

Agenda



Corporate Services Committee

Date: Wednesday, 10 August 2016

Time: 14:00

Venue: Council Chambers - Clydebank Town Hall
Dumbarton Road, Clydebank, G81 1UE

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

Dear Member

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

Yours faithfully

JOYCE WHITE

Chief Executive

Distribution:-

Councillor Kath Ryall (Chair)
Councillor George Black
Councillor Gail Casey
Councillor Jim Finn
Councillor David McBride
Councillor Jonathan McColl
Councillor Patrick McGlinchey
Councillor John Mooney
Councillor Lawrence O'Neill
Councillor Tommy Rainey (Vice Chair)
Councillor Gail Robertson
Councillor Martin Rooney

All other Councillors for information

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

Date of issue: **28 July 2016**

CORPORATE SERVICES COMMITTEE

WEDNESDAY, 10 AUGUST 2016

AGENDA

1. APOLOGIES

2. DECLARATIONS OF INTEREST

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

3. MINUTES OF PREVIOUS MEETING 1 - 6

Submit for approval as a correct record, the Minutes of Meeting of the Corporate Services Committee held on 11 May 2016.

4. MINUTES OF JOINT CONSULTATIVE FORUM – 9 JUNE 2016 7 - 12

Submit for information and where necessary ratification, the Minutes of Meeting of the JCF held on 9 June 2016.

**5. WRITE-OFF OF MISCELLANEOUS INCOME DEBTOR
ACCOUNTS AND COUNCIL TAX – QUARTER 1, 2016/17 13 - 18**

Submit report by the Strategic Lead – Resources seeking approval of the write-off of debts in respect of miscellaneous income debtor accounts and council tax accounts, which have been deemed as irrecoverable during Quarter 1 2016/17, arising from various years and reasons as detailed in the Appendices to the report.

**6. CORPORATE SERVICES BUDGETARY CONTROL REPORT
TO 30 JUNE 2016 (PERIOD 3) 19 - 30**

Submit report by the Strategic Lead – Resources advising on the performance of the Corporate Services budget for the period to 30 June 2016.

**7. RENEWAL/RETENDERING OF THE COUNCIL'S AND
LEISURE TRUST INSURANCE CONTRACTS 31 - 36**

Submit report by the Strategic Lead – Resources seeking authority to renew or, where appropriate, re-tender the Council's and the Leisure Trust's Insurance Contracts.

**8. BLOCK BUILDINGS INSURANCE FOR PRIVATELY OWNED
EX-COUNCIL PROPERTIES 37 - 40**

Submit report by the Strategic Lead – Resources providing an update on the position regarding the provision of buildings insurance by the Council to owners of former council houses for the "Right to Buy" Buildings Block Insurance Policy and seeking approval for the recommended revised approach to this service provision.

9. HOME CONTENT INSURANCE FOR COUNCIL TENANTS AND PRIVATE OWNED EX-COUNCIL PROPERTIES 41 - 44

Submit report by the Strategic Lead – Resources providing an update on the provision of content insurance by the Council to council tenants and owners of former Council houses and seeking approval for its provision going forward.

10. ELECTED MEMBER DEVELOPMENT 45 - 52

Submit report by the Strategic Lead – People and Technology providing an update on Elected Member development undertaken through the annual seminar programme and Personal Development Planning (PDP).

11. REVISIONS TO CODE OF CONDUCT FOR EMPLOYEES 53 - 68

Submit report by the Strategic Lead – People and Technology providing an update on revisions to the Code of Conduct for Employees, and seeking approval of the revised Code.

12. COUNCIL WORKFORCE PLAN 69 - 106

Submit report by the Strategic Lead – People and Technology providing an update in respect of the Council's workforce planning activity for 2016/17.

13. WORKING WELL TOGETHER – ATTENDANCE MANAGEMENT: QUARTER 1 107 - 114

Submit report by the Strategic Lead – People and Technology advising on attendance levels across the Council for Quarter 1 (April – June 2016).

CORPORATE SERVICES COMMITTEE

At a Meeting of the Corporate Services Committee held on Wednesday, 11 May 2016 in Committee Room 3, Council Offices, Garshake Road, Dumbarton at 2.03 p.m.

Present: Councillors George Black, Gail Casey, David McBride, Jonathan McColl, Patrick McGlinchey, John Mooney, Tommy Rainey, Gail Robertson, Martin Rooney and Kath Ryall.

Attending: Angela Wilson, Strategic Director – Transformation & Public Service Reform; Peter Hessett, Strategic Lead - Regulatory; Stephen West, Strategic Lead - Resources; Malcolm Bennie – Strategic Lead – Communication, Culture and Communities; Gillian McNeilly, Finance Manager; Amanda Coulthard, Corporate and Community Planning Manager; Malcolm Bennie, Corporate Communications Manager; Jackie Allison, Finance Business Partner; Patricia Kerr, ICT Manager and Craig Stewart, Committee Officer.

Apologies: Apologies for absence were intimated on behalf of Councillors Jim Finn and Lawrence O'Neill.

Councillor Kath Ryall 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 at this point in the meeting.

MINUTES OF PREVIOUS MEETING

The Minutes of Meeting of the Corporate Services Committee held on 10 February 2016 were submitted and approved as a correct record.

MINUTES OF JOINT CONSULTATIVE FORUM - 31 MARCH 2016

The Minutes of Meeting of the JCF held on 31 March 2016 were submitted for information and noted.

CORPORATE SERVICES DEPARTMENTAL PLAN 2015/16

A report was submitted by the Strategic Director – Transformation and Public Service Reform setting out the year end progress against the Corporate Services Departmental Plan for 2015/16.

After discussion and having heard the Corporate & Community Planning Manager and the Manager of ICT in further explanation and in answer to Members' questions, the Committee agreed to note the year end progress for 2015/16.

STRATEGIC DELIVERY PLANS 2016/17

A report was submitted by the Strategic Director – Transformation and Public Service Reform setting out the delivery plans for the new strategic areas that fall within the remit of the Corporate Services Committee, covering communications, culture and communities, people and technology, regulatory and resources.

After discussion and having heard the Strategic Director and relevant officers in elaboration and in answer to Members' questions, the Committee agreed to note the delivery plans for the four strategic areas outlined in the appendices to the report.

GRANT APPLICATIONS 2016/17

A report was submitted by the Strategic Lead – Resources providing a budget update on the grant funding for 2016/17 and recommendations in relation to funding support to Community Councils, the Dumbarton Common Good Fund and the Provost's Fund.

After discussion and having heard the Strategic Director and the Corporate & Community Planning Manager in further explanation and in answer to Members' questions, the Committee agreed:-

- (1) the approach to considering grant applications from Community Councils as detailed in the report, which would now include the two funding applications listed in Appendix B of the report;
- (2) the updated Dumbarton Common Good budget for the period 2016/17 to 2017/18 as detailed in Appendix C of the report; and
- (3) to approve the transfer of £2,950 from the 2016/17 grants budget to the Provost's Fund to reinstate the level to £3,000.

UPDATE OF VOLUNTARY GRANTS 2015/16

A report was submitted by the Strategic Lead – Resources providing an analysis of voluntary grants approved by WDCVS in respect of Community Chest, Playscheme, Cultural and Social Transport Support Funding Grants.

After discussion, the Committee agreed:-

- (1) to note the position of the grants paid out in 2015/16; and
- (2) that the unused Community Loans Fund be retained at £100,974.

REGISTERED CHARITABLE TRUSTS

A report was submitted by the Strategic Lead – Resources providing an update on the current status of the registered charitable trusts (the Trusts) which are administered by the Council and providing information and a recommendation on options for the management of the business of the Trusts in the future.

After discussion and having heard the Strategic Director and relevant officers in further explanation and in answer to Members' questions, the Committee agreed that a further report be submitted to a future Council meeting for consideration, which would assist in clarifying the delegation arrangements, previously agreed, in relation to certain of the Trusts listed in the report.

SCOTTISH WELFARE FUND POLICY

A report was submitted by the Strategic Lead – Resources providing an update on changes to the Scottish Welfare Fund Policy for West Dunbartonshire Council following the introduction of The Welfare Funds (Scotland) Act 2015 and The Welfare Funds (Scotland) Regulations 2016.

The Committee agreed to approve the changes made to the policy as detailed in appendices 1 and 2 to the report, in line with The Welfare Funds (Scotland) Regulations 2016.

FOOD EXPORT HEALTH CERTIFICATES

A report was submitted by the Strategic Lead – Regulatory seeking approval to increase the current charge for Food Export Health Certificates, by £10 per certificate in order to achieve an estimated annual saving of £5,000 per year.

After discussion, the Committee agreed to approve the increase in fees for Food Export Health Certificates from the current charge of £37.50 plus VAT to £47.50 plus VAT per certificate.

ICT CONTRACTS

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

After discussion, Councillor Black, seconded by Councillor McColl, moved:-

That the Committee agrees the recommendations contained in the report, with the exception that instead of delegating authority to officers, paragraphs 2.1.2 and 2.1.3 of the report refer, this be brought back for decision to a future Council meeting instead.

As an amendment, Councillor Rainey, seconded by Councillor Rooney, moved:-

That the Committee agrees:-

- (1) to note the ICT Revenue and Capital spend detail including the anticipated procurement method;
- (2) that authority be delegated to the Corporate Procurement Manager, in consultation with the Strategic Lead - People & Technology, to approve the most appropriate procurement method for the planned ICT Capital and Revenue contract spend as detailed in Section 3 of this report based on the agreed contract strategy and best value for the Council; and
- (3) that authority be delegated to the Corporate Procurement Manager, in consultation with the Strategic Lead - People & Technology, to instruct the award of contracts for the planned ICT spend to suppliers providing the most economically advantageous offer to the Council.

On a vote being taken, 7 Members voted for the amendment and 3 for the motion. The amendment was declared carried

WEST DUNBARTONSHIRE COUNCIL WORKFORCE MONITORING REPORT

A report was submitted by the Strategic Lead – People and Technology providing employment information relating to the Council for the period 1 October 2015 to 31 March 2016.

After discussion and having heard the Strategic Director in further explanation and in answer to Members' questions, the Committee agreed to note the following employment information for 1 October 2015 to 31 March 2016:-

- (1) Attendance statistics;
- (2) Occupational health and counselling;
- (3) Accidents/incidents;
- (4) Discipline, grievance and dignity at work;
- (5) Employee development;
- (6) Recruitment monitoring; and

(7) Staffing watch as at December 2015.

Note: Councillor Black left the meeting at this point.

EARLY RETIREMENT/VOLUNTARY SEVERANCE AND REDEPLOYMENT – 1 OCTOBER 2015 – 31 MARCH 2016 AND ANNUAL UPDATE

A report was submitted by the Strategic Lead – People and Technology advising on early retirements, voluntary severance, and re-deployments during the 6 month period from 1 October 2015 to 31 March 2016 and providing a summary of the 12 month period 1 April 2015 to 31 March 2016.

The Committee agreed to note the contents of the report.

ATTENDANCE MANAGEMENT: QUARTER 4 AND ANNUAL RESULTS (2015/16)

A report was submitted by the Strategic Lead – People and Technology advising on attendance levels within Corporate Services and providing a summary of both the quarterly 4 absence and the annual statistics for 2015/16.

After discussion, the Committee agreed to note the content of the report and the attendance results for Q4 2015/16, namely a significant decrease of 146.5 days lost (9%) compared to the same period last year. During 2015/16, annual reported results show there was a significant reduction in absence (26.5%) in Corporate Services showing a total decrease of 1618 days lost.

The meeting closed at 4.13 p.m.

JOINT CONSULTATIVE FORUM

At a Meeting of the Joint Consultative Forum held in the Council Chamber, Clydebank Town Hall, Dumbarton Road, Clydebank on Thursday, 9 June 2016 at 2.05 p.m.

Present: Councillors Jim Finn, David McBride, Patrick McGlinchey, Tommy Rainey and Kath Ryall; Dawn Wilson (EIS); Marie Irvine, David Scott and John Wagner (GMB); Claire Mackenzie (SSTA); Val Jennings and Susan Shannon (UNISON); and Jackaleen McMonagle (Unite).

Attending: Richard Cairns, Strategic Director - Regeneration, Environment & Growth; Vicki Rogers, Strategic Lead - People and Technology; Darren Paterson, Strategic HR Manager; Matthew Boyle, Education Service Manager - Workforce/CPD; Raymond Lynch, Senior Solicitor; and Scott Kelly, Committee Officer, Regulatory.

Apologies: Apologies for absence were intimated on behalf of Councillor Gail Robertson; Angela Wilson, Strategic Director - Transformation & Public Service Reform; Ronnie Dinnie, Strategic Lead - Environment & Neighbourhood; Mick Dolan (EIS); William McEwan (GMB); Simon Macfarlane (UNISON); and Charlie McDonald (Unite).

Jackaleen McMonagle in the Chair

CHAIR'S REMARKS

Ms McMonagle, Chair, welcomed all those present and in particular Darren Paterson, Strategic HR Manager, and Dawn Wilson, EIS, who were attending the Forum for the first time. Thereafter, she expressed thanks for the support she had received during her time as Chair.

APPOINTMENT OF CHAIR, VICE CHAIR AND JOINT SECRETARIES

Having heard Ms McMonagle, Chair, the Forum agreed to note that in accordance with a previous decision of Council, Councillor McGlinchey would Chair the Forum for the next year.

Accordingly, Councillor McGlinchey assumed the Chair.

Councillor Patrick McGlinchey in the Chair

Councillor McGlinchey, Chair, expressed his thanks to Ms McMonagle for having chaired the Forum over the past year. He then invited the Forum to consider the appointment of the Forum's Vice Chair and Joint Secretaries for the next year.

Following discussion, it was agreed that consideration of the aforementioned appointments would be continued to the next meeting of the Forum.

DECLARATIONS OF INTEREST

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

MINUTES OF PREVIOUS MEETING

The Minutes of Meeting of the Joint Consultative Forum held on 31 March 2016 were submitted and approved as a correct record.

REVIEW OF JOINT CONSULTATIVE FORUM CONSTITUTION

A report was submitted by the Strategic Lead - People and Technology providing an update on the review of the Forum's constitution.

Having heard the Strategic Lead - People and Technology in further explanation of the report and in answer to Members' questions, the Forum agreed:-

- (1) to note that Management and the Trades Unions had reached agreement on proposed revisions to the Forum's constitution;
- (2) to approve the revised constitution which forms the Appendix to these Minutes; and
- (3) otherwise to note the contents of the report.

WORKING WELL TOGETHER: ANNUAL MONITORING 2015/2016

A report was submitted by the Strategic Lead - People and Technology providing an update on the levels of sickness absence within West Dunbartonshire Council and the actions progressed through the Attendance Working Group, as part of the Working Well Together campaign.

Having heard the Strategic Director - Regeneration, Environment & Growth and the Strategic Lead - People and Technology in further explanation of the report and in answer to a Member's question, the Forum agreed to note the contents of the report.

DISCIPLINE, GRIEVANCE AND DIGNITY AT WORK – QUARTER 4 UPDATE (1 JANUARY 2016 – 31 MARCH 2016)

A report was submitted by the Strategic Lead - People and Technology providing information on the progress of discipline, grievance and dignity at work cases for the period 1 January 2016 to 31 March 2016 and an annual analysis of cases for the period 1 April 2015 to 31 March 2016.

Having heard the Strategic Lead - People and Technology in further explanation of the report, the Forum agreed to note the contents of the report.

MINUTES OF DEPARTMENTAL JOINT CONSULTATIVE COMMITTEES, HEALTH & SAFETY MEETINGS AND EMPLOYEE LIAISON GROUP

A report was submitted by the Strategic Lead - People and Technology providing the minutes from departmental Joint Consultative Committees (JCCs), Health & Safety meetings and Employee Liaison Group (ELG) meetings for the period 1 January 2016 to 31 March 2016.

The Forum agreed to note the contents of the report.

TRADES UNIONS ISSUES

The Forum noted that the Trades Unions had not provided any issues that they wished to raise in advance of the meeting nor were any raised at the meeting.

PROGRAMME OF FUTURE MEETINGS

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

Thursday, 1 September 2016 at 2.00 p.m.

Thursday, 8 December 2016 at 2.00 p.m.

Thursday, 9 March 2017 at 2.00 p.m.

Thursday, 8 June 2017 at 2.00 p.m. (provisional date)

The meeting closed at 2.20 p.m.



CONSTITUTION JOINT CONSULTATIVE FORUM (ALL EMPLOYEES)

1. REPRESENTATION

- 1.1 The Joint Consultative Forum (JCF) shall comprise **7** members of the Council (who shall be taken from and decided by the Corporate Services Committee) and a minimum of **11** officials of the Trades Unions (excluding regional officers) on the following basis:-

Union	Members
EIS	1
GMB Scotland (<i>General Municipal and Boilermakers Union</i>)	2
NASUWT (<i>National Association of Schoolteachers/Union of Women Teachers</i>)	1
SSTA (<i>Scottish Secondary Teacher's Association</i>)	1
UCATT (<i>Union of Construction, Allied Trades and Technicians</i>)	1
UNISON	3
UNITE	2

Appropriate full time officers of the Trade Unions and officers of the Council may attend in an advisory capacity at any time. Each Trade Union may invite additional officials to attend depending on the agenda and business of the Forum.

2. CHAIR

- 2.1 The Forum shall appoint from amongst its members, a Chair and Vice-Chair. When the Chair is elected from one side of the Forum, the Vice-Chair shall be elected from the other and this will be subject to annual rotation.

3. JOINT SECRETARIES

- 3.1 The Forum shall appoint annually Joint Secretaries, one to be nominated by the Council and one to be nominated by the Trade Union Side. The Joint Secretaries may or may not be members of the Forum.

4. FUNCTIONS

- 4.1 The functions of the Forum shall be:-

- (a) to afford facilities for regular consultation between the Council and the Trade Unions representing employees of the Council on general policy matters which are not specifically determined by the Scottish Council or its Committees and are strategic or political in nature;
- (b) to secure the greatest possible measure of joint action between the Council and the Trade Unions for the development and improvement of the work of the Council;
- (c) to consider any reference from the Council or the Trade Union Side on matters affecting the mutual interests of the Council and its employees and to make recommendations thereon to the appropriate Committee of the Council;
- (d) to encourage the learning, development and management of change; and
- (e) to consider measures to promote equality of opportunity and treatment amongst the Council's workforce; and
- (f) to consider measures for safeguarding the health, safety and welfare of the Council's employees.

5. MEETINGS

- 5.1 The Joint Consultative Forum shall meet as and when required but this should generally be not less than four times per year. The Chair or the Vice-Chair may direct either of the Joint Secretaries to call a meeting at any time. A meeting shall be called within fourteen days of the receipt, by either of the Joint Secretaries, of a requisition signed by not less than one third of the members of either side.

6. QUORUM

- 6.1 The quorum of the Joint Consultative Forum shall be not less than one-third of the minimum Trade Unions representation and 2 members representing the Council.

7. DISPUTES

- 7.1 In the event of the Joint Consultative Forum being unable to arrive at an agreement, the matters in dispute may, at the instigation of either side, be referred to the Corporate Services Committee. This does not preclude either side referring the matter in a dispute to the relevant SJNC or Scottish Council in accordance with the Constitution of that body.
- 7.2 Decisions of the Joint Consultative Forum shall be reported to the Corporate Services Committee to consider whatever action is required.

WEST DUNBARTONSHIRE COUNCIL**Report by Stephen West, Strategic Lead - Resources****Corporate Services Committee: 10th August 2016**

Subject: Write-Off of Miscellaneous Income Debtor Accounts and Council Tax - Quarter 1, 2016/17**1. Purpose**

- 1.1** The purpose of this report is to seek Committee approval for the write off of debts in respect of miscellaneous income debtor accounts and council tax accounts, which have been deemed as irrecoverable during Quarter 1 2016/17, arising from various years and reasons as detailed in the Appendices.

2. Recommendations

- 2.1** It is recommended that the Committee approve the write-off of miscellaneous income debt valued at £116,514.88; and council tax debt of £30,971.18.

3. Background

- 3.1** Miscellaneous income debtor accounts are issued to individuals and organisations for the use of Council services. The Council's annual billing amount for miscellaneous income debtors is £18.5m of which approximately 80% is collected in the year it is billed. In certain circumstances these debts may become uncollectable.
- 3.2** Council Tax accounts are generated for residential properties in our area. In 2015/16, the Council's gross charge for council tax was £46.6m of which 94.45% was collected in the year it is billed. In certain circumstances these debts may become uncollectable.
- 3.3** Financial Regulation D4 gives the Strategic Lead - Resources authority to write-off individual debts up to £1,000. The Strategic Lead - Resources is required to seek the approval of Members prior to writing off any debt in excess of £1,000.

4. Main Issues

- 4.1** Miscellaneous debts totalling £116,514.88 are submitted for write off. Appendix 1 outlines the dates and reasons for write off.
- 4.2** Council tax debts totalling £30,971.18 are submitted for write off. Appendix 2 outlines the dates and reasons for the write off.

5. People Implications

5.1 There are no people implications.

6. Financial & Procurement Implications

6.1 The value of miscellaneous income debtor accounts and council tax debt, being written off, can be accommodated within the Council's bad debt provision. There are no procurement implications.

7. Risk Analysis

7.1 If write offs are not approved this will affect the monitoring of performance against targets for performance indicators and budget monitoring.

8. Equalities Impact Assessment (EIA)

8.1 No significant issues were identified in a screening for potential equality impact of this report.

9. Strategic Environmental Assessment (SEA)

9.1 There is no requirement to carry out a SEA.

9. Consultation

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

10. Strategic Assessment

10.1 The write-off of uncollectible miscellaneous income debtors accounts forms part of the financial governance of the Council. Sound financial practice and budgetary control are imperative to assist with the governance of the Council and supports officers of the Council in achieving the five strategic priorities

.....
Stephen West
Strategic Lead - Resources
Date: 29th June 2016

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

Appendices: Appendix 1: Summary of Miscellaneous Income Write Off by Year and Reasons
Appendix 2: Summary of Council Tax Write Off by Year and Reasons

Background Papers: Detailed list of proposed write offs

Wards Affected: All Council wards.

