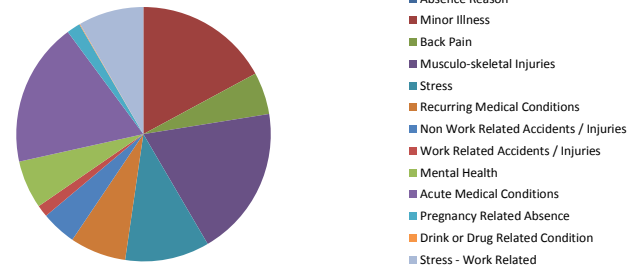
West Dunbartonshire COUNCIL	WDC Absence Statistics	Service: Communications, Culture & Communities Period: Q1 2018/19

TABLE 1 - Headline Figure	Q1 2018/19	2.04	Q1 2017/18	0.60	Year on Year +/-	240.7%

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	15.48	3.0	0.0	7.9	100.0	110.9	85.09	5.50
Customer Services	43.61	0.0	4.0	20.4	89.3	113.7	104.06	2.39
Libraries & Culture	68.22	7.0	0.0	38.4	74.9	120.3	82.15	1.20
Strat Org Pol & Perform	5.41	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Communications, Culture & Communities TOTAL	**132.72**	**10.0**	**4.0**	**66.7**	**264.2**	**344.9**	**271.30**	**2.04**

TABLE 3 - Breakdown of Days Lost by

Duration	Total Working Days Lost	Percentage of Lost Days
Intermittent (1-3 days)	10.0	2.90%
Short Term (4-5 days)	4.0	1.16%
Medium Term (6 days-4 weeks)	66.7	19.33%
Long Term (over 4 weeks)	264.2	76.61%
TOTAL	**344.9**	**100.00%**

Working Days Lost

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

WDC Absence Statistics

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			
Communications, Events & Engagement	15.48	10.9	0.0	0.0	47.9	0.0	0.0	0.0	0.0	0.0	0.0	0.0	52.1	110.9	85.09	5.50
Customer Services	43.61	12.6	33.6	0.0	7.9	0.0	0.0	0.0	21.4	34.3	0.0	0.0	4.0	113.7	104.06	2.39
Libraries & Culture	68.22	26.5	8.6	0.0	0.0	6.9	0.0	0.0	0.0	42.4	0.0	0.0	35.9	120.3	82.15	1.20
Strat Org Pol & Perform	5.41	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
Communications, Culture & Communities TOTAL	**132.72**	**49.9**	**42.1**	**0.0**	**55.7**	**6.9**	**0.0**	**0.0**	**21.4**	**76.7**	**0.0**	**0.0**	**92.1**	**344.9**	**271.30**	**2.04**

TABLE 5 - Days Lost by Absence Category

Absence Reason	Total Working Days Lost	Percentage of Lost Days
Minor Illness	49.9	14.48%
Back Pain	42.1	12.22%
Musculo-skeletal Injuries	0.0	0.00%
Stress - Personal	55.7	16.16%
Recurring Medical Conditions	6.9	1.99%
Non Work Related Accidents / Injuries	0.0	0.00%
Work Related Accidents / Injuries	0.0	0.00%
Mental Health	21.4	6.21%
Acute Medical Conditions	76.7	22.25%
Pregnancy Related Absence	0.0	0.00%
Drink or Drug Related Condition	0.0	0.00%
Stress - Work Related	92.1	26.70%
TOTAL	**344.9**	**100.00%**

Working Days Lost

- Minor Illness
- Back Pain
- Musculo-skeletal Injuries
- Stress - Personal
- 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

West Dunbartonshire COUNCIL	**WDC Absence Statistics**	**Service: Communications, Culture & Communities** **Period: Q2 2018/19**

TABLE 1 - Headline Figure	**Q2 2018/19**	**2.39**	**Q2 2017/18**	**2.08**	**Year on Year +/-**	**14.7%**

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	19.25	0.0	0.0	0.0	49.3	49.3	37.27	1.94
Customer Services	43.17	5.5	14.0	33.4	65.0	117.9	104.89	2.43
Libraries & Culture	64.56	13.0	0.0	45.9	142.2	201.1	170.91	2.65
Strat Org Pol & Perform	4.90	2.0	0.0	0.0	0.0	2.0	2.00	0.41
Communications, Culture & Communities TOTAL	**131.88**	**20.5**	**14.0**	**79.3**	**256.5**	**370.3**	**315.07**	**2.39**

TABLE 3 - Breakdown of Days Lost by

Duration	Total Working Days Lost	Percentage of Lost Days
Intermittent (1-3 days)	20.5	5.54%
Short Term (4-5 days)	14.0	3.78%
Medium Term (6 days-4 weeks)	79.3	21.41%
Long Term (over 4 weeks)	256.5	69.27%
TOTAL	**370.3**	**100.00%**

Working Days Lost

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

WDC Absence Statistics

TABLE 4 - Absence Reasons

Section / Team	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	Total Working Days Lost	FTE Days Lost	Total FTE Days Lost by FTE Employees
Communications, Events & Engagement	19.25	0.0	0.0	0.0	49.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	49.3	37.27	1.94
Customer Services	43.17	22.9	45.7	19.3	13.6	0.0	0.0	0.0	0.0	16.4	0.0	0.0	0.0	117.9	104.89	2.43
Libraries & Culture	64.56	53.0	0.0	17.9	0.0	22.5	0.0	0.0	56.1	21.9	0.0	0.0	29.7	201.1	170.91	2.65
Strat Org Pol & Perform	4.90	2.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	2.0	2.00	0.41
Communications, Culture & Communities TOTAL	**131.88**	**77.9**	**45.7**	**37.2**	**62.9**	**22.5**	**0.0**	**0.0**	**56.1**	**38.3**	**0.0**	**0.0**	**29.7**	**370.3**	**315.07**	**2.39**

TABLE 5 - Days Lost by Absence Category

Absence Reason	Total Working Days Lost	Percentage of Lost Days
Minor Illness	77.9	21.05%
Back Pain	45.7	12.34%
Musculo-skeletal Injuries	37.2	10.03%
Stress - Personal	62.9	16.98%
Recurring Medical Conditions	22.5	6.08%
Non Work Related Accidents / Injuries	0.0	0.00%
Work Related Accidents / Injuries	0.0	0.00%
Mental Health	56.1	15.16%
Acute Medical Conditions	38.3	10.34%
Pregnancy Related Absence	0.0	0.00%
Drink or Drug Related Condition	0.0	0.00%
Stress - Work Related	29.7	8.03%
TOTAL	**370.3**	**100.00%**

Working Days Lost

- Minor Illness
- Back Pain
- Musculo-skeletal Injuries
- Stress - Personal
- 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

West Dunbartonshire COUNCIL	**WDC Absence Statistics**	**Service: People & Technology** **Period: Q1 2018/19**

TABLE 1 - Headline Figure	Q1 2018/19	0.42	Q1 2017/18	1.23	Year on Year +/-	-65.9%

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			
Business Support	1.00	0.0	0.0	0.0	0.0	0.0	0.00	0.00
HR Service Centre	12.35	1.0	0.0	0.0	0.0	1.0	1.00	0.08
Pay & Remuneration	7.14	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Business Support Total	**20.49**	**1.0**	**0.0**	**0.0**	**0.0**	**1.0**	**1.00**	**0.05**
ICT Connect	1.99	0.0	0.0	0.0	0.0	0.0	0.00	0.00
IT Business Applications Management	10.66	0.0	0.0	0.0	0.0	0.0	0.00	0.00
IT Device Management	11.00	0.0	0.0	0.0	14.1	14.1	7.07	0.64
IT Infrastructure Management	21.28	0.0	0.0	6.9	0.0	6.9	2.86	0.13
IT Management	4.00	0.0	0.0	0.0	0.0	0.0	0.00	0.00
ICT Total	**48.92**	**0.0**	**0.0**	**6.9**	**14.1**	**21.0**	**9.93**	**0.20**
Organisational Development	8.16	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Organisational Development & Change Total	**8.16**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.00**	**0.00**
Health & Safety	5.72	0.0	0.0	0.0	29.1	29.1	29.14	5.10
Strategic HR	12.27	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Strategic HR Total	**17.98**	**0.0**	**0.0**	**0.0**	**29.1**	**29.1**	**29.14**	**1.62**
People & Technology TOTAL	**95.56**	**1.0**	**0.0**	**6.9**	**43.3**	**51.1**	**40.07**	**0.42**

TABLE 3 - Breakdown of Days Lost by Duration Category

Duration	Total Working Days Lost	Percentage of Lost Days
Intermittent (1-3 days)	1.0	1.96%
Short Term (4-5 days)	0.0	0.00%
Medium Term (6 days-4 weeks)	6.9	13.41%
Long Term (over 4 weeks)	43.3	84.63%
TOTAL	**51.1**	**100.00%**

Working Days Lost

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

TABLE 4 - Absence Reasons

Service	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	Total Working Days Lost	FTE Days Lost	Total FTE Days Lost by FTE Employees
Business Support	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	0.00	0.00
HR Service Centre	12.35	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	1.00	0.08
Pay & Remuneration	7.14	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
Business Support Total	**20.49**	**1.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**1.0**	**1.00**	**0.05**
ICT Connect	1.99	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
IT Business Applications Management	10.66	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
IT Device Management	11.00	0.0	0.0	0.0	14.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	14.1	7.07	0.64
IT Infrastructure Management	21.28	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	6.9	0.0	0.0	0.0	6.9	2.86	0.13
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	0.00	0.00
ICT Total	**48.92**	**0.0**	**0.0**	**0.0**	**14.1**	**0.0**	**0.0**	**0.0**	**0.0**	**6.9**	**0.0**	**0.0**	**0.0**	**21.0**	**9.93**	**0.20**
Organisational Development	8.16	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Organisational Development & Change Total	**8.16**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.00**	**0.00**
Health & Safety	5.72	0.0	0.0	0.0	29.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	29.1	29.14	5.10
Strategic HR	12.27	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
Strategic HR Total	**17.98**	**0.0**	**0.0**	**0.0**	**29.1**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**29.1**	**29.14**	**1.62**
People & Transformation TOTAL	**95.56**	**1.0**	**0.0**	**0.0**	**43.3**	**0.0**	**0.0**	**0.0**	**0.0**	**6.9**	**0.0**	**0.0**	**0.0**	**51.1**	**40.07**	**0.42**

