

Agenda



Corporate Services Committee

Date: Wednesday, 23 February 2022

Time: 10:00

Format: Hybrid Meeting

Contact: Ashley MacIntyre, Committee Officer
ashley.macintyre@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.

The Convener has directed that the powers contained in Section 43 of the Local Government in Scotland Act 2003 will be used and Members will have the option to attend the meeting remotely or in person at the Civic Space, Church Street, Dumbarton.

Yours faithfully

JOYCE WHITE

Chief Executive

Distribution:-

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

Chief Executive
Chief Officers

Date of issue: 10 February 2022

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*<http://www.west-dunbarton.gov.uk/privacy/privacy-notice/>

CORPORATE SERVICES COMMITTEE

WEDNESDAY, 23 FEBRUARY 2022

AGENDA

1 STATEMENT BY CHAIR

2 APOLOGIES

3 DECLARATIONS OF INTEREST

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

4 RECORDING OF VOTES

The Committee is asked to agree that all votes taken during the meeting be done by roll call vote to ensure an accurate record.

5 MINUTES OF PREVIOUS MEETING 5 - 10

Submit for approval as a correct record, the Minutes of Meeting of the Corporate Services Committee held on 24 November 2021.

**6 MINUTES OF JOINT CONSULTATIVE FORUM – 11 - 13
2 DECEMBER 2021**

Submit for information and where necessary ratification, the Minutes of Meeting of the Joint Consultative Forum held on 2 December 2021.

7 OPEN FORUM

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

**8 CORPORATE SERVICES BUDGETARY CONTROL To Follow
REPORT TO 31 JANUARY 2022 (PERIOD 10)**

Submit report by the Chief Officer – Resources advising on the performance of the Corporate Services budget for the period to 31 January 2022.

9 WRITE OFF OF MISCELLANEOUS INCOME DEBTOR ACCOUNTS QUARTER 3 2021/22 15 - 17

Submit report by the Chief Officer – Resources seeking approval for the write off of debts in respect of miscellaneous income debtor accounts, which have been deemed as irrecoverable during Quarter 3 2021/22, arising from various years and reasons as detailed in the appendix.

10 WRITE OFF OF NATIONAL NON DOMESTIC RATES 2021/22 19 - 27

Submit report by the Chief Officer – Resources recommending for approval the write-off of debts in respect of National Non-Domestic Rates (NNDR), which have been deemed as irrecoverable during the financial year 2021/2022.

11 BLOCK BUILDINGS INSURANCE 29 - 33

Submit report by the Chief Officer – Resources providing an update on the position following the options appraisal regarding the ‘Right to Buy’ Block Buildings Insurance Scheme, in particular whether to continue with the Scheme as per the status quo or whether to abolish the status quo and set a new standard of cover required for owners and to permit owners to arrange their own cover which meets this standard.

12 PEOPLE AND TECHNOLOGY SPEND 2022-23 35 - 46

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

13 STRATEGIC RISKS 2017-22 47 - 96

Submit report by the Chief Officer – People and Technology providing an update on the strategic risks for 2017-22.

14 WEST DUNBARTONSHIRE LEISURE TRUST BUSINESS PLAN 2022/23 97 - 113

Submit report by the Chief Officer – Citizen, Culture and Facilities providing an update on the West Dunbartonshire Leisure Trust Business Plan for 2022/23.

CORPORATE SERVICES COMMITTEE

At a Hybrid Meeting of the Corporate Services Committee held in the Civic Space, 16 Church Street, Dumbarton, on Wednesday, 24 November 2021 at 10.00 a.m.

Present: Councillors Jim Brown, Karen Conaghan, Jim Finn, Ian Dickson, Diane Docherty, Daniel Lennie, David McBride, Jonathan McColl, Iain McLaren, John Mooney and Martin Rooney.

Attending: Angela Wilson, Chief Officer – Supply, Distribution and Property; Malcolm Bennie, Chief Officer – Citizen, Culture and Facilities; Victoria Rogers, Chief Officer – People and Technology; Stephen West, Chief Officer – Resources; Alan Douglas, Legal Manager; Pamela Clifford, Planning, Building Standards and Environmental Health Manager; John Anderson, General Manager - West Dunbartonshire Leisure Trust; Alison McBride, Strategic People and Change Manager; Arun Menon, Business Support Manager; Annabel Travers, Procurement Manager; Karen Shannon, Section Head – Finance, Administration & Control; Adrian Gray, Finance Business Partner; Ryan Chalmers, Section Head – Revenues and Benefits; Nigel Ettles, Section Head – Litigation (Legal Officer); and Ashley MacIntyre, Committee Officer.