Appendix 1-Summary of Miscellaneous Income Write Off by Category and Year

Year	Miscellaneous Income Debtors Deceased	Miscellaneous Income Debtors Prescribed	Miscellaneous Income Debtors Unreasonable	Total
2007/2008	£9,535.06			£9,535.06
2008/2009		£32,120.91		£32,120.91
2009/2010		£32,894.75		£32,894.75
2010/2011		£10,535.82		£10,535.82
2012/2013	£2,737.79		£6,672.69	£9,410.48
2013/2014	£5,406.95			£5,406.95
2015/2016			£16,610.91	£16,610.91
Totals	£17,679.80	£75,551.48	£23,283.60	£116,514.88

Note

Prescribed:

Prescribed is the legal terminology under the Prescription & Limitations (Scotland) Act 1973. This means a debt cannot be enforced after 5 years from the date it became due. The period applies in the absence of a relevant claim e.g. a court decree, summary warrant, or acknowledgement of the debt via letter or payment. Where a relevant claim has been made, statute advises that all debts cannot be legally collected after 20 years of the last payment or acknowledgment of the debt and a debt becomes prescribed at that point.

Deceased:

When someone dies that owes debt we contact the executor of the estate and check records to determine whether any estate exists against which a claim could be made.

Unreasonable:

Where based on the individual circumstances of the debt/debtor, in these cases we may consider to write off the debt as unreasonable to recover.

Appendix 2-Summary of Council Tax Write Off by Category and Year

Year	Council Tax Account
	Deceased
1995/1996	£198.87
1996/1997	£123.96
1997/1998	£245.90
1998/1999	£145.53
1999/2000	£161.78
2000/2001	£190.96
2001/2002	£200.71
2002/2003	£220.85
2003/2004	£466.36
2004/2005	£730.55
2005/2006	£867.54
2006/2007	£864.97
2007/2008	£3,380.66
2008/2009	£3,357.91
2009/2010	£3,888.29
2010/2011	£3,169.13
2011/2012	£2,481.69
2012/2013	£2,601.44
2013/2014	£4,475.03
2014/2015	£2,711.55
2015/2016	£487.50
Totals	£30,971.18

Note

Deceased:

When someone dies that owes debt we contact the executor of the estate and check records to determine whether any estate exists against which a claim could be made.

WEST DUNBARTONSHIRE COUNCIL

Report by the Strategic Director of Transformation and Public Sector Reform

Corporate Services Committee – 10 August 2016

**Subject: Corporate Services Budgetary Control Report to 30 June 2016
(Period 3)****1. Purpose**

- 1.1 The purpose of this report is to advise the Committee on the performance of the Corporate Services budget for the period to 30 June 2016.

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

- i) note that the revenue account currently shows a projected annual adverse variance of £0.069m (0.4% of the total budget); and
- ii) note that the capital account shows a projected annual favourable variance of £0.010m (0% of annual budget) and project life favourable variance of £0.010m (0% of project life budget).

3. BackgroundRevenue

- 3.1 At the meeting of West Dunbartonshire Council on 24 February 2016, Members agreed the revenue estimates for 2016/2017, including a total net Corporate Services budget of £18.217m. Budget adjustments have taken place revising the budget to £18.313m as detailed below.

	£
Budget Agreed February 2016	18.217m
Transfer of customer services savings target to sundry services*	0.100m
Adjustment/transfer of staffing budget to HSCP for finance Staff	(0.004m)
Revised budget	<u>£18.313m</u>

*This has been transferred to sundry services as this is a corporate savings target rather than for corporate services and will be allocated to appropriate services.

Capital

- 3.2 At the meeting of Council on 24 February 2016, Members also agreed the updated 10 year General Services Capital Plan. The next three years from 2016/17 to 2018/19 have been approved in detail.

4. Main Issues

Revenue

- 4.1 The summary report at Appendix 1 identifies a projected annual adverse variance (overspend) of £0.069m (0.4% of the total budget). Detailed service reports are attached as Appendix 2.
- 4.2 Notes on the projected annual variances in excess of £0.050m are highlighted and noted within Appendix 3, with additional information on action being taken to minimise or mitigate overspends where possible.
- 4.3 Although the report indicates that expenditure is adverse in comparison to that anticipated during the budget exercise, the present variance should be viewed in the knowledge that there are a number of variable factors which could arise between now and 31 March and which could affect the year end results.
- 4.4 Agreed savings and management adjustments for 2016/17 are monitored with current indications showing that of the total target being monitored (£2.112m), the majority of actions are currently on target to be achieved. However it indicates that everything is on target (see Appendix 4). It should be noted that any variances are included within the service information and variances identified within this report.

Capital

- 4.5 The overall Corporate Services programme summary report at Appendix 5 shows that planned expenditure and resource for 2016/17 is projected to show a favourable variance of £0.010m and project life is projected to show a favourable variance of £0.010m. There are no projects which are currently at red status.

5. People Implications

- 5.1 There are no people implications.

6. Financial and Procurement Implications

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

7. Risk Analysis

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

8. Equalities Impact Assessment (EIA)

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

9. Consultation

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

10. Strategic Assessment

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

Angela Wilson

Strategic Director of Transformation and Public Sector Reform

Date: 15 July 2016

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

Appendices:

- Appendix 1 - Revenue Budgetary Control 2016/17
– Summary Report
- Appendix 2 - Revenue Budgetary Control 2016/17
– Service Reports
- Appendix 3 - Analysis of Revenue Variances over
£50,000
- Appendix 4 - 2016/17 Savings and Management
Adjustments Monitoring
- Appendix 5 - Overall Capital Programme Summary
Financials

Background Papers: Ledger output – Period 3
General Services Revenue Estimates 2016/17
General Services Capital Plan 2016/17 to 2018/19 - Council
24 February 2016
Corporate Services Budgetary Control Report to 30 June
(Period 3)

Wards Affected All Wards

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2016/2017
CORPORATE SERVICES SUMMARY

APPENDIX 1

MONTH END DATE

30 June 2016

Actual Outturn 2015/16	Service / Subjective Summary	Total Budget 2016/17	Spend to Date 2016/17	% Spend of the Total Budget	Forecast Spend	Forecast Variance 2016/17	Annual RAG Status	
£000		£000	£000	%	£000	£000	%	
306	Audit	353	105	30%	375	23	6%	↓
1,629	Finance	1,420	398	28%	1,436	16	1%	↓
153	Rent Rebates & Allowances	85	20	23%	85	0	0%	→
2,383	Revenues & Benefits	2,463	652	26%	2,434	(28)	-1%	↑
328	Debtors & Creditors	335	91	27%	348	13	4%	↓
38	Cost of Collection of Rates	68	1	2%	68	0	0%	→
(672)	Cost of Collection of Council Tax	(767)	(13)	2%	(767)	0	0%	→
539	Procurement	627	271	43%	582	(45)	-7%	↑
1,421	Administrative & Democratic Services	1,472	389	26%	1,481	9	1%	↓
1,163	Environmental Health/ Trading Standards	1,195	308	26%	1,226	31	3%	↓
(248)	Licensing	(154)	14	-9%	(153)	1	-1%	↓
625	Legal Services	664	182	27%	661	(3)	0%	↑
607	Transactional Services	711	161	23%	698	(12)	-2%	↑
1,428	Human Resources (including risk)	1,305	295	23%	1,305	(0)	0%	↑
3,159	Information Services	3,193	1,241	39%	3,246	53	2%	↓
425	Change Support	472	112	24%	451	(21)	-4%	↑
343	Communications & Marketing	276	83	30%	294	18	6%	↓
852	Customer Service	1,238	321	26%	1,242	5	0%	↓
0	Policy, Planning and Performance	707	129	18%	694	(13)	-2%	↑
2,195	Working4U	2,037	606	30%	2,040	3	0%	↓
0	Communities	614	124	20%	635	21	3%	↓
16,674	Total Net Expenditure	18,313	5,489	30%	18,383	69	0.4%	↓

YEAR END DATE **30 June 2016**

Service Summary	Total Budget 2016/17	YTD Spend 2016/17	Forecast Spend 2016/17	Forecast Annual Variance 2016/17	RAG Status	
All Services	£000	£000	£000	£000	%	
Employee	18,665	4,523	18,602	(63)	0%	↑
Property	97	24	99	2	2%	↓
Transport and Plant	125	20	120	(5)	-4%	↑
Supplies, Services and Admin	1,040	851	1,114	74	7%	↓
Payments to Other Bodies	50,817	11,347	50,848	31	0%	↓
Other	0	0	0	0	0%	→
Gross Expenditure	70,743	16,765	70,782	40	0%	↓
Income	(52,430)	(11,276)	(52,400)	30	0%	↓
Net Expenditure	18,313	5,489	18,383	69	0%	↓
Audit	£000	£000	£000	£000	%	
Employee	439	115	461	22	5%	↓
Property	0	0	0	0	0%	→
Transport and Plant	1	0	1	0	13%	↓
Supplies, Services and Admin	3	0	3	0	7%	↓
Payments to Other Bodies	10	1	10	0	0%	→
Other	0	0	0	0	0%	→
Gross Expenditure	453	116	475	23	5%	↓
Income	(100)	(11)	(100)	0	0%	→
Net Expenditure	353	105	375	23	6%	↓
Finance	£000	£000	£000	£000	%	
Employee	1,534	397	1,547	13	1%	↓
Property	0	0	0	0	0%	→
Transport and Plant	1	1	2	1	73%	↓
Supplies, Services and Admin	12	5	14	2	16%	↓
Payments to Other Bodies	2	2	2	0	0%	→
Other	0	0	0	0	0%	→
Gross Expenditure	1,549	404	1,565	16	1%	↓
Income	(129)	(6)	(129)	0	0%	→
Net Expenditure	1,420	398	1,436	16	1%	↓
Rent Rebates & Allowances	£000	£000	£000	£000	%	
Employee	0	0	0	0	0%	→
Property	0	0	0	0	0%	→
Transport and Plant	0	0	0	0	0%	→
Supplies, Services and Admin	0	0	0	0	0%	→
Payments to Other Bodies	48,103	10,935	48,103	0	0%	→
Other	0	0	0	0	0%	→
Gross Expenditure	48,103	10,935	48,103	0	0%	→
Income	(48,018)	(10,915)	(48,018)	0	0%	→
Net Expenditure	85	20	85	0	0%	→
Revenues & Benefits	£000	£000	£000	£000	%	
Employee	2,349	557	2,321	(28)	-1%	↑
Property	0	0	0	0	0%	→
Transport and Plant	10	1	10	(0)	0%	↑
Supplies, Services and Admin	62	4	62	(0)	0%	↑
Payments to Other Bodies	870	196	870	0	0%	→
Other	0	0	0	0	0%	→
Gross Expenditure	3,292	758	3,263	(28)	-1%	↑
Income	(829)	(106)	(829)	0	0%	→
Net Expenditure	2,463	652	2,434	(28)	-1%	↑
Debtors & Creditors	£000	£000	£000	£000	%	
Employee	277	77	288	11	4%	↓
Property	0	0	0	(0)	-100%	↑
Transport and Plant	0	0	0	0	0%	→
Supplies, Services and Admin	57	15	59	2	4%	↓
Payments to Other Bodies	0	0	0	0	0%	→
Other	0	0	0	0	0%	→
Gross Expenditure	335	91	348	13	4%	↓
Income	0	0	0	0	0%	→
Net Expenditure	335	91	348	13	4%	↓

YEAR END DATE 30 June 2016

Service Summary	Total Budget 2016/17	YTD Spend 2016/17	Forecast Spend 2016/17	Forecast Annual Variance 2016/17	RAG Status
Cost of Collection of Rates	£000	£000	£000	£000	%
Employee	0	0	0	0	0%
Property	0	0	0	0	0%
Transport and Plant	0	0	0	0	0%
Supplies, Services and Admin	20	1	20	0	0%
Payments to Other Bodies	98	0	98	0	0%
Other	0	0	0	0	0%
Gross Expenditure	118	1	118	0	0%
Income	(50)	0	(50)	0	0%
Net Expenditure	68	1	68	0	0%
Cost of Collection of Council Tax	£000	£000	£000	£000	%
Employee	0	0	0	0	0%
Property	0	0	0	0	0%
Transport and Plant	0	0	0	0	0%
Supplies, Services and Admin	63	20	63	0	0%
Payments to Other Bodies	47	14	47	0	0%
Other	0	0	0	0	0%
Gross Expenditure	110	33	110	0	0%
Income	(877)	(46)	(877)	0	0%
Net Expenditure	(767)	(13)	(767)	0	0%
Procurement	£000	£000	£000	£000	%
Employee	874	202	795	(78)	-9%
Property	0	0	0	0	0%
Transport and Plant	1	0	1	0	0%
Supplies, Services and Admin	1	0	1	0	57%
Payments to Other Bodies	69	69	69	0	0%
Other	0	0	0	0	0%
Gross Expenditure	944	271	866	(78)	-8%
Income	(317)	(0)	(284)	33	-10%
Net Expenditure	627	271	582	(45)	-7%
Administrative & Democratic Services	£000	£000	£000	£000	%
Employee	1,561	405	1,568	8	0%
Property	0	0	0	0	0%
Transport and Plant	6	1	6	0	0%
Supplies, Services and Admin	26	6	28	2	6%
Payments to Other Bodies	0	0	0	0	0%
Other	0	0	0	0	0%
Gross Expenditure	1,592	412	1,602	9	1%
Income	(120)	(23)	(120)	0	0%
Net Expenditure	1,472	389	1,481	9	1%
Environmental Health/ Trading Standards	£000	£000	£000	£000	%
Employee	1,191	291	1,223	31	3%
Property	12	5	12	0	0%
Transport and Plant	23	6	23	(0)	0%
Supplies, Services and Admin	46	18	45	(1)	-1%
Payments to Other Bodies	87	18	87	0	0%
Other	0	0	0	0	0%
Gross Expenditure	1,359	337	1,390	31	2%
Income	(164)	(29)	(164)	(0)	0%
Net Expenditure	1,195	308	1,226	31	3%
Licensing	£000	£000	£000	£000	%
Employee	188	48	190	2	1%
Property	0	0	0	0	0%
Transport and Plant	1	0	1	0	0%
Supplies, Services and Admin	5	2	6	0	3%
Payments to Other Bodies	0	0	0	0	0%
Other	0	0	0	0	0%
Gross Expenditure	195	50	197	2	1%
Income	(349)	(37)	(350)	(1)	0%
Net Expenditure	(154)	14	(153)	1	-1%

YEAR END DATE **30 June 2016**

Service Summary	Total Budget 2016/17	YTD Spend 2016/17	Forecast Spend 2016/17	Forecast Annual Variance 2016/17	RAG Status
Legal Services	£000	£000	£000	£000	%
Employee	778	183	742	(36)	-5% ↑
Property	0	0	0	0	0% →
Transport and Plant	1	0	1	0	0% →
Supplies, Services and Admin	16	4	16	0	3% ↓
Payments to Other Bodies	0	4	33	33	0% ↓
Other	0	0	0	0	0% →
Gross Expenditure	795	191	792	(3)	0% ↑
Income	(131)	(8)	(131)	0	0% →
Net Expenditure	664	182	661	(3)	0% ↑
Transactional Services	£000	£000	£000	£000	%
Employee	702	159	690	(12)	-2% ↑
Property	0	0	0	0	0% →
Transport and Plant	0	0	0	0	0% →
Supplies, Services and Admin	8	2	8	0	0% ↓
Payments to Other Bodies	0	0	0	0	0% →
Other	0	0	0	0	0% →
Gross Expenditure	711	161	699	(12)	-2% ↑
Income	0	(0)	(0)	(0)	0% ↑
Net Expenditure	711	161	699	(12)	-2% ↑
Human Resources (including risk)	£000	£000	£000	£000	%
Employee	1,038	256	1,038	(0)	0% ↑
Property	16	1	16	0	1% ↓
Transport and Plant	5	1	5	0	1% ↓
Supplies, Services and Admin	12	1	12	0	0% →
Payments to Other Bodies	234	37	234	0	0% →
Other	0	0	0	0	0% →
Gross Expenditure	1,305	295	1,305	(0)	0% ↑
Income	0	0	0	0	0% →
Net Expenditure	1,305	295	1,305	(0)	0% ↑
Information Services	£000	£000	£000	£000	%
Employee	1,784	482	1,838	54	3% ↓
Property	0	0	0	0	0% →
Transport and Plant	7	2	6	(0)	-4% ↑
Supplies, Services and Admin	1,389	757	1,390	1	0% ↓
Payments to Other Bodies	13	2	13	0	0% ↓
Other	0	0	0	0	0% →
Gross Expenditure	3,193	1,243	3,248	55	2% ↓
Income	0	(2)	(2)	(2)	0% ↑
Net Expenditure	3,193	1,241	3,246	53	2% ↓
Change Support	£000	£000	£000	£000	%
Employee	471	112	449	(22)	-5% ↑
Property	0	0	0	0	0% →
Transport and Plant	0	0	1	0	130% ↓
Supplies, Services and Admin	1	0	1	0	29% ↓
Payments to Other Bodies	0	0	0	0	0% →
Other	0	0	0	0	0% →
Gross Expenditure	472	112	451	(21)	-4% ↑
Income	0	0	0	0	0% →
Net Expenditure	472	112	451	(21)	-4% ↑

YEAR END DATE 30 June 2016

Service Summary	Total Budget 2016/17	YTD Spend 2016/17	Forecast Spend 2016/17	Forecast Annual Variance 2016/17	RAG Status
Communications & Marketing	£000	£000	£000	£000	%
Employee	246	77	264	17	7% ↓
Property	0	0	0	0	0% →
Transport and Plant	1	0	1	0	0% →
Supplies, Services and Admin	26	3	26	0	1% ↓
Payments to Other Bodies	3	2	3	0	0% →
Other	0	0	0	0	0% →
Gross Expenditure	276	83	294	18	6% ↓
Income	0	0	0	0	0% →
Net Expenditure	276	83	294	18	6% ↓
Customer Service	£000	£000	£000	£000	%
Employee	1,146	302	1,150	5	0% ↓
Property	69	16	69	0	0% ↓
Transport and Plant	2	0	2	(0)	-8% ↑
Supplies, Services and Admin	17	2	18	1	7% ↓
Payments to Other Bodies	4	0	3	(1)	-29% ↑
Other	0	0	0	0	0% →
Gross Expenditure	1,238	321	1,242	5	0% ↓
Income	0	0	0	0	0% →
Net Expenditure	1,238	321	1,242	5	0% ↓
Policy, Planning and Performance	£000	£000	£000	£000	%
Employee	558	127	478	(80)	-14% ↑
Property	0	0	0	0	0% →
Transport and Plant	2	0	1	(0)	-4% ↑
Supplies, Services and Admin	(59)	0	7	67	-113% ↓
Payments to Other Bodies	207	1	207	0	0% →
Other	0	0	0	0	0% →
Gross Expenditure	707	129	694	(13)	-2% ↑
Income	0	0	0	0	0% →
Net Expenditure	707	129	694	(13)	-2% ↑
Working4U	£000	£000	£000	£000	%
Employee	3,044	608	3,053	9	0% ↓
Property	0	2	2	2	0% ↓
Transport and Plant	57	8	51	(6)	-11% ↑
Supplies, Services and Admin	(682)	9	(684)	(2)	0% ↑
Payments to Other Bodies	817	47	817	0	0% →
Other	0	0	0	0	0% →
Gross Expenditure	3,236	674	3,239	3	0% ↓
Income	(1,199)	(68)	(1,199)	0	0% →
Net Expenditure	2,037	606	2,040	3	0% ↓
Communities	£000	£000	£000	£000	%
Employee	486	128	506	20	4% ↓
Property	0	0	0	0	0% →
Transport and Plant	6	0	6	0	0% →
Supplies, Services and Admin	16	1	17	1	6% ↓
Payments to Other Bodies	253	19	253	0	0% →
Other	0	0	0	0	0% →
Gross Expenditure	761	148	782	21	3% ↓
Income	(147)	(24)	(147)	0	0% →
Net Expenditure	614	124	635	21	3% ↓

WEST DUNBARTONSHIRE COUNCIL
 REVENUE BUDGETARY CONTROL 2016/2017
 ANALYSIS FOR VARIANCES OVER £50,000

APPENDIX 3

YEAR END DATE

30 June 2016

Budget Details	Variance Analysis				
	Total Budget	Forecast Spend	Variance	RAG Status	
	£000	£000	£000	%	
Information Services	3,193	3,246	53	2%	↓
Service Description	This service area provides general ICT support to the Council and also supports transformational change and modernisation of working practices through technology				
Main Issues / Reason for Variance	Staffing is overspent due to full turnover target not being met				
Mitigating Action	Due to the nature of the overspend, little can be done to mitigate this. However officers will continue to monitor the budget taking action where possible to minimise this position				
Anticipated Outcome	Overspend in staffing anticipated by the year end				

Efficiency reference		Efficiency Detail	budgeted Amount £	Projection of Total Saved £	Projection of Total Not Saved £	Comment
2015/16	MA2	Service Rationalisation: Corporate & Community Planning; Advice Services; CLD; Performance and Policy; Anti-Social Behaviour; and potentially others	1,338,000	1,338,000	-	on track
2015/16	MA4	Clerical & Admin Review - Organisation Wide	200,000	200,000	-	on track
2015/16	MA11	New workforce models within Corporate Services through removal of vacant posts, more efficient working practices	124,065	124,065	-	on track
2016/17	MA1	Further service delivery rationalisation in CL&D, Working4U, Community Engagement	50,000	50,000	-	on track
2016/17	MA2	Reduction in Advertising	2,214	2,214	-	on track
2016/17	MA3	Review of staffing structures within Corporate Services	263,357	263,357	-	on track
2016/17	MA4	Introduce Marriage Officers	2,500	2,500	-	on track
2016/17	MA5	Stop provision of bottled water at committee meetings	3,000	3,000	-	on track
2016/17	MA7	Reduction of stationery budgets	5,000	5,000	-	on track
2016/17	MA8	Advertising changes for Elected Member Surgeries	3,000	3,000	-	on track
2016/17	MA10	Employability Service vacates Poplar Road	21,000	21,000	-	on track
TOTAL			2,012,136	2,012,136	-	

WEST DUNBARTONSHIRE COUNCIL
GENERAL SERVICES CAPITAL PROGRAMME
OVERALL PROGRAMME SUMMARY

APPENDIX 5

MONTH END DATE

PERIOD

Project Status Analysis	Project Life Status Analysis				Current Year Project Status Analysis					
	Number of Projects at RAG Status	% Projects at RAG Status	Spend to Date £000	% Project Spend at RAG Status	Number of Projects at RAG Status	% Projects at RAG Status	Spend to Date £000	% Project Spend at RAG Status		
Red										
Projects are forecast to be overspent and/or experience material delay to completion	0	0%	0	0%	0	0%	0	0%		
Amber										
Projects are either at risk of being overspent and/or delay in completion (although this is unquantifiable at present) or the project has any issues that require to be reported at this time	0	0%	0	0%	0	0%	0	0%		
Green										
Projects are on target both in relation to overall budget and the forecast stages in the project life cycle and no issues are anticipated at this time	11	100%	6,918	100%	11	100%	62	100%		
TOTAL EXPENDITURE	11	100%	6,918	100%	11	100%	62	100%		
	Project Life Financials				Current Year Financials					
	Budget £000	Spend to Date £000	Forecast Spend £000	Forecast Variance £000	Budget £000	Spend to Date £000	Forecast Spend £000	Forecast Variance £000	Re-Phasing £000	Over/ (Under) £000
Red										
Projects are forecast to be overspent and/or significant delay to completion	0	0	0	0	0	0	0	0	0	0
Amber										
Projects are either at risk of being overspent and/or delay in completion (although this is unquantifiable at present) or the project has any issues that require to be reported at this time	0	0	0	0	0	0	0	0	0	0
Green										
Projects are on target both in relation to overall budget and the forecast stages in the project life cycle and no issues are anticipated at this time	10,164	6,918	10,154	(10)	2,628	62	2,618	(10)	0	(10)
TOTAL EXPENDITURE	10,164	6,918	10,154	(10)	2,628	62	2,618	(10)	0	(10)

WEST DUNBARTONSHIRE COUNCIL**Report by the Strategic Lead for Resources****Corporate Services Committee – 10 August 2016**

Subject: Renewal/Re-Tendering of the Council's and the Leisure Trust's Insurance Contracts**1. Purpose**

- 1.1** To seek authority to renew or, where appropriate, re-tender the Council's and the Leisure Trust's Insurance Contracts.