TABLE 5 - Days Lost by Absence Category

Absence Reason	Total Working Days Lost	Percentage of Lost Days
Minor Illness	1.0	1.96%
Back Pain	0.0	0.00%
Musculo-skeletal Injuries	0.0	0.00%
Stress - Personal	43.3	84.63%
Recurring Medical Conditions	0.0	0.00%
Non Work Related Accidents / Injuries	0.0	0.00%
Work Related Accidents / Injuries	0.0	0.00%
Mental Health	0.0	0.00%
Acute Medical Conditions	6.9	13.41%
Pregnancy Related Absence	0.0	0.00%
Drink or Drug Related Condition	0.0	0.00%
Stress - Work Related	0.0	0.00%
TOTAL	**51.1**	**100.00%**

Working Days Lost

Legend:
- Minor Illness
- Back Pain
- Musculo-skeletal Injuries
- Stress - Personal
- 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
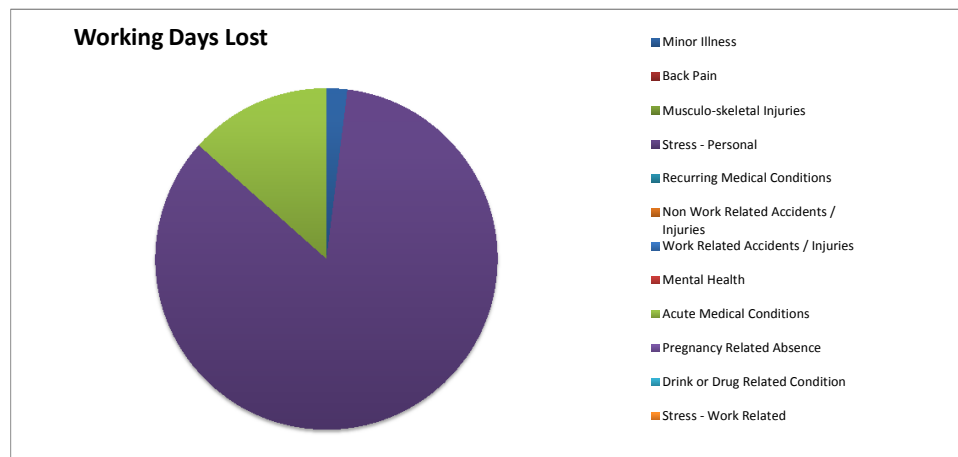
West Dunbartonshire COUNCIL	**WDC Absence Statistics**		**Service: People & Technology** **Period: Q2 2018/19**	

TABLE 1 - Headline Figure	Q2 2018/19	1.06	Q2 2017/18	0.84	Year on Year +/-	27.2%

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	12.00	1.0	0.0	0.0	0.0	1.0	1.00	0.08
Pay & Remuneration	7.14	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Business Support Total	19.14	1.0	0.0	0.0	0.0	1.0	1.00	0.05
ICT Connect	2.00	0.0	0.0	0.0	0.0	0.0	0.00	0.00
IT Business Applications Management	10.50	5.0	0.0	4.3	0.0	9.3	8.29	0.79
IT Device Management	10.08	3.0	5.0	17.1	0.0	25.1	25.14	2.49
IT Infrastructure Management	21.92	0.0	0.0	5.4	11.7	17.1	7.56	0.34
IT Management	4.00	0.0	0.0	0.0	0.0	0.0	0.00	0.00
ICT Total	48.50	8.0	5.0	26.8	11.7	51.5	40.99	0.85
Organisational Development	7.00	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Organisational Development & Change Total	7.00	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Health & Safety	5.82	0.0	5.0	0.0	49.3	54.3	54.29	9.33
Strategic HR	14.83	0.0	5.0	0.0	0.0	5.0	5.00	0.34
Strategic HR Total	20.64	0.0	10.0	0.0	49.3	59.3	59.29	2.87
People & Technology TOTAL	95.29	9.0	15.0	26.8	61.0	111.8	101.28	1.06

TABLE 3 - Breakdown of Days Lost by Duration Category

Duration	Total Working Days Lost	Percentage of Lost Days
Intermittent (1-3 days)	9.0	8.05%
Short Term (4-5 days)	15.0	13.42%
Medium Term (6 days-4 weeks)	26.8	23.96%
Long Term (over 4 weeks)	61.0	54.57%
TOTAL	111.8	100.00%

Working Days Lost

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

West Dunbartonshire COUNCIL

TABLE 4 - Absence Reasons

Service	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	Total Working Days Lost	FTE Days Lost	Total FTE Days Lost by FTE Employees
HR Service Centre	12.00	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	1.00	0.08
Pay & Remuneration	7.14	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
Business Support Total	**19.14**	**1.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**1.0**	**1.00**	**0.05**
ICT Connect	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	0.00	0.00
IT Business Applications Management	10.50	9.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	9.3	8.29	0.79
IT Device Management	10.08	25.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	25.1	25.14	2.49
IT Infrastructure Management	21.92	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	17.1	0.0	0.0	0.0	17.1	7.56	0.34
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	0.00	0.00
ICT Total	**48.50**	**34.4**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**17.1**	**0.0**	**0.0**	**0.0**	**51.5**	**40.99**	**0.85**
Organisational Development	7.00	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	0.00	0.00
Organisational Development & Change Total	**7.00**	**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**	**0.00**	**0.00**
Health & Safety	5.82	0.0	0.0	0.0	5.0	0.0	0.0	0.0	0.0	49.3	0.0	0.0	0.0	54.3	54.29	9.33
Strategic HR	14.83	5.0	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	0.34
Strategic HR Total	**20.64**	**5.0**	**0.0**	**0.0**	**5.0**	**0.0**	**0.0**	**0.0**	**0.0**	**49.3**	**0.0**	**0.0**	**0.0**	**59.3**	**59.29**	**2.87**
People & Transformation TOTAL	**95.29**	**40.4**	**0.0**	**0.0**	**5.0**	**0.0**	**0.0**	**0.0**	**0.0**	**66.4**	**0.0**	**0.0**	**0.0**	**111.8**	**101.28**	**1.06**

TABLE 5 - Days Lost by Absence Category

Absence Reason	Total Working Days Lost	Percentage of Lost Days
Minor Illness	40.4	36.17%
Back Pain	0.0	0.00%
Musculo-skeletal Injuries	0.0	0.00%
Stress - Personal	5.0	4.47%
Recurring Medical Conditions	0.0	0.00%
Non Work Related Accidents / Injuries	0.0	0.00%
Work Related Accidents / Injuries	0.0	0.00%
Mental Health	0.0	0.00%
Acute Medical Conditions	66.4	59.36%
Pregnancy Related Absence	0.0	0.00%
Drink or Drug Related Condition	0.0	0.00%
Stress - Work Related	0.0	0.00%
TOTAL	**111.8**	**100.00%**

Working Days Lost

Legend: Minor Illness, Back Pain, Musculo-skeletal Injuries, Stress - Personal, 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

![West Dunbartonshire Council logo] WEST Dunbartonshire COUNCIL	WDC Absence Statistics	Service: Regulatory Period: Q1 2018/19

TABLE 1 - Headline Figure	Q1 2018/19	1.27	Q1 2017/18	1.63	Year on Year +/-	-22.3%

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			
Democratic Services	8.40	4.0	0.0	0.0	0.0	4.0	3.71	0.44
Leadership Support Team	6.53	1.0	0.0	0.0	0.0	1.0	1.00	0.15
Registration	6.70	0.0	0.0	0.0	43.4	43.4	34.74	5.19
Democratic & Registration Services Total	**21.6**	**5.0**	**0.0**	**0.0**	**43.4**	**48.4**	**39.46**	**1.82**
Community Health Protection	7.99	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Environmental Pollution	5.41	2.0	0.0	0.0	0.0	2.0	1.83	0.34
Food & Business	5.19	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Trading Standards	6.37	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Environmental Health & Trading Standards Total	**25.0**	**2.0**	**0.0**	**0.0**	**0.0**	**2.0**	**1.83**	**0.07**
Contracts & Property	6.82	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Licensing	6.00	0.0	5.0	14.3	0.0	19.3	19.29	3.22
Litigation & Support	3.05	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Records Management	2.00	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Legal Services Total	**17.9**	**0.0**	**5.0**	**14.3**	**0.0**	**19.3**	**19.29**	**1.08**
Building Standards	5.50	0.0	0.0	14.3	0.0	14.3	14.29	2.60
Development Management	6.00	0.0	0.0	0.0	33.6	33.6	33.57	5.60
Forward Planning	4.00	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Technical Support Team	6.50	2.0	4.0	0.0	0.0	6.0	6.00	0.92
Planning & Building Control Total	**22.0**	**2.0**	**4.0**	**14.3**	**33.6**	**53.9**	**53.86**	**2.45**
Regulatory Management	3.91	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Regulatory TOTAL	**90.35**	**9.0**	**9.0**	**28.6**	**77.0**	**123.6**	**114.44**	**1.27**