Apology: An apology for absence was intimated on behalf of Councillor Lawrence O'Neill.

Councillor Ian Dickson in the Chair

STATEMENT BY CHAIR – AUDIO STREAMING

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

DECLARATIONS OF INTEREST

Councillors Jim Finn and David McBride declared an interest in Item 17, 'Annual Performance of West Dunbartonshire Leisure Trust for Year to 31 March 2021' and Item 18, 'Agreements with West Dunbartonshire Leisure Trust' and advised they would leave the meeting during consideration of those items.

RECORDING OF VOTES

The Committee agreed that all votes taken during the meeting be done by roll call vote to ensure an accurate record.

MINUTES OF PREVIOUS MEETING

The Minutes of Meeting of the Corporate Services Committee held on 8 September 2021 were submitted and approved as a correct record.

MINUTES OF JOINT CONSULTATIVE FORUM – 16 SEPTEMBER 2021

The Minutes of Meeting of the Joint Consultative Forum held on 16 September 2021 were submitted and all decisions contained therein were approved.

OPEN FORUM

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

REGULATORY AND REGENERATION DELIVERY PLAN 2021/22 - MID-YEAR PROGRESS

A report was submitted by the Chief Officer – Regulatory and Regeneration setting out the mid-year progress of the 2021/22 Delivery Plan.

After discussion and having heard from the Legal Manager and the Planning, Building Standards and Environmental Health Manager in further explanation of the report and in answer to Members' questions, the Committee agreed to note the contents of the report and the progress achieved at mid-year.

CITIZENS, CULTURE AND FACILITIES DELIVERY PLAN 2021/22 – MID-YEAR PROGRESS

A report was submitted by the Chief Officer – Citizen, Culture and Facilities setting out the mid-year progress of the Citizen, Culture and Facilities Delivery Plan 2021/22, these are: Performance and Strategy, Libraries, Citizen Services and Facilities.

After discussion and having heard from the Chief Officer – Citizen, Culture and Facilities in further explanation of the report and in answer to Members' questions, the Committee agreed:-

- (1) to note the contents of the report and the progress achieved at mid-year; and

- (2) to note that the Delivery Plan will also be submitted to the next meeting of the Cultural Committee to enable scrutiny of the Town Hall, Arts and Heritage and Communications.

PEOPLE AND TECHNOLOGY DELIVERY PLAN 2021/22 – MID-YEAR PROGRESS

A report was submitted by the Chief Officer – People and Technology setting out the progress to date in delivery of the actions and performance indicators detailed within the People and Technology Delivery Plan 2021/22.

After discussion and having heard from the Chief Officer – People and Technology in further explanation of the report and in answer to Members' questions, the Committee agreed to note the contents of this report and the progress achieved at mid-year.

RESOURCES DELIVERY PLAN 2021/22 – MID-YEAR PROGRESS

A report was submitted by the Chief Officer – Resources setting out the mid-year progress of the 2021/22 Delivery Plan.

After discussion and having heard from the Chief Officer – Resources in further explanation of the report and in answer to Members' questions, the Committee agreed to note the contents of the report and the progress achieved at mid-year.

CORPORATE PROCUREMENT ACTIONS – SUPPLY, DISTRIBUTION AND PROPERTY DELIVERY PLAN 2021/22 – MID-YEAR PROGRESS

A report was submitted by the Chief Officer – Supply, Distribution and Property setting out the mid-year progress of Corporate Procurement actions within the Supply, Distribution and Property Delivery Plan 2021/22.

After discussion and having heard from the Chief Officer – Supply, Distribution and Property in further explanation of the report and in answer to a Member's questions, the Committee agreed to note the contents of the report and the progress achieved at mid-year.

CORPORATE SERVICES BUDGETARY CONTROL REPORT TO 30 SEPTEMBER 2021 (PERIOD 6)

A report was submitted by the Chief Officer – Resources advising on the performance of the Corporate Services budget for the period to 30 September 2021.

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

- (1) to note that the revenue account currently showed a projected annual favourable variance of £0.182m (0.57% of the total budget) which included an adverse variance related to the potential impact of Covid-19 of £0.150m resulting in an underlying favourable variance of £0.332m (1.04% of the total budget);
- (2) to note that the capital account was showing a projected in-year underspend of £1.977m (35.2% of in-year budget) due to three projects showing projected underspends, and that the project life projection was currently showing a projected on budget spend; and
- (3) to note the progress on efficiencies incorporated into budgets for 2021/22.