2. Recommendations

- 2.1** It is recommended that the Committee:

- (1)** notes the position with regard to the renewal of the main insurance contracts and the Engineering Insurance Programme on 1 August 2016;
- (2)** delegates authority to the Strategic Lead – Resources to re-tender and award the main insurance contracts with a new contract to come into effect from 1 August 2017 for an initial contract period of 3 years with an option to extend for up to a further two 12 month periods; and
- (3)** delegates authority to the Strategic Lead – Resources to re-tender and award the Engineering Insurance Programme with a new contract to come into effect from 1 August 2017.

3. Background

- 3.1** Since the formation of West Dunbartonshire Leisure Trust (WDLT) in April 2012, the Council's main Insurance Policies as detailed in this report also cover the elements of service which have been passed to the Trust to manage.

Main Insurance Contracts:

- 3.2.1** There are currently a number of insurance policies placed by the Council covering matters such as Motor Fleet, Property, Combined Liability, Officials' Indemnity, Miscellaneous Risks and Group Personal Accident/Travel (including Educational Excursions).
- 3.2.2** A meeting of the Tendering Committee on 14 February 2013 authorised placement of these policies on the basis of Long Term Agreements with effect from 1 March 2013. The policies are written on

a year to year basis where the Council and the WDLT are contractually bound to agree to renew the policies for up to an aggregate period of two years and five months provided that the Insurers offer renewal on broadly similar terms. The Long Term Agreements allow for up to a two year extension at the request of the Council. Alternatively, the contracts can be re-let, following tender, with effect from 1 August in each of the years 2015 and 2016.

3.2.3 Following recommendation from the Council's Insurance Advisors that the renewal proposals for the 2015/16 and 2016/17 were appropriate for acceptance, and the policies were extended for two further 12 month periods from 31 July 2015 and 31 July 2016.

3.2.5 These policies are due for renewal on 1 August 2017.

Engineering Insurance Programme:

3.3.1 A meeting of the Corporate Services Committee on 12 February 2014 authorised delegated authority to re-tender and award the Engineering Insurance Programme i.e. Engineering Insurance/Inspection and Hired-in Plant Contracts with the new contract to come into effect from 1 August 2014.

3.3.2 The Insurance Company who was underwriting these contracts at the time agreed to a three month extension with effect from 1 August 2014 whilst the re-tendering exercise was undertaken.

3.3.3 The Council proceeded to tender the Engineering Insurance Programme. Following completion of the tender evaluation process, Risk Management Partners Ltd was identified as the preferred bidder. This represented best value for the Council and the Trust. The Engineering Insurance/Inspection and Hired in Plant Contracts were therefore awarded to Risk Management Partners Limited with effect from 1 November 2014. The contracts are on the basis of an initial Long Term Agreement of two years and nine months i.e. from 1 November 2014 to 31 July 2017 with the option to extend for a further two 12 month periods.

4. Main Issues

Main Insurance Contracts:

4.1.1 In order to conform to contractual requirements, renewal of the various elements of the main policies was offered to the existing insurers. As part of these annual processes, officers undertook reviews of risk profiles to consider any opportunities to alter variables of cover with a view to seeking potential cost reductions.

- 4.1.2** These contracts will therefore enter into the final year of the Long Term Agreement and will require to be re-tendered with the new contract to come into effect from 1 August 2017.

Engineering Insurance Programme:

- 4.2.1** Again, in order to conform with contractual requirements, renewal of the Engineering Insurance/Inspection and Hired in Plant Contracts for the 2016/17 insurance year was offered to the current Insurer.
- 4.2.2** Renewal terms have been received from the existing Insurers and having consulted with the Council's Insurance Advisors, the renewal proposals were considered appropriate for acceptance. The contracts have therefore been renewed for a further 12 month period in terms of the current Long Term Agreement with effect from 1 August 2016.
- 4.2.3** The initial contract period of 2 years and 9 months will expire on 31 July 2017. In terms of the Long Term Agreement, there is also an option to extend for up to a further two 12 month periods or alternatively, the contracts can be re-tendered with effect from 1 August in each of the insurance years 2017 and 2018.
- 4.2.4** Though there is an option to extend this contract for a further two 12-month periods it is recommended that this contract is re-tendered at the same time as the main policies to bring all policies into line in terms of procurement processes.

5. People Implications

- 5.1** There are no people implications.

6. Financial Implications

- 6.1** With regard to the renewal/re-tendering of the insurance contracts with effect from 1 August 2017, any financial implications for the Council and the WDLT will depend on the terms received following the renewal/re-tendering of these contracts. As at previous renewals, there may be opportunities when renewing/re-tendering these contracts to seek further variations to the existing insurances around excess levels, cover etc. which may generate reduced costs.

7. Risk Analysis

- 7.1** Failure to demonstrate flexibility in the management of the Insurance Programme in terms of levels of cover, excess levels, premium costs etc and the commitment to effective risk management, including proactive claims management, claims analysis and loss mitigation, may

result in higher insurance premiums or lack of interest in tendering for the Council's and the Trust's business.

- 7.2** To control this risk, demonstrating a flexible approach in the management of the Insurance Programme and the successful demonstration of risk management practices may secure competitive terms with reduced insurance premiums which are acceptable to the Council and the Trust in terms of best value.

8. Equalities Impact Assessment

- 8.1** The report does not alter any existing Council policy or pattern of service delivery and so it is not considered to require an equalities impact assessment.

9. Consultation

- 9.1** Finance and Legal Services have been consulted regarding the contents of this report.

10. Strategic Assessment

- 10.1** This report relates to all five of the Council's Strategic Priorities.
- 10.2** The proposals will complement the Council's strategic priorities by ensuring the provision of adequate insurance cover on a best value basis, providing fit for purpose services.

Stephen West
Strategic Lead for Resources
Date: 14 July 2016

Person to Contact: Catherine Lawlor, Insurance Team Leader
Council Offices, Garshake Road, Dumbarton.
Tel 01389 737265
Email: catherine.lawlor @west-dunbarton.gov.uk

Appendices: None

Background Papers: Tendering Committee 14 February 2013:
Re-Tendering of the Council's Main Insurance
Contracts;

Corporate Services Committee 12 February 2014:
Renewal/Re-Tendering of the Council's and the
Leisure Trust's Insurance Contracts; and

Corporate Services Committee 11 February 2015:
Renewal/Re-Tendering of the Council's and the
Leisure Trust's Insurance Contracts.

Wards Affected: All Wards

WEST DUNBARTONSHIRE COUNCIL**Report by the Strategic Lead for Resources****Corporate Services Committee: 10 August 2016**

Subject: Block Buildings Insurance for Privately Owned Ex-Council Properties**1. Purpose**

1.1 This report provides Members with an update on the position regarding the provision of buildings insurance by the Council to owners of former council houses for the “Right to Buy” Buildings Block Insurance Policy and seeks approval for the recommended revised approach to this service provision.

2. Recommendations

2.1 It is recommended that Members:

- i) Note the position with regard to the renewal of the “Right to Buy” Block Insurance Policy on 1 April 2016;
- ii) Agree that the Council continues to administer and provide the block buildings insurance scheme for privately owned ex-Council properties;
- iii) Delegate authority to the Strategic Lead - Resources, to re-tender and award the ‘Right to Buy’ Block Buildings Insurance Policy with a new contract to come into effect from 1 April 2017 for an initial contract period of 3 years with an option to extend by a further two one year periods;
- iv) Agree that in the tender process the Strategic Lead-Resources has the power to vary the scheme’s terms as may be required in terms of excess levels and/or insurance coverage, as noted in the report; and
- v) Note that scheme members will be provided with information on progress.

3. Background

3.1 Historically the Council has arranged and administered the procurement of a block buildings insurance scheme for privately owned ex-Council properties. The main purpose of the scheme is to ensure, that appropriate insurance cover is in place for privately owned ex-Council properties in blocks where the Council retains an ownership of one or more properties. In addition to providing competitively priced insurance for homeowners, this approach minimises the risk of uninsured losses to the Council or other owners, in the event of loss or damage to premises.

3.2 The former Clydebank District Council altered the conditions of sale for any Right to Buy (RTB) sale from 1987 onwards to require purchasers of any Council House to take on the Block Buildings Insurance. Any RTB sale prior

to this change was not subject to this condition. The former Dumbarton District Council had no such condition in any RTB sale. Following Local Government reorganisation in 1996 any RTB sale by West Dunbartonshire Council contained this condition.

3.3 The scheme permits any participant to request their removal from the scheme. Following such a request the Council will consider whether the risk of total loss and the potential of an uninsured loss will leave the Council at risk to any financial, insurance or common property liability before agreeing any request to leave the scheme. This would be where the Council no longer retains an interest in a common block and all owners request removal from the scheme.

3.4 The block insurance policy currently in place has excess provision of £0 for standard cover and £50 for accidental cover. As such, claims costs are predominantly funded by the insurers and it is likely that this is a contributory factor to the low level of interest in the renewal of this policy.

4. Main Issues

4.1 This policy is normally tendered on the basis of a 3 year initial contract period with options to extend for two further one year periods. This was last tendered in September 2011.

4.2 A procurement exercise was undertaken in 2015/16; however there was a limited response from the market. Following the tender evaluation process both bids were deemed to be non-compliant and subsequently the procurement was cancelled. As a result of this an interim solution required to be put in place and our current insurers have agreed to provide a one year extension to the existing cover with effect from 1 April 2016.

4.3 Senior officers have considered the outcome of the recent procurement exercise and have taken advice from the brokers to improve the future tender responses and influence and assist the market in terms of being more commercially attractive.

4.4 Advice from the Council's brokers is that there are a limited number of insurers interested in underwriting this kind of insurance. The low interest from the market is likely to be influenced by our current excess levels and claims experience.

4.5 Officers considered whether there was an option to no longer provide a block buildings insurance scheme. Since the original purpose of the scheme being made part of the terms and conditions of house sales was to protect the Council's interest, and this remains a valid consideration, it was considered that this option should not be developed further.

4.6 Therefore it is recommended that the block buildings insurance policy is re-tendered with potential variables to the scheme in terms of excess levels and

insurance coverage i.e. the range of insurable risks and the extent to which they are covered.

5. People Implications

5.1 There are no people implications.

6. Financial and Procurement Implications

6.1 The cost of the insurance is passed to the property owners on an annual basis. As the Council is responsible for the management and administration of the scheme, the Council receives a proportion of the policy premium from the insurers to cover this cost.

6.2 The recommended approach is expected to have no financial implications for the Council.

6.3 Other than the requirement to facilitate a tendering process in relation to the recommended approach there are no procurement implications.

7. Risk Analysis

7.1 The houses covered by the current policy were required to accept such a condition as part of the RTB sale from the Council in order to minimise risk to remaining Council housing. The recommended approach maintains this risk mitigation.

7.2 In the event that, even with variations to policy excess and coverage options, there remains no feasible market interest, then the policy would need to be discontinued. This would increase risk to the Council's housing estate and would pass on the responsibility for arranging buildings insurance to the home owners.

8. Equalities Impact Assessment (EIA)

8.1 The report does not alter any existing Council policy or pattern of service delivery though to comply with best practice a screening was undertaken which did not highlight any issues.

9. Consultation

9.1 Finance and Legal services have been consulted regarding the contents of this report.

9.2 Following the outcome of this report officers shall inform the scheme members of the Committee decision and the approach to potentially change the policy parameters, the reason for this and the procurement strategy. In the event that the approach does not generate a suitable response or offer from the insurance market, it may no longer be possible to procure and provide a block buildings policy. In this event the scheme members shall be provided

with notice in good time to allow them to make their own arrangements for insurance cover.

10. Strategic Assessment

- 10.1** Having considered all the Council's strategic priorities, this report contributes to improving local housing and environmentally sustainable infrastructure.

Stephen West
Strategic Lead for resources
Date: 18 July 2016

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Appendices: None

Background Papers: Corporate Services Committee 11 February 2015:
Renewal/Re-Tendering of the Council's and the Leisure
Trust's Insurance Contracts

Equalities Impact Assessment - screening

Wards Affected: All

WEST DUNBARTONSHIRE COUNCIL**Report by the Strategic Lead for Resources****Corporate Services Committee: 10 August 2016**

Subject: Home Content Insurance for Council Tenants and Private Owned Ex-Council Properties

1. Purpose

- 1.1** This report provides Members with an update on the position regarding the provision of content insurance by the Council to council tenants and owners of former council houses and seeks approval for its provision going forward.

2. Recommendations

- 2.1** It is recommended that Members consider the contents of this report and:

- i) Note the position with regard to the current service provision;
- ii) Agree that the Council continues to provide the service when the current contract comes to an end on 4 January 2017 with options identified for the scheme's administration to be considered through the tendering process;
- iii) Note that as part of the procurement process, a strategy will be developed and market research undertaken to determine the market's capability and willingness to provide this service and that the route to market will consider all available options for service delivery;
- iv) Delegate authority to the Strategic Lead Resources, to re-tender and award the "Home Content" Insurance Policy to the most economically advantageous tenderer with a new contract to come into effect from 5 January 2017; and
- v) Note that scheme members will be provided with information on progress.

3. Background

- 3.1** West Dunbartonshire Council has a Home contents Insurance scheme provided by Arthur J. Gallagher for council tenants and privately owned ex-Council properties. To join this scheme, one must be either be a West Dunbartonshire Council tenant or have purchased their current property from West Dunbartonshire Council.
- 3.2** The policy is currently used by around 650 residents (550 council tenants and 100 home owners) out of a potential 10,000 homes. Although the take-up of this scheme is very low, there is a small income to the council for administering the scheme.

4. Main Issues

- 4.1** This policy was procured in the year 2000 from FARR which has since been bought-over by the current provider, Arthur J. Gallagher Housing Ltd. Since then the service was automatically renewed with the current provider. The current contract runs to 4 January 2017 and now is the time to consider options around the ongoing provision of this scheme.
- 4.2** Staff within the Finance Service currently administer the policy and in the process undertake some of the following tasks:
- Deal with queries from potential applicants;
 - Issue application forms which is posted and in few cases emailed;
 - Input details of completed forms into Saffron, create a new account and issue a swipe card (if that is the option the customer choose for payment);
 - Send customer the policy document, schedule and booklet;
 - Pursue any arrears follow-up to customers who have not paid their premium;
 - Respond to enquiries from scheme members;
 - Administer and account closures;
 - When a claim is made, deal with the customer and post the claim form;
 - Make any changes to cover requested by scheme members; and
 - Deal with issues following claims if customer is not happy with the outcome.
- 4.3** As part of any procurement process officers are required to consider any options and in this case there are at least three options available, i.e.:
- Tender policy on current terms i.e. with Council officers administering the scheme;
 - Tender the policy with new terms by which the insurer administers the scheme; or
 - Don't retender and advise scheme members that they should arrange for their own cover directly with insurers of their own choice.
- 4.4** In terms of the options noted above there are a few issues to consider:
- The current arrangement provides the Council with a small income for administering the scheme;
 - A tender by which the scheme is administered by the insurer is likely not to attract a reduced income stream to the Council;
 - As noted above the current scheme is very small and it may be considered that it is so small that it would make sense to end the scheme and advise scheme members to arrange their own insurance; and
 - There is no guarantee, due to the small scale of the scheme that a tender exercise will be successful in attracting bids.
- 4.5** As this scheme provides the Council with an income stream it is recommended that the policy is tendered on current terms, but in the interests of scheme members it is also recommended that in tendering a variant is sought for the full administration of the scheme by the insurers.

- 4.6** Should there not be any interest from the market to provide this service, the Council will stop providing this service and advise scheme members that if they wish to continue to have contents insurance that they should make arrangements to obtain their own cover.

5. People Implications

- 5.1** As advised, currently the scheme is administered by Council officers, the option to seek a tender which shifts the administration of the scheme to future providers would reduce the demand for administrative services within the Council and may have an impact on staffing. In such a circumstance it is anticipated that such a reduction, albeit small, can be accommodated through future natural staff turnover.

6. Financial and Procurement Implications

- 6.1** The cost of the insurance is passed to the scheme member. As noted above, the Council is responsible for the administration of the scheme, for which in 2015/16 the Council charges a percentage fee.
- 6.2** The option where the scheme administration is handled by the potential future provider would remove some or all of this income stream, and as noted above this would result in a reduction in administrative hours required by the Council – this reduction would offset any reduction in income from the new policy.
- 6.3** Other than the requirement to facilitate a tendering process in relation to the recommended approach there are no procurement implications. All procurement activity carried out by the Council in excess of £50K is subject to a contract strategy. The contract strategy will be produced by the Corporate Procurement Unit in close consultation with officers from Revenues and Benefits, Insurance and Housing services. The contract strategy shall include but may not be limited to: contract scope, service forward plan, the market, procurement model and routes – including existing delivery vehicles, roles and responsibilities, risks, issues and opportunities and ongoing contract management.

7. Risk Analysis

- 7.1** In the event that, there is no feasible market interest, then the policy would need to be discontinued. This would pass on the responsibility for arranging content insurance to the tenants and home owners.

8. Equalities Impact Assessment (EIA)

8.1 The report does not alter any existing Council policy or pattern of service delivery and so it is not considered to require an equalities impact assessment.

9. Consultation

9.1 Finance and Legal services have been consulted regarding the contents of this report.

9.2 In the event that the re-tender does not generate a suitable response or offer from the insurance market, it may no longer be possible to procure and provide a content insurance policy. In this event the scheme members shall be provided with notice in good time to allow them to make their own arrangements for insurance cover.

10. Strategic Assessment

10.1 Having considered all the Council's strategic priorities, this report contributes to improving local housing and environmentally sustainable infrastructure.

Stephen West
Strategic Lead for resources
Date: 14 July 2016

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Appendices: None

Background Papers: None

Wards Affected: All

WEST DUNBARTONSHIRE COUNCIL
Report by Strategic Lead – People and Transformation
Corporate Services Committee: 10th August 2016

Subject: Elected Member Development

1. Purpose

- 1.1** To update the Committee on Elected Member development undertaken through the annual seminar programme and Personal Development Planning (PDP).

2. Recommendations

- 2.1** The Committee is asked to note the content of the report, including the summary at Appendix A of member participation across the 2015/16 programme, and the proposed programme for 2016/17 outlined at Appendix B.

3. Background

- 3.1** The annual Elected Member Seminar programme provides the dual benefit of supporting positive engagement with members on a broad range of topical issues, which help shape the Council's future plans, and enables a collaborative learning forum which supports member's personal development requirements.
- 3.2** At an individual level, members are invited to participate in personal development planning (PDP) through the CPD framework, facilitated by the Improvement Service to aid member development. This facilitates self-assessment and an optional 360 degree feedback process to help identify personal strengths and development areas.

4. Main Issues

2015/16 evaluation

- 4.1** Appendix A provides a summary of the content and participation across the 2015/16 programme. Member attendance year on year has remained steady and feedback across the programme continues to be positive. The key highlights from the 2015/16 programme include a seminar on Elected Member Code of Conduct facilitated by two officials from the Standards Commission and a Masterclass on Benchmarking, hosted by WDC and facilitated by Improvement Services and attended by Elected Members from across Scotland.

- 4.2** Part of developing the 2016/17 programme, included an evaluation survey which was issued to members inviting feedback on the overall format, suggestions for improvement, and ideas for future session topics which would support members in their role and personal development.
- 4.3** Similarly each service management team has proposed key topics and subject areas which will be critical for member engagement and inclusion within the new programme. A draft programme for 2016/17 is illustrated at Appendix B.
- 4.4** Members are offered the opportunity to participate in personal development planning (PDP) and 45% of members have taken advantage of this for 2016/17, (60% in 2015/16). This has enabled personal development opportunities, supporting individual requirements including participation in the 360° assessment process facilitated through the Improvement Service, access to the Elected Member CPD Framework resources, and member requests to be included within the seminar programme.
- 4.5** The development programme and the participation in such brings the organisation many benefits such as positive leadership role modelling, improved performance and the enhancement of organisational development and competencies. Development programs bring about change in terms of knowledge, skills, attitudes and behaviour and are a great way to achieve overall effectiveness and efficiency. In order to achieve the benefits from this programme, attendance levels at sessions are key and we would look to encourage our elected members' participation and attendance.
- 4.6** A further review will be undertaken with members participating in the 360° process later in the year.

5. People Implications

- 5.1** The Council's 'Be the Best' strategy promotes our ambition and leadership commitment to ensuring that all employees continuously develop and have a PDP in place. Member commitment to participating in PDP sets a positive leadership example on the value and importance of PDP for everyone.

6. Financial and Procurement Implications

- 6.1** There are no financial and procurement implications with this report.

7. Risk Analysis

- 7.1** A lack of engagement and involvement in personal development opportunities will impact member's ability to keep their knowledge and skills updated particularly in relation to national developments and challenges which are likely to influence and affect the Council's future plans.

8. Equalities Impact Assessment (EIA)

8.1 An equalities impact assessment is not required as part of this report.

9. Strategic Environment Assessment

9.1 This report does not have a direct impact on the Council's strategic priorities however personal development is essential to ensure members have the required skills and knowledge to underpin their role in maintaining the Council's strategic direction.

