Agenda

West Dunbartonshire COUNCIL

Corporate Services Committee

Date: Wednesday, 19 May 2021

Time: 10:00

Venue: Zoom Video Conference

Contact: Committee.Admin@west-dunbarton.gov.uk

Dear Member

The Convener has directed that the powers contained in Section 43 of the Local Government in Scotland Act 2003 will be used and so Members will attend this meeting of the **Corporate Services Committee** remotely. The business is shown on the attached agenda.

Yours faithfully

JOYCE WHITE

Chief Executive

CORPORATE SERVICES COMMITTEE

WEDNESDAY, 19 MAY 2021

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 MEETINGS   7 – 14

Submit for approval as correct records, the Minutes of Meetings of the Corporate Services Committee held on:-

(a)   17 February 2021 (Ordinary); and

(b)   21 April 2021 (Special).

**5   MINUTES OF JOINT CONSULTATIVE FORUM –   15 – 17
11 MARCH 2021**

Submit for information and where necessary ratification, the Minutes of Meeting of the Joint Consultative Forum held on 11 March 2021.

6   OPEN FORUM

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

7/

19/

19   **EQUALITY OUTCOMES & MAINSTREAMING REPORT**
2021-2025

Submit joint report by the Chief Officers – Citizen, Culture & Facilities and People & Technology presenting the draft Equality Outcomes & Mainstreaming Report 2021-2025 for approval.

CORPORATE SERVICES COMMITTEE

At a Meeting of the Corporate Services Committee held by Video Conference on Wednesday, 17 February 2021 at 10.00 a.m.

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

Attending: Joyce White, Chief Executive; Angela Wilson, Chief Officer – Supply, Distribution & Property; Malcolm Bennie, Chief Officer – Citizen, Culture & Facilities; Victoria Rogers, Chief Officer – People & Technology; Stephen West, Chief Officer – Resources, Peter Hessett, Chief Officer – Regulatory & Regeneration; Patricia Kerr, ICT Manager; Alison McBride, OD & Change Manager; John Anderson, General Manager, West Dunbartonshire Leisure Trust; Adrian Gray, Business Unit Finance Partner; James Gallacher and Brian Miller, Section Heads, People & Technology; Raymond Lynch, Section Head (Licensing); and Craig Stewart, Committee Officer.

Councillor Ian Dickson in the Chair

CHAIR'S REMARKS

Prior to the business of the meeting commencing, Councillor Dickson, Chair, advised that there was an update in relation to Item 13, 'West Dunbartonshire Leisure Trust Business Plan 2021/22' and specifically on the resourcing thereof, and invited the Chief Officer – Resources to provide an update to the Committee. After hearing the Chief Officer, the Committee noted the terms of the verbal update given.

STATEMENT BY CHAIR – AUDIO STREAMING

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

DECLARATIONS OF INTEREST

Councillors Finn and McBride declared a non-financial interest in Item 13 on the agenda, 'West Dunbartonshire Leisure Trust Business Plan 2021/22', being Board Members of West Dunbartonshire Leisure Trust, and advised that they would not take part in the decision in relation to that item.

MINUTES OF PREVIOUS MEETING

The Minutes of Meeting of Corporate Services Committee held on 11 November 2020 were submitted and approved as a correct record.

MINUTES OF JOINT CONSULTATIVE FORUM – 3 DECEMBER 2020

The Minutes of Meeting of the Joint Consultative Forum held on 3 December 2020 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 DECEMBER 2020 (PERIOD 9)

A report was submitted by the Chief Officer – Resources advising on the performance of the Corporate Services budget for the period to 31 December 2020.

The Committee agreed:-

(1)   to note that the revenue account currently showed a projected annual favourable variance of £0.518m (1.61% of the total budget) of which £0.010m was COVID-19 related;

(2)   to note: (i) that the capital account was showing a projected in-year underspend of £1.872m (55.2% of in-year budget) due to 7 projects showing projected underspends as a result of delays to these projects caused by COVID-19 restrictions; and (ii) that the project life projection was currently showing a projected underspend of £0.340m (2.1% of project life budget); and

(3)   to note the progress on efficiencies incorporated into budgets for 2020/21.

WRITE-OFF OF NATIONAL NON-DOMESTIC RATES

A report was submitted by the Chief Officer – Resources recommending for approval the write-off of debts in respect of National Non-Domestic Rates (NNDR), which had been deemed as irrecoverable during the financial year 2020/21.

After discussion and having heard the Chief Officer and the Business Support Manager in further explanation of the report and in answer to Members' questions, the Committee agreed to approve the write-off of NNDR accounts totalling £173,915.94.

**WRITE-OFF OF MISCELLANEOUS INCOME DEBTOR ACCOUNTS –
QUARTER 3, 2020/21**

A report was submitted by the Chief Officer – Resources seeking approval for the write-off of debts in respect of miscellaneous income debtor accounts, which had been deemed as irrecoverable during Quarter 3 2020/21, arising from various years and reasons.

Having heard the Chief Officer in further explanation of the report, the Committee agreed to approve the write-off of miscellaneous income debt valued at £83,114.72.

STRATEGIC RISKS 2017-22

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

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

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

(2)   to note the supplementary EU Assurance Plans as detailed in Appendices 2 and 3 to the report.

PEOPLE & TECHNOLOGY SPEND 2021-22

A report was submitted by the Chief Officer – People & Technology providing a detailed breakdown of the planned People & Technology capital and revenue spend on new and existing contracts valued above £10,000 and seeking approval to procure and contract for the required goods and services.

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

(1)   to note: (i) the revenue and capital spend detail included in the report; and (ii) that the projects to deliver this spend would be included in the 2021-22 People and Technology Delivery Plan currently in development and scheduled for consideration at the May 2021 meeting of the Committee;

(2)   where the contract award was less than £50,000, that authority be delegated to the Procurement Manager in consultation with the Chief Officer – People & Technology to instruct the award of contracts for the planned revenue and capital spend detailed in this report to suppliers providing the most economically advantageous offer to the Council for all spend purchased from National Framework agreements;

(3)   to approve the revenue spend included in the report including approval to explore and secure multi-year contracts, Framework Agreements and Dynamic Purchasing Systems beyond the term of approved budgets where efficiencies and savings could be achieved;

(4)   to approve the projects specified in section 3 of the report; and

(5)   to note that spend where the value of the contract was above £50,000 would be submitted to the Tendering Committee for approval.

FESTIVE NIGHT ZONE FUNDING

A report was submitted by the Chief Officer – Regulatory & Regeneration outlining the current position with regard to the festive Night Zone West provision, and requesting that consideration be given to the position with regard to the funding of it by the Council.

After discussion and having heard the Chief Officer and the Section Head (Licensing) in further explanation of the report and in answer to Members' questions, the Committee agreed:-

(1)   (i): to look into different ways of delivering Night Zone West, including use of volunteers and alternative funding sources; and (ii) that as part of their investigation, officers should work with our Community Planning Partners; and

(2)   that a report would come back to the Corporate Services Committee as soon as possible after the July recess giving Members options for the continuation of this valued festive service.

WEST DUNBARTONSHIRE LEISURE TRUST BUSINESS PLAN 2021/22

A report was submitted by the Chief Officer – Citizen, Culture & Facilities providing an update on the West Dunbartonshire Leisure Trust Business Plan for 2021/22.

After discussion and having heard the Chief Officer and the General Manager, West Dunbartonshire Leisure Trust (WDLT) in further explanation and in answer to Members' questions, the Committee agreed:-

(1)   to approve the report and the efficiency options outlined;

(2)   to approve the 2021/22 West Dunbartonshire Leisure Trust Business Plan;

(3)   that, if required, the management fee would be adjusted upwards to include full funding for item 3 at 4.3 of the report, to enable WDLT to balance their budget without making this efficiency, and to note that this decision would require to be ratified by Council in line with recommendation 3 of the report; and

(4)   to recommend to Council that a letter of comfort is issued to the WDLT.

The meeting closed at 11.55 a.m.

CORPORATE SERVICES COMMITTEE

At a Special Meeting of the Corporate Services Committee held by Video Conference on Wednesday, 21 April 2021 at 2.03 p.m.

Present: Councillors Jim Brown, Ian Dickson, Diane Docherty, Jim Finn, Daniel Lennie, Caroline McAllister, Jonathan McColl, Iain McLaren and John Mooney.

Attending: Gillian McNeilly, Finance Manager; Nigel Ettles, Section Head – Litigation (Legal Officer) and Craig Stewart, Committee Officer.

Apologies: Apologies for absence were intimated on behalf of Councillors David McBride and Martin Rooney.

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.

OPEN FORUM

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

APPLICATION FOR FUNDING – GOLDEN FRIENDSHIPS

A report was submitted by Chief Officer – Resources providing information on a recent grant application to the Alexander Cross Cameron Trust Fund from the Golden Friendships Club.

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

> Committee agrees to fund the grant application from Golden Friendships for £20,000 from the underspent Community Chest/Cultural/Playscheme funds administered on our behalf by WDCVS.

Committee also asks officers to bring a report to a future IRED Committee with options for locations for other Adult Accessible Changing Places across West Dunbartonshire for the benefit of residents and visitors to the area.

It is noted that funding may become available from the next Scottish Government for such Adult Accessible Changing Places and we should be ready to apply as soon as any potential scheme becomes available. If such a scheme is not forthcoming, officers should prepare options for members to consider how West Dunbartonshire Council can self-fund these amenities.

The meeting closed at 2.24 p.m.

JOINT CONSULTATIVE FORUM

At a Meeting of the Joint Consultative Forum held by video conference on Thursday, 11 March 2021 at 2.05 p.m.

Present:	Councillors Karen Conaghan, Jim Finn, David McBride, Jonathan McColl and Iain McLaren; Derek Hutchison, David Scott and John Wagner (GMB); Claire Mackenzie (SSTA); Sean Davenport, Simon Macfarlane, Susan Shannon and David Smith (UNISON); and Chris Rossi and Margaret Wood (Unite).
Attending:	Victoria Rogers, Chief Officer – People & Technology; Malcolm Bennie, Chief Officer – Citizen, Culture & Facilities; Gail Macfarlane, Chief Officer – Roads & Neighbourhood; Peter Barry, Chief Officer – Housing & Employability; Stephen West, Chief Officer– Resources; Angela Wilson, Chief Officer– Supply, Distribution & Property; Claire Cusick, Senior Education Officer – Pupil Support; Fraser Downie, Nurse Team Leader; Alison McBride, Strategic People & Change Manager; Anne McFadden, Digital Leadership, Skills & Culture Manager; Leeanne Galasso, People & Change Partner; Karen Goodwin, Health and Safety Officer; Raymond Lynch, Senior Solicitor; and Scott Kelly, Committee Officer.
Apology:	An apology for absence was intimated on behalf of Val Jennings (UNISON).

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 3 December 2020 were submitted and approved as a correct record.

TRADE UNION FACILITY AGREEMENT

With reference to the Minutes of Meeting of the Joint Consultative Forum held on 3 December 2020, the Chief Officer – People & Technology provided a verbal update in respect of the review of the Trade Union Facility Agreement and the Forum agreed:-

(1)   to note that further discussion had taken place with trade union conveners in relation to the review of the Facility Agreement but that it had not been possible for agreement to be reached on a formula which might have been used to determine conveners' facility time in accordance with each union's level of membership; and

(2)   to note that discussions would continue and that if agreement could be reached on amending the Facility Agreement then a report would be submitted to the May 2021 meeting of the Corporate Services Committee seeking approval of the changes.

FIT FOR FUTURE REVIEWS

The Strategic People & Change Manager, the Digital Leadership, Skills & Culture Manager and the People & Change Partner gave a presentation in relation to Fit for Future Reviews.

After discussion and having heard officers in answer to Members' questions, the Forum agreed:-

(1)   to note that Fit For Future reviews were being conducted in response to requests from services and that the Organisational Development and Digital Change Team had concluded its first reviews, including of Waste Services;

(2)   that the reviews focussed on helping services to deliver a more digital approach, support employees and users and identifying any skills gaps;

(3)   to note the contributions made by HR and ICT in the process;

(4)   to note that following the completion of a review and the handover to the service, ongoing support would continue to be provided; and

(5)   to note that a presentation on the service had been delivered to trade union conveners at an early stage and that this matter had been a standing item at Conveners' Group meetings.

TRADES UNIONS ISSUES

Sessional Staff Not Being Paid an Average Wage (item requested by UNITE)

The Forum heard from Ms Wood who expressed concern that some casual workers who had been unable to work for the Council in view of the pandemic had not received another compensation payment (in addition to that paid for the period of lockdown 1) and requested that consideration be given to compensating them by backdating their pay to their average wage level and that efforts be made to ensure that people were offered appropriate contracts.

In response the Chief Officer – People & Technology advised:-

(a)   that the Scottish Joint Council (SJC) for Local Government Employees had issued a circular in April 2020 which offered guidance to Councils in this area, and that discussions had taken place with the trades unions in relation to this;

(b)   that the guidance provided by the SJC stated that casual workers required to remain available for work in order to have been considered for compensation and that while some had accepted offers of work, others had declined;

(c)   that when level four restrictions were put in place and reduced work in particular services, a number of causal workers had been deployed elsewhere including latterly in vaccination centres;

(d)   to note that further discussion would take place with trade union conveners in relation to this matter; and

(e)   to note that a report to Council was being prepared detailing the use of and compensation arrangements for this group.

Impact of Local COVID-19 Infection Rates (item requested by EIS)

The Forum noted that no representative from EIS was in attendance to speak to this matter.

Effectiveness of Health and Safety Mitigations with the Reopening of Schools (item requested by EIS)

Following discussion, the Forum noted:-

(1)   that no representative from EIS was in attendance to speak to this matter; and

(2)   that officers had been in discussion with the EIS co-conveners in relation to their concerns regarding this matter and, if they were to consent, the Chief Officer – People & Technology could share relevant correspondence with the Leader of the Council.

The meeting closed at 2.50 p.m.

WEST DUNBARTONSHIRE COUNCIL

Report by Chief Officer – People and Technology

Corporate Services Committee: 19 May 2021

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Subject: Digital Transformation

1.   Purpose

1.1   To provide Committee with an update on the further implementation of the Digital Strategy and seeks approval for the permanent establishment of the core team to support delivery of the Council's ambitious programme.

2.   Recommendations

2.1   The Committee is asked to:

- Note that the Digital Strategy work-streams maximise the potential of digital technologies to improve outcomes and services for all our citizens and employees, whilst seeking to reduce costs;
- Approve the permanent establishment of the Council's core team (currently employed on a fixed term basis); and
- Approve the recruitment of a Graduate Service Designer on a fixed term basis to support the work of the Service Designer.

3.   Background

3.1   In 2011, the Scottish Government published a Digital Strategy designed to extend connectivity, promote the digital economy, digitise public services and promote digital participation. The Council's Digital Strategy was published in 2016 with a focus on the delivery of on-line services. In August 2019, following a senior restructure, the Digital remit was transferred from Citizen, Culture and Facilities to People & Technology and a small core team established within the existing Organisational Development, Change & (now) Digital Team.

3.2   The Digital Team consists of 3 employees (plus other officers across the Council engaged in digital work-streams and part of the 'virtual' team):

	Contract Start Date	Contract End Date
Digital Foundations Officer	26/08/2019	25/08/2021
Manager of Digital Leadership, Skills & Culture	02/09/2019	01/09/2021
Service Designer	13/04/2020	12/04/2022

3.3 The team was established to support the delivery of:

- Digital services designed with end users in mind through regular engagements during design and delivery project phases;
- Improved data quality and the subsequent decision making by presentation of WDC data sets in a visual and meaningful way;
- Improved Digital skills both for employees and residents;
- Digital first approach for all council services from the outset of process design and improvements;
- Alignment of Council services with leading digital/mobile technologies and the benefit therein giving due consideration to end users;
- Maximise digital transactions via self-service giving increased flexibility and reducing the need for face-to-face and telephone interventions where possible; and
- Collaborative working with the National Digital Office and other councils in both informing the WDC programme and sharing best practice.

3.4 In March 2021, the new Digital Strategy for Scotland, 'A Changing Nation: How Scotland will Thrive in a Digital World', was delivered through collaborative efforts of Scottish Government, CoSLA, the Digital Office for Scottish Local Government and the Improvement Service. This revised strategy sets out how digital will feature in the recovery from the pandemic, a reality already experienced in West Dunbartonshire over the last 12 months as digital solutions have enabled services to continue and facilitated the support strategies for our communities.

3.5 An SNP motion for the 2021/22 budget was agreed that a report will come to Corporate Services for members to decide whether to accept the Digital Team growth bid.

4. **Main Issues**

Current Work-streams

4.1 The Digital Transformation Board was established to provide decision making at officer level and a robust governance framework. It also ensures a collaborative one Council approach to Digital and provides a platform for sharing of good Digital practice. The Board is chaired by the Chief Officer People and Technology, facilitated by the Manager of Digital Leadership, Skills & Culture and includes representatives from all Service Areas. Meetings are now being conducted virtually through MS Teams, ensuring through a digital solution, that the transformation work can continue.

4.2 The Digital Team, both core and wider/virtual members, support the 4 current sub-groups:

- Better Use of Data;

- Digital Skills (both workforce and communities);
- On-line Forms; and
- Digital Communications.

4.3 In addition the team oversee and participate in the agreed corporate Continuous Improvement Digital Projects:

- On-line bookings;
- Review of Pecos/ICT procurements; and
- Fit for Future (FfF) Service Reviews.

The fourth project for Medical Adaptations has now been handed over to the service and they are working with ICT to develop a single system that all relevant parties can access and update. This will provide a streamlined, joined up approach to medical adaptations that benefits both the citizen and the Council.

4.4 The team support training cohorts to achieve the Lean/Six Sigma Yellow Belt qualification and deliver an ongoing development programme to these cohorts which includes training on:

- Service Design;
- Agile Project Management;
- Commercialisation;
- Customer Journey Mapping; and
- Benefits Realisation.

4.5 The Digital team conducted the corporate digital survey in 2019 and lead on the associated actions such as:

- Improving Microsoft Office skills through the MS Teams community;
- Improving Microsoft Excel skills to make better use of data; and
- Using Outlook to help with time management and task delivery.

4.6 The Digital team have participated in the Scottish Government's CivTech 4.0 Innovation programme and worked with the successful supplier to develop an additional module of their Trickle communication and collaboration product to support employee wellbeing.

Fit for Future Service Reviews

4.7 In seeking to approach service review and design in a holistic way and, in so doing, incorporate feedback from Trades Union colleagues on areas where people practices could be improved, the 10 step 'Fit for Future' model was developed (detailed in Appendix 1).

Initially this involves a 6 step 'Discovery stage' during which the service is

researched from both a service user and an employee perspective. The supporting processes and data sets are examined, as are the supporting technology and on-line platforms. A thorough review of people practices is also conducted.

Findings from the Discovery stage are presented to the Service Chief Officer at a 'Show & Tell' event and thereafter ideation workshops are held with employees to generate recommendations for improvement. The findings and recommendations are compiled into a report which is handed over to the service for implementation.

The digital team leads on the overall approach, on 4 of the 6 Discovery steps and will retain a support and enabling role in respect of the implementation plan.

4.8 The first service to be reviewed using this innovative approach was Waste Services. This has now concluded with an action plan in place. The main themes identified for improvement were:

- Reduce duplication of data sets and improve data quality by establishing a master data set for waste;
- Refresh bin collection routes to ensure the most economical route is followed;
- Redesign the key processes to suit the needs of the service user and support these with regular meaningful communication and updates for the citizen; and
- Collaborate with other internal services to provide a joined up approach to waste collection.

4.9 The Fit for Future Service Review for Working 4 U began on 1 February 2021.

Step 7, the 'Show & Tell' (which provides a summary of the findings from the previous 6 steps) was held on 24 March 2021. The main themes identified included:

- Multiple data sets/systems in use so there is no single view of the citizen/client;
- Processes requiring updating and streamlining;
- Website needing updating and ensure information is accurate;
- Referral form needs amended to gather relevant information which will in turn reduce the need for any follow up contact; and
- 38 mailboxes are currently in use and these should be rationalised.

Appendix 2 shows an infographic which summarises the findings from the review of the W4U service.

4.10 The intention of the Fit for Future programme is that service reviews will take place consecutively but with some additional overlap to deliver more

sooner. The Repairs Contact Centre Fit for Future review began with a 'kick-off' meeting on Monday 12 April 2021.

With each service review, learning is developed on how the approach works and allows improvements to be introduced to make it even better.

Moving forward, the scope of the people review will be extended to include wellbeing within Step 6 and a FfF maturity matrix will be developed and introduced to ensure services continue to develop in these areas.

Service Design

4.11   A Service Design Officer was appointed on a two-year fixed term basis in April 2020. This recruitment exercise had to be repeated a number of times before securing an appropriately skilled candidate due to the shortage of applicants with the required attributes.

WDC were one of the first Councils to recruit a Service Designer and demand has increased significantly as others recognise the growing importance of this skill set.

4.12   Service Design training has been developed internally and, to date, 62 employees (over 6 cohorts) have attended this training. These figures include a condensed version of the training which was delivered to the Communities Team in March to better support our community facing services.

A further condensed version of the training is scheduled to be delivered to HSCP colleagues in May and this will be followed by training for the Strategic HR team.
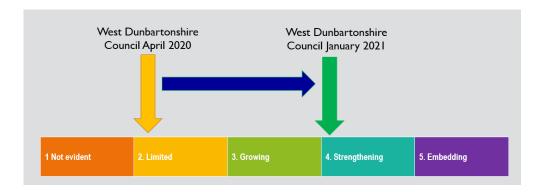
4.13   The Service Design Academy offer a variety of Service Design training which varies in cost from £495 per person for a 0.5 day training session to £2,900 for a certified training course. A comparable cost of the WDC Service Design training is £1,300. This equates to a potential saving of £80,600 in training costs.

4.14   The training consists of 7 modules with one module being undertaken per week.

	Topic
Week 1	Introduction to Service Design
Week 2	Empathy Mapping
Week 3	Journey Mapping
Week 4	User Research
Week 5	Ideation
Week 6	Prototyping
Week 7	Show and Tell

4.15 During this training, attendees are introduced to both the theory of service design and the practical application of service design tools. This culminates in a Show & Tell where the prototype(s) to a given problem/issue are presented.

The 'Virtual Cuppa and a Chat' which ran weekly as a trial from October 2020 until March 2021 was implemented as a result of this service design training. The purpose of this was to give employees a space to come together, talk about a variety of topics and, often facilitating the 'meeting' of colleagues where employees have joined the Council during the pandemic and so have never actually met. The 'Virtual Cuppa and a Chat' continues to run every 3 weeks in the form of desk based Yoga.

4.16 A Service Design maturity assessment was completed by the Service Designer when they joined in April 2020. This illustrated that WDC had limited use of Service Design.

West Dunbartonshire Council April 2020 → West Dunbartonshire Council January 2021

| 1 Not evident | 2. Limited | 3. Growing | 4. Strengthening | 5. Embedding |

This assessment was repeated in January 2021 and showed that WDC's service design maturity had developed markedly. The new assessment classes WDC as having an 'awareness and support for user-centred design and the principles of the Scottish Approach to Service Design is evident at many levels of the organisation'.

4.17 The National Audit Office have listed evidence of a Service Design approach as being key to transformational change projects and subsequent inspections will look for evidence of this.

They have also identified 6 key characteristics of a digital council:

- Digital Leadership;
- User focused;
- Digital Workforce;
- Collaborative;
- Technology & Data enabled; and
- Innovative.

Each of these characteristics is managed and monitored by the Digital Team albeit dedicated work streams are not set up in exactly this way.

4.18 A Service Design community has been established to promote the use and benefits of service design across WDC and has also assisted with:

- the development of a bespoke support programme for Building Services;
- the corporate roll-out of Trickle (an engagement App) to allow better communications with employees who do not have access to email, Zoom or MS Teams; and
- the development of Ideation sessions (currently productively used in FfF) as an agreed replacement for the good idea fund.

4.19 A Scottish Service Design community has also been established (led jointly by West Dunbartonshire and West Lothian Councils). This has generated interest from a number of organisations including Stirling Council who have requested access to WDC service design training. A meeting has been arranged to discuss how to take this forward.

Online Collaboration Tools

4.20 The Digital Team have supported ICT in the deployment of online collaboration by delivering training on the use of MS Teams.

The team also support the Microsoft 365 Project Team and have established a MS Teams ambassador group with over 60 ambassadors across the Council trained on additional functionality of MS Teams. The digital team facilitate this group which meets monthly and offers support to others who are in need of assistance.

4.21 The Digital Team were instrumental in the implementation of Zoom for Council meetings and Committees working with the Committee Admin Team to develop an approach which worked, the subsequent training of officers and Elected Members and supporting the meetings themselves to ensure events ran smoothly.

Workforce Planning Console & Better Use of Data

4.22 In order to better support mature workforce planning and management scrutiny of workforce data, the 'console' was developed to provide real-time graphical information direct from the Workforce Management System.

This was delivered by the 'Better Use of Data' sub group and has now been implemented across all Chief Officer areas.

4.23 The console was further developed to provide an employee status report during the Covid pandemic. This report allows managers to see the status of their employee(s) against the following criteria:

- allocated as a volunteer in another service;
- working at an education hub;
- an essential worker; and
- a key worker or simply as yet unallocated.

4.24 The requirements for COVID reporting to Scottish Government were significant and resource intensive at a time when teams were stretched responding to the impacts of COVID. An absence report was developed to simplify reporting and create capacity.

4.25 The 'Better Use of Data' sub-group was established to bring together key employees whose work has a large focus on WDC data sets.

This sub-group have collaborated with the Scottish Digital Office's Data team and hosted a 'data deep dive' exercise (attended by a number of other councils) which explored the potential benefits of the introduction of a data hub (i.e. a central repository for data).

Findings indicated that the introduction of a data hub would be a lengthy and costly piece of work however significant benefits were also anticipated once the work was completed specifically the single/master view of the citizen that would become available.

Improving data quality internally moves WDC closer to the data hub model therefore this is now the focus for the sub-group. Data quality is also investigated as part of the FfF service reviews.

4.26 The data sub-group attendees have recently completed training to develop a fuller understanding of Data Consultancy and this will allow the development of a consistent and thorough approach to reviewing of data sets.

Key elements of this training will be shared with the wider data community (which is currently being established) to help employees understand and promote the importance of data within their own service areas.

Members of this data community will initially be introduced to the GIS mapping system and supported to make use of this tool. This will increase the GIS user base and also build data skills and confidence in the wider community.

Next Steps for the Digital Team:

4.27 Subject to approval of employment status, the core team will:

- Continue to refine the Fit for Future approach and work on prioritised Service Reviews with dates agreed as capacity allows;
- Continue to build Service Design capacity through the delivery of

Service Design training and the set-up of a Service Design Champions group and development programme;

- Establish a Data community to improve data quality, demonstrate the benefits of data visualisation and identify opportunities for data sharing;
- Participate in the implementation of Microsoft 365 and build capacity across the MS 365 suite of products;
- Continue to develop and offer opportunities for the development of employees digital skills;
- Continue to support the Automation programme and the development of a sustainable automation pipeline via the F4F reviews and other improvement work;
- Identify opportunities to maximise the use of free solutions such as 'Near Me' for video appointments with WDC citizens and
- Begin development of a new digital strategy aligned to the various national strategies, commitments and programmes of improvement.

5.   Options Appraisal

5.1   As a result of the staggered recruitment, all 3 core officers have different start and finish dates (paragraph 3.2). Two options were considered:

- The first option would be to extend the contracts of the two fixed term employees appointed earlier in 2019 for a period of 7 months at a cost of £73,052 and appoint a Service Design Graduate on a 2 year fixed term basis at a total cost of £64,899 split over 3 financial years (inclusive of on-costs).

- The second, and preferred option would be to appoint all 3 core officers on a permanent basis and appoint a Service Design Graduate on a 2 year fixed term basis. The team have funding from the Change Fund for the existing fixed term contracts and the recommendation would be to fund from core budget from 2022/23 onwards (see Table 1).

Table 1

Posts*	Grade	Additional Cost (2021/22)	Annual Cost (2022/23)
Manager of Digital Leadership, Skills & Culture (for 7 months)	G10	£39,017	£69,621
Digital Foundations Officer (for 7 months)	G9	£34,035	£60,699
Service Designer	G9	n/a	£60,741
Service Design Graduate (for 8 months in 2021/22)	G5	£20,685	£32,820
Total (inclusive of on costs)		**£93,737**	**£223,882**

* These posts have been evaluated in accordance with the SJC Job Evaluation Scheme

6. People Implications

6.1 As detailed in Table 1 above, the preferred option and the recommendation to this Committee is to secure permanency for the core team in addition to recruiting a Service Design Graduate. This would further support the Council's digital journey. An existing permanent Change Facilitator role, currently vacant, will also be converted to a Digital Project Support role.

6.2 Securing this permanent resource would reduce the risk of loss of the skill to A.N. Other organisation offering permanent opportunities. The ambitious programme of digital change, supported by National Digital Office, the Accounts Commission and the National Audit Office, will not be delivered by the end of the current fixed term contracts. This would place the Council at a disadvantage and would not realise the full benefits of the strategy.

7. Financial and Procurement Implications

7.1 Total financial investment of £317,618 for 2021/22 and 2022/23.

7.2 This investment would reduce upon completion of the SD graduate's 2 year training programme.

7.3 There are no procurement implications associated with this report

7.4 A report was submitted to Council on March 22 that advised the first year of Digital Team costs would be funded from the Change Fund. This paper also advised of an annual cost of £168K additional costs to the Council from 2022/23 (i.e. after the Change Fund stopped funding)

8. Risk Analysis

8.1 Skills held by the digital team are attractive to other employers and many opportunities are available. The programme of change is significant and the 3 strong core team are all fixed term.

9. Equalities Impact Assessment (EIA)

9.1 An EIA (#345) for the Digital Team Growth Bid was undertaken and is attached in Appendix 3.

9.2 This shows that there are positive impacts overall and some particular positive impacts for some groups.

10.   Consultation

10.1   The Trade Unions have played a key role in a number of digital initiatives such as supporting those employees without email access, the roll-out of 'Trickle' for communication/collaboration and highlighting poor people practice which is now being reviewed in Step 6 of the Fit for Future approach.

The Trade Unions will continue to be involved moving forward.

10.2   Digital is a standing item on the monthly Convenors meeting and consultation is undertaken in accordance with our local collective bargaining methodology.

11.   Strategic Assessment

11.1   The Council's Digital Strategy and associated work-streams supports the following Council strategic priorities:

- Meaningful engagement with active empowered and informed citizens who feel safe and engaged;
    - The adoption of a service design approach to digital transformation and FfF service reviews puts citizens at the heart of the process to design or redesign services and processes;
    - By proactively engaging with citizens (and using a variety of communication channels to do this), we learn about their experiences (good and bad) and can introduce improvements as a result;
    - We strive to work with those 'seldom heard voices' to ensure services are available and accessible to all.

- Efficient and effective frontline services that improve the everyday lives of residents;
    - The introduction of Lean/Six Sigma to WDC as a continuous improvement tool has encouraged services who have participated in the programme to remove waste from their processes, introduce consistency in their approach and consider areas of value that can be added for the benefit of the citizen;
    - The establishment of in-house communities for MS Teams and Service Design provides a means of cross organisation working, and allows for upskilling of employees in a supportive and safe environment whilst promoting the use of new technologies and sharing feedback;
    - Listening to citizens experiences during FfF service reviews provides an opportunity to streamline and improve back office processes which can then be accessed via on-line channels such as the website and on-line forms.

- Open, accountable and accessible local government.
  - The Digital Team are preparing short information recordings on data quality which will be advertised via the intranet. The reason for doing this is to promote that data and digital is not just the job of the Digital team – every employee has a responsibility in this;
  - A data community will also be set up to encourage good data practice which will assist in the move towards publishing of open (non-personal) data sets;
  - Moving forward, the Digital team will look for opportunities to share data sets in a safe and secure way which will provide a holistic view of the citizen within WDC.

Victoria Rogers
Chief Officer, People and Technology
13 April 2021

Person to Contact:	Alison McBride Strategic Manager of People & Change alison.mcbride2@west-dunbarton.gov.uk
Appendices:	Appendix 1 – Fit for Future Approach Appendix 2 – Fit For Future Findings Infographic Appendix 3 – EIA
Background Papers:	N/A
Wards Affected:	**All**
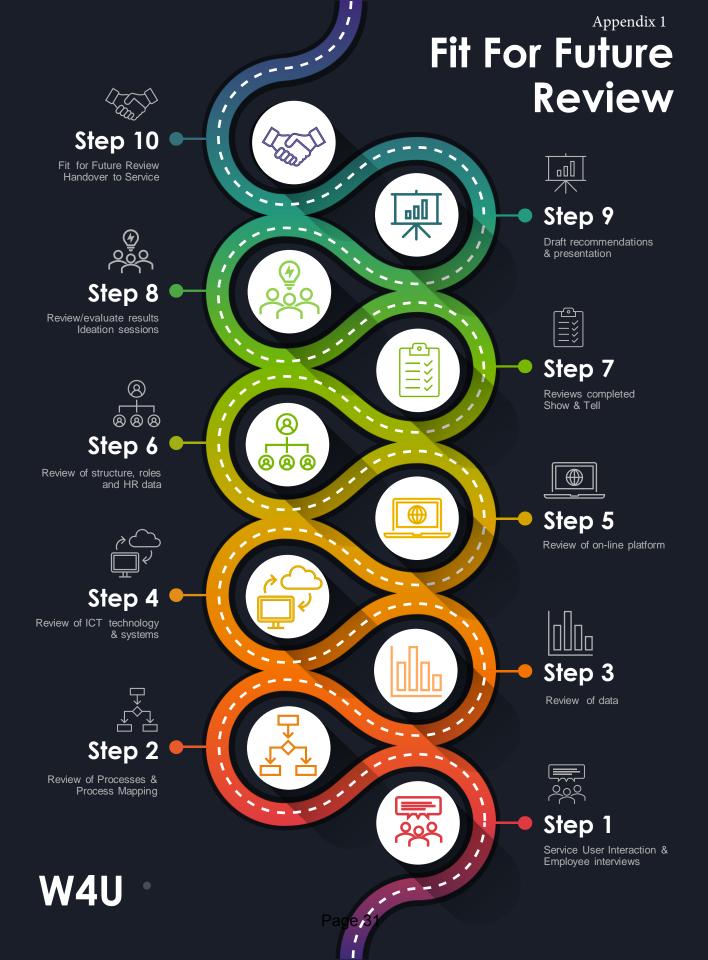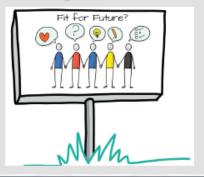
Fit For Future Review

Step 10
Fit for Future Review
Handover to Service

Step 9
Draft recommendations
& presentation

Step 8
Review/evaluate results
Ideation sessions

Step 7
Reviews completed
Show & Tell

Step 6
Review of structure, roles
and HR data

Step 5
Review of on-line platform

Step 4
Review of ICT technology
& systems

Step 3
Review of data

Step 2
Review of Processes &
Process Mapping

Step 1
Service User Interaction &
Employee interviews

W4U

Fit for Future - Working 4 U Service Review

West Dunbartonshire COUNCIL

Appendix 2

Fit for Future?
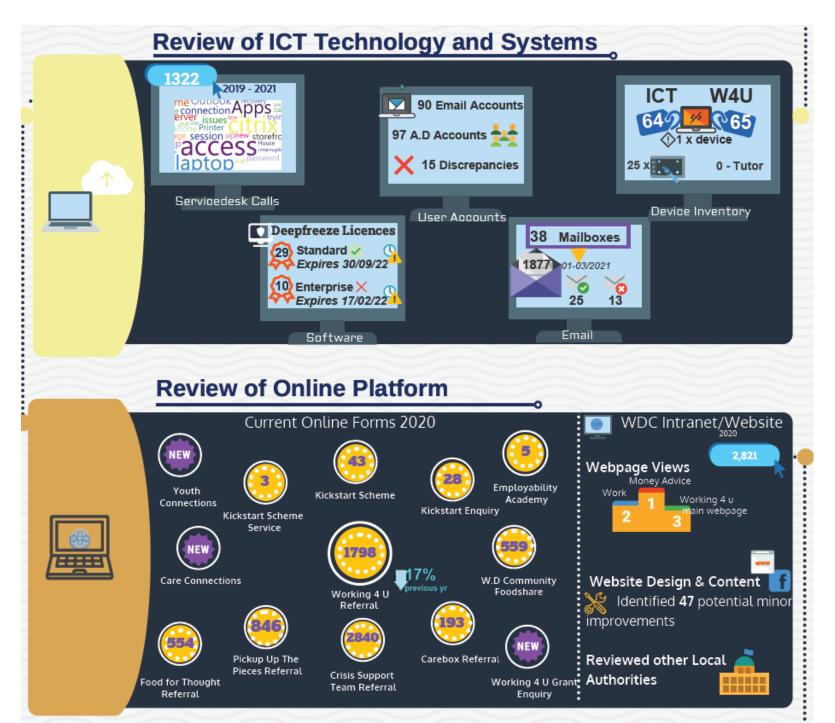
Summary of areas reviewed and key findings from the Working 4 U Service Review
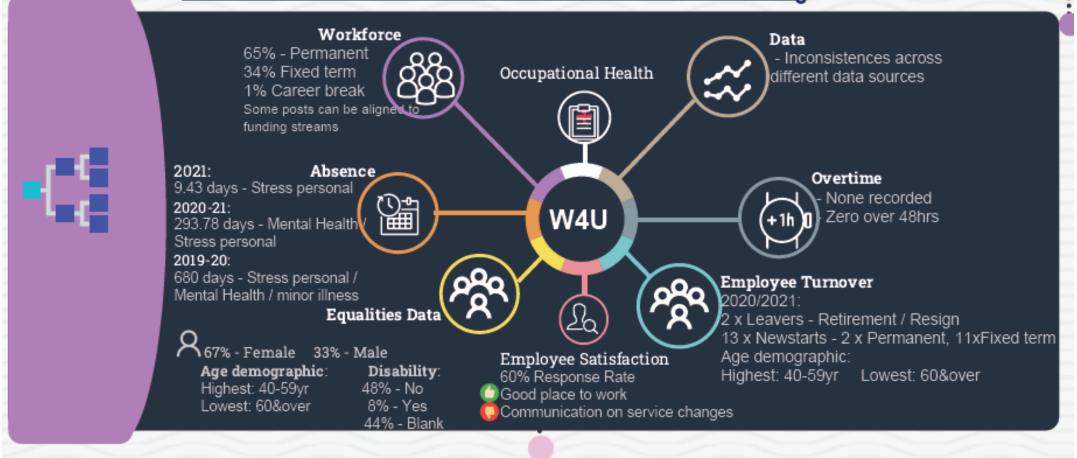
Service User and Employee Experience

User Research

Learning
Video link

General
Video link

Family Opportunity Hubs Video link

Social Media Review

- Eligibility
- How do you apply
- Course availability
- Evening and summer classes
- Creche/Carers
- What courses do you have

Employee Workshops

Work

Money

Learning

Click on the icons above for video links

Employee Feedback
**does not include all responses*

- Adapted Digitally quickly
- Rewarding place to work
- Supporting clients in need
- Created new Crisis service
- Supportive Manager

- Workload
- Waiting Lists
- Lack of system
- Funder constraints
- Improve website

W4U Learning Services

Adult 10

Youth 14

Community based Adult Learning
(Jan 2020 - present)

14 courses

307 members

Review of Processes and Process Mapping

7 Processes Mapped

- Receipt of referral (CLD)
- Referral for Debt
- Referral to Beatson
- Referral to PSI
- Referral Process
- Referral for General Benefit Issues
- Referral on-line form

Review of Data

Data Mapping

- CL&D Clients via postcodes identified areas outwith the WDC boundaries
- Overlaying the Scottish Index of Multiple deprivation identified how CL&D are reaching clients in most deprived areas of WDC

Referral Online Form

Highest peak - July 2019

Area: Money Advice ⬆
Improving the cancer journey ⬇

Agency: W4U Work ⬆

Data Sources

Westlink ✕ Advicepro ✕ CAG

Client Data

Client duplication

Ethnic Origin:
81.51% - White (Scotttish) ⬆
0.02% - Black (Caribbean) ⬇

Gender: Female ⬆ Male ⬇

Age: 40 & under ⬆ above 40 ⬇

Review of ICT Technology and Systems

Servicedesk Calls
1322
2019 - 2021
me Outlook recovery
connection Apps
server issues box tryin
phone Printer
session up new storefrc
access House interrupt
laptop staff password

User Accounts
90 Email Accounts
97 A.D Accounts
✗ 15 Discrepancies

Device Inventory
ICT 64 W4U 65
⚠ 1 x device
25 x 0 - Tutor

Software
Deepfreeze Licences
29 Standard ✓ Expires 30/09/22 ⚠
10 Enterprise ✗ Expires 17/02/22 ⚠

Email
38 Mailboxes
1877 01-03/2021
✓ 25   ✗ 13

Review of Online Platform

Current Online Forms 2020

- NEW — Youth Connections
- 3 — Kickstart Scheme Service
- 43 — Kickstart Scheme
- 28 — Kickstart Enquiry
- 5 — Employability Academy
- NEW — Care Connections
- 1798 — Working 4 U Referral (17% previous yr)
- 559 — W.D Community Foodshare
- 554 — Food for Thought Referral
- 846 — Pickup Up The Pieces Referral
- 2840 — Crisis Support Team Referral
- 193 — Carebox Referral
- NEW — Working 4 U Grant Enquiry

WDC Intranet/Website
2020

Webpage Views
2,821
Money Advice
Work
1 Working 4 u main webpage
2
3

Website Design & Content
Identified **47** potential minor improvements

Reviewed other Local Authorities

Review of Structure, Roles and HR Data

Workforce
65% - Permanent
34% Fixed term
1% Career break
Some posts can be aligned to funding streams

Occupational Health

Data
- Inconsistences across different data sources

Absence
2021:
9.43 days - Stress personal
2020-21:
293.78 days - Mental Health / Stress personal
2019-20:
680 days - Stress personal / Mental Health / minor illness

W4U

Overtime
- None recorded
- Zero over 48hrs

Equalities Data
67% - Female   33% - Male
Age demographic:
Highest: 40-59yr
Lowest: 60&over
Disability:
48% - No
8% - Yes
44% - Blank

Employee Satisfaction
60% Response Rate
👍 Good place to work
👎 Communication on service changes

Employee Turnover
2020/2021:
2 x Leavers - Retirement / Resign
13 x Newstarts - 2 x Permanent, 11xFixed term
Age demographic:
Highest: 40-59yr   Lowest: 60&over

AssessmentNo	345		Owner	amcfadden	
Resource	Transformation		**Service/Establishment**	People and Technology	
	First Name	Surname	**Job title**		
Head Officer	Anne	McFadden	Digital Leadership, Skills and Culture Manager		
	(include job titles/organisation)				
Members	Anne McFadden (Digital Leadership, Skills and Culture Manager) Alison McBride (Strategic People &Change Manager)				
	(Please note: the word 'policy' is used as shorthand for stategy policy function or financial decision)				
Policy Title	Digital Team Growth Bid				
	The aim, objective,purpose and intended out come of policy				
	The Digital Team are employed on temporary contracts and those contracts are nearing completion. The option being proposed to CS committee is: 1) Digital Team resources become part of the permanent establishment and 2) that a graduate Service Designer be appointed for a period of 2 years.				
	Service/Partners/Stakeholders/service users involved in the development and/or implementation of policy.				
	3 members of the core team: Digital Leadership, Skills and Culture Manager Digital Foundations Officer Service Designer Service Designer Graduate (once appointed)				

Does the proposals involve the procurement of any goods or services?	**No**
If yes please confirm that you have contacted our procurement services to discuss your requirements.	**No**

SCREENING	
You must indicate if there is any relevance to the four areas	
Duty to eliminate discrimination (E), advance equal opportunities (A) or foster good relations (F)	**Yes**
Relevance to Human Rights (HR)	**No**
Relevance to Health Impacts (H)	**No**
Relevance to Social Economic Impacts (SE)	**No**

Who will be affected by this policy?

Members of the digital team (currently on a temporary contract) will be directly affected: - Digital Leadership, Skills and Culture Manager - Digital Foundations Officer - Service Designer. If recommendation is approved, a new employee will also be appointed into a Service Design Graduate post for a period of 2 years. Indirectly, digital related work will reduce if not stop completely.

Who will be/has been involved in the consultation process?

No consultations are planned.

Please outline any particular need/barriers which equality groups may have in relation to this policy list evidence you are using to support this and whether there is any negative impact on particular groups.

	Needs	Evidence	Impact
Age	No barriers. A graduate service	Demand for the Service Design	Positive impact: a temporary post will

		services we offer is growing. Within WDC, Fit for Future service reviews need resourced, training needs delivered and support needs to be provided. There is further demand for other Local Authorities (including Stirling) to deliver training to them.	be created for an individual at the start of their working career (or new career).
Cross Cutting			No impact
Disability	No barriers. A graduate service designer (to support the Service Designer in post) with the increased demand for user research and design/redesign of services.	The second principle of the Scottish Approach to Service Design is "We design service journeys around people and not around how the public sector is organized". The third principle of the Scottish Approach to Service Design is "we seek citizen participation in our projects from day one".	Positive impact: a temporary post will be created with a focus on people. 'Seldom heard voices' will be involved in the user research process and in the development of new or redesigned services.
Social & Economic Impact			No impact
Sex			No impact as WDC recruitment process will be adhered to.
Gender Reassign	No barriers. A graduate service designer (to support the Service Designer in post) with the increased demand for user research and design/redesign of services.	The fourth principle of the Scottish Approach to Service Design is "We use inclusive and accessible research and design methods so citizens can participate fully and meaningfully"	Positive impact: seldom heard voices will be involved in the user research process and in the development of new or redesigned services.
Health			No impact
Human Rights			No impact
Marriage & Civil Partnership			No impact as WDC recruitment process will be adhered to.
Pregnancy & Maternity			No impact as WDC recruitment process

			will be adhered to.
Race	No barriers. A graduate service designer (to support the Service Designer in post) with the increased demand for user research and design/redesign of services.	The fourth principle of the Scottish Approach to Service Design is "We use inclusive and accessible research and design methods so citizens can participate fully and meaningfully"	Positive impact: seldom heard voices will be involved in the user research process and in the development of new or redesigned services.
Religion and Belief	No barriers. A graduate service designer (to support the Service Designer in post) with the increased demand for user research and design/redesign of services.	The fourth principle of the Scottish Approach to Service Design is "We use inclusive and accessible research and design methods so citizens can participate fully and meaningfully"	Positive impact: seldom heard voices will be involved in the user research process and in the development of new or redesigned services.
Sexual Orientation			No impact as WDC recruitment process will be adhered to.

Actions
Policy has a negative impact on an equality group,but is still to be implemented, please provide justification for this.
No negative impact.
Will the impact of the policy be monitored and reported on an ongoing bases?
The Digital team report progress of Digital work and developments to the Digital Transformation Board. Fit for Future Reviews currently run on a 10 week cycle and findings/recommendations for these are reported to the relevant Chief Officer.
Q7 What is you recommendation for this policy?
Intoduce
Please provide a meaningful summary of how you have reached the recommendation
There are positive impacts overall, and some particular positive impacts for some groups as detailed in the EIA section 2. Excellent progress has been made on the digital agenda in a relatively short period of time. This progress and any new developments will be negatively affected (or cease) if the digital team is disbanded at the end of their existing temporary contracts. This impact could happen sooner as the employees have desirable skills which are required by the majority of local authorities and other public sector organisations.

WEST DUNBARTONSHIRE COUNCIL

Report by Chief Officer – Housing & Employability

Corporate Services Committee: 19 May 2021

_____

Subject: Delivery of the Community Empowerment Strategy and Action Plan

1   Purpose

1.1   The purpose of this report is to set out how West Dunbartonshire's
        Community Empowerment Strategy and Action Plan (approved 2019) will be
        delivered and a recommendation for additional resources to support delivery.

2   Recommendations

2.1   It is recommended that members

       (i)   Note the process set out for delivery of the Strategy
       (ii)   Approve the additional resources required for this work

3   Background

3.1   At a Meeting of West Dunbartonshire Council held on 27 November 2019,
        Council approved the Community Empowerment strategy and Action Plan
        (the Strategy).

3.2   The Strategy was prepared through extensive engagement with communities
        over the course of 2019. It set out the key principles that support empowered
        communities and defined an Action Plan for delivery. The Action Plan set out
        six broad themes to be addressed. These were:

        • Awareness, knowledge and understanding;
        • Confidence;
        • Standards;
        • Collaboration;
        • Skills; and
        • Resources and Infrastructure.

3.3   Following approval of the Strategy and Action Plan a detailed Delivery Plan
        was to be prepared to ensure successful roll-out. The delivery plan would
        allow further consideration of any resource requirements needed.

3.4   In light of Covid-19 the project working group took the opportunity to review
        the Strategy as part of a due diligence exercise. This process strengthened
        the resolve that the recovery phase presents an opportunity to invest in
        community empowerment as a tool to support communities through recovery.
        This aligns with the strong policy context in support of empowerment and

participation that most recently includes the Scottish Government's Social Renewal Advisory Board paper, 'If Not Now, When?' This paper sets out ambitious plans to help shape Scotland's communities, post-Covid-19.

3.4   To support the delivery of the Community Empowerment Strategy and to ensure adequate resources a Growth Bid was prepared and considered as part of the Council's 2021/22 budget process. The growth bid for an additional permanent resource in the form of four full-time Project Workers was recommended for approval at the Council meeting on 22 March 2021. Council agreed to make the two existing temporary Project Workers posts permanent and requested that a further paper should come to Corporate Services Committee to outline how the Council plans to deliver the Community Empowerment Strategy and Action Plan and what resources are required.

4.   **Main Issues**

4.1   Work on the delivery plan has been delayed due to Covid-19 but the aim to deliver on the commitment made through the Community Empowerment Strategy remains. This work supports the call from the Scottish Government to work with communities as key partners through recovery. In response to this the Delivery Plan now includes an additional theme, Social Renewal and Participation, to ensure a programme of increased opportunities for participation, empowerment and local decision making.

4.2   The Council's existing capacity to deliver on the empowerment agenda is currently constrained by its resources. The Communities Team works collaboratively with key partners and service areas to promote and strengthen this approach. However the scope and workload of the team has increased significantly over the past two years through necessity, opportunities for improvement and more recently as a response to the Covid-19 pandemic.

4.3   Following the Council budget meeting 22 March 2021 a decision was taken to refer the issue of additional resources to the Corporate Services Committee to allow for a more detailed paper and consideration.

4.4   This paper proposes a measured investment in the Communities Team to deliver on the Council's empowerment ambitions. This includes adding two permanent full time Project Workers to the team. In doing so, this will complement the recent decision taken by Council (March 2021) to make the existing temporary Project Worker posts permanent.

4.5   This additional resource, together with resources committed from other services through the Community Empowerment Project Board will support the development of a coalition of officers and partners to drive forward and deliver real change in communities.

4.6   This investment will contribute to the Council's community empowerment agenda and in doing so will provide increased opportunities to participate and engage in community life which can help to address (see Appendix One):

- Health inequalities;
- Social isolation and loneliness;
- Digital exclusion;
- Anti-social behaviour;
- Low social capital;
- Drug and substance misuse; and
- Education and wealth inequalities.

4.7 The requested additional resource will support local citizens and groups to develop new skills, to increase participation in community life and build resilience. All of which is crucial to the delivery of this agenda and to truly increase empowerment. By developing new ways of working there is the opportunity to truly transform local communities and the lives of local citizens.

4.8 Working with communities to deliver such meaningful change is a long-term ambition. It will require a continued effort from across the organisation and partners. This first significant step solidifies the Council's commitment to achieving long-term change across all communities. Progress against the Delivery Plan and the suitability of resources will be kept under review.

4.9 Plans are in place for the establishment of a Community Empowerment Project Board to direct the project, chaired by the Chief Officer Housing and Employability. The Board will be reflective of the key partners required to deliver this ambitious project:

- Housing and Employability;
- Roads and Neighbourhoods;
- Supply, Distribution and Property;
- West Dunbartonshire HSCP;
- West Dunbartonshire CVS; and
- Police Scotland

4.10 Other key partners will be invited to attend Board meetings as and when appropriate.

5 People Implications

5.1 The proposed new resource will be based in the Communities Team, Housing and Employability.

6 Financial & Procurement Implications

6.1 These post have already been included in the budget approved by Council on 22 March 2021.

7 Risk Analysis

7.1 Strengthening the team is a key part of the Council's approach to Community Empowerment, as laid out in the Community Empowerment Strategy. Failure to secure this resource could have implications for the successful delivery against the Community Empowerment Strategy and the Council's wider empowerment ambitions. This could result in a negative impact on the reputation of the Council.

7.2 Engagement with key stakeholders is an essential part of the empowerment agenda and every effort will be made to ensure measures will be in place to support both digital and in-person engagement as soon as it is safe to do so.

8 Equalities Impact Assessment (EIA)

8.1 Equality and accessibility considerations will be taken into account during the recruitment process.

9 Consultation

9.1 N/A

10 Strategic Assessment

10.1 The proposed strengthening of the Communities Team is to support the community empowerment agenda and the delivery of the Council's Strategic Plan objectives, in particular in relation to meaningful engagement with active empowered and informed citizens who feel safe and engaged.

Peter Barry,
Chief Officer, Housing and Employability
West Dunbartonshire Council

Person to Contact:	Elaine Troup elaine.troup@west-dunbarton.gov.uk
Appendices:	Appendix One: Supporting Outcomes
Background Papers:	General Services Budget Report March 2021
	West Dunbartonshire Community Empowerment Strategy & Action Plan November 2019
Wards Affected:	All
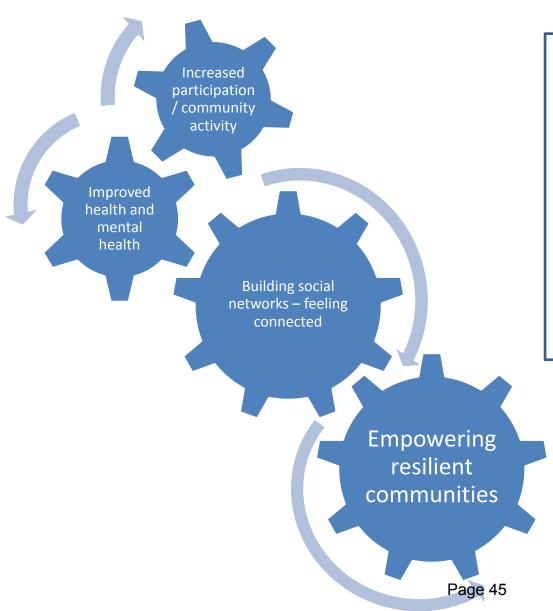
Community Empowerment: Supporting Outcomes

Increased participation / community activity

Improved health and mental health

Building social networks – feeling connected

Empowering resilient communities

Supporting:
- Improved community pride
- Individual and community resilience
- Increased levels of local democracy
- Improved health and mental health
- Reductions in isolation and loneliness
- Safer communities
- Reduced education and wealth equalities
- Community/Participatory Budgeting
- Responsible community asset transfer
- Community Wealth Building
- Volunteering opportunities

WEST DUNBARTONSHIRE COUNCIL

Report by Chief Officer – People & Technology

Corporate Services Committee: 19 May 2021
_____

Subject: Universal Serial Bus **(**USB) Data Drive Policy

1.   Purpose

1.1   The purpose of this report is to secure approval of the new USB Data Drive Policy. This policy will form part of the existing Information Security Policy framework which was approved by this Committee on 25th August 2019.

2.   Recommendations

2.1   The Committee is asked to:

2.1.1   Note that there have been several recent high profile cyber incidents with the most common means of attack being email and the direct introduction of malware via USB storage;

2.1.2   Note that the USB Data Drive Policy will become the seventh element of the Information & Communication Technology (ICT) Information Security Policy framework as follows:

- West Dunbartonshire Council Information Security Policy;
- West Dunbartonshire Council Acceptable Use Policy (AUP);
- Acquisition and Disposal of ICT;
- Privacy and Monitoring;
- Information Security - DPA forum charter;
- Reporting of Information Security concerns; and
- USB Data Drive Policy.

2.1.3   Note that the Data Breach procedures document is also referenced in the USB data drive policy; and

2.1.4   Approve the Council USB Data Drive Policy as an addition to the Information Security Policy framework.

3.   Background

3.1   The existing Council Information Security Policy Framework - Acceptable Use Policy already makes reference to the use/misuse of USB drives.

3.2 The requirement to include a more detailed USB data drive component was captured as part of an Internal Cyber Security Audit and is included in action IAAP/082 2-Use of removable media devices.

3.3 The USB Data Drive Policy marks the start of a process to gradually phase out the use of USB drives in order to reduce the Council's Cyber threat footprint.

3.4 There are alternatives to using USB data drives and employees will be directed to these where appropriate, such as:

- Access files and resources via thin client technology;
- Access files and resources via the Council Ourcloud platform;
- Ask suppliers to email course and seminar presentations rather than issue on USB drives;
- Email documents/files via the council secure email facility which is automatically virus checked; and
- Explore potential to use the Microsoft 365 platform to securely share files in the cloud.

4. Main Issues

4.1 Due to the increased threat landscape and sophistication of techniques used by threat actors, the Council must take steps to mitigate risks as much as possible. The policy will make it easier for everyone affected to understand and carry out their roles in relation to the proper governance and use of the Council's ICT Resources.

4.2 The gradual move away from USB data drives will affect some service areas more than others. the Council's ICT team will endeavour to support use of alternatives before the removal of USB completely such as agreeing exceptions; investigating technologies to permit/restrict usage based on USB category. At this time there is no defined date for removal as ICT are currently assessing how widespread the use of USB drives is and the time required to identify alternate solutions.

4.3 The USB Data Drive Policy will initially be reviewed at least annually in line with technological changes and as business requirements become clearer. It is expected that the review period would then change to reflect the declining use of USB drives.

4.4 This Policy will be supported by existing corporate procedures and guidance which will set out how employees, elected members, 3rd party suppliers / consultants / trainers and other relevant groups are expected to carry out their roles in relation to the use of technology.

4.5 The Information Security Policy Framework was communicated to employees via Email, Intranet, awareness sessions, and via a mandatory online

Information Security I-Learn course and this addition to the framework will be communicated in the same way.

4.6 The Policy (USB Data Drive Policy) and Framework is and will continue to be promoted and available via the Council's intranet.

4.7 The policy allows for an amnesty on all existing USB drives which can be passed to ICT for safe recovery of data where required and/or disposal of both the data and USB drives.

5. People Implications

5.1 The addition of the USB Data Drive Policy to the Information Security Policy Framework forms part of the Council's mitigation against the risk that our employees, elected members and other bodies (partners, suppliers etc.) may encounter when using council ICT resources.