HOME CONTENT INSURANCE FOR COUNCIL TENANTS AND PRIVATE OWNED EX-COUNCIL PROPERTIES

A report was submitted by the Chief Officer – Resources providing an update on the Home Contents Insurance scheme available to council tenants and owners of former council houses and providing options for the future of the scheme.

After discussion and having heard from the Section Head – Revenues and Benefits in further explanation of the report and in answer to Members' questions, and following a short recess, the Committee agreed to note the report, agreeing Option 1 – tender policy on current terms i.e. officers continue to administer the scheme.

BLOCK BUILDINGS INSURANCE

A report was submitted by the Chief Officer – Resources seeking approval to tender the Block Building Insurance Policy which is administered by West Dunbartonshire Council.

After discussion and having heard from the Section Head – Finance, Administration & Control in further explanation of the report and in answer to a Member's questions, the Committee agreed: -

- (1) to approve the tendering of the Block Building Insurance Policy with a new contract to come into effect from 1 April 2022 for an initial contract period of three years with an option to extend by up to a further two 12 month periods;
- (2) that as part of the tender process the Chief Officer – Resources has the authority to vary the scheme's terms as may be required in terms of excess levels and/or insurance coverage, as noted in the report;

- (3) to note that a report will be brought to a future meeting of the Tendering Committee seeking approval for the Chief Officer – Regulatory and Regeneration to conclude the award of a new contract, if the value is £50,000 or more, following evaluation of tender submissions received, and should the Corporate Services committee or Full Council (timing dependent) agree to proceed to award a contract; and
- (4) to note that scheme members will be provided with details on the outcome of the tender exercise on completion of this process.

QUEEN'S PLATINUM JUBILEE 2022

A report was submitted by the Chief Officer – People and Technology providing an update on the on the options considered in respect of the Queen's Platinum Jubilee.

After discussion and having heard from the Chief Officer – People and Technology in further explanation of the report and in answer to a Member's questions, the Committee agreed:-

- (1) to approve the preferred approach to the celebration of the Jubilee, namely that relevant Local Government employees be invited to request a day of leave from their entitlement for Thursday, 2 June should they wish to mark the occasion and Friday, 3 June 2022 would be a day of closure with normal pay for the day applied; and
- (2) to note that this approach was one agreed for the workforce and that relevant establishments would therefore be closed on Friday, 3 June only.

DECLARATIONS OF INTEREST

Having earlier declared interests in the remaining items of business on the agenda, Councillors Finn and McBride left the meeting at this point.

ANNUAL PERFORMANCE OF WEST DUNBARTONSHIRE LEISURE TRUST FOR YEAR TO 31 MARCH 2021

A report was submitted by the Chief Officer – Citizen, Culture and Facilities presenting the annual performance of West Dunbartonshire Leisure Trust during the period 1 April 2020 to 31 March 2021.

After discussion and having heard from the Chief Officer – Citizens, Culture and Facilities and General Manager – West Dunbartonshire Leisure Trust in further explanation of the report and in answer to Members' questions, the Committee agreed:-

- (1) to note the contents of the report; and

- (2) to commend West Dunbartonshire Leisure Trust for their invaluable support in facilitating a number of Covid-19 Vaccination and testing centres across the authority during the year as outlined in paragraph 4.3 of the report.

AGREEMENTS WITH WEST DUNBARTONSHIRE LEISURE TRUST 2022-2027

A report was submitted by the Chief Officer – Citizen, Culture and Facilities proposing the extension of the Council's existing partnership with West Dunbartonshire Leisure Trust for the delivery of leisure services for a five-year period.

After discussion and having heard from the Chief Officer – Citizens, Culture and Facilities and General Manager – West Dunbartonshire Leisure Trust in further explanation of the report and in answer to Members' questions, the Committee agreed:-

- (1) to note the contents of the report; and
- (2) to agree that officers can conclude the extension of the Services Agreement, Support Services Agreement, Licence to Occupy and Lease Agreement for the period 2022-2027 to West Dunbartonshire Leisure Trust.

VALEDICTORY – MALCOLM BENNIE

Councillor Dickson, Chair, informed the Committee that this was the last meeting which Mr Malcolm Bennie, Chief Officer – Citizens, Culture and Facilities would attend before taking up his new position at Falkirk Council. On behalf of the Committee, Councillor Dickson thanked Mr Bennie for his dedication and commitment over the years and wished him every possible success both personally and professionally.