9.2 Service management teams have been consulted for suggestions on themes for inclusion within the 2016/17 programme.

10. Consultation

10.1 Elected Members were consulted in June through a short survey and at their PDP review to gain feedback on improvement areas and suggestions for future seminar topics.

Vicki Rogers

Strategic Lead – People and Transformation

Date: 13th July 2016

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Appendices: Appendix A: 2015/16 Seminar programme participation

Appendix B: Draft 2016/17 programme

Background papers: None

Wards Affected: None

Appendix A: 2015/16 Seminar Programme Participation

	Seminar	Attendance
August		
19/08/15	Borrowing and Treasury Management in Councils	7
September		
09/09/15	The Scottish Attainment Challenge	7
16/09/15	Attendance Management Policy	7
30/09/15	Learning and teaching in new schools	10
October		
07/10/15	Elected Member Code of Conduct (Standards Commission)	9
14/10/15	Clydebank East Regeneration	10
November		
03/11/15	Elected member masterclass CTH	5
11/11/15	The community empowerment Scotland bill 2015	5
18/11/15	WD School Games	7
25/11/15	Supporting Elected Members with ICT Technology	7
January		
13/01/16	Role and function of the Public Protection Chief Officers group	4
February		
17/02/16	WD Green/sustainable agenda	2
March		
02/03/16	Strategy for Economic Regeneration	8
09/03/16	Participative Budgeting	6
16/03/16	Risk Management	6
30/03/16	Bereavement Services Improvement Programme	3
May		
11/05/16	Local Housing Strategy	8
	New Housing Service Structure	8
June		
01/06/16	Progress with Customer Services Framework	7
08/06/16	Communities Team	5
TOTAL	20 Seminars	Average 7

Appendix B: Draft 2016/17 programme (Further details regarding the contents of each session will be issued in advance)

	SESSION DATE	PROGRAMME	STRATEGIC LEAD	PRESENTER
AUGUST	24th August 2016 12.30-1.30pm Council Chamber, Clydebank	<ul style="list-style-type: none"> • Accounts Commission Reports: an overview of local government in Scotland 2016; and why the accounts matter 	Stephen West	Gillian McNeilly
SEPTEMBER	28th September 2016 12.30-1.30pm Council Chamber Clydebank	<ul style="list-style-type: none"> • Working 4U 	Peter Barry	
OCTOBER	5th October 2016 12.30-1.30pm Committee Room: 3, Garshake	<ul style="list-style-type: none"> • Welfare Reform 	Stephen West	Ryan Chalmers
	12th October 2016 12.30-1.30pm Committee Room: 3, Garshake	<ul style="list-style-type: none"> • Procurement Awareness Session 	Stephen West	Andrew Gordon
	19th October 2016 12.30-1.30pm Committee Room: 3, Garshake	<ul style="list-style-type: none"> • Greenspace/Waste/Recycling/Income generation 	Ronnie Dinnie	Iain Bain

	SESSION DATE	PROGRAMME	STRATEGIC LEAD	PRESENTER
NOVEMBER	23rd November 2016 12.30-1.30pm Council Chamber Clydebank	<ul style="list-style-type: none"> • Child Sexual Exploitation 	Jackie Irvine	
JANUARY	11th January 2017 12.30-1.30pm Committee Room: 3, Garshake	<ul style="list-style-type: none"> • An improvement programme across our Housing Services 	Peter Barry	Andy Cameron
MARCH	1st March 2017 12.30-1.30pm Council Chamber, Clydebank	<ul style="list-style-type: none"> • 		

WEST DUNBARTONSHIRE COUNCIL

Report by Strategic Lead People and Transformation

Corporate Services Committee: 10 August 2016

Subject: Revisions to Code of Conduct for Employees

1. Purpose

- 1.1** To update Committee on revisions to the Code of Conduct for Employees, and to secure approval of the revised Code.

2. Recommendation

- 2.1** That the Committee approve the revised Code of Conduct for Employees.

3. Background

- 3.1** The Code of Conduct was originally approved by Corporate Services Committee on 23 June 2004. Since this date the code has been amended periodically to reflect changes in policy and practice and was last updated on 23 November 2013.

- 3.2** The Code offers clarity for employees on what constitutes acceptable/unacceptable behaviour and the standards of conduct expected from employees. As there have been recent changes to employment policies and practice since the Code was last amended it has been necessary for this document to be updated to reflect these changes.

4. Main Issues

- 4.1** The review was prompted by the Fatal Accident Inquiry Judgment relating to the Glasgow bin lorry crash and was used as an opportunity to ensure other amendments to employment policy and practice were incorporated. The main changes to the Code are highlighted below:

Personal Conduct – Reporting Criminal Offences

- 4.1.1** Amendments to the Employee Handbook and Safer Recruitment were made with regards to reporting criminal offences and the Code of Conduct has been amended for consistency. The revisions clarify that it is a condition of employment to advise your Section Head or more Senior Manager not only of a criminal conviction but also if you have been arrested or charged with an offence while employed by the Council. It also now details that there will be a discussion and appropriate action taken where information on un-notified criminal charges comes to the Council's attention.

Personal Conduct- Notification of Underlying Health Condition.

- 4.1.2 The Code of Conduct has been updated to address recent events impacting on practice. The amendment incorporates the requirement for all employees to inform the Council of any underlying condition that may impact on their ability to undertake their role safely and outlines the support through appropriate policies to secure alternative employment.

Personal Conduct – Employee Debt.

- 4.1.3 The Code of Conduct previously informed employees that the Council would make regular checks to ensure they were not in arrears with payments such as Council Tax, rent etc. The code has been updated in line with the Corporate Debt Policy to reflect that when all avenues have been exhausted and where a debt is owed and no sustainable payment arrangement is in place and maintained, the Council has a right to make appropriate deductions from an employee's pay without their further agreement.

5. People Implications

- 5.1 The Code of Conduct is incorporated into employee's contracts of employment and sets out the standards of personal conduct expected from employees. The implementation of these changes will provide clarity to employees on what is expected in relation to their personal conduct whilst in employment with the Council.

6. Financial Implications

- 6.1 There are no financial implications associated with this report.

7. Risk Analysis

- 7.1 The Council and the public expect the highest standards of conduct from employees who work in local government. The Code of Conduct reduces the risk of low or poor standards by setting out the conduct and behaviours required.

8. Equalities Impact Assessment (EIA)

- 8.1 An EIA screening was carried out which identified that a full EIA was not required at this time, as the Code was updated to reflect changes to policies that have been subject to independent EIAs.

9. Consultation

- 9.1 The Trades Unions were consulted on the changes through the Employee Liaison Group. It was agreed at ELG that the revised Code of Conduct would progress through Committee.
- 9.2 Legal were also consulted about these amendments following the review.

10. Strategic Assessment

- 10.1** Ensuring employees are aware of the standards and conditions associated with their employment supports the Council's Strategic priority of supporting and retaining a committed and dynamic workforce

Vicki Rogers
Strategic Lead People and Transformation
Date: 2/7/16.

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Appendices: Appendix 1 - Revised Code of Conduct for Employees Version 4.

Background Papers: None

Wards Affected: None

Code of Conduct

Implementation Date: 1 August 2016



HUMAN RESOURCES

Quick Reference - Associated Documents and Version Control

Title	Code of Conduct for Employees
Version	4.0 (August 2016)
JCF Notified:	
Committee Approval:	Corporate Services Committee – 10 August 2016
Consultation with trades unions:	Employee Liaison Group Meeting –
Supersedes Version	3.0 (November 2013)
Driver for change	The policy has been updated to reflect changes to employment policy and practice the Employee handbook with regard the Council's Safer Recruitment Policy, the Corporate Debt Policy and to address the judgement of the fatal accident enquiry relating to the Glasgow bin lorry crash to with regard disclosure of medical conditions whilst in employment to reduce a recurrence of such an incident.
Legislative Context	Equalities Act, Data Protection, FOISA,

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- 13. Equality of Opportunities**

1. INTRODUCTION

This Code of Conduct has been developed by the Council following the adoption by CoSLA of the National Code of Conduct for Local Government Employees.

The public has high expectations of the standards of conduct for Council employees. This Code sets out the standards of conduct that are expected from employees by the public, management, colleagues and by Elected Members. Some employees may also be subject to the provisions of a code of conduct produced to meet the requirements of a professional body such as the General Teaching Council (GTC), or the Scottish Social Services Commission (SSSC).

The Code does not affect an employee's rights and responsibilities under the law. Its purpose is to provide clear and helpful advice to employees. Due to the different nature of work for different employees, some parts of the Code may apply to some employees more than others, but all employees must comply with the Code. While a breach of this Code may give rise to disciplinary action, it is designed to provide employees with guidance on the standards of conduct appropriate for a public service employee. Should employees have any difficulties in meeting the standards of the Code, employees should approach their manager, a member of the HR team or Trade Union representative for advice and assistance.

The Code also incorporates "The Seven Principles of Public Life" identified by the Nolan Committee on Standards in Public Life. These are listed below, as slightly altered by COSLA to place them in local government context.

2. STANDARDS IN PUBLIC LIFE

2.1 The "Seven Principles of Public Life"

Selflessness: Employees should not take decisions, which will result in any financial or other benefit to themselves, their family and friends. Workplace decisions should be based solely on the Council's best interests.

Integrity: Employees should not place themselves under any financial or other obligation to an individual, which might influence them in their work with the Council.

Objectivity: In carrying out Council business, including making appointments, awarding contracts, or recommending individuals for awards or benefits employees must make their choices solely on merit.

Accountability: Employees are accountable for their actions to the Council and ultimately to the public.

Openness: Employees should be as open as possible in all the decisions and actions taken. Employees should give reasons for their decisions and should not restrict information unless this is clearly required by Council Policy or by the law.

Honesty: Employees have a duty to declare any private interests, which might affect their work with the Council.

Leadership: Managers should promote and support these principles by leadership and example.

3. PERSONAL CONDUCT

Employees should be aware that the way they behave during working hours reflects on the image of the Council. This can also be the case for certain behaviours outwith working hours, including the use of Social Media. The Council recognises employees' rights to personal use of social media, however, employees should be aware that posting of certain information or comments, even in their own time and using their own equipment may be in breach of the Council's Social Media policy

There is an expectation that employees will not attend work under the influence either of alcohol or illegal drugs, as these may affect their ability to undertake their duties safely and effectively, and may damage the public image of the Council. Any employee who does attend work under the influence of alcohol or illegal drugs should understand that they may be liable to action under the Council's disciplinary proceedings as the Council has a "Zero Tolerance" approach. The Council has an Alcohol and Substance Misuse Policy to assist employees with an addiction problem and independent support is available through the Employee Counseling Service.

It is a condition of your employment that if you are arrested, charged, convicted of a criminal offence, bound over or cautioned, pending appointment to, or whilst employed in the Council's service that you report details of the matter to your Section Head, or a more Senior Manager, who may decide to investigate the matter taking account of the Council's Code of Conduct. Where information on un-notified criminal charges comes to the Council's attention this will be discussed with you and appropriate action taken.

Employees working in occupations with professional standards and who are required to register with a professional organisation should note that the Council is required to inform the Regulating Body of any misconduct.

All employees have a responsibility for the health and safety of themselves and others and must inform the Council of any underlying health condition that may impact on their ability to undertake their role safely. In addition to information provided through pre-employment health checks, employees must advise their manager of any change to disclosed conditions or when medical investigations are underway, that may impact on their ability to undertake their role safely. Where an employee's health impacts on their ability to continue to carry out their role safely, the Council will support the employee through the appropriate policies, e.g. SWITCH to secure suitable alternative employment.

Employees, who reside within West Dunbartonshire like all other residents, have a duty to make any payments due to the Council in good time. In line with the Corporate Debt policy, if a debt owed is by an employee and no sustainable payment arrangement is in place and maintained, the Council will be entitled to make appropriate deduction from employee's pay without the employee's further agreement. Employees will be notified of any such arrangement being put into place.

Where an individual is experiencing difficulties in making payment, support is available through the Working 4U advice partnership which consists of Citizens Advice Bureau, Independent Resource Centre and WDC advice services for benefit, debt and money advice

Employees should be aware that the Council will make regular checks to ensure that employees are not in arrears with payments such as Council Tax, rent etc.

Regardless of personal beliefs and opinions, all employees are expected to display positive attitudes to all service users and colleagues in terms of Equal Opportunities. All employees are expected to treat everyone in a fair and non-discriminatory manner and failure to comply with the Council's Dignity at Work Policy will be treated as a serious matter.

4. DRESS CODE

The Council requires employees to adopt reasonable dress requirements, which are related to the type of work being undertaken. Name badges, where available, must be worn at all times.

Additionally, employees should appreciate that they may have contact with the public or other organisations and must comply with wearing Corporate clothing if it is provided.

Each Strategic Area will have specific reasonable requirements about personal appearance and dress standards. An employee's manager can provide further advice regarding the appropriate standards for their area of work. Where protective and safety clothing is provided, this must be worn and maintained in an appropriate manner.

The Council recognises the diversity of cultural traditions and will take account of this when discussing standards of dress.

5. RELATIONSHIPS

5.1 Elected Members

Both Elected Members, and employees, are servants of the public and are indispensable to each other. Employees are responsible to the Council and their role is to support and give advice to Elected Members and to carry out work under the direction and control of the Council and its Committees. The Council's Protocol for Member/Officer Relations establishes the standards for effective working relations.

Mutual respect between Elected Members and Officers is essential to good local government. Close personal familiarity between individual Elected Members and Officers can damage working relations and may be perceived wrongly or be embarrassing to others.

5.2 The Public and Service Users

Employees may have contact with members of the public as users of services, clients or citizens and should always behave in a courteous and helpful manner and in accordance with professional standards. Each member of the public should be treated fairly, equitably and consistently, in accordance with the principles of the Council's equality and diversity policies. The Council operates a Complaints Procedure to deal with dissatisfied service users in a consistent and fair manner.

5.3 Conduct towards Colleagues

Employees should respect each other, different beliefs and opinions, and behave in an appropriate manner at work.

The Council's policy on "Disciplinary Policy identifies discrimination, and harassment as serious misconduct and such practice is not acceptable.

5.4 Voluntary Bodies or Organisations

The Council recognises the vital contribution which voluntary sector organisations make to

sustaining and improving the quality of life in the area and is keen to build on the good relationships which have been established over the years.

Relationships with voluntary organisations may be two-fold: employees may be a volunteer within the organization, or provide support to voluntary bodies as part of their job. If employees are a volunteer with a voluntary body or organisation, employees should ensure that there is no conflict of interest regarding their job. If through work on behalf of the Council employees are asked for assistance from a voluntary or charitable organisation, employees should seek advice from their manager as to appropriate practice within their work area.

5.5 Partner Organisations

The Council is committed to working in partnership with other organisations. This will involve building close working relations with employees of other organisations, and sustaining good working relations will be vital.

6. CONFIDENTIALITY

6.1 General Duty

Employees must respect the confidentiality of information which comes into their possession in the course of their work. This is the case both in and out of the workplace. Information may relate to service uses, other employees and certain other Council matters e.g. tendering and contracts. Releasing confidential information is a very serious matter and employees should check, with their manager, if release is appropriate, before giving information to a third party.

The Council is bound by the provisions of various pieces of legislation including Data Protection and Freedom of Information Acts in respect of any information it holds which relates to individuals. There is a general duty that information shall be obtained and processed fairly and lawfully and held for one or more specified and lawful purpose. There are specific restrictions on the use and disclosure of such information and guidance should be sought from the Council's Data Protection/Information Protection Officer, or the Records Management Officer,

6.2 Committee Proceedings

The Council is a democratic organisation, which is publicly accountable, and as such the Council's Committee proceedings are subject to public scrutiny. Employees should not communicate information regarding any proceedings of a Committee meeting or the contents of any document relating to the Council, unless required under the provisions of the Local Government (Access to Information) Act 1985 or authorised to do so.

6.3 Private Information Relating to Employees

Information concerning an employee's private affairs will not be supplied to any person outwith the service of the Council without their prior consent. This does not apply, however, where there is a statutory requirement, court order, warrant, or as required by Audit Scotland as part of ongoing work on the National Fraud Initiative.

7. POLITICAL NEUTRALITY

Employees should carry out their duties and serve the Council and all Elected Members, regardless of their personal political outlook, and act in a politically neutral way.

A number of posts are "politically restricted" in terms of the Local Government and Housing Act 1989 and employees holding these posts will have been advised of the political restriction.

Employees in these posts are disqualified from becoming or remaining, a member of a Local Authority, Scottish Parliament, House of Commons, European Parliament or carrying out certain political activities.

If an employee is asked by an Elected Member to provide assistance with a matter which is clearly party political, or which does not have a clear link with the work of the Council, employees should politely refuse and explain that the matter has to be referred to their line manager. The Protocol for Member/Officer relations should be referred to in these situations.

Some employees will have a close working relationship with Elected Members of the majority group(s), which form the administration of the Council. Political groups may seek advice from employees in which case the following procedure should be adopted:

The office bearers of the political group should contact the Chief Executive and outline the type of advice they are seeking.

The Chief Executive will decide whether attendance at the political group is appropriate and which employee(s) should attend. Once the employee has given advice to the political group they must leave the meeting before any decision is made. Strict confidentiality must be observed by the employee. The discussion in one political group must not be revealed to another.

8. CONFLICT OF INTEREST

8.1 Private Interests

Council employees must not allow any private interest to influence their decisions at work and must not use their position to further their own interests or the interests of others who do not have a right to benefit under Council policies. Any interest in the work of the Council, on the part of the employee, close family members or members of an employee's household, must be declared. If an employee is in any doubt about the relevance of private interests they should clarify the position with their manager.

8.2 Employee Framework for Corporate Procurement

Employees involved in procurement must follow the Employee Framework for Corporate Procurement. This Framework governs all procurement sourcing activity within the Council.

The Framework will drive strong and consistent commercial behaviour requiring:

- Early and close collaboration between the business units, Strategic Leads and the Corporate Procurement Team (CPT);
- clearly defined roles and responsibilities between the CPT and the business units;
- the selection and use of approved suppliers using standard terms and conditions (where appropriate);
- the aggregation and constructive challenge of common requirements across all areas of council spend and the challenge of the use of non approved suppliers; and
- the highest levels of professional competence, integrity and ethical standards.

The Framework applies to all third party supplier engagement; all Strategic Areas and employees engaged in the procurement of goods, services and works on behalf of the Council.

Non compliance with the Framework will be reported to the appropriate Strategic Director. In instances of non-compliance, disciplinary action may be taken under the Councils disciplinary

procedures.

Employees must notify the Chief Executive, in writing, if it comes to their knowledge that a contract, in which they have a personal or financial interest, whether direct or indirect, has been or is about to be, entered into by the Council. Employees must not disclose confidential information on either internal or external contractors to any individual or organisation unless authorised to do so.

Any employee, who has both a “client” and “contractor” responsibility in the tendering process, must observe a requirement for accountability and equity in undertaking these two roles. Where appropriate, the Council will require employees working in particularly sensitive areas to enter into restrictive covenants.

8.3 Membership of Private Clubs/Organisations or Work with Voluntary Groups

Any membership of a private club/organisation or work with a voluntary group, which might result in a conflict of interest in relation to any aspect of employment with the Council must be declared to the line manager. This still applies even where membership of organisations/clubs is not open to the public.

8.4 Paid Work Outside the Council

The Council will allow employees to undertake paid work outside the Council, unless there is a clear conflict of interest, or it is likely to have an adverse effect on the work of the Council. To help protect the integrity of services the Council seeks co-operation from employees through being advised of any paid external work/employment, which could cause any conflict of interest, or impair performance in the work of the Council. Where an employee is unsure as to whether there could be an impact advice should be sought from their manager or HR.

Employees are not allowed to use the equipment or resources of the Council in any outside paid work.

8.5 The Giving of Lectures, Broadcasts etc.

The Council will normally allow employees to accept invitations to give lectures appropriate to their professional/occupational standing however, an employee should first obtain approval from their Strategic Lead.

Any fees received for lectures, broadcasts etc. given within normal working hours, excluding out of pocket expenses will be paid to the Council, otherwise time taken to present the lecture, broadcast etc. must be set against the employee’s annual leave entitlement. Fees may be retained for any lectures, broadcasts etc. given outwith normal working hours.

9. USE OF COUNCIL EQUIPMENT OR RESOURCES

Employees wishing to use Council equipment for example to work at home as part of their personal development or for study purposes, must obtain permission from their manager and have the item logged out in accordance with inventory or service arrangements. Employees must take reasonable care to ensure the security and condition of equipment in their care.

Equipment such as power tools, grass cutting machines or similar will not be loaned out as there are significant risks associated with their use and maintenance away from the workplace.

10. DISCLOSURE OF INFORMATION

10.1 Local Government Access to Information) Act 1985

The public's right to obtain information held by local authorities is provided by the Local Government (Access to Information) Act 1985. This Act allows, with certain exceptions, for the public to attend most Council meetings and inspect documents prepared or provided in connection with the business discussed at those meetings. It also permits a person entitled to inspect a document to make copies of, or extracts from it, or request a photocopy (paying a reasonable fee). This includes areas such as planning and housing.

As well as having the same rights as members of the public in this regard, Elected Members have the right of access to information on a "need to know" basis.

10.2 Data Protection Act 1998

The right of access to personal information held by the Council whether on employees, or service users, is covered by the Data Protection Act. The Act places strict requirements on the Council with regard to the security of personal data held, whether this is paper based or in electronic format. This means that an employee asked by an individual to provide access to personal information held by the Council about them, must seek advice from their manager or from the appointed Data Protection/Information Protection Officer and follow an agreed procedure.

Generally any request must be made in writing, and proof of identity will be required before the access is provided.

10.3 Freedom of Information (Scotland) Act 2002 (FOISA)

The FOISA provides a general right of access to information held by the Council. The Council's FOI Procedure is available from the Council's Intranet site. Employees who receive a request should refer this to their Strategic Area FOI Officer.

10.4 Contact with the Media

Employees must not deal directly with the press or media in matters relating to the Council, unless required to do so as part of their duties, or where expressly authorised to do so. This provision does not apply to employees who are acting in their capacity as an accredited Trade Union official and are communicating the views of their trade union.

However, all contact with the media (press/television/radio) regarding "sensitive" or "confidential" issues should be made through the Manager of Corporate Communications.

Examples of these circumstances may include

- Disclosing information relating to a Service User;
- Disclosing 'confidential' information received during the course of employment;
- Disclosing commercially sensitive information;
- Unauthorised disclosure of personal information relating to an employee of the Council; or
- Disclosing information relating to a Health and Safety incident.