5.2 This policy provides the information needed for employees, elected members and other groups to understand their obligations in the proper use and governance of council and citizen information and data.

6. Financial and Procurement Implications

6.1 There are no direct financial or procurement implications associated with this report or policy. There may be a cost associated with providing suitable alternative solutions.

7. Risk Analysis

7.1 Without an up to date Information Security Policy Framework including specific guidance on the use of USB data drives to mitigate against emerging threats and new technologies, there is an increased likelihood of reputational and financial risks for example financial penalties due to data breaches, and/or the potential for disruption caused by ransomware attack.

7.2 This policy is part of a suite of controls introduced to address Strategic risks SR004 (Information Technology) and SR008 (Threat of Cyber attack) included in the Council strategic risk register.

8. Equalities Impact Assessment (EIA)

8.1 An equalities impact assessment was carried out and there are no adverse equalities issues identified.

9. Environmental Sustainability

9.1 Not applicable.

10. Consultation

10.1 Legal, CPU, Education and the Section 95 Officer have been consulted on the content of this paper. The Trades Union have been consulted and comments received.

11. Strategic Assessment

11.1 High quality ICT resources and services contribute to the Council's strategic priority of delivering fit for purpose (secure) estate and facilities.

Name:	Victoria Rogers
Designation:	Chief Officer - People and Technology
Date:	30 April 2021

Person to Contact:	Brian Miller, ICT Section Head Infrastructure
	07876397925
	brian.miller@west-dunbarton.gov.uk

Appendix:	USB Data Drive Policy

Background papers:	Information Security Policy framework

Wards Affected:	All

West Dunbartonshire Council

USB Data Drive Policy

Contents

1

1. Background

1.1 West Dunbartonshire Council ('the Council') recognises the benefits of mobile and flexible working and the increasing need for collaboration both in and out-with the office. Whilst the Council recognises that removable media such as USB data drives can enhance collaboration and productivity by making it easier to work when outside of the office environment, it also recognises that this presents additional risk.

1.2 This Policy will clarify in which scenarios removable media should be used, identify alternative ways of working and ultimately minimise/remove the need and potential risk of such usage.

2. Scope

2.1 This Policy applies to all users who have access to ICT resources provided by the Council, meaning all:

- Employees;
- Trade Union representatives (including those not directly employed if using the Council's ICT resources);
- Elected Members;
- Agency workers;
- Suppliers/Contractors/subcontractors (subject to any relevant provision in their contracts);
- Employees of trusts, agencies and companies that use the Council's ICT resources;
- Students and volunteers (where undertaking work experience or similar);
- Partner organisations; and
- Any other person(s), without exception, who uses or requires access to Council owned or leased ICT equipment, systems and networks.

3. Purpose

3.1 The use of removable USB data drives comes with additional security and data challenges and risks, as they are easily lost or stolen. These devices can also infect PC's and networks by transferring malware and viruses, particularly when being used to go between non trusted devices (such as personal devices, mobile) and trusted devices (such as Council devices) or networks.

3.2 This Policy is required to clarify the permissible usage situation for USB data drive access, promote alternative solutions (where possible) and outline situations where USB data drive access is not permissible.

4.   Unacceptable use

4.1   There are no circumstances where you can use an unauthorised USB data drive to undertake work on behalf of the Council or connect such a device to the Council network, nor should you allow anyone else to do so using your device. An unauthorised device is a device that has not been procured via the appropriate purchasing mechanisms within the Council and examples include personal USB data drive or one provided by a third party such as a supplier, or charging personal mobile phones via a Council USB port.

4.2   Under no circumstances should you connect any 'found' USB data drives to a Council device or to the Council network. The content will be unknown and connecting to a Council device or the Council network introduces the potential for malware.   Any such devices should be passed to the ICT service desk for investigation.

4.3   The content of paragraphs 4.1 and 4.2 are also covered in Appendix 1 – part 2 item 7 of the Acceptable Use Policy. Any contravention of the above items may be considered a breach of the policy and be subject to investigation as detailed at section 8 of this policy.

4.4   Suppliers, consultants and trainers should be advised to contact ICT in advance to discuss and arrange suitable alternate solutions to using USB drives.

5.   Safe use

5.1   All requirements for USB use including emergency situations must be raised via a change request on the ICT helpdesk system for investigation and where appropriate authorised via ICT Security.

5.2   All USB drives must be purchased via the appropriate purchasing process within the Council.

5.3   All USB drives must be encrypted in accordance with the latest standards and advice provided by ICT.

5.4   All data being processed on behalf of the Council must be in the password-protected area of the encrypted USB drive.

5.5   If there is any suspicion that a USB drive have been exposed to malware, then the ICT service desk must be advised and the drive handed over to them for scanning and retrieval of any data.

5.6   Users should be aware of the risk to their own personal data and personal devices. Users should maintain anti-virus software on any personal devices likely to be used with a Council USB drive.

5.7 In very limited circumstances, the connection of USB devices (such as a CD/DVD blower/reader) may be required for specific purposes by specific service areas; this must be agreed with ICT security in advance.

6. Future use

6.1 ICT will install a monitoring technology to alert when a USB port has been used. The user will then be contacted to discuss and agree a different solution to meet their business need. The user must thereafter use the new solution.

6.2 Users who currently have USB drives (authorised and unauthorised) can hand these to ICT for checking and safe disposal of both the data and the USB drives. The data requirements will be discussed with the user and where required extracted and secured appropriately.

6.3 USB drives should only be used when no alternative solution has been identified.

6.4 The requirement to use USB drives should be limited.

6.5 Users wishing to use USB drives should contact the ICT service desk for advice on alternatives.

6.6 Users will be guided to always consider alternative means of accessing council resources before resorting to USB drives, for example:
- Access resources via thin client technology which allows for 'Use Your Own Device' provision. This delivers a secure connection to the Council's thin client environment with the appropriate internet connection;
- Access via the Council's Ourcloud environment;
- Ask suppliers to email course and seminar presentations rather than issue on USB; and
- Contacting the ICT service desk to transfer data from USB on the behalf of Users, Suppliers or Third Parties
- Email documents /files via the council secure email facility which is automatically virus checked.

7. Monitoring

7.1 All USB drives in use across the Council must be authorised devices only, procured via the ICT catalogue or on advice.from the ICT service desk or relevant ICT employees.

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7.2   USB drives should be considered an Asset and recorded in each service areas Asset inventory.

7.3   Service areas should record who has the USB drives, for what purpose and for what type of data.

8.   Breach reporting and consequences of misuse

8.1   The reporting of breaches would be undertaken in accordance with the Reporting of Information security concerns as part of the ICT Security framework which can be found here.

8.2   Potential consequences of misuse will be handled in accordance with the Acceptable Use Policy as part of the ICT Security framework which can be found here.

9.   Lost USB data drives and virus warnings

9.1   If your USB drive is lost and contains information of a personal/sensitive nature, you must notify your line manager immediately and subsequently report the loss via the DPA/GDPR guidance.

9.2   If you plug the USB device into a council computer/device and the computer returns a message advising that the drive is infected with malware, you must immediately remove the drive from the computer and report the incident to the ICT service desk.

10   Clarification

10.1   In the event of an issue arising from an interpretation of this Policy, content clarification should be sought from the ICT Security Officer in the first instance either by email or by telephoning 01389 737568, or by raising a request with the ICT service desk.

11   Version Awareness

11.1   The audience of this document should be aware that a physical copy might not be the latest available version. The latest version, which supersedes all previous versions, is available on the Council Intranet. Those to whom this Policy applies are responsible for familiarising themselves periodically (minimum annually) the latest version and for complying with the Policy.

11.2   This policy will be reviewed regularly or as and when significant applicable technological changes are introduced.

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WEST DUNBARTONSHIRE COUNCIL

Report by Chief Officer – People & Technology

Corporate Services Committee: 19 May 2021

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Subject: Session Initiation Protocol (SIP) Trunking Project

1.   Purpose

1.1   The purpose of this report is to seek approval to tender for a SIP solution to facilitate the transition from legacy ISDN30 telephone lines & Virgin Media Centrex lines. This is necessary due to the decommissioning of legacy copper cabling by 2025.

2.   Recommendations

2.1   The Committee is asked to:

2.1.1   Note that the business case was approved by ICT Steering Board and the Chief Executive in March 2021 to proceed to Committee;

2.1.2   Approve the tender for a SIP Trunking telephony solution to replace the existing legacy analogue telephony lines;

2.1.3   Note that approval will be sought from Tendering Committee to award the SIP Trunking telephony solution to the successful supplier; and

2.1.4   On award, the implementation plan will be developed relevant to the tender solution and remitted to the Strategic Recovery and Resilience Group (SRRG).

3.   Background

3.1   The Office of Communications (Ofcom) have advised that due to the decommissioning of both Openreach and Virgin Media legacy analogue Public Switch Telephone Network (PSTN) services by 2025, organisations require to move to digital Internet Protocol (IP) based service.

3.2   A Prior Information Notice (PIN) was presented to the marketplace via Procurement Scotland public contracts Scotland website on 18th June 2020 to ensure the financial implications of the project could be gathered prior to seeking project approval.

3.3   The PIN generated interest from a number of organisations and indicated potential savings of 40% on ISDN call and rental charges per annum and 60% on annual Centrex call and rental charges. Based on these indicative figures

and current spend, this would result in a potential saving of £76,000 per year, £48,000 saving on ISDN and £28,000 on Centrex.

3.4   The savings on call charges was based on spend during 19-20 which may now have changed due to different working practices during COVID-19.   In addition there may be further changes that impact the level of savings that can be achieved.

3.5   The SIP solution, subject to Committee approval will
- Replace legacy ISDN30 telephone lines with Session Initiation Protocol (SIP) trunks. The scope will replace 21 ISDN30 telephone lines in large offices, PPP Schools, Leisure Trust HQ & any new builds; and

- Includes the legacy Virgin Media Centrex lines to achieve maximum savings in accordance with the information provided during the PIN response.

3.6   Remaining analogue circuits, for example, small sites, small halls, legacy primary schools, lift lines and alarm lines will be examined with a view to replacing with alternate technologies such as mobile phones 3/4G sim cards and VoIP telephony where appropriate.

3.7   In addition to the SIP information gathered as part of the PIN, two suppliers (Openreach and Virgin Media) indicated that charges for legacy technologies are likely to increase in the current financial year. The suppliers have indicated that this may be up to 50% of the current costs for some technologies.

4.   Main Issues

4.1   The Council's telephony infrastructure must be changed from analogue to digital by 2025.

4.2   The work will include an assessment of which buildings the SIP trunk circuits will be presented from. This is from a capacity and a resilience perspective as well as ensuring it meets the Council's asset management plans.

4.3   Consideration will be given to the capacity of the trunks and also the resilience of the solution. This will have a direct correlation to the cost and potential savings.

4.4   Consideration will include the impact of COVID-19 on
- working practices and telephony needs. It will consider what these practices may look like in the future. This will have a direct correlation to the costs and potential savings of the project.

- Consideration will be given to physical site access as some devices will need to be relocated alongside equipment replacement and installs.

4.4 During implementation, a detailed analysis of existing telephone ranges and caller line identity will be vital to help ensure the number porting process and end user communication is accurate and timely.

5. People Implications

5.1 The project will require a full time resource allocated for its duration. The intention is for this to be allocated to existing resources within the ICT Network team.

5.2 There will be a requirement for close inter team working as this project may have dependencies and impact other projects such as the Secure Payment Card (PCI DSS), asset rationalisation and community alarm projects.

6. Financial and Procurement Implications

6.1 The PIN notice has indicated that a capital outlay of approximately £120,000 is required to purchase the new voice data circuits, porting charges voice gateways and other project implementation costs. It is envisaged that this will be funded from the Transformation budget.

6.2 Due to the potential savings identified during the PIN process, the intention now is to liaise with the appropriate Council services to secure funding from Transformation budget for this project with the Return on Investment (ROI) being achieved in years 2-3 of project implementation.

6.3 The Procurement exercise will include consideration of existing SIP trunking frameworks already in place via for example Procurement Scotland and Crown Commercial Services.

6.4 A new setup for invoicing and payment will be designed and implemented in conjunction with Finance and Business Support teams and is likely to be a centralised telephony budget. The current model of telephony costs being paid by the Schools/ Service areas may therefore need to be reviewed and this may deliver time releasing savings within the service areas and school offices.

7. Risk Analysis

7.1 There is a risk that WDC see an increase in costs for current telephony services as per feedback from Virgin Media and Openreach during the PIN process.

7.2 The secure card payment project will impact on this SIP trunking project because some existing council telephone numbers (sections who take

payments) need to be ported to a third party "secure payment platform" e.g. Contact Centre, Finance debt recovery etc.

7.3 Consideration will be given to new working practices and the potential impact on resilience and SIP trunking locations and this in turn may impact the level of savings that can be achieved.

7.4 Consideration will be given to the transfer process as there is likely to be disruption while the numbers are transferred to the new platform and there is a potential requirement for some phone numbers to be changed.

7.5 There are technical risks during the implementation phase of the project due to porting of the numbers, particularly for high profile number such as Contact Centre and Council Tax etc. Consideration will be given to porting after hours or at weekends at potentially additional costing in order to minimise disruption.

7.6 Transition from legacy technologies to SIP based solutions will need to take place as a minimum before 2025.

8. Equalities Impact Assessment (EIA)

8.1 An equalities impact assessment was carried out and there are no adverse equalities issues identified. Where specific telephony needs are identified these are and will continue to be provided for.

9. Environmental Sustainability

9.1 Centrex basic handsets will be replaced by VoIP Cisco handsets. In some circumstances these handsets may be suitable for repurpose to sites/schools where VoIP Cisco handsets are not currently in use. Some Centrex handsets will be disposed of due to wear & tear and deemed no longer fit for purpose.

10. Consultation

10.1 Legal, CPU, Education and the Section 95 Officer have been consulted on the content of this paper. It was not necessary to consult with our Trades Union colleagues on this report. However, the Council's digital strategy and activity is regularly discussed with the Convenors group.

11. Strategic Assessment

11.1 High quality voice services contribute to the Council's strategic priority of delivering Public services.

Name: Victoria Rogers
Designation: Strategic Lead - People and Technology

Date: 30th April 2021

Person to Contact: Brian Miller, ICT Section Head Infrastructure
                                   07876397925
                                   brian.miller@west-dunbarton.gov.uk

Appendix:

Background papers:

https://www.ofcom.org.uk/__data/assets/pdf_file/0032/137966/future-fixed-telephone-services.pdf

WEST DUNBARTONSHIRE COUNCIL

Report by the Chief Officer – People & Technology

Corporate Services Committee: 19th May 2021

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Subject: Job Evaluation Policy and Procedure

1.   Purpose

1.1   The purpose of this report is to update the committee on the review of the Job Evaluation Policy and Procedure and the subsequent amendments as agreed with the relevant Trade Unions.

2.   Recommendations

2.1   The Committee is asked to approve the revisions made to the Job Evaluation Policy and Procedure (attached in Appendix 1).

3.   Background

3.1   The Council is committed to ensure a fair, open, transparent and legally compliant approach to the evaluation of jobs and ensure equal pay for work of equal value. The attached policy and supporting procedure sets out the Council's approach to ensuring consistency in the evaluation of new jobs and the re-evaluation of existing jobs beyond the initial application of the SJC Job Evaluation Scheme. This is to ensure that all job evaluation practice is dealt with fairly and consistently in accordance with current legislation and best practice. This policy applies to all Local Government employees including Craft Workers and Chief Officers. Teachers are excluded and are covered by the SNCT Job Sizing Scheme

3.2   There was a recent review of the job evaluation policy and procedure providing updated guidance to line managers and employees, explaining the overall process, including evaluation, re-evaluation, matching and appeals. The procedure also provides updated information on the standard documentation required to support evaluation or appeal requests.

4.   Main Issues

4.1   Technical changes were required to reflect changes to job title changes, namely the change from Strategic Leads to Chief Officers and HR Business Partners to People and Change Partners. This also provided an opportunity to build resilience into the appeals process by extending the responsibilities to a wider group.

4.2   Building on the feedback provided through discussions, some sections were updated to provide further clarity on the process.

4.3 Through the consultation process, it was agreed that the policy should specifically acknowledge the wider requirement for support and challenge when additional roles are developed. This will capture the need for wider, joined up workforce planning rather than jobs being developed in isolation. This ensures that new roles are only developed once existing provision has been reviewed.

4.4 It was further agreed that more guidance on matching of posts was required. Due to the number of posts that already exist and have been evaluated (historically or current), there are occasions where it is appropriate to "match" posts to an existing one removing the need for a full evaluation. This has now been included in the policy and procedure (Section 3). Guidance and forms are available to support a more efficient and effective process.

4.5 The reviewed policy has more flexibility about the timings of job evaluation. Previous versions stated that re-evaluations would only be held in May and November to best manage requests. However the volume of requests has changed over time and re-evaluation requests can now be accommodated within the routine panel schedule. The policy has been updated to reflect this acknowledging however that the evaluation of new posts will always be given priority.

5. People Implications

5.1 The changes outlined in the report will ensure that job evaluations continue to be carried out efficiently and effectively in line with the national framework and guidance.

6. Financial and Procurement Implications

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

7. Risk Analysis

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

8. Equalities Impact Assessment (EIA)

8.1 The technical changes proposed in this paper have no impact on the Equalities Impact Assessment for Job evaluation which endorsed that the

Council's pay and grading model is based upon best practice principles and advice, and is non-discriminatory in its design. The purpose of the Job Evaluation Policy and Procedure is to ensure that a fair, transparent and consistent approach is taken to the evaluation of jobs within the Council and is applicable to all individuals.

9. Consultation

9.1 There has been joint working between management, HR and trades unions to undertake and agree the review of the Policy and Procedure. This was agreed at the Convenors meeting on 20th April 2021.

10. Strategic Assessment

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

Victoria Rogers
Chief Officer – People & Technology
Date: 22nd April 2021

Person to Contact: Geraldine Lyden, People & Change Partner 16 Church Street, Dumbarton Tel: 01389 737312
Email: Geraldine.Lyden@west-dunbarton.gov.uk

Appendices: Appendix 1 - Job Evaluation Policy and Procedure

Background Papers: N/A

Wards Affected: All

Job Evaluation Policy & Procedure

West
Dunbartonshire
COUNCIL

Quick Reference - Associated Documents and Version Control

Title	Job Evaluation Policy and Procedure
Version	Version 3
Responsible	People and Change Manager
Committee approval date:	To be added
Date reported to JCF:	n/a
Consultation with trades unions:	November 2020 – April 2021
Supersedes Version	Version 2 – approved 20th June 2015
Driver for change	Review related to the transition to the 3rd Edition of the SJC JE Scheme.
Legislative Context	Law that relates to this Policy and supporting Procedure: • Equality Act 2010 • Equal Pay (Amendment) Regulations 1983
Date for Review	further reviews as and when required

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Procedure

Appendices

- Gathering Information
- Job Overview Documents
- Job Evaluation Scheme Factors

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Job Evaluation Policy:

1. INTRODUCTION

1.1 The Council implemented the Single Status Agreement in 2009 using the agreed Scottish Joint Councils' Job Evaluation (SJC) Scheme to evaluate local government employee posts. The Council build on and extend this work by continuing to use the SCJE Scheme where new posts are introduced or where there have been material changes in the duties and responsibilities of posts that impact on one of more of the 13 factors of the SJC Job Evaluation Scheme.

1.2 The Council is committed to ensure a fair, open, transparent and legally compliant approach to the evaluation of jobs and ensure equal pay for work of equal value. This policy and supporting procedure sets out the Council's approach to ensuring consistency in the evaluation of new jobs and the re-evaluation of existing jobs beyond the initial application of the SJC Job Evaluation Scheme within the Council.

2. DEFINITION

2.1 Job Evaluation is defined by the Equalities Human Rights Commission (EHRC) as "*a method for comparing different jobs to provide a basis for a grading and pay structure. Its aim is to evaluate the job, not the jobholder, and to provide a relatively objective means of assessing the demands of a job*"

2.2 The evaluation process will be supported by the Gauge system which is an online system to support and speed up steps in the evaluation process and generate a Job Overview document.

3. SCOPE

3.1 This policy applies to all Local Government employees including Craft Workers and Chief Officers. Teachers are excluded and are covered by the SNCT Job Sizing Scheme.

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

4. KEY PRINCIPLES

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

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

5. LEGISLATIVE CONTEXT/POLICY FRAMEWORK

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

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

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

6. APPLICATION OF POLICY AND PROCEDURE

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

7. ROLES AND RESPONSIBILITIES

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

7.1 Council

- Responsibility to provide a robust job evaluation policy and process to underpin equal pay legislation.
- Ensure that training is provided for those involved in the job evaluation process and ensure that job evaluation is undertaken in a fair, open and transparent way.

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7.2 Managers:

- Responsible for understanding the Job Evaluation Policy and Procedure and their role in the process. Managers are required to liaise with their People and Change Partners when considering submitting a job evaluation request, work with them to complete submission and provide the appropriate documentation as required.
- Must ensure that job profiles are accurate, complete and comprehensive and meet the needs of the service and that they are completed on the standard template.
- Responsible for attending Job Evaluation/Appeals Panels as requested to provide information on the role being evaluated.

7.3 People and Change Partners

- Support and challenge the requirement for additional roles considering the wider context of a joined up, one council approach alongside the service and workforce planning priorities
- Provide advice and guidance on the Job Evaluation Policy and Procedure to managers in relation to developing accurate, complete and comprehensive job profiles.
- Ensure that Job Profiles are suitable for submission to the Job Evaluation process and submit posts for evaluation to the appropriate team in accordance with submission deadlines.
- Contribute to the development and review of the Job Evaluation Policy and Procedure in line with legislative requirements and good practice.
- Attend Job Evaluation / Consistency Panels as requested to assist in providing information on the role(s) being evaluated.

7.4 Human Resources:

- Ensure compliance with the Job Evaluation Policy and Procedure, and ensuring the administration of the Job Evaluation process on behalf of the Council, including notification of outcomes.
- Develop and maintain effective documentation and systems to evidence compliance with the policy and procedure and support an auditable process.
- Ensure that those involved at all stages of the evaluation process are provided with adequate training to undertake their role.
- Ensure adequate resources are available through maintenance of a pool of trained Job Analysts available to participate in the process.
- Provide advice and guidance to managers in relation to developing accurate, complete and comprehensive job profiles, and provide advice and guidance to managers in relation to the Job Evaluation Policy and Procedure.
- Lead on the development and review of the Job Evaluation Policy and Procedure and supporting documentation in line with legislative requirements and good practice.

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- Consult with Trades Unions on the development and review of the Job Evaluation Policy and Procedure in accordance with the terms of the Policy Framework.

7.5 Trades Unions:

- Contribute, via the consultation process, to the development and review of the Job Evaluation Policy and Procedure
- Actively support the ongoing training and participation of trade union representatives in the evaluation process. Support their members by providing advice and guidance to employees in relation to the Job Evaluation Policy, Procedure and process.
- Support the Job Evaluation process as a Job Analyst/Panel Member or as an employee representative and not undertaking both roles in relation to a particular job or group of jobs.

7.6 Job Analysts/Job Evaluation Panel Members:

- Maintain confidentiality with regard to all aspects of work undertaken and must declare any conflict of interest with any role being evaluated.
- Responsible for attending training as required and ensuring a full understanding of the Scottish Councils' Job Evaluation Scheme.
- Follow the job evaluation procedure as outlined in the policy, procedure and supporting documentation.
- Undertaking the role on a regular basis and participate and attend evaluation panels to which they have given a commitment.

7.7 Employees:

- Provide all relevant information with their submission to the Job Evaluation or Appeals Panel.
- Ensure that any documentation submitted is accurate, complete and comprehensive and that they are completed on the standard templates.
- Responsible for attending Job Evaluation Panels and Appeals Panels as requested to provide information on the role being evaluated.

8 REVIEW AND MONITORING

8.1 The Job Evaluation Policy, Procedure and supporting documentation will be reviewed on an ongoing basis to ensure that it remains fit for purpose and that it is being implemented fairly and consistently.

8.2 Reviews will undertaken to ensure compliance with legislation, developments of the national scheme and recommended best practice.

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JOB EVALUATION PROCEDURE

1. INTRODUCTION

1.1 This procedure applies to Local Government employees including Craft Workers and Chief Officers. Teachers are excluded.

1.2 This procedure will assist managers, employees and Trades Unions through the Job Evaluation process.

1.3 The job evaluation procedure will:

- Evaluate the job and not the person doing it;
- Consider the demands of the job. It will not consider the total volume of work, the number of people required to do it or the ability of the job holder;
- Assume that the job is being/will be performed to an acceptable standard;
- Evaluate the job as it is now, not how it was done previously or may be done in the future.

2. CONTEXT

2.1 This procedure sets out a mechanism to respond to those circumstances which justify a re-evaluation of an existing job or the evaluation of a new job.

2.2 Services will be expected to maintain stability in their job grades, and managers must ensure that employees work within the terms of their job description. Any change in duties which extends beyond an employee's current job description should be as a result of an informed decision and agreement of their line manager, and not as an unplanned consequence of circumstances evolving incrementally.

2.3 The procedure addresses both individual requests from employees and managers as well as evaluations arising from structure reviews or service specific requirements.

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

3.1 When reviewing the needs of a service, managers may identify a requirement for a similar role to that which already exists within the wider council (historical or current). If, following discussion with the People and Change Partner, a potential match is identified this must always be appropriately considered against the factor level listings.

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3.2   This exercise is undertaken by two job analysts and seeks to establish whether the established role is indeed a match to the role identified and that all factors have been appropriately considered.

3.3   The manager should indicate the role requirements along with the role believed to be an appropriate match to the employee relations mailbox. This process should not be used to secure a specific grade.

3.4   The appropriateness of this approach will be confirmed/rejected by the analysts. If confirmed, these applications will also be reviewed at the beginning of the next job evaluation panel

* As previously agreed, roles at grade 9 and above will not be matched and will always require to go forward for full evaluation.

4.   EVALUATION OF NEW JOBS

Documentation

4.1   When a Service seeks to establish a new job as part of a structure review or new project, the Service (in consultation with their People and Change Partner) must submit the following information via the online 'Establishment Change – New Post' form to add the new post to their establishment and allow a job evaluation to be carried out:

- A copy of the Job Profile, including Person Specification; and
- Details as to the background of the post and why it is being created.

Approval

4.2   When the request for an additional post in the establishment has been approved by the appropriate People and Change Partner, Finance Business Partner and the Chief Officer - People & Technology, notification will be sent to HR that the post requires to be evaluated.

Evaluation

4.3   Once the completed and approved documentation is received by HR, arrangements will be made to schedule the post on to the next available Job Evaluation Panel.

4.4   The Job Evaluation Panel will consist of 3 analysts: an independent analyst, a trade union analyst and an HR analyst. The Panel will meet with the manager (to evaluate the job.

4.5   The national online job evaluation system (Gauge system) will be used to undertake the evaluation along with submitted documentation and information obtained through discussion at the Panel.

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4.6   The Gauge system will score the post in line with the responses given and a Job Overview Document and Factor Levels Listing will be generated.

4.7   No indication of an outcome will be given at the Panel, as the outcome is subject to a consistency check.

4.8   A consistency check is carried out to ensure that the evaluation is accurate and consistent with existing evaluated posts across the Council in order to avoid anomalies. The consistency check is carried out by reviewing the outcome in line with hierarchies, reporting lines, subordinates, and equivalent and higher graded posts within the relevant structure and across the Council.

4.9   The Manager is provided with confirmation of the outcome / grade in writing and provided with the relevant documentation.

4.10   If after 6 months of operation of the new post it is felt that the demands of the post have not been captured accurately, a review will be considered by the Strategic People & Change Manager, or nominated People and Change Partner (as appropriate). Their decision is final.

5.   RE-EVALUATION OF CHANGED JOBS

5.1   Managers and employees can request the re-evaluation of jobs that have changed out-with restructures or service reviews.

Criteria

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

- There is a material change in the duties and responsibilities impacting on one or more of the 13 factors of the Job Evaluation Scheme;
- The change is a necessary part of the post remit (as determined by the line manager) and is considered to be a permanent feature of the post;
- The change arises directly from service requirements;
- Clear documentary evidence of the substantial change can be provided to support the request, including the impact on the Scheme factors (wording that has been lifted directly from the Job Evaluation Scheme is not supporting evidence and will result in rejection of the submission);
- At least twelve months have passed since the effective date of implementation of the original job evaluation outcome, any previous appeal, or a subsequent re-evaluation.

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5.3   The procedure is not intended, designed or available for cases where:

- the change which has prompted the request is an increased volume of work that could be addressed by employing more people in the same role;
- the request relates to a claim of comparability with another post or employee (either within or out with the Council) or seeks to restore previous differentials or establish parity;
- The basis for the claim is a residual or ongoing dissatisfaction with the outcome of the original job evaluation exercise or structural review;
- the request is based on an individual's opinion as to what the job remit should be (and not supported by the manager).

Approval

5.4   If the Line Manager agrees that the criteria are met in full both should complete the relevant sections of the 'Re-evaluation Request Form'. Approval should then be sought from the appropriate Chief Officer before being submitted.

5.5   If the Line Manager does not agree, this should also be recorded on the 'Re-evaluation Request Form' and the post holder may ask for the matter to be referred to the relevant Chief Officer for determination. In the event that the Chief Officer determines that the request for re-evaluation does not meet all of the criteria, the employee will be advised accordingly and their request will not proceed any further. This decision is final.

Documentation

5.6   Where supported, the completed 'Re-evaluation Request Form' should be signed by the Chief Officer and submitted to the appropriate People and Change Partner. Until the Chief Officer approves the form, the submission is not considered complete.

5.7   Once completed, the 'Re-evaluation Request Form' will form part of the submission and will be reviewed by the Job Analyst Team as part of the evaluation. It should be completed as fully as possible.

Submission

5.8   Re-evaluation requests will be accepted at any time with the commitment to hold re-evaluation panels in May and November each year, subject to demand. Where possible and space on panels allow, re-evaluations can take place throughout the year, however new posts will take priority. Outcomes will be advised within 10 days of the panel.

Evaluation

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5.9 Re-evaluation requests will be evaluated in line with the procedure outlined from section 4.3 to section 4.9.

5.10 Employees submitting re-evaluation requests will be required to attend the relevant Job Evaluation panel. Their Line Manager will also be required to attend.

5.11 Employees will also be invited to attend Job Evaluation Panels for requests submitted by their Line Manager in relation to their job.

Approval

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

Effective Date

5.13 The effective date of application of the revised grade will be the date of receipt of the submission of the completed and approved request form (see 5.6).

5.14 The employee will normally be placed on the first point of the new grade. Any deviation from this must be discussed with the Chief Officer – People & Technology. Subject to their agreement and suitable rationale, placement may be escalated.

Right of Appeal

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

6.   JOB EVALUATION APPEAL PROCEDURE

Grounds of Appeal

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

- There is factual inaccuracy in either the inputs or the outputs of the evaluation process;
- The job evaluation process was not carried out in accordance with the Council's Job Evaluation procedure;

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- There has been a misapplication of the factor definitions, levels and guidance of the Scottish Councils' Single Status Job Evaluation Scheme.

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

<u>Timescale</u>

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

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

6.5 The Council will endeavour to determine the outcome of Job Evaluation appeals within 4 calendar months.

<u>Documentation</u>

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

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

6.8 An appeal will be deemed inadmissible if:

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

<u>Job Evaluation Appeal Panel Constitution</u>

6.9 The Job Evaluation Appeal Panel will comprise of 3 Job Analysts: an Independent analyst, a Trades Union analyst and an HR analyst. Where possible, none of these panel members should have been involved with the evaluation of the post.

<u>Process</u>

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6.10 Individual appeals against evaluation or re-evaluation should be submitted on the Appeal against Evaluation/Re-evaluation Outcome Form which identifies:

- The grounds of the appeal
- The factor level assessments being appealed against
- The appellant's case under each of the relevant factor headings
- The views of the relevant line manager, and/or the next line manager as appropriate, in relation to the factual content of the job and the accuracy of the appellant's case.

6.11 Arrangements will be made for the written appeal submission to be considered by Strategic People & Change Manager or a nominated People and Change partner (as appropriate) and a trained Job Analyst without the presence of the individual or their manager in order to:

- Determine whether there are admissible grounds for the appeal;
- Identify any matters requiring further investigation or further information;
- Identify any non-job evaluation issues out with the remit of the Job Evaluation process, for referral to the relevant People and Change Partner.

6.12 The considerations will focus on the Factors appealed but may also include other Factors referred to during the process.

6.13 The possible outcomes of this initial consideration are:

- That the appeal has not been upheld and the case will be rejected or
- The appeal has been upheld in full or in part and will be heard by a Job Evaluation Appeal Panel.

6.14 Employees or Managers will be advised of the outcome of the appeal, including reasons within 10 working days of the consideration meeting.

6.15 The decision is final; there is no right of appeal.

6.16 Where it is determined that the case should be heard by a Job Evaluation Appeal Panel the necessary arrangements will be made and the employee and their Line Manager will be advised.

6.17 Appellants may be accompanied to the Panel by their Trade Union representative if they so choose.

6.18 Appellants will have 10 minutes to present their case after which they may be questioned by members of the Panel for no more than 10 minutes.

6.19 Once the case has been presented the Job Evaluation Appeal Panel will consider the information presented and re-evaluate in line with the procedure detailed from section 4.3 to section 4.9 of this procedure if applicable.

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6.20 The appeal outcome will be decided on by the Job Evaluation Appeal Panel from the following options:

- Upheld in full or part - the case was well founded in fact and supported by agreed evidence - an evaluation will be undertaken;
- Rejected - the case was not well founded.

6.21 The manager and/or employee will be advised in writing by HR after the Appeal Panel and, where requested, feedback will be given by the Chair of the Panel.

6.22 There is no further right of appeal after the Job Evaluation Appeal Panel.

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Glossary of Terms

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

Job Evaluation
robust, fair, open and transparent process of determining the value of a post using the SJC JE Scheme and achieving and maintaining grading structures which satisfy the principle of equal pay for work of equal value

Job Profile
a factual written account of the purpose, major tasks and main activities carried out by a post holder or a number of post holders.

Person Specification
an extension of the Job Profile. It is a profile of the ideal person for the job; listing the criteria necessary to do the job.

Job Overview Document
the computerised job evaluation system (Gauge) produces a Job Overview Document as a summary of the information captured during the evaluation process. This is different in style and content from job profiles and person specifications.

Job Evaluation
process of systematically identifying the critical elements of the job, the necessary knowledge, skills, abilities and other personal characteristics required by the way of Job Profiles, Person Specifications, Job Evaluation Request Form and Interview to determine the evaluation outcome of the job using the SJC JE Scheme.
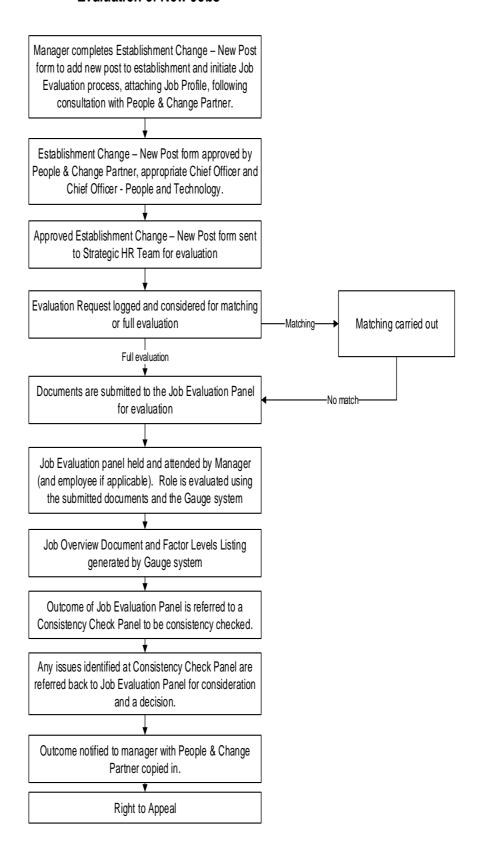
Job Evaluation Panel
group of trained and impartial evaluators, comprising of independent trained council officers, trade unions and human resources who undertake the job evaluation process.
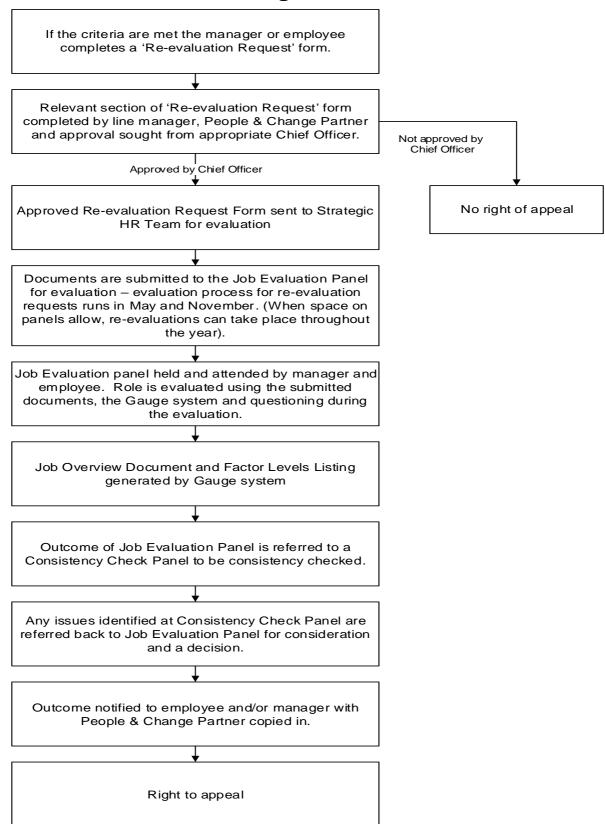
Job Evaluation Appeal Panel
additional scrutiny applied where a manager or post holder(s) feels that the evaluation is incorrect. Panel comprises of independent trained council officers, trade unions and human resources

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Appendix 2

Evaluation of New Jobs

Manager completes Establishment Change – New Post form to add new post to establishment and initiate Job Evaluation process, attaching Job Profile, following consultation with People & Change Partner.

↓

Establishment Change – New Post form approved by People & Change Partner, appropriate Chief Officer and Chief Officer - People and Technology.

↓

Approved Establishment Change – New Post form sent to Strategic HR Team for evaluation

↓

Evaluation Request logged and considered for matching or full evaluation → Matching → Matching carried out

Full evaluation ↓

No match ←

Documents are submitted to the Job Evaluation Panel for evaluation

↓

Job Evaluation panel held and attended by Manager (and employee if applicable). Role is evaluated using the submitted documents and the Gauge system

↓

Job Overview Document and Factor Levels Listing generated by Gauge system

↓

Outcome of Job Evaluation Panel is referred to a Consistency Check Panel to be consistency checked.

↓

Any issues identified at Consistency Check Panel are referred back to Job Evaluation Panel for consideration and a decision.

↓

Outcome notified to manager with People & Change Partner copied in.

↓

Right to Appeal

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Appendix 3

Re-evaluation of Existing Jobs

```
┌─────────────────────────────────────────────┐
│ If the criteria are met the manager or       │
│ employee completes a 'Re-evaluation          │
│ Request' form.                               │
└─────────────────────────────────────────────┘
                      │
                      ▼
┌─────────────────────────────────────────────┐                    Not approved by
│ Relevant section of 'Re-evaluation Request'  │                    Chief Officer
│ form completed by line manager, People &     │─────────────┐
│ Change Partner and approval sought from      │             │
│ appropriate Chief Officer.                   │             ▼
└─────────────────────────────────────────────┘    ┌──────────────────────┐
                      │                             │  No right of appeal  │
          Approved by Chief Officer                 └──────────────────────┘
                      ▼
┌─────────────────────────────────────────────┐
│ Approved Re-evaluation Request Form sent to  │
│ Strategic HR Team for evaluation             │
└─────────────────────────────────────────────┘
                      │
                      ▼
┌─────────────────────────────────────────────┐
│ Documents are submitted to the Job           │
│ Evaluation Panel for evaluation – evaluation │
│ process for re-evaluation requests runs in   │
│ May and November. (When space on panels      │
│ allow, re-evaluations can take place         │
│ throughout the year).                        │
└─────────────────────────────────────────────┘
                      │
                      ▼
┌─────────────────────────────────────────────┐
│ Job Evaluation panel held and attended by    │
│ manager and employee.  Role is evaluated     │
│ using the submitted documents, the Gauge     │
│ system and questioning during the            │
│ evaluation.                                  │
└─────────────────────────────────────────────┘
                      │
                      ▼
┌─────────────────────────────────────────────┐
│ Job Overview Document and Factor Levels      │
│ Listing generated by Gauge system            │
└─────────────────────────────────────────────┘
                      │
                      ▼
┌─────────────────────────────────────────────┐
│ Outcome of Job Evaluation Panel is referred  │
│ to a Consistency Check Panel to be           │
│ consistency checked.                         │
└─────────────────────────────────────────────┘
                      │
                      ▼
┌─────────────────────────────────────────────┐
│ Any issues identified at Consistency Check   │
│ Panel are referred back to Job Evaluation    │
│ Panel for consideration and a decision.      │
└─────────────────────────────────────────────┘
                      │
                      ▼
┌─────────────────────────────────────────────┐
│ Outcome notified to employee and/or manager  │
│ with People & Change Partner copied in.      │
└─────────────────────────────────────────────┘
                      │
                      ▼
┌─────────────────────────────────────────────┐
│ Right to appeal                              │
└─────────────────────────────────────────────┘
```

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Appendix 4

JOB EVALUATION APPEAL PROCESS

Appeal to be submitted within 10 working days of the date when the manager/employee was informed of the evaluation outcome (score and grade). Appeal needs to detail the grounds for appeal. The grounds for appeal need to be on one or more of the following:

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

Appeal submitted on 'Appeal Against Evaluation/Re-evaluation Outcome' form within 10 days of written notification of evaluation/re-evaluation outcome.

Appeal acknowledged in writing within 10 days of receipt.

Appeal considered by Strategic People & Change Manager and a trained Job Analyst to:
1. Determine if the appeal is admissible
2. Identify any matters requiring further investigation
3. Identify any non-job evaluation issues outwith the remit of the JE process

Outcome notified within 10 days of meeting.

Appeal Upheld   Appeal not upheld

Documents are submitted to the Appeal Panel for consideration and if appropriate evaluation.

No right of appeal

Appellant presents their case to the Appeal Panel and answers any questions the panel may have. Once the case has been presented the line manager/individual concerned and their companion (if present) must withdraw from the panel while a decision is reached.

Appeal not upheld

No right of appeal

Appeal upheld

Appeal panel is reconvened and job is evaluated if applicable.

Manager/employee advised of outcome in writing.

NO FURTHER RIGHT OF APPEAL

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Appendix 5

JOB EVALUATION SCHEME AND ITS APPLICATION

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

Gathering Information

2.   The quality of information gathered about jobs is central to the success and credibility of the job evaluation process. Information is collated from a number of sources throughout the evaluation process:

- Completion of a Job Profile and Person Specification
- Completion of a Job Evaluation Request Form
- Discussion with trained Job Analysts at the Job Evaluation Panel
- Answering a computerised question stream (Gauge system)
- Verification of the Job Overview Document that is produced by the Gauge system

3.   These documents provide evidence in terms of the facts and decisions and will ensure a consistent approach is taken across all the jobs that are evaluated.

Job Overview Document

4.   The Job Overview Document produced by the Gauge system shows analytical information about the nature, degree, frequency and duration of job demands set out under the factor headings of the job evaluation scheme. It will not include any scoring information.

5.   The Job Overview Document is very different in style and content from Job Profiles. The information provided under the factor headings is more analytical and relates directly to the definitions of demand contained within the Scheme. Some of the examples given may not be directly relevant to the job to which the Job Overview Document relates as they were designed to reflect the whole job population of the Council.

6.   Consistency and objectivity are central to effective evaluation and Job Analysts should:

- Restrict their discussions to the facts of the job as presented in the submission documents and during the discussion with either the manager or employee and their representative, and avoid making assumptions about the job.
- Ensure all job demands are fully considered.

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

Job Evaluation Scheme Factors

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

7.1 Working Environment – considers the physical environment in which the job is carried out.

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

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

7.2 Physical Co-ordination – considers the physical co-ordination required to do the job.

This factor considers the predominant demand for physical skills and co-ordination required to do the job in the course of normal working, for example in the operation of hand tools and other equipment. This factor takes into account the skills required and the demands arising from the need to achieve specified standards of speed and precision.

7.3 Physical Effort – considers the strength and stamina required to do the job.

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

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

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7.4   Mental Skills – considers the thinking requirement in the job.

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

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

7.5   Concentration – considers the concentration required to do the job.

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

The factor takes into account the nature and degree of the highest level of concentration required in the course of normal working and the duration of requirement.

7.6   Communication Skills – considers the predominant requirement for spoken and written communication in the course of normal working.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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WEST DUNBARTONSHIRE COUNCIL

Report by Chief Officer – People and Technology

Corporate Services Committee: 19 May 2021

_____

Subject: Trade Union Recognition and Facilities Agreement

1.   Purpose

1.1   To update the Corporate Services Committee on the review of the trade union facilities provision that supports the collaborative working arrangements with the Trade Unions.

2.   Recommendations

2.1   The Committee is asked to note the content of the report and approve the amendments to the Trade Union Recognition and Facilities Agreement.

3.   Background

3.1   At the December 2020 meeting of the Joint Consultative Forum (JCF), the GMB Regional Organiser suggested that the Council should develop a formula from which to calculate facility time allocated to Convenors, seeking ultimately to increase the protected facility time allocated to the GMB Convenor. A group comprising of the Chief Officer – People and Technology, the Strategic People and Change Manager and the Trades Union Convenors met to consider.

3.2   The group aimed to explore whether such a formula was achievable and separately, the Strategic People & Change Manager had previously committed to a review of the facility time requested and approved by the GMB Convenor over the period April 2020- March 2021.

4.   Main Issues

Formula

4.1   The Trade Union Convenors, representing the recognised unions detailed in paragraph 2.1 of the Trade Union Recognition and Facilities Agreement (attached at Appendix 1), were asked whether they would provide real-time membership numbers for this exercise. The intention being to explore the creation of a formula by which to calculate how much protected facility time would be allocated to a Convenor.

4.2   Other than GMB, who initiated the request, the other trade unions confirmed that they would not be willing to share membership numbers for comparison purposes. While the Council has an indication of membership through those paying their subscription direct from pay, this does not include those paying

by direct debit to the unions and so was not considered robust enough to use for this exercise. At this juncture, the Chief Officer People and Technology determined there was no further merit in pursuing this aspect of the request.

4.3   In terms of the review of the GMB Convenor's facility time, the following was able to be confirmed from the data the Council is obliged to collate and publish under the Trade Union Act 2016:

- Having been granted 2 days per week protected time in 2013, the time requested and approved by the service during the period (coinciding with the beginning of the global pandemic) was an average of 3 days per week.
- In comparison to the other unions, GMB have half the number of active local representatives in the same period with fewer facilities hours requested.

4.4   The established UNISON, UNITE and Teaching Unions' Convenor roles have all been in place for many years. Based on previously confirmed membership numbers, it is reasonable to conclude that the allocation of protected facility time was based on membership levels. GMB's membership has historically always been lower than the others.

4.5   However, in consideration of the demand from the membership, the additional workload of the Convenor and to better support the substantive service in managing the delivery to our communities during periods of facility time, a proposed increase in facility time of 50% (to 3 days per week) was made and subsequently agreed by GMB Regional Office and West Dunbartonshire Branch.

4.6   The Trade Union Recognition and Facilities Agreement was updated with this increase to the overall Convenor Full Time Equivalent (FTE) and references to the Partnership Working Agreement removed per the Joint Trade Union decision to withdraw from same in 2018.

5.   **People Implications**

5.1   The use and utilisation of Trade Union resources supports joint working and local collective bargaining arrangements within the Council.

6.   **Financial Implications**

6.1   The financial implications associated with the increase in protected facility time can be wholly managed within the substantive service budget.

7.   **Risk Analysis**

7.1   No risk assessment is required.

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

8.1   No EIA is required at this time.

9.   Consultation

9.1   The trade unions were involved in the discussion of proposals and have unanimously agreed the changes to the Trade Union Recognition and Facilities Agreement.

10.   Strategic Assessment

10.1   Effective Trade Union facilities will support the Council's aim to ensure positive and inclusive joint working.

Victoria Rogers
Chief Officer - People and Technology
Date: 31 March 2021

Person to Contact:	Victoria Rogers Chief Officer - People and Technology victoria.rogers@west-dunbarton.gov.uk
Appendices:	Appendix 1 - Trade Union Recognition and Facilities Agreement
Background Papers:	None
Wards Affected:	None

HR Employment Policy & Procedures

Trade Union Recognition and Facilities Agreement

Implementation Date: December 2015

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	Trade Union Recognition and Facilities Agreement		
Version Number & Date	3	March 2021	
Title, Version Number & Date of Superseded Version (if applicable)	Trade Union Recognition and Facilities Agreement	2	August 2017
Rationale for introduction/Driver for change	Withdrawal of Joint trades Union from Partnership agreement; update to convenor FTE		
Summary of Substantive Changes (if applicable)	N/A		
Summary of Technical Changes (if applicable)	Merger of UNITE and UCATT		
Lead Officer	Chief Officer People & Technology		
Final Trades Union Position			
Consultation & Approval Process	*Committee*	*Date*	
	Convenors	Agreed 9 March 2021	
	JCF (if applicable)	Verbal update 10 March 2021	
	C. S. Committee (if applicable)	19 May 2021	
Accompanying Documentation (incl. EIA)			
Linked Policy, Schemes and Procedures			

CONTENTS

TRADE UNION RECOGNITION AND FACILITIES AGREEMENT

1.0 INTRODUCTION

1.1 West Dunbartonshire Council's Trades Unions withdrew from the previously agreed partnership. However, the Health and Safety Partnership Agreement and Health and Safety Charter, which supports the Council's commitment to working in partnership with the recognised Trade Unions to promote and develop good health and safety practices is protected.

1.2 Despite the above, the Council is committed to the principles enshrined in the former agreement as being indicative of good practice. It is for the trades unions to determine their own commitment here.

1.3 The Council also recognises that Trade Union Officials, Safety Representatives and Learning Representatives are entitled to reasonable time off to fulfill their functions and to undertake approved training relevant to those functions. The purpose of this Facilities Agreement is to establish recognised and mutually agreed practice for:

- Trade Union Recognition
- Time Off for Trade Union Duties, Activities and Training

2.0 TRADE UNION RECOGNITION

2.1 The Council believes in the principle of collective bargaining at local level and formally recognises the following Trades Unions:-

- EIS
- GMB Scotland (*General Municipal and Boilermakers Union)*
- NASUWT (*National Association of Schoolteachers/Union of Women Teachers)*
- SSTA *(Scottish Secondary Teacher's Association)*
- UNISON
- UNITE (including UCATT)

2.2 The Recognition Agreement underpins the legislative framework which provides Trades Unions with statutory rights which include the following:-

- Entitlement to receive information for collective bargaining purposes;
- The right to be consulted on the handling of redundancies and transfer of undertakings;
- The right of officials to request reasonable time off work to carry out trade union duties, and undertake trade union training;

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- The right of ordinary members to have time off for union activities;
- The right to appoint Safety Representatives;
- The right to appoint Union Learning Representatives.

2.3   Trade unions should ensure that officials are aware of their role, responsibilities and functions and ensure that officials receive any appropriate written credentials promptly.

3.0   DEFINITIONS

3.1   A trade union official is defined as an employee who has been elected in accordance with the rules of a trade union, recognised by the Council, to be a representative of all or some of the union's members in a particular work area or workplace.

3.2   A safety representative is defined as an employee elected in accordance with the rules of a trade union, recognised by the Council, to represent a group or groups of employees in accordance with the Safety Representatives and Safety Committee Regulations 1977.

3.3   A trade union learning representative is defined as an employee elected in accordance with the rules of a trade union, recognised by the Council and their main function is to advise union members about their training, educational and development needs.

4.0   TRADE UNION CONVENORS

4.1   The Council recognises the importance of partnership working and provides facilities for 3.6 FTE Convenors, who will represent local government employees including craft workers, teachers and Chief Officials. The Convenor, whose duties will be defined by the Trade Union, will receive payment at the rate of their substantive post. The number of Convenors will be reviewed periodically.

4.2   At the end of the term, the Convenor will have the right to return to their substantive post or, where this is unavailable, a suitable alternative at the same grade will be offered in line with the relevant policies. In the event that the outgoing convenor has been away from their substantive role and/or profession for a lengthy period, the individual circumstances, skill and support requirements will be discussed and considered in conjunction with the Chief Officer – People and Technology.

4.3   In the event of the long term absence of the Convenor, consideration may be given to the temporary appointment of a Vice-Convenor. This issue should be raised with the Chief Officer - People and Technology in the first

instance, and approval will be sought from the Chief Executive for the temporary appointment in accordance with the relevant policies.

5.0   NOTIFICATION OF APPOINTMENTS

5.1   A list of accredited trade union officials, safety representatives and union learning representatives will be maintained by the Trade Union and notified to the Chief Officer - People and Technology annually, identifying the individual, role, and the workplace or occupational group they are representing. Any changes to the list during the year should be notified by the Trade Union in the same manner.

5.2   In addition to 5.1, when an employee is elected as a Trade Union official, safety representative or union learning representative, the Trade Union should ensure that the employee's line manager is notified.

6.0   TIME OFF FOR TRADE UNION DUTIES/ ACTIVITIES

Duties

6.1   In accordance with the ACAS Code of Practice, *Time Off for Trade Union Duties*, employees who are officials of a recognised trade union are permitted reasonable time off during working hours to carry out trade union duties.

6.2   Officials are entitled to time off where the duties are concerned with:

- negotiations with the Council about matters which fall within section 178(2) of the Trade Union and Labour Relations (Consolidation) Act 1992 (TULR(C)A and for which the union is recognised for the purposes of collective bargaining, or;
- any other function on behalf of employees of the Council who are members of the union, which are related to matters falling within section 178(2) TULR(C)A and which the Council has agreed the union may perform.

Activities

6.3   Where the member is acting as a representative of a recognised union time off with pay will be granted for trade union activities including:

- Branch, area or regional meetings of the union where the business of the union is under discussion;
- Meetings of official policy making bodies such as the Executive Committee or Annual Conference;

- Meetings with full-time officials to discuss issues relevant to the workplace;
- Official meetings with management;
- Representing/accompanying their union members at meetings/hearings as appropriate e.g. disciplinary, grievance, wellbeing meetings;
- JCC Forums;
- Approved training courses relevant to the duties as a trade union representative; and
- Induction courses for recruitment purposes.

Training

6.4 Trade Union officials are permitted reasonable time off with pay during working hours to undergo training relevant to the carrying out of their trade union duties. These duties must be concerned with:

- Negotiations with the employer about matters which fall within section 178(2) TULR(C)A and for which the union is recognised to any extent for the purposes of collective bargaining by the employer; or
- Any other function on behalf of employees of the employer which are related to matters falling within section 178(2) TULR(C)A and which the employer has agreed the union may perform.

6.5 Training should be in aspects of employment relations relevant to the duties of an official, and the training must be approved by the Trades Union Congress (TUC) or by the independent trade union of which the employee is an official.

6.6 The Trade Union must provide the Council with as much notice as possible that the employee will be undergoing training, date of training and details of the training.

6.7 There is no right to time off for trade union activities which consist of any form of industrial action.

6.8 Trade Unions recognise the responsibility on management to maintain levels of service and the requirement to make organisational and operational arrangements to cover time off. Whilst time off requests shall normally be supported, each request for time off must be considered in the light of the operational requirements of the service, and will not unreasonably be refused.

6.9 Any dispute which may arise concerning the level of Trade Union representation will be discussed with the Chief Officer - People and

Technology, the relevant service Chief Officer and the full-time official of the union involved with a view to resolving the matter.

7.0 PAYMENT FOR TIME OFF FOR TRADE UNION DUTIES/ ACTIVITIES

7.1 Where workplace meetings are requested Managers and Unions should be flexible and seek to agree a mutually convenient time which minimises the effect on service delivery, for example:

- Towards the end of a shift or the working week;
- Swapping working days;
- Avoiding working days where possible;
- Before or after a meal break;
- Holding mass/larger meetings out-with normal working hours, if appropriate.

7.2 Payment will be made for time off for trade union duties undertaken when the official would have been at work. Payment will be the amount that the individual would have earned had they worked during the time off taken. This will include all contractual elements.

7.3 There is no statutory requirement to pay for time off where the duty is carried out at a time when the official would not otherwise have been at work unless the official works flexible hours, such as night shift, but needs to attend. Employees who work part-time will be entitled to be paid if employees who work full-time would be entitled to be paid. In such cases the employee will receive additional hours at plain time, however this will not exceed the daily full-time equivalent hours for the post.

7.4 Trade Union officials who are requested by management to attend meetings, or carry out other duties, during a period of authorised annual or flexi leave will do so in their own time, unless they have obtained prior authorisation to attend.

7.5 Trade Union Learning Representatives will be granted reasonable time off to undertake the duties of a Union Learning Representative. To qualify for paid time off the member must be sufficiently trained to carry out duties as a Learning Representative. Duties include:

- Analysing learning or training needs;
- Providing information and advice about learning or training matters;
- Arranging learning and training;
- Promoting the value of learning and training;
- Consulting the employer about carrying out any such activities;

- Preparation to carry out any of the above activities;
- Undergoing relevant training to carry out their duties and responsibilities.

8.0   PROCEDURE FOR REQUESTING TIME OFF

8.1   The Council recognises the importance of an effective time-off agreement and the amount, and frequency, of time off should be reasonable in all circumstances.

8.2   The Council and Trades Unions agree that established procedures relating to how time off requests are submitted will assist the proper consideration of all such requests.   The Trades Union are committed to ensuring that the requests are submitted in accordance with this agreement and will actively promote same within their respective branches.

8.3   Requests for time off should be made using the online Request for Time Off Form. This will automatically be submitted to the Trade Union Representative's line manager. Representatives should ensure that they have -

- Given as much notice as possible;
- Stated the purpose of the time off;
- Stated the intended location of the duties;
- Indicated the timing and expected duration of the time off required, including travelling time;
- Confirmed that their Union support their attendance details of the programme if available.

8.4   Where the application relates to a schedule of meetings, this should be requested and agreed in blocks.

8.5   When considering whether requests for time off can be granted consideration will be given as to the reasonableness of the request, for example to ensure adequate cover within a section, safety reasons or service delivery. Reasonable time off for the purpose identified will be granted subject to exigencies of the service, and will not be unreasonably refused. Line managers need to consider each application for time off on its merits; they should also consider the reasonableness of the request in relation to agreed time off already taken or in prospect.

8.6   Union representatives should minimise service disruption by being prepared to be as flexible as possible in seeking time off in circumstances where the immediate or unexpected needs of the business make it difficult for colleagues or managers to provide cover for them in their absence.