TABLE 3 - Breakdown of Days Lost by Duration Category

Duration	Total Working Days Lost	Percentage of Lost Days
Intermittent (1-3 days)	9.0	7.28%
Short Term (4-5 days)	9.0	7.28%
Medium Term (6 days-4 weeks)	28.6	23.13%
Long Term (over 4 weeks)	77.0	62.31%
TOTAL	**123.6**	**100.00%**

Working Days Lost

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

TABLE 4 - Absence Reasons

Service / Team	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	Total Working Days Lost	FTE Days Lost	Total FTE Days Lost by FTE Employees
Democratic Services	8.40	2.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	2.0	0.0	0.0	0.0	4.0	3.71	0.44
Leadership Support Team	6.53	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	1.00	0.15
Registration	6.70	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	43.4	0.0	0.0	0.0	43.4	34.74	5.19
Democratic & Registration Services Total	**21.62**	**3.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**45.4**	**0.0**	**0.0**	**0.0**	**48.4**	**39.46**	**1.82**
Community Health Protection	7.99	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
Environmental Pollution	5.41	2.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	2.0	1.83	0.34
Food & Business	5.19	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
Trading Standards	6.37	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
Environmental Health & Trading Standards Total	**24.95**	**2.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**2.0**	**1.83**	**0.07**
Contracts & Property	6.82	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
Licensing	6.00	5.0	0.0	0.0	0.0	0.0	14.3	0.0	0.0	0.0	0.0	0.0	0.0	19.3	19.29	3.22
Litigation & Support	3.05	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	2.00	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	0.00	0.00
Legal Services Total	**17.87**	**5.0**	**0.0**	**0.0**	**0.0**	**0.0**	**14.3**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**19.3**	**19.29**	**1.08**
Building Standards	5.50	0.0	0.0	0.0	0.0	0.0	14.3	0.0	0.0	0.0	0.0	0.0	0.0	14.3	14.29	2.60
Development Management	6.00	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	33.6	33.6	33.57	5.60
Forward Planning	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	0.00	0.00
Technical Support Team	6.50	6.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	6.0	6.00	0.92
Planning & Building Control Total	**22.00**	**6.0**	**0.0**	**0.0**	**0.0**	**0.0**	**14.3**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**33.6**	**53.9**	**53.86**	**2.45**
Regulatory Management	3.91	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	**90.35**	**16.0**	**0.0**	**0.0**	**0.0**	**0.0**	**28.6**	**0.0**	**0.0**	**45.4**	**0.0**	**0.0**	**33.6**	**123.6**	**114.44**	**1.27**

TABLE 5 - Days Lost by Absence Category

Absence Reason	Total Working Days Lost	Percentage of Lost Days
Minor Illness	16.0	12.95%
Back Pain	0.0	0.00%
Musculo-skeletal Injuries	0.0	0.00%
Stress - Personal	0.0	0.00%
Recurring Medical Conditions	0.0	0.00%
Non Work Related Accidents / Injuries	28.6	23.13%
Work Related Accidents / Injuries	0.0	0.00%
Mental Health	0.0	0.00%
Acute Medical Conditions	45.4	36.76%
Pregnancy Related Absence	0.0	0.00%
Drink or Drug Related Condition	0.0	0.00%
Stress - Work Related	33.6	27.16%
TOTAL	**123.6**	**100.00%**

Working Days Lost

- Minor Illness
- Back Pain
- Musculo-skeletal Injuries
- Stress - Personal
- 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
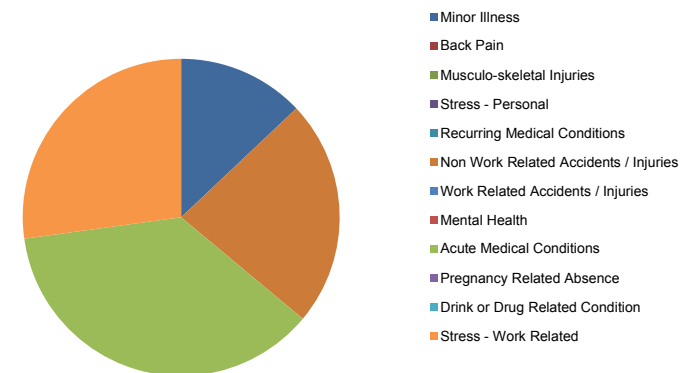
West Dunbartonshire COUNCIL	WDC Absence Statistics	Service: Regulatory Period: Q2 2018/19

TABLE 1 - Headline Figure	Q2 2018/19	0.72	Q2 2017/18	1.68	Year on Year +/-	-57.3%

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			
Democratic Services	8.40	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Leadership Support Team	8.00	0.0	0.0	17.9	0.0	17.9	17.86	2.23
Registration	7.41	2.0	0.0	10.9	0.0	12.9	10.09	1.36
Democratic & Registration Services Total	**23.8**	**2.0**	**0.0**	**28.7**	**0.0**	**30.7**	**27.95**	**1.17**
Contracts & Property	7.26	1.0	0.0	0.0	0.0	1.0	1.00	0.14
Licensing	6.00	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Litigation & Support	3.76	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Records Management	2.00	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Trading Standards	5.96	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Legal Services Total	**25.0**	**1.0**	**0.0**	**0.0**	**0.0**	**1.0**	**1.00**	**0.04**
Building Standards	5.50	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Comm Health Protection	8.22	0.0	0.0	13.6	0.0	13.6	13.68	1.66
Development Management	4.43	0.0	0.0	0.0	21.4	21.4	7.05	1.59
Environmental Pollution	5.47	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Food & Business	5.14	0.0	0.0	0.0	28.3	28.3	14.26	2.77
Forward Planning	4.00	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Technical Support Team	6.50	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Planning & Building Control Total	**39.3**	**0.0**	**0.0**	**13.6**	**49.7**	**63.3**	**34.99**	**0.89**
Regulatory Management	4.00	2.0	0.0	0.0	0.0	2.0	2.00	0.50
Regulatory TOTAL	**92.05**	**5.0**	**0.0**	**42.3**	**49.7**	**97.0**	**65.94**	**0.72**

TABLE 3 - Breakdown of Days Lost by Duration Category

Duration	Total Working Days Lost	Percentage of Lost Days
Intermittent (1-3 days)	5.0	5.15%
Short Term (4-5 days)	0.0	0.00%
Medium Term (6 days-4 weeks)	42.3	43.59%
Long Term (over 4 weeks)	49.7	51.25%
TOTAL	**97.0**	**100.00%**

Working Days Lost

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

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			
Democratic Services	8.40	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
Leadership Support Team	8.00	0.0	0.0	0.0	0.0	17.9	0.0	0.0	0.0	0.0	0.0	0.0	0.0	17.9	17.86	2.23
Registration	7.41	2.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	10.9	0.0	0.0	0.0	12.9	10.09	1.36
Democratic & Registration Services Total	**23.81**	**2.0**	**0.0**	**0.0**	**0.0**	**17.9**	**0.0**	**0.0**	**0.0**	**10.9**	**0.0**	**0.0**	**0.0**	**30.7**	**27.95**	**1.17**
Contracts & Property	7.26	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	1.00	0.14
Licensing	6.00	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	0.00	0.00
Litigation & Support	3.76	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	2.00	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	0.00	0.00
Trading Standards	5.96	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 Services Total	**24.98**	**1.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**1.0**	**1.00**	**0.04**
Building Standards	5.50	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	0.00	0.00
Comm Health Protection	8.22	0.0	0.0	0.0	13.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	13.6	13.68	1.66
Development Management	4.43	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	21.4	21.4	7.05	1.59
Environmental Pollution	5.47	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
Food & Business	5.14	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	28.3	0.0	0.0	0.0	28.3	14.26	2.77
Forward Planning	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	0.00	0.00
Technical Support Team	6.50	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	0.00	0.00
Planning & Building Control Total	**39.26**	**0.0**	**0.0**	**0.0**	**13.6**	**0.0**	**0.0**	**0.0**	**0.0**	**28.3**	**0.0**	**0.0**	**21.4**	**63.3**	**34.99**	**0.89**
Regulatory Management	4.00	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	2.0	0.0	0.0	0.0	2.0	2.00	0.50
Regulatory TOTAL	**92.05**	**3.0**	**0.0**	**0.0**	**13.6**	**17.9**	**0.0**	**0.0**	**0.0**	**41.2**	**0.0**	**0.0**	**21.4**	**97.0**	**65.9**	**0.72**

TABLE 5 - Days Lost by Absence Category

Absence Reason	Total Working Days Lost	Percentage of Lost Days
Minor Illness	3.0	3.09%
Back Pain	0.0	0.00%
Musculo-skeletal Injuries	0.0	0.00%
Stress - Personal	13.6	13.99%
Recurring Medical Conditions	17.9	18.41%
Non Work Related Accidents / Injuries	0.0	0.00%
Work Related Accidents / Injuries	0.0	0.00%
Mental Health	0.0	0.00%
Acute Medical Conditions	41.2	42.42%
Pregnancy Related Absence	0.0	0.00%
Drink or Drug Related Condition	0.0	0.00%
Stress - Work Related	21.4	22.09%
TOTAL	**97.0**	**100.00%**

Working Days Lost

- Minor Illness
- Back Pain
- Musculo-skeletal Injuries
- Stress - Personal
- 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
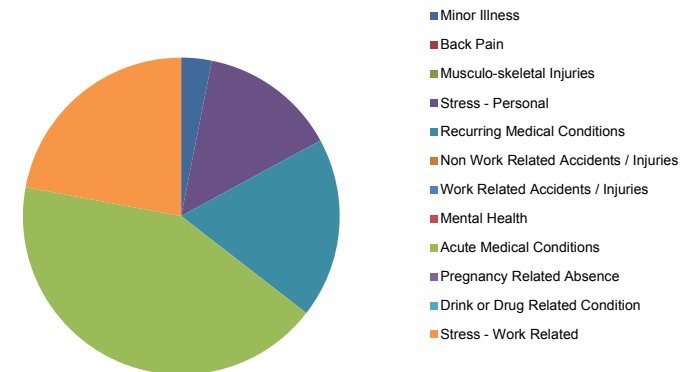
West Dunbartonshire COUNCIL	**WDC Absence Statistics**		**Service: Resources** **Period: Q1 2018/19**