If an employee is in doubt they should refer to the Council's Communication Code or contact the Corporate Communications Manager.

Any employee wishing to disclose information in the public interest should use the Public Interest Disclosure Policy described in 10.5

10.5 Reporting concerns in the Public Interest

If an employee becomes aware of any wrongdoing, malpractice or improper behaviour within the Council which is in the public interest, they can raise the matter through the Public Interest Disclosure Policy. A disclosure in the public interest is where an employee has a concern about a danger or illegality that has a public interest aspect to it; usually because it threatens others such as the local community, service users or other employees.

A qualifying disclosure is a concern about malpractice. This includes concerns such as:

- Criminal offences (such as fraud or corruption)
- A failure to comply with a legal obligation including statutory code of practice
- A miscarriage of justice
- Threats to an individual's health and safety
- Damage to the environment
- Unethical conduct
- A deliberate attempt to cover up any of the above.

If an employee is in doubt as to whether the matter is covered by the policy, advice is available from Strategic Leads, Strategic Directors, the Council Monitoring Officer, Internal Audit and the Trades Unions.

Employees should report any concerns as soon as possible using the appropriate reporting route. An employee is not expected to carry out any personal investigations to gather evidence. Employees are encouraged to disclose information through the appropriate internal channels first, rather than going directly to an outside body.

Employees making a disclosure in the public interest will be protected against being subjected to any detriment such as dismissal, harassment, victimisation or any other form of punitive sanction when a disclosure is made in good faith and the disclosure is deemed as a qualifying and protected disclosure.

11. RIGHTS OF A CITIZEN

11.1 Expression of Personal Views

It is recognised that as a citizen, an employee is entitled to express views about the Council. However, this does not include making use of any information gained through working for the Council. Employees who hold a politically restricted post should be careful not to speak in public in favour of any particular political party.

In their work capacity, employees should not criticise the Council either through the media, at a public meeting or in any written communication with members of the public.

11.2 Access to Elected Members

As a citizen, an employee can raise with their Councillor any complaint which they have about the services of the Council. However, if the complaint concerns any aspect of the employee's work with the Council, this should be pursued through the Grievance Procedures.

12. Register of Gifts, Hospitality and Services

Generally, no employee should accept gifts, gratuities etc., from any customer or service user other than a token item. Any which are accepted, should be registered with their Strategic Lead

No employee should accept personal gifts, hospitality or services from anyone, which would, or might appear to place that individual under any obligation.

It is a matter for the individual to decide if it is appropriate to accept a personal gift, hospitality or services. If there is any doubt, an employee should clarify this with their Strategic Lead.

Personal gifts, hospitality or services, which are accepted, should be registered.

It is matter for the recipient to determine the value. If an employee is in any doubt, this should be clarified with their I manager.

Frequent personal gifts, hospitality or services should not be accepted from the same source.

The Register will be held by each Strategic Lead and an employee can see their entries at any time, however, no access will be allowed to other entries.

13. EQUALITY OF OPPORTUNITIES

The Council complies with specific public sector equality duties. The Council aims to prevent unlawful discrimination, harassment and victimisation and other conduct other conduct prohibited by the Equalities Act. This will be achieved through:

- Removing or minimising disadvantages suffered by people due to their protected characteristics.
- Taking steps to meet the needs of people from protected groups where these are different from the needs of other people.
- Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.

The Council has developed a range of employment policies intended to attract, retain, develop and support employees. As part of this commitment, the Council views discrimination, harassment or victimisation at work as a serious matter. Any employee who feels that they have been the victim of unfair treatment should make reference to the Dignity at Work Policy or Grievance Procedures. Support and advice will be available from HR Advisers, managers and trade union representatives.

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WEST DUNBARTONSHIRE COUNCIL

Report by Strategic Lead – People and Technology

Corporate Services Committee: 10th August 2016

Subject: Council Workforce Plan**1. Purpose**

- 1.1 To update the Corporate Services Committee in respect of the Council's workforce planning activity for 2016/17.

2. Recommendations

- 2.1 The Committee is asked to approve:

- The Council Workforce Plan for 2016/17; and
- The planned review of the Council Workforce Planning Strategy & Framework.

3. Background

- 3.1 The Workforce Planning Strategy & Framework was approved by Corporate Services Committee in November 2013 to provide a formal mechanism for defining the workforce requirements of the organisation and to develop appropriate responses.
- 3.2 In November 2013, the Accounts Commission published its report 'Scotland's Public Sector Workforce' following an audit on the effectiveness with which Scottish public bodies were managing changes to their workforce. Its subsequent 'Good Practice Guide', published in March 2014, set out recommended good practice in relation to workforce planning.
- 3.3 In May 2016, the Council responded to a local follow-up exercise undertaken by Audit Scotland and identified that, whilst the Workforce Planning Strategy & Framework broadly conforms to the 'Good Practice Guide', there is scope to improve the consistency of its application.

3.4 Council Restructure

The Council's workforce planning process was formerly integrated into departmental planning frameworks, with detailed workforce plans forming part of overall departmental service delivery plans. However, following creation of the new Council structure in April 2016, the timing of the development and approval of delivery plans for the new Strategic Lead areas meant that this was not practicable. However, corresponding workforce plans have been developed for each area and are available as background papers.

As part of the review of our Workforce Planning Strategy & Framework, we will ensure that the development of workforce plans for 2017/18 and beyond are once again fully integrated as part of individual Strategic Lead area delivery planning processes.

Due to the change in structure, it has not been possible to compare workforce profile information against previous years at the level of Strategic Lead and below. Information captured this year will be used as a baseline to allow comparison in future years.

4. Main Issues

4.1 Effective workforce planning provides a mechanism to ensure that our workforce has the capacity and skills to meet current and future service delivery challenges. It also provides a mechanism to review the composition of our workforce over time to ensure that the correct resources remain in place to support service delivery.

4.2 The Council Workforce Plan attached at Appendix 1 links together many ongoing strategies and policies that impact on the number, make-up and skills profile of our workforce. As the Workforce Planning Strategy & Framework develops within the Council, new and innovative strategies and ways of working are being incorporated alongside established processes to ensure that our workforce can adapt and respond effectively within a changing environment.

4.3 Workforce Plan Summary

The 2016/17 plan outlines the following:

- Significant developments, some of which were not anticipated within the 2015/16 Workforce Plan, but which impacted on our workforce during the last year.
- Current progress against key workforce priorities and issues identified within the 2015/16 Plan, as well as those significant developments which have subsequently arisen, alongside current and proposed future actions in relation to these areas.
- A summary of the key actions to be progressed, at a Council-wide level, over the course of 2016/17.
- Information on the profile of the Council workforce as at 1st April 2016 and evidence of key changes in the workforce compared to the previous year. Actions will be taken forward in response to those changes which present an actual or potential future risk to the organisation.
- A high-level summary of the key priorities/issues and resource implications for each of the Strategic Lead areas (extracted from individual Strategic Lead area workforce plans).

4.4 Key Service Priorities/Issues

- *Performance and Development Planning (PDP)*

In 2015/16, we exceeded our target for 95% of eligible employees to have a PDP in place. For 2016/17, we have increased the target to 100%, but will additionally carry out a review of the process to further improve its alignment to staff development discussions.

- *Workforce Development*

In 2015/16, we invested in the further development of e-learning, in order to improve access to training. In 2016/17, we will monitor and evaluate its effectiveness to ensure that it continues to provide a cost-effective means of workforce development. Our workforce development priorities for 2016/17, supporting the strategic aims of the organisation, will focus on customer service, leadership (particularly around middle managers), project management and managing change. We are also reviewing our approach to induction, ensuring that new employees are clear about the Council's vision and values. Key work is also being progressed through a number of youth employment initiatives aimed at addressing challenges associated with the age demographic of the workforce.

- *Succession Planning*

Succession planning continues to be a key focus for the organisation, ensuring that we are proactively addressing potential retention risks associated with key roles, by developing an internal pipeline of capable staff.

- *Change Management Strategy*

In order to achieve the level of transformational change and improvement required to deliver against the Council's strategic priorities, we have developed an organisation-wide change management approach – 'Focus, Engage, Deliver'. This approach, supported by an ongoing engagement and development programme, will ensure that we develop the necessary organisational culture and workforce capability required to meet the challenge of modernisation and change.

- *Workplace of the Future*

We are continuing to implement our 'Workplace of the Future' programme, with a focus on making better use of space, work styles, working practices and technology, ensuring more efficient and effective service provision, whilst at the same time being responsive to the work-life balance needs of a modern, diverse workforce.

- *Employment Policy and Practice*

We will continue to monitor our suite of workforce policies and schemes to ensure that they are compliant with employment legislation, reflect recommended best practice and are responsive to the needs of the Council and its employees. During 2015/16, the Council received a number of prestigious external accreditations and awards in recognition of its approach in this regard.

- *Equality Duties*

Priorities to date have focussed on increasing workforce diversity, reasonable adjustments and flexible working. There continues to be significant underrepresentation in the workforce, compared to the composition of the local community, in relation to disability and ethnicity. A further audit will be undertaken in 2016/17, which will inform the development of an updated action plan on improving workforce equality and diversity.

- *Early Retirement/Voluntary Severance*

A targeted approach has meant that, whilst there has been an increase in the number of staff released during 2015/16 compared to previous years, such release has been carefully managed in line with service requirements. The recent increase has also been attributable to the implementation of the Council's Future Operating Model, which focussed on reducing layers of management, thereby protecting frontline services.

- *Advance Notification of Redundancies*

This section refers to our statutory duty to advise the Insolvency Service of potential redundancies. However, it should be noted that the duty extends to numbers affected by early retirement and voluntary severance.

- *SWITCH (Staff in Transition and Change)*

The SWITCH policy continues to provide an effective mechanism whereby the organisation is able to safeguard the employment of those who may be displaced as a result of organisational change.

- *Attendance Management*

As a result of our coordinated approach to promoting employee health and wellbeing, whilst at the same time proactively seeking to manage employee attendance at work, 2015/16 saw a 5.6% reduction in sickness absence overall. There is a particular challenge, however, in relation to sickness absence levels amongst support staff in Education, which rose significantly last year. This will be a key area of focus for improvement in 2016/17. Absence levels continue to be highest within the Health & Social

Care Partnership (although it should be noted that the Partnership did achieve a 13.1% reduction in absence levels compared to 2014/15). Stress, in 2015/16, replaced musculo-skeletal ill-health as the third highest reason for sickness absence, and whilst levels of absence in this regard have dropped compared to previous years (as part of the overall improvement in attendance), we will continue to focus our efforts in this area.

- *Modern Apprentices*

Supporting the Council's strategic objective in relation to employability, and the need to address future challenges associated with the age demographic of the workforce, we have increased the number of apprentices employed by the organisation compared to the previous year.

- *Overtime*

Whilst significant work has been undertaken (a reduction of 29% achieved in some areas), there is a continued need to explore opportunities to reduce the use of overtime across the organisation. During 2016/17, we will undertake further analysis in relation to the appropriate use of overtime, as well as the use of casual and agency workers.

- *Employee Survey*

Whilst workforce planning has historically focussed on ensuring that the organisation has the 'right number of staff, with the right skills, in the right place and at the right time', recent research emphasises the additional importance of a workforce which is engaged. Following the 2015 employee survey, action will be taken forward during 2016/17 to ensure that improved outcomes are achieved in response to the views of the workforce.

- *Workforce Management System*

In order to be able to effectively plan for our future workforce (as well as to evaluate the effectiveness of historical workforce plans), a comprehensive suite of data is required in relation to our current workforce and how it is changing over time. During 2016/17, ongoing work to further develop our workforce management system will continue, not only to improve the availability of data, but also to enable increased self-service provision for both employees and managers.

4.5 Workforce Profile

- The workforce by headcount and full-time equivalent (excluding casual workers) has decreased when compared to 1st April 2015 (by 64 people and 32 FTE respectively). The composition of the workforce by contract type remains static.

- The gender balance also remains broadly static in overall terms. Future analysis at Strategic Lead area level and below is required in order to identify and assess improvement achieved in addressing the existence of gender segregation in relation to particular roles.
- Whilst the age demographic of the workforce remains broadly unchanged, further action is required in relation to addressing the challenge of an ageing workforce and the potential future risk of significant numbers of retirements.
- Whilst the number of new employees joining the organisation in 2015/16 is consistent with the numbers in 2014/15, there has been an increase in the proportion being engaged on a fixed-term (as opposed to permanent) basis (47% compared to 40% in 2014/15). Whilst the number of leavers has increased (604, compared to 524 in 2014/15), the breakdown of reasons for leaving are broadly consistent with that in 2014/15. Turnover has increased by 1.33% to 9.63% in 2015/16, although turnover in relation to teachers has decreased slightly.

4.7 Review and Future Development of Workforce Issues

As part of the Workforce Planning Framework, regular monitoring and review of Strategic Lead area workforce planning issues will be undertaken between HR Business Partners and the Strategic HR Manager to ensure that issues are actioned and escalated as appropriate. This provides a mechanism to ensure that a consistent approach to managing workforce issues is applied across all Strategic Lead areas. We will also ensure that update provided to Committees in relation to Strategic Lead area delivery plans incorporates progress on implementing corresponding workforce plans.

4.8 Review of Workforce Planning Strategy & Framework

As a result of the evaluation mentioned at 3.3, a review will be undertaken during 2016/17 to assess the Framework and its implementation, in order to identify and address areas which require further development to better reflect good practice. The review will cover the processes of developing, implementing and evaluating Workforce Plans, in overall terms. It will focus, in particular, on improving the extent to which the Council fulfils the critical need of planning its workforce in the medium to long-term. This has been historically challenging for all local authorities in Scotland, due to local and national election cycles and the annual settlement process.

5. People Implications

- 5.1** An integrated Workforce Planning Strategy & Framework ensures that all workforce issues are effectively addressed. This supports the Council's commitment to its employees in relation to all aspects of their employment, ensuring that employees' needs are met and that efficient and modern services are effectively delivered now and in the future.

6. Financial and Procurement Implications

6.1 There are no financial or procurement implications associated with this report.

7. Risk Analysis

7.1 A robust Workforce Planning Strategy & Framework ensures that the Council identifies current and future needs in relation to the composition and development of the workforce. This allows strategies and policies to be developed that ensure the continued delivery of best value services and meet External Audit requirements. Embedding workforce planning within the planning process for Strategic Lead areas and incorporating best employment practice will ensure that key issues affecting the workforce are identified at the earliest stage.

8. Equalities Impact Assessment (EIA)

8.1 A full EIA is not required in relation to the Council Workforce Plan as individual assessments will be undertaken in relation to each area of work referred to in the Plan as it is progressed.

9. Consultation

9.1 Trades Unions were consulted on the Council's Workforce Plan through the Employee Liaison Group.

10. Strategic Assessment

10.1 This report directly supports the Council's Strategic priorities and Audit Improvement Plan.

Vicki Rogers

Strategic Lead for People & Technology

Date: 15th July 2016

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Appendices: Appendix 1 – Council Workforce Plan

Background Papers: Workforce Planning Strategy & Framework
Strategic Lead Delivery and Workforce Plans

Wards Affected: None



WORKFORCE PLAN

2016/17

DRAFT

1. Introduction

The Council's Strategic Plan outlines the key priorities during the period 2012 -2017. The Strategic plan is supported by Delivery Plans for each Strategic Lead area detailing how they will contribute to the delivery of the Council's key priorities in the coming year. Outcomes are only achieved through the performance of our employees. It is imperative, therefore, that we have the right people with the right skills in place.

The purpose of workforce planning is to consider the implications of the Delivery Plans for our workforce in terms of organisational change, resource planning and training and development. The Council workforce plan will highlight cross cutting workforce issues and ensure our people and resources are aligned to fully support the delivery of the Council's Strategic Plan.

2. Overview of Council

2.1 Functions and Remit

West Dunbartonshire Council provides a wide range of services to our residents and communities. The Council is structured into three directorates:

- Transformation & Public Sector Reform, comprising the following Strategic Lead areas:
 - Resources – The Resources service provides a range of services to both external customers and internal customers, including accountancy, treasury management, procurement, business support and internal audit and fraud.
 - People & Technology – The People and Technology service consists of the previous people and transformation service area (covering HR, organisational development & change, ICT and transactional support) with the addition of health & safety, risk and resilience.
 - Regulatory – The regulatory strategic area includes the former Legal, Democratic and Regulatory Services alongside Planning and Building Standards.
 - Communications, Culture & Communities – Communications, Culture and Communities is an entirely new strategic area, bringing together a range of customer focused services, supported by the corporate policy, planning and performance function.
 - Education, Learning & Attainment – The education, learning & attainment strategic area is formed from the previous educational services directorate, with the culture, libraries and heritage service now sitting within the strategic area of communications, culture and communities.
- Regeneration, Environment & Growth, comprising the following Strategic Lead areas:
 - Environment & Neighbourhood – The Environment & Neighbourhood area includes 4 distinct service areas: Roads and Transportation; Fleet and Waste; Greenspace (including street cleansing); Leisure and Facilities Management.
 - Housing & Employability – The Housing and Employability Strategic area includes significant elements of the former Housing Services remit plus the Working4U service and the Communities Team responsible for the delivery of Your Community, Community Development and Empowerment.
 - Regeneration – The Regeneration Strategic area includes 5 distinct service areas: Regeneration and Business Development; Corporate Asset Management;

Capital Investment; Housing Maintenance and Repairs and Housing Capital Investment Programme.

- West Dunbartonshire Health & Social Care Partnership leads and manages a substantial range of NHS and Council Services bringing together both NHS and Council responsibilities for community based health and social care services.

2.2 Council Structure

At 1st April 2016, 5632 people were employed by the Council (this does not include an additional supply pool of 607 casual workers, not all of whom are actively being used). The key resource and establishment information for the Council is provided at Appendix A to this Workforce Plan.

Our services are delivered from a range of area offices, depots and facilities across the West Dunbartonshire area to ensure that they are as accessible as possible to service users. Services are also delivered via the Customer Contact Centre and One Stop Shops.

The services provided by the Council are diverse with some being statutory requirements of the Council while others are discretionary. We are at the leading edge in Scotland in terms of multi-agency partnership delivery of services through the integrated Health and Social Care Partnership and have a key leadership role through the local Community Planning Partnership, particularly in relation to economic growth.

3. Significant Developments in 2015/16

The Council continues to evolve and to respond to the changing needs of our front line customers and employees and to the internal and external factors that impact on the services we provide. During 2015/16 a number of significant developments impacted on our employees including:

- Organisational and service area structural reviews, including implementation of the Council's Future Operating Model and creation of new Strategic Lead areas.
- Changes to resourcing levels resulting from the budget saving exercise.
- Ongoing relocation of staff to make better use of the Council estate.
- Progression of opportunities for shared services.
- Launch of the Central Administration Services project.
- Significant developments to the workforce management system to improve the level of workforce information available and to enhance opportunities for self-service
- Ongoing risk of litigation costs in relation to Equal Pay tribunal claims.
- Consolidation of the Scottish Local Government Living Wage (the highest rate outside London).

4. Key Service Priorities/Issues

4.1 Council Objectives

The Council's Strategic Plan 2012-2017 and supporting Strategic Lead area Delivery Plans set out our key priorities.

4.2 Workforce Issues

A number of issues which have an impact on resources and the workforce of the Council relate to the financial challenges facing all local authorities at this time and the savings options which Council have agreed to implement in the coming year. Other workforce issues relate to the commitment of the Strategic Lead areas to the Council's improvement and modernisation agenda and as a response to the external environment in which we operate.

Appendix B provides a summary of the key service priorities which have resource implications for the Council workforce. These priorities are detailed within individual Strategic Lead area workforce plans together with the actions which are planned or have been put in place to meet the delivery of the Strategic Lead areas' key priorities. It is assumed that all developments are either cost neutral or contribute to the Strategic Lead area savings targets. The following section details corporate and cross cutting initiatives that impact on the needs of the Council workforce and in the changing requirements of services.

4.3 Performance and Development Planning (PDP)

The Council introduced the PDP framework to all employees in April 2011. PDP is a key enabler for focusing and improving performance, promoting positive communications and empowering employees to take ownership of their contribution to the achievement of wider organisational objectives.

The PDP framework also identifies individual development needs to enable employees to deliver their objectives and meet the demands of their role. This information can then inform wider training plans within services and across the organisation.

In 2015/16, 95.5% of eligible employees had a PDP in place, exceeding the Performance Indicator target of 95%. The target for 2016/17 is 100%.

During the following year, a review of our PDP process will be undertaken with a view to ensuring that it is much more aligned to staff development discussions. It is hoped to tie this review into the development of Skills Passports (part of the Influential Leaders Programme), which can then be included within our internal recruitment process.

4.4 Workforce Development

In order to improve access to training, the Council has invested in the further development of e-learning. We will continue to monitor and evaluate its effectiveness to ensure that it continues to meet the needs of the organisation and our staff in providing a cost-effective means of workforce development. Moving forward we plan to explore a potential link with our local further education partner.

Face-to-face training continues to be delivered to support the strategic aims of the organisation. This year the focus is on building capability in customer service, middle management, project management and managing change.

Work is also underway to centralise training budgets to ensure that the Council optimises its purchasing capability and achieves economies of scale.

The organisation is reviewing its approach to induction, examining the potential to reinstate a face-to-face induction programme, which supports and reinforces the current e-learning-based approach, ensuring that all new staff are clear on the vision and values of the Council.

Leadership development continues to be a key focus for the organisation, with the development of a new Influential Leaders Programme which aims to support staff at all stages of leadership. For this year, the focus will be on upskilling middle managers and seeking to build a coaching ethos across our senior managers in order to support the development of junior leaders across the organisation.

In recognition of the current and predicted future age profile of the workforce, we are looking to improve our monitoring process in relation to the impact and return on investment achieved through our work experience and internship programmes. We are also working with our local further education partner to introduce a more formal work experience programme this year. Specific to the health and social care partnership, an innovative new course – ‘Home Care Academy’ – has been developed in conjunction with our local further education partner to foster a steady stream of work ready candidates. Feedback following completion of the first class has been excellent and we are looking to progress further.

4.5 Succession Planning

Succession Planning, introduced in 2015/16, will continue to be progressed to ensure that we are developing future talent for business critical posts and developing individuals who demonstrate the potential to be future leaders. This development will link to workforce planning and identify critical or top talent, ensure appropriate development is in place to support the Council’s future skills requirements, and support employees developing their ‘career planning’. The process (which will initially focus on the senior leadership team), considers both retention risks associated with current postholders, as well as a means of identifying individuals who may be potential successors, and the resulting development needs which would require to be met in order to ensure a capable internal supply should a post be vacated.