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Equally line managers should recognise the mutual obligation to allow union representatives to undertake their duties.

8.6 Where permission to take time off is withheld, an explanation for the reason will be provided by the line manager and a copy of the request form must be passed to the Chief Officer - People and Technology and the Trade Union Convener.

8.7 Where the trade union representative is dissatisfied with the reasons provided, through informal discussions with the Chief Officer - People and Technology, they will have the right to raise a complaint against the decision. Every effort shall be made to resolve the complaint speedily.

8.8 The line manager must ensure payroll are notified by of any unpaid leave deductions

9.0 DEALING JOINTLY WITH COMPLAINTS

9.1 All parties recognise the importance of working together, building effective working relationships and treating each other with mutual respect. Where the conduct, or behaviour, of an individual in a representative capacity of the Trade Union is viewed as inappropriate, the matter will be reported to the appropriate Convenor, by the appropriate Chief Officer. Concerns regarding the Convenor will be reported to the Regional or National Officer of the appropriate union.

9.2 The Trade Union will acknowledge receipt of the complaint, within 5 working days and notify the Chief Officer and will follow their recognised internal procedure for dealing with complaints.

9.3 Following notification of the complaint, it will be for the Trade Union to take any action it deems appropriate. The Trade Union will contact the Chief Officer who raised the complaint once any investigation has been completed and advise if appropriate has been taken. There is no obligation on the Trade Union to detail the outcome or action taken as a result of the investigatory process.

9.4 Where a Trade Union representative considers an employee or manager has acted unreasonably to them in their Trade Union role then this matter should be reported to the appropriate Chief Officer through the relevant Trade Union Convenor.

9.5 The Chief Officer will acknowledge receipt of the complaint, within 5 working days and follow Council procedure in dealing with complaints.

9.6   Following receipt of the complaint, it will be for the Chief Officer to take any action they deem appropriate. The Chief Officer will contact the appropriate Convenor once any investigation has been completed and advise if appropriate has been taken. There is no obligation on the Chief Officer to detail the outcome or action taken as a result of the investigatory process.

9.7   Trade Unions officials, health and safety representatives and learning representatives have the right to complain to an employment tribunal for an alleged breach of time off provisions. However, all parties agree that every effort should be made to resolve any points of issue internally and as quickly as possible, in conjunction with the Chief Officer - People and Technology.

10.0 FACILITIES

10.1   The Council recognises that providing facilities will enable the Trades Unions to perform their duties more efficiently and communicate more effectively with their members, and full-time officers. Where resources permit Trades Unions will be provided with:

(a)   office accommodation
(b)   office equipment, including desk(s), filing cabinets, telephone line, computer
(c)   the use of notice boards, and other forms of electronic communications such as email and intranet/internet

10.2   The agreement in relation to trade union officials/representatives and learning or safety representatives within Education will be maintained.

11   AMENDMENT OR REVIEW OF AGREEMENT

11.1   Either side may submit proposals in order to amend this agreement. Such proposals will be in writing to the sides concerned, and will be the subject of joint negotiations.

11.2   The policy will be updated to incorporate any relevant change to legislation or best practice as required.

WEST DUNBARTONSHIRE COUNCIL

Report by Chief Officer – Victoria Rogers

Corporate Services Committee: 19 May 2021

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Subject: **People and Technology Delivery Plan 2020/21 year end progress report and 2021/22 Delivery plan**

1   Purpose

1.1   The purpose of this report is to present to members the 2021/22 Delivery Plan for People and Technology and the year-end progress report for the 2020/21 Delivery Plan as agreed at Committee on 11 November 2020.

2   Recommendations

2.1   It is recommended that Committee:
- Notes progress made on the delivery of the 2020/21plan.
- Notes 2021/22 Delivery Plan

3   Background

3.1   In line with the Strategic Planning & Performance Framework each Chief Officer has developed an annual delivery plan for 2021/22. The plan sets out actions to address key priority areas and issues identified through the service planning process as well as actions to deliver the Council's strategic objectives. It also provides an overview of services and resources, including employees and budgets, and considers relevant risks.

4   Main Issues

2020/21 Year-end Performance

4.1   The 2020/21 Delivery Plan was presented to Corporate Services Committee on 11 November 2020. This was later than the usual April/May committee cycle due to the COVID-19 pandemic and consequently there was no mid-year progress report.

4.2   The Delivery Plan for 2020/21 was supported by an action plan of activities to be delivered over the year. Appendix 1 details the progress on delivery of this action plan. Fifteen of the seventeen actions have been completed in year as planned.

4.3   The remaining two actions have not been completed as planned, many of these have become more complex than originally anticipated and as a result

will take longer to deliver; work will therefore continue in 2021/22 to progress these to a completed status. These are:

- Deliver a secure and resilient IT Infrastructure; 87% complete- work will continue in 2021-22; and
- Continue to implement HR Payroll Transformation including manual processes, development of WMS, better integration with WMS & greater self service; 50% complete- work will continue in 2021-22.

4.4 Significant achievements delivered through the plan are highlighted in the Delivery Plan for 2021/22. Updates on the linked performance indicators for the delivery plan will be published in line with annual public performance reporting for the organisation later in 2021/22.

4.5 Each service area also developed a suite of quality standards, which set out the level of service that users and stakeholders can expect to receive, and remind both the organisation and employees of the challenges and obligations they face in delivering best value services. Performance against these standards is set out at Appendix 2.

Delivery Plan 2021/22

4.6 The People and Technology Delivery Plan for 2021/22 is attached to this report as Appendix 3 and includes a detailed action plan for delivery as well as a workforce plan.

4.7 The delivery plan 2020/21 for P&T reflects those action and priority areas which will be delivered over the remainder of the year. Key areas include: Continued ICT infrastructure improvements; Digital Transformation and Continuous Improvement; Sustainable Employment and Organisational Design and Community Resilience.

4.8 Progress towards delivery of the plan is monitored monthly through the senior management team of the service, and also scrutinised on a quarterly basis through the strategic leadership performance monitoring and review meetings. A mid-year progress report will be presented to committee in November 2021.

Workforce Planning

4.9 The Delivery Plan includes an annual workforce plan, which details the key workforce issues which will or may arise over the year and the actions planned to address these in order to fully support delivery of the plan.

4.10 These workforce issues are anticipated to have implications in terms of organisational change, resource planning, resource profiling, skills mix, training and development and restructuring. The workforce plan sits within the appendices of the 2021/22 Delivery Plan.

5 **People Implications**

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

6   **Financial & Procurement Implications**

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

7   **Risk Analysis**

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

8   **Equalities Impact Assessment**

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

9   **Consultation**

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

10   **Strategic Assessment**

10.1   The Delivery Plans set out actions to support the successful delivery of the strategic priorities of the Council.

Strategic Lead: **Victoria Rogers**
Service Area: **People and Technology**
Date: **April 2021**

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

Appendices: Appendix 1: P&T Delivery Plan 2020/21 - Year End Progress
Appendix 2: Quality Standards – 2020/21 Performance
Appendix 3: P&T Delivery Plan 2021/22

Background Papers: None

Wards Affected: All

P&T 2020-21 Delivery Plan-Year end progress report

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

Ob	A committed and skilled workforce

Action Title	Status	Progress	Due Date	Comments	Managed By
Embed an organisational health and safety culture though extending organisational use of Figtree and understanding of health & safety	✓	100%	31-Mar-2021	Increased health and safety profile across organisation during pandemic which has increased understanding of figtree. Covid risk moved to pentana to manage organisational risk online ensuring increased visibility and ownership	Alison McBride
Increase understanding of Council Fire Risk Management Strategy.	✓	100%	31-Mar-2021	The fire risk assessment programme was delayed due to closure of buildings during lockdown, plans in place to prioritise key building and ensure programme gets back on track	Alison McBride
Implement actions from review of the effectiveness of Council approach to risk management	✓	100%	31-Mar-2021	Full utilisation of risks to pentana and away from manual practice, this approach will be taken into next financial year as we look to introduce self assessments within services and link to service and workforce planning.	Alison McBride
Deliver a variety of development opportunities such as Lean/Six Sigma, New Managers Induction, build digital literacy workforce knowledge and skills and targeted approach to the Coaching and mentoring Programme	✓	100%	31-Mar-2021	All training programmes reviewed and where possible moved online. Considerable resource used to support digital skills particularly with MS Teams and improved use of data. Both internal and external coaching programmes promoted and supported throughout the year.	Alison McBride
Monitor the Continuous Improvement projects and grow the yellow belt group to better support transformation	✓	100%	31-Mar-2021	Projects being managed through Digital Transformation Board with some delay in projects due to Covid. Fit for Future programme agreed and commenced.	Alison McBride
Implement the actions from the Be the Best Conversations evaluation	✓	100%	31-Mar-2021	Focus groups and additional support to services has been undertaken a further survey was undertaken also and figures had increased, promotion of 1-2-1 has increased during the pandemic ensuring they took place.	Alison McBride

Action Title	Status	Progress	Due Date	Comments	Managed By
Monitor and embed the Council's Employee Wellbeing Strategy	✅	100%	31-Mar-2021	This has been a key approach throughout the pandemic to ensure workforce has been fully supported. Both employee and managers groups are in place and working effectively and the council has been recognised for a nomination nationally for Best Well-Being strategy. In addition WDC has improved its LGBF position with its best ever standing of position 15 from 32 councils.	Alison McBride
Assess, develop and review employment policies/schemes in line with the Council's policy framework.	✅	100%	31-Mar-2021	During pandemic, remote working policies, virtual meeting /interviews / recruitment. This coupled with our flexible working policies has seen the council noted as one of the top ten most flexible employers in Scotland. The team reviewed the Wellbeing policy to ensure it is fit for purpose and carried out a Workforce planning review.	Alison McBride
Continue to embed the Council's Strategic Workforce Planning Framework with a particular focus on the impact of digital skills	✅	100%	31-Mar-2021	Strengthened ties with WFP to service delivery and moved to reporting through pentana in line with the Council's approach to performance monitoring. Further development has been carried out on the workforce console allowing for real-time management of workforce. The rapid deployment of 365 has been rolled out to enable WFP to ensure collaborative working continues in development of digital skills and work has been carried out to improve digital skills for employees in areas such as Outlook, Excel, Agile Management, Service Design and the progression of six sigma projects.	Alison McBride
Provide HR support to inform and implement organisational change projects.	✅	100%	31-Mar-2021	Throughout 2020/21 the SHR team have continued to deliver organisational changes including service restructures, new ICT systems (IHMS, 365) and legislative updates, particularly those in response to pandemic. The SHR team have supported the workforce including volunteers with timely information and practical application for remote working including DSE assessments and changing work patterns and have sought additional funding for counselling to support workforce.	Alison McBride

Risk	Current Risk Matrix	Target Risk Matrix	Latest Note	Assigned To
Health and Safety of Employees and Others			Target Risk was reviewed and given current pandemic no change.	John Duffy; Alison McBride

Risk	Current Risk Matrix	Target Risk Matrix	Latest Note	Assigned To
Ensure an appropriately resourced workforce.			Workforce planning has developed well alongside service delivery planning. This has been supported by better use of data in this area to inform decision making via the use of the console and the wellbeing dashboards. The workforce were surveyed around home working to ensure we are supporting and ensuring the resources required are in place to support service delivery. This has ensured wellbeing resources have maintained a holistic approach in supporting the workforce. In addition a number of workforce planning activities around work style and isolation monitoring during Covid has allowed us to operate a volunteer supply list to priority areas requiring additional support.	Alison McBride

Ob	A continuously improving Council delivering best value

PI Short Name	2019/20	2020					2021/22	Latest Note	Managed By
	Value	Status	Value	Target	Long Trend	Short Trend	Target		
Sickness absence days per teacher	5.46	Data available mid April		5.2	?	?	5	Performance data will be published once available.	Alison McBride
Sickness absence days per employee (local government)	11.4	Data available mid April		8	?	?	7	Performance data will be published once available.	Alison McBride
Percentage of ICT helpdesk incidents fixed with half day of being logged.	48.17%	Data available mid April		52%	?	?	52%	Performance data will be published once available.	James Gallacher; Patricia Kerr
The percentage of the highest paid 5% employees who are women	55%	Data available mid April		50%	?	?	50%	Performance data will be published once available.	Alison McBride
Gender pay gap	0.9%	Data available mid April		3%	?	?	3%	Performance data will be published once available.	Alison McBride

Action Title	Status	Progress	Due Date	Comments	Managed By
Deliver a secure and resilient IT Infrastructure	⚠	87%	31-Mar-2021	The one remaining milestone will carry to 2021-22. Although the PSN supplier testing services has started it will not be completed until May/June. This COVID-related delay has been confirmed with Cabinet Office.	Patricia Kerr

Action Title	Status	Progress	Due Date	Comments	Managed By
Technologies to Support ICT Service Delivery Improvements	✓	100%	31-Mar-2021	All milestones progressed however one requires further review of the process and/or technology and scope updated	Patricia Kerr
Process Changes to Support ICT Service Delivery Improvements	✓	100%	31-Mar-2021	All milestones completed successfully.	Patricia Kerr

Risk	Current Risk Matrix	Target Risk Matrix	Latest Note	Assigned To
Workforce Management System not fit for purpose			Frontier continues to present a range of technical issues for users and this is impact not only the day to day usage but also the pace of developments including automation. Discussions are ongoing with the supplier to address the same.	Arun Menon
Information Technology			Continued investment in change and technology projects such as 365 to further enhance the digital capabilities within WDC.	James Gallacher; Patricia Kerr; Brian Miller
Threat of Cyber-attack			Threats and attacks continue regularly. Continuing to raise awareness with ICT and Council wide. Cyber audit took place in 2020 providing opportunity to continuously improve processes and documentation.	Iain Kerr

(P)	Open, accountable and accessible local government

(Ob)	Equity of access for all residents

PI Short Name	2019/20	2020				2021/22	Latest Note	Managed By
	Value	Status	Value	Target	Long Trend	Short Trend	Target		

PI Short Name	2019/20	2020					2021/22	Latest Note	Managed By
	Value	Status	Value	Target	Long Trend	Short Trend	Target		
% of our workforce who have declared a disability	2.1%	Data available mid April	2%	?	?	2%	Performance data will be published once available.	Alison McBride
% of our workforce who have stated they are LGBT	2.38%	Data available mid April	2.5%	?	?	2.5%	Performance data will be published once available.	Alison McBride
% of our workforce who are from a Black minority ethnic group	0.27%	Data available mid April	0.5%	?	?	TBC	Performance data will be published once available.	Alison McBride
Disability pay gap	10.34%	Data available mid April	10%	?	?	TBC	Performance data will be published once available.	Alison McBride

Action Title	Status	Progress	Due Date	Comments	Managed By
Continue to implement HR Payroll Transformation including manual processes, development of WMS, better integration with WMS & greater self service	⚠	50%	31-Mar-2021	Wrt Iconnect Payroll are currently testing but there are still issues with the software which needs addressed ahead of implementation. SPFO have extended the deadline for go-live to December 2021. Base release planned for 1/2/21. Frontier speed issued now addressed after through investigation. The development of Iconnect and Sickness Absence automation will be carried forward to 2021/22.	Arun Menon
Implement statutory Payroll changes	✓	100%	31-Mar-2021	This action has been completed as planned. Pay awards processed for Local Government and Teachers; statutory Year End returns to HMRC submitted on time	Arun Menon
Carry out equal pay audit for publishing in 2020	✓	100%	31-Mar-2021	This action has been completed as planned.	Alison McBride
Carry out recruitment and selection exercise to identify possible actions to support underrepresented groups and reduce occupational segregation	✓	100%	31-Mar-2021	This action has been completed as planned.	Alison McBride

P&T 2020/21 Quality Standard – Year end progress report

West Dunbartonshire COUNCIL

Action	2020/21			Latest Note	Managed By
	Status	Value	Target		
% of identified High Risk properties that are annually inspected in accordance with the enforcement inspection policy of Scottish Fire & Rescue	🔴	40%	100%	Due to Covid the entering the buildings to carry out audits has been prohibited. All RPOs have been advised to review their fire risk assessment until audit can be completed.	Alison McBride
% of new employees who are offered training within stated timescales	✅	100%	100%	Mandatory training covered by online access to quality resources	Alison McBride
% of new managers who are offered training within stated timescales	✅	100%	100%	Mandatory training covered by online access to quality resources	Alison McBride
% of staff (from total eligible) who have been set up with self service password reset functionality	✅	1900 users set up	80%	This functionality is less urgent since making changes to network password rules. Now that WDC have implemented a permanent complex password users are less likely to forget it. This software is being decommissioned.	Patricia Kerr
% of total absence reports produced discussed at the relevant management team meeting.	✅	100%	100%	Manager now have real time access to absence data	Alison McBride

PI Status	
🔴	Alert
🔺	Warning
✅	OK
❓	Unknown
📈	Data Only

2021-22 DELIVERY PLAN

PEOPLE & TECHNOLOGY

Contents

1. Overview

Overview

People and Technology comprises a wide range of services covering Strategic People and Change, ICT, Transactional Services (HR advice, pensions and pay) and Health, Safety and Risk and Organisational Resilience.

With a net budget of £6.558m, People and Technology is one of 8 strategic areas with responsibility for delivering the Council's Strategic Plan. Brief details of each service are outlined below and a structure chart is set out at Appendix 1.

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

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

2. Performance Review

The People and Technology management team completed a detailed performance review of 2020/21, examining:

Key performance Indicators (Appendix 2)
Monitoring and analysing current and previous performance helps to identify trends and to understand where we need to implement improvement actions to meet both the service objectives and overall Council priorities.

Benchmarking (Appendix 3)
All 32 councils in Scotland measure a common set of performance indicators called the Local Government Benchmarking Framework (LGBF). It comprises service delivery, cost, and customer satisfaction indicators covering all major council service areas, including education, housing, social work, and leisure. Using the same indicators across all councils allows us to compare our performance so that we can identify best practice, learn from each other and, improve what we do.

Service User feedback (Appendix 3)
It is important, when developing the delivery plans, that we capture learning from the range of mechanisms that provide feedback on our services. Central to this approach is ensuring that we capture learning and make improvements to service delivery based on information from service user feedback.

Continuous Improvement (Appendix 3)
In 2020, to support continuous improvement, the Council embarked upon a programme of Fit for Future service reviews. Through reviewing our services, we can

be assured that they are efficient, fit for purpose for our modern world and that we make best use of our resources so demonstrate Best Value.

Quality Standards (Appendix 4)
Quality standards help to define what users of our services can expect to receive, and remind both the organisation and our employees of the challenges they face and obligations they have in delivering best value services.

During 2020/21, all the teams within People and Technology delivered a significant range of key achievements on behalf of the Council. In what has been an extremely challenging environment, this service area has led exemplar statutory and strategic services within West Dunbartonshire; the following section contains some of the more notable achievements as well as a number of performance challenges to be addressed in 2021/22.

Key Achievements 2020/21

ICT
- Rapid deployment of MS Teams video conferencing technology to support home workers and deployment of Zoom to facilitate public meetings, e.g. Council and Committees;
- Rapid realignment of ICT resources to increase capacity of remote workers across the Council by setting up netscaler and grid token 2 factor authentication accounts for additional 1400 employees as well as redirection of approx. 500 laptops to end users; and
- Redesigned technical infrastructure to delivery relevant security updates to end user devices.

Transactional Business Support
- Introduced further enhancements to the Workforce Management System (WMS) solution thereby facilitating increased functionality to simplify data gathering and reporting for users. Much of this was to support the organisation through the pandemic COVID-19 response phase in enabling a range of employee data capture and reporting specifically on COVID-19, these included: Absence Recording; Working from Home Recording; Volunteer Records; and Special Leave. Others included but not limited to Stress Risk Assessment Recording, Reservist Data Capture, Honorary Contract Capture, Email notification for Wellbeing Policy Occupational Health Service referrals;
- Implemented an automation process for capturing and processing timesheets using online forms;
- Supported a significant number of restructures, key being that of the Chief Officers;
- Successfully completed the Payroll Audit on time; and
- Developed a range of automations including Employee New Start process, Email payslips and sickness absence calculations.

Strategic People and Change

- Providing data for local and national reporting whilst guiding and supporting the workforce through the COVID-19 pandemic from lockdown through to recovery (an ongoing process). This has involved all areas of the service – H&S, OD and Strategic HR mobilising the workforce during the crisis to cover essential work. This included translating national messages into local application, policy and practice and the promotion and extension of WDCs flexible, family friendly policies. Ensuring safety procedures were developed and adhered to when at work and working from home. The development of numerous online supports such as the return to work pack and winter support pack alongside support/ training for the rapid deployment of MS Teams;
- Named as one of the Top 10 Flexible Employers in Scotland by the charity Flexibility Works. This recognised the range of flexible working practices in place, the volume of employees that work flexibly and innovative approaches to adopt new ways of flexible working.
- The development of the workforce planning console – giving managers live data at their fingertips to assist and inform management decisions and service planning;
- The ongoing work on wellbeing including the development of the wellbeing champions, manager groups, further rollout of Trickle, additional supports from OH, with an increased focus on Mental Health which culminated in the team being shortlisted nationally for an award with HR Excellence for the best Wellbeing Strategy;
- Closer working across the People and Change function maximising resources and improving the support provided has allowed the launch of a Fit for Future Review programme. In this innovation, the team will enable and support teams to access digital, data and automation skills alongside people and change support on their structures and roles; and
- Supported the mass vaccination programme against COVID-19 including the recruitment of Vaccine Support Assistants utilising a DWP funded programme.

Challenges

The COVID-19 pandemic has continued to impact upon service delivery and has created many challenges throughout 2020/21 across all areas of People and Technology. The teams continue to rise to these challenges and implement both short and longer term solutions. The main challenges include:

- The rapid changes in legislation and guidance impacted on the team's resources to manage regular review and updates around advice, guidance and support to the workforce.
- Managing large scale and frequent communication ensuring managers and workforce had the most up to date information and support required in relation to government policy, H&S advice, wellbeing and digital transformation whilst being fully supported with additional tools and techniques to support both personal and service delivery.
- Supporting employee wellbeing in a virtual world, coupled with a great deal of anxiety, the teams response has had a particular focus on mental health. There

has been a huge increase in employees accessing online learning and counselling with additional funds secured to support this. The team across People & Change have pulled together to ensure we continue with an employee engagement and development programme, keeping employees engaged, through listening and responding appropriately.

- Impact on the transformation agenda with most projects suspended during the initial months of lockdown. Working remotely can add some difficulty to improvement work when it is more difficult to see some tasks being delivered but this has now restarted with the exciting Fit for Future review programme.

- Providing ICT technical support to users who are home working was more challenging –the ICT team produced broadband best practice guidance as well as a range of other useful guidance including support videos that could be sent to users via text to assist with remote access set up and support. The ICT team also increased the availability and opening times of the ICT Service Desk telephone help service and assigned additional members of the team to call handling and dealing with the high volume of support requests. ICT also changed the support model for delivering device support to better meet demand.

- Increasing capacity whilst minimising impact on license budgets. Monitoring the number of licenses available and redirect where possible. License capacity for 2FA grid tokens needed to increase to accommodate the volume of users– this continues to be reviewed periodically to re-allocate tokens where possible when roles change and align to demand. ICT has focussed on monitoring and redirecting VOIP handset licenses to softphone licenses for laptop and homeworkers.

- Designing testing and deploying new solutions within a remote working environment, for example end user device patching was previously delivered when devices were brought on site to a Council location. Technical changes have been implemented to delivery security patches remotely.

- Additionally a key challenge to the transactional HR teams is the development of the existing WMS around the issues faced in respect of the quality and speed of supplier support and the quality of the solution with inconsistent issues. These issues have prevented the WMS team maximising system automation to deliver efficiencies, especially in payroll. The issues continue to be managed through discussions with the supplier at national level as it also affects other Scottish councils using the same solution.

3. Strategic Assessment

The People and Technology management team completed a strategic assessment and performance review to determine the major influences on service delivery and strategic priorities going forward into 2021/22. As a result of this assessment the following factors were recognized as having a significant influence on the work of service in 2021/22:

Key Factors

Financial Challenges

The entire public sector is facing significant financial challenges. When the 2021/22 budget was set in March 2021, the Council was predicting cumulative funding gaps

in 2022/23 and 2023/24 of £4.890m and £10.422m respectively. Funding pressures relating to COVID-19 continue into 2021/22, and with costs related to COVID-19 difficult to predict and some funding from the Scottish Government already announced, we will continue to monitor the overall financial position of the Council. The long term finance strategy is due to be reported to Council later in 2021, together with a draft 3-year detailed budget position.

This means that further action continues to be required to balance our budget and protect services for residents. This will undoubtedly mean that within our service area, available funding will be reduced and we will need to change how we do our jobs, what we do, where we work, and may reduce the number of people employed.

ICT
The economic challenges and the need to deliver savings to address these economic challenges is made more difficult when:
- Demand for technology systems and infrastructure is growing;
- Shift from on premise (capital funded) technology to cloud based (revenue funded) technology grows;
- Uptake of sharing and collaboration across public services is low; and
- Increasing demand for bandwidth e.g. in schools as more technology is deployed to users and pupils.

Transformation and Continuous Improvement
Service delivery model arising from COVID-19 will require a review and potential redesign of the Council's IT infrastructure architecture.

The speed of technological advancement has been rapidly increasing and will continue to do so. This will impact on employees, citizens and services as the Council seeks to both capitalise and adapt to these. Additional support and upskilling has been evident with the rapid deployment of MS Teams and online Committee Meetings.

The Scottish Digital Office conducted a Digital Maturity assessment in 2019 providing a baseline of WDC's digital approach and awareness of it across the authority. This was a positive start for WDC and has helped set the vision for the digital team focussing on "digital skills" and "making better use of data". These are areas where the council has yet to realise its full potential and work began with a focus on enhancing employee skills and improving how data is used and presented. Building on this, the council completed a Data Deep Dive with Scottish Digital Office to prepare and move towards the creation of a Data Hub and established that efforts would first be focussed on data quality.

To facilitate this, the service needs a joined up approach to supporting digital transformation, growing employee skills and working with citizens to adapt and change how services are delivered. To do this structures require to be reviewed and resources (financial and workforce) need to be identified to ensure plans and processes are in place alongside the ability to constantly monitor progress on keeping apace with digital transformation and technology. To support this the Digital Transformation Board has been widened to allow a more holistic, one council approach to be adopted. This has created a wider virtual digital team and ensured

focus and resource to be employed and prioritised to ensure delivery of the council's strategic aims.

In addition, we have developed a programme of Fit for Future Reviews which incorporates service design, lean/six sigma, automation, better use of data, process improvement and digital forms to allow transformation to be collaborative, working with our citizens to design services together. Changing the way we support services allows us to take resource and expertise to areas of need whilst adopting an agile project management approach and ensuring training needs are identified corporately and addressed.

This will include continued consideration of cloud-based services and sharing across the public sector.

The Council has also commenced its journey around Robotic Process Automation, which is now starting to be widely considered in a number of Scottish Local Authorities. We believe this approach complements the wider digital transformation programme and its three key workstreams - Better Use of Data, Digital Skills, and Digital Leadership.

Sustainable Employment and Organisational Design
With an aging population and more flexible/ agile working, the organisation needs to ensure supporting policies look to sustaining employment. This means People & Change need to ensure a holistic approach that supports employees with their wellbeing covering physical, emotional, financial/benefits and learning.

To further support this, the Wellbeing Strategy has been developed to ensure this is at the centre of driving forward the ongoing policy review programme. This is supported by a growing number of employees in the manager and wellbeing advocate groups ensuring an information conduit to the wider employee group. This has resulted in a focus on mental health looking to remove stigma and improve understanding of and access to supports. This has been key during COVID-19 and there have been additional activities in supporting remote working with guidelines and new policies, digital skills and learning, DSE assessments, additional return to work supports and OH supports.

HR is also a key strand of the Fit for Future (FfF) programme looking at ensuring structures and roles are aligned to ensure sound leadership, communication cascade and clarity of expectations. The team will also look at key people data to ensure this informs sound decisions and good practice.

Evidence suggests that the pandemic has had a disproportionate impact on certain groups including women, BME individuals and those who identify as having a disability. As such the council will continue to support individuals through inclusive policies such as flexible working, supporting employee wellbeing and by ensuring inclusive working practices.

The diverse work carried out by the Council requires clear governance with regards to equality and our service must continue to ensure that fair pay and remuneration practice is followed for e.g. pension reform; with an ageing workforce, we have to

ensure employees are aware of the financial benefits of the occupational pension schemes and encouraged to be a member and discourage opt out.

Community Resilience

The Civil Contingencies Officer will continue to support West Dunbartonshire through resilience planning in response to and recovering from COVID-19. This includes chairing the WDC Operational Vaccination Delivery Group and supporting the Organisational and Strategic Resilience Groups. The delivery of vaccine will ensure residents across West Dunbartonshire are immunized to help protect them against COVID-19. CCS typically take part in WDC Experiential Learning however due to the prevalence of COVID-19 it is unlikely this event will take place this year.

EU exit and associated elections

On the 31st December, the Transition Period concluding EU Law jurisdiction in the UK, and access to the EU Single Market ended. The new relationship is now defined by the EU-UK Trade and Cooperation Agreement. As previously mentioned, we are unable to fully understand the impact of EU Exit due to COVID-19 restrictions.

The impact of EU Exit is now likely to be coupled with the economic and social impacts presented by COVID-19. This presents a greater challenge for West Dunbartonshire as we are now experiencing two significant and concurrent events. This puts more strain on our vulnerable communities, those who are unemployed and potentially putting more individuals into poverty. As the impact of these events becomes evident, we may see a consequent increased reliance on the local authority for support.

Equality Outcomes Report 2021-25

The Council has set out a range of equality outcomes for 2021-25 in line with its statutory duty, each led by a relevant strategic service area. For People and Technology these include reducing Occupational Segregation; Reducing the Disability Pay Gap; and Increasing Diversity in the Workforce. Over the next 4 years we will aim to: attract more diverse talent by reviewing our policies and practices to ensure that there are no barriers to entering employment for BME groups; reduce occupational segregation within gender dominated roles; and ensure that there are no barriers to those with disabilities remaining in employment or disclosing their disability.

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

Budget Sensitivity Analysis

In reviewing the service budget projections, consideration has been given to sensitivity of these budgets, in particular for higher risk/ higher value budgets which may have a significant impact on budgetary control and future budget projections. The analysis has considered sensitivity around demand, costs and charges, and income levels.

Within this service, no budgets which have been identified as being more susceptible to fluctuations however the UK's exit from the European Union may impact on the supply costs for goods and services such as IT equipment and associated license and maintenance costs.

Action Plan & Risks

The challenges and issues identified in the performance review and strategic assessment sections as well as considerations from the budget sensitivity analysis have informed People and Technology priorities and outcomes for 2021/22. The management team has developed an action plan to address them (Appendix 2), supported by a range of performance indicators to enable progress to be monitored and reported to stakeholders. Progress will be monitored and managed on a regular basis and reported bi-annually to Committee, at mid-year and year end.

4. Risks

The Council has identified risks at both a strategic and service level. Strategic risks represent the potential for the Council to take advantage of opportunities or fail to meet stated strategic objectives and those that require strategic leadership. Service risks relate to service delivery and represent the potential for impact on individual services, or the experience of those who work within the services, i.e. employees, partners, contractors and volunteers, service users or clients in receipt of the services provided.
In planning for 2021/22, the strategic area considered the Council's strategic risks including COVID-19 risks and identified risks specific to the service. (See below)

Actions to mitigate these risks are set out in our delivery plan at Appendix 2, with the aim of improving or maintaining the current position (i.e. the current risk score). The current risk scores reflect current actions taken to reduce the risks.

Current Strategic Risks managed by People and Technology

Title & Description	Note	Current Risk	Target Risk
Information Technology Failure to keep pace with changing technology environment during periods of austerity and supplier rather than business led change	Continued investment in change and technology projects such as 365 to further enhance the digital capabilities within WDC.		
		Managed By	
		Patricia Kerr	
Threat of Cyber-attack Data, systems and/or infrastructure are impacted as result of security attacks which are increasing in number at a time when this	Threats and attacks continue regularly. Continuing to raise awareness with ICT and Council wide. Cyber		
		Managed By	

Title & Description	Note	Current Risk	Target Risk
threat is already placing demands on resources to deliver increased levels of security controls.	audit took place in 2020 providing opportunity to continuously improve processes and documentation.	Patricia Kerr	
Health and Safety of Employees and Others Failure to meet the Council's duty to protect the health, safety and welfare of its employees and other people who might be affected by its business, either in the provision of an effective health and safety management system or in ensuring adherence to that system as part of an embedded health and safety culture.	Target Risk was reviewed and given current pandemic no change. Preparations are ongoing to support workforce in returning to work through a planned process due to Covid. A number of supports developed for this such as generic risk assessments, checklists and a supporting webpage	 **Managed By** Alison McBride	
Ensure an appropriately resourced workforce.	Failure to ensure that there is an appropriately resourced workforce in place to meet future organisational needs, either in effectively executing the Councils 2017-22 Workforce Plan or in ensuring that the Plan is adapted over time if and when earlier assumed circumstances change.	 **Managed By** Alison McBride	
COVID-19 Significant Service and Workforce Disruption	The Council is faced with significant ongoing demands with disruption to service delivery, increasing PPE and workforce pressures as a result		

Title & Description	Note	Current Risk	Target Risk
	of COVID-19 and subsequent local and national outbreaks. This involves both responding to the crisis and from services returning to a new normality based on Response, Recovery and Renew guidance produced by Scottish and National Government. NB. Financial risk is also reflected in SR001	Managed By	
		Victoria Rogers	

Current service risks including the Council-wide risks associated with the COVID-19 pandemic. Over the coming months, we will consider the impact and likelihood of these risks for P&T services and mitigate them where possible.

Service Risk & Description	Note	Current Risk	Target Risk
Workforce Management System not fit for purpose There is a risk that the WMS system is not fit-for-purpose thereby requiring manual workarounds restricting the level of automation impacting on efficiencies	Frontier continues to present a range of technical issues for users and this is impact not only the day to day usage but also the pace of developments including automation. Discussions are ongoing with the supplier to address the same.		
		Managed By	
		Arun Menon	
Workforce The Council is faced with significant workforce demands in relation to absence, reduction, recruitment and wellbeing	Numbers of employees with Covid and shielding continue to drop. Vaccination programme is making good progress. Vaccination centres currently being supported by CCCF with a handover planned for late March/early April to the Kickstart team.		
		Managed By	

		Alison McBride
Service Delivery The Council is faced with significant delivery demands in relation to moving services online, disruption, reduction and quality	SG guidance continues to be those who can work from home do so, with still only essential works being undertaken however the indications are that lockdown will ease through April/May and we will see services return to full delivery.	 **Managed By** Alison McBride
Protection The Council is faced with significant demands for protection in relation to additional and constant changing legislation and guidelines, PPE requirements, supply chain, cost of PPE and ensuring workforce safety	PPE supply chains are well established and all needs are being met, demand has increased and will continue at these high levels for some time. Risk assessments relating to Covid are being reviewed monthly and also as guidance changes.	 **Managed By** Alison McBride
Public Uncertainty The Council is faced with significant demands around public uncertainty and leads to additional burdens upon services, seeking information, advice and support	Both symptomatic and asymptomatic testing has been undertaken across WDC. Messaging has been clear and a drive to ensure services review their digital presence is underway.	 **Managed By** Alison McBride

Appendix 1- Profile & Structure Chart

PEOPLE & TECHNOLOGY

CHIEF OFFICER

Head of People
& Change/HR
HSCP
Audrey Slater

**CHIEF OFFICER -
PEOPLE & TECHNOLOGY**

Victoria Rogers

Leadership Support
Deirdre Muldoon

CCS Resilience Partnership:
Renfrewshire, Inverclyde,
East Renfrewshire,
West Dunbartonshire
Jen Watt

ICT Manager

Patricia Kerr

Section Head Infrastructure
Management
Brian Miller

Section Head Support &
Business Applications
James Gallacher

Strategic People
& Change Manager

Alison McBride

Organisational Development
& Change Lead
Lorraine Mair

Digital, Change &
Organisational Development
Team Lead
Anne McFadden

People & Change Partners
**Geraldine Lyden
Louise Hastings
Leeanne Galasso**

Section Head
Risk & Health & Safety
John Duffy

Business Support
Manager

Arun Menon

Section Head
Transactional Services
Stella Kinloch

Section Head
Payroll & Admin Support
Graham Hawthorn

Automation Delivery
Lead
Andrew McQue

West
Dunbartonshire
COUNCIL

The Business Support Team is responsible for delivering the corporate Business Support function and comprises of Transactional HR, Workforce Management System (WMS), and Payroll teams. The service also drives the improvement and transformation agenda in relation to internal process change to deliver a modern and efficient support service. In addition to the statutory functions associated with contracts, remuneration and pensions, the section provides a total administration support service for the Council using a strategic service delivery model to its client services. Business Support also incorporates the Automation Team to compliment the Council's Digital Transformation agenda.

The ICT team consists of Infrastructure management, Applications management, Device management and Asset/License management as well as a service desk function. The service delivers an operational support service as well as project services such as system upgrades/replacement, security compliance and support for system procurements. It provides the technology framework and standards required for the organisation. WDC's agile workplace for employees and pupils took precedent during 2020-21 to maximise home working and continues to be a key theme for the ICT team including researching new tools and technologies. It continues to promote channel shift and on-going service improvement.

The Strategic People & Change Team delivers a proactive, expert, user-focused service, working in partnership with managers, employees and trades unions, to build a 'committed and skilled workforce' with the capacity, capability and confidence required to support achievement of the Council's vision. The team support council wide transformation & digital projects with a key focus on people and change, project governance and continuous improvement. They provide advice and guidance on all issues related to HR, health, safety and risk alongside developing policy, ensuring understanding and compliance with legislation and good practice across the organisation.

Organisational, Community and Business Resilience is provided in partnership by the Civil Contingencies Service (CCS) which delivers a resilience service to East Renfrewshire, Inverclyde, Renfrewshire and West Dunbartonshire Council areas. Each Council area has an allocated officer to help maintain and build resilience throughout the Council. The service, based in Paisley, with the team working flexibly across all council areas, supports significant improvements in the resilience of each Council area and the ability to respond to incidents and events. The CCS provide each Council with a 24/7 on call service should an incident occur during and out with working hours

Appendix 2- Action Plan

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

Ob	A committed and skilled workforce

Action	Due date	Managed By
Embed an organisational health and safety culture though extending organisational use of Figtree and understanding of health and safety	31-Mar-2022	Alison McBride
Increase understanding of Council Fire Risk Management Strategy.	31-Mar-2022	Alison McBride
Implement actions from review of the effectiveness of Council approach to risk management	31-Mar-2022	Alison McBride
Embed good people practice through a focus on employee well-being, sound policies and workforce planning	31-Mar-2022	Alison McBride
Build workforce skills and support for the future across all services through innovative development programmes and bespoke interventions	31-Mar-2022	Alison McBride

Performance Indicator	2019/20 Value	2020/21 Value	2020/21 Target	2021/22 Target	Managed By
Percentage of Council employees who agree or strongly agree that in general, my morale at work is good	78%	78%	75%	78%	Alison McBride

Ob	A continuously improving Council delivering best value

Performance Indicator	2019/20 Value	2020/21 Value	2020/21 Target	2021/22 Target	Managed By
Sickness absence days per teacher	5.46	Data available mid April	5.2	5	Alison McBride

Sickness absence days per employee (local government)	11.4	Data available mid April	8	7	Alison McBride
Percentage of ICT helpdesk incidents fixed within half day of being logged.	48.17%	Data available mid April	52%	52%	Patricia Kerr
The percentage of the highest paid 5% employees who are women	55%	Data available mid April	50%	50%	Alison McBride
Gender pay gap	0.9%	Data available mid April	3%	3%	Alison McBride

Action	Due date	Managed By
Support the Councils transformation and improvement projects	31-Mar-2022	Patricia Kerr
Deliver secure and compliant infrastructure to support Council wide services	31-Mar-2022	Patricia Kerr

(P)	Open, accountable and accessible local government
(Ob)	Equity of access for all residents

Performance Indicator	2019/20 Value	2020/21 Value	2020/21 Target	2021/22 Target	Managed By
% of our workforce who have declared a disability	2.1%	Data available mid April	2%	2%	Alison McBride
% of our workforce who have stated they are LGBT	2.38%	Data available mid April	2.5%	2.5%	Alison McBride
% of our workforce who are from a Black minority ethnic group	0.27%	Data available mid April	0.5%	TBC	Alison McBride
Disability pay gap	10.34%	Data available mid April	10%	TBC	Alison McBride

Action	Due date	Managed By
Continue to implement HR Payroll Transformation including manual processes, development of WMS, better integration with WMS and greater self service	31-Mar-2022	Arun Menon

Implement statutory Payroll changes	31-Mar-2022	Arun Menon
Undertake annual Payroll Audit	31-Mar-2022	Arun Menon
Develop process automations within Transactional Services	31-Mar-2022	Arun Menon
Lead in the design and support for modernised services through fit for service reviews and digital transformation	31-Mar-2022	Alison McBride

Appendix 3 – Performance review

Benchmarking
The most recent comparative benchmarking data for all councils was published in January 2021 and relates to the period 2019/20. The latest results showed:

- Sickness days per teacher ranked ninth highest in Scotland with absence returns of 5.46 days significantly better than the Scottish average 6.4 days. Improvement against our own performance from the previous year is also significant;
- Sickness days (local government employees) ranked thirteenth highest in Scotland for local government employee absences representing a significant improvement on performance from the previous year and below the Scottish average;
- West Dunbartonshire ranked eighth highest in Scotland for performance around the gender pay gap with a return of 0.9% significantly better than the Scottish average of 23.42%. Improvement against our own performance from the previous year is also significant; and
- Performance around the gender balance for senior posts has had some fluctuation from the previous year in terms of performance and raked position however performance remains at a satisfactory level and viewed alongside the gender pay gap for all employees shows continued commitment to improving gender equality within our workforce.

Performance indicator	2019/20	Rank 19/20	2018/19	Rank 18/19	Scotland 2019/20	Change in rank
The percentage of the highest paid 5% of employees who are women	54.88%	19	56.60%	13	56.74%	⬇
The gender pay gap	0.9%	8	1.79%	10	23.42%	⬆
Sickness Absence Days per Teacher	5.46	9	6.25	17	6.4	⬆
Sickness Absence Days per Employee (Local Government)	11.40	13	12.77	24	11.93	⬆

Service User Feedback

Satisfaction surveys were carried out in 2020/21 with internal partners across a number of support services within People and Technology to help measure and improve the support and delivery of the service. The results were very positive and showed:

Team	PI	2020/21	2019/20 (or latest data)
Transactional Business Support	% of respondents who felt their enquiry was handled in a professional manner (HR Connect)	95% (base:50)	97% (base:232)
	% stated they were satisfied with how their enquiry was resolved (HR Connect)	86% (base:50)	94% (base:232)
	% agreed that employees had the specialist knowledge required to assist with enquiries (HR Connect)	86% (base:50)	91% (base:232)
	% of respondents who felt their enquiry was handled in a professional manner (Payroll)	100% (base:50)	96% (base:123)
	% stated they were satisfied with how their enquiry was resolved (Payroll)	90% (base:50)	93% (base:123)
	% agreed that employees had the specialist knowledge required to assist with enquiries (Payroll)	90% (base:50)	94% (base:123)
ICT	% of respondents satisfied or very satisfied with ICT services.	85.47% (base:399)	85% (base:401)
	% of respondents who agreed that the quality of service had improved from the previous year	80.29% (base:345)	80% (base:401)
	% of respondents expressing satisfaction with the quality of service	92.94% (base:397)	92% (base:401)
	% of respondents expressing satisfaction with speed of fix.	82.65% (base:346)	82% (base:401)

Although for some of the satisfaction measures there has been some fluctuation from the previous reporting period, the levels of satisfaction have remained very high despite the challenging environment over the last year. People and Technology's key support services have continued to provide a high quality of service, professionalism and support across key services.

People and Change

- A Service Designer has been appointed and service design training has been developed and delivered. This training promotes the importance of user research and involvement in the development of services and covers topics such as customer journeys, empathy mapping, ideation and prototyping. This approach allows not only for feedback but for collaboratively improving services. An example has been, the Fit for Future Service Review of Waste, initial feedback from the citizen's panel was investigated and thereafter extensive user research in the form of surveys, interviews and discussions with our citizens helped to identify processes improvement within the waste service.
- Trickle is an engagement and recognition tool which has been rolled out to 500 employees. It is a digital tool which allows employees to raise matters that are important (anonymously if required). Trickle is designed to encourage employee engagement – it's a place to share thoughts or concerns in real-time, it allows suggestions and concerns to be raised and is operated via an App on your smartphone.

People and Change conduct post event evaluations with feedback and comments used to help improve the content, delivery and focus of the programmes. Across 2020/21 the COVID-19 pandemic impacted on capacity to deliver but where possible delivery continued virtually and feedback and comments gathered. In particular the team supported the rollout of MS Teams with online training, and launched a virtual version of Induction. In addition, providing a bespoke online programme for managers for one service area. Online training was also provided through West College Scotland to support the ongoing need for development of digital skills.

Overall (to date, March' 21) the service received an average rating of 4.6/5 across all programmes. Comments include:

- **Induction** – *"The induction session was very good. It was nice to hear Joyce speak about the council and her role and to feel like even the individual at the very top is in it with you"; "Very professional and welcoming"*
- **MS Teams** – *"Excellent training providing by Teams and knowledgeable trainer with clear explanations and opportunity provided to ask questions".*
- **Bespoke** – *"Really appreciate the support offered by OD & Change and the opportunity to work together to improve our service and our own skills"*

The positive feedback has confirmed that virtual delivery is working well and appreciated by the delegates. Work is ongoing to review and where appropriate convert face to face development opportunities to the virtual environment supporting the ethos of

'virtual by default' and this will involve some re-introduction of face to face elements, blended with online delivery, when circumstances permit.

In addition to the above feedback, wellbeing support has been enhanced with access to a number of new webinars and information and feedback below refers to this.

"I just wanted to take the opportunity to thank you for organising the Webinar last week hosted by David Beeney. I found this very interesting, relevant and extremely useful for myself and in fact for other members of my family and friends."

Appendix 4- Quality Standards

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

These quality standards will be monitored and managed by the management team of each service at regular meetings, and reported annually to the relevant service committee along with the delivery plan.

Service Area	Quality Standard	How will the Quality Standard be measured?
ICT	We will fix all ICT helpdesk incidents within half a day of reporting.	% of helpdesk incidents fixed within given timescales.
Strategic HR	We will reduce absence with a focus on wellbeing and improving access to data, policies and information	% of absence data, policies and supports discussed at the relevant management team meeting.
OD and Change	We will annually review face to face standard training programme to ensure we meet the constant change of workforce needs (i.e. digital skills)	% programmes /courses reviewed annually.
Health and Safety	We will carry out annual Fire Risk Assessments (FRA) in all identified High Risk properties.	% of identified High Risk properties that are annually inspected in accordance with the enforcement inspection policy of Scottish Fire and Rescue

Appendix 5- Resources

Finance

The 2021/22 revenue budget for the People and Technology Strategic area is £6.558m. The resources to deliver on this in 2021/22 action plan are:-

Service Area	Gross Expenditure 2021/22 (£m)	Gross Income 2021/22 (£m)	Net Expenditure 2021/22 (£m)	Capital 2021/22 (£m)
Transactional	0.765	-0.069	0.696	0.000
HR & Risk	1.286	0.000	1.286	0.000
ICT	4.721	-0.427	4.294	2.277
Change & OD	0.334	-0.052	0.282	0.042
Total	7.106	-0.548	6.558	2.319

Workforce Planning

Workforce planning is integrated within the strategic planning process, highlighting the key workforce related activities for the year and reflecting the longer term strategic aims of the services. Each Chief Officer is responsible for the annual review of requirements for their respective service areas to ensure that any key actions are identified at an early stage.

Employees

The headcount and full time equivalent employees in each service area as at the 31st March 2021 is as follows:

Service Area	Headcount	FTE
Business Support	19	17.64
Health & Safety	7	6.41
ICT	53	49.90
People & Change	40	34.40
Total	119	108.36

Absence in 2020/21

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual FTE days lost per FTE employee

P&T	0.32	0.75	1.13	0.83	2.87
Council Wide Total	2.0	2.12	3.25	2.61	7.58

SL Workforce Plan 2017-2022 – Annual Action Plan 2021/22

1. Addressing the gap between current workforce supply and predicted future demand					
Strategy					
Continue to implement the outputs of service reviews to address gap taking cognisance of opportunities to realise savings through voluntary turnover and consideration of management spans of control					
Expected Outcome					
Gap is addressed, whilst:					
Protecting critical roles (and avoiding associated turnover)					
Ensuring service priorities are met					
Avoiding or minimising risk of voluntary or compulsory redundancy					
Enabling flexibility to address fluctuations in service demand through appropriate management of fixed-term contracts					
Action Title	Resources needed	Measure of Outcome		Due Date	Assigned To
Workforce Management Console /Fit for Future Reviews - Support and promote better use of data, improved decision making and better people practices.	Workforce	Improved employee engagement. Increasing usage of console and delivery of improved people practices via Fit for Future Reviews.		31-Mar-2022	All managers

Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Continue to review structures and role profiles across HR Connect and Payroll teams not only in slight of legislative changes but also Digital, Robotics and wider transformation projects to ensure the teams are efficient and remain effective.	Workforce/ Systems	Achievement of committed savings, Streamlined, more efficient processes	31-Mar-2022	Arun Menon

2. Addressing the gap between current and required additional workforce capabilities

Strategy
Continued review and implementation of associated training plans to enable capabilities to be developed within existing workforce
Expected Outcome
Gap is addressed, whilst:
Ensuring value for money in terms of training solutions
Minimising requirement to recruit for new capabilities (and thereby avoiding or minimising risk of voluntary or compulsory redundancy)
Ensuring service priorities are met as a result of application of those new capabilities
Ensuring staff are encouraged to re-train and re-align to newer digital skills to allow the Council to reduce attrition while making jobs interesting

Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Continue to utilise and embed Service design/Lean/Six Sigma skills within P&T.	Workforce	Efficiencies in processes identified and benefits realised.	31-Mar-2022	Alison McBride
Support Digital Transformation implementation and plan through ROI, consultancy only where necessary skills not internally available	Workforce /funding	Evidence of capability and subsequent organisational impact	31-Mar-2022	Patricia Kerr; Alison McBride
Build succession planning and explore and initiate workforce shadowing/ transfer opportunities across P&T to develop breadth and depth of experience and at all levels, creating professional development opportunities and practical training opportunities with the likes of data/Robotic Process Automation (RPA).	Workforce	Level of re-training within existing staff groups; level of interest in council's Digital projects; map of skills and expertise along with a structured development programme for staff; avail and encourage adoption of self-training via tools such as LinkedIn Learning based on strategic priority areas	31-Mar-2022	Patricia Kerr; Alison McBride; Arun Menon

Action Title	Resource needed	Measure of Outcome	Due Date	Assigned To
Continue to develop data analysis skills in People &Change team with a view to fully utilising existing systems/technologies	Workforce	Meaningful insights gained from existing data and improved use to drive Corporate initiatives.	31-Mar-2022	Anne McFadeden/Geraldine Lyden
Continued review of current and future staffing requirements and changes to working practices to identify training needs following implementation of a range of process improvements	Workforce	Effective working practices with minimal processing delays and errors	31-Mar-2022	Arun Menon
Strengthen skills levels within the Automation Centre of Excellence (CoE) by regular skills development and retrospectives	Workforce	Resilience within the RPA CoE in developing automation in-house	31-Mar-2022	Arun Menon
3. Improve resilience within teams				

Strategy
Develop and implement wellbeing and training plans in relation to critical roles to enable capabilities to be developed and resilience improved within existing workforce
Expected Outcome
Improved resilience across teams leading to improving employee engagement and lower absence levels
Retention of knowledge and skills associated with critical roles
Ensuring employees feel valued and results in improved practices, increased efficiency and productivity
Ensuring service priorities are met as a result of application of those new capabilities
Ensuring staff are encouraged to develop new skills

Action Title	Resource needed	Measure of Outcome	Due Date	Assigned To
Continued review of capacity across HR Connect and Payroll in line with process improvement, developments and business as usual to identify opportunities for building resilience	Workforce	Monitoring delivery plan actions; meeting agreed SLAs; assess instances where teams have successfully completed ad-hoc requests from services	31-Mar-2022	Arun Menon
Continued implementation of a one team approach ensuring cross skilling and development plans in Strategic HR team to aide team development.	Workforce	Progression of individual/collective development interventions	31-Mar-2022	Alison McBride
Continue to ensure cross-skilling to create a one team approach within Strategic HR Team particularly	Workforce	Evidence of increased capability/reduction in single-person dependencies/more agile workforce	31-Mar-2022	Alison McBride

Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Continued implementation of development plans in Health & Safety team to aide succession planning.	Workforce/Funding (within existing resource or submission of evidence case)	Completion of assessment. Identification and progression of individual/collective development interventions	31-Mar-2022	Alison McBride
Support implementation of Employee Wellbeing Strategy including providing representation on Employee Wellbeing Advocate and Managers Group and Employee engagement.	Workforce	Improved employee engagement, lower sickness absence rates	31-Mar-2022	Patricia Kerr; Alison McBride; Arun Menon
Ensure teams are undertaking Be-the-best conversation on a regular basis with all staff	Section Heads	Review 6 monthly; completed Be-the-best conversations	31-Mar-2022	Patricia Kerr; Alison McBride; Arun Menon
4. Ensuring clear, effective and stable organisational design				
Strategy Planned service reviews within and across Strategic Lead Areas Supporting new ways of working and service delivery COVID specific actions **Expected Outcome** Create a more agile and better informed workforce				

A systems-based approach is adopted council wide utilising a service design approach to organisational change to improve service delivery and ensure it meets the needs of citizens.
More accessible online training and employee support provision

Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Supporting different work styles to best support home working and social distancing in line with COVID government guidance	Workforce/ Funding (within existing resource or submission of evidence case)	Completion of assessment of workstyles. Data quality improvement for workstyles. Identification, progression and monitoring of remote working/workstyle exercise	31-Mar-2022	Alison McBride
Improved communication frameworks with employees and managers to translate the national messages and government guidance	Workforce	Issue of workforce updates. Rollout of Trickle. Increased numbers of wellbeing advocates, Trickle champions and MS Team/Data ambassadors. Improved outcomes in Employee Engagement	31-Mar-2022	Geraldine Lyden/Alison McBride
Increased on line training provision for policy and practice to best support managers and employees as the organisational environment changes. Webinars, on line training	Workforce	Evidence of increased capability /more agile workforce	31-Mar-2022	Alison McBride

5. Addressing workforce diversity objectives

Strategy

Develop and implement action plans in relation to the following:

Increase diversity in the Council workforce

Reduce the disability pay gap

Decrease occupational segregation

Outcomes of the Equal Pay Audits

Expected Outcome

Council workforce-related equality outcomes are met and demonstrated by achievement of associated equality improvement targets.

WDC have completed Scottish Local Government Living Wage exercise

Progressing on equality indicators

Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Devise equalities action	Workforce	Implement equalities action plan	31-Mar-2022	Geraldine Lyden
Equal pay reporting - annual equalities monitoring report (every year) and Equal pay audit every 3 years. (next one June 2023)	Workforce	Audit carried out and concluded and relevant reports provided to committee.	31-Mar-2022	Geraldine Lyden

6. Improved use of technology and new ways of working

Strategy

Implement Workplace of the Future Strategy

Develop and implement workforce and organisational development solutions

Expected Outcome

Improved efficiency and effectiveness of service provision

Make better use of data

Continue with council wide digital transformation

Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Utilise and support the development of the Workforce Management console to better inform decisions and service delivery plans	Workforce/ Funding (within existing resource or submission of evidence case	Ongoing utilisation and development of the console. Increased data usage to inform decisions	31-Mar-2022	Geraldine Lyden; Anne McFadden

WEST DUNBARTONSHIRE COUNCIL

Report by Chief Officer - Regulatory & Regeneration

Committee: Corporate Services Committee 19 May 2021

Subject: Regulatory Delivery Plan 2020/21 Year-end Progress & Regulatory & Regeneration Delivery Plan 2021/22

1   Purpose

1.1   This report provides members with the year-end progress of the 2020/21 Regulatory Delivery Plan and sets out the 2021/22 Delivery Plan for Regulatory & Regeneration.

2   Recommendations

2.1   It is recommended that Committee notes:
- the year-end position for 2020/21; and
- the plan for 2021/22.

3   Background

3.1   Each Chief Officer develops an annual Delivery Plan. This sets out actions to help deliver the Strategic Plan and address the performance challenges and service priorities identified in the planning process. The Plan also provides an overview of services and resources, including employees and budgets, sets out the performance indicators for monitoring progress and considers the relevant risks.

3.2   Following a restructure in January 2021, Economic Development moved from Regeneration services to Regulatory & Regeneration. The Energy & Compliance team also moved to sit within the Economic Development service.

3.3   This report provides the year-end position of the Regulatory Delivery Plan 2020/21 and sets out the Regulatory & Regeneration Delivery Plan for the coming year, 2021/22. The year-end position of the Economic Development elements of the 2020/21 Regeneration Delivery Plan was reported to IRED Committee on 12 May.

4   Main Issues

2020/21 Year-end Performance

4.1   The 2020/21 Delivery Plan was presented to Corporate Services Committee on 11 November 2020. This was later than the usual May/June committee cycle due to the COVID-19 pandemic and consequently there was no mid-year progress report.

4.2   Full details of year-end progress are set out at Appendix 1.

4.3 Of the 17 actions due to be completed by 31 March 2021, 11 (65%) were completed as planned with 6 (35%) outstanding. The latter will be carried forward in 21/22. They are:

- Progress the Local Development Plan to adoption stage - 90% complete;
- Work with Public Health Scotland to ensure the whole system approach is supported with effective strategy, policy, collaborative working and effective targeting of resources in public health priority areas - 75% complete;
- Work with national and regional stakeholders to prepare for the implications of BREXIT on food trade - 90% complete;
- Implement changes to Environmental Health Approvals, Service Planning and Administration and Enforcement Sanctions following the issue of new code/s of practice from Food Standards Scotland - 80% complete;
- Co-ordinate the refurbishment of civic areas of Clydebank Town Hall - 66% complete; and
- Complete the implementation of the Registration Marketing Plan - 50% complete.

4.4 Of the 12 performance indicators for which 2020/21 data is currently available, 10 met or exceeded their year-end targets, one just missed target and one was further adrift of target. Full details are set out in Appendix 1.

4.5 The full set of performance indicators will be reported through the Council's annual performance reporting process once all data becomes available.

4.6 Key achievements in 2020/21 are highlighted in the new delivery plan for 2021/22 (Appendix 3), in Section 2 'Performance Review'.