VALEDICTORY – STEPHEN WEST

Councillor Dickson, Chair, informed the Committee that this was the last meeting which Mr Stephen West, Chief Officer – Resources would attend before his retirement in December. On behalf of the Committee, Councillor Dickson thanked Mr West for his dedication and commitment over the many years and wished him good health and happiness in his retirement.

The meeting closed at 12.30 p.m.

JOINT CONSULTATIVE FORUM

At a Meeting of the Joint Consultative Forum held by video conference on Thursday, 2 December 2021 at 2.00 p.m.

Present: Councillors David McBride, Jonathan McColl, Iain McLaren* and John Millar; George Mitchell, David Scott and John Wagner (GMB); Sean Davenport* and Simon Macfarlane (UNISON); and Chris Rossi and Margaret Wood (Unite).

*Arrived later in the meeting.

Attending: Victoria Rogers, Chief Officer – People & Technology; Peter Barry, Chief Officer – Housing & Employability; Laura Mason, Chief Education Officer; Stephen West – Chief Officer – Resources; Angela Wilson, Chief Officer – Supply, Distribution & Property; Alison McBride, Strategic People & Change Manager; Audrey Slater, Head of HR, Health & Social Care Partnership; Louise Hastings, People & Change Partner; Rachel MacKillop and Rachel Robb, HR Advisers; Raymond Lynch, Senior Solicitor; and Scott Kelly, Committee Officer.

Apologies: Apologies for absence were intimated on behalf Councillor Karen Conaghan; Michael Dolan and James Halfpenny (EIS); Val Jennings (UNISON); Sylvia Chatfield, Head of Mental Health, Addictions and Learning Disabilities, Health & Social Care Partnership; and Gail Macfarlane, Shared Head – Roads & Neighbourhood.

Mr John Wagner in the Chair

DECLARATIONS OF INTEREST

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

MINUTES OF PREVIOUS MEETING

The Minute of Meeting of the Joint Consultative Forum held on 16 September 2021 were submitted and approved as a correct record.

EMPLOYMENT RELATIONS MONITORING: BI-ANNUAL UPDATE, 1 APRIL 2021 TO 30 SEPTEMBER 2021

A report was submitted by the Chief Officer – People & Technology advising of progress on employment relations matters for the period 1 April to 30 September 2021 across the Council.

After discussion and having heard the People & Change Partner in explanation of the report and in answer to a Member's question, the Forum agreed to note the contents of the report.

Note: Councillor McLaren and Mr Davenport joined the meeting during consideration of this item.

EMPLOYEE WELLBEING: BI-ANNUAL UPDATE, APRIL TO SEPTEMBER 2021 (COUNCIL-WIDE)

A report was submitted by the Chief Officer – People & Technology providing a detailed analysis on Council-wide employee wellbeing and attendance for the period 1 April to 30 September 2021.

After discussion and having heard the People & Change Partner in explanation of the report and in answer to Members' questions, the Forum agreed to note the annual findings for reported absence for the period 1 April 2020 to 31 March 2021, and in particular:-

- (1) the increase in Council wide sickness absence of 13,778 full time equivalent (FTE) days lost compared to the same period the previous year;
- (2) an increase of 14% in sickness absences attributed to acute medical conditions which was the most significant increase across the reasons for sickness absence; and
- (3) an increase of approximately 95 FTE employees Council wide during the reporting period compared to the same reporting period in 2020/21, and that an increase in FTE can be a contributory factor in rising sickness absence levels.

TRADES UNION ISSUES

Failure to Apply Disciplinary Policy Consistently (item requested by Unite)

Having heard Ms Wood, it was noted that this matter was being discussed with officers and consequently would not be raised at the present meeting.

Mr Wagner, Chair, then invited the Trades Union representatives to raise any matters which had not been intimated in advance of the meeting.

Mr Scott raised the matter of the COSLA Pay Award and queried when employees would receive backdated pay.

In response, the Chief Officer – People & Technology reminded Mr Scott, having previously confirmed the timescales to the Joint Trades Union and separately in response to GMB Scotland, that it would not have been possible to proceed with implementing the pay award until all union ballots had completed and the UNISON ballot had not concluded until earlier in the current week. Additionally, formal confirmation of new pay rates for spinal column points had only been received from COSLA on the day prior to the present meeting.

The Forum noted that it would not be possible for backdated payments to be made to employees prior to Christmas in view of the short timescales, the significant amount of work required due to the pay award falling over two financial years, and because the December pay run for monthly paid employees had already been brought forward to be made prior to Christmas, with 4 weekly employees paid even earlier on 9th December. It was noted that backdated payments would be made to fortnightly and monthly-paid employees at the end of January 2022 and in early February 2022 to those paid four-weekly.