TABLE 1 - Headline Figure

TABLE 1 - Headline Figure	Q1 2018/19	1.58	Q1 2017/18	1.40	Year on Year +/-	13.0%

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	8.60	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Audit & Fraud Total	**8.60**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.00**	**0.00**
Admin Support Unit	36.29	4.0	5.0	19.3	117.0	145.3	144.79	3.99
Benefits	21.71	1.0	0.0	24.8	18.6	44.4	30.01	1.38
Business Support	4.00	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Corporate Admin Support	73.61	13.0	0.0	30.7	124.6	168.3	134.89	1.83
Corporate Debt Team	40.39	11.0	5.0	15.4	0.0	31.4	28.06	0.69
Council Tax	11.23	4.0	5.0	0.0	26.9	35.9	32.56	2.90
Council Tax & Benefits	0.00	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Finance Service Centre	8.85	10.5	0.0	0.0	0.0	10.5	7.10	7.10
Reconciliations	1.00	3.0	0.0	0.0	0.0	3.0	3.00	0.50
Revenues & Benefits	0.00	0.00	0.0	0.0	0.0	0.0	0.00	0.00
Support/Cont Development	6.00	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Business Support Total	**203.08**	**46.5**	**15.0**	**90.2**	**287.0**	**438.7**	**380.41**	**1.87**
Capital Projects	1.00	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Cash & Banking	5.34	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Corporate Finance	7.10	0.0	0.0	4.3	0.0	4.3	4.29	0.60
Development & Support	2.00	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Education Finance	8.99	0.0	0.0	0.0	0.0	0.0	0.00	0.00
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	7.30	1.0	5.0	0.0	0.0	6.0	6.00	0.82
HSCP Finance	1.00	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Insurance	2.00	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Reconciliations	3.77	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Finance & Treasury Total	**41.00**	**1.0**	**5.0**	**4.3**	**0.0**	**10.3**	**10.29**	**0.25**
Procurement	21.71	4.0	5.0	4.7	39.0	52.7	43.43	2.00
Procurement Total	**21.71**	**4.0**	**5.0**	**4.7**	**39.0**	**52.7**	**43.43**	**2.00**
Resources Total	**274.39**	**51.5**	**25.0**	**99.2**	**326.0**	**501.7**	**434.13**	**1.58**

TABLE 3 - Breakdown of Days Lost by Duration Category

Duration	Total Working Days Lost	Percentage of Lost Days
Intermittent (1-3 days)	51.5	10.26%
Short Term (4-5 days)	25.0	4.98%
Medium Term (6 days-4 weeks)	99.2	19.77%
Long Term (over 4 weeks)	326.0	64.98%
TOTAL	**501.7**	**100.00%**

Working Days Lost

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

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		
Audit & Fraud	8.60	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
Audit & Fraud Total	**8.60**	**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**
Admin Support Unit	36.29	4.0	0.0	5.0	52.0	0.0	0.0	0.0	65.0	19.3	0.0	0.0	0.0	145.3	144.79
Benefits	21.71	1.0	0.0	0.0	18.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	24.8	44.4	30.01
Business Support	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	0.00
Corporate Admin Support	73.61	34.6	17.6	2.0	0.0	54.3	0.0	0.0	0.0	32.1	20.6	0.0	7.1	168.3	134.89
Corporate Debt Team	40.39	24.6	0.0	0.0	6.9	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	31.4	28.06
Council Tax	11.23	2.0	0.0	2.0	0.0	0.0	0.0	0.0	0.0	26.9	5.0	0.0	0.0	35.9	32.56
Council Tax & Benefits	8.85	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	1.00	10.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	10.5	7.10
Reconciliations	6.00	3.0	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
Revenues & Benefits	203.08	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	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	0.00
Business Support Total	**203.08**	**79.6**	**17.6**	**9.0**	**77.4**	**54.3**	**0.0**	**0.0**	**65.0**	**78.3**	**25.6**	**0.0**	**31.9**	**438.7**	**380.41**
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	0.00
Cash & Banking	5.34	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 Finance	7.10	0.0	0.0	4.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	4.3	4.29
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	0.00
Education Finance	8.99	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 & 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	0.00
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	0.00
HEED Finance	7.30	1.0	0.0	0.0	0.0	0.0	5.0	0.0	0.0	0.0	0.0	0.0	0.0	6.0	6.00
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	0.00
Insurance	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	0.00
Reconciliations	3.77	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 & Treasury Total	**41.00**	**1.0**	**0.0**	**4.3**	**0.0**	**0.0**	**5.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**10.3**	**10.29**
Procurement	21.71	8.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	5.0	0.0	0.0	39.0	52.7	43.43
Procurement Total	**21.71**	**8.7**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**5.0**	**0.0**	**0.0**	**39.0**	**52.7**	**43.43**
Resources Total	**274.39**	**89.4**	**17.6**	**13.3**	**77.4**	**54.3**	**5.0**	**0.0**	**65.0**	**83.3**	**25.6**	**0.0**	**70.9**	**501.7**	**434.13**

TABLE 5 - Days Lost by Absence Category

Absence Reason	Total Working Days Lost	Percentage of Lost Days
Minor Illness	89.4	17.81%
Back Pain	17.6	3.50%
Musculo-skeletal Injuries	13.3	2.65%
Stress - Personal	77.4	15.43%
Recurring Medical Conditions	54.3	10.82%
Non Work Related Accidents / Injuries	5.0	1.00%
Work Related Accidents / Injuries	0.0	0.00%
Mental Health	65.0	12.96%
Acute Medical Conditions	83.3	16.60%
Pregnancy Related Absence	25.6	5.10%
Drink or Drug Related Condition	0.0	0.00%
Stress - Work Related	70.9	14.14%
TOTAL	**501.7**	**100.00%**

Working Days Lost

Legend:
- Minor Illness
- Back Pain
- Musculo-skeletal Injuries
- Stress - Personal
- 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
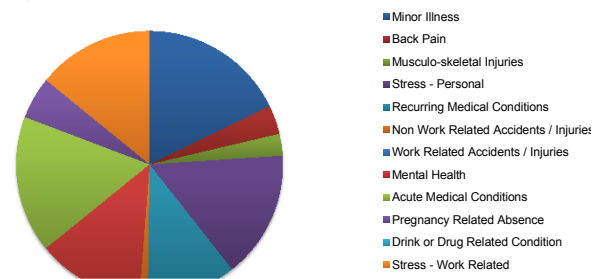
West Dunbartonshire COUNCIL	WDC Absence Statistics	Service: Resources Period: Q2 2018/19

TABLE 1 - Headline Figure	Q2 2018/19	2.11	Q2 2017/18	1.72	Year on Year +/-	23.1%

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	8.60	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Audit & Fraud Total	**8.60**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.00**	**0.00**
Admin Support Unit	34.78	10.0	9.0	20.6	77.3	116.9	101.92	2.93
Benefits	20.86	7.0	4.0	17.9	59.1	88.0	72.46	3.47
Business Support	5.01	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Corporate Admin Support	70.93	13.0	18.5	78.7	141.7	251.9	205.15	2.89
Corporate Debt Team	39.14	16.5	8.0	25.0	14.6	64.1	52.59	1.34
Council Tax	11.40	3.0	0.0	0.0	33.1	36.1	32.72	2.87
Finance Service Centre	9.25	7.5	5.0	0.0	0.0	12.5	9.96	1.08
Support/Cont Development	6.00	0.0	0.0	17.9	0.0	17.9	17.86	2.98
Business Support Total	**197.37**	**57.0**	**44.5**	**160.0**	**325.9**	**587.4**	**492.66**	**2.50**
Capital Projects	1.00	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Cash & Banking	5.34	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Corporate Finance	7.10	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Development & Support	2.00	3.0	0.0	0.0	0.0	3.0	3.00	1.50
Education Finance	8.99	0.0	5.0	0.0	0.0	5.0	5.00	0.56
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	7.30	0.0	4.0	0.0	0.0	4.0	4.00	0.55
HSCP Finance	0.00	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Insurance	2.00	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Reconciliations	4.77	0.0	4.0	0.0	18.0	22.0	22.00	4.61
Finance & Treasury Total	**41.00**	**3.0**	**13.0**	**0.0**	**18.0**	**34.0**	**34.00**	**0.83**
Procurement	23.00	0.0	4.0	19.0	25.7	48.7	43.57	1.89
Procurement Total	**23.00**	**0.0**	**4.0**	**19.0**	**25.7**	**48.7**	**43.57**	**1.89**
Resources Total	**269.97**	**60.0**	**61.5**	**179.0**	**369.6**	**670.1**	**570.22**	**2.11**

TABLE 3 - Breakdown of Days Lost by Duration Category

Duration	Total Working Days Lost	Percentage of Lost Days
Intermittent (1-3 days)	60.0	8.95%
Short Term (4-5 days)	61.5	9.18%
Medium Term (6 days-4 weeks)	179.0	26.72%
Long Term (over 4 weeks)	369.6	55.15%
TOTAL	**670.1**	**100.00%**