4.6 Change Management Strategy

The Council is progressing a major change programme which will deliver new premises, systems, processes, and ways of working, to continuously improve service delivery and enable us to 'Be the Best' as a high performing organisation. As a result of this drive for transformational change and improvement across the Council, we have invested heavily in a people-centred and consistent approach to change which will ensure that the organisation is well placed to meeting the challenges of the future.

This has led to the design and delivery of an organization-wide approach to change which supports the Council's strategic and operational plan, whilst addressing the organisation's culture and capability in managing change. We are currently delivering an on-going engagement and development programme to ensure the widest ownership and understanding of the principles of the Council's change model - 'Focus, Engage, Deliver'. This will ensure that the Council is equipped and skilled to respond to the challenge of modernisation and change through programmes, projects, and initiatives which support developing leadership and management capabilities, building change management capacity, facilitating culture change, and providing workforce development opportunities.

4.7 Workplace of the Future

Work continues in support of our 'Workplace of the Future' programme which aims to support employees and managers working in a new, open, and modern working environment and to help them explore some of the ways in which people can work more flexibly to deliver improved services. In particular, we want to discover new ways in which we can make better use of space, work styles, working practices, and technology, to help develop a highly knowledgeable, networked, and mobile workforce for the future.

4.8 Employment Policy and Practice

Ensuring a supportive employment framework is integral to workforce planning. Over the last year a number of key HR Policies and/or Schemes were introduced or reviewed. These included:

- Revision and simplification of the Attendance Management Policy;
- Introduction of a Cancer Support Policy;
- Revision of the Disciplinary Policy;
- Revision of the Domestic Violence and Abuse Policy in recognition of national developments in this area;
- Introduction of an Equality and Diversity in Employment policy, replacing the Dignity at Work Policy;
- Revision of the Grievance Policy;
- Revision of the Reservists Policy culminating in national recognition of our support;
- Revision of the Trade Union Recognition and Facilities Agreement; and
- Revision of the Travel and Subsistence Scheme.

An ongoing review of case law decisions that impact on the Council's workforce ensures that our employment policies are up to date and ensure best practice.

Our flexible and innovative approach to employment policies demonstrates the value that the Council places on its employees both within and outwith employment. As a result, the Council has received a number of external accreditations and awards. We were recognised by Carer Positive Scotland as having 'Exemplary Status' as a result of the support we provide to employees who are also carers – the first local authority in Scotland to receive this. In recognition of our work to support Reservists, we received the Silver Award under the Defence Employer Recognition Scheme. We won the Fathers Network Scotland 'Best for all stages of Fatherhood' award and were runners up for the UK awards. We also won the Scottish Family Friendly Working awards for 'Best for Carers and Eldercare' and were shortlisted for the UK Special award.

4.9 Equality Duties

The Council is committed to building workforce diversity that better represents the people and communities we serve. The Council adopted equality outcomes in relation to employment in 2013 covering increased workforce diversity, reasonable adjustments and flexible working, with progress being reported in 2015. The primary focus in relation to workforce diversity relates to ethnicity (where 0.31% of the workforce report ethnicity as 'black minority ethnic' compared to 1.5% in the community) and disability (where 20% of the community are identified as having a disability, compared to only 1.48% of the workforce reporting as such, albeit there is an issue of some preferring not to disclose).

Ahead of the final report on the current specific equality duties in April 2017, the Council will measure progress and identify revised equality outcomes for 2017-2021. The Council will again undertake an Equal Pay Audit during 2016/17, the outcome of which will be used to identify opportunities for improvement, not just in relation to equal pay, but in relation to the broader workforce equality and diversity agenda.

Currently the Council is working to improve management information on the diversity of applicants and staff in post. The Council reports on applicants and recruitment every three months and a range of measures, such as self-service through the workforce management system, are being used to create a more complete picture of our people. The Council is committed to an evidence based approach and will draw on its own data and work through the Local Government Benchmarking Framework to identify improvement actions. The Council will also make the best use possible of Equality Impact Assessments to ensure that we plan for and deliver equality and fairness in times of unprecedented change.

4.10 Early Retirement (ER)/Voluntary Severance (VS)

Over the last year the Council has seen an increase in the number of employees being released through early retirement/voluntary severance in comparison with the previous 2 years, although the numbers remain lower than in 2011/12 and 2012/13. This is attributable to the continuation of the more focused, targeted approach to early release in line with service requirements, and to the exercise to release employees with supervisory responsibility under the Future Operating Model. Posts have been deleted as part of workforce structure changes. The number of teachers being released has decreased slightly when compared to previous years due to the cessation of the government initiative providing funding to release teachers in order to refresh the teachers' profession.

Annual Period	01/04/11-31/03/12	01/04/12-31/03/13	01/04/13-31/03/14	01/04/14-31/03/15	01/04/15-31/03/16
No of employees released through early retirement/voluntary severance	92	33	6	9	37
No. of employees released through early retirement - STSS (Teachers)	47	38	10	10	8
TOTAL	139	71	16	19	45

The Council will continue to monitor the number of employees released through early retirement/voluntary severance and report this bi-annually to the Corporate Services Committee. In addition, opportunities for ER/VS are discussed locally and at the Employee Liaison Group on a quarterly basis.

4.11 Advance Notification of Redundancies

It is a statutory requirement under the Trade Union and Labour Relations (Consolidation) Act 1992 to provide advance notice to the Insolvency Service where 20 or more redundancies may occur within a 45 day period. This includes voluntary and compulsory redundancies/severance. In relation to the period 1st October 2015 to 30th September 2016, notification was made that 44 posts were identified where potential redundancy may occur. This position will be reviewed over the coming year.

4.12 SWITCH (Staff in Transition and Change)

The SWITCH Policy (introduced in 2014) continues to provide a clear framework to ensure a fair and consistent approach to support and guide employees in a redeployment situation, and a mechanism to assist employees in a redeployment situation to transition to a new placement post whilst a suitable post is identified. This framework is key to the Council's Workforce Planning Strategy and its intention to support employment opportunities within the local area. The SWITCH procedures develop a culture which makes best use of the talents of our workforce and leads to greater engagement to support the Council's aim of no compulsory redundancies. The SWITCH programme seeks to identify placement opportunities (at no additional cost) which ensure that employees are gainfully employed until a suitable permanent post becomes available.

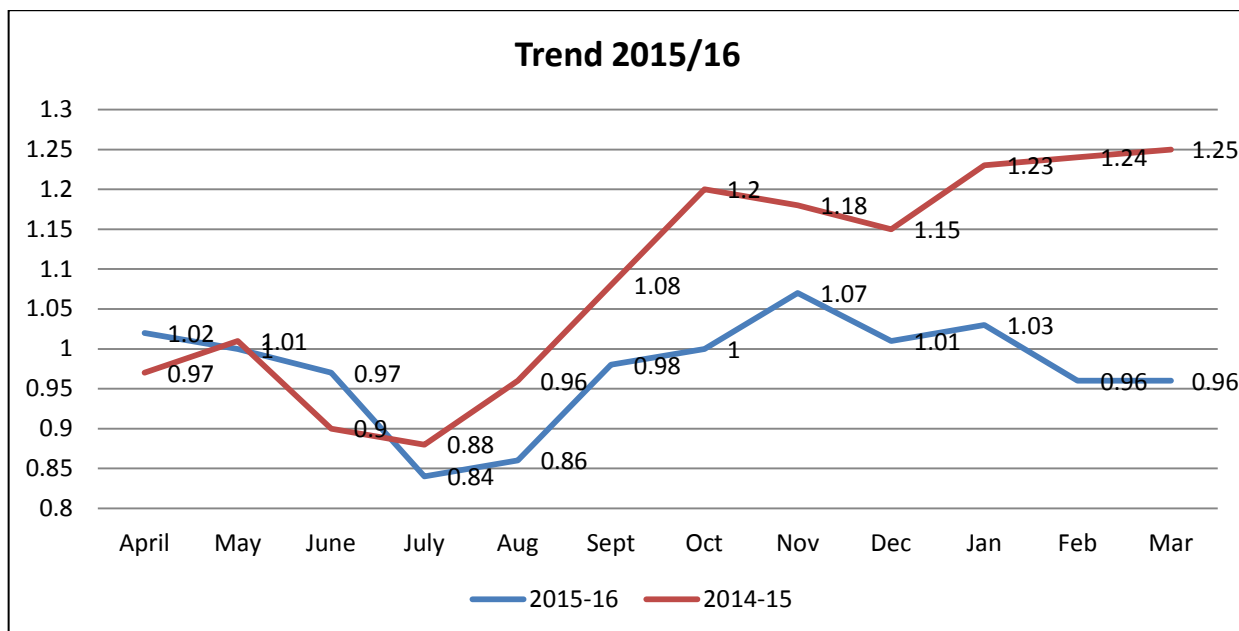
The SWITCH procedures adopt a proactive approach which is responsive to the changing needs of the organisation whilst ensuring that employees are supported through transition and provided with opportunities to develop into new roles.

Over the last year 17 employees have been successfully redeployed (15 on a permanent, and 2 on a temporary basis) having accessed opportunities via SWITCH. This compares to 8 during the previous year.

4.13 Attendance Management

4.13.1 Attendance at work continues to have a significant impact on the resources available to deliver services and places additional financial pressures on the Council where staff cover requires to be provided. Absence statistics for the period 1 April 2015 to 31 March 2016 indicate that Council-wide absence reduced by 5.6% compared to last year. Chart 1 shows the trend for this year compared to last year. With the exception of June 2015, the trend is broadly consistent with the pattern reported last year. The chart also demonstrates the seasonal variations across the year with significant variance in the latter part of the year.

Chart 1 - Monthly Trend 2015/16



4.13.2 Table 1 shows the departmental results for this year compared to last year. With the exception of Educational Services (Support), all departments reported an improvement in attendance for the year compared to the same period last year. Significant improvements were reported in Corporate Services (26% reduction). Specific actions have been incorporated into the plan for 2016/17 to tackle the attendance challenges in Educational Services (Support).

Despite Educational Services (Support) reporting an increase during the year we have reported continued improvement from the exceptionally high absence reported in quarters one and two, culminating in an 11% reduction in quarter 4. It is anticipated that this improvement will continue into 2016/17.

Table 1 – Annual Performance

	2015/2016	2014/2015	% variation
Council Wide	11.81	12.51	-5.8%
Corp Svcs	7.08	9.63	-26.5%
HSCP	18.22	20.96	-13.1%
HEED	11.16	12.62	-11.6%
Ed Support	12.5	10.76	+16.1%
Ed Teachers	6.78	6.94	-2.3%

4.13.3 Absence Reasons 2015/16

Table 2 shows the top 3 reasons for absence across the Council and individual departments for 2015/16. Minor Illness is the predominant reason for absence Council-wide and features as the top reason for 4 out of 5 departments. Acute Medical Conditions and Recurring Medical Conditions are reflective of the long term nature of many absences, and although Stress still features in most departments, the number of days lost have fallen significantly compared to earlier in the year. This may well be due to the positive impact of the Stress Workshops being rolled out for managers across departments.

Table 2 – Top 3 reasons for absence by department

2015/16	1	2	3
Council Wide	Minor Illness (16921 days)	Acute Med Cond (12185 days)	Stress (11348 days)
Corp Svcs	Minor Illness (868 days)	Stress (788 days)	Acute Med Cond (599 days)
HSCP	Acute Med Cond (5061 days)	Minor Illness (4622 days)	Stress (4378 days)
HEED	Minor Illness (5613 days)	Musculo Skeletal (4161 days)	Acute Med Cond (3854 days)
Ed Support	Minor Illness (3552 days)	Acute Med Cond (2085 days)	Stress (1928.5 days)
Ed Teachers	Minor Illness (2265 days)	Stress (1475 days)	Musculo Skeletal (877 days)

4.13.4 Absence impacts not only those who are absent from work due to illness or injury but also those remaining at work. The absence levels experienced within our services lead to significant additional burdens on our attending workforce. Striving to reduce absence (through appropriate support to those with health issues), as well as ensuring that we provide the right assistance to those at work, is fundamental to the successful achievement of our annual target.

In 2015/16, we launched a revised Attendance Management Policy, supported by various initiatives implemented by the Attendance Working Group. These initiatives, in support of the Council's Working Well Together initiative, include the launch of our Employee Wellbeing Charter, a programme of Manager master-classes, improved employee communication and improved management information.

In addition, the Council negotiated positive contracts with a new Occupational Health provider and counselling provider, both of which offer an enhanced support service and streamlined referral procedures for managers.

4.14 Modern Apprentices

Employability remains a key strategic objective for the Council and the Modern Apprenticeship Programme makes a significant contribution to that goal. Strategic Lead areas identify, through their workforce planning framework, their resource requirements and assess on an annual basis where Modern Apprentices can be placed to provide training and future employment opportunities. During 2015/16, 92 apprentices were employed within the organisation (compared to 84 during the previous year).

4.15 Overtime

A report was published in April 2016 following an internal audit of overtime working across the organisation. The report recognised that significant work has been underway to reduce the cost of overtime incurred across services, but emphasised the continued need for departments to explore opportunities to reduce it further. In particular, the report suggested exploration of the following areas:

- Ensuring that supply lists are large enough to cope with demands (as per section 2.2, the Council currently has a supply pool of 607 people);
- Exploration of areas where flexible work patterns could reduce the need for out of hours overtime;
- Further development of supply lists for Care at Home and Residential Care so that staff in either list can be used in either section; and
- Development of links with Working4U, with a view to further enhancing supply lists.

4.16 Employee Survey

The Council is committed to developing a positive working environment through employee feedback. We currently undertake a survey every two years which helps us understand what makes employees satisfied and better engaged. It also highlights those areas that require further support to ensure that employees are engaged and that the Council is continuously improving.

In response to the 2015 survey results, the Council developed a corporate improvement plan to facilitate a range of improvement activities targeted on the lowest scoring areas.

Senior leaders across the council have visibly pledged their support to deliver the improvement plan activity which is aligned to the Council's 'Be the Best' strategy. The five key elements include providing strategic and visible leadership; working with our teams to improve and change; embracing new and flexible ways of working; supporting our teams with challenging workloads and helping employees feel valued.

Progress updates are shared with employees through regular bi-monthly 'you said, we did' posters, staff news, staff bulletin and targeted communication to support initiatives such as employee recognition awards, change management and leadership development programmes.

Reporting progress is regularly undertaken through the Performance and Monitoring Review Group, Employee Liaison Group and Joint Consultative Forum over the period of the improvement plan.

4.17 Workforce Management System

Central to the Council's Workforce Planning Framework is the provision and use of management information from the Councils Workforce management System (WMS). Accurate and real time information is essential to the delivery of effective people management. Further development of the system is therefore an ongoing key priority.

5. Summary of Key Future Actions

5.1 The following actions will be progressed over the coming year:

- Review and further improve the Council's workforce planning process in order in that future plans more effectively enable the organisation to sustain a committed workforce in support of its current and future needs.
- Ensure that appropriate consultation is undertaken in relation to the workforce resourcing implications of all future budget decisions.
- Development of innovative strategies and best practice to support employee attendance and to reduce absence, and working collaboratively with Occupational Health provider to maximise employee wellbeing and support.
- Progress implementation of the succession planning process.
- Review the induction process.
- Review the PDP process.
- Implement and embed the third version of the SJC Job Evaluation Scheme (JES).
- Progress the Influential Leaders Programme and associated modules.
- Further explore opportunities to reduce use of overtime and agency staff.
- Participate in the national pilot of a system in relation to the booking of supply staff.
- Continue to assess future workforce resourcing issues in relation to office and depot rationalisation (including the schools estate).
- Ongoing exploration of opportunities for shared services (including commencement of the Roads Collaboration project).
- Ongoing progression of the Central Administration Service project.
- Promote pension scheme membership benefits to non-members (particularly part-time and low paid staff).
- Undertake an Equal Pay Audit and identify opportunities for improvement in relation to workforce equality and diversity.
- Progress improvement actions in relation to the Employee Survey.
- Continue to implement HR/Payroll transformation including manual processes, development of WMS, better integration with WMS, greater self-service.
- Continue to contribute to national developments, in particular but not restricted to workforce planning, equal pay, job evaluation, health and social care integration and wellbeing.

Appendix A

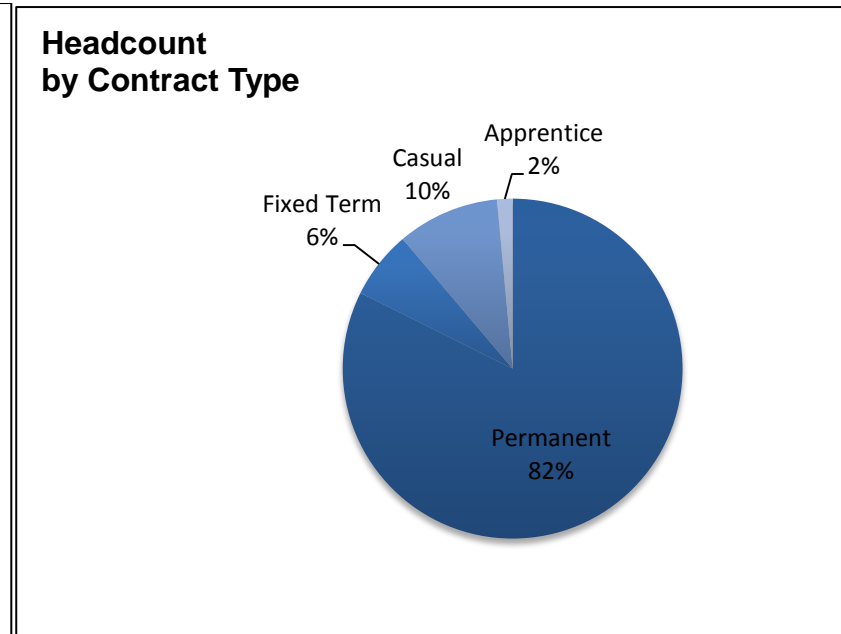
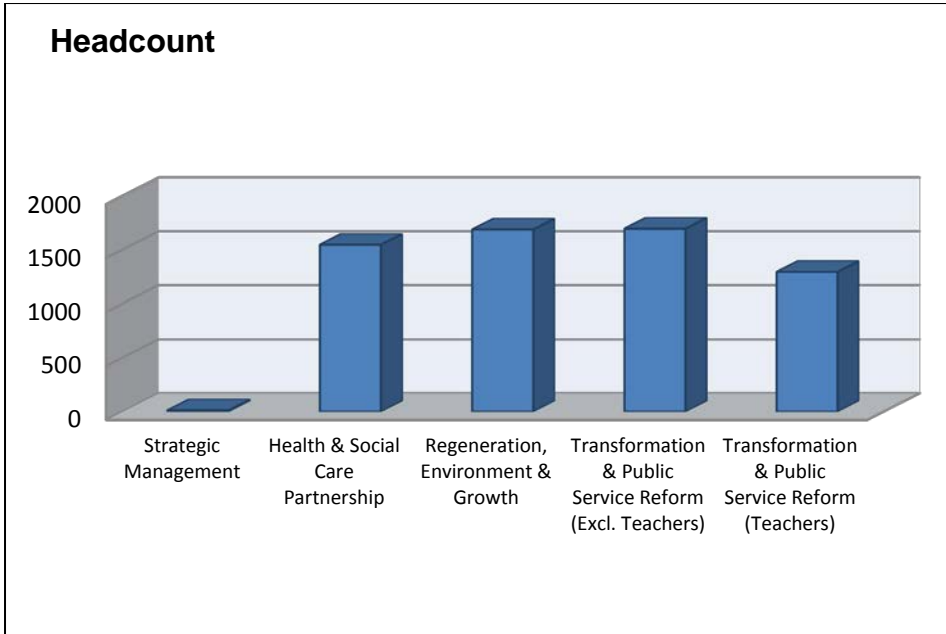
West Dunbartonshire Council Workforce Profile - 1 April 2016

With the exception of sickness absence information, the data listed below relates to the profile of the organisation's workforce as at 1st April 2016. Ordinarily, this section of the workforce plan would examine changes in the workforce profile as compared to the same date in the previous year. However, due to the organisational restructure which led to the creation of the new Strategic Lead areas, effective 1st April 2016, it is only possible this year to draw comparison at a Council-wide level. As such, the information contained in relation to the new Strategic Lead areas (and the levels below set out within each Strategic Lead area workforce plan) is presented by way of a baseline which will allow for comparison in future years.

Information relating to sickness absence, covering the full 205/16 period, is presented according to the earlier organisational structure in order to allow comparison. It will therefore be necessary to convert this data to align with the new Strategic Lead areas so as to allow drilled-down comparison next year.