Quality Standards

4.7 Quality standards were set out in the 2020/21 Delivery Plan to help define what service users can expect to receive, and remind both the organisation and employees of the challenges and obligations they face in delivering best value services. Of the 10 performance indicators for which 2020/21 data is currently available, 9 met or exceeded the targets set for their corresponding quality standards and 1 was adrift of the target set. Full details are set out in Appendix 2.

Delivery Plan 2021/22

4.8 The 2021/22 Delivery Plan is set out at Appendix 3. This includes a detailed action plan and workforce plan.

4.9 Key priorities for 2021/22 include: delivering sustainable, quality services within the context of significant financial challenges; delivering key regeneration sites across West Dunbartonshire; exploring commercial opportunities in our town centres and delivering the Town Centre Recovery Plan; organising and holding the Scottish Parliamentary elections; developing the corporate geographical information system; ensuring the Council has positioned the Energy Centre to showcase best practice at COP26;

developing a Climate Change Action plan to support the implementation of the Climate Change Strategy; implementing the provisions of the Planning Act 2019; delivering the next phase of Queens Quay Housing and providing legal and planning input; supporting the establishment of the West Dunbartonshire Energy LLP Strategic and Management Board; responding to food law regulation and the effects of UK exit from the EU; responding to developments in Public Health Scotland; supporting the Clydebank Town Hall improvement programme; and holding the remaining commemorations of the 80th anniversary of the Clydebank Blitz.

4.10   Progress against the action plan will be monitored by the management team and scrutinised through quarterly performance updates to the Performance Monitoring & Review Group.

Workforce Planning

4.11   The 2021/22 Delivery Plan includes an annual workforce plan which details the key workforce issues which will or may arise over the year and the actions planned to address these in order to fully support delivery of the plan.

4.12   These workforce issues are anticipated to have implications in terms of organisational change, resource planning, resource profiling, skills mix, training and development and restructuring. The workforce plan sits within the appendices of the 2021/22 Delivery Plan.

5   **People Implications**

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

6   **Financial & Procurement Implications**

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

7   **Risk Analysis**

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

8   **Equalities Impact Assessment**

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

9   Consultation

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

10   Strategic Assessment

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

Chief Officer: **Peter Hessett**
Service Area: **Regulatory & Regeneration**
Date: **5 May 2021**

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

Appendices: Appendix 1: Regulatory Delivery Plan 2020/21 - Year-end Progress
                      Appendix 2: Quality Standards 2020/21 - Year-end Progress
                      Appendix 3: Regulatory & Regeneration Delivery Plan 2021/22

Background Papers: 2020/21 Regulatory Delivery Plan Report – Corporate Services Committee, 11 November 2020

Wards Affected: All

Appendix 1: Regulatory Delivery Plan 2020/21 - Year-end Progress

(P)	A strong local economy and improved job opportunities

Ob	Increased employment and training opportunities

Action	Status	Progress	Due Date	Comment	Assigned To
Ensure key regeneration sites are progressed to enable high quality development to be achieved on the ground	✓	100%	31-Mar-2021	The Queens Quay site is progressing well with the care home and energy centre now operational and the affordable housing and healthcare buildings under construction. The private housing site is to be marketed in April 2021.	Pamela Clifford
Monitor the development of the key regeneration sites to ensure they comply with the approved consent	✓	100%	31-Mar-2021	Monitoring continues for the key regeneration sites to ensure that they comply with the necessary permissions.	Erin Goldie
Progress the Local Development Plan to adoption stage	⬢	90%	31-Mar-2021	While we have progressed the Local Development Plan to the adoption stage, a direction has been issued by the Scottish Government and we are now considering the implications for the Local Development Plan. This will be taken forward and addressed in 2021/22.	Pamela Clifford

Risk	Current Risk Matrix	Date Reviewed	Latest Note	Target Risk Matrix	Assigned To
Inability to meet demands of Council to progress regeneration projects within desired timescales		08-Apr-2021	This continues to be a risk given the development pressure facing the local area together with COVID recovery.		Pamela Clifford; Alan Douglas; Michael McGuinness

P	Supported individuals, families and carers living independently and with dignity

Ob	Improved wellbeing

Performance Indicator	2019/20		2020/21						2021/22	Assigned To
	Value	Target	Value	Target	Status	Long Trend	Short Trend	Note	Target	
Air Quality: PM10 Concentration	10	18	Not yet available	18	N/A	N/A	N/A	Ratified data due in May 2021.	18	Martin Keeley
% of air quality monitoring stations complying with the national objective for nitrogen dioxide at the nearest building façades of residential properties , schools, hospitals and care homes (40ug/m3 NO2)	100%	100%	Not yet available	100%	N/A	N/A	N/A	Ratified data due at end of Q1 2021/22.	100%	Martin Keeley
% of highest priority pest control service requests responded to within 2 working days	95%	95%	98%	95%	✅	⬆	⬆	Target exceeded. 1,377 service requests were received in the highest priority category with 1,350 responded to within target.	95%	John Stevenson
% of businesses satisfied or very satisfied with the service they received from environmental health	99%	95%	Not yet available	95%	N/A	N/A	N/A	Data being collated from surveys. Final output expected in May 2021.	95%	Martin Keeley
% of customers satisfied or very satisfied with the service they received from	86%	85%	Not yet available	85%	N/A	N/A	N/A	Data being collated from surveys. Final output expected in May 2021.	85%	Martin Keeley

Performance Indicator	2019/20		2020/21						2021/22	Assigned To
	Value	Target	Value	Target	Status	Long Trend	Short Trend	Note	Target	
environmental health										
% of businesses and activities regulated by environmental health who are substantially compliant with legislative requirements	89%	75%	Not yet available	75%	N/A	N/A	N/A	Data being extracted from MIS. Data expected May 2021.	75%	Martin Keeley
Total annual redress won for consumers by Trading Standards Group (£)	£16,118	N/A	£5030	N/A	N/A	N/A	N/A	Total complaint numbers (from which the redress comes) were down on previous years, possibly due to the pandemic. In addition, most consumer advice is dealt with in the first instance by our partner Consumer Advice Scotland. In general, only the more complex complaints or those involving criminal allegations come to Trading Standards. This is a data only PI so targets are not applicable.	N/A	Tony Cairns
Food Law: % of food businesses in the highest risk category (1 to 6 monthly	New for 2020/21		N/A	100%	N/A	N/A	N/A	National suspension of proactive interventions for food businesses during the	100%	Martin Keeley

Performance Indicator	2019/20		2020/21					Note	2021/22	Assigned To
	Value	Target	Value	Target	Status	Long Trend	Short Trend		Target	
inspections by Food & Business Group) that were inspected on time								pandemic therefore data will not be available for 2020/21.		
Food Law: % of food businesses in the high risk category (12 monthly inspections by Food & Business Group) that were inspected on time	New for 2020/21	N/A	100%	N/A	N/A	N/A	N/A	National suspension of proactive interventions for food businesses during the pandemic therefore data will not be available for 2020/21.	100%	Martin Keeley
% of service users satisfied or very satisfied with the service they received from trading standards	87%	80%	100%	80%	✅	⬆	⬆	The sample size was small (only 17 respondents) but an excellent result nonetheless.	80%	Tony Cairns
% of businesses satisfied or very satisfied with the service they received from trading standards	N/A	80%	100%	80%	✅	▬	N/A	All businesses sampled were satisfied or very satisfied with the advice we provided, with almost all (8 out of 9) reporting the latter. Advice provided included how the COVID restrictions and closures impacted upon them.	80%	Tony Cairns
Cost of trading standards per 1,000 population £	£3,407	£3,227	Not yet available	£3,227	N/A	N/A	N/A	2020/21 data for LGBF cost indicators will be available in the first quarter of 2022 following publication by the	£3,227	Tony Cairns

| Performance Indicator | 2019/20 | | 2020/21 | | | | | | 2021/22 | Assigned To |
	Value	Target	Value	Target	Status	Long Trend	Short Trend	Note	Target	
								Improvement Service.		
Cost of environmental health per 1,000 population £	£12,414	£14,968	Not yet available	£14,968	N/A	N/A	N/A	2020/21 data for LGBF cost indicators will be available in the first quarter of 2022 following publication by the Improvement Service.	£14,968	Martin Keeley
Number of reports of bogus/cold callers	25	N/A	14	N/A	N/A	⬇	⬇	Trading Standards continues to work with colleagues in Trading Standards Scotland, Police Scotland and other partners to raise the awareness of residents about the potential pitfalls of engaging with uninvited tradespeople. The pandemic and periods of lockdown may have reduced the potential for this but, by contrast, provided more opportunities for online and telephone scams. As this is a data only PI, targets are not applicable.	N/A	Tony Cairns

Action	Status	Progress	Due Date	Comment	Assigned To
Work with Public Health Scotland to ensure the whole system approach is supported with effective strategy, policy, collaborative working and effective targeting of resources in public health priority areas	🔴	75%	31-Mar-2021	Pandemic response has dominated PHS and Environmental Health activity and engagement in 2020/21. Workforce planning and further collaborative working is expected as the pandemic is resolved and thereafter and will continue in 2021/22.	Martin Keeley
Work with national and regional stakeholders to prepare for the implications of BREXIT on food trade	🔴	90%	31-Mar-2021	Significant engagement with FSS DEFRA, APHA and other LAs on BREXIT matters related to food trade resulted in food export arrangements being agreed and operated. Transition arrangements for food imports from Northern Ireland are to be developed in 2021/22.	Martin Keeley
Implement changes to Environmental Health Approvals, Service Planning and Administration and Enforcement Sanctions following the issue of new code/s of practice from Food Standards Scotland	🔴	80%	31-Mar-2021	The Approvals code was issued and process amended to ensure compliance. Derogation was permitted in 2020/21 while pandemic response is ongoing and work for restart of the food law programme is scheduled for the 2nd quarter of 2021/22. Other Codes have been delayed into 2021/22 due to pandemic response.	Martin Keeley

Risk	Current Risk Matrix	Date Reviewed	Latest Note	Target Risk Matrix	Assigned To
Post EU exit risk for Environmental Health		9-Apr-2021	The majority of EU Exit risks were addressed in terms of export services being agreed and transition period for unfettered food import. Import food controls will be addressed in 2021/22 following end of transition provisions.		Martin Keeley

Ob	More affordable and suitable housing options

Performance Indicator	2019/20		2020/21						2021/22	Assigned To
	Value	Target	Value	Target	Status	Long Trend	Short Trend	Note	Target	
% of private landlord applications administered and processed within 21 days	98%	95%	99%	95%	✅	⬆	⬆	Target exceeded. 617 applications were received during the year with 610 applications approved within 21 days.	95%	John Stevenson

Action	Status	Progress	Due Date	Comment	Assigned To
Provide further legal assistance in the negotiation and completion of the requisite legal agreements in relation to the new affordable housing programme	✅	100%	31-Mar-2021	Legal have continued to support the programme throughout including consideration of COVID-19 related claims. As this is an ongoing process, discussion, support and documentation continues, but necessary documentation is in place allow construction to proceed. As the programme is ongoing this action will carry forward to future years of the programme.	Alan Douglas
Progress the establishment of the ESCo for the District Heating System	✅	100%	31-Mar-2021	All Documentation agreed. For financial reasons LLP to be Registered in financial year 2021/22.	Alan Douglas

| P | Meaningful engagement with active, empowered and informed citizens who feel safe and engaged |

| Ob | Fully consulted and involved citizens who are able to make full use of the Community Empowerment Act |

| Performance Indicator | 2019/20 | | 2020/21 | | | | | | 2021/22 | Assigned To |
	Value	Target	Value	Target	Status	Long Trend	Short Trend	Note	Target	
Average score for respondents who state they feel a sense of control and influence in relation to Council decision-making and service delivery	5.4	5.4	5.4	5.4	✅	⬆	▬	This indicator is sourced from the Place Standard survey work that is undertaken by the Council in different communities, and repeated every 30 months. It covers the physical elements of a place, e.g. buildings, spaces, transport links, as well as the social aspects, including whether people feel they have a say in decision making. The most recent data relates to 2019/20. The next survey will be held in 2022/23.	N/A	Antony McGuinness

	Open, accountable and accessible local government
P	

	Equity of access for all residents
Ob	

Performance Indicator	2019/20		2020/21						2021/22	Assigned To
	Value	Target	Value	Target	Status	Long Trend	Short Trend	Note	Target	
% of committee agendas published within standing order timescales	100%	98.4%	100%	98.6%	✅	⬆	➖	Target exceeded.	99%	George Hawthorn; Christine McCaffary

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

	A continuously improving Council delivering best value
Ob	

Performance Indicator	2019/20		2020/21						2021/22	Assigned To
	Value	Target	Value	Target	Status	Long Trend	Short Trend	Note	Target	
Planning applications (major developments) - average number of weeks to decision	14.8	20	11.2	20	✅	⬆	⬆	Target exceeded and short and long trends improving.	20	Erin Goldie
Planning applications (householder) - average number of weeks to decision	12.7	7	9.5	7	🛑	⬆	⬆	While target was missed, performance has improved over the short and long term.	7	Erin Goldie
Planning applications	16	12	12.7	12	⚠	⬆	⬆	Target just missed and	12	Erin Goldie

Performance Indicator	2019/20		2020/21						2021/22	Assigned To
	Value	Target	Value	Target	Status	Long Trend	Short Trend	Note	Target	
(local development, excluding householder) - average number of weeks to decision								performance has improved over the short and long term.		
Average time taken to deliver a commercial planning application decision	13.5	8.5	Not yet available	8.5	N/A	N/A	N/A	Data available May 2021.	8.5	Erin Goldie
% of Environmental Health Service customer service requests first responded to within 2 working days	94%	90%	97%	90%	✅	⬆	⬆	Target exceeded. 3,267 service requests were received and 3,167 were responded to within 2 working days.	90%	Martin Keeley
% of building warrant applications responded to within 20 working days	71%	80%	82%	80%	✅	⬆	⬆	Target exceeded and short and long trends are improving.	80%	Karen Bacchetti
Overall time taken to issue building warrant (weeks)	13	16	15.1	16	✅	⬇	⬇	Target met.	16	Karen Bacchetti
Cost per planning application	£6,628	£4,800	Not yet available	£4,800	N/A	N/A	N/A	2020/21 data for LGBF cost indicators will be available in the first quarter of 2022 following publication by the Improvement Service.	£4,800	Pamela Clifford

Action	Status	Progress	Due Date	Comment	Assigned To
Rollout the new GIS system across the Council and provide training	✅	100%	31-Mar-2021	The new system has been installed and training provided. Further development and the designation and training of data ambassadors to take forward the mapping system in their respective areas will be the focus in 2021/22.	Pamela Clifford
In response to the Planning Act 2019, develop a Regional Spatial Strategy in conjunction with other local authorities in the Glasgow and Clyde Valley Strategic Development Authority	✅	100%	31-Mar-2021	The first phase due in 2020/21 has been completed and discussions are underway for the more detailed phase of the Regional Strategy that will take place in 2021/22.	Pamela Clifford
Implement the improvement plan arising from the Council's reappointment as building standards verifier	✅	100%	31-Mar-2021	The Building Standards Division of the Scottish Government is satisfied that the action plan has been implemented as agreed.	Pamela Clifford
Co-ordinate the refurbishment of civic areas of Clydebank Town Hall	🛑	66%	31-Mar-2021	Progress was delayed as a result of the COVID-19 pandemic. We will work closely with the Asset Management Team to facilitate these works being completed to a high standard in 2021/22 and take advantage of the Energy Centre connection to provide heat.	George Hawthorn
Co-ordinate the organisation of civic events to commemorate the 80th Anniversary of the Clydebank Blitz	✅	100%	31-Mar-2021	All events able to take place in 2020/21 have been completed as planned with the exception of live events which were postponed until November by the Cultural Committee.	George Hawthorn
Undertake interim review of Polling Scheme	✅	100%	31-Mar-2021	Completed as planned.	George Hawthorn
Review the application	✅	100%	31-Mar-	Action complete. We will continue to review application forms to	Raymond

Action	Status	Progress	Due Date	Comment	Assigned To
process / forms for taxi licences, taking account of best practice and legislative changes			2021	take account of the pandemic and any legislative changes on the management of offenders.	Lynch
Complete the implementation of the Registration Marketing Plan	🔴	50%	31-Mar-2021	Production of promotional video initially delayed until better weather but now delayed due to COVID-19 pandemic lockdown. Video will now be produced this year.	George Hawthorn
Seek to maximise income and minimise expenditure as far as possible to mitigate the impact of COVID-19 pandemic	✅	100%	31-Mar-2021	Across the service, COVID-19 had a dramatic impact on income but in so far as it was safe to do so services were kept open thus minimising the reduction in income (albeit it was still extremely substantial).	Peter Hessett

Risk	Current Risk Matrix	Date Reviewed	Latest Note	Target Risk Matrix	Assigned To
Failure to monitor and enforce regulatory areas with public risk		08-Apr-2021	This continues to be a risk together with COVID recovery. However there are measures in place to manage it.		Martin Keeley
Income for services continues to be dramatically reduced as a result of the COVID-19 pandemic		24-Mar-2021	This continues to be an issue and the risk score remain as assessed previously.		Peter Hessett

Risk	Current Risk Matrix	Date Reviewed	Latest Note	Target Risk Matrix	Assigned To
Failure to adequately respond to an emergency situation such as a multiple fatality workplace accident, outbreak of food borne communicable disease, a major public health incident or pandemic		08-Apr-2021	The Environmental Health Service Co-ordinator post has now been filled. However, there are two EHO vacancies within the Environmental Health and there is one EHO retiring in 2021 creating a shortfall in establishment capacity. In the event of a major incident, other routes including mutual aid would be explored to meet the short term need.		Martin Keeley
Inability to recruit successfully to enable performance to be maintained		19-Mar-2021	While vacancies have been filled in Planning and Building Standards, there are two vacancies in Environmental Health which will be advertised from April 2021. There still exists difficulty in recruiting for posts in these areas across Scotland.		Pamela Clifford

Action Status	
🔴	Overdue
✅	Completed

Risk Status	
🔴	Alert
🔺	High Risk
🔺	Warning
✅	OK

PI Status	
🔴	Target Significantly Missed
🔺	Target Missed
✅	Target Met or Exceeded

Long Term Trends	
⬆	Improving
➖	No Change
⬇	Getting Worse

Short Term Trends	
⬆	Improving
➖	No Change
⬇	Getting Worse

Appendix 2: Quality Standards 2020/21 - Year-end Progress

Ob | QS PIs Democratic & Registration

| Performance Indicator | 2019/20 | | 2020/21 | | | | | | 2021/22 | Assigned To |
	Value	Target	Value	Target	Status	Long Trend	Short Trend	Note	Target	
% of Council and Committee minutes produced within 3 clear working days of the meeting	100%	98%	100%	98%	✅	⬆	▬	Target exceeded.	98%	Christine McCaffary
% of all committee actions uploaded onto Pentana within 3 clear working days of the draft minute being approved	100%	98%	100%	98%	✅	▬	▬	Target exceeded.	98%	Christine McCaffary
% of committee agendas published within standing order timescales	100%	98.4%	100%	98.6%	✅	⬆	▬	Target exceeded.	99%	George Hawthorn; Christine McCaffary

Ob	QS PIs Legal (including Trading Standards)

| Performance Indicator | 2019/20 | | 2020/21 | | | | | | 2021/22 | Assigned To |
	Value	Target	Value	Target	Status	Long Trend	Short Trend	Note	Target	
% of consumer complaints first responded to within two working days	99%	92%	97.7%	95%	✅	⬆️	⬇️	This figure demonstrates good customer service in ensuring that residents are contacted early after registering a complaint for investigation.	95%	Tony Cairns
% of business advice requests first responded to within two working days	93%	95%	96.5%	95%	✅	➖	⬆️	This return shows recognition of the importance of responding quickly to enquiries from businesses which seek advice concerning their trading practices	95%	Tony Cairns
% of trading standards business advice requests that were dealt with within 14 days	96%	100%	Not yet available	100%	N/A	N/A	N/A	Available May 2021.	100%	Tony Cairns

Ob	QS PIs Planning & Building Standards (including Environmental Health)

Performance Indicator	2019/20		2020/21						2021/22	Assigned To
	Value	Target	Value	Target	Status	Long Trend	Short Trend	Note	Target	
% of highest priority pest control service requests responded to within 2 working days	95%	95%	98%	95%	✅	⬆	⬆	Target exceeded. 1,377 service requests were received in the highest priority category with 1,350 responded to within target.	95%	John Stevenson
% of Environmental Health Service customer service requests first responded to within 2 working days	94%	90%	97%	90%	✅	⬆	⬆	Target exceeded. 3267 service requests were received and 3167 were responded to within 2 working days.	90%	Martin Keeley
% of private landlord applications administered and processed within 21 days	98%	95%	99%	95%	✅	⬆	⬆	Target exceeded. 617 applications were received during the year with 610 applications approved within 21 days.	95%	John Stevenson
Food Law: % of food businesses in the highest risk category (1 to 6 monthly inspections by Food & Business Group) that were inspected on time	New for 20/21.	N/A	100%	N/A	N/A	N/A	N/A	There was a national suspension of proactive interventions for food businesses during the pandemic therefore data will not be available for 2020/21.	100%	Martin Keeley

Performance Indicator	2019/20		2020/21					Note	2021/22	Assigned To
	Value	Target	Value	Target	Status	Long Trend	Short Trend		Target	
Food Law: % of food businesses in the high risk category (12 monthly inspections by Food & Business Group) that were inspected on time	New for 20/21.	N/A	100%	N/A	N/A	N/A			100%	Martin Keeley
Planning applications (householder) - average number of weeks to decision	12.7	7	9.5	7	🔴	⬆	⬆	While target was missed, performance has improved over the short and long term.	7	Erin Goldie
% of high priority planning enforcement breaches responded to within 5 working days	100%	100%	Not yet available	100%	N/A	N/A	N/A	Data available May 2021.	100%	Erin Goldie
% of building warrant applications responded to within 20 working days	71%	80%	82%	80%	✅	⬆	⬆	Target exceeded and short and long trends are improving.	80%	Karen Bacchetti

PI Status		Long Term Trends		Short Term Trends	
🔴	Target Significantly Missed	⬆	Improving	⬆	Improving
🔺	Target Missed	➖	No Change	➖	No Change
✅	Target Met or Exceeded	⬇	Getting Worse	⬇	Getting Worse

Appendix 3: Regulatory & Regeneration Delivery Plan 2021/22

2021–22 DELIVERY PLAN

REGULATORY & REGENERATION

West Dunbartonshire COUNCIL

Contents

1. Overview

Regulatory & Regeneration (R&R) comprises a wide range of services covering legal, trading standards, licensing, records management, planning, building standards, environmental health, democratic and registration services, and economic development. It has a gross revenue budget of £5.719m, a net revenue budget of £3.098m and a capital budget of £7.488m. A structure chart and service profiles are set out in Appendix 1.

It is one of 8 strategic areas responsible for delivering the Council's Strategic Plan. Key actions to help achieve that are set out in this Delivery Plan, together with actions to address the performance issues and service priorities identified in the planning process. This Plan also provides an overview of services and resources, including employees and budgets, sets out the performance indicators we will use to monitor our progress and considers the relevant risks.

Progress will be monitored and managed at management team meetings and reported to Corporate Services Committee twice yearly, at mid-year and year-end. Actions for the Economic Development Service will also be reported to IRED committee at mid-year and year-end.   In addition, R&R reports to the Licensing Committee, Planning Committee and Cultural Committee, as well as the Licensing Board.

2. Performance Review

The management team completed a detailed review of performance in 2020/21. This highlighted our key achievements in 2020/21 as well as a number of performance challenges to be addressed in 2021/22.

Performance Review

2020/21 Delivery Plan

Monitoring and analysing performance indicators (PIs) over time helps us to identify trends and highlight areas we need to improve in order to meet our objectives and priorities. Where available at the time of writing, year end data for the PIs in our 2020/21 Delivery Plan is set out in Appendix 2.

The full year-end progress report on the 2020/21 Delivery Plan, which also includes actions and risks as well as PIs, was submitted to Committee in May and is available here. (hyperlink when published).

Benchmarking

Within R&R, benchmarking is primarily carried out via the Local Government Benchmarking Framework (LGBF), and Association for Public Service Excellence (APSE).

Local Government Benchmarking Framework (LGBF)

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

Using the same indicators across all councils allows us to compare our performance so that we can identify best practice, learn from each other, and improve what we do. The most recent comparative data for all councils was published in February 2021 and relates to the period 2019/20. Details are set out in Appendix 3.

Association for Public Service Excellence (APSE)

Environmental Health participates in an annual benchmarking exercise managed by APSE performance networks. This large, voluntary public sector benchmarking service covers England, Scotland, Wales and Northern Ireland and is used by over 200 local authorities.

The most recent comparative data was published in November 2020 and relates to 2019/20. This APSE publication (hyperlink when published) sets out the details of the indicators for Environmental Health.

User Feedback

The Council has a clear focus on learning from the feedback we receive from our service users. Complaints data and a range of other feedback mechanisms, including the Citizens' Panel and monthly telephone survey, provide invaluable feedback to help us improve our services. Details for R&R are set out in Appendix 3.

Continuous Improvement

To support continuous improvement, the Council has embarked on a programme of Fit for Future service reviews. Information is gathered and reviewed from a range of sources including how users interact with the service, feedback from employees, processes and data, ICT technology and systems, and structures and roles. This output informs a set of recommendations for implementation.

The programme for 2021/22 has yet to be confirmed but it is likely that Trading Standards and Records & Information Management will participate in 2021/22.

Quality Standards

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

The quality standards for R&R are set out in Appendix 4 and our performance report for 2020/21, which was submitted to Committee in May, is available here. (hyperlink when published).

Key Achievements in 2020/21

Listed below are some of the major achievements in each service area that were particularly challenging or unusual such that they cannot be reasonably regarded as typical of a normal year. All services achieve many other fantastic outcomes for the Council and its residents throughout the year which are not recorded here but are often as important.

Cross Service

- Services across R&R responded admirably to the challenges posed by COVID-19. They adapted quickly to meet the significant additional demands of the pandemic and the national and local response to it. This included:
    - adapting Registration services to meet the vastly altered workload;
    - supporting compliance with COVID-19 legislation and guidance across West Dunbartonshire through Environmental Health, Licensing and Trading Standards;
    - adapting committee procedures to allow transparent democratic decision making to continue;

- o providing extensive advice to businesses and the public in relation to available support, for example, business grants through Business Support;
- o providing support, particularly through legal services, to other Council services, including Education and Social Work, to meet the challenges of the pandemic and ever changing legislation and guidance.

In addition, we ensured the safe continuation of front line services, particularly Registration, Environmental Health, Trading Standards, Licensing, Planning & Building Standards and Business Support. The move to home working was also very successful. While there was some impact on some service delivery given the scale of the change in how services were provided, the impact was minimal.

- Strong collaborative working by Regeneration, Planning, Building Standards, Environmental Health and Legal Services on key regeneration sites with infrastructure works complete on Queens Quay. This has enabled the completion of the District Heating Energy Centre and the new Care Home, which is now receiving residents, and the construction work continues on the new Clydebank Health Centre and 146 affordable homes on the site with occupation due in late 2021/22. The Council has agreed missives for the acquisition of the Exxon site with planning permission recently granted for commercial/ industrial floor space, a new link road and major infrastructure upgrades to the A82 and A814 on this brownfield site.

Legal Services

- The Depute Clerk and Licensing Standards Officers along with the Chair of the Licensing Board and colleagues in Police Scotland conducted an extensive programme of daytime and evening visits to licensed premises offering advice and ensuring compliance with COVID-19 legislation, Scottish Government Guidance and best practice.
- Trading Standards have continued to operate in the community providing guidance on COVID-19 compliance and supporting colleagues in other services and Police Scotland.
- Legal Services have supported the Council's ambitious New Homes Project, which aims to provide new social rented homes within West Dunbartonshire by 2021 on a number of sites, through site acquisition and development of contractual frameworks. They concluded the negotiation of a highly complex suite of interrelated contracts for the landmark Queens Quay Social Housing Project which will be the first housing built on this key regeneration site. They have also contributed to the supply of housing for sale, by the sale of the large scale housing sites to private developers.
- Negotiated construction contracts at Renton Primary school worth circa £15M.
- Provided legal support to Procurement/HSCP for social care contracts circa £10M for several hundred individuals in care.
- The establishment of West Dunbartonshire Energy LLP, the Council owned energy supply company for the Queens Quay District Heating Network.
- Supported departments and services to adapt the delivery of services under COVID-19 regulations and guidance, particularly in relation to advice offered in respect of Education, Care and Protective Services and Construction Contracts.

Planning & Building Standards

- Adopted Local Development Plan 2 with the Building with Nature Excellence accreditation - the first Plan in the UK to receive it.
- Selected from thousands of entries, the 'Rediscovering the Antonine Wall' project was the only UK heritage project chosen to be included in the European Guide for Cultural Heritage in Action as an example of best practice of cultural heritage in action with the EU.
- Approval of the Design Codes ensuring a high standard of design quality and sustainability is achieved for the Queens Quay site.
- Improvement in Building Standards performance and Planning Application performance.
- Processed similar number of planning applications as previous year despite the challenges of the pandemic.

Environmental Health

- Pest Control, Dog Control and Nuisance investigation continued to operate safely during the pandemic with comprehensive risk assessments carried out.
- Implemented a joint working protocol for COVID-19 enforcement with Police Scotland, Licensing and Trading Standards to support business trading during the COVID-19 restrictions.
- Played a lead role in Test & Protect contact tracing during the pandemic, working collaboratively with NHS Public Health Scotland. Provided public health advice to other services, managed COVID-19 clusters, investigated outbreaks in community settings and led in Test & Protect case assessment and contact tracing for the Education service.
- Led in developing Community Testing for WDC and providing public health input to Council resilience during the pandemic, including additional death planning.

Democratic & Registration Services

- The Registration Service has continued to operate safely throughout the COVID-19 pandemic due to the effective introduction of remote registrations and adaptations to the work processes and office design. This has been a particularly difficult time for registration staff who have had to cope with the emotional stress caused by registering so many more upsetting death registrations than they are used to in addition to the impact of dealing with upset couples who have been asked to reduce the number of guests invited to their marriage and civil partnership ceremonies. In addition, with birth registrations being suspended at the start of the pandemic and then re-started face to face in July, the registration team also had the significant challenge of working through almost 4 months' of postponed birth registrations which they successfully registered earlier than the recommended timeframe given by the National Records of Scotland. They did this along with continuing to register deaths and conduct marriage and civil partnership ceremonies.

- The Committee team has successfully introduced remote Council and committee meetings during the pandemic, including providing additional support for the chair of meetings, and have continued to live stream Council and committee meetings remotely from home thereby providing transparency of decision making to public and press.
- The Members' Services Team has supported Elected Members in the use of various online platforms to allow contact with constituents to continue.
- LST were restructured successfully despite working in unprecedented times, adapting and responding to fast paced changes with extra responsibilities and new ways of working. This was achieved by building upon and developing new relationships with the senior leadership team to assist them in delivering services to respond to the challenges posed by the COVID-19 pandemic.
- The election team has successfully completed an interim review of polling districts and polling places in time for publication of the electoral register in February 2021.

Economic Development

- The Business support team delivered the Business Gateway service achieving a reduced range of agreed targets during the pandemic period in 2020. Together with a series of workshops and business engagements and grant support, the service functioned successfully in a virtual environment.
- The particular focus of the Business Support team has been the delivery of Scottish Government Grants, which as of early March 2021, equated to more than £22m of funding to more than 1,800 organisations with a range of grants continuing to be provided throughout 2021.
- Developed and launched the Council's Climate Change Strategy – a route map for a net zero future.
- In Alexandria, the Regeneration team developed a new Town Centre Masterplan, progressed Town Centre funding and worked with the community on successful RCGF grant for St Andrew's Church. Mitchell Way with a Lidl store continuing to be progressed.
- Dumbarton Town Waterfront saw significant developments with the Cullross development and new Lidl store with associated waterfront pathway completed up to the Turnberry boundary
- In Clydebank, the £15.62m investment at Queens Quay was completed successfully along with the £20m district heating network with heat on in 2020. Melfort Bio-diversity park was completed in early 2021 and south Sylvania way public realm works was also completed successfully.
- The Exxon project, as part of our £34.05m City Region Deal project, has secured Planning permission in principal and a commercial deal with site owners was also completed. A North Clyde Riverbank NPF4 was submitted to Scottish Government.
- Carless site secured £2m from Clyde Mission Catalyst Fund to commence development of the Malin Group's Scottish Marine Technology Park.

Challenges in 2020/21

Along with the achievements noted above, there were significant challenges in 2020/21, not least the COVID-19 pandemic.

COVID-19 Pandemic

As with other Council services, the principle challenge over the last year has been the COVID-19 pandemic. Challenges faced were a mixture of: being at the forefront of the Council's response to the pandemic through Environmental Health in their public health roll and Registration; ensuring services continued safely during the pandemic; reacting to ever changing legislation and guidance, both in respect of assistance to local businesses (particularly through Trading Standards, Licensing and Environmental Health) and also in providing legal assistance and advice to other front line services, particularly, but far from exclusively, Education and Social Work, to enable services to continue and react to the changing environment; and ensuring the democratic process continued to operate when physical meetings were no longer possible. The pandemic led to a large number of construction contract disputes for COVID related delays which legal worked on. Planning for major civic events such as Remembrance Sunday and the 80th Anniversary of the Clydebank Blitz was extremely difficult due to the high level of uncertainty and risk associated with the organisation of such high profile events during a pandemic. There was also an increase in unauthorised development, which had to be addressed within existing resources. All services required to adapt quickly to these challenges, working from home (in the main) with minimal impact on the service provided both internally and externally.

Recruitment within Planning, Building Standards, Environmental Health and Trading Standards

There continues to be a national shortage of qualified and experienced officers in Planning, Environmental Health, Trading Standards, and in particular, Building Standards. The age profile of the existing pool of officers is also increasing. There are a number of reasons for this including a lack of specific courses in Scotland and a lack of training places.

In relation to Building Standards, the Scottish Government has launched the National Building Standards Workforce Strategy to address these issues. We have also introduced mentoring at West Dunbartonshire, giving less experienced officers on the job training in order to broaden their experience and skills. While this has placed additional pressure on experienced officers in the short term, it is anticipated that it will provide resilience and additional support in the medium to long term.

In relation to Trading Standards, the Society of Chief Officers of Trading Standards in Scotland (SCOTSS) is updating its Workforce Strategy highlighting the issues for presentation to the Scottish Government regarding funding options for trainees.

Economic Development COVID Challenges

The pandemic and phases of grant support have presented challenges in terms of staff resources and work styles and patterns. The Scottish Government have decided to provide additional resource to assist with the response to the pandemic recovery grant support process. The short notice from Scottish Government in establishing and delivering COVID business support grants into our communities was a significant challenge for the team. We received 500 applications in the first four days while our typical level of grants is about 100 per annum. The team pulled together additional service support in the immediate challenging period and rose to the challenge very well.

Other challenges have been in relation to the "normal" work of the Team which has inevitably had to take a lower priority in the face of the pandemic. Our track record of delivery, helping hundreds of business to start up and grow and delivering our mainstream business support grants, has demonstrated the effectiveness of the team in this regard.

Progressing our projects against the backdrop of COVID-19 has been the biggest challenge this last year not least due to the challenges of remote working. This particularly affected Clydebank Can on the Canal, the development of Alexandria masterplan and the Town Centre Fund building refurbishment projects in Alexandria.

Continuing to support delivery and achieve Business Gateway targets in particular following the pandemic and delivering annual business awards (tentatively moved to May 2021) and Business Week of events/workshops will stretch the team resources and the need to continue to carry out effective project planning will be important. Promoting our 'love local' campaign as the business community recover from the pandemic and the economic challenges faced by our Town Centres will be significant.

Resources

It has been a challenge to maintain performance in key areas when operating with reduced staff or higher priorities intervene. Planning, Building Standards, Environmental & Public Protection Group of Environmental Health and Legal Services continue to be extremely challenged by the volume and complexity of development being proposed in the area which often requires complex issues to be addressed at short notice and, particularly (but not exclusively) in the case of Legal Services, a requirement to participate in extremely lengthy and complicated negotiations. This has continued together with the added complication of remote working due to COVID-19.

For Environmental Health, delivering public health protection measures during the pandemic has been resource intensive. The national suspension of the food law intervention programme helped but this is scheduled to restart in 2021. This will present a significant resource challenge to Environmental Health while the pandemic continues.

Services continue to monitor the resource implications of the continued emphasis on regeneration, local infrastructure and housing. Discussions are ongoing with client departments to ensure appropriate resources and funding is committed to ensure project delivery.

Working from home

Services adapted to remote working during the pandemic whilst ensuring minimal disruption to services for citizens and businesses. Technology was quickly rolled out to support service delivery and staff worked throughout the changes to provide high quality public service in changing and challenging times. Staff have adapted to the changes, supported through remote technology and Corporate Workforce updates.

3. Strategic Assessment

The R&R management team completed a strategic assessment to determine the major influences on service delivery and priorities going forward into 2021/22. As a result of this assessment, a range of key factors were recognised as significant.

Key Factors

Financial Challenges

The entire public sector is facing significant financial challenges. When the 2021/22 budget was set in March 2021, the Council was predicting cumulative funding gaps in 2022/23 and 2023/24 of £4.890m and £10.422m respectively. Funding pressures relating to COVID-19 continue into 2021/22, and with costs related to COVID-19 difficult to predict and some funding from the Scottish Government already announced, we will continue to monitor the overall financial position of the Council. The long term finance strategy is due to be reported to Council later in 2021, together with a draft 3-year detailed budget position. This means that further action continues to be required to balance our budget and protect services for residents.

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

Delivery of Key Regeneration Sites

The Exxon city region Deal project has a budget of £34.05m. The Missives governing the land transfer from ExxonMobil to the Council were concluded in September 2020 with the final business case due to be submitted in late 2021/22. Considering how the potential of this significant site can be realised within a wider North Clyde Riverbank plan is a priority for 2021/22. One of the key factors during 2021/22 is to resolve the sale of land with 3rd party land owners to allow the project to progress on programme.

From 2021/22, we will further develop the principles set out in the Council's North Clyde Riverbank NPF4 bid to Scottish Government, which elevates the Exxon and surrounding sites to a national development opportunity. North Clyde Riverbank is an ambitious long term vision to promote the redevelopment of our riverside sites from Clydebank to Dumbarton.

Commercial Opportunities

The regeneration team will seek to identify commercialisation opportunities for new development opportunities in conjunction with the private sector .We will seek to progress discussions with developers who may wish to enter a partnership with the Council to achieve joint benefits from a commercial, housing and low carbon perspective. The Regeneration Capital Fund with £12.77m and external funding of £2m will need to be allocated across a number of projects. The Fund's key operating

principles and allocations to specific projects agreed by IRED Committee will be progressed.

During this period development of projects includes projects linked to the Carless site regeneration for a Marine Technology Park and importantly, the expansion of the District Heating Network to the Golden Jubilee Hospital and beyond.

Mission Clyde is the Scottish Government's latest flagship infrastructure approach to Regeneration along the length of the River Clyde. West Dunbartonshire sits well in term of potential areas for consideration of Mission Clyde funding going forward with sites such as Exxon project, Carless, the Golden Jubilee Hospital and Queens Quay already being seen as main contributors to the Mission. Officers have secured funding of £2m for the Carless site in partnership with the Malin group and Cemineral have secured £179k to developed there cement handling facility at Rothesay dock.

Supporting Business Recovery

Assisting town centres to recover from the pandemic will continue to be a focus in 2021/22, and we will prioritise support for High Street businesses. An unexpected benefit of the pandemic is people demanding more from their local areas and town centres, so we will continue to develop projects to make our town centres attractive places, and take advantage of further Town Centre Fund that may be provided by Scottish Government.

Underpinning the delivery of our Town Centre Recovery Plan and Masterplanning of Towns is the Scottish Government's policy driver on creating '20 minute neighbourhoods'. We will begin masterplanning Clydebank town centre including the redevelopment of the former Playdrome site, a transport hub at Clydebank Station, improved connections between the town centre and Queens Quay, and related community-led activity, such as Clydebank Can on the Canal, into a cohesive plan for Clydebank.

Scottish Parliamentary Elections

The successful organisation of the Scottish Parliamentary Elections in May 2021 will be more challenging due to additional measures required to run an election during a pandemic. The election team will need to review all approved polling places to assess their suitability in light of the requirement to ensure social distancing and, where possible, the introduction of one way systems to increase the safety of voters. If necessary, the team will need to identify suitable contingency polling places and recruit additional staff to conduct the poll. This task is made more difficult with many of the normal places being closed due to COVID-19 restrictions. Plans will also need to be put in place to cope with an estimated 300% increase in the number of postal votes received and also for counting the votes which may take more than one day to complete due to space restrictions and social distancing requirements. Collectively, all of these issues will mean that this will be one of the most complex and difficult set of elections to deliver as the risk of failure is higher than ever before.

Corporate Data Information Management System (MAGIC)

The new mapping system that we have implemented takes advantage of rapidly evolving data technology to give better service delivery. Fundamental to the new system is ease of data sharing and that it integrates with other systems and supports mobile/ flexible working. The Service is working collaboratively with a number of other services and Data Ambassadors have been designated in various services who could benefit from the new mapping system such as Roads, Waste, Greenspace, HSCP, Elections, and Education in order to maximise its use as a corporate resource. It has recently been used to plot vaccination centres and will be used in the pandemic recovery plans.

UN Climate Change Conference (also know as COP26)

The Council will progress our ambition to play a role in the November COP26 International Conference taking place in Glasgow in 2021. With our world class water sourced District Heating network at Queens Quay in Clydebank, we will seek to promote this carbon savings district heating system and support the Government and Council Climate Change Challenge. The newly established West Dunbartonshire Energy LLP will progress the district heating network at Queens Quay and the role that can be played at COP26.

Climate Change Strategy

To contribute towards meeting Scotland's national net zero target by 2045, the Council have developed a new 'Climate Change Strategy' as a route map for 2021/22 and beyond. Our vision is an overarching Strategy that will set the foundation for a plan of action and response to Scotland's Climate Emergency and 2045 net zero carbon reduction target. To deliver this strategy, the Council is currently developing a Climate Change Action Plan to ensure environmental actions are devolved to relevant service areas and Climate Change action is mainstreamed across council policies, operations and the wider public.

Implementation of the Planning Act 2019

As part of the implementation of the Planning Act (Scotland) 2019, the Scottish Government will be consulting on secondary legislation for local place plans and development planning in the first half of 2021, and National Planning Framework 4 (including Scottish Planning Policy) in the summer of 2021. We will also be closely involved with Clydeplan and the 8 city region authorities in the preparation of the Regional Spatial Strategy for the city region which is to be prepared for June 2021 for submission to the Scottish Government. As a result of the pace of the implementation of the 2019 Act, we will be undertaking preparatory work for Local Development Plan 3, of which, the first piece of work is the production of an Urban Capacity Study for West Dunbartonshire. We will also consider the impact on resources on an on-going basis as the Act is implemented.

Legal and Planning Input to the New Affordable Housing Programme

The Council has undertaken an ambitious programme to develop 356 new affordable homes for rent by the end of 2021/22. This programme will make a significant contribution towards meeting currently unmet housing demand, halt population decline and promote West Dunbartonshire as a place to live. As such, it is one of the Council's strategic priorities. The Housing Service is preparing a new Local Housing Strategy and Planning are a key partner within it.

As part of this programme, a number of construction and services contracts will require to be entered into. Legal Services will provide further assistance in 2021/22 in the negotiation and completion of the requisite legal agreements.

West Dunbartonshire Energy LLP

The District Heating System provides low carbon heating and cooling solutions to the Queens Quay regeneration site and will provide the base from which to develop a larger network. It aims to significantly reduce fuel poverty and deprivation within some of the poorer neighbourhoods of West Dunbartonshire and, crucially, contribute to key climate change targets.

The establishment of West Dunbartonshire Energy LLP has been completed as an arms length, but wholly owned, entity. This involved the formal constitution of the body. Legal Services will support the establishment of the Strategic and Management Board through the development of rules surrounding the interaction of members, as well as providing day to day legal advice once the board is able to meet in early 2021/22.

Queens Quay

Following completion of the infrastructure works in 2020/21, the focus for the development will be securing housing developments across the site in partnership with site owner CRL Ltd. The site wide design code elements are complete and efforts to promote and market the plots will be critical to ensure the Council's investment sees economic as well as commercial returns as per the development agreement.

Food Law Regulation

A resource intensive restart of planned inspection of all food businesses will be delivered in 2021/22, incorporating the expected new codes of practice. New Individual Codes of Practice publications are expected from Food Standards Scotland in 2021/22 in relation to Service Planning and Administration and Enforcement Sanctions, including food information matters.

Public Health Scotland & Public Health Reform

Environmental Health has maintained close contact with Public Health Scotland (PHS) throughout the pandemic and will engage with them directly in 2021/22 to

ensure the whole system approach is supported with effective strategy, policy, collaborative working and effective targeting of resources in public health priority areas for the communities of West Dunbartonshire. Planning will also work closely with PHS to ensure public health priorities are delivered through the planning system. At a more local level, an officer from HSCP will be seconded for 2.5 days per week to work with Planning Officers to ensure that health outcomes are addressed at a local level.

Effects of UK Exit from the EU

Export Health Certification for food going to the EU will be implemented in 2021, mitigating the negative effects of EU exit for that sector. Work will continue with DEFRA and partners to streamline the process and reduce negative impacts. Environmental Health will continue to work with national and regional stakeholders to mitigate against the consequences of EU exit and maximise any opportunities for local businesses.

Clydebank Town Hall Improvement Programme

The Cultural Committee agreed a programme of works to improve the Town Hall in Clydebank, including the refurbishment of the Civic Areas, particularly the Council Chamber, and Members' corridor and stairwell. This work was needed to improve the overall appearance of the chamber which has not been decorated for some time.

Due to be completed in 2020/21, progress was delayed as a result of the COVID-19 pandemic. We will work closely with the Asset Management Team to facilitate these works being completed to a high standard in 2021/22 and take advantage of the Energy Centre connection to provide Heat.

80th Anniversary of Clydebank Blitz

This event was scheduled to take place in Clydebank Town Hall in March 2021 but due to the COVID-19 restrictions on live performances it has been postponed until November 2021.

Budget Sensitivity Analysis

In reviewing the service budget projections, consideration has been given to the sensitivity of these budgets, in particular for higher risk/ higher value budgets which may have a significant impact on budgetary control and future budget projections. The analysis has considered sensitivity around demand, costs and charges, and income levels.

Within this service, budgets which have been identified as being more susceptible to fluctuations include:

- Planning and Building Standards Income – 2021/22 budget £0.87m
- Licencing Income – 2021/22 budget £0.22m

Income levels have been affected in the current year by the COVID-19 pandemic and in other years by local and national economic activity and is difficult to project with accuracy due to the income being demand led and whether income will recover to its pre pandemic level. As a direct result of the pandemic some licences have only recently been renewed, leading to a budget reduction in expected income of £167k.

Equality Outcomes

The Council is committed to ensuring equalities underpin all of the work that we do. Over the last year it has set out a range of equality outcomes for 2021/25 in line with its statutory duty. By focusing on outcomes, the Council aims to bring practical improvements to the life chances of those who experience discrimination and disadvantage. R&R will support the delivery of any equality outcomes that relate to our services as well as those that pertain to all Council services.

<u>Action Plan</u>

The challenges and issues identified in the performance review and strategic assessment sections have informed R&R priorities for 2021/22. The management team has developed an action plan to address them (Appendix 2), supported by a range of performance indicators to enable progress to be monitored and reported to stakeholders. Progress will be monitored and managed on a regular basis and reported twice yearly to Committee, at mid-year and year end.

4. Risks

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

In planning for 2021/22, the R&R management team considered the Council's strategic risks and identified risks specific to the service including risks relating to the pandemic. These are set out in the table below. Actions to mitigate these risks are included in our delivery plan at Appendix 2 or in our operational plans, with the aim of improving or maintaining the current position (i.e. the current risk score). The current risk scores reflect current actions taken to reduce the risks.

Service Risks

Title	Description	Current Risk Score	Target Risk Score	Assigned To
Failure to deliver Queens Quay Masterplan	Following completion of Council investment there is a risk the housing plot sales do not materialise in the next 3-7 years.			Michael McGuinness
Exxon City Deal Project	There is a risk that the affordability of delivering the City Deal Exxon project is beyond the resources being made available from Glasgow City Region City Deal.			Michael McGuinness
Inability to meet demands of Council to progress regeneration projects within desired timescales	The number and complexity of regeneration projects is putting considerable strain on the resources available which can be exacerbated by delays outwith the control of the service and when pinch points on different projects occur at roughly the same time.			Pamela Clifford; Alan Douglas; Michael McGuinness
Failure to organise elections well, particularly during the COVID-19 pandemic,	COVID– 19 Additional risks associated with spread of infection, availability of suitable premises, and availability of experienced polling staff will increase risk of election being poorly run.			George Hawthorn

Title	Description	Current Risk Score	Target Risk Score	Assigned To
resulting in reputational damage to the Council	Election risk register will highlight and record the various mitigations to reduce risk.			
Regulatory & Regeneration COVID-19 risk on Workforce	Regulatory & Regeneration is faced with significant workforce demands in relation to absence, reduction, recruitment and wellbeing.			Peter Hessett
Regulatory & Regeneration COVID-19 risk on Service Delivery	Regulatory & Regeneration is faced with significant delivery demands in relation to moving services online, disruption, reduction and quality.			Peter Hessett
Income for services continues to be dramatically reduced as a result of the COVID-19 pandemic	Relates to registration, licensing, planning and building control which have been impacted as a result of the COVID-19 pandemic.			Peter Hessett
Failure to adequately respond to an emergency situation such as a multiple fatality workplace accident, outbreak of food borne communicable disease, a major public health incident or pandemic	There is a national shortage of qualified staff in Environmental Health, across Scotland. This impacts on West Dunbartonshire Council. Vacancy levels at WDC might impact on our ability to respond to emergencies.			Martin Keeley
Failure to monitor and enforce regulatory areas with public risk	The Council fails to comply with statutory regulatory duties in respect of environmental health, trading standards and licensing laws.			Martin Keeley

Title	Description	Current Risk Score	Target Risk Score	Assigned To
Post EU exit risk for Environmental Health	WD is a port health authority. It does not have status as a Designated Point of Entry / Border Control Post [DPE/BCP] for food imports. BCPs are targeted for development in Scotland in advance of the end of the transition period covering imports in 2021 including inland control areas. An Environmental Health presence will be required for these control areas. The lack of food import physical and regulatory infrastructure and regulatory capacity could negatively affect the food market and bring a heightened food fraud risk.			Martin Keeley
Inability to recruit successfully to enable performance to be maintained	There is a current issue with recruitment of qualified staff in various parts of the service.			Pamela Clifford

Appendix 1 - Structure Chart & Service Profiles

REGULATORY & REGENERATION

CHIEF OFFICER

CHIEF OFFICER - REGULATORY & REGENERATION

Monitoring Officer
Clerk to the Licensing Board

Peter Hessett

Leadership Support
Charlene Tannock

Legal Manager

Alan Douglas

Section Head Contracts & Property
Sally Michael

Section Head Litigation
Nigel Ettles

Section Head Licensing
Raymond Lynch

Records & Information Management
Michael Butler

Service Coordinator Trading Standards
Tony Cairns

Economic Development Manager

Michael McGuinness

Regeneration Coordinator
Gillian McNamara

Business Support Coordinator
Gillian Scholes

Energy & Compliance Coordinator
John McKenna

**Planning, Building Standards & Environmental Health Manager
Pamela Clifford**

Team Leader Dev. Mgt.
Erin Goldie

Team Leader Forward Planning
Antony McGuinness

Principal Building Standards Surveyors
**Karen Bacchetti
Gerry Poutney**

Tech. Support Coordinator
Ashleigh Ross

Environ. Health Manager
Martin Keeley

Antonine Wall Project Man.
Emma McMullen

Place & Design Officer
Vacant

**Democratic & Registration Services Manager
George Hawthorn**

Registration of Births, Deaths & Marriages
**Lynn Houston
Lynne Bolton**

Committee & Members' Services
Christine McCaffary

Leadership Support Team
Emma Williams

West Dunbartonshire COUNCIL

Legal Services

Legal Services comprises five key functional areas: Litigation, Contracts & Property, Trading Standards, Licensing, and Records Management. It provides comprehensive legal advice, representation, support, governance and regulation covering the full range of Council services. It is also responsible for the delivery of the Council's Licensing and Trading Standards functions as well as overseeing Records Management, Freedom of Information and Data Protection compliance.

Planning, Building Standards & Environmental Health Services

Planning and Building Standards comprises four teams: Forward Planning, Development Management, Building Standards, and Technical Support. The team is responsible for the preparation of the Local Development Plan, providing input into the Strategic Development Plan, determining planning applications, providing advice, and undertaking statutory duties under the Building (Scotland) Act. The team also manages the 'Rediscovering the Antonine Wall' project for 5 Local Authorities and Historic Environment Scotland as well as the Place and Design Panel.

Environmental Health Services sits within the Planning & Building Standards structure and comprises three specialist groups: Food & Business; Environmental & Public Protection; and Community Health Protection. It delivers a wide range of statutory functions to protect and improve the health and wellbeing of West Dunbartonshire's communities and works with public health partners to contribute to a whole systems approach to public health. It uses statutory regulation in food law, health and safety, environmental pollution (land, air and water), public health and housing regulation for public health protection and improvement. Alongside these statutory functions, Environmental Health delivers pest control and food hygiene training for communities and businesses. During the COVID-19 pandemic, it provides outbreak management and a wide range of public health interventions on related matters. It supports the Education Service for case and close contact assessment as well as staffing Test & Protect contact tracing and COVID-19 compliance regulation for business as well as providing public health advice to council services.

Democratic and Registration Services

The Democratic and Registration Services team provides a diverse range of services to internal and external service users and clients. It comprises four functional areas: Committee Services, Members' Services, Leadership Support, and the Registration Service. These areas are responsible for supporting council and committee meetings, administration and management of all elections, providing secretarial and clerical support to elected members including the Provost and the Leader of the Council, direct secretarial support to the Council's Chief Officers and recording of births, still births, deaths, marriages and civil partnerships on behalf of the National Records Office for Scotland. The Leadership Support Team provides a vital support service to senior officers enabling them to focus on strategic matters.

Economic Development

The Economic Development Service has responsibility for a range of strategic regeneration initiatives, for contributing to the sustainable economic growth of West Dunbartonshire, and for energy and compliance. It comprises three service areas: Business Support, Regeneration, and Energy & Compliance.

Business Support provides advice and support through a range of discretionary grants, loans and bespoke business support interventions offering flexible assistance to local businesses, including the delivery of Business Gateway. The overall objective is to increase employment and to help create sustainable economic wellbeing within the local economy.

Regeneration focuses on unlocking key strategic sites of both the Council and others to create the opportunity to secure economic growth through regeneration across the Council area and with a number of strategic partners. Delivering the Capital projects with the Local Economic Development budget and the Regeneration Fund, the Town Centre Fund, completion of Queens Quay and actions from the various Charrettes events over the last few years, the small team lead on significant regeneration projects right across the authority area.

Energy & Compliance ensures the effective provision of energy services and the Council's response to the climate change agenda by way of a comprehensive sustainability, carbon reduction and energy management regime. It also currently leads on supporting all service areas in delivering actions to achieve net zero emission by 2045, as set out by our Climate Change Strategy and Action Plan. Compliance is a key component of this team and includes compliance, training, development and monitoring areas such as asbestos and legionella.