Working Days Lost

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

TABLE 4 - Absence Reasons

Service	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	Total Working Days Lost	FTE Days Lost
Audit & Fraud	8.60	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
Audit & Fraud Total	**8.60**	**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**
Admin Support Unit	34.78	29.3	0.0	0.0	58.3	0.0	0.0	0.0	29.3	0.0	0.0	0.0	0.0	116.9	101.92
Benefits	20.86	11.0	17.9	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	59.1	88.0	72.46
Business Support	5.01	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	70.93	52.9	13.7	2.0	10.7	44.4	1.0	0.0	65.0	62.3	0.0	0.0	0.0	251.9	205.15
Corporate Debt Team	39.14	16.0	0.0	0.0	6.5	17.0	0.0	0.0	0.0	24.6	0.0	0.0	0.0	64.1	52.59
Council Tax	11.40	3.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	33.1	0.0	0.0	0.0	36.1	32.72
Finance Service Centre	9.25	12.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	12.5	9.96
Support/Cont Development	6.00	0.0	0.0	5.0	0.0	0.0	0.0	0.0	12.9	0.0	0.0	0.0	0.0	17.9	17.86
Business Support Total	**197.37**	**124.6**	**31.6**	**7.0**	**75.5**	**61.4**	**1.0**	**0.0**	**107.2**	**120.0**	**0.0**	**0.0**	**59.1**	**587.4**	**492.66**
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	0.00
Cash & Banking	5.34	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 Finance	7.10	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
Development & Support	2.00	3.0	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
Education Finance	8.99	5.0	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
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	0.00
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	0.00
HEED Finance	7.30	4.0	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
HSCP Finance	0.00	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	0.00
Insurance	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	0.00
Reconciliations	4.77	22.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	22.0	22.00
Finance & Treasury Total	**41.00**	**34.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**34.0**	**34.00**
Procurement	23.00	4.0	6.4	0.0	0.0	0.0	0.0	0.0	0.0	12.6	0.0	0.0	25.7	48.7	43.57
Procurement Total	**23.00**	**4.0**	**6.4**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**12.6**	**0.0**	**0.0**	**25.7**	**48.7**	**43.57**
Resources Total	**269.97**	**162.6**	**38.0**	**7.0**	**75.5**	**61.4**	**1.0**	**0.0**	**107.2**	**132.6**	**0.0**	**0.0**	**84.9**	**670.1**	**570.22**

TABLE 5 - Days Lost by Absence Category

Absence Reason	Total Working Days Lost	Percentage of Lost Days
Minor Illness	162.6	24.27%
Back Pain	38.0	5.67%
Musculo-skeletal Injuries	7.0	1.04%
Stress - Personal	75.5	11.27%
Recurring Medical Conditions	61.4	9.16%
Non Work Related Accidents / Injuries	1.0	0.15%
Work Related Accidents / Injuries	0.0	0.00%
Mental Health	107.2	15.99%
Acute Medical Conditions	132.6	19.78%
Pregnancy Related Absence	0.0	0.00%
Drink or Drug Related Condition	0.0	0.00%
Stress - Work Related	84.9	12.66%
TOTAL	**670.1**	**100.00%**

Working Days Lost
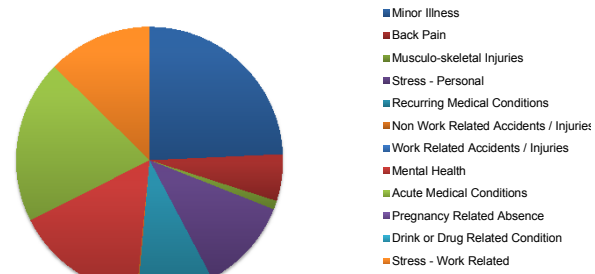
- Minor Illness
- Back Pain
- Musculo-skeletal Injuries
- Stress - Personal
- Recurring Medical Conditions
- Non Work Related Accidents / Injuries
- Work Related Accidents / Injuries
- Mental Health
- Acute Medical Conditions
- Pregnancy Related Absence
- Drink or Drug Related Condition
- Stress - Work Related

WEST DUNBARTONSHIRE COUNCIL

Report by Strategic Lead – People and Technology

Corporate Services Committee: 21 November 2018
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Subject: **Tender for the provision of Occupational Health and Counselling Services.**

1. **Purpose**

1.1 To obtain approval to commence a tendering process for Occupational Health and Counselling Services.

2. **Recommendations**

2.1 The committee is asked to:

- Approve an open tender exercise in line with European legislation and Council Standing Orders involving issuing an ITT (Invitation to Tender) to be advertised in the Official Journal of the European Union (OJEU) and Public Contracts Scotland Tender to obtain provision of an Occupational Health, Counselling and Physiotherapy Service for West Dunbartonshire Council, as a single provision or as individual services, and that the contract/s should be for an initial 2 year period with a further two potential consecutive 12 month periods.
- Note that, following the outcome of this process, a report will be made to a future meeting of the Tendering Committee, seeking approval to appoint a successful tenderer/s, and to delegate authority to the Strategic Director – Transformation and Public Service Reform to give consideration, at the end of the fixed contract period, to extending the contract/s for further additional 12 month periods, taking the maximum term to 4 years.

3. **Background**

3.1 The provision of Occupational Health and Counselling Services are integral to supporting wellbeing and reducing absence levels.

3.2 The Council currently has a contract with People Asset Management Solutions for Occupational Health and Physiotherapy services which commenced on 1 September 2015 until 31 August 2017 and was extended for a second period until 31 August 2019.   The Council has a separate contract with Time for Talking for an Employee Assistance Programme which commenced on 1 April 2017 and expires on 31 March 2019. This will be extended for a further 5 months to bring this into line with the contract renewal for Occupational Health Services.

4.   Main Issues

4.1   On the expiration of the current contracts on 31 August 2019 there will be no formal contract in place for the provision of Occupational Health, physiotherapy or Counselling services.

Occupational Health and Physiotherapy Services

4.2   The Council's current contract for the provision of Occupational Health and Physiotherapy Services supports the organisation through advising on work-related illnesses, accidents, carrying out health screening for new starts and monitoring the health of employees. The Occupational Health and physiotherapy Service also supports the Council in managing absence both short and long term. The opinion of Occupational Health Specialists is crucial in determining how to manage capability issues, and is key evidence in supporting management decisions. The Council is also required under the LGPS regulations to obtain the opinion of an independent OH medical advisor in the consideration of ill health retirement and this is currently provided under the provisions of this contract.

4.3   The provision of an Occupational Health Service is essential in ensuring that the Council meets its health surveillance obligations under Health and Safety Regulations. The majority of surveillance carried out at West Dunbartonshire Council is Hand Arm Vibration (HAVs) and Audiometry testing, with some skin and lung function assessments.

Counselling Service

4.4   The contract for the provision of an Employee Assistance Programme is presently contracted separately with Time for Talking. The Council's current Employee Assistance Programme provides employees with a range of support and counselling options for both personal and work related issues including Solution Focused Therapy, Person Centred Counselling and Cognitive Behavioural Therapy.

Attendance Management

4.5   West Dunbartonshire Council has higher than average levels of absence . This is unsustainable and impinges on our ability to provide efficient and effective services. The tendering for Occupational Health services and Employee Counselling services will provide an opportunity to align and integrate support with the work of the Employee Wellbeing Group and procure services which are responsive to our needs and our goal of reducing attendance levels. As such the contract specification will centre not only on employee wellbeing but with specific deliverables in relation to reduction of absence levels and specifically the provision of effective management information.

4.6   As set out in the Public Contracts (Scotland) Regulations 2012, the EU Directives apply to procurement of goods and services in excess of £181,302 known as the EU threshold. All contracts above this threshold must be openly tendered/advertised in the Official Journal of the European Union (OJEU).

4.7   The anticipated contract spend for the provision of an Employee Assistance Programme, Occupational Health and Physiotherapy Service for West Dunbartonshire Council for the term of the contract is expected to be worth £816,000. As this exceeds the EU Procurement threshold of £181,302 for the life of the contract, the Council must comply with the appropriate public procurement procedure.

4.8   Given the number of anticipated bidders for the tender and that the contract value will exceed the EU Procurement Threshold it is advised that we adopt the Open procurement procedure and use the Public Contract Scotland Tender portal to both advertise and award the tender.

4.9   With these goals in mind, the tender process will invite interested suppliers to bid for the provision of an Occupational Health, Physiotherapy and Counselling Service for West Dunbartonshire Council, and that the contract should be for an initial fixed period of 2 years with an option to extend for up to 12 months on a further two occasions.

5.   Options Appraisal

5.1   The Council has a legal duty to implement a health surveillance programme, given the nature of some roles which involve exposure to certain health risks. The Council additionally legally requires the input of an Independent Medical Advisor to assess eligibility of employees for ill-health retirement under the Local Government Pension Scheme (Scotland) Regulations. In the absence of a dedicated service, the Council would still require to meet its legal obligations in this regard, potentially at a higher cost. Whilst there are wider elements of Occupational Health Services (including physiotherapy) and Employee Assistance Programme which are not legally required, the absence of that wider provision would present risks to the organisation as set out in section 8 below. As such, it is recommended that the tendering process seeks to provide contracts covering the range of services already provided.

5.2   The options appraisal has concluded that internal provision (i.e. directly engaging individuals as Council employees to deliver an Occupational Health Service and Employee Assistance Programme) is not recommended. As such, it is recommended that, as at present, the Council seeks to deliver this service from external providers.

5.3   At this time there are separate contracts for Occupational Health Services (including physiotherapy) and Employee Assistance Programme and it would be our intention to consolidate this into one and allow future suppliers the option to submit bids for one or more lots. It is hoped in adopting this

approach that it will make it accessible to SMEs and assist in obtaining best value for the Council.

6.   People Implications

6.1   The provision of dedicated Occupational Health Service and Employee Assistance Programme demonstrates investment in the management of employee health and wellbeing. This investment provides a consistency of support to managers and employees when managing issues relating to health and wellbeing.