Mr Scott then raised the matter of Job Evaluations and stated that there was a perception that higher-graded posts (those above Grade 7) were being evaluated more quickly than lower-graded posts.

In response, the Chief Officer – People & Technology requested that Mr Scott provide her with more information in relation to this matter, specifically examples and to raise his concerns via the appropriate channels and outwith the meeting.

Finally, Mr Scott raised a concern in relation to an equalities issue relating to a Council policy and intimated that he would raise this matter outwith the meeting.

In response, the Chief Officer – People & Technology advised that the Joint Consultative Forum would not be the appropriate body at which to raise a case relating to an individual and reminded Mr Scott that the detail of this had already been discussed with him.

The Forum agreed that it was important for Trades Union items to be intimated in advance of meetings of the Forum, through a request for inclusion on the agenda, in order that officers could give consideration to these matters and provide appropriate responses at Forum meetings.

The meeting closed at 2.35 p.m.

WEST DUNBARTONSHIRE COUNCIL**Report by Chief Officer - Resources****Corporate Services Committee: 23rd February 2022**

Subject: Write-Off of Miscellaneous Income Debtor Accounts - Quarter 3, 2021/22**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, which have been deemed as irrecoverable during Quarter 3 2021/22, arising from various years and reasons as detailed in the appendix.

2. Recommendations

- 2.1 It is recommended that the Committee approve the write-off of 9 cases of miscellaneous income debt valued at £55,666.52.

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 Financial Regulation D4 which gives the Chief Officer - Resources authority to write-off individual debts up to £5,000.
- 3.3 Individual debts exceeding £5,000 can be written off only with the approval of Committee.

4. Main Issues

- 4.1 The 9 cases of miscellaneous debts totalling £55,666.52 are submitted for write off. Appendix 1 outlines the dates and reasons for write off.
- 4.2 In relation to write offs under the unreasonable reason, should new or additional information regarding the recoverability of a debt be provided or received, the write off may be reversed and the debt pursued.

5. People Implications

- 5.1 There are no people implications.

6. Financial & Procurement Implications

6.1 The value of miscellaneous income debtor accounts, 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.

7.2 If write offs are not approved the total level of debts would be overstated and by approving the write offs we are able to reflect the true debts that is collectable.

8. Equalities Impact Assessment (EIA)

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

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

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Laurence Slavin
Chief Officer - Resources
Date: 17th January 2022

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

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

Background Papers: Detailed list of proposed write offs
EIA

Wards Affected: All Council wards.

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

Year In Which The Debt Occurred	Category – Unreasonable	No. of Cases	Category - Prescribed	No. of Cases	Category - Deceased	No. of Cases
2009/10			£7,177.78	1		
2013/14	£15,689.18	3			£8,659.45	1
2015/16			£10,337.79	2		
2018/19	£13,802.32	2				
Totals	£29,491.50	5	£17,515.57	3	£8,659.45	1

Total Value of Write Off	£55,666.52
Total Number of Cases	9

Note**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. Should new or additional information regarding the recoverability of a debt be provided or received, the write off may be reversed and the debt pursued.

Deceased:

When someone dies who 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.

Prescribed:

This 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 or summary warrant. 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.

WEST DUNBARTONSHIRE COUNCIL**Report by Chief Officer - Resources****Corporate Services Committee: 23 February 2022**

Subject: Write-off of National Non Domestic Rates 2021/2022**1. Purpose**

- 1.1 The purpose of this report is to recommend for approval the write-off of debts in respect of National Non-Domestic Rates (NNDR), which have been deemed as irrecoverable during the financial year 2021/2022.

2. Recommendations

- 2.1 It is recommended that the Committee approve the write-off of NNDR accounts totalling £448,581.01.

3. Background

- 3.1 The NNDR is a national rate for non-domestic properties and is determined each year by the Scottish Parliament. All local authorities collect the rates and the monies collected are pooled into a national central fund. The Scottish Government allocates a grant to each authority from this fund through the Local Government Finance settlement. The Council's annual billing amount for NNDR in 2021/22 is £86.7M (including utility charges). In 2020/21 the Council collected 97.25%
- 3.2 The grant distribution formula used by the Scottish Government has regard to the amount of NNDR collectable by each local authority. The Council makes an annual return to the Scottish Government detailing the amounts collected for each year. Included in this return is a note of any amounts written off as uncollectable. As such, NNDR collected by a local authority represents a receipt of grant income. Specific debts deemed uncollectable are written off and the reduction in NNDR collected locally is compensated for in future grant settlements.
- 3.3 Financial Regulation D4 gives the Chief Officer - Resources authority to write-off individual debts up to £5,000. The Chief Officer - Resources is required to seek the approval of Members prior to writing off any debt in excess of £5,000.
- 3.4 A report is submitted annually to Committee seeking approval for write-off of irrecoverable debts. The write-offs are not specific to any one year but instead are the debts which have been deemed irrecoverable during 2021/22.