1. Headcount

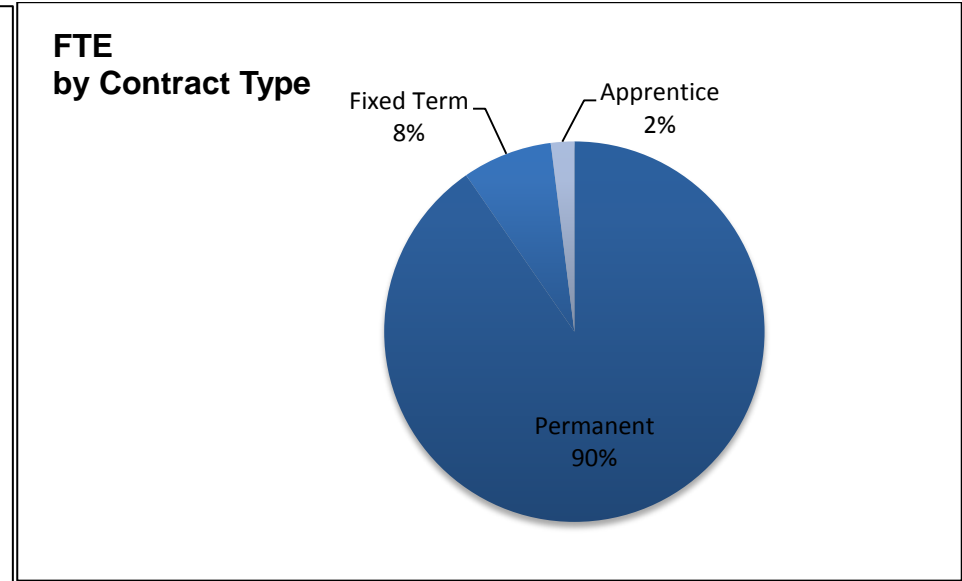
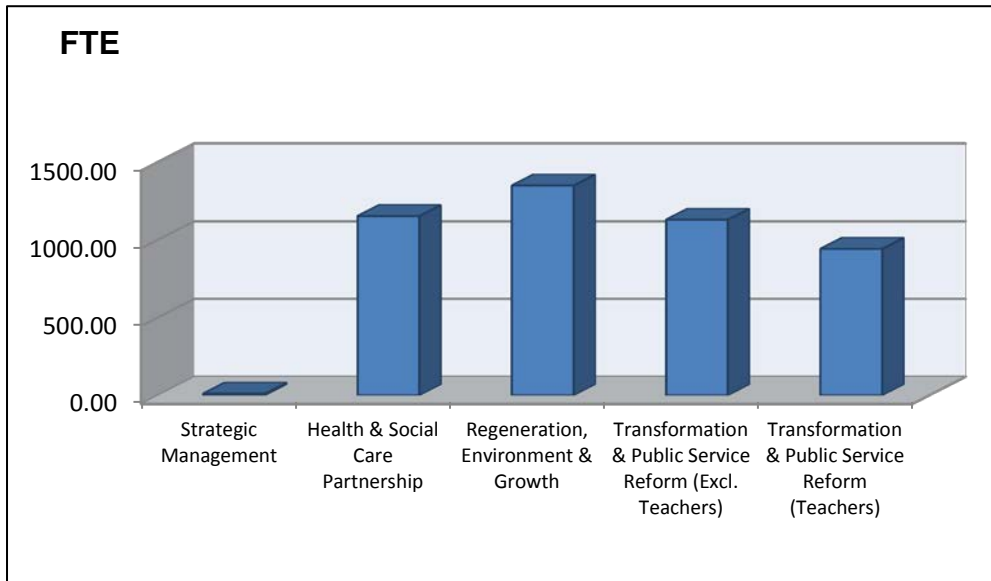
	Permanent	Fixed Term	Casual	Apprentice	Total
Strategic Management	12	0	0	0	12
Health & Social Care Partnership	1360	56	117	14	1547
Regeneration, Environment & Growth	1472	153	11	53	1689
Transformation & Public Service Reform (Excl. Teachers)	1405	71	196	25	1697
Local Government Employees Total	4249	280	324	92	4945
Transformation & Public Service Reform (Teachers)	888	123	283	0	1294
Council Wide Total	5137	403	607	92	6239



Compared to the position at 1st April 2015, the workforce composition (by headcount) remains broadly consistent in terms of the proportion of permanent and fixed-term employees, apprentices and casual workers (with only a 1% decrease in the proportion of total workforce who have a fixed term contract and a 1% increase in the proportion of the total who are apprentices). There has been a decrease of 64 people in overall headcount numbers compared to 1st April 2015 (excluding casual workers) – comprising 50 local government employees and 14 teachers. Please note that this information relates to staff in post, and not to workforce establishments. Therefore, such a decrease may relate to unfilled vacancies.

2. Full time equivalent

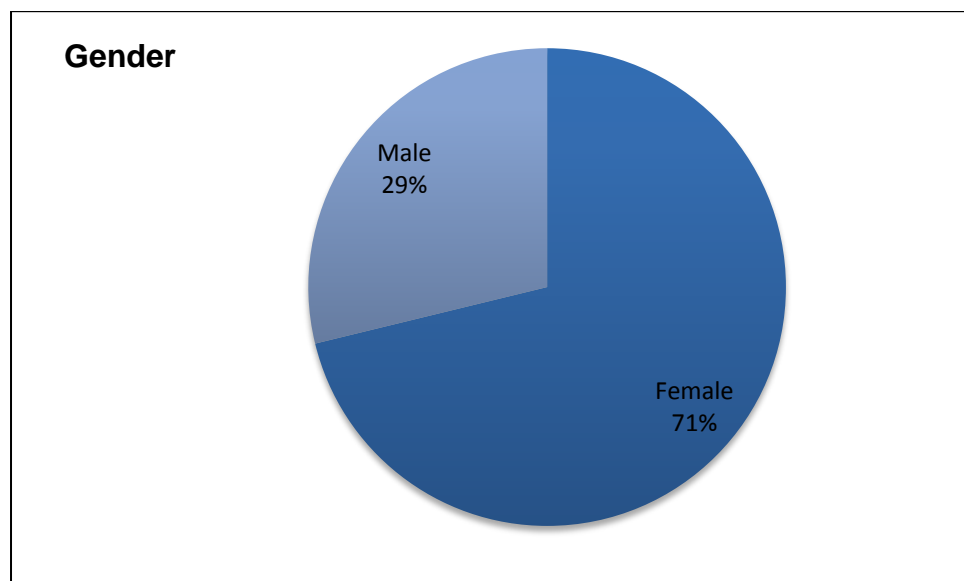
	Permanent	Fixed Term	Casual	Apprentice	Total
Strategic Management	12.00	0.00	0.00	0.00	12.00
Health & Social Care Partnership	1098.51	42.56	0.00	14.00	1155.07
Regeneration, Environment & Growth	1154.78	143.78	0.00	52.89	1351.45
Transformation & Public Service Reform (Excl. Teachers)	1055.58	51.36	0.00	24.50	1131.44
Local Government Employees Total	3320.86	237.71	0.00	91.39	3649.96
Transformation & Public Service Reform (Teachers)	830.21	113.71	0.00	0.00	943.93
Council Wide Total	4151.08	351.42	0.00	91.39	4593.89



Compared to the position at 1st April 2015 data, the workforce composition (by full time equivalent) is unchanged in terms of the proportion of permanent, fixed-term employees and apprentices (casual workers are not included within this data). There has been a decrease in overall FTE numbers by 32 compared to 1st April 2015 (excluding casual workers) – comprising 20 FTE amongst local government employees and 11 FTE amongst teachers.

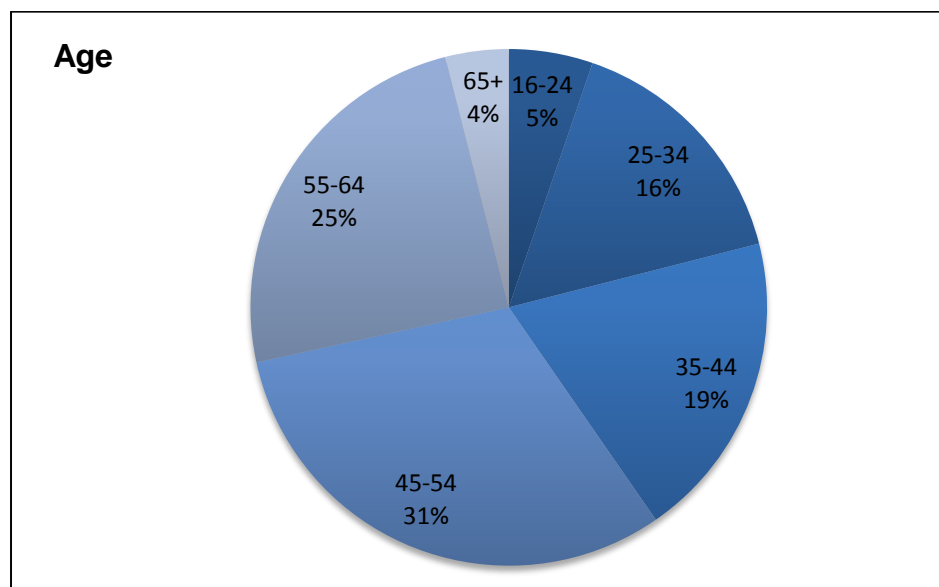
3. Demographics

Gender	Female	Male
Strategic Management	5	7
Health & Social Care Partnership	1303	244
Regeneration, Environment & Growth	745	944
Transformation & Public Service Reform (Excl. Teachers)	1400	297
Local Government Employees Total	3453	1492
Transformation & Public Service Reform (Teachers)	989	305
Council Wide Total	4442	1797



The overall gender balance for the Council as at 1st April 2016 is unchanged compared to 1st April 2015. In relation to local government employees, the gender balance has changed only slightly - 70:30 female-male split (compared to 69:31 at 1st April 2015). For teachers, the change is again slight – 76:24 female-male split (compared to 77:23).

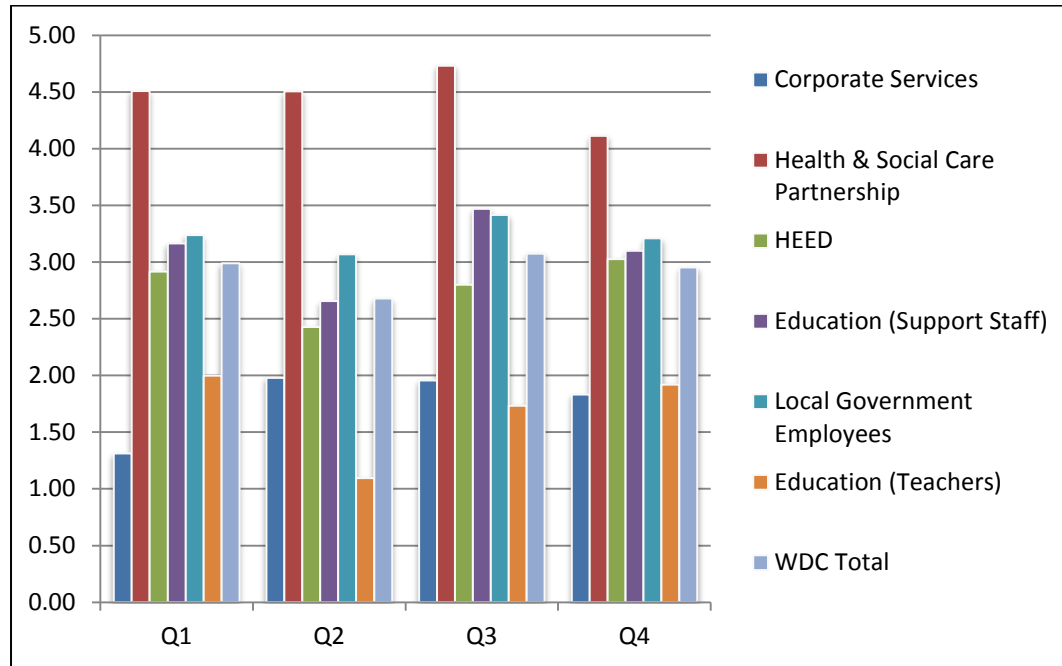
Age	16-24	25-34	35-44	45-54	55-64	65+
Strategic Management	0	0	2	7	3	0
Health & Social Care Partnership	66	209	266	512	437	57
Regeneration, Environment & Growth	94	192	290	571	471	71
Transformation & Public Service Reform (Excl. Teachers)	104	208	339	590	362	94
Local Government Employees Total	264	609	897	1680	1273	222
Transformation & Public Service Reform (Teachers)	64	375	309	268	253	25
Council Wide Total	328	984	1206	1948	1526	247



The composition of the workforce by age, again, remains broadly unchanged compared to 1st April 2015, with the only differences being a 1% decrease in the proportion of the workforce who are aged 35-44, and a 1% increase in the proportion who are aged 55-64. Whilst there is no longer a default retirement age, 29% of the current workforce are either already eligible to retire or will be eligible within the next 10 years.

4. Sickness Absence

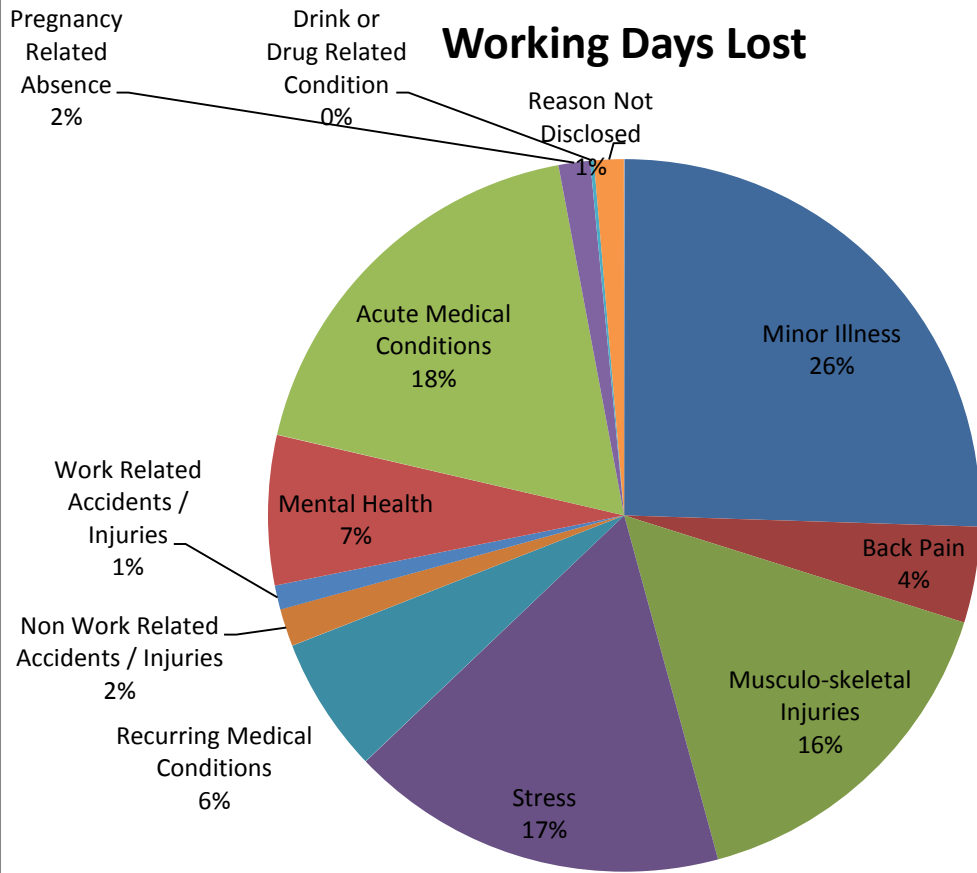
FTE Days Lost per FTE	Q1	Q2	Q3	Q4	Total FTE Days Lost by FTE Employees
Corporate Services	1.31	1.98	1.96	1.83	7.08
Health & Social Care Partnership	4.51	4.50	4.73	4.11	18.22
HEED	2.91	2.43	2.80	3.03	11.16
Education (Support Staff)	3.16	2.66	3.47	3.10	12.50
Local Government Employees	3.24	3.07	3.41	3.21	13.06
Education (Teachers)	2.00	1.09	1.73	1.92	6.78
WDC Total	2.99	2.68	3.07	2.95	11.81



Absence Reasons (by number of instances)

Sickness Absence - Reasons	AR1 - Minor Illness	AR2 - Back Pain	AR3 - Musculo-skeletal Injuries	AR4 - Stress Personal	AR5 - Recur Medical Condition	AR6 - Injury/Accident (Non Work)	AR7 - Injury/Accident (Work)	AR8 - Mental Health	AR9 - Acute Medical Conditions	AR10 - Pregnancy Related	AR11 - Drink/Drug Related	AR12 - Stress - Work Related	Reason Not Disclosed	Total Absence Instances
Strategic Management	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Health & Social Care Partnership	830	84	154	120	74	13	7	58	250	20	1	0	20	1631
Regeneration, Environment & Growth	972	65	181	117	39	15	10	20	102	9	1	1	10	1542
Transformation & Public Service Reform (Excl. Teachers)	1000	28	64	92	61	29	8	38	87	19	0	1	15	1442
Local Government Employees Total	2802	177	399	329	174	57	25	116	439	48	2	2	45	4615
Transformation & Public Service Reform (Teachers)	580	10	32	40	18	7	4	6	24	19	0	0	18	758
Council Wide Total	3382	187	431	369	192	64	29	122	463	67	2	2	63	5373

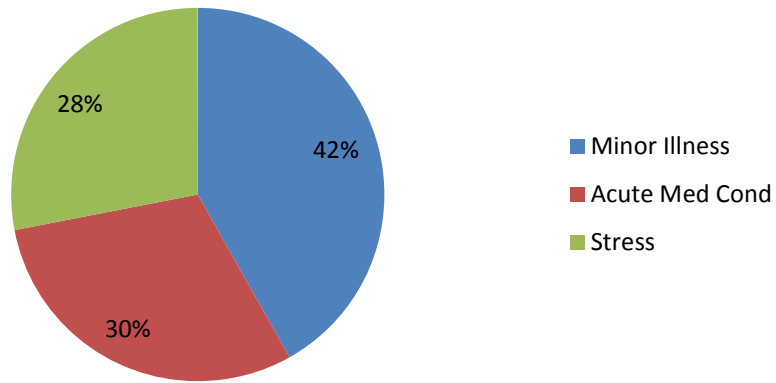
Working Days Lost



Top 3 Absence Reasons (by number of calendar days lost)

2015/16	1	2	3
Council Wide	Minor Illness (16921 days)	Acute Med Cond (12185 days)	Stress (11348 days)
Corp Svcs	Minor Illness (868 days)	Stress (788 days)	Acute Med Cond (599 days)
HSCP	Acute Med Cond (5061 days)	Minor Illness (4622 days)	Stress (4378 days)
HEED	Minor Illness (5613 days)	Musculo Skeletal (4161 days)	Acute Med Cond (3854 days)
Ed Support	Minor Illness (3552 days)	Acute Med Cond (2085 days)	Stress (1928.5 days)
Ed Teachers	Minor Illness (2265 days)	Stress (1475 days)	Musculo Skeletal (877 days)

Absence Reasons (Top 3)



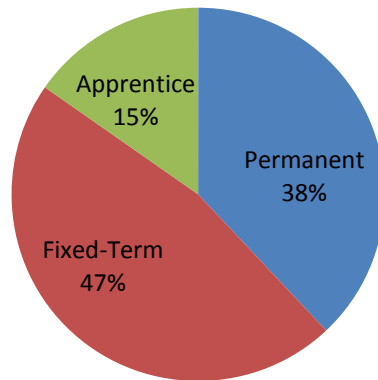
The number of days lost per FTE employee fell compared to the same period last year in overall terms (5.8% reduction) and, in the majority of cases, within the former department areas. The only exception relates to support staff within Education which saw an increase of just under 2 days per FTE employee (16.1% increase) compared to last year. As with last year, the highest number of days lost continues to be in the Health & Social Care Partnership.

Stress has this year overtaken musculoskeletal-related ill health as the third highest reason for absence (in terms of days lost). We are continuing our efforts to address the occurrence of absences being recorded without an identified reason being provided.

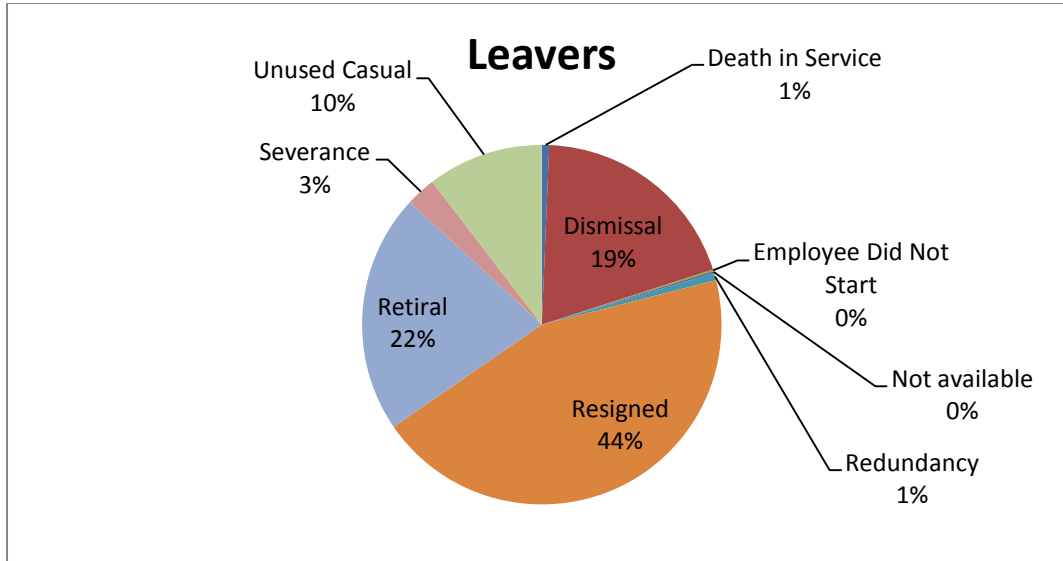
5. Staff Movement

New Start Employees	Permanent	Fixed Term	Casual	Apprentice
Strategic Management	0	0	0	0
Health & Social Care Partnership	60	32	40	12
Regeneration, Environment & Growth	25	35	6	24
Transformation & Public Service Reform (Excl. Teachers)	37	34	33	22
Local Government Employees Total	122	101	79	58
Transformation & Public Service Reform (Teachers)	22	76	52	0
Council Wide Total	144	177	131	58

New Starts



Leavers	Death in Service	Dismissal - Capability	Dismissal - End of Cont	Dismissal - Ill Health	Dismissal - Summary	Dismissal - With Notice	Employee Not Started	Not Available	Redundancy	Resignation	Retiral - Age	Retiral - Efficiency	Retiral - Ill Health	Retiral on Option (60+)	Severance - Efficiency	Unused Casual	Total
Strategic Management	0	0	0	0	0	0	0	0	0	0	0	2	0	0	0	0	2
Health & Social Care Partnership	3	5	9	0	2	1	0	0	0	68	17	6	16	4	5	9	145
Regeneration, Environment & Growth	0	7	21	7	7	2	0	0	3	82	10	5	7	1	4	13	169
Transformation & Public Service Reform (Excl. Teachers)	0	0	42	0	2	0	0	0	1	55	13	6	6	4	7	37	173
Local Government Employees Total	3	12	72	7	11	3	0	0	4	205	40	19	29	9	16	59	489
Transformation & Public Service Reform (Teachers)	1	3	9	0	0	0	1	1	0	63	22	7	1	3	0	4	115
Council Wide Total	4	15	81	7	11	3	1	1	4	268	62	26	30	12	16	63	604



Turnover – All Employees	Staff at 1 April 2015	Staff at 1 April 2016	Average	Leavers	Turnover %
Strategic Management	14	12	13	2	15.38%
Health & Social Care Partnership	1534	1547	1540.5	145	9.41%
Regeneration, Environment & Growth	1756	1689	1722.5	169	9.81%
Transformation & Public Service Reform (Excl. Teachers)	1728	1697	1712.5	173	10.10%
Local Government Employees Total	5032	4945	4988.5	489	9.80%
Transformation & Public Service Reform (Teachers)	1267	1294	1280.5	115	8.98%
Council Wide Total	6299	6239	6269	604	9.63%

The number of new employees (excluding casual workers) joining the Council in 2015/16 was 379 (compared to 380 in 2014/15). Whilst the proportion of that total being engaged as apprentices has remained fairly static (15% compared to 14% in 2014/15), there has been a reduction in the proportion engaged on permanent contracts (38% compared to 46% in 2014/15) and an increase in the proportion engaged on a fixed-term basis (47% compared to 40% in 2014/15).