Appendix 2 - Action Plan

P	A strong local economy and improved job opportunities

Ob	A growing economy

Performance Indicator	2019/20		2020/21		2021/22	Assigned To
	Value	Target	Value Empty cell = not yet available	Target	Target	
Number of businesses given advice and assistance to start up through Business Gateway	206	200	123	100	200	Gillian Scholes
No of business gateway start-ups per 10,000 population	23.16	22.44	13.83	10.99	22	Gillian Scholes
Cost of Economic Development & Tourism per 1,000 population	242,427	150,000		150,000	150,000	Michael McGuinness
Proportion of properties receiving superfast broadband	98.8%	100%	99.3%	100%	100%	Michael McGuinness
Town Vacancy Rates	14.83%	11.4%		11.4%	11.4%	Antony McGuinness
Immediately available employment land as a % of total land allocated for employment purposes	43.63	43.63	43.63	42.5	42.5	Antony McGuinness

Action	Start Date	Due Date	Assigned To
Ensure key regeneration sites are progressed to enable high quality development to be achieved on the ground	01-Apr-2021	31-Mar-2022	Pamela Clifford

Action	Start Date	Due Date	Assigned To
Monitor the development of the key regeneration sites to ensure they comply with the approved consent	01-Apr-2021	31-Mar-2022	Erin Goldie
Deliver key regeneration sites across West Dunbartonshire	01-Apr-2021	31-Mar-2022	Michael McGuinness
Explore commercial opportunities in our town centres	01-Apr-2021	31-Mar-2022	Michael McGuinness
Deliver the Town Centre Recovery Plan	01-Apr-2021	31-Mar-2022	Michael McGuinness

(P)	Supported individuals, families and carers living independently and with dignity
(Ob)	Improved wellbeing

Performance Indicator	2019/20		2020/21		2021/22	Assigned To
	Value	Target	Value Empty cell = not yet available	Target	Target	
Air Quality: PM10 Concentration	10	18		18	18	Martin Keeley
% of air quality monitoring stations complying with the national objective for nitrogen dioxide at the nearest building façades of residential properties , schools, hospitals and care homes (40ug/m3 NO2)	100%	100%		100%	100%	Martin Keeley
Percentage of highest priority pest control service requests responded to within 2 working days	95%	95%	98%	95%	95%	John Stevenson

Performance Indicator	2019/20		2020/21		2021/22	Assigned To
	Value	Target	Value Empty cell = not yet available	Target	Target	
Percentage of businesses satisfied or very satisfied with the service they received from environmental health	99%	95%		95%	95%	Martin Keeley
Percentage of customers satisfied or very satisfied with the service they received from environmental health	86%	85%		85%	85%	Martin Keeley
Percentage of businesses and activities regulated by environmental health who are substantially compliant with legislative requirements	89%	75%		75%	75%	Martin Keeley
Total annual redress won for consumers by Trading Standards Group (£)	£16,118	N/A	£5,030	N/A	N/A	Tony Cairns
Food Law: Percentage of food businesses in the highest risk category (1 to 6 monthly inspections by Food & Business Group) that were inspected on time	New for 20/21			100%	100%	Martin Keeley
Food Law: Percentage of food businesses in the high risk category (12 monthly inspections by Food & Business Group) that were inspected on time				100%	100%	Martin Keeley
Percentage of service users satisfied or very satisfied with the service they received from trading standards	87%	80%	100%	80%	80%	Tony Cairns
Percentage of businesses satisfied or very satisfied with the service they received from trading standards	N/A	80%	100%	80%	80%	Tony Cairns
Cost of trading standards per 1,000 population £	£3,407	£3,227		£3,227	£3,227	Tony Cairns
Cost of environmental health per 1,000 population £	£12,414	£14,968		£14,968	£14,968	Martin Keeley
Number of reports of bogus/cold callers	25	N/A	14	N/A	N/A	Tony Cairns

Action	Start Date	Due Date	Assigned To
Work with Public Health Scotland to ensure the whole system approach is supported with effective strategy, policy, collaborative working and effective targeting of resources in public health priority areas	01-Apr-2021	31-Mar-2022	Martin Keeley
Work with national and regional stakeholders to mitigate the negative effects of BREXIT on food trade	01-Apr-2021	31-Mar-2022	Martin Keeley
Implement changes to Service Planning and Administration and Enforcement Sanctions following the issue of new code/s of practice from Food Standards Scotland	01-Apr-2021	31-Mar-2022	Martin Keeley

Ob	More affordable and suitable housing options

Performance Indicator	2019/20		2020/21		2021/22	Assigned To
	Value	Target	Value	Target	Target	
Percentage of private landlord applications administered and processed within 21 days	98%	95%	99%	95%	95%	John Stevenson

Action	Start Date	Due Date	Assigned To
Provide further legal assistance in the negotiation and completion of the requisite legal agreements in relation to the new affordable housing programme	01-Apr-2021	31-Mar-2022	Alan Douglas
Ensure the next phase of Queens Quay Housing is delivered	01-Apr-2021	31-Mar-2022	Michael McGuinness

P	Meaningful engagement with active, empowered and informed citizens who feel safe and engaged

Ob	Fully consulted and involved citizens who are able to make full use of the Community Empowerment Act

Performance Indicator	2019/20		2020/21		2021/22	Assigned To
	Value	Target	Value	Target	Target	
Average score for respondents who state they feel a sense of control and influence in relation to Council decision-making and service delivery	5.4	5.4	5.4	5.4	6.2	Antony McGuinness

(P)	Open, accountable and accessible local government

(Ob)	Equity of access for all residents

Performance Indicator	2019/20		2020/21		2021/22	Assigned To
	Value	Target	Value	Target	Target	
% of committee agendas published within standing order timescales	100%	98.4%	100%	98.6%	99%	George Hawthorn; Christine McCaffary

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

(Ob)	A continuously improving Council delivering best value

Performance Indicator	2019/20		2020/21		2021/22	Assigned To
	Value	Target	Value Empty cell = not yet available	Target	Target	
Planning applications (major developments) - average number of weeks to decision	14.8	20	11.2	20	20	Erin Goldie
Planning applications (householder) - average number of weeks to decision	12.7	7	9.5	7	7	Erin Goldie
Planning applications (local development, excluding householder) - average number of weeks to decision	16	12	12.7	12	12	Erin Goldie
Percentage of Environmental Health Service customer service requests first responded to within 2 working days	94%	90%	97%	90%	90%	Martin Keeley
Percentage of building warrant applications responded to within 20 working days	71%	80%	82%	80%	80%	Karen Bacchetti
Overall time taken to issue building warrant (weeks)	13	16	15.1	16	16	Karen Bacchetti
Cost per planning application	£6,628	£4,800		£4,800	£4,800	Pamela Clifford
Average time taken to deliver a commercial planning application decision	13.5	8.5		8.5	8.5	Erin Goldie

Action	Start Date	Due Date	Assigned To
Support the establishment of the West Dunbartonshire Energy LLP Strategic and Management Board through the development of rules surrounding the interaction of members, as well as providing day to day legal advice	01-Apr-2021	31-Mar-2022	Alan Douglas

Action	Start Date	Due Date	Assigned To
Designate and train service data ambassadors for the Corporate Data Information Management System (MAGIC) system	01-Apr-2021	31-Mar-2022	Pamela Clifford
Assess the implications of the new measures being introduced by the Scottish Government in relation to the Planning Act (Scotland) 2019	01-Apr-2021	31-Mar-2022	Pamela Clifford
Co-ordinate the refurbishment of civic areas of Clydebank Town Hall	01-Apr-2021	31-Aug-2021	George Hawthorn
Co-ordinate the organisation of remaining civic events to commemorate the 80th Anniversary of the Clydebank Blitz	01-Apr-2021	31-Dec-2021	George Hawthorn
Organise and implement the Scottish Parliamentary Election	01-Apr-2021	31-May-2021	George Hawthorn
Organise and implement Local Government by-elections (if required)	01-Jun-2021	01-Aug-2021	George Hawthorn

Ob	Sustainable & attractive local communities

Performance Indicator	2019/20		2020/21		2021/22	Assigned To
	Value	Target	Value	Target	Target	
Tonnage of carbon dioxide emissions from Council operations and assets	24,394	27,997	Not yet available	25,478	24,000	Adam Armour - Florence; Craig Jardine; Michael McGuinness

Action	Start Date	Due Date	Assigned To
Develop a Climate Change Action plan to support the implementation of the Climate Change Strategy and ensure it is devolved and mainstreamed	01-Apr-2021	31-Mar-2022	Michael McGuinness
Ensure Council has positioned the Energy Centre to showcase best practice at COP26	01-Apr-2021	31-Mar-2022	Michael McGuinness

Appendix 3 - Performance Review

Benchmarking

LGBF

The most recent LGBF comparative data for all councils was published in February 2021 and relates to the period 2019/20:

Description	2018/19 Value	2018/19 Rank*	2019/20 Value	2019/20 Rank*	Scotland Value 2019/20	Change in Rank
Cost of trading standards, money advice and citizens advice per 1,000 population (ENV5a)	£3,138	5	£3,407	8	£5,952	⬇
Cost of environmental health per 1,000 population (ENV5b)	£12,172	12	£12,414	18	£13,771	⬇
Cost of planning and building standards per planning application (ECON02)	£6,028	26	£6,628	28	£4,385	⬇
Average time per business and industry planning application (weeks) (ECON03)	10.62	25	14.53	27	10.54	⬇
No of business gateway start-ups per 10,000 population (ECON05)	23.22	4	23.05	4	16.41	No Change
Cost of Economic Development & Tourism per 1,000 population (ECON06)	£281,480	31	£242,427	29	£103,194	⬆
Proportion of properties receiving superfast broadband (ECON08)	98.70	2	98.80	2	93.27	No Change
Town Vacancy Rates (ECON09)	12.67	23	14.83	27	11.71	N/A
Immediately available employment land as a % of total land allocated for employment purposes (ECON10)	43.63	16	43.63	18	36.23	⬇

*Rank based on 32 local authorities unless stated otherwise
Note: Cash values for 2018/19 have been updated in line with inflation to allow comparison with 2019/20 values.

User Feedback

Complaints

R&R received a total of 16 complaints between 1 April and 31 December 2020. The breakdown of complaints by service area is set out below:

Service Area	1 April 2020 - 31 December 2020				
	Total Complaints Received	**Closed Stage 1**	**Closed Stage 2**	**Upheld Stage 1**	**Upheld Stage 2**
Democratic Services	0	0	0	0	0
Legal and Admin - Insurance Claims	0	0	0	0	0
Licensing	1	1	0	0	0
Registrars	0	0	0	0	0
Regulatory Services - Environmental	1	1	0	0	0
Regulatory Services - Pest Control	2	1	0	1	0
Regulatory Services - Trading Standards	0	0	0	0	0
Planning & Building Standards	3	2	0	1	0
Forward Planning	6	1	0	0	0
Economic Development	3	2	1	0	0
Totals	**16**	**8**	**1**	**2**	**0**

The breakdown of complaints by complaint category is set out below:

Complaint Category	1 April 2020 - 31 December 2020		
	Total Complaints Received	**Upheld Stage 1**	**Upheld Stage 2**
Citizen expectation not met - quality of service	13	2	0
Citizen expectation not met – timescales	1	0	0
Error in Service Delivery	2	0	0
Total	**16**	**2**	**0**

The R&R management team will continue to review complaints and other sources of user feedback on a regular basis in order to identify and address any issues that emerge.

Appendix 4 - Quality Standards

West Dunbartonshire Council has a Good Governance Code based on guidance from CIPFA (Chartered Institute of Public Finance & Accountancy). It sets out a range of principles which the Council should adhere to, and details the behaviours and actions which demonstrate good governance in practice. The Council's compliance with this Code is reviewed each year and a supporting action plan is developed to improve compliance. As part of the Good Governance Code, we must consider our approach to quality standards.

The quality standards for 2021/22 are set out below. They will be monitored and managed by the management team and reported to Committee at year end together with the delivery plan.

Legal Services (including Trading Standards)

Quality Standard	How it will be measured	2021/22 Target
We will acknowledge consumer complaints to Trading Standards within 2 working days	Percentage of consumer complaints first responded to within two working days	95%
We will acknowledge trading standards business advice requests within two working days	Percentage of business advice requests first responded to within two working days	95%
We will deal with trading standards business advice requests within 14 days of receipt	Percentage of trading standards business advice requests that were dealt with within 14 days	100%

Planning, Building Standards & Environmental Health

Quality Standard	How it will be measured	2021/22 Target
We will issue a decision on valid householder planning applications within 8 weeks	Planning applications (householder) - average number of weeks to decision	7 weeks
We will respond to high priority planning enforcement breaches within 5 working days	Percentage of high priority planning enforcement breaches responded to within 5 working days	100%

Quality Standard	How it will be measured	2021/22 Target
We will respond to building warrant applications within 20 working days	Percentage of building warrant applications responded to within 20 working days	80%
We will inspect food businesses in the highest risk category (1 to 6 monthly inspections by Food & Business Group) on time	Food Law: Percentage of food businesses in the highest risk category (6 monthly inspections by Food & Business Group) that were inspected on time	100%
We will inspect food businesses in the high risk category (12 monthly inspections by Food & Business Group) on time	Food Law: Percentage of food businesses in the high risk category (12 monthly inspections by Food & Business Group) that were inspected on time	100%
We will acknowledge Environmental Health service requests within 2 working days	Percentage of Environmental Health Service customer service requests first responded to within 2 working days	90%
We will respond to pest control requests that are categorised as the highest priority within 2 working days	Percentage of highest priority pest control service requests responded to within 2 working days	95%
We will administer and process private landlord applications within 21 calendar days	Percentage of private landlord applications administered and processed within 21 days	95%

Democratic & Registration Services

Quality Standard	How it will be measured	2021/22 Target
We will produce minutes of council and committee meetings within 3 clear working days of the meeting.	Percentage of Council and Committee minutes produced within 3 clear working days of the meeting	98%
We will upload all committee actions onto Pentana within 3 clear working days of the draft minute being approved.	Percentage of all committee actions uploaded onto Pentana within 3 clear working days of the draft minute being approved	98%

Quality Standard	How it will be measured	2021/22 Target
We will publish council and committee agendas 10 clear working days before the date of the meeting.	Percentage of committee agendas published within standing order timescales	99%

Economic Development

Quality Standard	How it will be measured	2021/22 Target
To be extracted from the Business Gateway national customer survey responses	National report from Business Gateway Customer Performance PIs	N/A

Appendix 5 - Resources

Finance

For 2021/22, Regulatory & Regeneration has a net revenue budget of £3.098m and a capital budget of £7.488m. A breakdown by service area is given below. We will make the best use of the resources available to deliver on key priority areas and secure external/match funding where this is possible.

Service Area	Gross Expenditure 2021/22 (£m)	Gross Income 2021/22 (£m)	Net Expenditure 2021/22 (£m)	Capital Budget 2021/22 (£m)
Democratic & Registration	0.861	-0.119	0.742	0.012
Environmental Health	1.068	-0.392	0.676	0.000
Licensing	0.292	-0.220	0.072	0.000
Legal Services & Trading Standards	1.078	-0.151	0.927	0.055
Building & Planning	1.324	-0.872	0.452	0.010
Economic Development	1.097	-0.867	0.230	7.411
Total	**5.719**	**-2.621**	**3.098**	**7.488**

Employees

Employee Numbers

The headcount and full time equivalent staff in each service area (as of 31st March 2021) are as follows:

Service Area	Headcount	FTE
Democratic Services	30	22.51
Economic Development	13	12.88
Legal Services	26	24.92
Planning and Building Control	45	41.14
Regulatory Management	4	4
TOTAL	118	105.47

Absence in 2020/21

The quarterly absence statistics for Regulatory are shown below together with the Council average for the same periods for comparison. The figures for Regulatory have been significantly lower that the Council average throughout 2020/21:

Absence in 2019/20	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual FTE days lost per FTE employee
Regulatory	0.79	1.07	0.30	0.38	1.59
COUNCIL WIDE TOTAL	2.0	2.12	3.25	2.61	7.58

Please note Regulatory services was amended to Regulatory and Regeneration and from Quarter 4 Regeneration is included

Workforce Plan

Workforce planning is integrated within the strategic planning process, highlighting the key workforce related activities for the year and reflecting the longer term strategic aims of the services. Each Chief Officer is responsible for the annual review of requirements for their respective service areas to ensure that any key actions are identified at an early stage. The workforce plan is set out below, with the Annual Action Plan for 2021/22.

Addressing the gap between current workforce supply and predicted future demand				
Strategy Planned service reviews to address gap taking cognisance of opportunities to realise savings through voluntary turnover and consideration of management spans of control Address impact of national reviews in relation to Trading Standards and Public Health in terms of changes to the nature and number of corresponding job roles, taking specific action to address issues of supply of critical roles (as appropriate) **Expected Outcome** Gap is addressed, whilst: . Protecting critical roles (and avoiding associated turnover) . Ensuring service priorities are met . Avoiding or minimising risk of voluntary or compulsory redundancy				
Action Title	**Resources needed**	**Measure of Outcome**	**Due Date**	**Assigned To**
Address impact of national reviews in relation to Public Health in terms of changes to the nature of roles	Workforce	One systems approach from Public Health Scotland with greater alignment with Environmental Health and Planning workforces	31-Mar-2022	Pamela Clifford; Martin Keeley
Consider opportunities that arise to share workforce resources across organisations	Workforce	Continued service meeting citizens and client needs	31-Mar-2022	Pamela Clifford; Alan Douglas; George

				Hawthorn; Michael McGuinness
Continue to support culture of continuous improvement, developing quality improvement skills across middle managers	Workforce	Improved skills, service improvements, improved project managements skills	31-Mar-2022	Pamela Clifford; Alan Douglas; George Hawthorn; Michael McGuinness
Identify and support relevant projects for continuous improvement	Workforce	Service improvements	31-Mar-2022	Pamela Clifford; Alan Douglas; George Hawthorn; Peter Hessett; Michael McGuinness
Continue to explore opportunities for cross organisational working in terms of place based approaches	Workforce	Better cross services working	31-Mar-2022	Pamela Clifford
Continue to embed succession planning. Includes consideration of trainee opportunities to supplement aging workforce.	Workforce	Self Evaluation	31-Mar-2022	Pamela Clifford; Alan Douglas; George Hawthorn; Peter Hessett; Michael McGuinness

Addressing the gap between current and required additional workforce capabilities

Strategy
Continued review and implementation of associated training plans to enable capabilities to be developed within existing workforce

Expected Outcome
Gap is addressed, whilst:
. Ensuring value for money in terms of training solutions
. Minimising requirement to recruit for new capabilities (and thereby avoiding or minimising risk of voluntary or compulsory redundancy)
. Ensuring service priorities are met as a result of application of those new capabilities
. Ensuring employees are encouraged to re-train and re-align to newer digital skills to allow the Council to reduce attrition while making jobs interesting

Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Ensuring staff are adequately trained on changing legislation. - Ensuring ability to keep pace with legislative developments. For example post COVID legislation, European Convention on Rights of Child and post Brexit legislation.	Financial for external training	Service delivery	31-Mar-2022	Pamela Clifford; Alan Douglas; George Hawthorn ; Michael McGuinness; Peter Hessett

Improving resilience within teams				
Strategy Develop and implement training plan in relation to critical roles **Expected Outcome** Improved resilience across teams and retention of knowledge and skills associated with critical roles				
Action Title	**Resources needed**	**Measure of Outcome**	**Due Date**	**Assigned To**
Analysis of resilience risks within teams – identifying individual or team development needs	Workforce		31-Mar-2022	Pamela Clifford; Alan Douglas; George Hawthorn; Michael McGuinness
Develop mentoring and training within teams	Workforce	Be the Best conversations / Training plans	31-Mar-2022	Pamela Clifford; Alan Douglas; George Hawthorn ; Michael McGuinness
Review and promote available courses liaising with OD about approaches to meet this skills development either from internal or external sources	Workforce	Attendance and internal development opportunities; Be the Best	31-Mar-2022	Pamela Clifford; Alan Douglas; George Hawthorn; Michael McGuinness
Promote the Council's leadership development framework to support the changing remits and spans of control	Workforce	Attendance and internal development opportunities. Be the Best/ Lean Six Sigma	31-Mar-2022	Pamela Clifford; Alan Douglas; George Hawthorn; Michael McGuinness

Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Continue support implementation of Employee Wellbeing Strategy including providing representation on Employee Wellbeing Advocate and Managers' Group	Workforce	Improved employee engagement, maintain low sickness absence levels	31-Mar-2022	Pamela Clifford; Alan Douglas; George Hawthorn; Michael McGuinness
Embed 'Be the Best' conversations into organisational culture to ensure opportunities exist to recognise employee contribution, employee wellbeing and learning and development	Time	Improved employee engagement, communication and performance	31-Mar-2022	Pamela Clifford; Alan Douglas; Michael McGuinness

Improved use of technology and new ways of working
Strategy   Implement Workplace of the Future Strategy   Develop and implement workforce and organisational development solutions   **Expected Outcome**   Improved efficiency and effectiveness of service provision

Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Further improve the agility and flexibility of officers by provision of handheld mobile technology and the associated training	Financial – subject to resources	More efficient delivery of service and widen its use out to other service teams	31-Mar-2022	Pamela Clifford
Implement and develop hybrid meetings for Council meetings	Workforce	Effective council meeting using hybrid process	31-Mar-2022	George Hawthorn
Workforce deployment planning for post COVID environment	Workforce	Effective working post COVID environment	31-Mar-2022	Pamela Clifford; Alan Douglas; George Hawthorn; Michael McGuinness; Peter Hessett

WEST DUNBARTONSHIRE COUNCIL

Report by Chief Officer - Resources

Committee: Corporate Services Committee 19 May 2021

Subject: Resources Delivery Plan 2020/21 Year-end Progress &
            Resources Delivery Plan 2021/22

1   Purpose

1.1   This report provides members with the year-end progress of the 2020/21
         Delivery Plan and sets out the 2021/22 Delivery Plan.

2   Recommendations

2.1   It is recommended that Committee notes:
         • the year-end position for 2020/21; and
         • the plan for 2021/22.

3   Background

3.1   Each Chief Officer develops an annual Delivery Plan. This sets out actions to
         help deliver the Strategic Plan and address the performance challenges and
         service priorities identified in the planning process. The Plan also provides an
         overview of services and resources, including employees and budgets, sets
         out the performance indicators for monitoring progress and considers the
         relevant risks.

4   Main Issues

         2020/21 Year-end Performance
4.1   The 2020/21 Delivery Plan was presented to Corporate Services Committee
         on 11 November 2020. This was later than the usual May/June committee
         cycle due to the COVID-19 pandemic and consequently there was no mid-
         year progress report.

4.2   Full details of year-end progress are set out at Appendix 1.

4.3   Of the 22 actions due to be completed by 31 March 2021, 16 (73%) were
         completed as planned with 6 (27%) outstanding. They are:

         • Deliver Internal Audit & Corporate Fraud Plan for 2020/21 - 70% complete;
         • Use benchmarking data to evaluate service delivery and performance
           within Internal Audit & Fraud - 80% complete;
         • Continue the development of Agresso reporting functionality to maximise
           automation for annual national returns - 60% complete;
         • Develop Finance leadership, governance and controls across the Council -
           90% complete;

- Implement appropriate levels of service satisfaction surveys - 63% complete; and
- Use benchmarking data to evaluate service delivery and performance within Finance Services - postponed.

4.4 Of the 11 performance indicators for which 2020/21 data is currently available, 7 (64%) met or exceeded year-end targets, 2 (18%) marginally missed targets and 2 (18%) were further adrift of targets. Full details are set out in Appendix 1.

4.5 The full set of performance indicators will be reported through the Council's annual performance reporting process once all data becomes available.

4.6 Resources received a total of 61 complaints between 1 April and 31 December 2020, with 18 upheld. Full details are set out in the new delivery plan for 2021/22 (Appendix 3), in Section 2 'Performance Review'.

4.7 Key achievements in 2020/21 are also highlighted in the new delivery plan in that section.

4.8 Quality standards were set out in the 2020/21 Delivery Plan to help define what service users can expect to receive, and remind both the organisation and employees of the challenges and obligations they face in delivering best value services. Of the 9 performance indicators for which 2020/21 data is currently available, 5 (56%) met or exceeded targets, 2 (22%) marginally missed targets, and 2 (22%) were further adrift of the targets set for the corresponding quality standards. Full details are set out in Appendix 2.

Delivery Plan 2021/22

4.9 The 2021/22 Delivery Plan is set out at Appendix 3. This includes a detailed action plan and workforce plan.

4.10 Key priorities for 2021/22 include: delivering sustainable, quality services within the context of significant financial challenges; addressing the negative impact of welfare reform on rent arrears, Council Tax collection and corporate debt; implementing structural reviews and addressing their implications on workloads and staff; supporting key Council transformational projects; automating processes and information provision; ensuring Council compliance with the Code of Good Governance; providing financial services to the new West Dunbartonshire Energy Limited company; upgrading payments received governance processes and IT systems; and monitoring and managing any on-going or new impacts of COVID-19 in the coming year.

4.11 Progress against the action plan will be monitored by the management team and scrutinised through quarterly performance updates to the Performance Monitoring & Review Group.

Workforce Planning

4.12 The 2021/22 Delivery Plan includes an annual workforce plan which details the key workforce issues which will or may arise over the year and the actions planned to address these in order to fully support delivery of the plan.

4.13 These workforce issues are anticipated to have implications in terms of organisational change, resource planning, resource profiling, skills mix, training and development and restructuring. The workforce plan sits within the appendices of the 2021/22 Delivery Plan.

5   People Implications

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

6   Financial & Procurement Implications

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

7   Risk Analysis

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

8   Equalities Impact Assessment

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

9   Consultation

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

10   Strategic Assessment

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

Chief Officer: **Stephen West**
Service Area: **Resources**
Date: **23 April 2021**
_____

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

Appendices: Appendix 1: Resources Delivery Plan 2020/21 - Year-end Progress;
Appendix 2: Quality Standards 2020/21 - Year-end Progress; and
Appendix 3: Resources Delivery Plan 2021/22.

Background Papers: 2020/21 Resources Delivery Plan Report – Corporate Services Committee, 11 November 2020

Wards Affected: All

Appendix 1: Resources Delivery Plan 2020/21 - Year-end Progress

P	Supported individuals, families and carers living independently and with dignity

Ob	More affordable and suitable housing options

Performance Indicator	2019/20		2020/21						2021/22	Assigned To
	Value	Target	Value	Target	Status	Long Trend	Short Trend	Note	Target	
Time for processing applications for new Housing Benefits claims from the date of receipt of the application to the day on which the claim is decided	24.2	25	18	25	✅	⬆	⬆	Targets met, an excellent achievement given impact COVID-19 had on the workload of the team. The improved processing times would have been of significant assistance to those claiming during the uncertainty of 2020/21.	25	Ryan Chalmers
Time for processing applications for notifications of changes of circumstances for Housing Benefits from the date of receipt of the application to the day on which the claim is decided	4.3	5	3	5	✅	⬆	⬆		5	Ryan Chalmers

| P | Meaningful engagement with active, empowered and informed citizens who feel safe and engaged |

| Ob | Strong and active communities |

| Performance Indicator | 2019/20 | | 2020/21 | | | | | | 2021/22 | Assigned To |
	Value	Target	Value	Target	Status	Long Trend	Short Trend	Note	Target	
% of council resources directed by communities	0.42%	0.6%	Not yet available	0.8%	N/A	N/A	N/A	This PI will be available in draft following year end processes and is expected by 31 May 2021.	1%	Amanda Graham; Gillian McNeilly

| P | Open, accountable and accessible local government |

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

| Performance Indicator | 2019/20 | | 2020/21 | | | | | | 2021/22 | Assigned To |
	Value	Target	Value	Target	Status	Long Trend	Short Trend	Note	Target	
Amount of free reserves as a percentage of the prudential reserve target - HRA	100%	100%	Not yet available	100%	N/A	N/A	N/A	This PI will be available in draft following year end processes and is expected June 2021.	100%	Gillian McNeilly
Amount of free reserves as a percentage of the prudential reserve target - General	57%	100%	Not yet available	100%	N/A	N/A	N/A	This PI will be available in draft after the completion of the draft Financial Statements, due to be reported to Council in June 2021.	100%	Gillian McNeilly

Performance Indicator	2019/20		2020/21						2021/22	Assigned To
	Value	Target	Value	Target	Status	Long Trend	Short Trend	Note	Target	
services										
Value of outstanding sundry debt as a percentage of total that is more than 90 days old from date of invoice	59.61%	55%	61.8%	65%	✅	⬆️	⬇️	Target met despite impact of COVID-19 on debtors' finances and the sundry debt processes were reviewed as a result, to ensure relevant support/assistance and contact methods were in place for debtors to contact to set up suitable arrangements.	64%	Ryan Chalmers
Rent collected as a % of total rent due	98.11%	98%	98.88%	97.5%	✅	⬆️	⬆️	Target met despite the impact of COVID-19 on tenants and also our rent arrears recovery process.	98%	Ryan Chalmers
% variance to budget projected (General Services budget)	-0.13%	0%	Not yet available	0%	N/A	N/A	N/A	This PI will be available in draft after the completion of the draft Financial Statements, due to be reported to Council in June 2021.	0%	Gillian McNeilly
% of Audit Plan completed	87.5%	100%	70%	85%	🛑	⬇️	⬇️	A temporary reduction in staff numbers contributed to missing target. This will form part of the Internal Audit Annual Report and Assurance Statement for 20-21 which is due by end of May 2021.	85%	Andi Priestman

Performance Indicator	2019/20		2020/21					Note	2021/22	Assigned To
	Value	Target	Value	Target	Status	Long Trend	Short Trend		Target	
% of corporate fraud savings target achieved	205%	100%	183%	100%	✅	⬇	⬇	Actual savings and re-billings were £412,210 against an annual target of £225,000.	100%	Andi Priestman
Support services as a % of total gross expenditure	3.93%	4%	Not yet available	3.82%	N/A	N/A	N/A	This annual measure is set at 1st April each year but it is not available until completion of the council's Final Accounts which have a deadline each year of 30 June. This measure is therefore not available until early July each year.	3.87%	Adrian Gray
Cost of collecting council tax per dwelling £	£5.40	£5.00	Not yet available	£5.00	N/A	N/A	N/A	Figure will be populated by end of April once year end processing is complete.	TBC	Ryan Chalmers
Current tenants' arrears as a percentage of total rent due %	11.46%	11%	11.9%	14%	✅	⬇	⬇	Target met.	13%	Ryan Chalmers
Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year	10.08%	9%	10.35%	9.7%	⚠	⬇	⬇	Target not met due to impact of COVID-19 on tenants' finances and it also impacted on our recovery process as court actions for non-payment of rent being suspended during 2020/21 regardless of the reason for non-payment. Although gross rent arrears	10.5%	Ryan Chalmers

Performance Indicator	2019/20		2020/21						2021/22	Assigned To
	Value	Target	Value	Target	Status	Long Trend	Short Trend	Note	Target	
								have slightly increased since 2019/20, there has been a decrease in the number of tenants in rent arrears during 2020/21.		

Action	Status	Progress	Due Date	Comment	Assigned To
Review ways of decreasing corporate debt through continued improvements to debt collection processes in relation to sundry, NDR, Council Tax and rent	✅	100%	31-Mar-2021	Action completed with various milestones through-out the year, including completing a review of the debt recovery process as a result of COVID-19 and also that of our debt partners.	Ryan Chalmers
Continue to review ways to improve rent collection rates in conjunction with Housing and W4U	✅	100%	31-Mar-2021	A full review of our rent collection process was carried out due to the impact of COVID-19 with improved contact measures introduced and also improvements in the process between Housing and Corporate Debt to ensure early intervention and suitable supports were made available where required. A review of the Universal Credit process with the Department for Work & Pensions (DWP) was completed which streamlined the Alternative Payment Arrangements resulting in improved rent collection in this area.	Ryan Chalmers
Ensure continued compliance with the Code	✅	100%	31-Mar-2021	The 2019-20 Code of Good Governance was reviewed and refreshed. Self-assessment checklists completed by COs	Andi Priestman;

| Action	Status	Progress	Due Date	Comment	Assigned To
of Good Governance				were used in the evaluation of compliance with the Code of Good Governance. Governance issues were included in the AGS presented as part of the Annual Report and Accounts for 2019-20 which went to the June 2020 Audit Committee.	Stephen West
Submit draft Annual Governance Statement to the Audit Committee	✅	100%	31-Mar-2021	The 2019-20 Code of Good Governance was reviewed and refreshed. Self-assessment checklists completed by COs were used in the evaluation of compliance with the Code of Good Governance. Governance issues were included in the AGS presented as part of the Annual Report and Accounts for 2019-20.	Andi Priestman
Continue to improve and deliver the Assurance Statement to support the Annual Governance Statement	✅	100%	31-Mar-2021	The 2019-20 Code of Good Governance was reviewed and refreshed. Self-assessment checklists completed by COs were used in the evaluation of compliance with the Code of Good Governance. Governance issues were included in the AGS presented as part of the Annual Report and Accounts for 2019-20. The Internal Audit Assurance Statement 2019-2020 was reviewed and updated to reflect best practice.	Andi Priestman
Deliver Internal Audit & Corporate Fraud Plan for 2020/21	🛑	70%	31-Mar-2021	8 audits were completed and work is ongoing to finalise fieldwork for a further 4 audits by the end of May 2021. Two remaining audits are at planning stage and will be completed in 21/22. A temporary reduction in staff numbers contributed to the delay. However, the remaining audit work was reprioritised and reallocated and accordingly and we are on track to complete 85% of the fieldwork by the end of May which will meet the target set for the corresponding performance indicator.	Andi Priestman
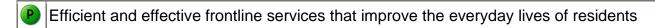
Action	Status	Progress	Due Date	Comment	Assigned To
Review and update long term finance strategy	✅	100%	31-Mar-2021	Council agreed 2021/22 budget on 22 March 2021.	Stephen West
Provide timely and accurate budgetary control reporting for Council and associated bodies	✅	100%	31-Mar-2021	Period 11 BCR is complete and reported to PMRG. BCRs continue to be reported to PMRG monthly and Council / Committees when relevant.	Gillian McNeilly
Report agreed savings options and management adjustments through the budgetary control process	✅	100%	31-Mar-2021	Period 11 BCR is complete and reported to PMRG. BCRs continue to be reported to PMRG monthly and Council / Committees when relevant.	Gillian McNeilly
Provide timely and accurate financial statements for the Council and associated bodies	✅	100%	31-Mar-2021	All financial statements were drafted/ audited and reported prior to the appropriate deadlines.	Gillian McNeilly

Risk	Current Risk Matrix	Date Reviewed	Latest Note	Target Risk Matrix	Assigned To
Strategic Risk: Significant financial funding reductions / limitations from Scottish Government		09-Apr-2021	Given the impact of COVID-19 on the UK economy, together with continuing reduction to the Scottish population living in West Dunbartonshire, we continue to project that there will be a reduction in the general funding availability from the Scottish Government in future years.		Gillian McNeilly

Risk	Current Risk Matrix	Date Reviewed	Latest Note	Target Risk Matrix	Assigned To
Failure to meet statutory deadlines for external returns (including HMRC) and financial statements		09-Apr-2021	Although currently harder to gauge due to COVID-19, the likelihood of this has increased from the previous review. However, there are a range of controls in place to ensure that the likelihood of this risk occurring remains low. The risk is also affected by Council decisions (e.g. budget setting date).		Gillian McNeilly
Financial projections are significantly incorrect		09-Apr-2021	Although currently harder to gauge due to COVID-19, the likelihood of this has increased from the previous review. In general, many factors that influence this risk are out with our control, including Scottish Government funding. However, the future projections of cost continue to be significantly more difficult to predict currently, due to COVID-19, such as demand for services, availability of those services, the general economy and funding streams available. These are continually monitored and projections updated.		Gillian McNeilly
Failure to provide assurance of the system of financial controls		08-Apr-2021	No change in the risk profile. The annual audit plan for 20/21 is underway and the year end process for the annual governance statement including the review of the Code of Good Governance and the Chief Officer self-assessment checklists will be completed by end of May 2021.		Andi Priestman
Debt is not recovered efficiently or effectively, with inherent risk of financial loss		13-Apr-2021	Effectively implement the Corporate Debt Policy, ensure income maximisation in collaboration with W4U. Improved process around Council Tax Reduction claims for UC claimants.		Ryan Chalmers

Risk	Current Risk Matrix	Date Reviewed	Latest Note	Target Risk Matrix	Assigned To
Increase in the level of rent arrears due to the level of Welfare Reform changes and general state of economy		13-Apr-2021	Arrears have increased despite joint working between Corporate Debt, Housing and Working4U.		Ryan Chalmers
National delays in implementing Welfare Reform changes; ineffective ICT systems or processes e.g. with the DWP affecting delivery of Welfare Reform changes		13-Apr-2021	Continue to monitor any delays or underlying impact on systems.		Ryan Chalmers
COVID-19 impact on Resources Workforce		12-Apr-2021	Based on experience through lockdown and levels of staff absence linked to COVID-19, these risks have been assessed as now being unlikely to happen. However, if they did happen there is a risk of moderate impact to service provision.		Stephen West
COVID-19 impact on Resources Service Delivery		12-Apr-2021			Stephen West
COVID-19 impact on Resources in relation to Protection		12-Apr-2021	This risk continues to be minimal for the Resources team. The vast majority of staff continue to work from home. Where a small number of tasks are required to be carried out within Council premises then staff will follow appropriate Council guidance in safe working practices. Given the score, it is not considered a risk		Stephen West

Risk	Current Risk Matrix	Date Reviewed	Latest Note	Target Risk Matrix	Assigned To
			going forward for this service.		
COVID-19 impact on Resources in relation to Public Uncertainty		12-Apr-2021	This risk continues to be minimal for the Resources team and it is not considered a risk going forward for this service.		Stephen West

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

Ob	A committed and skilled workforce

Action	Status	Progress	Due Date	Comment	Assigned To
Continue to develop the staff within our services to ensure they have the appropriate training and knowledge to support service needs and transformational projects within the Council	✅	100%	31-Mar-2021	A significant amount of training undertaken by staff is 'on the job training' which continues with support provided by process guidance; more senior officers; and officers previously involved with the functions. The additional training allows for reductions to resilience issues. Staff training has been ongoing in 20/21 in specific areas such as DHN modelling, capital processes, asset register processes, election processes, Agresso, VAT, as well as financial regulatory updates through emails, the finance forum and attending of CIPFA courses.	Gillian McNeilly
Implement improvement actions arising from the 2019 Employee Survey	✅	100%	31-Mar-2021	Actions all completed during 2020/21. Will review effectiveness in 2021/22.	Stephen West

Action	Status	Progress	Due Date	Comment	Assigned To
Plan, develop, consult and roll out a Communication Plan for every service area	✅	100%	31-Mar-2021	All Service Managers implemented communication plans during 2020/21.	Stephen West

Ob A continuously improving Council delivering best value

Performance Indicator	2019/20		2020/21					Note	2021/22	Assigned To
	Value	Target	Value	Target	Status	Long Trend	Short Trend		Target	
Number of customer feedback processes undertaken and evaluated	3	3	5	8	🛑	⬇	⬆	3 surveys were postponed until 2021/22 due to COVID-19 resulting in changes to service priorities. Analysis of one completed survey is on-going.	3	Stephen West
% of income due from council tax received by the end of the year %	95.15%	95.6%	94.18%	93.5%	✅	⬇	⬇	Revised target met however in year collection rate impacted by COVID-19's impact on residents' financial position. Various supports were introduced to support residents impacted by COVID-19, including extending arrangements in the next financial year.	94%	Ryan Chalmers
Number of invoices paid within 30 calendar days of receipt as a	95%	96%	91.37%	95%	⚠	⬇	⬇	Data shows overall Webuy % on time at 68%. All other payment methods, Cheque, BACS and Corporate Purchase Card, % on	93%	Elaine Chisholm; Stella Kinloch

Performance Indicator	2019/20		2020/21						2021/22	Assigned To
	Value	Target	Value	Target	Status	Long Trend	Short Trend	Note	Target	
percentage of all invoices paid								time at 92%. Mismatch and delay in approval of Webuy POs causing overall reduction in the % of invoices paid on time. Difficulties with remote working across services and suppliers causing some delays.		
Income generated as a % of total revenue budget	12.59	13	Not yet available	13	N/A	N/A	N/A	This indicator will be available in draft following year end processes and is expected by 31 May 2021.	13	Gillian McNeilly

Action	Status	Progress	Due Date	Comment	Assigned To
Maximise automation opportunities across the organisation to improve efficiency	✅	100%	31-Mar-2021	Development progressing well. There have been small delays with a couple of automations which have been reported to the Automation Board. Work is also underway to develop the automation pipeline for Phase 2 albeit proving challenging.	Arun Menon
Review Audit & Fraud service structure in line with agreed management adjustments	✅	100%	31-Mar-2021	There were no specific management adjustments required for Audit and Fraud however a mini restructure has been completed for the audit team.	Andi Priestman
Use benchmarking data to evaluate service delivery and performance within Internal Audit & Fraud	🛑	80%	31-Mar-2021	Benchmarking group continued to meet during 2020-21. However, due to COVID-19, audit plans for some councils have had to be amended with carry forward into future years due to reallocation of audit and fraud resources to	Andi Priestman

Action	Status	Progress	Due Date	Comment	Assigned To
				other key Council tasks. It is hoped that plans for 21/22 will stabilise and allow benchmarking to be undertaken.	
Continue the development of Agresso reporting functionality to maximise automation for annual national returns (e.g. LFR, WGA, POBE, Financial Statements)	🔴	60%	31-Mar-2021	This continued to run slightly later than expected due to COVID-19 (for example, funding streams and BCR and year end processes taking longer than usual). However, there was some progress in relation to priority developments and we will continue this action in 2021/22.	Gillian McNeilly
Develop Finance leadership, governance and controls across the Council	🔴	90%	31-Mar-2021	This action has been targeted in a slightly different way than expected during the current financial year, due to COVID-19 and new ways of working (i.e. working from home). Governance and controls have been reviewed where necessary to allow for a more electronic approach. However, the service would benefit further in this area by use of online forms (such as achieve forms) and are reliant currently on assistance from other services, so development has been limited at this time. The service is currently looking at a restructure to be taken forward in 2021/22 and this is ongoing and involved staff consultation. Consideration has been given to the role specifically accountants have within service areas (to be actioned in July following the year end processes) and involved some professional development for employees and resilience of	Gillian McNeilly

Action	Status	Progress	Due Date	Comment	Assigned To
				functions.	
Use benchmarking data to evaluate service delivery and performance within Finance Services	🛑	0%	31-Mar-2021	No progress has been made during 2020/21 on this action. Benchmarking requires co-operation with other councils and at this point, there is little interest. This will not be pursued in the coming year but we will continue to benchmark Finance services through the Local Government Benchmarking Framework.	Gillian McNeilly
Implement appropriate levels of service satisfaction surveys	🛑	63%	31-Mar-2021	5 of 8 surveys were completed as planned. 3 surveys were postponed until 2021/22 due to COVID-19 resulting in changes to service priorities.	Stephen West
Review all complaints received to ensure any lessons available are learned and service improvements implemented	✅	100%	31-Mar-2021	All complaints reviewed on regular basis and any improvement actions identified are implemented.	Stephen West
Engage with Organisational Development to link in with the work being undertaken by Scottish Digital Office to identify synergies with Business Support transformation	✅	100%	31-Mar-2021	Progressing as planned around the various Digital work streams.	Arun Menon

Action Status		Risk Status	
🔴	Overdue	🔴	Alert
✅	Completed	🔶	High Risk
		⚠️	Warning
		✅	OK

PI Status		Long Term Trends		Short Term Trends	
🔴	Significantly Missed Target	⬆️	Improving	⬆️	Improving
⚠️	Missed Target	➖	No Change	➖	No Change
✅	Met or Exceeded Target	⬇️	Getting Worse	⬇️	Getting Worse

Appendix 2: Quality Standards 2020/21 - Year-end Progress

Ob	Business Support

Performance Indicator	2019/20		2020/21					Note	2021/22	Assigned To
	Value	Target	Value	Target	Status	Long Trend	Short Trend		Target	
Time for processing applications for new Housing Benefits claims from the date of receipt of the application to the day on which the claim is decided	24.2	25	18	25	✅	⬆️	⬆️	Targets met, an excellent achievement given impact COVID-19 had on the workload for the team. The improved processing times would have been of significant assistance to those claiming during the uncertainty of 2020/21.	25	Ryan Chalmers
Time for processing applications for notifications of changes of circumstances for Housing Benefits from the date of receipt of the application to the day on which the claim is decided	4.3	5	3	5	✅	⬆️	⬆️		5	Ryan Chalmers
Number of invoices paid within 30 calendar days of receipt as a percentage of all	95%	96%	91.37%	95%	⚠️	⬇️	⬇️	Data shows overall Webuy % on time at 68%. All other payment methods, Cheque, BACS and Corporate Purchase Card % on time at	93%	Elaine Chisholm; Stella Kinloch

Performance Indicator	2019/20		2020/21					Note	2021/22	Assigned To
	Value	Target	Value	Target	Status	Long Trend	Short Trend		Target	
invoices paid								92%. Mismatch and delay in approval of Webuy POs causing overall reduction in the % of invoices paid on time. Difficulties with remote working across services and suppliers causing some delays.		

Ob Finance

Performance Indicator	2019/20		2020/21					Note	2021/22	Assigned To
	Value	Target	Value	Target	Status	Long Trend	Short Trend		Target	
Number of errors within VAT returns submitted to HMRC	1	0	2	0	🛑	⬇	⬇	Two voluntary disclosures were made following standard sample checking processes within the Council. Disclosures were made to HMRC on date they were identified and were of low value.	0	Gillian McNeilly
% of weekly treasury summaries issued within 5 working days	100%	100%	100%	100%	✅	▬	▬	100% of reports were delivered within the timescale agreed.	100%	Gillian McNeilly

Performance Indicator	2019/20		2020/21					Note	2021/22	Assigned To
	Value	Target	Value	Target	Status	Long Trend	Short Trend		Target	
of week end										
% of new insurance claims dealt with within 5 working days	96.7%	100%	96.2%	100%	⚠️	⬇️	⬇️	The value is slightly down on the previous year due to extremely different working conditions due to COVID-19.	100%	Gillian McNeilly
% of reconciliations signed off by the end of the following period	71.7%	100%	83.65%	100%	🛑	⬆️	⬆️	Although the 100% target was missed, there was a significant improvement on the previous year's outturn. We continue to aim to achieve the target.	100%	Gillian McNeilly
% of budgetary control reports completed by due dates	100%	100%	100%	100%	✅	▬	▬	All reports submitted by required dates.	100%	Gillian McNeilly

Ob Internal Audit & Fraud

Performance Indicator	2019/20		2020/21					Note	2021/22	Assigned To
	Value	Target	Value	Target	Status	Long Trend	Short Trend		Target	
% of agreed Red and Amber rated internal audit action plans	New for 2020/21		100%	100%	✅	▬	▬	A new follow up report was introduced in July 2020 and all Red and Amber issues	100%	Andi Priestman

Performance Indicator	2019/20		2020/21					Note	2021/22	Assigned To
	Value	Target	Value	Target	Status	Long Trend	Short Trend		Target	
followed up								are followed up when due and a status update is reported monthly to PMRG and Audit Committee at each meeting of the Committee.		
% of draft audit reports issued within 21 days of fieldwork completion	94.7%	90%	Not yet available	90%	N/A	N/A	N/A	Data not yet available. These PIs will be reported in the Internal Audit Annual Report and Assurance Statement which will be reported to Audit Committee in June.	90%	Andi Priestman
% of final audit reports issued within 14 days of issue of draft report	New for 2020/21		Not yet available	100%	N/A	N/A	N/A		100%	Andi Priestman
Level of full compliance with the Public Sector Internal Audit Standards (PSIAS)	92.3%	90%	Not yet available	90%	N/A	N/A	N/A		90%	Andi Priestman
% of respondents who rate the overall quality of internal audits as satisfactory	New for 2020/21		Not yet available	100%	N/A	N/A	N/A		100%	Andi Priestman

| Performance Indicator | 2019/20 | | 2020/21 | | | | | Note | 2021/22 | Assigned To |
	Value	Target	Value	Target	Status	Long Trend	Short Trend		Target	
or above										
% of audits completed on time and within budget	New for 2020/21		Not yet available	85%	N/A	N/A	N/A		85%	Andi Priestman
Number of training hours undertaken to support CPD requirements	New for 2020/21		Not yet available	100hrs	N/A	N/A	N/A		100hrs	Andi Priestman

	PI Status			Long Term Trends			Short Term Trends
🔴	Significantly Missed Target		⬆	Improving		⬆	Improving
🔺	Marginally Missed Target		➖	No Change		➖	No Change
✅	Met or Exceeded Target		⬇	Getting Worse		⬇	Getting Worse

2021–22
DELIVERY PLAN

RESOURCES

West
Dunbartonshire
COUNCIL

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Contents

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1. Overview

Resources comprises Finance, Business Support and Internal Audit & Fraud. It provides services to the Council and external clients including the West Dunbartonshire Leisure Trust, the Valuation Joint Board, Clydebank Property Company, charities and trusts, Clydebank Municipal Bank, and West Dunbartonshire Energy Ltd. Company. These services cover accountancy, treasury management, internal audit and fraud, and business support. In addition, it provide direct services to residents of West Dunbartonshire, records management, planning, building standards, environmental health, democratic and registration services, and economic development. It has a gross revenue budget of £47.806m, a net revenue budget of £5.275m, and a capital budget of £0.132m. A structure chart and service profiles are set out in Appendix 1.

Resources is one of 8 strategic areas responsible for delivering the Council's Strategic Plan. Key actions to help achieve that are set out in this Delivery Plan, together with actions to address the performance issues and service priorities identified in our planning process. This Plan also provides an overview of services and resources, including employees and budgets, sets out the performance indicators we will use to monitor our progress and considers the relevant risks.

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

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2. Performance Review

The management team completed a detailed performance review of 2020/21. This highlighted our key achievements as well as a number of challenges to be addressed in 2021/22.

Performance Review

Delivery Plan
Monitoring and analysing performance indicators (PIs) over time helps us to identify trends and highlight areas we need to improve in order to meet our objectives and priorities. Where available at this time, year-end values for the PIs in our 2020/21 Delivery Plan are set out in Appendix 2.

The full year-end progress report on the 2020/21 Delivery Plan, which also includes actions and risks as well as PIs, was submitted to Committee in May and is available here. (hyperlink when published).

Benchmarking
Within Resources, benchmarking is primarily carried out via the Local Government Benchmarking Framework (LGBF) and local benchmarking groups.

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

Using the same indicators across all councils allows us to compare our performance so that we can identify best practice, learn from each other, and improve what we do. The most recent comparative data for all councils was published in February 2021 and relates to the period 2019/20. Details are set out in Appendix 3.

Local Benchmarking Groups
Services within Resources have sought to improve opportunities for benchmarking by establishing or joining local benchmarking groups. Details are set out in Appendix 3.

User Feedback
The Council has a clear focus on learning from the feedback we receive from our service users. Complaints data and a range of other feedback mechanisms, including surveys of internal and external service users, provide invaluable feedback to help us improve our services. Details are set out in Appendix 3.

Continuous Improvement
To support continuous improvement, the Council has embarked on a programme of Fit for Future service reviews. Information is gathered and reviewed from a range of sources including how users interact with the service, feedback from employees, processes and data, ICT technology and systems, and structures and roles. The

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information and feedback gathered from these sources informs a set of recommendations for the service.

Finance will participate in the programme in 2021/22.

Quality Standards

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

The quality standards for Resources are set out in Appendix 4 and our performance report for 2020/21, which was submitted to Committee in May, is available here. (hyperlink when published).

Key Achievements in 2020/21

Responding to the COVID-19 Pandemic

It should be noted that the vast majority of staff were required to work from home at very short notice as the Scottish Government lockdown arrangements were implemented and continued through the year. This has been a difficult time for everyone involved and staff have continued to show high levels of commitment and delivered an ongoing service in changed circumstances. Often this will have been whilst also juggling other demands caused by lockdown – such as home schooling, working in confined spaces, etc. This is a significant achievement overall and individually by all staff.

The Resources service has responded very well to the challenges posed by COVID-19. Staff adapted very quickly to meet the significant additional demands of the pandemic and the national and local response to it. This included:

- Successfully implemented home working for all staff within days of the COVID-19 lockdown measures being introduced to provide support to residents and businesses;
- All services within Business Support Services, implemented new ways of working and methods of contact during lockdown. This included not only internal contact between staff and the areas we support but also with external service users where a number of supports to those impacted by COVID-19, including discretionary housing payments, extended payment arrangements to assist during furlough and/or to allow time for relevant benefit applications to be made and processed;
- Internal Audit supported the Finance team through the year-end process as priorities required to change to meet Statutory dates; and
- CAS team supported Education to process Free School Meal and Spring Break payments at short notice.

Finance

- Completed a number of audited annual Financial Statements within the statutory deadlines, with no qualifications, under very different circumstances from previous years (e.g. pandemic, new computer systems such as IHMS);

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- Continued to support the implementation of IT systems such as IHMS; ongoing development of workflows in the Figtree System to enhance ways of working; further development of the Agresso system, including developments in relation to direct debit functionality development as well as Valuation Joint Board new statutory requirements;
- A significant amount of work was undertaken to ensure an acceptable service was provided to customers of the Municipal Bank without compromising on governance and controls, whilst working from home due to COVID-19;
- Development of systems to provide financial support to a new subsidiary company of the Council (District Heating Network);
- Supported transformation projects within the Council, including a number of ad hoc one-off projects (e.g. early years expansion, district heating network; Faifley super school early options appraisals);
- Following the implementation of the new corporate structure, finance structure has adapted reporting templates for e.g. budgets, year-end Financial Statements and required ledger changes;
- Developed acceptable practices regarding financial flexibilities afforded to councils by Scottish Government to help fund COVID-19 short term which ensures working practices / papers are acceptable to auditors; and
- Full automation was progressed regarding a historically manual task of inputting specific payments into rent accounts.

Internal Audit & Fraud
- The Audit Team prioritised work early in lockdown to assist the Finance Team in preparing the final accounts;
- Delivered 85% of Audit Plan for 2020/21 as was anticipated; and
- As a result of Corporate Fraud Team activity during 2020/21, actual savings and re-billings were £412,210 against an annual target of £225,000.

Business Support
- Continued to develop Direct Debit functionality for Sundry Debt;
- Continued to work in collaboration with Housing and W4U on improving rent collection;
- Improved processes within the Corporate Debt Team which include automation of the direct deductions requests to DWP to recover debts and also improved our Council Tax Reduction process between the Housing Benefits team and DWP. This has been key given the significant increase in residents applying for CTR;
- Due to the challenges presented by COVID-19, the original collection target was revised from 95.2% to 93.5%. Officers managed to meet the revised target with the collection outturning at 94.18%. Although the revised target was met, in year collection rate was impacted by COVID-19's impact on residents' financial position. Various supports were introduced for our residents impacted by COVID-19, including extending arrangements into the next financial year.
- Achieved overall improvement in the percentage employee debt with arrangements through effective interventions;
- Undertook a range of improvement work to support the CAS processes as well as a range of new processes to align with the new ways of working in the main due to COVID-19 to minimise impact on internal and/or external service users; and

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- Procured UiPath as the Council's Automation solution and commenced successful development of automations. This is a key project within the Council's Digital Strategy.

Challenges in 2020/21

Along with the achievements noted above, there were significant challenges in 2020/21, not least the COVID-19 pandemic.

COVID-19 Pandemic
- Working from home - as much as this has been highlighted as an achievement, it should also be noted as a significant challenge. Often working from home involved other demands caused by lockdown, such as home schooling, working in confined spaces, having the necessary office equipment to achieve business as usual (such as broadband/ telephones) etc.
- Working from home – developing adequate and acceptable electronic working processes quickly to ensure business as usual continued, e.g.:
  o Treasury daily cash management;
  o Year end Financial Statements;
  o dealing with the audit enquiries to an acceptable standard given no access to office paperwork/ printers;
  o Finance Service Centre's ability to meet the targets for payments to Creditors within 30 days due to delays in receiving invoices and them being processed while staff work remotely across Council service areas. The value at end of the year was 91.37% against a target of 95%;
  o Staffing challenges such as maintaining face to face contacts with the team; technology issues and interruptions with staff working from home and balancing other domestic requirements e.g. home schooling and caring;
  o Addressing efficiency of the physical mail handling process; and
  o Corporate Fraud team have been unable to carry out face to face interviews and had to introduce different processes to gather relevant information from individuals through correspondence and telephone calls.
- Continuing communication with staff, ensuring all staff had adequate knowledge and training (including new staff) to complete required tasks (including new ways of working through electronic means);
- Meeting deadlines for business as usual whilst ensuring all new monitoring and reporting requirements within set deadlines were met and workload absorbed by current staffing levels (e.g. a significant number of Scottish Government new COVID-related funding has been received on an ongoing basis, requiring ledger reconciliation, monitoring and completion of a number of return claim forms; monitoring of education flexibilities);
- Continued reconciliations of budgetary adjustments required to ensure a significant number of new funding and changes to the budgetary spend due to COVID were reliable;
- Furloughing and reduced availability of staff in other organisations created some challenges for particularly the banking, governance and reconciliation teams as to

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the timing of information being received and ensuring the financial information was as up to date as possible;

- Working remotely hampered the ability of the Audit team to carry out audits with services in the early stages of the coronavirus pandemic. However, the roll-out of MS Teams across the Council addressed this, allowing officers to undertake meetings and continue to implement the audit plan. We have also issued more internal control questionnaires during this period to support our audit work; and
- Impact on debt collection due to pause on use of summary warrants being issued to courts and sheriff officers during lockdown; and
- In relation to recovery of overpayments identified by the Corporate Fraud Team, due to the pandemic this has resulted in difficulties for the Council in terms of recovering these overpayments due to individuals not being able to pay in full or afford repayments if a repayment plan is in place resulting in a reduction in repayment plans or invoices being sent out which do not get paid.

Rent Arrears

The amount of rent arrears owed to the Council is an area of concern aggravated by the impact of COVID-19. Current tenants' arrears as a percentage of total rent due was 11.9% in 2020/21, against a target of 14% set for the year. The target was revised from 12% to 14% due to the impact of COVID-19. COVID-19 not only impacted tenants' finances but also impacted the council's recovery process as court actions for non-payment of rent was suspended during 2020/21 regardless of the reason for non-payment. Despite the restrictions around face to face contact since the end of March 2020, officers have reviewed processes and introduced an enhanced text message system to allow us to engage with tenants which proved successful. Officers also saw a 100.4% increase in Universal Credit applications being made in our area compared to the six month period prior to March 2020. Although gross rent arrears have slightly increased since 2019/20, there has been a decrease in the number of tenants in rent arrears during 2020/21.

Council Tax Collection

Council Tax (CT) collection has been impacted by COVID-19 with many tax-payers suffering both financial and personal hardship. Assistance for those struggling to maintain CT is available via CT Reduction, which is a means tested reduction available to those on low income. However, the Council has also introduced a number of supports which not only include flexibility for tax payers to adjust the amounts within the Council tax year 2020/21 but also extended payment arrangements into 2021/22 given the significant impact COVID-19 has had. These arrangements are being managed on a case by case basis given the nature of each but have impacted on our collection rate for 2020/21. The restrictions in place have also affected the ability of our debt partners in collecting outstanding CT which has reduced collection.

The Council collected 94.18% in 2020/21 despite UC challenges and COVID-19 impacting on Council Tax Reduction (CTR) claims being received from citizens.

The target for Council Tax collection was revised from 95.2% to 93.5%. Officers met the revised target as Council Tax collection stood at 94.18%.

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Sundry Debt Collection

Similar to Council Tax, collection of Sundry Debt has also been greatly impacted due to COVID-19 which is being managed in line with the Corporate Debt policy and a range of flexible measures.

In 2020/2021 the Council achieved an outturn of 61.8% against a target of 65% for the value of outstanding sundry debt as a percentage of the total that is more than 90 days old from the date of invoice. Target was met despite impact of COVID-19 on debtor's finances. As a result the sundry debt processes were reviewed to ensure relevant support/assistance and contact methods were in place for debtors to contact to set up suitable arrangements.

Sustaining Transformation with a Reduced Complement of Resources

The ongoing transformational changes within the Council require continuous financial support including communication of changes; audit issues regarding changing processes; training and transfer of knowledge of financial aspects to non-financial budget holders; and reconciliations on continuing change of Council structures. This support needs to be identified from existing staffing resources through streamlining and identifying efficiencies in other support areas

Finance were not able to take forward the benchmarking exercise planned for 20/21 to support transformation. Benchmarking commenced as planned in 2019/20 but faltered due to a lack of willing benchmarking partners and progress was further delayed in 2020/21 by the pandemic.

Throughout 2020/21, COVID-19 placed a significant resource pressure on all Council teams. The ongoing pressure of the pandemic will make the task of sustaining speedy transformation challenging but we will continue to pursue improvement opportunities where possible.

In order to support transformational changes and maintain the rate of change with reduced resources, in 2021/22 we will:
- implement process automation to streamline processes; and
- engage with Organisational Development to link in with the work being undertaken by Scottish Digital Office to identify synergies with Business Support transformation.

With opportunities being explored as part of the commercialisation workstream, there will be greater demand on the Finance team to cost services accurately.

Closure of local branches of the Council's main banker

This is as ongoing process as branches close for a number of different bankers. However this does bring with it operational challenges which affect all services of the Council and result in continued review of processed and options.

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3. Strategic Assessment

The Resources management team completed a strategic assessment to determine the major influences on service delivery and priorities going forward into 2021/22. As a result of this assessment, the following key factors were recognised as significant.

Key Factors

Financial Challenges
The entire public sector is facing significant financial challenges. When the 2021/22 budget was set in March 2021, the Council was predicting cumulative funding gaps in 2022/23 and 2023/24 of £4.890m and £10.422m respectively. Funding pressures relating to COVID-19 continue into 2021/22, and with costs related to COVID-19 difficult to predict and some funding from the Scottish Government already announced, we will continue to monitor the overall financial position of the Council. The long term finance strategy is due to be reported to Council later in 2021, together with a draft 3-year detailed budget position. This means that further action continues to be required to balance our budget and protect services for residents.