3.5 The table below shows the distribution of the recommended write off over the years from which the debts were originally raised. Write off can be due to a number of reasons, for example, a company has ceased trading or a review of outstanding cases has now deemed that the debt is irrecoverable.

Financial Year Debt Created	Value of write-off	No. of Debts written off
2015/16	£35,056.81	2
2016/17	£48,598.74	4
2017/18	£32,149.36	2
2018/19	£96,252.82	7
2019/20	£148,043.19	13
2020/21	£66,228.12	4
2021/22	£22,251.97	2
Total	£448,581.01	34

3.6 Where a company has ceased trading through liquidation or administration the Council formally submits a claim to the trustee up to and including the date of liquidation/administration. At this stage the Council would propose this amount for write off. In such cases the Council is classed as an unsecured creditor (i.e. secured creditors are organisations such as HMRC and Banks) and in these cases it is extremely unlikely that any recovery of the outstanding monies will be received in full: generally low or nil recovery is the outcome. If such a recovery was received this would be credited to the rates account and the write off to this value reversed or reduced.

4. Main Issues

4.1 Debts totalling £448,581.01 are submitted for write off. Non-collection of debts and request for write off is predominately due to the businesses being liquidated, dissolved or administration. The following table identifies the reasons for NNDR write off in more detail.

Reason	Alexandria (% of total)	Clydebank (% of total)	Dumbarton (% of total)	Grand Total (% of total)
Administration	£10,955.24 (38%)	£5,029.31 (2%)	0%	£15,984.55 (4%)
Dissolved	0%	£68,418.09 (24%)	£34,263.84 (26%)	£102,681.93 (23%)
Sheriff Officer ¹	£18,149.11 (62%)	£215,269.68 (74%)	£96,495.74 (74%)	£329,914.53 (73%)
Grand Total	£29,104.35	£288,717.08	£130,759.58	£448,581.01

¹ Sheriff Officer advising all avenues have been exhausted and irrecoverable in collecting the rates and recommending write-off along with a brief background

The attached appendix provides details of the individual debts involved. Since all these are limited companies details and corresponding addresses have been provided.

- 4.2 Although the debts are treated as written off, should any circumstances change whereby debts can be collected, the Council will pursue them.

5. People Implications

- 5.1 There are no people implications.

6. Financial and Procurement Implications

- 6.1 The NNDR debts written off totalling £448,581.01 will be notified to the Scottish Government NNDR pool for reimbursement. There are no Procurement implications.

7. Risk Analysis

- 7.1 The grant distribution formula adopted by the Scottish Government assumes the Council will collect NNDR liabilities. If sums deemed uncollectable are not notified to the Scottish Government, this will have an adverse effect on the Council's cash flow. Prudent financial accounting practice also requires that uncollectable debt should be written-off in a timely manner.

8. Equalities Impact Assessment

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

9. Consultation

- 9.1 Consultation has taken place with Legal Services and there are neither any issues nor concerns with the proposal.

10. Strategic Assessment

- 10.1 The write off of uncollectable NNDR debts 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 support officers of the Council in achieving the five strategic priorities.

Chief Officer - Resources
Date: 11/01/22

Person to Contact: Arun Menon, Business Support Manager,
Church St, Dumbarton.
Tel: 07772593317
Email: arun.menon@west-dunbarton.gov.uk

Appendices: Details of debts for write-off

Background Papers: None

Wards Affected: All Council Wards.

Notes:

Administration

Going into Administration under insolvency legislation effectively means a company is being taken under the management of a court appointed administrator – who must be a licensed insolvency practitioner - appointed by the courts, creditors, or company directors, where they are required to act in the best interest of the insolvent company.

Dissolved

Where a limited company has been dissolved or struck off it legally closes and is removed from the Register at Companies House where there are reasonable grounds to believe that no business is being carried on. Dissolution officially ends a business owner's continued responsibility for taxes, debts and other commitments.