The number of leavers in 2015/16 was 604 (compared to 524 in 2014/15). The breakdown of leavers by reason is broadly consistent with that in 2014/15,

Compared to 2014/15, turnover increased by 1.33% in 2015/16 for the Council as a whole. There was a slight reduction in turnover for teachers, which fell from 9.6% in 2014/15 to 8.98% in 2015/16.

6. Other Employee Information

Apprentices	Level 2	Level 3	Total
Strategic Management	0	0	0
Health & Social Care Partnership	10	4	14
Regeneration, Environment & Growth	9	44	53
Transformation & Public Service Reform (Excl. Teachers)	6	19	25
Local Government Employees Total	25	67	92
Transformation & Public Service Reform (Teachers)	0	0	0
Council Wide Total	25	67	92

There has been an increase of 8 apprentices, in total, compared to last year (1 less Level 2, but 9 more Level 3).

Maternity / Paternity Leave	Number	Maternity Leave	Paternity Leave	Shared Parental Leave	Total	% of employees
Strategic Management	0	0	0	0	0	0.00%
Health & Social Care Partnership	36	35	1	0	36	2.34%
Regeneration, Environment & Growth	27	20	7	0	27	1.57%
Transformation & Public Service Reform (Excl. Teachers)	50	39	11	0	50	2.92%
Local Government Employees Total	113	94	19	0	113	2.27%
Transformation & Public Service Reform (Teachers)	77	70	7	0	77	6.01%
Council Wide Total	190	164	26	0	190	3.03%

Last year, information for maternity/paternity leave was combined together and it was unclear as to whether this included utilisation of new Shared Parental Leave provisions. As such, trend analysis is not available, the information provided here serving as baseline for comparison in future years.

Appendix B

Summary of Key Priorities/Issues and Resource Implications by Strategic Lead Area

Details of priorities or issues which will happen and conclude during the current financial year and future years, together with their implications, are contained within individual Strategic Lead area Workforce Plans.

A summary of key issues that will impact on the Council's workforce are detailed below.

Transformation & Public Sector Reform

Resources

- Implement system improvements from Phase 1 of Purchase to Pay Project and Planning for phase 2.
- Implementing a range of system developments to improve accountancy systems and processes.
- Implementation of any changes relating to Welfare Reform.

People & Technology

- Continue to implement HR/Payroll transformation, including manual processes, development of workforce management system (WMS), better integration with WMS and greater self-service.
- Review the ICT structure and roles in line with changing department technology and service requirements.
- Service redesign of the HR function to maximise the delivery of strategic priorities.

Regulatory

- Regeneration.
- Service development and redesign - New office accommodation, Corporate Administration Support Service (CAS) review.
- Financial management to meet the 4% target of savings.
- Attendance management.
- Staff development.

Communications, Culture & Communities

- Seek opportunities for expanding the services available in our current facilities.
- Increase the capacity of the Council to provide transactional services through digital channels to residents on a 24/7 basis.

Education, Learning & Attainment

- Scottish Attainment Challenge.
- Ongoing review of all services and improvement.
- Review of Additional Support Needs and Early Years provision.
- Attendance management.
- Leadership development and recruitment.
- Schools Estate Programme.

Regeneration, Environment & Growth

Environment & Neighbourhood

- Implementation of the Council 10 year Capital Programme.
- Scope and review the potential to share service delivery at national, regional and local levels for Roads.
- Develop a range of savings options to achieve budget savings targets 2017/18.

Housing & Employability

- Redesign our approach to homelessness within the landscape of significantly reduced financial assistance.
- Review of Modern Apprenticeship programme to closer align to workforce planning.

Regeneration

- Implementation of the 10 year Capital Programme, including new Council offices and depot.
- Secure ownership of Exxon site and develop outline business case.
- Modernisation/commercialisation of Housing Maintenance and Repairs.
- Development of a 3 year Maintenance and Repair plan to ensure Council operational buildings are maintained.

Health & Social Care Partnership

The Health & Social Care Partnership has in place an integrated Workforce and OD Strategy, for the period 2015-18, which covers the totality of its workforce. This Strategy delivers key actions in support of the overall Strategic Plan for the Partnership. A support plan was developed as part of the Workforce and OD Strategy, which covers the period 2015/16. This describes the key workforce and OD activities that will be undertaken across and within service areas which are of particular relevance to the delivery of the Strategic Plan. An update on the 2015/16 support plan, along with refreshed actions for 2016/17, will be presented to the Partnership's Audit and Performance Committee in September 2016 and thereafter to the Partnership Board.

The priority areas for 16/17 are currently under discussion, but some of the areas which are anticipated to be carried forward into 16/17 are as follows:

- Ensure PDPs are in place across the workforce.
- Update the Staff Governance and Practice Framework.
- Implement the Partnership Absence Action Plan.
- Ensure that workforce changes are progressed in accordance with HR Policies (e.g. Care Home Redesign).
- Monitor and support registration of staff.

WEST DUNBARTONSHIRE COUNCIL

Report by Strategic Lead – People and Technology

Corporate Services Committee: 10 August 2016

Subject: Working Well Together - Attendance Management: Quarter 1**1. Purpose**

- 1.1 The purpose of this report is to advise Committee on attendance levels across the Council for quarter 1 (April-June 2016). The report provides a breakdown of absence performance by Strategic Lead area.

2. Recommendations

- 2.1 It is recommended that the Committee note the content of the report and the attendance results for Q1 2016/17, namely a significant decrease of 1799 days lost (21.3%) compared to the same period last year.
- 2.2 The Committee should also note that a revised methodology for calculating absence has been adopted consistent with national guidance and to more accurately reflect the workforce demographics.

3. Background

- 3.1 Improving attendance at work is a key strategic priority for the Council requiring commitment from elected members, Strategic Leadership Group, Trades Unions, individual managers and employees.
- 3.2 The Council has made a commitment to improving attendance levels by setting ambitious targets of reducing days lost for Local Government Employees to 7 FTE days lost per employee by 2017, and 5 FTE days lost for Teachers. Local, more meaningful targets, are being considered for each of the Strategic Lead areas, to reflect historical performance in different occupational groups.

4. Main IssuesQuarter 1 Performance

- 4.1 Appendix 1 shows quarter 1 absence data for Strategic Lead areas. Absence was reported as 2.35 FTE days lost per employee representing a 21.3% improvement on quarter 1 last year. Chart 1 below shows the monthly trend for the last 12 months (July 2015 – June 2016) and compares with the same period last year. The results show that there has been a consistent improvement in the last 12 months with June 2016 reporting the best result with 0.74 FTE days lost per employee.

Chart 1 – Absence Trend – Rolling Year

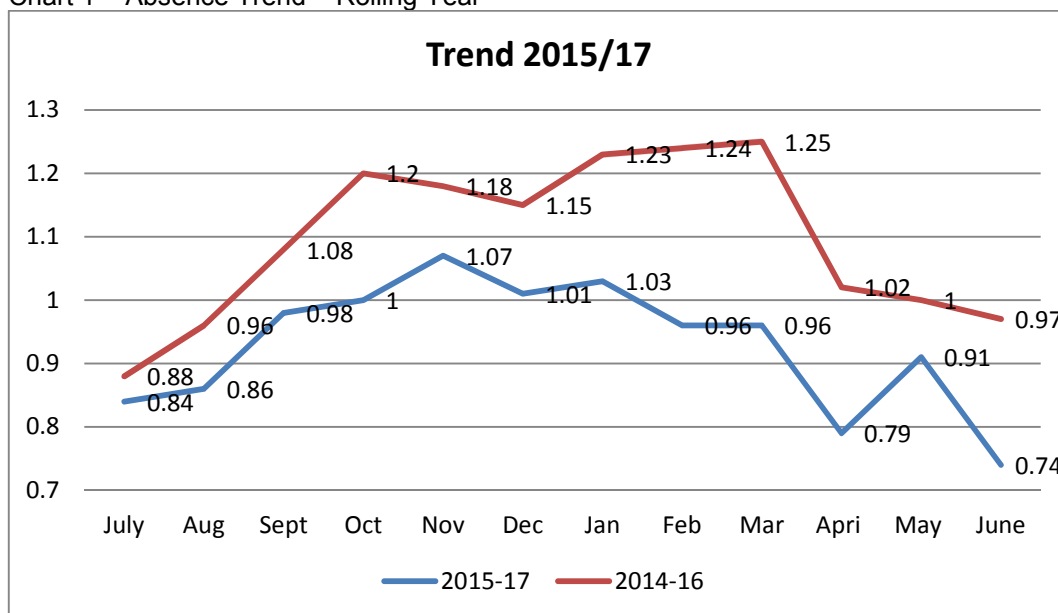


Table 1 shows the service breakdown across the Council. The results highlighted are those strategic lead areas whose absence was above the Council average of 2.35 FTE days lost per employee.

Table1 – Strategic Breakdown Quarter 1

Strategic Lead Area Quarter 1	No of FTE e/ees	Days Lost FTE* Q1 (2016/17)
Council Wide	4,457.04	2.35
Child Healthcare & Criminal Justice	231.19	3.76
Community Health & Care	734.57	3.97
Mental Health, Addiction & Learning Disabilities	142.73	1.45
Strategy, Planning & Health Improvement	28.66	0.73
Environment & Neighbourhood	680.15	2.53
Housing & Employability	246.25	1.59
Regeneration	418.28	2.49
Communications, Culture & Communities	160.18	0.78
Education – Support	537.55	2.43
People & Technology	127.41	1.30
Regulatory	177.29	1.92
Resources	537.56	2.43
Education - Teachers	854.04	1.28

*Total number of FTE days lost divided by the number of FTE employees

Absence Duration

4.2 Table 2 shows the duration breakdown for quarter 1 and compares to the same period last year. Long term absence has reduced overall and we are now seeing a more balanced picture, with long term absence accounting for 51% of days lost. This is consistent with the significant reduction in days lost due to Acute Medical Conditions, Recurring Medical Conditions and Stress,

which tend to be long term in nature.

Table 2 –Absence Duration – Council Wide

Quarter 1	2016/17	2015/16
Short Term (under 20 days)	48.85%	44.06%
Long Term (over 20 days)	51.15%	55.94%

Absence Reasons

- 4.3 Table 3 shows the reasons for absence recorded in quarter 1 this year and last year. Minor Illness continues to account for most days lost in the quarter, although the actual days lost fell by 1517 working days. Days lost to Acute Medical Conditions and Stress also fell significantly. This quarter we now report on Personal Stress and Work related Stress. The results show that the vast majority of days lost due to stress are for personal reasons.

Table 3 – Reasons analysis

Q1	2016/17			2015/16		
AR Code	Reason	Work Days lost	% of days lost	Reason	Work Days lost	% of days lost
1	Minor Illness	3,072.0	22.99%	Minor Illness	4,589.0	25.69%
2	Back Pain	582.5	4.36%	Back Pain	792.0	4.43%
3	Musculo-skeletal Injuries	2,506.5	18.75%	Musculo-skeletal Injuries	3,170.5	17.75%
4	Stress	1,888.0	14.13%	Stress	3,373.5	18.88%
5	Recurring Medical Conditions	895.0	6.70%	Recurring Medical Conditions	797.5	4.46%
6	Non Work Related Accidents / Injuries	284.5	2.13%	Non Work Related Accidents / Injuries	254.0	1.42%
7	Work Related Accidents / Injuries	134.0	1.00%	Work Related Accidents / Injuries	86.0	0.48%
8	Mental Health	642.5	4.81%	Mental Health	863.5	4.83%
9	Acute Medical Conditions	2,741.5	20.51%	Acute Medical Conditions	3,495.5	19.57%
10	Pregnancy Related Absence	187.0	1.40%	Pregnancy Related Absence	287.0	1.61%
11	Drink or Drug Related Condition	0.0	0.00%	Drink or Drug Related Condition	0.0	0.00%
12	Stress - Work Related	254.5	1.90%	n/a		
13	Reason Not Disclosed	177.0	1.32%	Reason Not Disclosed	155.0	0.87%

Attendance Working Group

4.8 The Attendance Working Group last met on 29 June 2016. Actions being progressed are:

- Review of the scope of the Attendance Working Group to refocus upon wellbeing and refresh of stakeholders to better align Healthy Working Lives activity
- Improved communication of absence messages via the Council's Intranet.
- Employee led disclosure of their disability
- Identification of key themes including Mental Health Awareness
- Desk Yoga – breaking the 'Desk All Day' culture
- Bereavement Leave Schemeroll out
- Manager Masterclasses – How to manage and support employees with a disability (final classes)
- Manager Masterclasses – developing next quarterly topic
- Promotion of MacMillan Cancer Support in main Council Libraries and exploration of employee activity in same theme

Actions identified in each service Absence Action Plan are continuing and progress will be reported periodically to the Attendance Working Group. The action plans will be reported to each Strategic Lead alongside routine attendance management and monitoring statistics.

5. People Implications

5.1 Absence impacts not only those who are absent from work due to illness or injury but also those remaining at work. The absence levels experienced within our services leads to significant additional burdens on our attending workforce. Striving to reduce absence through the appropriate support to those with health issues as well as ensuring that we provide the right assistance to those at work is fundamental to the successful achievement of our annual target.

6. Financial Implications

6.1 Significant absence levels impact on the Council in terms of cost, service delivery and motivation. In quarter 1, the Council lost a total of 11496 FTE working days of productivity to sickness absence which is a significant decrease of 21.3% compared to quarter 1 last year. Based upon the nominal daily cost of a day's absence (£118.00), it is estimated that the cost of absence for the quarter was approximately £1.35m. This figure does not take into account the indirect costs of absence such as overtime, loss of productivity, reduced team performance.

7. Risk Analysis

7.1 Compared with quarter 1 last year, there continues to be a significant improvement in absence performance, however, there is still a risk that if the focus and attention by all stakeholders is not maintained, absence rates could rise making it difficult to achieve the Council's target of 7 FTE days for 2016/17. This would contribute adversely to the Council's overall performance.

8. Equalities Impact Assessment (EIA)

8.1 An Equalities Impact Assessment Screening has been undertaken and noted that a high level of employees on long term sickness absence will be covered by the Equality Act 2010. Measures to mitigate impact include reasonable adjustments, introduction of Tailored Adjustment Agreements, Disability Leave, Carers' Leave and the provision of Occupational Health advice.

9. Consultation

9.1 Consultation is on-going with Trade unions through the Attendance Working Group, ELG, JCF and JCCs to identify and address attendance issues.

10. Strategic Assessment

10.1 Effective attendance management will support the Council's aim to make best use of both financial and human resources resulting in a positive impact upon service provision.

Vicki Rogers
Strategic Lead, People and Technology
Date: 14 July 2016

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Appendices: Appendix 1 – Quarter 1- Council Absence

Background Papers: None

Wards Affected: None

Appendix 1 - WDC Absence Statistics

Strategic Area: Council Wide
Period: Quarter 1 2016-17



TABLE 1 - Headline Figure	Quarter 1 2016-17	2.35	Quarter 1 2015-16	2.99	Year on Year +/-	-21.3%
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TABLE 2 - Days Lost per Employee

Strategic Area	FTE Employees	Intermittent (1-3 days)		Short Term (4-5 days)		Medium Term (6 days - 4 weeks)		Long Term (over 4 weeks)		Total Working Days Lost	Total FTE Days Lost	Total FTE Days Lost by FTE Employees
		Working Days Lost	% of Total Days Lost	Working Days Lost	% of Total Days Lost	Working Days Lost	% of Total Days Lost	Working Days Lost	% of Total Days Lost			
Child Healthcare & Criminal Justice	231.19	61	6.79%	39	4.34%	303	33.74%	495	55.12%	898	870.22	3.76
Community Health & Care	734.57	185.0	4.96%	138.5	3.71%	1,320.0	35.36%	2,090	55.98%	3,733.5	2,915.50	3.97
Mental Health, Addiction & Learning Disabilities	142.73	42	6.58%	21	3.29%	248	38.76%	328	51.37%	639	206.33	1.45
Strategy, Planning & Health Improvement	28.66	5	11.69%	15	38.96%	19	49.35%	0	0.00%	39	21.06	0.73
Health & Social Care Partnership	1137.15	292.5	5.51%	213.5	4.02%	1,889.5	35.59%	2,913	54.87%	5,308.5	4,013.11	3.53
Environment & Neighbourhood	680.15	183	7.12%	181	7.04%	760	29.54%	1,448	56.31%	2,572	1,717.50	2.53
Housing & Employability	246.25	47	10.49%	45	10.04%	146	32.59%	210	46.88%	448	392.00	1.59
Regeneration	418.28	54	4.93%	88	8.11%	325.5	30.00%	618	56.96%	1,085.0	1,040.20	2.49
Regeneration, Environment & Growth	1344.68	284	6.91%	314	7.65%	1,231.0	29.99%	2,276	55.45%	4,104.5	3,149.70	2.34
Communications, Culture & Communities	160.18	18	10.78%	9	5.39%	122	73.05%	18	10.78%	167	124.34	0.78
Education Learning & Attainment - Support Staff	537.55	203.0	10.27%	100	5.06%	779	39.38%	896	45.30%	1,977.0	1,306.51	2.43
Education Learning & Attainment - Teachers	854.04	167	13.55%	52.0	4.23%	425	34.58%	586	47.64%	1,229.0	1,090.50	1.28
People & Technology	127.41	17	9.19%	15	8.11%	111	60.00%	42	22.70%	185	165.19	1.30
Regulatory	177.29	13	3.51%	21	5.68%	126	34.05%	210	56.76%	370	340.15	1.92
Resources	537.56	203	10.27%	100	5.06%	779	39.38%	896	45.30%	1,977	1,306.50	2.43
Transformation & Public Service Reform	2,394.03	620.5	10.51%	297.0	5.03%	2,341	39.64%	2,647	44.82%	5,905	4,333.19	1.81
Strategic Management	12.00	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00	0.00
COUNCIL-WIDE TOTAL	4,887.86	1,197	7.81%	825	5.38%	5,462	35.65%	7,836	51.15%	15,318	11,496.00	2.35

TABLE 3 - Breakdown of Days Lost by Duration Category

Duration	Working Days Lost	Percentage of Lost Days
Intermittent (1-3 days)	1,196.5	7.81%
Short Term (4-5 days)	824.5	5.38%
Medium Term (6 days-4 weeks)	5,461.5	35.65%
Long Term (over 4 weeks)	7,835.5	51.15%
TOTAL	15,318.0	100%

TABLE 4 - Absence Reasons

Strategic Area	FTE Employees	Minor Illness	Back Pain	Musculo-skeletal Injuries	Stress	Recurring Medical Conditions	Non Work Related Accident / Injuries	Work Related Accidents / Injuries	Mental Health	Acute Medical Conditions	Pregnancy Related Absence	Drink or Drug Related Condition	Stress - Work Related	Reason Not Disclosed	Total Working Days Lost	FTE Days Lost	Total FTE Days Lost by FTE Employee
Child Healthcare & Criminal Justice	231.19	184	55	76	64	19	50	0	96	305	7	0	32	10	898	870.22	3.76
Community Health & Care	734.57	485	245	849	579	278	153	61	351	574.5	95	0	53	10	3,733.5	2,915.50	3.97
Mental Health, Addiction & Learning Disabilities	142.73	122	3	133	133	62	5	0	22	62	6	0	58	33	639	206.33	1.45
Strategy, Planning & Health Improvement	28.66	37	0	0	0	0	0	0	0	0	0	0	0	2	39	21.06	0.73
Health & Social Care Partnership	1,137.15	828	303	1,058	776	359	208	61	469	941.5	108	0	143	55	5,308.5	4,013.11	3.53
Environment & Neighbourhood	680.15	752	94	725	345	26	9	63	11	512	0	0	12	24	2,572	1,717.50	2.53
Housing & Employability	246.25	126	9	103	64	1	0	0	1	111	0	0	33	0	448	392.00	1.59
Regeneration	418.28	182	77	283	126	127.0	14	6	0	246	12	0	13	0	1,085.0	1,040.20	2.49
Regeneration, Environment & Growth	1,344.68	1,059	180	1,111	535	154.0	23	69	12	869	12	0	58	24	4,104.5	3,149.70	2.34
Communications, Culture & Communities	160.18	40	0	0	33	39	0	0	0	39	2	0	14	0	167	124.34	0.78
Education Learning & Attainment - Support Staff	537.55	13.0	0	0	0	0	0	0	11	0	0	0	0	0	24.0	1,306.51	2.43
Education Learning & Attainment - Teachers	854.04	391.0	27	115	241	26	0	4	59	299	58	0	0	9	1,229.0	1,090.50	1.28
People & Technology	127.41	26	0	44	31	0	22	0	0	62	0	0	0	0	185	165.19	1.30
Regulatory	177.29	95	37	2	13	16	15	0	60	130	0	0	2	0	370	340.15	1.92
Resources	537.56	621	36	177	259	301	17	0	32	401	7	0	38	89	1,977	1,306.50	2.43
Transformation & Public Service Reform	2,394.03	1,186	100	338	577	382	54	4	162	931	67	0	54	98	3,952	4,333.19	1.81
Strategic Management	12.00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0.00
COUNCIL-WIDE TOTAL	4,887.86	3,072	583	2,507	1,888	895.0	285	134	643	2,741.5	187	0	255	177	13,365	11,496.00	2.35

TABLE 5 - Days Lost by Absence Category

Absence Reason	Working Days Lost	Percentage of Lost Days
Minor Illness	3,072	22.99%
Back Pain	583	4.36%
Musculo-skeletal Injuries	2,507	18.75%
Stress	1,888	14.13%
Recurring Medical Conditions	895.0	6.70%
Non Work Related Accidents / Injuries	285	2.13%
Work Related Accidents / Injuries	134	1.00%
Mental Health	643	4.81%
Acute Medical Conditions	2,741.5	20.51%
Pregnancy Related Absence	187	1.40%
Drink or Drug Related Condition	0	0.00%
Stress - Work Related	255	1.90%
Reason Not Disclosed	177	1.32%
TOTAL	13,365	100%

Reports are compiled as per COSLA Methodology. Fixed-term employees with less than one year's service are excluded from this report. Full Time Equivalent figures are based upon the average FTE for the reported period. Consequently, data might not be identical to locally-held information.