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

To deliver the Council's objectives and meet those financial challenges, the Resources management team will implement the actions set out in the action plan in Appendix 2 under strong financial governance and sustainable budget management.

Budget Sensitivity Analysis
In reviewing the service budget projections, consideration has been given to the sensitivity of these budgets, in particular for higher risk/ higher value budgets which may have a significant impact on budgetary control and future budget projections. The analysis has considered sensitivity around demand, costs and charges, and income levels.

Within this service, there were no budgets identified as being more susceptible to fluctuations.

Resource Services Support for Key Council Transformational Projects
As the Council continues to transform services to the public, the need for expertise and input is paramount. Without this, there is the potential for projections of future costs and income to be inaccurate which could materially affect the Council's ongoing financial position.

To address this in 2021/22, we will continue to develop the staff within our services to ensure they have the appropriate training and knowledge to support service needs and transformational projects within the Council. We will continue as business as usual whilst progressing with structure reviews and training of staff for purposes of service resilience and ongoing professional development.

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Automation of Processes and Information Provision

Staff across Resources are employed in a number of manual processes and information provision, such as invoice processing, journal entries (correcting errors), reconciling service commitment accounting systems to the general ledger, and updating transactional spreadsheets for information purposes. These manual processes divert attention from other priorities.

We will seek to maximise automation, allowing staff to re-focus on key areas which will assist services in competently monitoring their financial positions for ongoing development projects.

In 2021/22 we will:
- continue to increase levels of process automation across the organisation to make these more efficient; and
- continue the development of Agresso reporting functionality to maximise automation for annual national returns (e.g. LFR, WGA, POBE, and Financial Statements).

Increased Corporate Debt

Due to the wider economic factors impacting on the collection of rent, Council Tax and sundry debt (described in the Challenges section of this Plan) the Council is finding it more difficult to collect all the money it is owed resulting in increased levels of debt across a range of debt types. This has been exacerbated by the impact of the COVID-19 pandemic.

We will continue to review processes to address this where it is within our control and in 2021/22 we will:
- continue to review ways of decreasing corporate debt (sundry, NDR, Council Tax and rent) through process improvements where feasible; and
- assess where rent collection rates can be improved by continuing to work closely with Housing and W4U and continue to assess the effectiveness of the Housing pilot and address issues timeously; maximise write off former tenant debt; and maximise use of Discretionary Housing Payments.

Code of Good Governance

We will continue to ensure the Council complies with the Code of Good Governance and report this to Audit Committee and embed within the Annual Governance Statement.

West Dunbartonshire Energy Limited

The District Heating System provides low carbon heating and cooling solutions to the Queens Quay regeneration site and will provide the base from which to develop a larger network. It aims to significantly reduce fuel poverty and deprivation within some of the poorer neighbourhoods of West Dunbartonshire and crucially contribute to key climate change targets. The newly established West Dunbartonshire Energy Limited will progress the district heating network at Queens Quay.

Resources will provide ongoing services to the new company including reconciliations, final accounts preparation, budgets, monthly financial reports, VAT returns, and invoicing (debtors and creditors), etc.

Upgrading of payments received governance processes and IT systems
The Council has a responsibility to be 'Payment Card Industry Data Security Standard' (PCI DSS) compliant and work continues to take this forward as a priority. The Council's cash receipting system is also due to proceed with an upgrade to ensure the required controls and governance remain.

COVID-19
The ongoing impact of the pandemic is unclear at this stage as the virus mutates and the vaccine programme is implemented. There is therefore an ongoing risk in terms of provision of business as usual services. This will be monitored and managed as required.

Equality Outcomes
The Council is committed to ensuring equalities underpin all of the work that we do. Over the last year it has set out a range of equality outcomes for 2021/25 in line with its statutory duty. By focusing on outcomes, the Council aims to bring practical improvements to the life chances of those who experience discrimination and disadvantage. Resources will support the delivery of any equality outcomes that relate to our services as well as those that pertain to all Council services.

Action Plan

The challenges and issues identified in the performance review and strategic assessment sections have informed Resources priorities for 2021/22. The management team has developed an action plan to address them (Appendix 2), supported by a range of performance indicators to enable progress to be monitored and reported to stakeholders. Progress will be monitored and managed on a regular basis and reported twice yearly to Committee, at mid-year and year end.

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4. Risks

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

Resources has lead responsibility for one of the Council's strategic risks: failure to deliver strong financial governance and sustainable budget management. In addition, the management team identified service specific risks for 2021/22 and considered the impact of COVID-19. All risks are detailed in the tables below. Actions to mitigate these risks are set out in Appendix 2, with the aim of improving or maintaining the current position (i.e. the current risk score).

Strategic Risk

Title	Description	Current Risk Score	Target Risk Score	Assigned To
Significant financial funding reductions / limitations from Scottish Government	The Council is faced with significant ongoing funding reductions from the Scottish Government. Austerity or the financial impact of previous austerity measures is expected to continue for a number of years into the future and likely to result in funding reductions or limitations. This coincides with a period where costs are expected to rise in relation to Social Care due to an aging population and capped powers to raise funds through Council Tax. The ongoing population decline of West Dunbartonshire versus the average population for the whole of Scotland is also expected to generate ongoing funding reductions with little impact on service delivery cost/need. COVID-19 introduces a risk in relation to the potential net cost to the Council versus the ongoing funding support and/or financial flexibilities provided by the Scottish Government.			Gillian McNeilly

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Service Risks

Title	Description	Current Risk Score	Target Risk Score	Assigned To
Failure to meet statutory deadlines for external returns (including HMRC) and financial statements	Finance Services failing to meet statutory deadlines resulting in lost revenue or penalty costs			Gillian McNeilly
Financial projections are significantly incorrect	Financial projections for both capital and revenue are significantly incorrect for various reasons – including unexpected costs – resulting in insufficient reserves being held			Gillian McNeilly
Failure to provide assurance of the system of financial controls	Either Internal Audit or External Audit is unable to provide assurances on the Council's financial control environment			Andi Priestman
Debt is not recovered efficiently or effectively, with inherent risk of financial loss	The processes deployed in collection of monies owed to the council are inefficient and ineffective resulting in money not collected on time or having to be written off			Ryan Chalmers
Increase in the level of rent arrears due to the level of Welfare Reform changes and general state of economy	The Council sees an increase in its level of rent arrears due to lower disposable income and national changes to the national benefits regime and the ongoing economic position			Ryan Chalmers
National delays in implementing Welfare Reform changes; ineffective ICT systems or processes e.g. with the DWP affecting delivery of Welfare Reform changes	Issues with system supporting delivery of Welfare Reform changes affects service delivery			Ryan Chalmers

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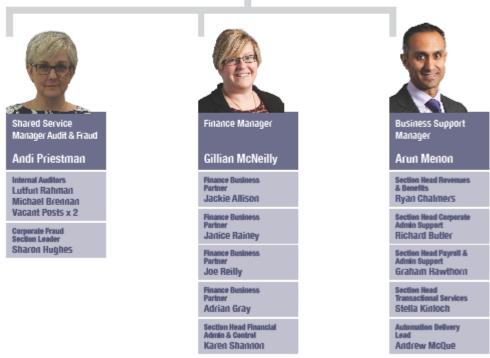
Title	Description	Current Risk Score	Target Risk Score	Assigned To
COVID-19 impact on Resources Workforce	Resources SLA is faced with significant workforce demands in relation to absence, reduction, recruitment and wellbeing.	Likelihood / Impact	Likelihood / Impact	Stephen West
COVID-19 impact on Resources Service Delivery	Resources SLA is faced with significant delivery demands in relation to moving services online, disruption, reduction and quality.	Likelihood / Impact	Likelihood / Impact	Stephen West

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Appendix 1 - Structure Chart & Service Profiles

RESOURCES

CHIEF OFFICER

CHIEF OFFICER -
RESOURCES

Chief Finance Officer

Stephen West

Leadership Support
Charlene Tannock

Shared Service
Manager Audit & Fraud

Andi Priestman

Internal Auditors
Lutfun Rahman
Michael Brennan
Vacant Posts x 2

Corporate Fraud
Section Leader
Sharon Hughes

Finance Manager

Gillian McNeilly

Finance Business
Partner
Jackie Allison

Finance Business
Partner
Janice Rainey

Finance Business
Partner
Joe Reilly

Finance Business
Partner
Adrian Gray

Section Head Financial
Admin & Control
Karen Shannon

Business Support
Manager

Arun Menon

Section Head Revenues
& Benefits
Ryan Chalmers

Section Head Corporate
Admin Support
Richard Butler

Section Head Payroll &
Admin Support
Graham Hawthorn

Section Head
Transactional Services
Stella Kinloch

Automation Delivery
Lead
Andrew McQue

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Internal Audit & Fraud

The internal audit and fraud team is led by the Shared Service Manager - Audit & Fraud, providing internal audit and assurance services. The team also delivers the corporate fraud service for the Council. The Shared Service Manager - Audit & Fraud also provides the Chief Internal Auditor role to Inverclyde Council as part of a shared management arrangement.

Finance

The Finance team is responsible for financial support and management, providing accountancy, including treasury and capital planning, cash and bank management, reconciliations, and insurance services. It provides these services to the Council as well as a number of external organisations such as West Dunbartonshire Leisure Trust, Clydebank Property Company, Municipal Bank, District Heating Network and other Trust Funds

Business Support

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

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Appendix 2 - Action Plan

(P)	Supported individuals, families and carers living independently and with dignity

(Ob)	More affordable and suitable housing options

Performance Indicator	2019/20		2020/21		2021/22	Assigned To
	Value	Target	Value	Target	Target	
Time for processing applications for new Housing Benefits claims from the date of receipt of the application to the day on which the claim is decided.	24.2	25	18	25	25	Ryan Chalmers
Time for processing applications for notifications of changes of circumstances for Housing Benefits from the date of receipt of the application to the day on which the claim is decided.	4.3	5	3	5	5	Ryan Chalmers

(P)	Meaningful engagement with active, empowered and informed citizens who feel safe and engaged

(Ob)	Strong and active communities

Performance Indicator	2019/20		2020/21		2021/22	Assigned To
	Value	Target	Value Empty cell = not yet available	Target	Target	
% of council resources directed by communities	0.42%	0.6%		0.8%	1%	Gillian McNeilly; Elaine Troup

(P) Open, accountable and accessible local government

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

| Performance Indicator | 2019/20 | | 2020/21 | | 2021/22 | Assigned To |
	Value	Target	Value Empty cell = not yet available	Target	Target	
Amount of free reserves as a percentage of the prudential reserve target - HRA	100%	100%		100%	100%	Gillian McNeilly
Amount of free reserves as a percentage of the prudential reserve target - General services	57%	100%		100%	100%	Gillian McNeilly
Value of outstanding sundry debt as a percentage of total that is more than 90 days old from date of invoice	59.61%	55%	61.8%	65%	64%	Ryan Chalmers
Rent collected as a % of total rent due	98.11%	98%	98.88%	97.5%	98%	Ryan Chalmers
% variance to budget projected (General Services budget)	-0.13%	0%		0%	0%	Gillian McNeilly
% of Audit Plan completed	87.5%	100%	70%	85%	85%	Andi Priestman
% of corporate fraud savings target achieved	205%	100%	183%	100%	100%	Andi Priestman
Support services as a % of total gross expenditure	3.93%	4%		3.82%	3.87%	Adrian Gray
Cost of collecting council tax per dwelling £	£5.40	£5.00		£5.00	TBC	Ryan Chalmers
Total useable reserves as a % of council annual	4.54%	Data only		Data only	Data only	Gillian McNeilly

| Performance Indicator | 2019/20 | | 2020/21 | | 2021/22 | Assigned To |
	Value	Target	Value Empty cell = not yet available	Target	Target	
budgeted revenue (LGBF new)		PI		PI	PI	
Uncommitted General Fund Balance as a % of council annual budgeted net revenue (LGBF new)	1.26%	New LGBF for 21/22		1.275%	1.275%	Gillian McNeilly
Ratio of Financing Costs to Net Revenue Stream - General Fund (LGBF new)	4.59	Data only PI		Data only PI	Data only PI	Gillian McNeilly
Ratio of Financing Costs to Net Revenue Stream - Housing Revenue Account (LGBF new)	25.55	Data only PI		Data only PI	Data only PI	Gillian McNeilly
Actual outturn as a percentage of budgeted expenditure (LGBF new)	99.74%	100%		100%	100%	Gillian McNeilly
Current tenants' arrears as a percentage of total rent due %	11.46%	11%	11.9%	14%	13%	Ryan Chalmers
Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year	10.08%	9%	10.35%	9.7%	10.5%	Ryan Chalmers

Action	Start Date	Due Date	Assigned To
Review ways of decreasing corporate debt through continued improvements to debt collection processes in relation to sundry, NDR, Council Tax and rent	01-Apr-2021	31-Mar-2022	Ryan Chalmers
Continue to review ways to improve rent collection rates in conjunction with Housing and W4U	01-Apr-2021	31-Mar-2022	Ryan Chalmers

Action	Start Date	Due Date	Assigned To
Ensure continued compliance with the Code of Good Governance	01-Apr-2021	31-Mar-2022	Andi Priestman
Submit draft Annual Governance Statement to the Audit Committee	01-Apr-2021	31-Mar-2022	Andi Priestman
Continue to improve and deliver the Assurance Statement to support the Annual Governance Statement	01-Apr-2021	31-Mar-2022	Andi Priestman
Complete Internal Audit & Corporate Fraud plan for 2020/21	01-Apr-2021	30-Jun-2021	Andi Priestman
Deliver Internal Audit & Corporate Fraud plan for 2021/22	01-Apr-2021	31-Mar-2022	Andi Priestman
Review and update the long term finance strategy	01-Apr-2021	31-Mar-2022	Stephen West
Provide timely and accurate budgetary control reporting for Council and associated bodies	01-Apr-2021	31-Mar-2022	Gillian McNeilly
Report agreed savings options and management adjustments through the budgetary control process	01-Apr-2021	31-Mar-2022	Gillian McNeilly
Provide timely and accurate financial statements for the Council and associated bodies	01-Apr-2021	31-Mar-2022	Gillian McNeilly
Provide finance services to the new West Dunbartonshire Energy Ltd company	01-Apr-2021	31-Mar-2022	Gillian McNeilly
Upgrade payments received governance processes and IT systems	01-Apr-2021	31-Mar-2022	Karen Shannon

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

Ob	A committed and skilled workforce

Action	Start Date	Due Date	Assigned To
Continue to develop staff within Finance services to ensure they have the	01-Apr-2021	31-Mar-2022	Gillian McNeilly

appropriate training and knowledge to support service needs and transformational projects within the Council			
Carry out a survey of employees in relation to 121s, team meetings and communication	01-Apr-2021	31-Mar-2022	Stephen West

Ob A continuously improving Council delivering best value						

Performance Indicator	2019/20		2020/21		2021/22	Assigned To
	Value	Target	Value Empty cell = not yet available	Target	Target	
Number of customer feedback processes undertaken and evaluated	3	3	5	8	3	Stephen West
% of income due from council tax received by the end of the year %	95.15%	95.6%	94.18%	93.5%	94%	Ryan Chalmers
Number of invoices paid within 30 calendar days of receipt as a percentage of all invoices paid	95%	96%	91.37%	95%	93%	Elaine Chisholm; Stella Kinloch
Income generated as a % of total revenue budget	12.59	13		13	13	Gillian McNeilly

Action	Start Date	Due Date	Assigned To
Use benchmarking data to evaluate service delivery and performance within Internal Audit & Fraud	01-Apr-2021	31-Mar-2022	Andi Priestman
Increase levels of process automation across the Council to improve efficiency	01-Apr-2021	31-Mar-2022	Arun Menon
Continue the development of Agresso reporting functionality to maximise automation for annual national returns (e.g. LFR, WGA, POBE, Financial	01-Apr-2021	31-Mar-2022	Gillian McNeilly

Action	Start Date	Due Date	Assigned To
Statements)			
Develop Finance leadership, governance and controls across the Council	01-Apr-2021	31-Mar-2022	Gillian McNeilly
Implement appropriate levels of service satisfaction surveys	01-Apr-2021	31-Mar-2022	Stephen West
Review all complaints received and make any necessary service improvements	01-Apr-2021	31-Mar-2022	Stephen West

Appendix 3 - Performance Review

Benchmarking

LGBF
The most recent LGBF comparative data for all councils was published in February 2021 and relates to the period 2019/20:

Description	2018/19 Value	2018/19 Rank*	2019/20 Value	2019/20 Rank*	Scotland Value 2019/20	Change in Rank
Support services as a % of total gross expenditure (CORP01)	4.65%	24	5.21	26	4.07	⬇
The cost per dwelling of collecting Council Tax (CORP04)	£5.59	5	£5.40	8	£6.58	⬇
Percentage of income due from Council Tax received by the end of the year (CORP07)	95.55%	25	95.15	24	95.76	⬆
Percentage of invoices sampled that were paid within 30 days (CORP08)	98.34%	1	94.70	14	91.72	⬇
Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year (HSN1B)	9.71%	23 (of 26 LAs)	10.08	22	7.31	⬆
Total useable reserves as a % of council annual budgeted revenue (FINSUS1)	5.64	27	4.54	28	16.87	⬇
Uncommitted General Fund Balance as a % of council annual budgeted net revenue (FINSUS2)	2.25	1	1.26	24	3.80	⬇

Description	2018/19 Value	2018/19 Rank*	2019/20 Value	2019/20 Rank*	Scotland Value 2019/20	Change in Rank
Ratio of Financing Costs to Net Revenue Stream - General Fund (FINSUS3)	4.78	3	4.59	7	7.20	⬇
Ratio of financing costs to net revenue stream - Housing Revenue Account (FINSUS4)	24.41	16	25.55	17	22.56	⬇
Actual outturn as a percentage of budgeted expenditure (FINSUS5)	99.69	16	99.74	8	99.35	⬆

*Rank based on 32 local authorities unless stated otherwise
Note: Cash values for 2018/19 have been updated in line with inflation to make them comparable with 2019/20 values.

Local Benchmarking Groups
In comparing the performance of councils, as in the LGBF table above, it is essential to understand the context within which they operate. For example, expenditure is driven by local strategic priorities so higher expenditure may reflect that. In addition, there are variations in how councils calculate their figures despite agreed definitions. Engaging with other councils via local benchmarking groups enables us to look at the data in greater detail, take account of the context, seek to understand the variations and identify improvements.

Business Support
In 2020, Business Support concluded a benchmarking exercise with similar local authorities to assess performance against a range of indicators across a number of key business support processes. The benchmarking exercise with East Dunbartonshire Council (EDC), Inverclyde Council (IC), North Ayrshire Council (NAC), and South Lanarkshire Council (SLC) focused on performance in relation to:
- Benefits (Housing Benefits and Council Tax Reduction)
- Council Tax
- Sundry Debt
- Creditors

A members briefing was circulated in November 2020 covering the findings in relation to the above.

Internal Audit

Internal Audit has entered into a benchmarking group which involves six Scottish Councils. The Chief Auditors of these six Councils have met on a regular basis over the last year in order to discuss their respective ways of working and consider topical issues with the objective being to identify best practice. In addition, a set of performance indicators has been developed. The benchmarking group has continued to hold meetings during 2020/21 to discuss further the reasons for variations in the calculated performance indicators across the six Councils. WDC will consider if any changes are required to ways of working in order to effect any improvements.

User Feedback

Complaints

Resources received a total of 61 complaints between 1 April and 31 December 2020. The breakdown of complaints by service area is set out below:

Service Area	1 April 2020 - 31 December 2020				
	Total Complaints Received	Closed Stage 1	Closed Stage 2	Upheld Stage 1	Upheld Stage 2
Accountancy/Treasury	1	1	0	0	0
Benefits	14	8	0	6	0
Council Tax	25	15	1	7	0
Creditors	0	0	0	0	0
Debtors	3	2	0	0	0
Fraud Investigation	0	0	0	0	0
Corporate Debt	13	7	2	4	0
Intensive Management	0	0	0	0	0
Non Domestic Rates	3	1	1	0	0
Insurance Claims	2	0	1	0	1
Total	**61**	**34**	**5**	**17**	**1**

The breakdown of complaints by complaint category is set out below:

Complaint Category	1 April 2020 - 31 December 2020		
	Total Complaints Received	Upheld Stage 1	Upheld Stage 2
Citizen expectation not met - quality of service	35	7	1
Citizen expectation not met – timescales	13	8	0
Council policy – charges	3	0	0
Employee behaviour	1	0	0
Error in Service Delivery	9	2	0
Total	**61**	**17**	**1**

The majority of upheld complaints in April to December 2020/21 related to Council Tax and Housing Benefit. In response to these, a number of process improvements were implemented and training carried out.

Surveys of Service Users

Finance and Internal Audit & Fraud carried out surveys in January 2020 and the results were reported in the 2020/21 Delivery Plan. Business Support surveyed internal users in 2020/21 and the results are set out below:

Business Support

Service: Percentage of respondents who are satisfied or very satisfied with:	Corporate Administrative Support (52 responses)	FSC
Subject knowledge	N/A	80%
Helpfulness	N/A	87%
Understanding of support requirements	N/A	94%
Response time for requests	N/A	73%
Speed of response to additional/special/adhoc support request (satisfactory and above)	70%	N/A
Quality of service delivery during COVID-19 (satisfactory and above)	80%	93%
Overall satisfaction rate	**90%**	**87%**
Respondents who would recommend service to others	**N/A**	**N/A**

Revenues & Benefits

In addition, Revenues and Benefits surveyed its external service users covering Council Tax and Corporate Debt. The findings are summarised below:

Council Tax (88 responses):
- 100% stated the Council Tax advisor was able to answer their query;
- The quality of the service provided scored an average rating of 4.1 out of 5;
- 98% of tax payers that contacted to advise they had been impacted by COVID-19 felt they were provided with suitable payment arrangement and/or support;

- 96% of tax payers that contacted in relation to a discount/exemption were satisfied with the update provided, 4% were unhappy with the length or % of discount provided however these are set by Scottish Government and out with the Council's control;
- 98.7% of tax payers felt they were treated in a respectable and professional manner during the call; and
- An average rating of 4.2 out of 5 was given on how tax payers would rate their experience with the Council Tax team.

Corporate Debt (65 responses):
- 100% advised that Corporate Debt Team (CDT) explained the nature of their call;
- 96.4% advised they were given clear detail on the nature of their debts with the Council;
- 49% advised their ability to pay debts was affected by COVID-19
  - ✓ Of that number, 77% felt they were provided with suitable support and assistance; and
  - ✓ Those that didn't advised the assistance available wasn't enough given the total level of household's debts they had and also some advised the assistance in relation to self-employed and to businesses wasn't adequate. These additional supports are provided by Scottish Government and out with our control.
- 94.2% advised the member of staff provided clear details on what options were available to them in repaying debt;
- 100% advised they were treated in a respectable and professional manner; and
- The team achieved an average 4.8 out of 5 in how debtors rated their experience with CD team

The Resources management team will continue to review all sources of user feedback on a regular basis in order to identify and address any issues that emerge.

Appendix 4 - Quality Standards

West Dunbartonshire Council has a Good Governance Code based on guidance from CIPFA (Chartered Institute of Public Finance & Accountancy). It sets out a range of principles which the Council should adhere to, and details the behaviours and actions which demonstrate good governance in practice. The Council's compliance with this Code is reviewed each year and a supporting action plan is developed to improve compliance. As part of the Good Governance Code, we must consider our approach to quality standards.

The quality standards for Resources are set out below. They will be monitored and managed by the management team and reported to Committee at year end together with the delivery plan.

Business Support

Quality Standard	How it will be measured	2020/21
		Target check
We will process new claims for Housing Benefit and Council Tax reduction within 25 days of receipt	Time for processing applications for new Housing Benefits claims from the date of receipt of the application to the day on which the claim is decided.	25
We will process change in circumstances notifications for Housing Benefit and Council Tax reductions within 5 days of receipt	Time for processing applications for notifications of changes of circumstances for Housing Benefits from the date of receipt of the application to the day on which the claim is decided.	5
We will aim to pay all of creditor invoices within 30 calendar days of receipt but as a minimum we will pay 93% within 30 days	Number of invoices paid within 30 calendar days of receipt as a percentage of all invoices paid	93%

Finance

Quality Standard	Performance Indicator	2021/22 Target
We will have no errors within the VAT returns submitted to HMRC	Number of errors within VAT returns submitted to HMRC	0
We will issue a weekly treasury summary within 5 working days of week end	Percentage of weekly cash summaries issued within 5 working days of week end	100%
We will deal with new insurance claims within 5 working days (including acknowledge claimant, send to claims handling company, update system, and forward to service for report if required)	Percentage of new insurance claims dealt with within 5 working days	100%
We will sign off all reconciliations by the end of the following period	Percentage of reconciliations signed off by the end of the following period	100%
We will meet all corporate budgetary control reports deadlines	Percentage of budgetary control reports completed by due dates – to Strategic Lead by 12th of each month	100%

Internal Audit & Fraud

Quality Standards	Performance Indicator	2021/22 Target
We will issue draft audit reports within 21 calendar days of fieldwork completion	Percentage of draft audit reports issued within 21 days of fieldwork completion	90%
We will issue final audit reports within 14 calendar days of issue of draft audit report	Percentage of final audit reports issued within 14 days of issue of draft report	100%
We will comply with the Public Sector Audit Standards	Level of full compliance with the Public Sector Internal Audit Standards (PSIAS)	90%
We will seek feedback on the audit experience and use this to improve our service	Percentage of respondents who rate the overall quality of internal audits as satisfactory or above	100%

Quality Standards	Performance Indicator	2021/22 Target
We will aim to complete all audits within the annual plan on time and within budget	Percentage of audits completed on time and within budget	85%
We will carry out regular monthly follow up of all agreed Red and Amber risk internal audit action plans	Percentage of agreed Red and Amber rated internal audit action plans followed up	100%
We will ensure staff undertake relevant training to support CPD requirements	Number of training hours undertaken to support CPD requirements	100hrs

Appendix 5 - Resources

Finance

The 2021/22 net revenue budget for Resources is £5.275m. A breakdown by service area is given below. We will make the best use of the resources available to deliver on key priority areas and secure external/match funding where this is possible.

Service Area	Gross Expenditure 2021/22 (£m)	Gross Income 2021/22 (£m)	Net Expenditure 2021/22 (£m)	Capital Budget 2021/22 (£m)
Finance	1.578	-0.214	1.363	0.132
Audit & Fraud	0.422	-0.272	0.150	0.000
Business Support	43.365	-42.045	1.321	0.000
CAS	2.441	0.000	2.441	0.000
Total	**47.806**	**-42.531**	**5.275**	**0.132**

Employees

Absence in 2020/21

The quarterly absence statistics for Resources are shown below together with the Council average for the same periods for comparison. The figures for Resources have been lower that the Council average throughout 2020/21:

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual FTE days lost per FTE employee
Resources	1.25	1.15	1.22	1.63	4.67
COUNCIL WIDE TOTAL	2.0	2.12	3.25	2.61	7.58

Employee Numbers

The headcount and full time equivalent employees in each service area (as of 31st March 2021) are as follows:

Resources	Headcount	FTE
Audit and Fraud	7	6.31
Business Support	194	169.30
Finance	47	38.87
TOTAL	248	214.49

Workforce Plan

Workforce planning is integrated within the strategic planning process, highlighting the key workforce related activities for the year and reflecting the longer term strategic aims of the services. Each Chief Officer is responsible for the annual review of requirements for their respective service areas to ensure that any key actions are identified at an early stage. The workforce plan is set out below.

Workforce Plan 2017-2022 – Annual Action Plan 2021/22:

Addressing the gap between current workforce supply and predicted future demand				
Strategy Planned service review to address gap taking cognisance of opportunities to realise savings through voluntary turnover **Expected Outcome** Gap is addressed, whilst: . Protecting critical roles (and avoiding associated turnover) . Ensuring service priorities are met . Avoiding or minimising risk of voluntary or compulsory redundancy . Enabling flexibility to address fluctuations in service demand through appropriate management of fixed-term contracts				
Action Title	**Resources needed**	**Measure of Outcome**	**Due Date**	**Assigned To**
Proactive identification of opportunities to develop the workforce	Workforce	Successfully utilising appropriate programmes and funding streams by working with Working 4 U	31-Mar-2022	Gillian McNeilly; Arun Menon; Andi Priestman

Continue to support culture of continuous improvement, developing quality improvement skills across middle managers	OD Team Senior Managers	Improved skills, service improvements, improved project managements skills	31-Mar-2022	Gillian McNeilly; Arun Menon; Andi Priestman

Addressing the gap between current and required additional workforce capabilities

Strategy
Continued review and implementation of associated training plans to enable capabilities to be developed within existing workforce

Expected Outcome
Gap is addressed, whilst:
. Ensuring value for money in terms of training solutions
. Minimising requirement to recruit for new capabilities (and thereby avoiding or minimising risk of voluntary or compulsory redundancy)
. Ensuring service priorities are met as a result of application of those new capabilities
. Ensuring employees are encouraged to re-train and re-align to newer digital skills to allow the Council to reduce attrition while making jobs interesting

Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Continue to review current and future staffing requirements and changes to working practices to identify training needs following implementation of a range of process improvements	Workforce	Effective working practices with minimal processing delays and errors	31-Mar-2022	Arun Menon
Build career paths that develop breadth and depth of experience at all levels by; creating professional development frameworks, supporting talent management and practical training opportunities.	Workforce	Level of re-training within existing staff groups; level of interest in council's Digital projects; map of skills and expertise along with a structured development programme for staff; avail and encourage adoption of self-	31-Mar-2022	Gillian McNeilly; Arun Menon; Andi Priestman

		training via tools such as LinkedIn Learning based on strategic priority areas		

Improve resilience within teams

Strategy
Develop and implement training plan in relation to critical roles

Expected Outcome
Improved resilience across teams and retention of knowledge and skills associated with critical roles

Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Continue supporting implementation of Employee Wellbeing Strategy	Workforce	Improved employee engagement, lower sickness absence rates	31-Mar-2022	Gillian McNeilly; Arun Menon; Andi Priestman
Continue to embed 'Be the Best' conversations into organisational culture to ensure opportunities exist to recognise employee contribution, employee wellbeing and learning and development	Workforce	Improved employee engagement, communication and performance Review 6 monthly; completed Be-the-best conversations; improved outcomes in the Employee Survey	31-Mar-2022	Gillian McNeilly; Arun Menon; Andi Priestman

Improved use of technology and new ways of working				
Strategy . Implement Workplace of the Future Strategy . Develop and implement workforce and organisational development solutions **Expected Outcome** Improved efficiency and effectiveness of service provision				
Action Title	**Resources needed**	**Measure of Outcome**	**Due Date**	**Assigned To**
Strengthen skills levels within the Automation Centre of Excellence (CoE) by regular skills development and retrospectives	Workforce	Resilience within the RPA CoE in developing automation in-house	31-Mar-2022	Arun Menon

WEST DUNBARTONSHIRE COUNCIL

Report by Chief Officer – Citizen, Culture and Communities

Corporate Services Committee: 19 May 2021

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Subject: **Citizen, Culture & Facilities Delivery Plan 2020/21 year end progress report and 2021/22 Delivery plan**

1   Purpose

1.1   The purpose of this report is to present the 2021/22 Delivery Plan for Citizen, Culture & Facilities and the year-end progress report for the 2020/21 Delivery Plan as agreed at Committee on 11 November 2020.

2   Recommendations

2.1   It is recommended that Committee:
   - Notes progress made on the delivery of the 2020/21plan; and
   - Notes 2021/22 Delivery Plan.

3   Background

3.1   In line with the Strategic Planning & Performance Framework each Chief Officer has developed an annual Delivery Plan for 2021/22. The plan sets out actions to address key priority areas and issues identified through the service planning process as well as actions to deliver the Council's strategic objectives. It also provides an overview of services and resources, including employees and budgets, and considers relevant risks.

4   Main Issues

2020/21 Year-end Performance

4.1   The 2020/21 Delivery Plan was presented to Corporate Services Committee on 11 November 2020. This was later than the usual April/May committee cycle due to the COVID-19 pandemic and consequently there was no mid-year progress report.

4.2   The Delivery Plan for 2020/21 was supported by an action plan of activities to be delivered over the year. Appendix 1 details the progress on delivery of this action plan. Five of the eight actions have been completed in year as planned.

4.3   The remaining three actions have not been completed as planned. This is as a result of the COVID-19 pandemic, and so work will therefore continue in 2021/22 to progress these to a completed status. These are:

- Identify and implement agreed actions from digital skills assessment; 50% complete – whilst some progress has been made the continuation of the digital skills improvement project will be carried out in 2021-22.
- Successfully deliver the £421k capital investment across the branch network and finalise the branding improvements at all branches; 25% complete- whilst some progress has been made already the continuation of the overall improvement project will be carried out in 2021-22.
- Deliver the employee training and engagement programme funded by the Scottish Library & Information Council (SLIC); this is a collaborate project with SLIC and has been delayed by the COVID-19 pandemic. Work will continue in 2021-22 to complete this action.

4.4 Significant achievements delivered through the plan are highlighted in the Delivery Plan for 2021/22. Updates on the linked performance indicators for the delivery plan will be published in line with annual public performance reporting for the organisation later in 2021/22.

4.5 Year-end values are available for fourteen of the eighteen performance indicators included in the plan. Of those, twelve achieved their year end targets and two were adrift of target. Full details are set out in Appendix 1.

4.6 Each service area also developed a suite of quality standards, which set out the level of service that users and stakeholders can expect to receive, and remind both the organisation and employees of the challenges and obligations they face in delivering best value services. Performance against these standards is set out at Appendix 2.

Delivery Plan 2021/22

4.7 The Citizen, Culture & Facilities Delivery Plan for 2021/22 is attached to this report as Appendix 3 and includes a detailed action plan for delivery as well as a workforce plan.

4.8 The delivery plan 2021/22 for CCF reflects those action and priority areas which will be delivered over the remainder of the year. Key areas include: Library Investment; Digital Transformation; Local Governance Review; Strategic Plan 2022-2027 development; Partnership working; Early years legislation; and Citizen Services Staffing Structures.

4.9 Progress towards delivery of the plan is monitored monthly through the senior management team of the service, and also scrutinised on a quarterly basis through the strategic leadership performance monitoring and review meetings. A mid-year progress report will be presented to committee in November 2021.

Workforce Planning

4.10 The Delivery Plan includes an annual workforce plan, which details the key workforce issues which will or may arise over the year and the actions planned to address these in order to fully support delivery of the plan.

4.11 These workforce issues are anticipated to have implications in terms of organisational change, resource planning, resource profiling, skills mix, training and development and restructuring. The workforce plan sits within the appendices of the 2021/22 Delivery Plan.

5   People Implications

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

6   Financial & Procurement Implications

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

7   Risk Analysis

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

8   Equalities Impact Assessment

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

9   Consultation

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

10   Strategic Assessment

10.1 The Delivery Plans set out actions to support the successful delivery of the strategic priorities of the Council.

Strategic Lead: **Malcolm Bennie**
Service Area: **Citizen, Culture & Facilities**
Date: **19 April 2021**
_____

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

Appendices: Appendix 1: CCF Delivery Plan 2020/21 - Year End
                            Progress
                            Appendix 2: Quality Standards – 2020/21 Performance

Appendix 3: CCF Delivery Plan 2021/22

Background Papers: None

Wards Affected: All

CCF - 2020-21 Delivery plan – Year end progress report

West Dunbartonshire COUNCIL

P	A strong local economy and improved job opportunities

Ob	Increased skills for life & learning

Action	Status	Progress	Due Date	Comments	Managed By
Identify and implement agreed actions from digital skills assessment	🛑	50%	31-Mar-2021	Survey results and analysis were delayed due to Covid-19. Analysis has been undertaken and we recently purchased more than 70 devices for roll out to Facilities Assistants. Work is ongoing to identify rollout plans and timescales in conjunction with ICT.	Lynda Dinnie

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

Ob	A committed and skilled workforce

Action	Status	Progress	Due Date	Comments	Managed By
Deliver the employee training and engagement programme funded by SLIC	🛑	0%	31-Mar-2021	We have regrettably been unable to progress this action as planned due to the pandemic forcing the closure of Scottish Libraries in March 2020.	Stephen Daly
Implement collective focus on employee wellbeing and support through regular contact	✅	100%	31-Mar-2021	This action is complete. Regular wellbeing meetings are being held with employees and a wellbeing survey was undertaken with all CCF employees. Subsequent actions from this survey will further strengthen our focus on this.	Malcolm Bennie

Action	Status	Progress	Due Date	Comments	Managed By
Carry out pulse survey of CCCF staff in relation to employee wellbeing and ongoing supervision	✅	100%	31-Mar-2021	This action has been successfully completed and results from the pulse survey have been disseminated to all managers to review and apply any support measures if required.	Malcolm Bennie

Ob	A continuously improving Council delivering best value

Action	Status	Progress	Due Date	Comments	Managed By
Participate in early data verification to inform delivery of the 2021 Census for Scotland	✅	100%	31-Mar-2021	Delivery of the Census has been delayed by the Scottish Government as a result of the pandemic. Preparatory work undertaken in 20/21 will continue in to 21/22	Amanda Graham

Performance Indicator	2019/20	2020/21					Notes & History Latest Note	Managed By
	Value	Status	Value	Target	Short Trend	Long Trend		
Percentage of Council employees who agree or strongly agree that the Council recognises and values the work that they do	65%	✅	65%	62%	➖	⬆️	Target exceeded, this measure is part of the biennial employee survey last carried out in 2019/20.	Amanda Graham
Percentage of CCF employees who agree or strongly agree that in general, my morale at work is good (feeling valued in my role)	81%	✅	78%	70%	⬇️	⬆️	Target exceeded, despite the uncertainty over the last year the feedback from the CCF Employee Wellbeing survey shows that employees continued to feel valued in their role.	Amanda Graham
% of Local Government Benchmarking Framework performance indicators prioritised by the council that have improved locally	33.3%	✅	75%	70%	⬆️	⬆️	This measures shows improvement overtime comparing performance in 2019/20 against the base year of 2016/17. In total there has been improvement in 9 of the 12 indicators.	Amanda Graham
Percentage of Council employees who agree or strongly agree that in general, my morale at work is good	78%	✅	78%	75%	➖	⬆️	Target exceeded, this measure is part of the biennial employee survey last carried out in 2019/20.	Amanda Graham

P	Meaningful engagement with active, empowered and informed citizens who feel safe and engaged

Ob	Fully consulted and involved citizens who are able to make full use of the Community Empowerment Act

Risk	Current Risk Matrix	Target Risk Matrix	Latest Note	Assigned To
Failure to maintain and establish effective Partnerships			Community planning partnership is well established with strong partnership working arrangements in place, reducing likelihood of this risk being realised	Amanda Graham
Failure to maintain positive communications with local residents and the communities it represents			Strong communication and engagement in place through the engaging communities framework.	Amanda Graham

Ob	Strong and active communities

Performance Indicator	2019/20	2020/21					Notes & History Latest Note	Managed By
	Value	Status	Value	Target	Short Trend	Long Trend		
Number of library visits (in person) per 1,000 population	3,222	✅	0	0	⬇	⬇	Covid-19 meant the closure of libraries for physical visits during 20/21. As a result no data was recorded.	Stephen Daly
No of visits to libraries (virtual visits) per 1,000 population	2,632	✅	3,244	2,895	⬆	⬆	There has been continued improvement in this area and the library team is focussed on growing service provision to satisfy and accelerate expanding demand from residents.	Stephen Daly
Percentage of citizens who agree the Council listen to community views when designing and delivering services	63%	🛑	67%	85%	⬆	⬆	Performance has continued to improve from previous years, however is adrift of target. Further work will be undertaken to understand any remedial actions required.	Amanda Graham

Action	Status	Progress	Due Date	Comments	Managed By
Successfully deliver the £421k capital investment across the branch network and finalise the branding improvements at all branches.	🛑	25%	05-Feb-2021	There has been a delay to this project due to Covid-19 and an agreement to adopt a new approach that will see the impact of funding go further. A tender has been published for major improvements to two branches to include Children's Library areas, public PC furniture and staff desks. All other branches will benefit from mobile shelving.	Stephen Daly

Performance Indicator	2019/20 Value	2020/21 Status	2020/21 Value	2020/21 Target	Short Trend	Long Trend	Notes & History Latest Note	Managed By
% of residents who feel the Council communicates well with them	63%	✅	75%	75%	⬆	⬆	Target met and demonstrates improved performance in both the long and short term.	Amanda Graham
Residents satisfaction with Council services overall	87%	✅	89%	85%	⬆	⬆	Target met and demonstrates improved performance in the short term and over the last 3 years.	Amanda Graham

P	Open, accountable and accessible local government

Ob	Equity of access for all residents

Performance Indicator	2019/20 Value	2020/21 Status	2020/21 Value	2020/21 Target	Short Trend	Long Trend	Notes & History Latest Note	Managed By
Percentage of complaints received by the Council that are resolved at Stage 1	92%	⚠	88%	90%	⬇	⬇	We are disappointed to narrowly miss target but remain proud to have maintained a high level of performance during what has been a very challenging year.	Stephen Daly
Percentage of citizens who are satisfied with the Council website	90%	✅	87%	85%	⬇	⬇	Satisfaction with the website continues to meet target and demonstrates high levels of satisfaction.	Stephen Daly
Cost per visit to libraries	£3.55	Data available Feb 2022		£2.08	❓	❓	The closure of libraries to physical visits during 2020/21 means this measure when published will not be an accurate reflection of service. We hope 2021/22 will be far more representative and incorporate the re-opening of Clydebank Library and the other improvements taking place across branches.	Stephen Daly
% of adults satisfied with libraries	85.03%	Data available Feb 2022		88%	❓	❓	The most recent data shows West Dunbartonshire libraries ranked third highest in Scotland for satisfaction with libraries with a satisfaction rate of 85.03% significantly	David Main

Performance Indicator	2019/20	2020/21					Notes & History Latest Note	Managed By
	Value	Status	Value	Target	Short Trend	Long Trend		
							above the Scottish average of 72%.	
No. of transactions undertaken online	41,929	✅	43,032	27,687	⬆	⬆	Work continues to improve and develop online transaction and performance has as a result increased year-on-year and exceeded the annual target.	Stephen Daly
% of residents who report satisfaction with Council publications, reports and documents	84%	✅	97%	73%	⬆	⬆	Target has been exceed representing progress over the last two years to improve Council publications	Amanda Graham

Risk	Current Risk Matrix	Target Risk Matrix	Latest Note	Assigned To
Failure to effectively manage and learn from complaints			Risk reconsidered as part of the yearly planning process. No change to perception of risk. Potential impact greater than likelihood.	Stephen Daly
Failure to establish and maintain positive communications with Citizens and communities			strong communication and engagement in place through the engaging communities framework	Amanda Graham

(P)	Supported individuals, families and carers living independently and with dignity

(Ob)	Improved wellbeing

Performance Indicator	2019/20	2020/21					Notes & History Latest Note	Managed By
	Value	Status	Value	Target	Short Trend	Long Trend		
% of older (65+) residents who have access to the internet in some form (home, phone, libraries, OSS etc)	62%	✅	63%	60%	⬆	⬆	Anecdotally we know that many older people have embraced digital communities during the pandemic, both as individuals and members of formal and informal	Stephen Daly

Performance Indicator	2019/20	2020/21					Notes & History Latest Note	Managed By
	Value	Status	Value	Target	Short Trend	Long Trend		
							communities groups. We are aware however that some have struggled, but there is a range of ongoing action, through libraries, through the Empowered DIG, and the Council's Communities Team for example in partnership with the Bellsmyre Digital Community to improve matters.	
Percentage of Primary School pupils present and registered who took free meals (Table 8 Scottish Gov Figs)	65%	Data available June 2021		72%	[?]	[?]	New nutritional guidance which is due to be introduced soon, led to a change in some of our menus that removed popular traditional dishes. We are working hard to develop new recipes which make the new menu as attractive as possible. Post Covid-19 we also plan to run parent and pupil events in the school to increase awareness of the food available.	Lynda Dinnie
Percentage of Secondary School pupils present and registered who took free meals (Table 14 Scottish Gov figs)	70%	Data available June 2021		78%	[?]	[?]	New nutritional guidance which is due to be introduced soon, led to a change in some of our menus that removed popular traditional dishes. We are working hard to develop new recipes which make the new menu as attractive as possible. Post Covid-19 we also plan to run parent and pupil events in the school to increase awareness of the food available.	Lynda Dinnie

Action	Status	Progress	Due Date	Comments	Managed By
Introduce revised School meal provision in line with new Food regulations	✅	100%	31-Mar-2021	New menus are fully in place and were introduced when schools returned from Easter break on 19 April 2021	Lynda Dinnie
Support Educational Services with rollout of Early years Implementation	✅	100%	31-Mar-2021	Work continues as planned to support Educational Services with rollout of Early Years 1140hrs.	Lynda Dinnie

CCF Quality Standards 2020/21 progress report

West Dunbartonshire COUNCIL

Action	2020/21			Latest Note	Managed By
	Status	Value	Target		
% of Engaging Community Framework requests received within 3 working days as a proportion of all requests	✅	100%	100%	Target met	Amanda Graham
% of EIA requests responded to within 3 working days as a proportion of all requests received.	✅	100%	100%	Target met	Amanda Graham
% of new CP members received and responded to within 3 working days as a proportion of new CP members.	✅	100%	100%	Target met	Amanda Graham
% of pupil medical dietary requests met	✅	100%	100%	Target met	Lynda Dinnie
% of requests responded within 5 days as a proportion of requests received	✅	42%	33%	Target met.	Stephen Daly
% of requests responded within 10 days as a proportion of requests received	✅	62%	50%	Target met.	Stephen Daly
% of stage 1 complaints responded to within 5 working days.	⚠️	88%	90%	Despite narrowly missing target we have maintained a high level of performance during a very challenging year.	Stephen Daly
% of telephone calls answered within 2 minute as a proportion of all calls answered.	🔴	47%	90%	Performance against this standard has been significantly disrupted due to the Covid pandemic. While longer delays were experienced by residents it is important to highlight that 87% of calls were answered.	Stephen Daly

PI Status	
🔴	Alert
⚠️	Warning

✅	OK
❓	Unknown
📈	Data Only

2021–22 DELIVERY PLAN

CITIZEN, CULTURE & FACILITIES

West Dunbartonshire COUNCIL

Contents

1. **Overview**

The Citizen, Culture and Facilities(CCF) Service has a great opportunity to make a difference every day, and improve the lives of the residents of West Dunbartonshire.

During 2021/22 we will continue to deliver excellent services to our citizens which fully respond to the demands of our communities.

We will support Council services to be the best they can by providing robust, reliable performance analysis that underpins continuous improvement.

We will deliver high-quality library, art and heritage services which enhance our communities and allow our residents to explore, interact, learn and imagine.

We will deliver first-class communications which inform and empower our residents, and provide strategic communications support which enhances the reputation and raises the profile of the organisation.

We will provide healthy, nutritional meals to school and nursery pupils and deliver a range of Facility Management services within these and other Council premises.

We will also operate professionally-run Council Offices, and on conclusion of the pandemic continue efforts to establish Clydebank Town Hall as a premier civic centre, and venue for cultural and events activity.

Our CCF Purpose:

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

Our CCF Ethos:

Make it happen
Make a difference

This Delivery Plan provides a review of our key achievements in 2020/21, sets out our strategic priorities for 2021/22, and highlights the key activities that will be progressed to meet those priorities.

Profile

With a net budget of £17.060M, CCF is one of 8 strategic service areas for the Council. Brief details of each service are outlined below and a structure chart is set out at Appendix 1.

2. Performance Review

The CCF management team completed a detailed performance review of 2020/21, looking at:

Key Performance Indicators (Appendix 2)
Monitoring and analysing current and previous performance helps to identify trends and to understand where we need to implement improvement actions to meet both the service objectives and overall Council priorities.

Benchmarking (Appendix 3)
All 32 councils in Scotland measure a common set of performance indicators called the Local Government Benchmarking Framework (LGBF). It comprises: service delivery, cost, and customer satisfaction indicators covering all major council service areas, including education, housing, social work, and leisure. Using the same indicators across all councils allows us to compare our performance so that we can identify best practice, learn from each other, and improve what we do.

User feedback including Complaints (Appendix 3)
It is important when developing the delivery plans that we capture learning from the range of mechanisms that provide feedback on our services. Central to this approach is ensuring we capture learning and make improvements to service delivery based on information from service user feedback and complaints.

Quality Standards (Appendix 4)
Quality standards help to define what users of our services can expect to receive, and remind both the organisation and our employees of the challenges and obligations they face in delivering best value services

During 2020/21 CCF delivered a range of key achievements on behalf of the Council. In a challenging environment this service area has led exemplar statutory and strategic services within West Dunbartonshire; the following section contains some of the more notable achievements as well as a number of performance challenges to be addressed in 2021/22.

Key Achievements 2020/21

Citizen, Libraries and Digital Services
- Libraries invested more funds than ever in digital stock, and transferred to online delivery only in the early stages of 2020/21in response to the required physical closure of libraries
- A renewed focus within Libraries on promotion via our social media channels led to a 500% increase in all digital issues in Q1 compared to the previous year
- This increased engagement with digital library services continued with Children and Early Years activity (such as Bookbug, Storytime and literacy-related crafts) moving online while physical sessions were not permitted. This enabled regular attendees to continue enjoying virtual interaction with their usual session leaders, while also seeing uptake from new participants

- Successfully set up all telephony teams to work from home, including supporting the Scottish Government's National Helpline
- While the One Stop Shop face-to-face service closed, some staff were re-trained and set up to support telephony across our services
- Successfully managed citizen applications for Self Isolation Support Grant

Communications, Offices & Town Hall
- Delivered strategic communications support and advice and provided 24-7 media management at critical points of the pandemic to protect the Council's reputation
- Continued to expand the reach of the Council's social media channels increasing the audience to over 38,000 and growing engagement across our platforms to 1.4 million, and using these as a key tool to communicate critical messages and updates quickly and effectively
- Supported critical aspects of the national Covid response including reinforcing restrictions and the roll out and promotion of testing centres and vaccination programme
- Provided citizen support across all social media platforms rapidly directing people including those in crisis to assistance

Facilities Management

- Delivered an enhanced cleaning service within schools and ELCC's to support re-opening of these services during Covid-19 pandemic. This involved rapid recruitment of a significant number of additional temporary cleaning staff. In addition, the FM service also provided an enhanced cleaning service to support operation of essential Council premises during the pandemic
- Reviewed menus and modified operational kitchen arrangements to ensure provision of meals for pupils attending school and ELCC's during the pandemic.
- Supported Education colleagues in delivering the expansion of Early Years provision, through development of revised staffing models and working arrangements along with a review of operational kitchen requirements
- Finalised menu planning in preparation for introduction of new legislative requirements for school food in April 2021
- Reviewed provenance and sustainability of all school meal food products and successfully achieved 'Food For Life' accreditation for Primary and Early Years lunch menus from the Soil Association Scotland
- Progressed the development of collaborative working proposal with Argyll & Bute Council. External Advisor appointed following a tender process, to explore the feasibility of joint service delivery, undertake options appraisal and support the development of a business case.

Performance, Strategy and Culture

- Relaunched and enhanced the Arts and Heritage social media platforms, to keep citizens engaged with our shared heritage through storytelling, fine art, history and practical activities
- Launched a Covid collecting drive to ensure that the Council's preservation archive documents the Covid 19 crisis, capturing the community's response and resilience for future generations

- Delivered increased remote access to West Dunbartonshire's heritage collections through our online collections catalogue, increasing site use by 96%
- Contributed to the ongoing redevelopment of the Queens Quay site in Clydebank, using heritage to inform the Queens Quay street naming strategy and the development of a public art strategy
- After securing approval from the Clydebank Property Company, we completed a programme of essential repairs to the Titan Crane in Clydebank, a category A listed building
- Supported use of data to inform the pandemic response
- Delivered a community listening event focused on how learning from residents and community organisations about the impact of the pandemic locally.

Challenges

COVID-19 Pandemic

As with other Council services the principle challenge over the last year has been the COVID-19 pandemic. Challenges faced included adapting to ever changing legislation and guidance to ensure continued delivery of front line services, particularly assisting with provision of school meals and enhanced cleaning of school and council buildings; providing increased front line advice and support through the Contact Centre when other Council services were not operating as normal; and adapting to a new digital style of delivery for Library and Cultural services.

In the move to only digital provision during lockdown, concern was raised for those residents unable to access services, despite best efforts to reach them. Scottish libraries recognise the continuing need to combat exclusion and isolation in the event of future restrictions. A national working group is currently investigating options, and outcomes of this work will inform local delivery in West Dunbartonshire.

Addressing the pandemic response also caused disruption to the planned integration of One Stop Shop services and Libraries. This work will now commence and complete in 2021/22.

With physical access to buildings impaired or prevented, the Arts and Heritage Service was forced to suspend its exhibitions programme. Similarly, in person arts development activity could not go ahead as planned. In line with the wider sector, where possible activity moved on-line. Responding to the longer term impact of COVID-19 – and particularly in the context of health and wellbeing – will be an intergral element of planned activity going forward.

Nationally, COVID-19 has resulted in a delay to the implementation of the new School Food and Drink (Scotland 2020) regulations. These were due to be implemented across all local authorities in August 2020 however, implementation was delayed by Scottish Government until April 2021.

In communications, the team focused all efforts on the pandemic response to ensure citizens were aware of impacts on service delivery and of restrictions as they evolved

In addition significant capacity has gone into amplifying key national messaging around compliance, FACTS, testing and vaccinations. This in turn disrupted campaign activity planned during 2020/21.

All of the services required to adapt quickly to these challenges whilst, in the main, working from home with minimal impact on the service provided both internally and externally. Changes in how services are being accessed and delivered presented challenges particularly to staff in supporting Citizens to engage/request services.

Progression of key capital spend projects has also remained a challenge over the last year and in particular the Capital investment programme across the library estate. The closure of the Town Hall since March 2020 has had a significant impact on income with all scheduled events up to the end of February 2021 cancelled. In turn the closure has also hindered the ability to secure future bookings.

Under GDPR and PECR 2003 act we must get consent from users before downloading cookies onto their devices. This has resulted in a reduction of more than 95% in Google analytics data (our website usage statistics). This was followed by the new accessibility legislation that states internet, intranet and mobile apps must meet WCAG 2.1 AA standards. We have updated much of the internet's code to meet this regulation and currently working through PDF documents that are not accessible – ideally by removing them from the internet and replacing them with webpages or working with the departments to get an accessible version. (PDF document are designed for printing and not for websites and can greatly impact someone's ability to get the information)

3.   Strategic Assessment

The CCF management team completed a strategic assessment and performance review to determine the major influences on service delivery and strategic priorities going forward into 2021/22. As a result of this assessment the following factors were recognized as having a significant influence on the work of service in 2021/22:

Key Factors

Financial Challenges- budget pressures

The entire public sector is facing significant financial challenges. When the 2021/22 budget was set in March 2021, the Council was predicting cumulative funding gaps in 2022/23 and 2023/24 of £4.890m and £10.422m respectively. Funding pressures relating to COVID-19 continue into 2021/22, and with costs related to COVID-19 difficult to predict and some funding from the Scottish Government already announced, we will continue to monitor the overall financial position of the Council. The long term finance strategy is due to be reported to Council later in 2021, together with a draft 3-year detailed budget position. This means that further action continues to be required to balance our budget and protect services for residents.

This will undoubtedly mean that within the CCF service area, available funding will be reduced and we will need to change how we do our jobs, where we work, and reduce where possible the number of people employed. In 2021/22 this activity will include: restructure of the Performance and Strategy team; exploring partnership working with other local authorities and organisations; the integration of the frontline OSS/Libraries service; undertaking a review of the Town Hall service; and overseeing a number of activities within the West Dunbartonshire Leisure Trust.

Glencairn House
In September 2019 the IRED Committee gave approval for the major transformation of Glencairn House into a new library and museum for Dumbarton. Key to this project proceeding will be successful bids to achieve an external funding target of around £2m. Progress on securing external funding has been impacted by the current Covid-19 pandemic as many funding bodies suspended funding streams in order to focus available funds on recovery and resilience as the impact of the Covid 19 crisis was felt across the arts and heritage sector. Funding applications will be progressed in 2021/22 when and where it is possible to do so and significant effort will be made by officers to ensure the bids submitted have the best possible chance of success. In addition to securing external funding, significant work will go into community engagement around the project, helping to inform the developed building design which will be progressed with support from colleagues in Planning.

Clydebank Museum
In November 2019 the Cultural Committee approved £625k investment to create a new museum for Clydebank in the basement of the town's library. This project was expected to be tendered during the early part of 2020/21, however the timeline for project delivery was inevitably impacted by the Covid 19 pandemic. Although significant progress was made during the 2020/21 financial year, completion will be achieved during 2021/22. Delivery of this project will create an exciting new heritage offer for both citizens and visitors from beyond the local area, highlighting the rich history of Clydebank.

Alexandria Museum
In February 2019 the Cultural Committee approved investment of £331k to undertake improvement works to the first floor of Alexandria Library. A transformative element of these works will be the installation of a lift, enabling level access to the upper floor of the building for the first time. A new museum space is also being created, alongside a new multi-use space for the benefit of the local community. The new museum in Alexandria Library will explore the history of Alexandria and the Vale of Leven. During 2021 the Arts and Heritage service will bring forward a programme of inspring and creative activity to celebrate the Vale's unique heritage, taking inspiration from stories associated with the Turkey Red dye-works; the Argyll Motor Works; and Renton's interenational footballing reputation.

Dalmuir Gallery
In November 2019 the Cultural Committee gave permission for scoping to be undertaken on the transformation of the existing gallery space in Dalmuir Library, with the aim of raising its profile and establishing it as a destination venue in the heart of Dalmuir. During 2020/21 scoping work was progressed, although the

timeline for this activity was impacted by the Covid 19 pandemic. To date, a new concept design has been delivered for the gallery space, which will be further developed by officers during 2021/22. A proposed redesign for the interior and exterior identity of the gallery is planned to come to Committee during 2021/22 for approval.

Cultural Programme

The Cultural Programme delivered by the Arts and Heritage service through museum, gallery and heritage spaces in both Clydebank and Dumbarton has been impacted by the Covid 19 pandemic. With the closure of venues and exhibition spaces it has not been possible to deliver the programme as planned during 2020/21.

Plans for future exhibitions continue, however, and will be shaped by the opportunities presented by the new flagship exhibition space at Clydebank Town Hall. Improvements to other venues, including the new Clydebank Museum in Clydebank Library, the Dalmuir Gallery and the new museum space in Alexandria Library will enable a complementary programme of activity across the authority area, supported by the existing heritage centre in Dumbarton.