Liquidation

The process of Liquidation is when a company is either at or near to the end of its life and the remaining assets need to be liquidated for distribution to creditors and shareholders. The role of the liquidator is to maximise the realisation of assets of the company. Once the assets have been realised and if sufficient cash has accumulated then the job of the Liquidator is agree all creditors' claims and to pay dividends accordingly.

Sheriff Officers

When the Council has exhausted our in-house arrears procedures the debt is passed to our Sheriff Officers for collection. The Sheriff Officers will attempt to collect the debt using a variety of approaches and solutions which are appropriate to each individual case. In certain cases the Sheriff Officer will submit to WDC a write-off pro forma, advising all avenues have been exhausted and irrecoverable in collecting the rates and recommending write-off along with a brief background.

Appendix 1

Reference Number	Name	Address	Balance for Write-Off	Reason	Financial Year	Location
37035193161635	Hollington Consultants Limited	3 Sylvania Way, Clydebank	£17,104.81	Dissolved	2015/16	Clydebank
37100890071638	Cafe Metropole Ltd	8 Carinthia Way, Clydebank	£17,952.00	Dissolved	2015/16	Clydebank
37035193161732	Hollington Consultants Limited	3 Sylvania Way, Clydebank	£11,651.06	Dissolved	2016/17	Clydebank
37036408051734	Rouge Scot Ltd	13 Britannia Way, Clydebank	£20,242.87	Sheriff Officer	2016/17	Clydebank
37087347101735	Sg Facilities Ltd	Banky's Adventure Zone, 33 John Knox Street, Clydebank	£8,025.96	Dissolved	2016/17	Clydebank
37100890071735	Cafe Metropole Ltd	8 Carinthia Way, Clydebank	£8,678.85	Dissolved	2016/17	Clydebank
37019724101836	The Three Bells Ltd	The Pawn, 15 Overtoun Street, Alexandria	£8,697.91	Sheriff Officer	2017/18	Alexandria
37036408051831	Rouge Scot Ltd	13 Britannia Way, Clydebank	£23,451.45	Sheriff Officer	2017/18	Clydebank
37019724101933	The Three Bells Ltd	The Pawn, 15 Overtoun Street, Alexandria	£9,451.20	Sheriff Officer	2018/19	Alexandria
37029452081932	The Mouny Limited	Mountblow Bar, 832 Dumbarton Road, Clydebank	£13,992.00	Sheriff Officer	2018/19	Clydebank
37035851111934	Dr Greetings Ltd	52 Sylvania Way, Clydebank	£9,034.84	Sheriff Officer	2018/19	Clydebank
37036408051937	Rouge Scot Ltd	13 Britannia Way, Clydebank	£24,156.00	Sheriff Officer	2018/19	Clydebank
37087347141936	Yoloco Ltd	Banky's Adventure Zone, 33 John Knox Street, Clydebank	£7,118.23	Sheriff Officer	2018/19	Clydebank

Reference Number	Name	Address	Balance for Write-Off	Reason	Financial Year	Location
37102176021935	Xel Manufacturing Services Ltd	Block 8, Area 4 (Grd) 7 Vale of Leven Industrial Estate, Dumbarton	£10,929.60	Dissolved	2018/19	Dumbarton
37115367011936	Jaconelli (Lomondgate) Ltd	Jaconelli's Fish, 0D Lomondgate Drive, Dumbarton	£21,570.95	Sheriff Officer	2018/19	Dumbarton
37004506142036	3high Ltd	The Clipper, 3 High Street, Dumbarton	£26,950.00	Sheriff Officer	2019/20	Dumbarton
37006487132031	Three Sisters Ltd	Dumbuck Hotel, 11a Dumbuck, Milton, Dumbarton	£9,343.58	Sheriff Officer	2019/20	Dumbarton
37028413052033	Allmet Surface Coatings Ltd	Block 14, Unit 1, 59 Beardmore Way, Clydebank	£11,642.61	Sheriff Officer	2019/20	Clydebank
37029452082037	The Mounty Limited	Mountblow Bar, 832 Dumbarton Road, Clydebank	£8,897.92	Sheriff Officer	2019/20	Clydebank
37030922042034	Mobi World Ltd	19 Sylvania Way South, Clydebank	£5,005.41	Dissolved	2019/20	Clydebank
37035193182030	Gift Bx Ltd	3 Sylvania Way, Clydebank	£8,891.29	Sheriff Officer	2019/20	Clydebank
37035320092036	Ollybear Childrenswear Ltd	51 Sylvania Way, Clydebank	£11,922.80	Sheriff Officer	2019/20	Clydebank
37035398082037	Bm Retail Limited	65 Sylvania Way, Clydebank	£5,029.31	Administration	2019/20	Clydebank
37035851112030	Dr Greetings Ltd	52 Sylvania Way, Clydebank	£5,683.80	Sheriff Officer	2019/20	Clydebank
37036408052033	Rouge Scot Ltd	13 Britannia Way, Clydebank	£24,659.25	Sheriff Officer	2019/20	Clydebank
37038176042030	Ca Taverns Ltd	Glenhead Tavern, 44 Dumbarton Road, Hardgate	£8,226.37	Sheriff Officer	2019/20	Clydebank
37087347142032	Yoloco Ltd	Banky's Adventure Zone, 33 John Knox Street, Clydebank	£9,393.85	Sheriff Officer	2019/20	Clydebank