7.   Financial and Procurement Implications

7.1   The current annual budgeted cost for the Occupational Health Service contract is £176,964 and the Employee Assistance Programme Contract is £22,260. Additional costs relating to specialist medical reports and services such as flu vaccinations and CBT (Cognitive Behaviour Therapy) are charged to individual departments with an average annual spend of approximately £4,000.

7.2   Future Procurement Exercise

All procurement activity carried out by the Council in excess of £50,000 is subject to a contract strategy. The contract strategy for Occupational Health and Employee Assistance Programme will be produced by the Corporate Procurement Unit in close consultation with Strategic HR, legal and finance 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.

7.3   Award of a Contract

This procurement exercise will be undertaken in accordance with the agreed contract strategy produced by the Corporate Procurement Unit in close consultation with procurement officers, finance and legal and the provisions of Contract Standing Orders, the Financial Codes and relevant procurement legislation. Following the outcome of the tendering process, a report will be made to a future meeting of the Tendering Committee, seeking approval to appoint a successful tenderer/s, and to delegate authority to the Strategic Director – Transformation and Public Service Reform to give consideration, at the end of the fixed contract period, to extending the contract/s for further additional 12 month periods, taking the maximum term to 4 years.

8.   Risk Analysis

8.1   Whilst there has been an improvement in attendance within the Council over the past few years, West Dunbartonshire Council remains one of the poorest

performing Councils in Scotland in relation to the statistics for sickness absence. In addition to meeting the Council's legal obligations, the requirement for the provision of a robust and comprehensive Occupational Health Service (including physiotherapy) and Employee Assistance Programme is an integral and critical component in the Council's action plan on tackling attendance management from a long term and sustainable perspective.

8.2 The Occupational Health Service plays a significant role in the effective management of absence through the provision of specialist medical advice and guidance. The Council's Attendance Management Policy includes mandatory referrals to Occupational Health to ensure early intervention and maintain focus on the continuous improvement of the Council's absence levels. Without a dedicated Occupational Health Service provision the Council will be unable to support this policy.

8.3 Whilst referral to Employee Counselling and Physiotherapy services is not mandatory, the provision of these services enables the Council to provide assistance to employees who are suffering from mental health or Musculoskeletal related issues, and where support is not available (or available as readily) through the NHS. Early access to these services can help to prevent resulting absence, or enable an earlier return to work following absence. Without this provision there is a risk that absence levels may increase.

9.   Equalities Impact Assessment (EIA)

9.1 An Equality Impact Assessment has been completed on the decision to tender for the provision of Occupational Health Service and highlights that this provision supports the Council's responsibilities under the Equality Act 2010 and the obligations outlined in the Equality and Human Rights Commission Employment Statutory Code of Practice.

10.   Consultation

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

11.   Strategic Assessment

11.1 The provision of an Occupational Health and Employee Assistance Programme will help to enable the outcome of 'a committed and skilled workforce' in support of the range of Council strategic priorities.

Victoria Rogers
Strategic Lead - People and Technology
Date: 19th October 2018

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Appendices:	None
Background Papers:	Equalities Impact Assessment
Wards Affected:	None

WEST DUNBARTONSHIRE COUNCIL

Report by Strategic Lead – People & Technology

Corporate Services Committee: 21st November 2018
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Subject: **Local Government Pension Scheme (Scotland) Salary Sacrifice Shared Cost AVC's**

1.   Purpose

1.1   The purpose of this report is to provide details of the amendment to section R17 (1) of the Council's Discretions Policy Statement (Appendix 1) to allow shared cost AVC's (SCAVC) by way of salary sacrifice.

2.   Recommendations

2.1   The Committee is asked to:

- Approve the amendment to (R17 (1)) of the WDC discretions policy statement to allow SCAVC's by way of salary sacrifice.

- Note the intention to communicate the benefits of such a scheme to all eligible employees to maximise uptake.

3.   Background

3.1   Strathclyde Pension Fund Office (SPFO) administers the Local Government Pension Scheme on behalf of the Council. Currently 4077 employees (85% of eligible workforce) are members of the scheme. In addition to the normal periodic deductions from an employee's pay in respect of their occupational pension benefits, a scheme member can elect to enhance their pension benefits through the use of additional voluntary contributions (AVC). This regulation derives from the Local Government Pension Scheme (Scotland) Regulations 2014.

AVC's

3.2   AVC's provide a mechanism by which members can make additional voluntary contributions though Prudential, enhancing their pension benefits. AVC's benefit from income tax relief in the same way as core contributions, i.e. the contribution is deducted from gross pay before income tax is calculated.

3.3   There are currently 106 Local Government employees who have an AVC contract.

3.4 Within the LGPS regulations (R17 (1)) there is provision for employers to contribute to a shared cost AVC (SCAVC). The current Council policy opts not to exercise this discretion on the basis of cost.

3.5 Through SPFO, employers have been made aware of a facility available to introduce contributions to AVC from employees via a salary sacrifice scheme. This is classified as a SCAVC but does not incur additional costs for the employer. Indeed, the salary sacrifice SCAVC offers a benefit to the employer in respect of lower employer National Insurance (NI) costs.

3.6 A number of employers are already offering such a scheme and consequently, the introduction and promotion of a salary sacrifice SCAVC scheme for West Dunbartonshire Council's Local Government workforce is felt to be of value.

4.   Main Issues

4.1 The salary sacrifice SCAVC scheme operates as follows:

- Member sacrifice an agreed amount from their salary.- The SCAVCs operates on a 'shared cost' basis with the employee paying £1 as their contribution to the shared cost and the remainder paid on their behalf, by the employer under the salary sacrifice arrangement.
- Employee obtains a tax benefit from the salary sacrifice in the same way as they do currently with childcare vouchers, cycle to work etc. (pensionable pay is not reduced)
- Employee will pay less income tax/NI contributions due to their lower taxable and NI'able pay following the deductions made from SCAVC through salary sacrifice.
- WDC will also pay less NI contributions due to the lower pay.

4.2 The underlying premise of salary sacrifice for the SCAVC pension contributions is that the Council effectively makes a contribution to the AVC of the salary sacrificed by the employee.

4.3 To transfer to the salary sacrifice SCAVC scheme the employee would make the same AVC contribution but due to additional tax relief they would receive more take home pay.

4.4 The employee may also decide that this facility allows for them to increase the AVC contribution and they can do this in the normal way.

4.4 Based on the current level of AVC scheme membership, it would be the intention to communicate this shared cost provision with all 106 members prior to Christmas. Based on the experiences of other employers it is anticipated that an uptake of 85% could be achieved.

4.5 The intention would be to communicate the scheme to all other LGPS members in the New Year.

5.   People Implications

5.1 This provision will be available to all Local Government employees currently members of the LGPS.

5.2 Salary sacrifice SCAVC's are not available under the Teachers' Pension Scheme (Scotland) Regulations 2014.

6. **Financial and Procurement Implications**

6.1 It is estimated that based on an uptake rate of 85% and taking account of the particular circumstances of current AVC members, the councils NI costs could reduce by a minimum of £20,000.

6.2 This cost reduction will increase if there is further interest in SCAVC's from those who do not currently have an AVC.

6.3 It is important to note that moving to the shared cost scheme is voluntary and any associated cost reductions will only be realised if employees choose this provision.

6.4 If the proposed amendment to the WDC discretions policy statement is approved we will be required to secure external tax consultancy assistance to seek formal HRMC clearance. This will ensure that the scheme is fully compliant and tax / NI efficient. This will incur an estimated one off cost of circa £1,250 + vat (@20%) and expenses.

7. **Risk Analysis**

7.1 Having confirmed with SPFO that the provision of salary sacrifice SCAVC are in line with the pension regulations there are no anticipated risks associated with this report.

7.2 As detailed above, if the proposed amendment to the WDC discretions policy statement is approved we will be required to secure external tax consultancy assistance to seek formal HRMC clearance. There are no complications envisaged, in obtaining HMRC clearance as there are other local authorities already operating SCAVC's through salary sacrifice and have obtained this clearance.

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

8.1 The gender split of pension membership reflects that of the council generally with approximately a 70% female representation. This is also mirrored in the gender split of AVC's.

8.2 Pension membership and AVC membership is distributed across all grades within the council.

8.3 An Equalities Impact Assessment has been carried out and the EIA is attached in appendix 1. This reflects the positive impact this proposal provides for all employees, but proportionately more female workers.

8.4 Communication of the salary sacrifice SCAVC provision may increase the awareness of pension provision generally and encourage more employees to consider pension membership which is in keeping with the WDC 'can you afford not to' campaign.

9.   Consultation

9.1 The salary sacrifice SCAVC facility has been fully discussed with the relevant trade unions.

10.   Strategic Assessment

10.1 At its meeting on 25 October 2017, the Council agreed that its five main strategic priorities for 2017 - 2022 are as follows:

- A Strong local economy and improved employment opportunities.
- Supported individuals, families and carers living independently and with dignity.
- Meaningful community engagement with active empowered and informed citizens who feel safe and engaged.
- Open, accountable and accessible local government.
- Efficient and effective frontline services that improve the everyday lives of residents.

10.2 This proposals contained within this report allow for employees to utilise a pension provision that maximises their ability to save for their future, benefiting from the tax benefits associated with SCAVC's

Victoria Rogers
Strategic Lead – People and Technology
Date: 18/10/2018

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Appendices: WDC discretions policy statement

Background Papers: None

Wards Affected: None

**West Dunbartonshire Council Policy Statement LGPS 2015
(Appendix to Corporate Services Committee Report, 13 May 2015)**

Employer: West Dunbartonshire Council

Lead officer (for any questions): Vicki Rogers, Strategic Lead People and Technology

Contact details of lead officer: 01389 737584 (direct number)

Date of policy statement: 13 May 2015

Date for review: This policy statement will be kept under review and will be revised as and when necessary to reflect any changes in regulations or policy. Any changes to this policy will be advised to the administering authority and scheme members in writing within one month of the change taking effect.