Clydebank Town Hall redevelopment project and future approach

In January 2020 the Cultural Committee approved a spend of £0.95m on improving Clydebank Town Hall. This project is being tendered with an anticipation work will take place during 2021/22. The Town Hall Working Group – made up of Elected Members and Officers – also expressed a desire to see the building operate as more of a Civic centre that is sympathetic to its varied uses, and with less emphasis on weddings and events. Officers are reviewing their approach in line with this feedback. This is timely because Covid-19 has had a significant impact on the Town Hall income and future income forecasts. This has prompted managers to consider how to operate the building as efficiently as possible to reflect the fact that future income is likely to be significantly lower than anticipated. This work is ongoing.

Libraries

As a result of the pandemic and the ensuing restrictions, Scottish libraries recognize the urgent need to address issues of growing exclusion and hardship across the country. The future operating environment will inevitably see increased levels of poverty and unemployment due to the consequences of the virus and related restrictions. Work to support digital exclusion will take immediate priority, with support for mental wellbeing, information literacy and routes back to employment further developed once the national Public Library Strategy is finalised.

Library Refurbishment

Covid-19 brought unexpected challenges and delays to this project. A tender specification has been finalized with Corporate Procurement (CPU) colleagues to maximize impact of acquiring replacement mobile shelving across the library network, as well as new public PC furniture, staff desks and children's library areas in a number of libraries. Project completion and full spend is now anticipated to be achieved within the first six months of 2021/22.

Library Estate Improvements

Improvements to the library estate will take place during 21/22, including the re-opening of Clydebank Library following extensive refurbishment. In addition, significant building upgrades are expected at Alexandria and Dalmuir libraries, with library managers also involved in discussions concerning future library provision from the new Faifley Campus. Alongside this work, there will also be general upgrades to shelving and internal furniture. Proposed changes to the way in which libraries operate as a result of the pandemic will need to be taken into account, and these discussions are already taking place at a national and local level.

Digital Technology

Accessibility regulations mean public sector organisations have a legal duty to make sure their websites and mobile applications meet accessibility requirements. In 2021/22 we will continually test accessibility of the corporate website and intranet and optimise content; work with service areas to make sure their content is accessible; make sure new features are accessible; and continue to remove pdfs, poster, leaflet etc that are not accessible that do not meet these regulations. In addition to this we will work with the digital online forms group to make the process as customer friendly and streamlined for citizens and employees.

Citizen Service

In 2021/22 we will implement the integration of our face-to-face and Library Service staff roles. This will improve the experience of our residents by enabling them to access face-to-face support across all Library locations.

The telephony system was upgraded in December 2019 and throughout 2021/22 we will explore further improvements alongside our ICT colleagues. These improvements will include exploring call recording and call wait time announcements in our contact centre environment. We will also explore the transfer of our Emergency Out of Hours telephone numbers to this new technology.

New School Food Legislation

In May 2020, The Scottish Government introduced new regulations which specify the acceptable standards and nutritional content of school food and drinks. The implementation date for the legislation was originally scheduled for August 2020 however was changed to 01 April 2021 due to Covid-19.

The changes will result in the regulations applying to school food across the entire school day including breakfasts, tuck shops and after school clubs in addition to the school lunch. The new legislation will see more fruit and vegetables provided to pupils, restrictions on the quantity and frequency of red and processed meats, and a reduction in home baked goods amongst many others.

Menu adaptations will be put into place to ensure that WDC school lunch menus will be fully compliant for the introduction of the new regulations after Easter 2021 and will ensure they are fully embedded in time for the first nutritional inspections by Education Scotland which are likely to be during Academic year 2021/22

Early Years Implementation 2020
The Facilities Management service continues to support the rollout of the Early Years expansion programme. This has involved the provision of additional janitorial, cleaning and catering staff to support new premises, larger premises and increased pupil numbers. Facilities Management has a nominated officer from within the Management Team working with colleagues in Education to fully support the roll out. Actions, timescales and outcomes are identified and led by Education.

Partnership Working
During 2020/21 an external advisor was commissioned to explore the opportunity of a Partnership Management Model operating across the Catering and Cleaning/FM services of West Dunbartonshire and Argyll & Bute Councils. This type of arrangement could potentially offer opportunities for economies of scale, more streamlined management arrangements and best value through sharing of good practice. Discussions between officers, and involving trade union colleagues, have identified a number of potential opportunities which could yield service efficiencies and improvements through time. An options appraisal exercise will be undertaken and a report outlining a number of recommendations and opportunities will follow. If there is merit then the recommendations will be presented for consideration during 2021/22.

Work will continue within the Performance and Strategy Team to explore opportunities for partnership working with other public bodies. Discussions between officers have identified a number of potential opportunities which could yield additional income streams.

Census 2022
The next national census, Census 2022, will be undertaken 2021/22. The Performance and Strategy team will be supporting this national activity at a local level and ensuring best use is made of this 10 yearly data gathering exercise.

Strategic Plan 2022-2027
In line with the Councils approach to strategic planning, work will begin in 2021/22 with key stakeholders to develop the new Strategic plan which will set the vision and direction for Council services over the next five years. The new Strategic Plan will inform the delivery of Council services and provide a context for decision-making at a service level.

Community Planning
The departure of the Performance and Strategy Manager in 2020/21 presented a challenge for the Council as the postholder had a significant role to play in leading the Community Planning activity and supporting the CPWD management board. This is a specialist area that needs experience and knowledge, and there was no one within the existing Performance and Strategy team who could provide this leadership. Argyll and Bute Council has a very experienced and highly regarded Community Planning Manager in post, and an interim arrangement was introduced in February 2020 for them to support our local activity while a new West Dunbartonshire approach is considered. A recommendation on the long-term approach in this area will be developed in 2021/22.

Equality Outcomes report 2021-2025

The Council is committed to ensuring equalities underpin all of the work that we do, by focusing on outcomes, the Council aims to bring practical improvements to the life chances of those who experience discrimination and disadvantage. Over the last year we have set out a range of equality outcomes for 2021/25 in line with our statutory duty. In 2021/22 we will present the new Equality Outcomes report and through the Equality and Diversity Working Group (EDWG),continue to work with services across the council to progress the newly identified outcomes and embed equality maninstreaming.

Continuous Improvement

In 2020 to support continuous improvement, the Council embarked on a programme of Fit for Future service reviews. Using a range of tools which encapsulate service design, maturity assessments and employee engagement, information is gathered and reviewed to identify improvements, to ensure our services are efficient and that we make best use of our resources. The output of the 10 step process is a set of recommendations to enhance service delivery.

Within Citizen, Culture and Facilities, Citizens services - the Housing Repairs Contact Centre will participate in the programme in 2021/22.

Budget Sensitivity Analysis

In reviewing the service budget projections, consideration has been given to sensitivity of these budgets, in particular for higher risk/ higher value budgets which may have a significant impact on budgetary control and future budget projections. The analysis has considered sensitivity around demand, costs and charges, and income levels.

Within this service, budgets which have been identified as being more susceptible to fluctuations include:

- Food Purchases – uncertainty still remains regarding our food costs as a result of the UK leaving the EU; and uncertainty around the uptake of school meals post Covid-19.
- Clydebank Town Hall – pressure on income targets as new bookings are still not being taken due to Covid-19 restrictions.
- Libraries – pressure on income targets due to prolonged closure due to Covid-19 restrictions.

Action Plan & Risks

The challenges and issues identified in the performance review and strategic assessment sections as well as considerations from the budget sensitivity analysis have informed CCF priorities and outcomes for 2021/22. The management team has developed an action plan to address them (Appendix 2), supported by a range of performance indicators to enable progress to be monitored and reported to stakeholders. Progress will be monitored and managed on a regular basis and reported twice yearly to Committee, at mid-year and year end.

3. Risks

The Council has identified risks at both a strategic and service level. Strategic risks represent the potential for the Council to fail to meet its stated strategic objectives and those that require strategic leadership. Service risks relate to service delivery and represent the potential for impact on services, those who work within the services, volunteers, service users or clients in receipt of the services provided. In planning for 2021/22, the strategic area considered the Council's strategic risks and identified risks specific to the service. (See below)

Strategic Risk & Description	Note	Current Risk	Target Risk
Partnerships The Council fails to engage adequately with partnership bodies	Community planning partnership is well established with strong partnership working arrangements in place, reducing likelihood of this risk being realised		
		Managed By	
		Amanda Graham	
Citizens and communities The risk is that the Council does not establish or maintain positive communications with local residents and the communities it represents	Strong communication and engagement in place through the engaging communities framework		
		Managed By	
		Amanda Graham	
Service Risk & Description	Note	Current Risk	Target Risk

Failure to effectively manage and learn from complaints There is a risk of damage to the Council's reputation. If complaints are not handled effectively, there can be an adverse effect on the public perception of the Council which can lead to a lack of trust in the services provided	Risk reconsidered as part of the yearly planning process. No change to perception of risk. Potential impact greater than likelihood.	(risk matrix)	(risk matrix)
		Managed By	
		Stephen Daly	

This table sets out the Council-wide risks associated with the COVID-19 pandemic. Over the coming months, we will consider the impact and likelihood of these risks for CCF services and mitigate them where possible.

| Service Risk & Description	Note	Current Risk	Target Risk
Workforce The Council is faced with significant workforce demands in relation to absence, reduction, recruitment and wellbeing	CCF employees are either at home or in work environments that have been risk assessed to maximise safety. In addition the vaccination programme is rolling out and so the exposure to infection is greatly reduced. It is also important to state that nearly a fifth of the CCF workforce received vaccinations to assist them to support the vaccination centre programme in West Dunbartonshire and so this has further reduced risk levels. FM has increased the workforce with the temporary recruitment of 55 additional cleaners to comply with additional PHS requirements and this assists with resilience.	(risk matrix)	(risk matrix)
		Managed by	
		Malcolm Bennie	
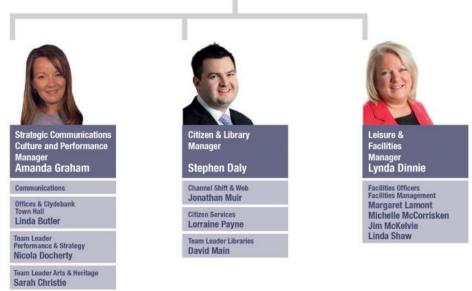
Service Delivery The Council is faced with significant delivery demands in relation to moving services online, disruption, reduction and quality	CCF services have continued to provide essential services throughout the pandemic. There are no outstanding gaps that await urgent action. It is acknowledged that fatigue levels will increase within the Citizen Services the longer working remotely continues, but this is not within power of CCF to resolve beyond ensuring employees take time off, receive regular breaks and other supports.	Likelihood / Impact Likelihood / Impact **Managed by** Malcolm Bennie
Protection The Council is faced with significant demands for protection in relation to additional and constant changing legislation and guidelines, PPE requirements, supply chain, cost of PPE and ensuring workforce safety	CCF services have established and safe work arrangements and there are no known issues with the supply chain for PPE. It is also important to state that nearly a fifth of the CCF workforce received vaccinations to assist them to support the vaccination centre programme in West Dunbartonshire and so this has further reduced risk levels.	Likelihood / Impact Likelihood / Impact **Managed by** Malcolm Bennie
Public Uncertainty The Council is faced with significant demands around public uncertainty and leads to additional burdens upon services, seeking information, advice and support	CCF services have established a consistent level of service which has reassured the public. There is no reason to believe this position will be changed as the pandemic restrictions are eased in line with the vaccination programme	Likelihood / Impact Likelihood / Impact **Managed by** Malcolm Bennie

Appendix 1- Profile & Structure Chart

CITIZEN, CULTURE & FACILITIES

CHIEF OFFICER

CHIEF OFFICER -
CITIZEN, CULTURE
& FACILITIES

Malcolm Bennie

Leadership Support
Elaine Boyle

Strategic Communications Culture and Performance Manager
Amanda Graham

Communications

Offices & Clydebank Town Hall
Linda Butler

Team Leader Performance & Strategy
Nicola Docherty

Team Leader Arts & Heritage
Sarah Christie

Citizen & Library Manager

Stephen Daly

Channel Shift & Web
Jonathan Muir

Citizen Services
Lorraine Payne

Team Leader Libraries
David Main

Leisure & Facilities Manager
Lynda Dinnie

Facilities Officers Facilities Management
Margaret Lamont
Michelle McCorrisken
Jim McKelvie
Linda Shaw

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Citizen, Library and Digital Services
The Citizen and Digital Services team is responsible for frontline service delivery, responding to telephone requests through the Contact Centre, the Council's website, and enquiries via social media. The team is also responsible for management of the Council complaints process. The team is responsible for telephone enquiries for Benefits, Council Tax and Housing Repairs. The team also provide access to the Scottish Welfare Fund for Community Care Grants and Crisis Payments. In addition the team leads the Council's website and intranet activity.

The Libraries team manages eight public libraries, five school libraries as well as a mobile and housebound library service. Libraries support lifelong learning, promote healthy living and inspire creativity through free access to information and by encouraging reading and wellbeing. Our wide portfolio of activities embrace all age ranges and include baby yoga, Storytime, computer classes, Macmillan drop-in sessions, author events and literature festivals.

Strategic Communications, Performance and Culture
The Strategic Communications team provides information on Council services to ensure residents, employees, stakeholders and media are fully informed. The team designs, plans and manages campaigns to change behaviour, improve the local area and enhance the lives of local residents, and delivers projects that save money or generate income for the Council. In addition the team protects the reputation of the organisation and leads the use of social media platforms to engage with communities and raise the profile of the Council.

The team also supports employee engagement through the Senior Manager Network, intranet and emails supports employee recognition activity, manages Clydebank Town Hall and the Council's office buildings and leads on the delivery of corporate events and VIP visits.

The Performance and Strategy team provides strategic planning and performance support to the Council. This includes providing a business partner to all Chief Officers, leading the use of benchmarking, providing a data analysis and business intelligence support to all services, delivering strategic improvement activity, and ensuring a consistent approach in the development of strategies and plans which deliver on the objectives of the Council. The team is also responsible for strategic consultation and engagement as well as the telephone survey and citizens panel activity and has responsibility for the corporate equalities agenda.

The Arts and Heritage Team operates Clydebank Gallery within Clydebank Town Hall, the Dalmuir Gallery, as well as the Clydebank and Dumbarton Heritage Centres. In the near future this portfolio will also include the Clydebank Museum in

Clydebank Library, and a Heritage Centre in Alexandria Library. The team delivers an exciting and varied exhibition programme across its venues. The service also assists local residents and visitors to access the Council's local history collections in order to trace their family history, or in support of other research. Behind the scenes, the team also manages and cares for the Council's heritage collections and archive, The team also lead on a number of significant funding bids for projects including Glencairn House and the Clydebank Museum and has operational management responsibility for the Titan Crane on behalf of the Clydebank Property Company.

Facilities Management
The Facilities Management team comprises a catering service which provides healthy and nutritional meals in line with national legislation in all Council schools and Early Years establishments. The service also includes a facilities support team and building cleaning service in schools and nurseries as well as a range of other Council premises, such as offices, depots and libraries.

The service also has a partnership liaison role between the Council and West Dunbartonshire Leisure Trust. This includes working with the Trust on the delivery of a range of services including the Council's annual events programme.

Appendix 2- Action Plan

(P)	A strong local economy and improved job opportunities			
(Ob)	Increased skills for life & learning			
Action			**Due Date**	**Managed By**
Identify and implement agreed actions from digital skills assessment			31-Mar-22	Lynda Dinnie
Deliver the SLIC funded Pass IT On schools project			31-Mar-22	Stephen Daly
(P)	Efficient and effective frontline services that improve the everyday lives of residents			
(Ob)	A committed and skilled workforce			
Action			**Due Date**	**Managed By**
Deliver the employee training and engagement programme funded by SLIC			31-Mar-22	Stephen Daly
Review Town hall arrangements			31-Mar-22	Amanda Graham
Undertake planning, recruitment and procurement in readiness for expansion of Free School Meals to primary school pupils in P4-P7			31-Mar-22	Lynda Dinne
Provide FM support to Early Years 1140 Expansion programme			31-Mar-22	Lynda Dinnie
(Ob)	A continuously improving Council delivering best value			

Performance Indicator	2019/20 Value	2020/21 Value	2020/21 Target	2021/22 Target	Managed By
% of Local Government Benchmarking Framework performance indicators prioritised by the council that have improved locally	33.3%	75%	70%	75%	Amanda Graham

Percentage of citizens who agree the Council listen to community views when designing and delivering services	63%	67%	85%	90%	Amanda Graham

Action		Due Date	Managed By
Participate in early data verification to inform delivery of the 2021 Census for Scotland		31-Mar-22	Amanda Graham
Undertake planning and preparation of new Council Strategic Plan 2022-2027		31-Mar-22	Amanda Graham
Explore and develop P&S Partnership opportunities for additional income generation		31-Mar-22	Amanda Graham
Review the management structure of Libraries		31-Mar 22	Stephen Daly
Complete the integration of One Stop Shop delivery into the Library service.		31-Mar-22	Stephen Daly
Explore and develop FM Partnership working opportunities with Argyll & Bute Council		31-Mar-22	Lynda Dinnie

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

Action		Due Date	Managed By
Review Community Planning arrangements to create a long-term sustainable model for WDC		31-Mar-22	Malcolm Bennie
Engage with under-represented groups to select and acquire relevant library materials. (links to: Council Equality Outcome 1)		31-Mar 22	Stephen Daly

Ob	Strong and active communities

Performance Indicator	2019/20 Value	2020/21 Value	2020/21 Target	2021/22 Target	Managed By
Total number of visits to council funded and part funded museums and heritage centres (in person) per 1,000 population (*21/22 Dumbarton and Alexandria heritage centres)	110.08	7.51	19.57	84.33	Amanda Graham
Number of visits to council funded or part funded museums (virtual) per 1,000 population	844.88	2,049.36	1829.33	TBC	Amanda Graham

Performance Indicator					
Number of library visits (in person) per 1,000 population	3,215	0	0 (temporary closure)	3,215	Stephen Daly
Number of library visits (virtual) per 1,000 population	2,632	3,244.28	2894.65	2,900	Stephen Daly
% of residents who feel the Council communicates well with them	63%	75%	75%	78%	Amanda Graham
Residents satisfaction with Council services overall	87%	89%	85%	93%	Amanda Graham

Action	Due Date	Managed By
Ensure library buildings continue to be fit for purpose in a post-pandemic operating environment	31 Mar 22	Stephen Daly
Successfully deliver the £421k capital investment across the branch network and finalise the branding improvements at all branches.	31-Mar-22	Stephen Daly
Progress the redevelopment of Glencairn House as an inspiring cultural hub.	31-Mar-22	Sarah Christie
Develop and launch an innovative heritage asset strategy, reflecting the investment in the cultural offering for the area	31-Mar-22	Sarah Christie
Progress investment projects in Alexandria Library, Clydebank Museum and Dalmuir Gallery	31-Mar-22	Sarah Christie
Establish a creative cultural programme to be delivered across West Dunbartonshire's Arts & Heritage venues	31-Mar-22	Sarah Christie
Develop the strategic vision and work plan for Titan crane to ensure it becomes a key heritage attraction for the area	31-Mar-22	Sarah Christie

(P) Open, accountable and accessible local government

(Ob) Equity of access for all residents

Performance Indicator	2019/20 Value	2020/21 Value	2020/21 Target	2021/22 Target	Managed By
Percentage of citizens who are satisfied with the Council website	90%	87%	85%	85%	Stephen Daly
Percentage of complaints received by the Council that are resolved at Stage 1	92%	88%	90%	90%	Stephen Daly
Cost per library visit	£3.55	Available	£2.08	£2.08	Stephen Daly

		Feb 2022			
Cost per museum visit £	£1.42	Available Feb 2022	£1.42	£1.42	Amanda Graham
% of adults satisfied with libraries	85%	Available Feb 2022	88%	88%	Stephen Daly
% of adults satisfied with museums and galleries	69%	Available Feb 2022	81%	81%	Amanda Graham
No. of transactions undertaken online	41,929	43,032	27,687	27,687	Stephen Daly
% of residents who report satisfaction with Council publications, reports and documents	84%	97%	73%	75%	Amanda Graham

Action	Due Date	Managed By
Ensure Compliance with Web accessibility regulations	31-Mar-22	Stephen Daly
Identify and address barriers to accessing library services, with specific focus on groups identified in the Equality Outcomes Report 2021-2025	31-Mar-22	Stephen Daly

P Supported individuals, families and carers living independently and with dignity

Ob Improved wellbeing

Performance Indicator	2019/20 Value	2020/21 Value	2020/21 Target	2021/22 Target	Managed By
Percentage of Primary School pupils present and registered who took free meals (Table 8 Scottish Gov Figs)	65%	Data available June 2021	72%	72%	Lynda Dinnie
Percentage of Secondary School pupils present and registered who took free meals (Table 14 Scottish Gov figs)	70%	Data available June 2021	78%	78%	Lynda Dinnie

Action	Due date	Managed By
Deliver the Connecting Scotland project: providing internet access and support to 100 local digitally excluded families	31-Mar-22	Stephen Daly
Implement the Scottish government new free school meal plan for P4-P7 pupils	31-Mar-22	Lynda Dinnie

Appendix 3 – Performance review

Benchmarking

The most recent comparative benchmarking data for all councils was published in February 2021 and relates to the period 2019/20. The latest results showed:

- West Dunbartonshire libraries ranked third highest in Scotland for satisfaction with libraries with a satisfaction rate of 85.03% significantly above the Scottish average of 72%. Although slightly lower than the previous year's performance this still represents continued growth in satisfaction since 2012;
- West Dunbartonshire Museums ranked eleventh highest in Scotland for satisfaction with a satisfaction rate of 69.23% on par with the Scottish average of 69%. During this period, West Dunbartonshire Council's main gallery space was closed which arguably impacted on satisfaction rates. Despite the reduction in satisfaction measured through the SHS, local satisfaction measures for museums during this same period have returned much higher levels.
- West Dunbartonshire has ranked fourth highest in Scotland for spending costs for Museum visits and reduced overall cost from the previous year by £0.52 per visit; and
- Costs per library visit has made very slight progress over the period in terms of reduction in overall cost although has decreased in ranking. The most notable limiting factor affecting physical visitor numbers during 2019/20 was the ongoing and significant refurbishment work at one of the authority's largest libraries, Clydebank. Despite this, overall physical visitors to West Dunbartonshire Libraries fell by 10% which was in line with the Scottish average of 10.1%. Work continues to develop and improve our physical spaces and there are signs of promising growth in virtual visits. However, the impact of Covid-19 in 2020/21 will inevitably cause further disruption to visitor numbers.

	2019/20	Rank 19/20	2018/19	Rank 18/19	Scotland 2019/20	Change in Rank
Cost per library visit	£3.55	27	£3,58	23	£2.16	Decrease
Cost per museum visit	£1.42	4	£1.94	7	£3.38	Increase
Adults satisfied with libraries	85.03%	3	86%	3	72.37%	No change
Adults satisfied with Museums and Galleries	69.23%	11	76.23%	8	69.3%	Decrease

Service User Feedback

Telephone Survey

A telephone survey of 1200 residents is carried out every year to gauge satisfaction levels with a range of Council services. Within Communication, Culture and Communities, we evaluate: libraries; customer service; information available on services and the Council website. Overall the results were positive and showed:

PI	2020/21	2019/20	Change in direction
Satisfaction with Libraries	96%	92%	⬆
Satisfaction with the quality of Customer Service	86%	84%	⬆
Satisfaction with Information Available on Services	89%	85%	⬆
Satisfaction with Report and Publications	97%	84%	⬆
Satisfaction with the Council Website	87%	90%	⬇

We will continue to review feedback from the Telephone survey and identify how we can address the issues that emerge.

CCF Employee Wellbeing Survey

As a result of the COVID-19 pandemic, the CCF management team carried out an employee pulse survey to measure the wellbeing of employees. Approximately 25% of all CCF employees completed the survey and the management team have reviewed the results for the CCF strategic area as a whole and their individual service areas, and over the coming year will work with employees to ensure they maximize support measures currently in place. The results of the survey showed:

- 72% of respondents felt that their levels of stress, worry or concern had increased at the moment. Personal stress, worry about being exposed and spreading COVID-19 to their family, social isolation and change of duties/working patterns were sited as the biggest concerns.
- 88% of respondents stated they were aware of how to access resources and support in relation to their health & wellbeing;
- 87% of respondents agreed that they had the equipment they needed to be able to do their job well;
- 85% of respondents agreed they were receiving the regular support and encouragement they needed from their line manager; and
- More than three quarters (78%) stated they felt valued in their current role by their manager/managers.

Complaints

Between 1 April and 31 December 2020, the CCF received a total of 24 complaints, this represents a 27% reduction in complaints from the previous year. We will continue to review complaints on a regular basis to identify and address any issues that emerge.

Service Area	1 April 2020- 31 December 2020			
	Total Received	Total closed Stage 1	Upheld Stage 1	Upheld Stage 2
Contact Centre	8	7	3	0
One stop Shop	2	1	1	0
Scottish Welfare Fund	14	11	4	0
Libraries and Cultural Services	0	1	1	0
Total	24	20	9	0
Complaint Category				
Citizen expectation not met - quality of service	9		2	0
Citizen expectation not met – timescales	3		1	0
Employee behaviour	12		6	0
Total	**24**		**9**	**0**

Appendix 4- Quality Standards

West Dunbartonshire Council has a local Good Governance Code based on guidance from CIPFA. The Council's compliance with its Code is reviewed each year and a supporting action plan is developed to ensure improved compliance is achieved. The Code details a range of principles which should be adhered to by the Council, and details the behaviours and actions which

demonstrate good governance in practice. The Good Governance Code requires that the organisation considers the approach to the use of quality standards.

These quality standards will be monitored and managed by the management team of each service at regular meetings, and reported annually to the relevant service committee along with the delivery plan.

Service area	Description	How it will be measured
Corporate Communications, council Offices and Town Hall	We will respond to 99% of press enquiries within deadline	% of press enquiries responded to within deadline as a proportion of all press enquiries
	We will acknowledge requests for design work within 3 working days.	% of design requests acknowledged to within 3 working days.
	We will respond to 100% of Town Hall booking enquiries within 48 hours	% of booking enquiries responded to within 48 hours as a proportion of all booking enquiries received
Arts & Heritage	We will respond to 100% of local history enquiries within 3 working days	% of local history enquires responded to within 3 working days as a proportion of all enquiries received
Citizen, Library & Digital Services	We will answer 90% of all telephone calls to the contact Centre within 2 minutes	% of telephone calls answered within 2 minute as a proportion of all calls answered.

Appendix 5- Resources

Finance

The 2021/22 revenue budget for the CCF service area is £17.060m. The resources to deliver on this in 2021/22 action plan for CCF are:-

Strategic Service	Gross Expenditure 2021/22 £m	Gross Income 2021/22 £m	Net expenditure/ income 2021/22 £m
Performance & Strategy	0.351	0.032	0.319
Communications, Offices and Town hall	2.585	0.422	2.163
Citizen & Digital	1.372	0.000	1.372
Arts & Heritage	0.440	0.055	0.385
Libraries	1.694	0.044	1.650
Facilities Management	0.364	0.020	0.344
Leisure Management	4.144	0.734	3.410
Building Cleaning & Police	1.959	0.278	1.681
Building Cleaning PPP	0.732	1.035	(0.303)
Facilities Assistants	2.091	0.069	2.022
Events	0.166	0.087	0.079
Catering	5.247	1.309	3.938
Total	**21.145**	**4.085**	**17.060**

Workforce Planning

Workforce planning is integrated within the strategic planning process, highlighting the key workforce related activities for the year and reflecting the longer term strategic aims of the services. Each Chief Officer is responsible for the annual review of requirements for their respective service areas to ensure that any key actions are identified at an early stage.

Employees

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

Section	Headcount (as at 1 April 2021)	FTE
Communications, Offices and Town Hall	21	20.29
Citizens and Digital Services	50	44.79
Libraries and Culture	66	50.24
Performance & Strategy	6	5.82
Facilities Management	511	309.95
Communications, Culture & Communities Total	654	433.09

Absence in 2020/21

The quarterly absence statistics for CCF are shown below together with the Council average for the same periods for comparison. The service has reported lower levels of sickness absence than the Council wide average in 2 quarters and has a significantly lower level of absence than the council wide average when considered annually.

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual FTE days lost per FTE employee
CCF	1.28	2.16	3.65	1.92	6.22
Council Wide Total	2	2.12	3.25	2.61	7.58

SL Workforce Plan 2017-2022 – Annual Action Plan 2021/22

1. Addressing the gap between current workforce supply and predicted future demand

Strategy

Planned service review to address gap taking cognisance of opportunities to realise savings through voluntary turnover

Expected Outcome

Gap is addressed, whilst:

. Protecting critical roles (and avoiding associated turnover)

. Ensuring service priorities are met (recognising impact on workforce capacity in relation to acknowledged areas of increased service demand)

. Avoiding or minimising risk of voluntary or compulsory redundancy

Action	Resources needed	Measure of outcome	Due Date	Assigned To
Embed culture of continuous improvement and continue development of quality improvement skills through utilisation of lean/six sigma skills. Relevant projects to be identified and developed.	OD Team Senior Managers	Manager Lean Six Sigma training records updated; Improved skills	31-Mar-2022	Malcolm Bennie
Complete service reviews to ensure that preferred service delivery models are identified.	Strategic HR Support & Finance Business Partner Support	Review of roles in Citizen Services complete; Review of roles in Clydebank Town Hall complete; Review of Performance and Strategy roles complete; Review of Facilities Management complete. Suite of service performance indicators	31-Mar-2022	Stephen Daly; Amanda Graham Lynda Dinie
Continue monitoring of satisfaction and complaints and identify any improvement activity	Performance and Strategy Business Partner & Digital and Customer Services Manager	Suite of service performance indicators; Evidence of service improvement on the back of the complaints information	31-Mar-2022	Malcolm Bennie

WEST DUNBARTONSHIRE COUNCIL

Report by Chief Officer – Angela Wilson

Corporate Services Committee: 19 May 2021

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Subject: **Procurement year end progress report 20/21 and Delivery plan 21/22**

1 Purpose

1.1 The purpose of this report is to present the year end progress report 20/21 and 2021/22 Delivery Plan for Procurement (now part of Supply, Distribution and Property Services).

2 Recommendations

2.1 It is recommended that Committee:
- Notes progress made on the delivery of the 2020/21plan.
- Notes 2021/22 Delivery Plan

3 Background

3.1 In line with the Strategic Planning & Performance Framework each Chief Officer has developed an annual delivery plan for 2021/22. The plan sets out actions to address key priority areas and issues identified through the service planning process as well as actions to deliver the Council's strategic objectives. It also provides an overview of services and resources, including employees and budgets, and considers relevant risks.

4. Main Issues

2020/21 Year-end Performance

4.1 The 2020/21 Procurement Strategy was presented to Corporate Services Committee on 11 November 2020. This was later than the usual April/May committee cycle due to the COVID-19 pandemic and consequently there was no mid-year progress report.

4.2 The Procurement Strategy for 2020/21 was supported by an action plan of activities to be delivered over the year. Appendix 1 details the progress on delivery of this action plan. Six of the seven actions have been completed in year as planned. The remaining action - ***Implement a range of actions to improve compliant spend in line with Financial Regulations and regulated procurements -*** is dependent upon analysis of performance on compliant spend and will be completed by end June 2021.

4.3 Achievements delivered are highlighted in the Delivery Plan for 2021/22. Year-end values are available for three of the seven performance indicators

included in the plan. Of those, all achieved their year end targets. Full details are set out in Appendix 1. The remaining indicators will be published in line with annual public performance reporting for the organisation later in 2021/22.

Delivery Plan 2021/22

4.4   The procurement section of the Supply, Distribution and Property Delivery Plan for 2021/22 is attached to this report as Appendix 2. The plan reflects those actions which will be delivered over the remainder of the year. Key areas include: delivering savings and benefits through improved procurement processes; improving access to the Council's contracts; Maximising efficiency and collaboration; Embedding sustainability

4.5   Progress towards delivery of the plan is monitored monthly through the senior management team, and on a quarterly basis through the strategic performance monitoring and review meetings. A mid-year progress report will be presented to committee in November 2021.

Workforce Planning

4.6   The Delivery Plan includes an annual workforce plan, which details the key workforce issues which may arise over the year and the actions planned to address these. These workforce issues are anticipated to have implications in terms of organisational change, resource planning and learning/development. The workforce plan sits within the appendices of the 2021/22 Delivery Plan.

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 Supply, Distribution and Property 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   An EIA is not required with this report, however screening and impact assessments will be carried out on specific activities as

required.

9 Consultation

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

10 Strategic Assessment

10.1 The Delivery Plans set out actions to support the successful delivery of the strategic priorities of the Council.

Strategic Lead: **Angela Wilson**
Service Area: **Supply, Distribution and Property**
Date: **April 2021**

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

Appendices: Appendix 1: Procurement Strategy 2020/21 - Year End Progress
   Appendix 2: SD&P Delivery Plan 2021/22

Background Papers: None

Wards Affected: All

Corporate Procurement Unit – 2020-21 Delivery Plan -year end progress report

West Dunbartonshire COUNCIL

P	1. A strong local economy and improved job opportunities

Ob	A growing economy

Performance Indicator	2019/20	2020/21					Latest Note	Managed By
	Value	Status	Value	Target	Long Trend	Short Trend		
% of procurement spent on local small/medium-sized enterprises and SMEs who have a presence in West Dunbartonshire	N/A	Data available May 2021		38%	?	?	This data will be published once available.	Annabel Travers
% of procurement spent on local small / medium-sized enterprises	8.23%	Data available Feb 2022		14%	?	?	Target missed representing a decline in both the long and short term trend. Comparatively WDC has ranked 32rd of 32 local authorities. This is fairly consistent with previous year, and is below the Scottish average of 28.51%.	Annabel Travers

Action Title	Status	Progress	Due Date	Comments	Managed By
Implement a range of actions to improve Council spend with local businesses and small and medium-sized enterprises (SMEs)	✓	100%	31-Mar-2021	This action has been successfully completed.	Annabel Travers

Ob	Increased employment and training opportunities

Performance Indicator	2019/20	2020/21	Latest Note	Managed By

	Value	Status	Value	Target	Long Trend	Short Trend		
Percentage of social benefits points delivered against social benefits points required (From £50k)	64.3%	✅	87.9%	75%	⬆	⬆	Social benefits points secured - 705 and social benefits points delivered - 620. This equates to 87.94%. The performance has improved significantly over the previous year and we will continue to embed the social benefits points into contract activity.	Annabel Travers

Action Title	Status	Progress	Due Date	Comments	Managed By
Implement targeted social benefits	✅	100%	31-Mar-2021	This action has been successfully completed. Updated tender documentation to reflect Lessons Learned on Contract & Supplier Management with supporting guidance.	Annabel Travers

(P)	4. Open, accountable and accessible local government

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

Performance Indicator	2019/20	2020/21					Latest Note	Managed By
	Value	Status	Value	Target	Long Trend	Short Trend		
Annual Cash Savings target achieved	£544,022.05	✅	£1,023,594	£400 K	⬆	⬆	Target exceeded showing improvements in both the short and long term.	Annabel Travers
Percentage of contracts that are compliant	90.3%	Data not available until June 2021		100%	❓	❓	This data will be published once available.	Annabel Travers

Action Title	Status	Progress	Due Date	Comments	Managed By
Further embed the Contract & Supplier Management (CSM) Policy across the Council	✅	100%	31-Mar-2021	Updated tender documentation to reflect Lessons Learned on Contract & Supplier Management with supporting guidance.	Annabel Travers
Implement a range of actions to improve compliant spend in line with Financial Regulations and regulated procurements	🛑	66%	31-Mar-2021	This action will be completed by mid June 2021.	Annabel Travers

Risk	Description	Current Risk Matrix	Target Risk Matrix	Latest Note	Assigned To

Risk	Description	Current Risk Matrix	Target Risk Matrix	Latest Note	Assigned To
Non-compliance with procurement legislation	Due to scale and complexity of changes to procurement legislation and guidance there is a failure to comply	Likelihood / Impact	Likelihood / Impact	FY2019/20 regulated spend: 90.7%. There is currently a proportion of spend that is non-compliant. Improvement actions have been highlighted within the Annual Procurement Report - 2019/20 to mitigate this risk.	Annabel Travers

P	5. Efficient and effective frontline services that improve the everyday lives of residents

Ob	A continuously improving Council delivering best value

Performance Indicator	2019/20		2020				Latest Note	Managed By
	Value	Status	Value	Target	Long Trend	Short Trend		
External assessment of procurement - PCIP score (Procurement and Commercial Improvement Programme)	75.52%	✅	84%	84%	⬆	⬆	This is part of the Corporate Procurement Unit's continuous improvement activity on: Leadership and Governance; Development and Tender; Contract; and Key Purchasing Processes. Due to the COVID-19 crisis, the Council's PCIP assessment hasn't taken place in FY2020/21.	Annabel Travers
Percentage of C&SM scorecards submitted against the total number due	55%	Data available June'21		75%	❓	❓	This data will be published once available.	Annabel Travers

Action Title	Status	Progress	Due Date	Comments	Managed By
Lead and deliver the Council Wide Pipeline of projects	✅	100%	31-Mar-2021	This action has been successfully completed.	Annabel Travers
Undertake annual benchmarking to ensure best practice and improve performance	✅	100%	31-Mar-2021	This action has been successfully completed.	Annabel Travers
Explore opportunities for expanded use of e-auctions as part of a viable procurement route	✅	100%	31-Mar-2021	This action has been successfully completed.	Annabel Travers

2021–22 DELIVERY PLAN

SUPPLY, DISTRIBUTION & PROPERTY

Abbreviated version for Corporate
services committee

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Contents

1. Overview

Supply, Distribution and Property (SD&P) comprises a wide range of services covering Corporate Asset Management, Building Services, Housing Asset & Development and the Corporate Procurement Unit (CPU).

With a revenue budget of £(2.775m) and a capital budget of £11.520m, it is one of 8 strategic areas with responsibility for delivering the Council's Strategic Plan.

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

Progress will be monitored and managed on a regular basis at SD&P management team meetings and reported twice yearly to Infrastructure, Regeneration & Economic Development (IRED) Committee; progress of the Corporate Procurement Unit will also be reported to Corporate Services Committee, at mid-year and year end.

2. Performance Review

The SD&P management team completed a detailed performance review of 2020/21, looking at:

Key performance Indicators (Appendix 2)
Monitoring and analysing current and previous performance helps to identify trends and to understand where we need to implement improvement actions to meet both the service objectives and overall Council priorities.

Benchmarking (Appendix 3)
All 32 councils in Scotland measure a common set of performance indicators called the Local Government Benchmarking Framework (LGBF). It comprises service delivery, cost, and customer satisfaction indicators covering all major council service areas, including education, housing, social work, and leisure. Using the same indicators across all councils allows us to compare our performance so that we can identify best practice, learn from each other, and improve what we do.

Quality Standards (Appendix 4)
Quality standards help to define what users of our services can expect to receive, and remind both the organisation and our employees of the challenges and obligations they face in delivering best value services

Key Achievements 2020/21
The Supply, Distribution and Property Service came together following a management restructure in January 2021. During 2020/21 the teams delivered a range of key achievements on behalf of the Council. During the COVID-19 pandemic, this service area has continued to ensure statutory and functions were

delivered; the following section contains some of the more notable achievements as well as a number of performance challenges to be addressed in 2021/22.

Corporate Procurement Unit (CPU)
- Increased the procurement spend compliance to 95.2% and delivered annual performance procurement savings of £1.024m
- Developed and published the Procurement Guidance for Suppliers and increased the % of procurement spend on local enterprises and suppliers who have a presence in West Dunbartonshire to 35.07% (in the first six months of FY2020/21)
- Developed and rolled out the new I-Procurement Awareness Training
- Collaborated with partners and suppliers to continue to improve and deliver local social and community benefits

Challenges

The principle challenge over the last year has been the COVID-19 pandemic. Challenges included, the delivery of front line services, for example building services, maintenance and repairs, supporting the procurement and provision of essential PPE equipment and responding to changing guidance and legislation. Many employees quickly adapted to working at home while minimising the impact on service delivery.

Progression of key capital projects remained a challenge and in particular the Housing Investment Programme where a significant period of time has been lost, impacting upon our ability to carry out works.

3. Strategic Assessment

The management team completed a strategic assessment and performance review to determine the major influences on service delivery and strategic priorities for 2021/22. As a result, the following factors will have a significant influence on the work of service in 2021/22:

Financial Challenges
The entire public sector is facing significant financial challenges. When the 2021/22 budget was set in March 2021, the Council was predicting cumulative funding gaps in 2022/23 and 2023/24 of £4.890m and £10.422m respectively. Funding pressures relating to COVID-19 continue into 2021/22, and with costs related to COVID-19 difficult to predict and some funding from the Scottish Government already announced, we will continue to monitor the overall financial position of the Council. The long term finance strategy is due to be reported to Council later in 2021, together with a draft 3-year detailed budget position. This means that further action continues to be required to balance our budget and protect services for residents.

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

Corporate Procurement Unit

In accordance with Section 15 of the *Procurement Reform* (Scotland) *Act 2014*, the Council has a statutory duty to produce and publish its Procurement Strategy. A new 5 year strategy will be developed and implemented from 2021, which will set out the vision, objectives and actions which directing and governing procurement activities. It will reflect national and local policies and the Council's procurement focus areas:

- Delivering savings and benefits
- Improving access to the Council's contracts
- Maximising efficiency and collaboration
- Embedding sustainability

Ensuring that sustainability and commercial improvement is a key focus in all procurement activity, will help the Council promote the economic, environmental and social outcomes that support growth. This will be influenced by the recently approved climate change strategy.

Equalities

The Council has set out a range of equality outcomes for 2021-25 in line with its statutory duty, each led by a relevant strategic service area. By focusing on outcomes, the Council aims to bring practical improvements to the life chances of those who experience discrimination and disadvantage. In 2020/21 we will continue to ensure we mainstream equalities and consider them in all areas of business.

Continuous Improvement

In 2020 to support continuous improvement, the Council embarked on a programme of Fit for Future service reviews. Using a range of tools that encapsulates service design and maturity assessments and employee engagement, information is gathered and reviewed to identify improvements and to ensure our services are efficient and that we make best use of our resources. The output of the 10 step process is a set of recommendations. The CPU will participate in the programme in 2021/22.

Budget Sensitivity Analysis

In reviewing the service budget projections, consideration has been given to sensitivity of these budgets, in particular for higher risk/ higher value budgets which may have a significant impact on budgetary control and future budget projections. The analysis has considered sensitivity around demand, costs and charges, and income levels.

Within the CPU service, no budgets which have been identified as being more susceptible to fluctuations.

Action Plan & Risks

The management team has developed an action plan to address the key priorities and desired outcomes (Appendix 2). The plan is supported by a range of performance indicators to enable progress to be monitored on a regular basis and reported to Committee, at mid-year and year end.

4. Risks

The Council has identified risks at both a strategic and service level. Strategic risks represent the potential for the Council to fail to meet its stated strategic objectives and those that require strategic leadership. Service risks relate to service delivery and represent the potential for impact on services, those who work within the services, volunteers, service users or clients.

In planning for 2021/22, the strategic area considered the Council's strategic risks and identified risks specific to the service. (See below) Actions to mitigate these risks are set out in our action plan or in our operational plans, with the aim of improving or maintaining the current position (i.e. the current risk score).

| Service Risk & Description	Note	Current Risk Matrix	Target Risk Matrix
Failure to secure best value of procurement spend and ensure compliance with financial regulations	Improved procurement management process, contract strategies, planning, monitoring and reporting in collaboration with services will continue to mitigate against non compliant procurement spend		
		Managed by	
		Annabel Travers	
Failure to continue to achieve increased savings from procurement activity	As second or third generation revenue contracts seldom deliver the same cost savings as first generation, the contract strategies need to focus on governance, operating models, total cost of ownership, service quality and innovation		
		Managed by	
		Annabel Travers	

Covid-19 Risks
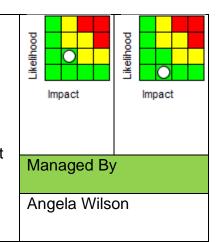
This table sets out the Council-wide risks associated with the COVID-19 pandemic. Over the coming months, we will consider the impact and likelihood of these risks for Supply, Distribution and Procurement services and mitigate them where possible.

Service Risk	Note	Current Matrix Score	Target Matrix Score
Workforce The Council is faced with significant workforce demands in relation to absence, reduction, recruitment and wellbeing.	SD&P employees are either at home or environments that have been risk assessed to maximise safety. In addition, the vaccination programme is rolling out and so the exposure to infection is greatly reduced. Wellbeing continues to be a key focus for the management team.		
		Managed By	
		Angela Wilson	
Service delivery The Council is faced with significant delivery demands in relation to moving services online, disruption, reduction and quality.	SD&P services have continued to provide essential services throughout the pandemic and have implemented agreed COVID-19 management procedures for frontline workers to ensure continued delivery of key programmes. For Building services only essential works for internal housing repairs have continued. Service delivery has also been affected by slippage of some Capital investment projects in the last year and may still be a factor in the year ahead. Teams continue to meet at least weekly ensuring there is a continued focus on service priorities.		
		Managed By	
		Angela Wilson	

Protection The Council is faced with significant demands for protection in relation to additional and constant changing legislation and guidelines, PPE requirements, supply chain, cost of PPE and ensuring workforce safety.	The CPU continue to focus on priorities that include PPE, supply chain issues, updated guidance and legislation. In addition to this Corporate Asset Management team will continue to support the PPE store in the immediate future. Building Services continue to adapt to changes in legislation and guidance The service also plans for known supply shortages; where these are unknown the service mitigates by reassigning resources and rescheduling of programmes of works. Changing legislation may impact on all other contractors which may have an impact on construction projects in general.	
		Managed By
		Angela Wilson

Appendix 1- Profile & Structure Chart

SUPPLY, DISTRIBUTION & PROPERTY

CHIEF OFFICER

CHIEF OFFICER - SUPPLY, DISTRIBUTION & PROPERTY

Angela Wilson

Leadership Support
Ashley MacIntyre

Corporate Asset Manager	Building Services Manager	Procurement Manager	Housing Asset & Investment Manager
Craig Jardine	**Martin Feeney**	**Annabel Travers**	**Alan Young**
Capital Projects Manager **Lesley Woolfries Sharon Jump**	Capital Projects Manager **Alistair Norris**	Procurement Developments Business Partner **Alison Wood**	Asset & Investment Officer **Gary Miller**
Programme Leader Consultancy Services **Stewart Paton**	Technical Officers **Tom Black Ian Cummings Jim Fraser John Muir**	Strategic Procurement Business Partner **Derek McLean**	Team Leader Projects Liaison **Frances Ashton**
Assets Coordinator **Michelle Lynn**	Client Services Officer **Suzanne Bannister**	Strategic Procurement Business Partner **Angus Cameron**	
	Surveying & Finance Officer **Vacant**	Strategic Procurement Business Partner **David Aitken**	
	Team Leader Mixed Tenure **Yvonne Rankin**		

West Dunbartonshire COUNCIL

Housing Asset and Investment
Is responsible for planning, monitoring and managing the strategic delivery of the HRA capital investment programme, ensuring compliance with all appropriate legislation and associated regulations, policy and procedures.
The service links directly to Housing Services by delivering an investment programme to meet their strategic housing asset management objectives.

Building Services
Is responsible for delivery of a planned maintenance programmes and building improvement projects for council houses and public buildings and responds to housing repairs, including 24 hour emergency repairs service for tenants. The service links directly to Housing Services and provides an appropriate client and contractor service.

Corporate Asset Management
provides in-house construction consultancy, design and management and support for housing and general services. Supports the effective management of all council assets, Council owned assets requiring disposal and asset valuations. Responsibility for operational and non-operational properties including Clydebank Property Company.

CPU
Leads and facilitates procurement activity to ensure efficient, effective and appropriate procurement processes are implemented across the organisation. This includes the generation of contract strategies and the development and implementation of key procurement systems and processes.

Appendix 2- Action Plan

P	A strong local economy and improved job opportunities					
Ob	A growing economy					

Performance Indicator	2019/20 Value	2020/21 Value	2020/21 Target	2021/22 Target	Managed By
% of procurement spent on local enterprises and / or who have a presence in West Dunbartonshire	New indicator	Data available May'21	36%	38%	Annabel Travers
% of procurement spent on local small / medium-sized enterprises (LGBF measure)	8.23%	Data available Feb'22	14%	14%	Annabel Travers

Action	Due date	Managed By
Improving access to the Council's contracts	31-Mar-22	Annabel Travers

Ob	Increased employment and training opportunities					

Performance Indicator	2019/20 Value	2020/21 Value	2020/21 Target	2021/22 Target	Managed By
% of Contract & Supplier Management scorecards delivered where the Supplier at a minimum, meets the Social Benefits expectations.	New indicator			95%	Annabel Travers

Action	Due date	Managed By
Deliver procurement savings and benefits	31-Mar-22	Annabel Travers

P	Supported individuals, families and carers living independently and with dignity					

(P)	Efficient and effective frontline services that improve the everyday lives of residents					
(Ob)	A continuously improving Council delivering best value					

Performance Indicator	2019/20 Value	2020/21 Value	2020/21 Target	2021/22 Target	Managed by
Annual Cash Savings target achieved	£544,022.05	£1,024,595	£400k	£400k	Annabel Travers
% of contracts that are compliant	90.3%	Data available June' 21	100%	100%	Annabel Travers
% of Contract & Supplier Management scorecards submitted against the total number due	55%	Data available June' 21	75%	85%	Annabel Travers
% of Contract & Supplier Management scorecards delivered where the Supplier at a minimum, meets the Cost expectations.	New indicator			95%	Annabel Travers
% of Contract & Supplier Management scorecards delivered where the Supplier at a minimum, meets the Quality expectations.	New indicator			95%	Annabel Travers
Percentage of Contract & Supplier Management scorecards delivered where the Supplier at a minimum, meets the Service expectations.	New indicator			95%	Annabel Travers

Action	Due Date	Managed By
Deliver procurement savings and benefits	31-Mar-22	Annabel Travers
Maximise procurement efficiency and collaboration	31-Mar-22	Annabel Travers
Embed procurement sustainability	31-Mar-22	Annabel Travers

Appendix 3 - Performance review

Benchmarking

The most recent comparative benchmarking data for all councils was published in February 2021 and relates to the period 2019/20. The service assumes organisational responsibility for one of the LGBF performance indicators. Overall the results showed:

- The LGBF measurement for the % procurement spend on local enterprises, excludes spend on third sector organisations and only includes spend above the de minimis value which puts WDC at a disadvantage; when we calculate this to include these factors, as well as suppliers who have a presence in West Dunbartonshire, performance is greatly improved on spend on local enterprises.

Performance indicator	2019/20	Rank 19/20	2018/19	Rank 18/19	Scotland 2019/20	Change in rank
% of procurement spend spent on local enterprises	8.23%	32	10.89%	31	28.51%	⬇

Appendix 4- Quality Standards

The Council has a local Good Governance Code based on guidance from CIPFA. The Council's compliance with its Code is reviewed each year and a supporting action plan is developed to ensure improved compliance is achieved. The Code details a range of principles which should be adhered to by the Council, and details the behaviours and actions which demonstrate good governance in practice. The Good Governance Code requires that the organisation considers the approach to the use of quality standards. These quality standards will be monitored and managed by the management team of each service at regular meetings, and reported annually to the relevant service committee along with the delivery plan.

Service	Quality Standard	How will this be measured
CPU	We will set-up a meeting with the service lead where they are available, within 10 working days of receipt of a Procurement Request Form or equivalent information	% meetings held within 10 working days of procurement request form or equivalent information
	We will evaluate procurement / tender responses in conjunction with the service lead and stakeholders where they are available, within 5 working weeks of procurement / tender returns	% of procurement/tender responses carried out within 5 working weeks of procurement /tender returns
	We will publish the Contract Award Notice within 30 calendar days from the award letter being sent	% of Contract award notices published within 30 calendar days from award letter being sent

Appendix 5- Resources

Finance

The 2021/22 overall revenue budget for the SD&P Strategic service area is £2.775m. The resources to deliver on this in 2021/22 action plan for SD&P are:-

Service	Gross Expend 2021/22 £m	Gross Income 2021/22 £m	Net expenditure/ (Income) 2021/22 £m
CPU	1.012	(0.493)	0.519

Workforce Planning

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

Employees

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

Section	Headcount (12/4/210	FTE
CPU	54	49.87
Total		

Absence in 2020/21

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual FTE days lost per FTE employee
SD&P	1.46	1.21	3.51	3.48	6.53
Council Wide Total	Data available mid April				

SL Workforce Plan 2017-2022 – Annual Action Plan 2021/22

1. Addressing the gap between current workforce supply and predicted future demand

Strategy

Continue to implement the outputs of service reviews to address gap taking cognisance of opportunities to realise savings through voluntary turnover and consideration of management spans of control

Expected Outcome

Gap is addressed, whilst:

. Protecting critical roles (and avoiding associated turnover)

. Ensuring service priorities are met

. Avoiding or minimising risk of voluntary or compulsory redundancy

. Enabling flexibility to address fluctuations in service demand through appropriate management of fixed-term contracts

Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Continuing to review the CPU current structure in line with service requirements to address priorities and any gaps to meet demand	Workforce	Review on ongoing basis at workforce planning meetings.	31-Mar-2022	Annabel Travers

2. Addressing the gap between current and required additional workforce capabilities

Strategy

Continued review and implementation of associated training plans to enable capabilities to be developed within existing workforce

Expected Outcome

Gap is addressed, whilst:

. Ensuring value for money in terms of training solutions

. Minimising requirement to recruit for new capabilities (and thereby avoiding or minimising risk of voluntary or compulsory redundancy)

. Ensuring service priorities are met as a result of application of those new capabilities

. Ensuring employees are encouraged to re-train and re-align to newer digital skills to allow the Council to reduce attrition while making jobs interesting

Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Continuing to implement training and coaching within the	Workforce	# of CPU employees who	31-Mar-	Annabel

CPU to meet professional procurement requirements		have completed training	2022	Travers
Further develop leadership skills within services in line with the People Framework to support the changing remits and spans of control within SD&P services.	HROD budget	No. of managers who complete programme.	31-Mar-2022	All managers
Ensure training needs identified through Be the Best Conversations are implemented to enable capabilities to be developed within existing workforce	Workforce/ Budget	Quarterly review	31-Mar-2022	All managers
3. Improve resilience within teams				
Strategy Develop and implement training plan in relation to critical roles **Expected Outcome** Improved resilience across teams and retention of knowledge and skills associated with critical roles				

Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Continue to support implementation of Employee Wellbeing Strategy including providing representation on Employee Wellbeing Advocate and Managers Group.	Time	Improved employee engagement, lower sickness absence rates	31-Mar-2022	All managers
Action Title	**Resources needed**	**Measure of Outcome**	**Due Date**	**Assigned To**
Embed 'Be the Best' conversations into organizational culture to ensure opportunities exist to recognize employee contribution, employee wellbeing and learning and development to address improvements identified in the Employee Survey	Time	Improvement in employee survey results.	31-Mar-2022	All managers

5. Improved use of technology and new ways of working

Strategy
. Implement Workplace of the Future Strategy
. Develop and implement workforce and organisational development solutions
Expected Outcome
Improved efficiency and effectiveness of service provision

Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Consider and implement more flexible ways of working where possible – considering the workstyles exercise	Workforce	More flexible ways of working across the service	September 2021	All Managers

WEST DUNBARTONSHIRE COUNCIL

Report by Chief Officer - Resources

Corporate Services Committee: 19 May 2021

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Subject: Update of Voluntary Grants 2020/21

1.   Purpose of Report

1.1   The purpose of this report is to provide Members with an update of the voluntary grants administered and awarded by West Dunbartonshire Community & Volunteering Services (WDCVS) in 2020/21 in respect of Community Chest, Playschemes, Cultural, and Social Transport Support Funding Grants on behalf of the Council.

1.2   The report also provides information on the position regarding the Ending Loneliness Fund, the Provost's Fund and the Dumbarton Common Good Fund.

2.   Recommendations

2.1   The Committee is asked to note the position of the grants paid out by WDCVS, Ending Loneliness Fund, the Provost's Fund and the Dumbarton Common Good Fund.

3.   Background

3.1   The Corporate Services Committee in March 2007 agreed that a report be brought to Committee after each year-end, giving information regarding the grants approved during the financial year.

3.2   Community Chest, Playscheme, Cultural and Social Transport Support Grants are administered by WDCVS. The Council continues to administer grants for Dumbarton Common Good, the Provost's Fund and the Ending Loneliness Fund.

3.3   The Provost's Fund was established in 1953 as the Burgh of Clydebank Provost's Fund and in November 1998 it was determined that the Fund may be used to cover the whole of West Dunbartonshire. As part of the budget agreed by Members on 22 March 2021, £8,000 was allocated to the Provost Fund for 2021/22.

4.   Main Issues

WDCVS Administered Funds

4.1   During 2020/21, the total budgets available and the amounts paid out in grants administered by WDCVS are noted below:

Group Type	Total Budget	Agreed	Unspent

		Spend	
Community Chest/Cultural/Playscheme	£50,000	£29,711	£20,289
Social Transport Support	£100,000	£0	£100,000
WDC funded total	**£150,000**	**£29,711**	**£120,289**

Community Chest/Cultural/Playschemes

4.2 The 2020/21 budget was set at £50,000 and WDCVS has awarded £29,711 in grant funding to organisations as noted in Appendix A.

4.3 In addition to the above, a number of organisations submitted funding applications and were referred by WDCVS to other funders. As a result of this a further £268,830 of applications for funding was supported by WDCVS by re-routing applications to other sources as noted in Appendix B.

4.4 All applications received by WDCVS were granted funding from either Community Chest Grants or alternative funders.

Social Transport Funding

4.5 The 2020/21 budget was set at £100,000 and WDCVS has made no awards during 2020/21. There have been a variety of reasons that has resulted in no awards during this year, mainly due to covid-19 restrictions. Premises and/ groups were temporarily closed and/or meetings moved online; many groups have high numbers of members in the shielding category.

Ending Loneliness Funding

4.6 The annual budget for Ending Loneliness Fund is £10,000. During this year two organisations received funding and grants totalling £5,467, though one organisation later returned their entire grant of £2,694 and the other organisation returned an unspent amount of £1,885 resulting in a net spend of £888, as detailed in Appendix C.

Provost's Fund

4.7 The Fund was allocated £3,000 in 2020/21, however, there was no spend during 2020/21 on the Provost's Fund, as the Provost received no requests for funding assistance during 2020/21, likely due to covid-19 restrictions.

Dumbarton Common Good

4.8 Nine organisations benefited from funding from the Dumbarton Common Good Fund totalling £190,785 against a budget of £193,201, as detailed in Appendix D. The £7,000 small grants budget has not awarded any funding during 2020-21 as no applications were received.

5. **Option Appraisal**

5.1 No option appraisal was required for this report.

6. **People Implications**

6.1 There are no people implications.

7. Financial and Procurement Implications

7.1 WDCVS paid out grants totalling £29,711 during 2020/21. The full budget was £150,000, leaving a balance of £120,289 unspent. At a special meeting of the Corporate Services Committee on 21 April 2021 Members agreed to provide £20,000 funding to the Golden Friendships Club in 2021/22 from the underspend.

The Ending Loneliness grants paid out total £888. The full budget was £10,000, leaving a balance of £9,112 unspent.

The Provost's Fund was unspent in 2020/21 and the £3,000 funding remains available for spend in 2021/22, together with the £8,000 funds available through the budget process 2021/22.

For the Common Good Fund the small underspend is added to reserves and carried forward for future use.

8. Risk Analysis

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

9. Equalities Impact Assessment (EIA)

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

10. Environmental Sustainability

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

11. Consultation

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

12. Strategic Assessment

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

12.2 Payment of voluntary grants contributes to improvements in life changes for children and young people, care for elderly and the wellbeing of communities.

Stephen West
Chief Officer, Resources
Date: 22 April 2021

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Person to Contact:	Adrian Gray, Finance Business Partner, Church Street, Dumbarton, Email: adrian.gray @west-dunbarton.gov.uk
Appendices:	Appendix A: Breakdown of Community Chest, Cultural & Playscheme Grants 2020/21 Appendix B: Organisations Supported by WDCVS to attract external funding in 2020/21 Appendix C: Breakdown of Ending Loneliness Grants 2020/21 Appendix D: Breakdown of Dumbarton Common Good Grants 2020/21
Background Papers:	Grant application summary information Individual group grant applications
Wards Affected:	All wards

	Purpose	**Award Made £**
Dumbarton Disabled Childrens Forum	Holiday provision for children and families	4,151
Double L Centre	Community Facility running costs	4,500
Clydebank Group Holidays	Holiday provision for low income families	2,510
Age Concern Dumbarton	Running Costs for activities for older people	4,500
WD Sports Club	Running Costs	4,500
Crosslet Centre	Community Facility running costs	4,500
WDEMA	Running Costs - office hire	3,000
Trauma Informed Parenting	Online Parenting Support Services	2,050
		29,711

Grants Given By Category:	**£**
Disability/Care Organisations	-
Community Facilities	9,000
Older People	4,500
Playschemes/Childcare	2,050
Sport	4,500
Justice/Equalities	3,000
Leisure/Recreation	6,661
	29,711

Grants Given By Area:	**£**
Dumbarton	13,151
Clydebank	7,010
Vale of Leven	-
Milton/Bowling/OK	-
WD wide	9,550
	29,711

Potential Applicants Re-routed to alternative funding

Applications By Category:	£
Disability/Care Organisations	80,180
Community Facilities	22,000
Older People	33,800
Playschemes/Childcare	12,000
Sport	-
Justice/Equalities	72,500
Leisure/Recreation	48,350
	268,830

Applications By Area:	£
Dumbarton	69,450
Clydebank	38,600
Vale of Leven	23,190
Milton/Bowling/OK	1,500
WD wide	136,090
	268,830

Ending Loneliness Fund   **Appendix C**

	Purpose	Award Made
		£
Clyde Shopmobility	Knitting Club	2,773
Vale of Leven Trust	Monthly Tea Dances	2,694
		5,467
* Later returned as a result of restrictions on activities due to Covid		- 4,579
	Net Spend	**888**

Grants Given By Category:	**£**
Disability/Care Organisations	888
Community Facilities	-
Older People	-
Playschemes/Childcare	-
Sport	-
Justice/Equalities	-
Leisure/Recreation	-
	888

Grants Given By Area:	**£**
Dumbarton	-
Clydebank	888
Vale of Leven	-
Milton/Bowling/OK	-
WD wide	-
	888

Dumbarton Common Good   **Appendix D**

	Purpose	Award Made £	Award Paid £
Alcoholics Anonymous	Property Costs	8,000	5,584 *
Alternatives	Property Costs	5,000	5,000
Bellsmyre Digital Project	Running Costs	35,601	35,601
Bellsmyre Schools Out	Property Costs	6,000	6,000
Bellysyre Development Trust	Running Costs	36,000	36,000
Dumbarton Senior Citizens	Running Costs	10,000	10,000
Rockvale Rebound	Property Costs	2,600	2,600
Scottish Maritime Museum	Running Costs	50,000	50,000
West Dunbartonshire Citizen's Advice Bureau	Running Costs	40,000	40,000
		193,201	**190,785**

* Underspend due to level of costs in year

Grants Given By Category:		£
Disability/Care Organisations	-	-
Community Facilities	127,201	122,286
Older People	10,000	10,000
Playschemes/Childcare	6,000	6,000
Sport	-	-
Justice/Equalities	-	-
Leisure/Recreation	50,000	50,000
	193,201	**188,286**

WEST DUNBARTONSHIRE COUNCIL

Report by Chief Officers – Citizen, Culture and Facilities; People & Technology

Corporate Services Committee: 19 May 2021

Subject: Equality Outcomes & Mainstreaming Report 2021-2025

1   Purpose

1.1   The purpose of this report is:

- To present the draft Equality Outcomes & Mainstreaming Report 2021-2025 for approval.

2   Recommendations

2.1   It is recommended the Committee approves the report and the equality outcomes and mainstreaming priorities it identifies.

3   Background

3.1   Since 2013 the Scottish Government has required public bodies to develop and publish a set of Equality Outcomes which support delivery of the Public Sector Equality Duty under the Equality Act 2010. The law requires that all public bodies under this duty publish a set of Equality Outcomes at least every 4 years.

3.2   As in previous years, to ensure compliance, the draft report is scheduled to be published by 30 April 2021 and the content confirmed formally at the Corporate Services Committee on 19 May 2021.

3.3   Delivery of the outcomes and supporting activity will be managed through the service plans in each area, and the overall position and progress monitored through the Equality & Diversity Working Group (EDWG), which is remitted to develop, agree and progress the Corporate Equalities Strategy.

3.4   Council services have been fully involved in the development of the report, and have provided advice and evidence of progress in emerging action areas. Following approval of outcomes, a revised Equalities Scorecard with identified Actions and Performance Indicators will be created in 2021/22. Services are already considering indicative Actions and Indicators, which integrate with existing activities. These will be formally approved at the EDWG.

3.5   The Scottish Government and Equality and Human Rights Commission (EHRC) have acknowledged the level and type of consultation Local Authorities have been able to undertake has been affected by Covid-19 and resulting restrictions. However, digital consultation has been held through the West Dunbartonshire Equality Forum, a partnership group involving community organisations with a focus on equalities, to identify evidence of

progress and priorities for future years. In addition, the document has been informed by drawing on past consultations and national evidence sources.

3.6   Local Authorities are able to alter Equality Outcomes during the four-year life of reports -although this has rarely happened in the last two four-year periods. The Scottish Government has acknowledged that circumstances around the pandemic may mean priorities change as impacts become clearer.

3.7   As public bodies, Local Authorities, Education Authorities and Licensing Boards are all required to produce at least two Equality Outcomes and Mainstreaming Reports. The report is structured to reflect these requirements but also to demonstrate how, in practice, our work and agendas overlap.

4   **Main Issues**

4.1   The Scottish Government has clearly stated it considers Equality and Human Rights of even greater importance as a result of the pandemic. Evidence shows that disadvantaged groups, for example women, those with severe disabilities, and people from Black Minority Ethnic backgrounds are likely to be disproportionately impacted by the pandemic. In addition, young adults, and families and children already in poverty may be more negatively affected.

4.2   The report details progress made on the 2017-2021 Equality Outcomes. The pandemic has brought some areas into sharper focus, for example the need for increased digital inclusion, but has made progress in other areas, such as education, more difficult to measure.

4.3   During the first two years of the plan positive progress was made across all areas. Progress across 2019-2021 was more mixed largely because of the impacts of the pandemic, though there were notable advances in increasing the participation of under represented groups, for example via the West Dunbartonshire Equality Forum (WDEF). At the same time there is recognition that there is more work to be done to deliver on the ambitions described in the 2017 report.

4.4   Reducing occupational segregation remains a challenge. That said positive partnership working is underway which focuses on the role of education and community in changing commonly held views on gender traditional roles. This work at an early stage in development has the most chance of meaningful impact.

4.5   In terms of mainstreaming equality, increasing digital inclusion will remain a priority. This links to wider work underway in the organisation around empowerment of our citizens and the commitments enshrined in the Council's Digital Strategy.

4.6   The revised set of Outcomes and Mainstreaming priorities for 2021-25 address the pressing issues noted above - covering employment diversity, occupation segregation, community empowerment, educational attainment,

involvement in Licensing processes and ensuring licensing contributes to safer communities.

5   People Implications

5.1   There are no people implications resulting directly from this report. Work to implement the plan will be carried out by the services themselves as part of regular activity.

6   Financial & Procurement Implications

6.1   There are no direct financial or procurement implications associated with this report.

7   Risk Analysis

7.1   Failure to have a coherent approach to equality supported by strong leadership would undermine the efforts to reduce inequalities and to 'build back better', and recover from the effects of the pandemic in West Dunbartonshire. The report details stretching but realistic, Equality Outcomes and mainstreaming objectives designed to meet these challenges, add value to other work, for example tacking child poverty, and ensure legal compliance.

8   Equalities Impact Assessment (EIA)

8.1   A detailed EIA has been carried out. It notes a range of potentially positive impacts for a range of protected groups, and no negative impacts were identified.

9   Consultation

9.1   All service areas have been involved in development of the report and participate in the EDWG. Protected groups have been involved through the WDEF in identifying areas of focus.

10   Strategic Assessment

10.1   Equality is a key underpinning principle in delivering the strategic vision and mission of the Council, and sustainable and inclusive COVID recovery.

10.2   It directly responds to the Strategic Priority to provide open, accountable & accessible local government in West Dunbartonshire.

10.3   The proposals benefit all the people of West Dunbartonshire, by supporting equality and fairness for all, through advancing the public sector equality duty, including eliminating discrimination, advancing equality of opportunity and fostering good relations between groups.

Malcolm Bennie
Chief Officer, Citizen, Culture and Facilities

Victoria Rogers
Chief Officer, People & Technology

19 May 2021

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Appendices:	**Appendix 1:** Draft Equality Outcomes & Mainstreaming Report 2021-2025 **Appendix 2:** Equality Impact Assessment
Background Papers:	None
Wards Affected:	All wards

WEST DUNBARTONSHIRE COUNCIL

Equalities Mainstreaming and Outcomes Report 2021-25

West
Dunbartonshire
C O U N C I L

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Foreword

As Chair of the West Dunbartonshire Equality and Diversity Working Group, I am pleased to present the Equality Outcomes Report for 2021-2025.

In the current environment, ensuring equality and protecting human rights and fairness is more important than ever.

The COVID 19 pandemic has brought into sharper focus pre-existing and persistent inequalities especially for younger people, black minority ethnic people, severely disabled people, and women.

Whilst the challenges are significant, they provide an opportunity to reflect on what our priorities should be and how we will move forward. The Council will take and make opportunities to 'build back better' and tackling inequalities will be central to that work. We can address this in partnership with people and communities and organisations across West Dunbartonshire.

In doing so we will build on past work, and the energy and commitment demonstrated by the residents, employees and volunteers during the Covid-19 pandemic.

This report also details progress made by West Dunbartonshire Council, our education services in particular, and the Licensing Board on mainstreaming equality and delivering the equality outcomes we committed to in 2017.

We also map our priorities for the next four years as we see them now through our renewed equality outcomes for 2021-2025, at all times acknowledging the challenges faced.

We appreciate that that the situation is still rapidly developing, and recognise the need to continue to respond to circumstances using an equalities and human rights perspective to make the best decisions we can.

Councillor Caroline McAllister
Chair of the West Dunbartonshire
Equality and Diversity Working Group

West Dunbartonshire Council Equality Statement 2021-25

We are committed to fulfilling the three key elements of the general equality duty as defined in the Equality Act 2010:

1 **Eliminating discrimination, harrassment and victimisation**

2 **Advancing equality of opportunity between people who share a protected characteristic and those who do not, this means removing barriers, meeting different needs, encouraging participation**

3 **Fostering good relations between people who share a protected characteristic and those who do not, improving integration, building understanding and reducing bullying and harrassment**

Protected characteristics:

- **age**
- **disability**
- **gender reassignment**
- **pregnancy and maternity**
- **race, this includes ethnicity, colour and national origin**
- **religion or belief**
- **sex**
- **sexual orientation**
- **marriage/civil partnership** *(for which only the first duty applies)*

Everyone has 'protected characteristics', but it is the treatment individuals and groups receive, the level of autonomy they have, and the positive or negative outcomes for them, that are its focus. Therefore the Council will:

- **remove or minimise disadvantages experienced by people due to their protected characteristics**
- **meet the needs of people from protected groups where these are different from the needs of other people**
- **Encourage people with protected characteristics to participate in public life or in other activities where their participation is disproportionately low**
- **develop better policies and practices, based on evidence**
- **be transparent, accessible and accountable**
- **deliver improved outcomes for all**

As well as being legal requirements, these steps contribute to fairer, more efficient and more effective services.

Equality Challenges Scotland and West Dunbartonshire

"

The re-opening of the economy and society, as well as limiting damage, will in the medium to longer term provide an opportunity to do things differently to address long standing structural inequalities'

Scottish Government, July 2020

These same long-standing structural inequalities exist in West Dunbartonshire, as detailed in our West Dunbartonshire in Numbers 2020 resource and Child Poverty Report for example.

Poverty

We know that nationally the risk of poverty is much higher for women, disabled people, black minority ethnic people, lone parents, and children and young people.

Women

Women in Scotland face multiple discrimination, including disabled women, women from Black and Ethnic Minority (BME) communities, refugees and asylum seekers, lesbian, bi and trans (LGBT+) women and men, and older women. In the pre-COVID-19 labour market, women were unequal in pay, participation and progression due to drivers including occupational segregation, job evaluation, discrimination, and time available to work.

In West Dunbartonshire we know that women face all these challenges. It is also well documented that domestic abuse is a particular issue in our area, and that national evidence points to a rise of domestic abuse generally during the pandemic.

Children and young people

Many families will experience increased financial hardship with impacts for the current and longer term health and wellbeing of children. 90% of lone parents are women and 45% of lone parents in Scotland face financial hardship.

Disabled people

Disabled people face barriers across four dimensions: physical or environmental; attitudinal; communicational; and organizational. In West Dunbartonshire we know that we have a higher proportion of disabled people than the Scottish average.

Minority ethnic people

Minority ethnic people are disproportionately employed in the NHS and other key worker industries, and have a higher risk of unemployment. We also know that in West Dunbartonshire Black minority ethnic people are significantly under represented in the Council workforce, making up over 1.6% of the working age population but less than 0.3% of the Council workforce.
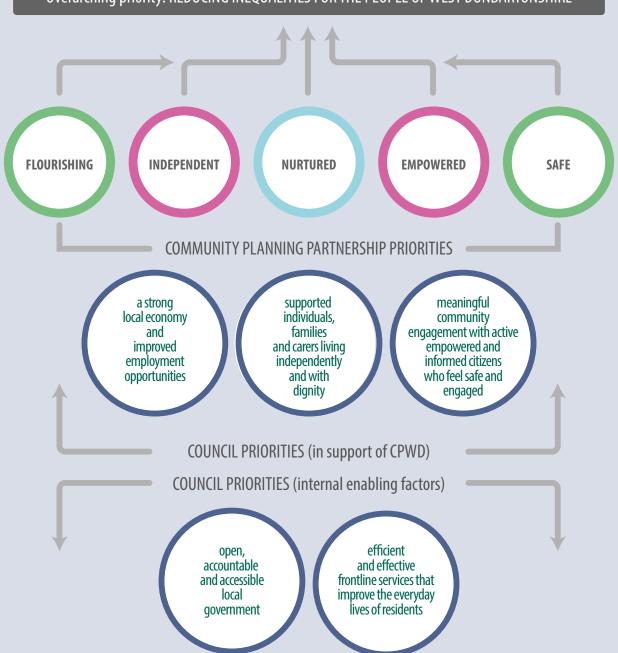
Child poverty

All of these inequalities link to higher child poverty risk. They cross-cut and multiply disadvantage and lead to poorer outcomes for people and communities. We know that in West Dunbartonshire we have higher levels of child poverty than the Scottish average.

The diagram on the right illustrates our strategic priorities:

COMMUNITY PLANNING WEST DUNBARTONSHIRE

Overarching priority: REDUCING INEQUALITIES FOR THE PEOPLE OF WEST DUNBARTONSHIRE

FLOURISHING   INDEPENDENT   NURTURED   EMPOWERED   SAFE

COMMUNITY PLANNING PARTNERSHIP PRIORITIES

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

COUNCIL PRIORITIES (in support of CPWD)

COUNCIL PRIORITIES (internal enabling factors)

open, accountable and accessible local government

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

STRONG CORPORATE GOVERNANCE

National Policy Context

In January 2021 the Social Renewal Advisory Board published their report **'If not now, when?'** encapsulating how Scotland should recover from the pandemic. It has 20 calls to action for what the Scottish Government and local government should do for social renewal, many of which are relevant directly to equality.

This report and many other sources show that returning to business as usual is not an option.

Tackling inequality is already central to Scottish Government policies, with many actions being taken forward or planned.

These include:

- **the Race Equality Action Plan**

- **the Gender Pay Gap Action Plan**

- **A Fairer Scotland for Disabled People**

- **Employment Action Plan**

- **the British Sign Language (BSL) National Plan**

- **A Fairer Scotland for Older People**

- **A Connected Scotland**
  the strategy for tackling social isolation and loneliness.
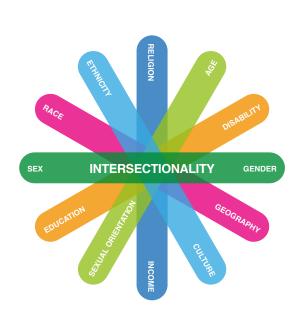
Since our Equality Outcomes were adopted in 2017, Scottish Government has enacted the socio-economic duty of the Equality Act 2010 - known as the **Fairer Scotland Duty**.

The new **National Performance Framework** makes clear links to Human Rights, with further work underway to review the national approach to Human Rights and possible new legislation.

Our Council's Commitment to Mainstreaming Equality

> **"**
>
> **There is no such thing as a single-issue struggle, because we do not lead single-issue lives.**
>
> **Our struggles are particular, but we are not alone.**
>
> Audre Lordes

Mainstreaming is about consideration of equality as part of everything we do. By bringing an equality perspective we add value to our existing work, such as tackling child poverty, to make interventions and longer-term changes more effective and sustainable. By considering how the intersection of different factors affects people's lives, multiply relative disadvantage for some groups and relative advantage for others we can help make sure we identify the best interventions.

We recognised that without intervention, Women, BME, Disabled and Young People are more likely to suffer more deeply over the short, medium and long term due to affects of COVID-19.

Whilst we believe we have made significant advances in mainstreaming equalities during 2017-2021, as detailed below, we are determined to maintain progress in the next four years and not lose the gains made.

Our approach to planning for equalities is in line with the four themes adopted in 2020 by Community Planning West Dunbartonshire:

COMMUNITY PLANNING WEST DUNBARTONSHIRE

EQUALITY

WELLBEING

SUSTAINABILITY

EMPOWERMENT

Mainstreaming areas

Leadership

Our Elected Members have responsibility for championing and promoting equality and diversity within the Council and externally. They engage and listen to the views of our local communities in a number of ways, allowing them to take a more collective approach to addressing inequalities in West Dunbartonshire.

The Chief Executive leads the Strategic Leadership Group (SLG) which has collective responsibility for ensuring accountability of the whole organisation in delivering our equality duties.

Co-ordination and scrutiny - Equality and Diversity Working Group

The Council's Equality and Diversity Working Group (EDWG), chaired by an Elected Member, is a key vehicle for ensuring strategic implementation and coordination of plans to improve equality locally. This group monitors delivery of the Equality Outcomes, and mainstreaming.

Assessing Impact

To drive fairness and to help policy to be as co-ordinated as possible West Dunbartonshire Council's approach goes beyond the legal requirements of the Specific Equality Duties in Scotland, and integrates Human Rights, Health and Socio-Economic ('Fairer Scotland Duty') considerations. Our approach emphasises asking the right questions, and using evidence and consultation to inform our work.

We provide specific training, guidance and support for those involved in impact assessment, and use a custom online system for recording assessments.

You can view our published Equality Impact Assessment records on our website.

We are aware that there will need to be much service review and redesign, for example through the Council's Fit for Future reviews: we will ensure that these processes are informed by our integrated approach to assessing impact not just on services users but also employees and partners.

Raising and Maintaining Awareness

It is important in mainstreaming equality that the Council takes every opportunity to build and maintain awareness of our duties as an employer and provider. This helps deliver on our ambition to support the aspirations of our communities.

All employees joining the Council undertake an induction which includes equalities awareness. This is complemented by specific equalities training online, and tailored face-to-face sessions. We have risen to the challenge of COVID in 2020 by providing completely new online equalities courses, and webinars. We have been able to ensure that the number of Council employees participating has been maintained and extra flexibility added.

The Equality and Diversity Working Group cascades information across services, through its membership, and provides updates as required through bulletins and updates to services and Elected Members.

Sports and fitness

West Dunbartonshire Leisure Trust (WDLT) is a partner with East Dunbartonshire Leisure and Inverclyde Council in providing the Disability Sports Finder designed to help people of all ages find activities in their local area. WDLT is producing British Sign Language (BSL) titled orientation videos for all three of their major facilities for 2020/2021 with an emphasis on disability access.

Community participation and Involvement

To strengthen the profile of equalities in the community, the Council supports the West Dunbartonshire Equality Forum. This is a partnership of statutory organisations such as Police Scotland, Scottish Fire and Rescue, Skills Development Scotland, and West Dunbartonshire Health and Social Care Partnership and community organisations with a focus on equality, such as ISARO Community Initiative, Y- Sort-It, West Dunbartonshire Ethnic Minority Association, West Dunbartonshire Access for All and Women's Aid.

CASE STUDY

Review of Community Councils Scheme of Establishment

We will review the scheme during 2021-22, and will utilise and make opportunities to widen and deepen involvement in Community Councils and other community anchor organisations.

We will set up a Stronger Voices group, with representatives from existing groups and forums including West Dunbartonshire Equality Forum, the Community Alliance, and Community Councils forum to co-produce the finalised scheme.

This builds on work for our equality outcome from 2017-21 on increasing participation of under represented groups, and takes this forward into mainstreaming work for 2021-2025.

Tackling gender based violence

West Dunbartonshire has historically one of the highest rates of domestic abuse reports to the Police in Scotland. We have introduced '**No Home for Domestic Abuse**' a zero tolerance policy on domestic abuse within our properties; these measures ensure those experiencing abuse have immediate access to practical help and specialist legal assistance and support.
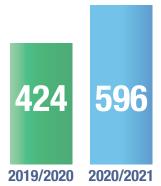
In the last 2 years West Dunbartonshire has put in place Multi Agency Risk Assessment Conferences (MARAC) to support people at high risk.

West Dunbartonshire Council continues to participate in Equally Safe at Work shadow group, for their pilot participation programme supporting the implementation of Equally Safe, the Scottish Government and COSLA joint strategy to prevent and eradicate violence against women and girls. The Council developed specific guidance for managers and employees for anyone experiencing abuse during the COVID-19 pandemic.

Tackling gender based violence will remain a focus for 2021-2025.

Training, learning and development

The event of COVID-19 has accelerated the use of more flexible methods such as online courses and webinars, so despite the challenges we have increased the numbers of people accessing equality and human rights learning;

424 2019/2020

596 2020/2021

Number of people accessing equality & human rights learning

During 2020 we introduced completely new in-house online training courses on Equality and Human Rights and Equality Impact Assessment.

The feedback has been positive with all employees who started the courses completing them, and providing positive feedback. Learning has been blended with a series of follow up webinars.

Service design and accessibility

"

For some people, the restrictions brought about by COVID-19 allowed them to pause and take stock of what they want to do next with their lives. It is important to recognise that individual experiences of the last year will be different and that everyone's voice is important in deciding what happens next. For some, going back to the status quo is not what they want.'

From Fraser of Allander's blog on Learning Disabilities, January 2021

West Dunbartonshire Council will work to make our services as accessible as we can. We have an anticipatory legal duty to ensure that our services are accessible to disabled people, and to ensure that they do not discriminate against any other protected group. The way we provide services must also support human rights.

Our approach is to go beyond legal compliance, using equalities and human rights perspectives, including feedback from service users and protected groups to continuously improve services.

We will redouble our efforts from 2021-2025 to design with equality in mind, and work collaboratively with communities and equality groups. During the 2019 consultation process for the creation of our Community Empowerment Strategy there was a clear desire for this involvement in service redesign.

We see this as a clear opportunity for the Community Empowerment Act, and Public Sector Equality Duty, to positively inform each other in practice.

CASE STUDY

Videos about our services in BSL

We will further expand the range of information available about services in BSL video, and actively promote this content to BSL users. We will also encourage BSL users to suggest content they would like to see. We have directly mailed BSL users we have contact with and publicise the work through the West Dunbartonshire Equality Forum and to Council management teams

During 2021-2025 we intend to expand the breadth and depth of information available in BSL video.

We will review how we meet spoken language communication requirements, and information provision more widely, informed by the reduction in face-to-face contacts and the increase in phone and electronic media use during 2020. This builds on past work on broadening and deepening digital inclusion, for more excluded groups. At the same time it recognises that 'digital only' cannot meet everyone's needs at all times, but will have an increasing role to play beyond COVID.

Safe and accessible transport, travel and moving about

We need to ensure that the response to COVID does not unduly limit people's ability to get out safely and access open spaces, these are equality and human rights issues. This applies to pedestrians, wheel chair, scooter and guide dog users, and across all modes of transport.

In response, and in line with our existing approach, plans are being developed and implemented for three key transport locations in West Dunbartonshire - including the major transport interchange centred on Chalmers Street in Clydebank.

We will widen footways within the shaded areas on each plan to allow pedestrians to exercise social distancing whilst they use local shops in town centre areas. The plans are currently being developed with input from various stakeholders, including equality groups.

Licensed Taxi and Private Hire Cars (PHCs) are available across Scotland to help meet the needs of disabled people, and we are proactive in ensuring accessibility.

Service Monitoring Improvement Work

Even though there had been some delay in introducing our integrated Housing Management Information System, we have now been able to consolidate historical information from disparate systems into one place. This gives us useful baseline information to build on for the next stages of implementation and use of data.

CASE STUDY

Responses to diversity monitoring questions

Results show that overall response rates to surveys do not seem to correlate positively or negatively with the number of diversity questions we have asked.

All our diversity monitoring questions include a 'prefer not to answer option', but we found that if a person answers one diversity question they tend to answer the entire set. This holds true for training monitoring, employment monitoring, service monitoring, consultation monitoring, and the Council staff survey.

Testing equality monitoring question sets suggest that it only takes one minute to fill. This means that including equality questions does not significantly increase the time people need to fill surveys.

Taking all of the above into account there would appear to be no evidence of a significant disadvantage in terms of the format we use.

To increase disclosure rates from our staff and service users, the evidence supports concentrating on explaining why we are asking and the benefits of knowing about diversity, to support fair employment and services with examples, rather than concerns about length of surveys, or overall response rates being lowered by asking diversity questions.

During 2021-2025 we will endeavour to widen and deepen service monitoring to better help us judge access, impact and need, and plan services.

Mainstreaming Equality in Education

Training, learning and development

CASE STUDY

Training for teachers

We delivered 4 professional development sessions (2019-2020) on Equalities and Diversity to all of our Probationer teachers developing awareness on equality and human rights, challenging inequalities and ultimately improving practice. 143 newly qualified teachers have undertaken this professional learning in the last 2 years, an increase on the two years before, despite the challenges presented by COVID-19.

Education services have increased use of more flexible learning opportunities including online learning and collaboration as well as professional forums and webinars. We will continue to develop our programme of professional learning in this way for 2021-2025.

All staff in schools are aware of their PREVENT duty within safeguarding procedures. An annual refresh of Child Protection and Safeguarding procedures for all staff in all establishments ensures a sound understanding of our role in keeping children safe.

A number of staff from a range of Council services for Children and Young People are members of the Equal Protection Steering Group. These staff groups planned and delivered 3 drop-in sessions for 76 participants, and plan for regular updates for the ever evolving protocols of Equal Protection for Children and Young People.

Almost 90 staff have been identified as local Adverse Childhood Experiences (ACE) hub members raising ACE awareness, and 762 staff have undertaken training. Almost all participants report they are more knowledgeable and prepared to support those members of their community impacted by ACEs.

Improving Inclusion

WDC Curriculum for Excellence Health and Wellbeing progression pathways have been in place since March 2018 in all schools. Learning and teaching issues of equality and diversity has taken place through rights based curriculum, enhanced by wider school virtual assemblies. This is further emphasised through the participation of all schools in Anti-Bullying week and Mentors in Violence Prevention activities and promotions.

Implementation of a range of approaches and initiatives has improved inclusion and as a result reduced the risk of exclusion. Evaluations show a decrease in the total difficulties scores, positive increase in prosocial behaviour and improved staff knowledge, and an understanding and increase in skills in implementing nurture principles.

There is robust evidence that learners who attend nurture groups report that they feel safe, can talk openly to staff, are better engaged, have improved time-keeping and increased attendance and are more ready to learn.

Reducing exclusions

Exclusions across all sectors have reduced in the past four years with a notable reduction of more than 50% in the secondary sector. Rates have declined across all secondary schools, with one school reducing exclusions by two-thirds.

Focus for 2021-2025

For 2021-2025 we will work to mainstream equalities and will ensure alignment with new equality outcomes to add value. We will do this with an awareness of how COVID-19 may differentially impact on different groups and as such require different approaches to support interventions.

BSL Mainstreaming in Education

The Hearing Impairments (HI) team are working with our education support staff on the 1 Plus 2 approach to languages.

We will use the well regarded Highland Council BSL training pack and help non BSL users to deliver to pupils. Makaton sessions have been made available on the WDC Continuing Professional Development website and have been well received, with dates added to meet demand. Alongside this we have a Google Classroom set up for Makaton support with video clips and other support.

Two of our Hearing Impaired teachers were involved with schools with Hearing Impaired pupils at Christmas in teaching signing to the class as they could not sing during the restrictions.

A specific BSL video about the services provided by education was created and posted on out website during 2020.

Joint working across services and organisations on BSL

Education services are active members of the Council's BSL working group, which includes colleagues from West Dunbartonshire Health and Social Care Partnership, West Dunbartonshire Leisure Trust, and a range of Council services.

Mainstreaming Equality in Licensing

Licensing

Although the Licensing Board has a separate legal status from West Dunbartonshire Council it is resourced entirely by the Council.

The close connection between Board and Council allows the Board to benefit directly from actions already taken or proposed by the Council's Equality Mainstreaming Report.

The Licensing Board staff are employees of the Council and benefit directly from the Council's attempts to build awareness of the Council's actions, already taken or proposed by the Council with regard to equalities.

This means taking equality into account in the way the Board, and its supporting officers, go about their business when considering alcohol and gambling licences. In other words, equality should be a component of everything the Board does, to ensure fairness for all.

For 2021-2025, examples of work include upcoming consultation work on the potential licensing of Sexual Entertainment Venues, and ensuring joint working on related agendas, for example the West Dunbartonshire Substance Use Prevention Strategy.

British Sign Language Action Plan 2018-2024 Progress

Photo courtesy of BSL

Deaf/BSL users engaged with us during the first and second rounds of public consultation on the development of the Council's Community Engagement Strategy consultation in 2019. The feedback we received has been shared with Council services and built into our revised 'Communicating Effectively' guidance.

This guidance has been updated twice during 2020 to reflect the increased use of web meetings, with specific advice on making sure that these are inclusive of Deaf/BSL user's needs. For example, the guidance advises employees to use clear face masks when communicating with Deaf/BSL users face-to-face.

In late 2019 we contracted with Language Line to provide video interpreting services on demand that could be used from Council devices. This is not intended to replace face

provides near instant accessibility for Deaf/BSL users who present physically at Council locations.

We have also continued to encourage Deaf/BSL users to use Contact Scotland BSL to get in touch with us if they prefer, and to register on the Contact Scotland BSL directory. At the end of 2020 we began adding BSL video descriptions of Council services to our webpages. This helps increase service accessibility, and mainstreaming of equality considerations. We directly contacted Deaf BSL users for whom we have contacted details and cascaded information through West Dunbartonshire Equality Forum, and British Deaf Association (BDA), Scotland.

We have and will work proactively to supply information to local Deaf/BSL users on COVID-19 vaccination and testing, including the use of bespoke BSL videos.

Equality Outcomes 2021 - 2025

Why these equality outcomes?

We are committed to pursuing objectives that make real improvements for people by reducing inequalities and increasing inclusion, whilst fostering good relations and whilst building bridging connections within and between communities.
We believe that there is an opportunity, in fact a necessity, to respond to historical inequalities and the impact of Covid 19.

Our set of equality outcomes are designed to focus on the areas that we consider most important, and that we have a power to realistically influence in the next four years. That will be as an employer, as a services provider, and as a partner with communities and other statutory organisations.

Whilst COVID-19 has disrupted some of our usual ways of gathering views, in the run up to finalising our outcomes we consulted with the West Dunbartonshire Equality Forum on the areas they considered important. In addition we reviewed national evidence and local information to inform our choices; this has included looking at information from recent consultations that are relevant to equalities such as those for

the creation of our BSL Action Plan, and other community consultations. We have also reviewed information gathered for Equality Impact Assessment processes during the last two years. All of this was considered by our Equality and Diversity Working Group which is comprised of Elected Member and Council Officers from across services.

We have also kept in mind the opportunities that will present themselves around employment diversity and segregation - for example the expansion in child care places, increased digital working, and churn in the labour market more generally. The three sets of outcomes have also been designed to work together.

We note that the following outcomes do not cover all protected groups and that is because we have assessed the most pressing inequalities in West Dunbartonshire, and the groups subject to these, and focused on them. Through our mainstreaming detailed in the rest of the report, we will continue to forward the public sector equality duty, using Equality Impact Assessment to inform policy design, implementation and monitoring.

Council, Education and Licensing Equality Outcomes 2021 - 2025

Council equality outcomes

1
Increase participation of BME people, disabled people and young people in Community Empowerment and Capacity Building, and Community Budgeting in West Dunbartonshire.

"Tackling inequalities in power is a key step in tackling all other inequalities. And bringing to life people's rights to get involved in democracy and to fully participate is the hallmark of a fair society.'

The Cabinet Secretary for Communities and Local Government COSLA/Scottish Government, joint statement 18th March 2021.

We want to build on the success of our 2017-2021 Equality Outcome on widening participation by focusing on this central process of empowering communities going forward.

2
Better meet accommodation needs of Gypsy/Travellers travelling through and staying in West Dunbartonshire.

We aim to replicate the success of our last Equality Outcome in this area from 2012-2017 which helped ensure improvements for tenants on our Dennystoun Forge site. This will look at our approach to unauthorised encampments, and future housing provisions for the travelling community in future, to ensure equality and support Human Rights. This is in line with approach agreed through COSLA, and the aspiration of the Scottish National Action Plan on Human Rights.

3
The Council aims to attract more diverse talent by reviewing our policies and practices to ensure that there are no barriers to entering employment for these groups.

The Council recognises that our current workforce profile shows an under representation of Black and minority ethnic employees in comparison to the WDC working age demographic which is currently 1.6%. In formulating this Outcome we have taken into account the 'Race Equality, Employment and Skills: Making Progress? Report from the Scottish Parliament Equality and Human Rights Committee.

4
The Council will aim within the next four years to reduce occupational segregation within predominantly male/female roles.

The Council identifies from its current Equalities annual report, and from horizontal and vertical segregation analysis, that there are roles that are predominantly occupied by either males or females.

5
Reduce the Disability Pay Gap.

The Council's disability pay gap has increased over the past year and as a result the Council aims to review its policies to ensure that there are no barriers to those with disabilities remaining in employment or disclosing their disability.

Education Equality Outcomes 2021 - 2025

Equality outcome 1
Young women, disabled and black and minority ethnic young people are supported and leave school with positive destinations.

Not just school educational qualifications, but also positive destinations on leaving school need to be considered when ensuring positive outcomes for young people. Participation measures vary across ethnic groups, sex and are lower for disabled young people.

Equalities Outcome 2
Raise Attainment in Male pupils in Literacy and Numeracy

Across Scotland and in West Dunbartonshire Male students do less well than female students and we want to address this imbalance.

Equalities Outcome 3
Raise Attainment in BAME pupils in Literacy and Numeracy

We want to address gaps between different groups.

Licensing Equality Outcomes 2021 - 2025

Equality Outcome 1
We will work with license holders, partners and other Council services, to ensure inclusive and safety behaviour and environments on and around licensed premises, supporting community safety priorities.

We want to go beyond legal compliance to make sure our practice makes a positive difference to people and communities across West Dunbartonshire. We particularly seek improvements that will impact on women, disabled people, young people and Black minority ethnic people.

Equality Outcome 2
Widen participation in shaping services among under represented groups

We want to widen both direct participation from across protected groups for example on the Licensing Forum, and wider participation in line with the Community Engagement Strategy, in particular involvement from women, disabled people, young people and Black minority ethnic people.

Council Equal Pay Statement

West Dunbartonshire Council supports the principle of equal opportunities in employment to ensure that employees are not discriminated against irrespective of their age, race, disability, sexual orientation, gender, gender re-assignment, marriage/civil partnership, pregnancy, maternity, religion or belief.

West Dunbartonshire Council is committed to ensuring that men and women should receive equal pay for the same or broadly similar work, for work rated as equivalent and for work of equal value.

The Council's equal pay objectives are to:

- **Eliminate any unfair, unjust or unlawful practices that impact on pay**

- **Take appropriate action to address these accordingly**

- **Regularly monitor and review the application of policies and procedures**

- **Conduct an equal pay review to monitor existing pay practices in line with the Equality and Human Rights Commission's Equal Pay Statutory Code of Practice.**

In order to achieve equal pay for employees, the Council will operate a pay system which is transparent, based on clear criteria and free from unlawful bias through the application of the nationally agreed job evaluation scheme and relevant legislation. For Teachers and Craft Operatives the Council will comply with nationally agreed pay and conditions of service.

West Dunbartonshire Council is committed to ensuring equal pay structures for all of its employees and will continue to:

- **Conduct regular audits to monitor the impact of its pay structure**

- **Provide training and guidance for those involved in determining pay**

- **Inform employees of how their pay is determined**

- **Respond to grievances on equal pay in accordance with the Council's Grievance Policy**

- **Work in partnership with its recognised trade unions to ensure that the Council provides equal pay**

- **Review progress every four years**

Appendix 1
Equalities Mainstreaming Progress and Key Focus Areas

Objective	Aspiration for 2017-2021	Progress to 2021
1 Equality Impact Assessment	EIA processes continue to improve in quality, using local and national evidence to inform outcome delivery	Quality of EIAs has been reviewed and has improved, supported by updated online training and more focused second tier support.
	EIA processes reach a continually expanding group of stakeholders, including drawing from user groups where this is appropriate, introducing a corporate online system for completion and progressing	The number of EIAs completed has grown steadily with increased integration of work with the WDHSCP 2018/19 32 2019/20 99 2020/21 104
	EIA which also considers socio-economic impact/Fairer Scotland Duty, Human Rights and Health	The introduction of new online training supported by webinars has resulted in an increase in the numbers of officers, and WDHSCP colleagues trained in the use of the system
	The online system is used for all impact assessments	Integrated into system Achieved
2 Employment monitoring and use of data	Joint communication with the Trade Unions, utilising the 'What's it got to do with you?!' material will increase the number of employees disclosing their protected characteristics.	Work was carried out but has so far not had a significant impact. Use of physical materials to promote disclosure has been halted by COVID impacts. As a result, this area will remain on the agenda for 2021-25
	EIAs on employment policy and practice will be improved through the inclusion of expanded information.	After completing our new EIA online training, HR staff attended follow up webinars. In common with other areas there has been noted improvement in the content of EIAs
	Employment benchmarking will be utilised more effectively through the use if expanded information	Benchmarking information was used in the formulation of the 2021-25 equality outcomes
	Integrate consideration of Human Rights, socio-economic impacts and health impacts into impact assessments for procurement processes	This process has been fully integrated

Objective	Aspiration for 2017-2021	Progress to 2021
3 Training, learning and development	A greater proportion of employees access the appropriate level of equalities training including refresher and specific work area training every year. We will aim to ensure 10% of the total workforce access equalities related training annually by 2021	The number of people taking part increased as follows: 516 in 2017/18 596 in 2020/21 Despite the challenges presented by COVID preventing face to face training being delivered in 2020/21 we created new online courses on equalities and on EIA, and delivered webinars. 596 were trained which is in excess of 10% of the Council head count of 5875 in September 2020
4 West Dunbartonshire Council approach to equalities; as judged by our employees	Increase the proportion of employees who think we have a good or very good approach to equalities to 80% by 2021. The proportion of each protected group who feel we have a good or very good approach to equalities should be consistent with the overall figure of 80%	This measure was removed from the last staff survey carried out in 2019. A new measure has been used to explore direct experience 'I am treated fairly and consistently at work.' This measure was down 6% to 78% between the 2017 and 2019 surveys We plan to explore this area further through the new employee engagement platform during 2021 to 25.
5 Access to Council Services	Ensure employees are better trained and equipped to identify and meet the needs of our increasingly diverse communities, through increased training Continue to expand and standardise monitoring across all protected characteristics. This information will help the organisation gauge if we are meeting needs in the local community and across Services Ensure increased accessibility of Council buildings and ensure more prominent public display of information and signage. This will be achieved by continued awareness raising of accessibility across all employee groups, and through targeted equality training	'During 2019 'Providing Accessible Services' training was introduced. Some of the content from this has now been fed into online equalities training and webinar sessions. Accessibility considerations have been taken into account when re-opening services.' We have increased and standardised diversity monitoring in public consultations carried out online. Service monitoring during COVID presents significant barriers and has not expanded in the last year Addressed via training noted above and ensuring that these considerations feed into EIA processes. Online accessibility has become even more important and this is reflected in guidance, training and support given to services.

Objective	Aspiration for 2017-2021	Progress to 2021
5 Access to Council Services	Make more use of website and social media to promote equality, diversity and fairness	We have made extensive use of our website to provide increased information on services for example in BSL video During lookdown we have reposted regular updates from the British Deaf Association on social media
	We will introduce an online form to Let residents highlight any areas of concern around equality and fairness, and any ideas for improvements	This was discussed as a way forward with West Dunbartonshire Equality Forum, but was overtaken as an approach by the advent of the 'Your Communities' approach to identifying and addressing issues
	Ensure that services have more tailored information on duties in relation to Equality and Human Rights, relevant to service planning, delivery and evaluation. This should also be made available through the Council website and relevant publications We will also update 'Communicating Effectively' in 2017/2018	Increased and updated EIA training has addressed this need, along with second tier support 'Communicating Effectively' has been regularly updated, including twice since April 2020 to address COVID and increased use of digital communication
Objective	**Aspiration for 2017-2021**	**Progress to 2021**

Appendix 2
Overview of progress

In 2017 West Dunbartonshire Council set itself an ambitious set of outcomes which matched its commitment in this area. At that point the organisation had no way of knowing that 2020 and 2021 would be so dramatically disrupted by the Covid-19 pandemic.

For some outcomes COVID-19 has provided opportunities to advance, for example on digital inclusion. In other areas notably employment related outcomes, the last year has been a substantial challenge, and at the same time the very inequalities we sought to reduce are of increased concern.

To maintain focus therefore we will recast some of our outcomes up to 2025 to meet these challenges.

Council Equality Outcomes 2017 - 2021 - Final Progress Report

Outcome	Progress to 2017-2021
1 Increase participation and the voice of under-represented groups	Membership of the West Dunbartonshire Equality Forum (WDEF) is wider than in 2019 especially from community organisations, including groups focused on supporting carers and supporting mental health. We achieved our target for increasing satisfaction with involvement opportunities by BME groups to 50%. WDEF has continued to function through COVID-19, embracing digital communications, providing a valuable forum for information exchange, and for consultation on our Equality Outcomes and Mainstreaming focus for 2021-2025. Deaf/BSL users fed into consultations on the creation of a new Community Empowerment Strategy for West Dunbartonshire. We also set a target to increase satisfaction with involvement opportunities by disabled people of 40% by 2019/20, and achieved 33%; it was not practical to measure this during 2020/21 due to the impact of COVID. The Council was involved in the Climate Ready Clyde work, social justice impact assessment workshop, with local groups, including ISARO community network, which links black and white communities. In some respect this work cross cuts with the next outcome. Increasing involvement will remain a focus during 2021-2025 by continuing to grow the WDEF, increasing digital inclusion and adopting an Equality Outcome specifically on Community Budgeting participation.
2 Increase Diversity in the Council Workforce	We aimed to Increase the proportion of BME people and disabled people in our workforce to better reflect the population of West Dunbartonshire Available data from our staff survey suggests that LGB people continue to be represented in our work force proportionately to the general population, with the most up to date information being 2.38% just short of our 2.5% target

Outcome	Progress to 2017-2021
2 **Increase Diversity in the Council Workforce continued**	There has been steady growth in those stating they are disabled to 2.71% in 2019/20. This exceeds our target for that year of 2%. It is likely the true proportion is greater still based on proxy measures such as our staff survey. 2020/21 2.71% The proportion of BME workers at the Council 0.34% is short of our target of 0.5%, but has shown accelerating growth every year since 2017/18. We still face challenges around increasing disclosure of diversity characteristics and we will continue to focus on this measure moving forward. 2020/21 0.34% The West Dunbartonshire BME working age population in 2011 was 1.6%. Analysis suggest that there is no shortage of BME applicants, and that the proportion short listed is similar for white ethnic groups, but success rates are significantly lower at interview. West Dunbartonshire Council's Housing team has an agreement with Positive Action Though Housing (PATH) Scotland This provides a pathway for young people to gain experience in an area that is currently under represented by BME individuals. Going forward we are examining our approach to recruitment to take account of demand side measures rather than just supply side measures for all under-represented groups. We compare success rates for job applications by protected group to inform this work.
3 **Reduce the disability pay gap**	From our baseline of 12.4% 4 years ago we reduced the disability pay gap in 2019/20 to 10.3%. This is just short of our target of 10%. This gap remains significantly higher than our gender pay gap which was 0.9%. Reducing the disability pay gap and increasing disclosure of disability will remain a twin focus.
4 **Reduce Occupational Segregation** Occupational segregation refers to the differences in the distribution of women and men across different occupational categories and job types. The Council profile is consistent with national trends, with the highest concentration of females within support and care roles.	We have taken steps to reduce occupational segregation by reviewing: • The ways in which jobs are advertised • Revisions/review of job profiles • Introduction of training/ mentoring / coaching • Increased access to flexible working • Introduced homeworking policy Progress has been mixed, with variations in the number of men and women in care and trades Apprentice positions. The disappointing outcome has highlighted that there can be considerable variation from year to year, partly driven by varying number of opportunities and places magnifying changes. There has been varying levels of female participation in Trades since 2007 and there are many factors which might influence this; for example joinery and electrical apprenticeships have historically been more popular with women compared to other trades, and in years were there are fewer of these apprenticeships, there have been less women applicants. It is widely recognised that

Outcome	Progress to 2017-2021
	particularly within these two strongly segregated areas environmental factors have significant influence including family beliefs, social stereotypes and attitudes around traditional roles. The early years are key to shaping and influencing these factors.This area will remain a focus, and we will work with partners such as Skills Development Scotland to understand drivers and address the disparity. Male Apprentice starts in Care has declined over the last four years against a target of 30%. 2019/20 4.1% 2020/21 info will be available in June The picture is the same for Female Apprentice starts in Trades with a decline over the past four years against a target of 30%. 2019/20 0% 2020/21 info will be available in June
5 **Increase digital inclusion of under represented groups**	Since 2019 the Council has continued to work through our libraries and Working 4U services to support the learning of digital skills by a wider range of people. We exceeded our target of 60% on the related indicator of older people's internet access with a figure of 63%. We have worked using the Connecting Scotland initiative to supply devices, broadband connections and support to those most in need. The pandemic increased reliance on digital communications and there is evidence in West Dunbartonshire that community groups which did not have contact or awareness of each other now do. It is also the case that many older people, a focus for us, are now regularly attending online meetings, but there are still gaps for some older people and groups.

Education Equality Outcomes 2017 - 2021 - Final Progress Report

In the area of education we also set ourselves stretching outcomes. In 2019 we were able to provide an extensive update, unfortunately due to the impact of COVID-19, we were unable to provide the numerical updates we envisioned.

We are acutely aware that COVID has deepened already existing inequalities, and we have worked to ensure as best we can that our most vulnerable pupils do not fall further behind, and of course we have built this into our work moving forward.

Outcome	Progress to 2017-2021
6 **Continue to reduce identity based bullying and harassment in schools**	For school session 2019-20 we had 31 incidents reported - this is approximately three times the number of recorded incidents in 2016/17. During this period a great deal of training and awareness raising has been carried out in schools, and we acknowledged that there was a high probability of an increase in incidents being recorded. We do not have comparable data for 2020/21 which in a normal year would have allowed us to gauge trends. We have continued to work to make our schools inclusive and safe with large range of work detailed in our section on mainstreaming equality in education

Outcome	Progress to 2017-2021
7 Reduce the poverty-related attainment gap The poverty related attainment gap cuts across different areas, including sex, ethnicity, disability and ASN.	COVID has increased these challenges. However we can report: **In relation to literacy** In relation to P1,4,7 reading, the poverty related attainment gap is 4% lower than the national average and attainment has improved for learners in SIMD Quartile 1 by 5% since 2017. In relation to P1,4,7 writing, the poverty related attainment gap is 1% narrower than the national average and attainment for learners living in SIMD Quartile 1 has improved by 2% since 2017. In relation to P1,4,7 listening and talking, the poverty related attainment gap is 1% narrower than the national average and the attainment of learners living in SIMD Quartile 1 has increased by 3% since 2017. In relation to combined literacy at P1,4,7, the poverty related attainment gap is 8% lower than the national average and attainment for learners living in SIMD Quartile 1 has increased by 3%. In relation to S3 literacy at third and fourth level, attainment of learners living in SIMD Quartile 1 is the same or better than national averages. The very small number of learners living in SIMD Quartile 5 means that it is not possible to determine the gap between those living in the most and least deprived areas. By June 2019 the National Improvement Framework 2020 stretch aims for combined P1, P4 and P7 literacy had largely been met. **In relation to numeracy** The poverty related attainment gap is on par with the national average. Since 2017 attainment in P1 in numeracy has remained steady at around 83%; attainment in P4 in numeracy has increased from 71% to 75%; attainment in P7 in numeracy has increased from 63% to 71% and attainment in S3 in numeracy has remained steady at around 85%. At S3 numeracy attainment of learners living in the most deprived areas is higher than national averages . Attainment at S3 in numeracy at both level 3 and 4 improved by 6% over 3 years. In 2019 the attainment gap between SIMDQ1 and SIMDQ5 in numeracy decreased compared to 2018 for numeracy at all stages. The attainment gap between SIMDQ1 and SIMDQ5 for P1, P4 and S3 numeracy is narrower than in 2017 and 2018. By June 2019 the poverty related attainment gap had decreased by 4.7% relative to attainment in 2017/18 for P1, P4, and P7 numeracy. The National Improvement Framework 2020 stretch aims for combined P1, P4 and P7 numeracy had been met for learners living in SIMDQ2, 4 and 5.

Outcome	Progress to 2017-2021
	Senior Phase Pupils Based on 2018/19 data at SCQF 4 or above (1 or more on leaving school) the poverty-related attainment gap is 3% lower than national average. At SCQF 5 or above (1 or more on leaving school) the poverty related attainment gap is 3% lower than the national average. The gap between the percentage of school leavers living in the most and least deprived areas achieving one or more qualification at SCQF level 5 or better has decreased by 5% in the past two years. At SCQF 6 or above (1 or more on leaving school) the poverty-related attainment gap is 6% higher than national average. Performance in relation to the National Improvement Framework stretch aims for each SIMDQ based on performance data for session 2017/18 at SCQF level 4, 5 and 6 was ahead of the 2019/20 stretch aim with respect to every quintile except SIMDQ 1 where performance was between 0.3% and 1.8% below the stretch aim. The percentage of school leavers in a positive follow up destination has increased by 2% ahead of the national trend. The gap in positive destinations for leavers living in the most and least deprived areas has decreased by 3.4%. The percentage of school leavers in a positive destination reduced by 0.53% from 94.15% in 2017/18 to 93.62% in 2018/19. The Council and its partners have worked hard to ensure that we support the most disadvantaged children and families:
8 Reduce educational attainment gap of pupils with Additional Support Needs (ASN) compared with those who do not have these needs	Achievement of children with ASN in literacy and numeracy in the SNSAs is mixed and there are no clear trends across the years 2017-18 and 2018-19 for all stages assessed. Variation is expected due to variation in the numbers of these Children and Young People (CYP) year on year, the numbers of CYP with ASN assessed year on year, and the specific needs of each cohort. Our Collaborative Support Service (CSS) works with schools to support them in addressing GIRFEC and ASN related requirements. Specifically, they are working to develop learning and best practice in dyslexia. We continue to work with the National Deaf Children's Society and the Scottish Deaf Society. In four of our specialist provisions, the "Parents, Pamper and Patter" project has delivered to families of pupils with additional support needs. This gives parents the opportunity to get to know one another and enhanced opportunities for family learning together time.

Licensing Board Equality Outcomes 2017 - 2021 - Final Progress Report

These outcomes were previously reported separately by the Licencing Board, but are now presented alongside Council and Education Outcomes.

Outcome	Progress to 2017-2021
9 **Greater participation and involvement of the public and licence holders in meetings and other statutory processes of the Licensing Board.**	Licensing engaged with the West Dunbartonshire Equality Forum on licensing issues during the past 4 years, for example through consultation. Feedback from licensing forum members has contributed to the planned equality outcomes and mainstreaming actions for 2021-2025
10 **An increased proportion of Licensing Board communication is available digitally as part of the Council's commitment to "Communicating Effectively".**	Good progress is noted on this outcome, with more information being available digitally, and following the Council's guidance. We have been able to ensure that meetings have been carried out digitally during lockdown.

Appendix 3
Performance indicators for 2021/2025

After the agreement of Equality Outcomes and mainstreaming priorities for 2021-25, a detailed scorecard and containing agreed actions and performance indicators to support these will be created. Indicative Performance Indicators already discussed are listed below for information.

For all the outcomes below a range of potential actions have been discussed and when finalised they will built into the Equalities Scorecard reviewed by the Equality and Diversity Working Group

Council Equality Outcomes

Outcome	Performance indicators
Increase participation of BME people, disabled people and young people in Community Empowerment and Capacity Building, and Community Budgeting in West Dunbartonshire	A baseline exercise and options for measuring progress have been discussed with the Council's Communities Team, including a range of participation measures. This will include surveying participation in future, by theme and group, allowing. This will be taken forward before the next round of Community Budgeting, and allow measurement of progress. This will form part of the work under the West Dunbartonshire Community Empowerment Strategy
Better meet accommodation needs of Gypsy/Travellers travelling through and staying in West Dunbartonshire	Existing measures such as satisfaction with the Council as landlord will form part of this work. Implementing a refreshed approach to planning and responding to unauthorised encampments will also be a measure. Ensuring that the needs of Gypsy/Travellers are taken into account by the new Local Housing Strategy
The Council aims to attract more diverse talent by reviewing our policies and practices to ensure that there are no barriers to entering employment for these groups	Aim to increase the proportion of BME workers
The Council will aim within the next 4 years to reduce occupational segregation within predominantly male/female roles	Aim to decrease occupational segregation.
Reduce the Disability Pay Gap	Aim for a sustained reduction in the gap between disabled and non disabled workers' pay

Note on employment diversity performance indicators

Employment target setting for 2021/25 is dependent on a number of elements and needs to be informed by 2019-21 employment data when available in late April, past performance in related areas of Modern Apprenticeships, available June 2021. It will need to take into other elements such as likely staff turnover and effects

Education Equality Outcomes

Outcome	Performance indicators
Young women, disabled and black and minority ethnic young people are supported and leave school with positive destinations.	Education services will baseline, set aspirations and report This will include: Applications to modern apprentices by different protected groups Uptake of STEM subjects by different groups
Raise Attainment in Male pupils in Literacy and Numeracy	Education services will baseline, set aspirations and report This will include measuring attainment gaps between males and female in primary and secondary schools
Raise Attainment in BME pupils in Literacy and Numeracy	Education services will baseline, set aspirations and report This will include measuring attainment gaps between different groups in primary and secondary schools

Licensing Equality Outcomes

Outcome	Performance indicators
We will work with license holders, partners and other Council services, to ensure inclusive and safety behaviour and environments on and around license premises, supporting community safety priorities.	Clearing links will be established with other relevant agenda in West Dunbartonshire; reduce substance use, gender based violence, fostering good relations. Progress will be reported to the licensing board.
Widen participation in shaping services among under represented groups	Service will baseline involvement and monitor change

Appendix 4
Employment monitoring data for 2019/20 and 2020/21

This data runs to March 31 and now has been extracted from the Workforce Management System.
It is now being collated and analysed, then checked. It will be available week beginning 26 April.
Data for previous years is published on the employment data page of our website

The trends indicated from currently available data for 2016-2019 are:

- Overall balance of the workforce has remained around 70% female to 30% male, indeed this has been the case since at least 2004. There is no Local Authority in Scotland that has more male than female workers

- The workforce is still heavily segregated in terms of gender particularly within the Care and Trades sectors, in common with other Local Authorities

- There has been small reported increases in the proportion of BME and Disabled employees

- Modern apprenticeships in common with other areas are still heavily segregated, but the gender make up since 2007 in Trades has varied significantly at some points back and forward

- Lesbian, Gay and Bi people are represented at a similar proportion to the best information and estimates on the Scottish population, around 2.5%

- In common with other Local Authorities and much of the public sector, our information on the diversity of our workforce is far from complete with the exception of age and sex. Encouraging sharing of information will continue to be a focus in 2021-25

- The proportion of our workforce identify as Black Minority Ethnic, or as Disabled has grown steadily since 2017/18, though both measures are below the proportion in our local population, in common with most of public sector.

Gender Pay Gap

2017/18			2018/19			2019/20		
Female hourly	Male hourly	Pay gap	Female hourly	Male hourly	Pay gap	Female hourly	Male hourly	Pay gap
£13.98	£14.36	2.66%	£14.78	£15.08	1.8%	£15.50	£15.64	0.9%

2020/2021 information will be available in June 2021

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

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

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

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

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

本文件也可應要求，製作成其他語文或特大字體版本，也可製作成錄音帶。

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

British Sign Language
BSL users can contact us via contactSCOTLAND-BSL,
the online British Sign Language interpreting service.
Find out more on the contactSCOTLAND website.

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