We are aware of our obligations under:

- regulation 58 of SSI 2014 No.164, the LGPS (Scotland) Regulations 2014
- paragraph 2(2) of Schedule 2 to the LGPS (Transitional Provisions and Savings) (Scotland) Regulations 2014
- regulation 61 of the Local Government Pension Scheme (Administration) (Scotland) Regulations 2008 (in respect of leavers between 1 April 2009 and 31 March 2015)
- regulation 105 of the Local Government Pension Scheme (Scotland) Regulations 1998 (in respect of leavers between 1 April 1998 and 31 March 2009)

In developing our policy statement, we are aware that the LGPC has produced a document called "Discretions Policies" that contains tips for employers, see:
http://www.lgpsregs.org/index.php/scotland/admin-guides

Note: * in the following tables beside a regulation denotes the discretions where we are required to have a policy statement under the regulations

Table 1 details our discretions from 01 04 15 in relation to post 31 03 15 active members and post 31 03 15 leavers.

Table 2 details our discretions in relation to scheme members who ceased active membership on or after 01 04 09 and before 01 04 15.

Table 3 details our discretions under the Local Government Pension Scheme (Scotland) Regulations 1998 (as amended) in relation to pre 01 04 09 scheme leavers.

Table 4 details our discretions under the Local Government Pension Scheme (Scotland) Regulations 1987 (as amended) in relation to pre 01 04 98 scheme leavers.

Table 5 details our discretions under the Local Government (Discretionary Payments and Injury Benefits) (Scotland) Regulations 1998 (as amended).

TABLE 1

The following table details our discretions from 01 04 15 in relation to post 31 03 15 active members and post 31 03 15 leavers, being discretions under:

- the Local Government Pension Scheme (Scotland) Regulations 2014 [prefix **R**]
- the Local Government Pension Scheme (Transitional Provisions and Savings) (Scotland) Regulations 2014 [prefix **TP**]
- the Local Government Pension Scheme (Administration) (Scotland) Regulations 2008 [prefix **A**]
- the Local Government Pension Scheme (Benefits, Membership and Contributions) (Scotland) Regulations 2008 (as amended) [prefix **B**]
- the Local Government Pension Scheme (Transitional Provisions) (Scotland) Regulations 2008 [prefix **T**]
- the Local Government Pension Scheme (Scotland) Regulations 1998 (as amended) [prefix **L**]

Regulation	Discretion	Employer's policy on the exercise of this discretion
R3(1)(b)	Decide which employees to nominate for membership (admission bodies)	Not applicable to WDC as a Scheduled Body. The Council has nominated West Dunbartonshire Leisure Trust and Strathleven Regeneration Company for admitted body membership of the LGPS (No change)
RSch 2, Part 2, para 12(c)	Whether, in respect of an admission body providing a service in respect of outsourced work, to set off against payments due to that body any sums due from that body to the Fund	The Council will consider each case on an individual basis. (NEW)
R9(1) to R9(4)	Determine the rate of employee's contributions	The employee's rate of contributions will be determined in accordance with the relevant regulations (No change)
R9(10)	Determine intervals at which employees' contributions are to be made	The frequency of employee contributions will be determined by the relevant pay cycle (No change)
R16(2)(e)* & R16(4)(d)*	Whether, how much, and in what circumstances to contribute to a shared cost APC scheme	The Council will contribute 2/3rds of the cost to a SCAPC where election would not have been possible within the timescales, subject to individual circumstances (No change)
R16(16)	Whether to extend 30 day deadline for member to elect for a shared cost APC upon return from a period of absence from work with permission with no pensionable pay (otherwise than because of illness or injury, child-related leave or reserve force service leave)	The Council will extend the deadline, on production of evidence of extenuating circumstances, for a further 30 days, subject to individual circumstances. (No change)
R17(1) & definition of SCAVC in RSch 1	Whether, and in what circumstances to contribute to a shared cost AVC (SCAVC) scheme.	Scheme members have access to AVC arrangement on a member-only contribution basis. Therefore we will not exercise this discretion on the basis of cost. (No change)
TP15(1)(b) &	Allow late application to convert scheme	The Council will not exercise

L65(8) & former L65(9)(b)	AVCs into membership credit i.e. allow application more that 30 days after cessation of active membership (where AVC arrangement was entered into before 30/6/05)	this discretion and application must be made within timescales. (No change)
R19(2)	No right to a return of contributions due to an offence of a fraudulent character or grave misconduct unless the employer directs a total or partial refund is to be made	The Council will exercise this discretion and will not direct a total or partial refund. (No change)
R20(1)(b)	Specify in an employee's contract what other payments or benefits, other than those specified in **R**20(1)(a) and not otherwise precluded by **R**20(2), are to be pensionable	Elements of pay received by an employee other than those specified in these regulations and not otherwise precluded will only be pensionable if specified as such in the member's contract of employment (No change)
R21(5)	In determining Assumed Pensionable Pay, whether a lump sum payment made in the previous 12 months is a "regular lump sum" Note: see tip 11(iv) available from P10 of the LGPC's "Discretions Policies" document.	The Council will consider each case on its merits. (NEW)
R29(5) & (13)	Whether to grant application for early payment of benefits on or after age 55 and before age 60 Note: see tip (v) available from P7 of the LGPC's "Discretions Policies" document.	The Council will consider applications on a case by case basis subject to cost benefit analysis but will not apply the 85 year rule and consequently the cost will be met by an actuarial reduction to the scheme member's benefits. (No change)
R29(6)* & TP11(2)	Whether all or some benefits can be paid if an employee reduces their hours or grade prior to age 60 (flexible retirement) Note: see tip (iii) available from P5 of the LGPC's "Discretions Policies" document.	The Council will consider applications on an individual basis and may be granted where it can be demonstrated to be to the Council's advantage or in its operational interest and must be cost neutral. In considering requests for flexible retirement, the Council would apply the agreed guidance on Flexible Retirement. (No change)
R29(8)* and TPSch 2, para 2(1)	Whether to waive, in whole or in part, any actuarial reduction on benefits paid on flexible retirement. **Note: any resultant strain cost from the exercise of this discretion will be charged to the employer regardless of the member's age at date of retirement.**	The council will not waive, in whole or in part, any reduction, which would normally be applied to benefits, and therefore any reduction will be met by the employee. (No change)
R29(8)*	Whether to waive, in whole or in part, actuarial reduction on benefits which a member voluntarily draws before normal pension age, other than on the grounds of flexible retirement (where the member only has post 31/3/15 membership)	The Council will not waive the actuarial reduction applied to benefits paid early under regulation R29(5) & (13) above. (No change)

	Note: any resultant strain costs due to the exercise of this discretion will be charged to the employer regardless of the employee's age.	
TPSch 2, paras 1(2) and 2(1)*	Whether to apply the 85 year rule for a member voluntarily drawing benefits, with employer consent, on or after age 55 and before age 60 (other than on the grounds of flexible retirement).	The Council will not exercise the discretion to apply the 85 year rule on the basis of cost. (No change)
TP3(1), TPSch 2, para 2(1) *	Whether to waive, in whole or in part, any actuarial reduction on pre and post April 2015 benefits which a member voluntarily draws before normal pension age other than on the grounds of flexible retirement (where the member has both pre 1/4/15 and post 31/3/15 membership and is subject to the 85 year rule)	The Council will not waive the actuarial reduction applied to benefits paid early under regulation **TP3(1), TPSch 2, para 2(1) *** (No change)
TP3(1), TPSch 2, para 2(1) and B30(5)*	Whether to waive on compassionate grounds any actuarial reduction on pre April 2015 benefits and to waive, in whole or in part, any actuarial reduction on post April 2015 benefits which a member voluntarily draws before normal pension age other than on the grounds of flexible retirement (where the member has both pre 1/4/15 and post 31/3/15 membership and is **not** subject to the 85 year rule)	The Council will not waive the actuarial reduction applied to benefits paid early under regulation **TP3(1), TPSch 2, para 2(1) *** (No change)
R30*	Whether to grant additional pension to an active member or within 6 months of ceasing to be an active member by reason of redundancy or business efficiency (by up to £5,000 p.a.)	The Council will not exercise this discretion. (No change)
TP12(4)	Whether to use a certificate produced by an IRMP under the 2009 Scheme for the purposes of making an ill health determination under the 2015 Scheme.	The Council will exercise this discretion. (No change)
R89(1) & (8) R89(4)	Whether to apply to Scottish Ministers for a forfeiture certificate (where a member is convicted of a relevant offence) and subsequently whether to direct that benefits are to be forfeited (other than rights to GMP* – but see **R**92 below) *guaranteed minimum pension	The Council will apply for a forfeiture certificate where a member is convicted of a relevant offence and, following the issue of the certificate, direct that benefits are to be forfeited. (No change)
R90(2)	Whether to recover from the fund any monetary obligation or, if less, the value of the member's benefits (other than transferred in pension rights or AVCs / SCAVCs) where the obligation was as a result of a criminal, negligent or fraudulent act or omission in connection with the employment and as a result of which the person has left the employment.	The Council will recover from Strathclyde Pension Fund the amount of loss in cases of criminal, negligence or fraudulent acts by a member, provided that other means of recovery have been exhausted. (No change)
R92	Whether, if the member has committed treason or been imprisoned for at least 10 years for one or more offences under the Official Secrets Acts, forfeiture under **R**89 or	The Council will apply for a forfeiture certificate where a member is convicted of a relevant offence and, following

	recovery of a monetary obligation under **R**90 should deprive the member or the member's surviving spouse or civil partner of any GMP (guaranteed minimum pension) entitlement	the issue of the certificate, direct that benefits are to be forfeited. (NEW)
R96(1)(b)	Agree to bulk transfer payment	The Council will consult with SPFO and the fund actuaries in this regard. (No change)
R98(6)	Extend normal time limit for acceptance of a transfer value beyond the 12 month time limit from joining the LGPS	The Council will not extend the normal time limit for acceptance of a transfer value beyond 12 months from joining the scheme. (No change)
TP3(6), **TP**4(6)(c), **TP**8(4), **TP**10(2)(a), **TP**17(2)(b) & **B**11(2)	Whether to allow a member to select final pay period for fees to be any 3 consecutive years ending in the 10 years prior to leaving and ending on the anniversary of the date of leaving	The Council will allow a member to select final pay for fees to be any three consecutive years ending 31st March in the 10 years prior to leaving. The Council agree that this will be done automatically by SPFO. (No change)
TP3(1)(a), A43(5)	Issue a certificate of protection of pension benefits where eligible non-councillor member fails to apply for one (pay cuts / restrictions occurring pre 01 04 15)	The Council will issue a certificate of protection of pension benefits where the member fails to apply for one. (No change)

TABLE 2

The following table details our discretions in relation to scheme members who ceased active membership on or after 01 04 09 and before 01 04 15, being discretions under:

> - the Local Government Pension Scheme (Administration) (Scotland) Regulations 2008 [prefix **A**]
> - the Local Government Pension Scheme (Benefits, Membership and Contributions) (Scotland) Regulations 2008 (as amended) [prefix **B**]
> - the Local Government Pension Scheme (Transitional Provisions) (Scotland) Regulations 2008 [prefix **T**]
> - the Local Government Pension Scheme (Transitional Provisions and Savings) (Scotland) Regulations 2014 [prefix **TP**]
> - the Local Government Pension Scheme (Scotland) Regulations 2014 [prefix **R**]
> - the Local Government Pension Scheme (Scotland) Regulations 1998 (as amended) [prefix **L**]

Regulation	Discretion	Employer's Policy on the exercise of this discretion
B12*	Whether, for a member leaving on the grounds of redundancy or business efficiency on or before 31st March 2015, to augment membership (by up to 10 years). The resolution to do so would have to be made within 6 months of the date of leaving. Hence this discretion is spent entirely after 30th September 2015	The Council will not exercise this discretion. (No change)
A42(2)	No right to a return of contributions due to an offence of a fraudulent character or grave	The Council will not direct a return of contributions in the

	misconduct unless the employer directs a total or partial refund is to be made	event of an offence of a fraudulent character or grave misconduct. (No change)
A43(5)	Employer may issue a certificate of protection where an employee fails to apply for one.	The Council will issue a certificate of protection of pension benefits where the member fails to apply for one. (No change)
A45 (1) & (2)	Whether Contribution Equivalent Premium (CEP) in excess of the Certified Amount (CA) recovered from a refund of contributions can be recovered from the Pension Fund	The Council will consider each case on its individual merits. (NEW)
A66 (2) & (6) A67 (1) & (2)	Whether to apply for a forfeiture certificate (where a member is convicted of a relevant offence) and subsequently whether to direct that benefits are to be forfeited.	The Council will apply for a forfeiture certificate where a member is convicted of a relevant offence and, following the issue of the certificate, direct that benefits are to be forfeited. (NEW)
A68(2)	Whether to recover from the fund any monetary obligation or, if less, the value of the member's benefits (other than transferred in pension rights or AVCs / SCAVCs) where the obligation was as a result of a criminal, negligent or fraudulent act or omission in connection with the employment and as a result of which the person has left the employment.	The Council will recover from Strathclyde Pension Fund the amount of loss in cases of criminal, negligence or fraudulent acts by a member, provided that other means of recovery have been exhausted. (No change)
A70(2) & (3)	Whether to recover from the fund any financial loss caused by fraudulent offence or grave misconduct of an employee(who has left because of that) or amount of refund if less	The Council will recover from Strathclyde Pension Fund the amount of loss caused by fraudulent offence or grave misconduct of employee (who has left because of that), or the amount of refund if less. (No change)
B11(2)	Whether to allow a member to select a final pay period for fees to be any three consecutive years ending with 31st March in the 10 years prior to leaving.	The Council will allow a member to select final pay for fees to be any three consecutive years ending 31st March in the 10 years prior to leaving. The Council agree that this will be done automatically by SPFO. (No change)
B30(2)*	Whether to grant application for early payment of benefits on or after age 50/55 and before age 60	The Council will consider applications on a case by case basis subject to cost benefit analysis. (No change)

TABLE 3

The following table details our discretions under the Local Government Pension Scheme (Scotland) Regulations 1998 (as amended) in relation to pre 01 04 09 scheme leavers.

Regulation	Discretion	Employer's policy on the exercise of this discretion
30(2)*	Grant application from a post 31 03 98 / pre 01 04 09 leaver for early payment of benefits on or after age 50 and before age 60	The Council will not exercise this discretion. (No change)
30 (5)*	Waive, on compassionate grounds, the actuarial reduction applied to benefits paid early for a post 31 03 98 / pre 01 04 09 leaver **Note: any resultant strain cost from the exercise of this discretion will be charged to the employer regardless of the member's age at date of retirement**	The Council will not exercise this discretion. (No change)
30 (7A)*	Pre 01 04 09 optants out only to get benefits paid from NRD if employer agrees	The Council will not exercise this discretion. (No change)
33 (1)(b)	Decide, in the absence from a post 31 03 98 / pre 01 04 09 leaver of an election from the member within 3 months of being able to elect, which benefit is to be paid where the member would be entitled to a pension or retirement grant under 2 or more regulations in respect of the same period of Scheme membership	The Council will consider each case on its merits. (NEW)
70(7)(a)	Consent to a member's former employer assigning to the new employer rights under any SCAVC life assurance policy	The Council will not exercise this discretion. (NEW)
87 (2)	No right to return of contributions due to offence of a fraudulent character unless employer directs a total or partial refund is to be made (pre 01 04 09 leavers)	The Council will not direct a return of contributions in the event of an offence of a fraudulent character or grave misconduct. (No change)
91	Contribution Equivalent Premium (CEP) in excess of the Certified Amount (CA) recovered from a refund of contributions can be recovered from the Pension Fund (pre 01 04 09 leavers)	The Council will consider each case on its merits. (NEW)
111(2) &(5) 112(1)	Forfeiture of pension rights on issue of Secretary of State's certificate (pre 01 04 09 leavers) Where forfeiture certificate is issued, direct interim payments out of Pension Fund until decision is taken to either apply the certificate or to pay benefits (pre 01 04 09 leavers)	The Council will apply for a forfeiture certificate where a member is convicted of a relevant offence and, following the issue of the certificate, direct that benefits are to be forfeited. (No change)
113(2)	Recovery from Fund of monetary obligation owed by former employee or, if less, the value of the member's benefits (other than transferred in pension rights) (pre 01 04 09 leavers)	The Council will seek recovery from Strathclyde Pension Fund where other internal avenues have been exhausted. (No change)

115(2) & (3)	Recovery from Fund of financial loss caused by employee, or amount of refund if less (pre 01 04 09 leavers)	The Council will seek recovery from Strathclyde Pension Fund where other internal avenues have been exhausted. (No change)

TABLE 4

The following table details our discretions under the Local Government Pension Scheme (Scotland) Regulations 1987 (as amended) in relation to pre 01 04 98 scheme leavers.

Regulation	Discretion	Employer's policy on the exercise of this discretion
E2(6)(b)	Grant application from a pre 01 04 98 leaver for early payment of benefits on or after age 50 and before age 60	The Council will not exercise this discretion. (No change)

TABLE 5

The following table details our discretions under the Local Government (Discretionary Payments and Injury Benefits) (Scotland) Regulations 1998 (as amended)

D 4 (1)	Power to increase statutory redundancy payments above statutory weekly pay limit	Where redundancy is linked to the award of Compensatory added years, payment will be subject to the statutory weekly limit. Dependent on individual and financial circumstances, the Council may increase the limit up to actual week pay. (No change)
D 8(1)	Decision on whether to award compensatory added years to an individual on retirement on efficiency / redundancy Grounds	The Council may award up to 3 added years for retirement on redundancy grounds and up to 5 years for those on efficiency grounds. Any award will be subject to cost benefit analysis and the limits of affordability at the time of proposed release. (No change)
D 35	Decision to award up to 104 weeks compensation instead of compensatory added years	The Council will consider awarding compensation up to 60 weeks (using the statutory redundancy table with a multiplier of 2). Eligible employees 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. Any award will be subject to cost benefit analysis and the limits of affordability at the time of proposed release. (No change)

Re-employment of individuals who have left the Council through early retirement/voluntary severance.

Statement
The Council has a responsibility to exercise discretion in a fair, consistent, manner and act in the best interests of the organisation, the community and the pension fund. Where an individual leaves the employment of the Council through early retirement/voluntary severance the individual will be unable to seek re-employment with the Council at a future date.

Recommended outcome

The Accounts Commission report on "Managing Early Departures from the Scottish Public Sector" supported consideration of restrictions on re-employment of staff who have accepted enhanced packages at a cost to the Council. Current arrangements provide for a 6 month restriction preventing re-employment to the same or similar post, but no restriction where post is different. In order to realign our practice with that of neighbouring Councils and mindful of the aforementioned report, the recommendation is that re-employment of such former employees would be in exceptional circumstances only.

###############################ENDS###