Reference Number	Name	Address	Balance for Write-Off	Reason	Financial Year	Location
37102176022031	Xel Manufacturing Services Ltd	Block 8, Area 4 (Grd) 7 Vale of Leven Industrial Estate, Dumbarton	£12,397.00	Dissolved	2019/20	Dumbarton
37004506142133	3high Ltd	The Clipper, 3 High Street, Dumbarton	£26,951.76	Sheriff Officer	2021/22	Dumbarton
37028413052130	Allmet Surface Coatings Ltd	Block 14, Unit 1, 59 Beardmore Way, Clydebank	£17,383.88	Sheriff Officer	2021/22	Clydebank
37097903042130	Duvetco Ltd	Unit 3C, 32 Ben Lomond Way, Balloch, Alexandria	£10,955.24	Administration	2021/22	Alexandria
37102176022137	Xel Manufacturing Services Ltd	Block 8, Area 4 (Grd) 7 Vale of Leven Industrial Estate, Dumbarton	£10,937.24	Dissolved	2021/22	Dumbarton
37004506142230	3high Ltd	The Clipper, 3 High Street, Dumbarton	£11,679.45	Sheriff Officer	2021/22	Dumbarton
37028413052236	Allmet Surface Coatings Ltd	Block 14, Unit 1, 59 Beardmore Way, Clydebank	£10,572.52	Sheriff Officer	2021/22	Clydebank
			£448,581.01			

WEST DUNBARTONSHIRE COUNCIL**Report by the Chief Officer - Resources****Corporate Services Committee: 23 February 2022**

Subject: Block Buildings Insurance**1. Purpose**

- 1.1** The Council presently procures and administers the 'Right to Buy' Block Buildings Insurance Scheme which provides building insurance cover to owners of ex-council houses purchased under the terms of former 'Right to Buy' legislation.
- 1.2** A Motion at the Corporate Services Committee on 24 November 2021 regarding the tendering of the 'Right to Buy' Block Buildings Insurance Scheme added a requirement asking officers, in parallel with the tendering process, to investigate options for the Council to set a standard of required cover for owners and to allow owners to arrange their own cover which meets this standard.
- 1.3** This report is to provide Members with an update on the position following the options appraisal regarding the 'Right to Buy' Block Buildings Insurance Scheme, in particular whether to continue with the Scheme as per the status quo or whether to abolish the status quo and set a new standard of cover required for owners and to permit owners to arrange their own cover which meets this standard.

2. Recommendations

- 2.1** It is recommended that the Committee:
- I. Agrees that the Council continues to procure and administer the 'Right to Buy' Block Buildings Insurance Scheme for privately owned ex-council properties;
 - II. Approves the recommended approach i.e. retaining the status quo for this service provision as detailed in this report going forward;
 - III. Notes that a report will be brought to a future Tendering Committee seeking approval for the Chief Officer - Regulatory and Regeneration to conclude the award of a new contract to come into effect from 1 April 2022, if the value is £50,000 or more, following evaluation of tender submissions received;
 - IV. Agrees that in the tender process the Chief Officer - Resources has the power to vary the scheme's terms as may be required in terms of excess levels and/or insurance coverage; and
 - V. Notes that scheme members will be provided with details on the outcome of the tender exercise on completion of this process.

3. Background

- 3.1** Historically the Council has arranged and administered the procurement of a block buildings insurance policy for privately owned ex-council properties purchased in terms of former 'Right to Buy' legislation. The main purpose of this is to ensure that appropriate insurance cover is in place for privately owned ex-council properties in blocks where the Council retains an ownership interest. In addition to providing competitively priced insurance for homeowners in terms of cover, excess levels etc., this approach also minimises the potential for serious financial risk of uninsured losses to the Council or other owners in the event of loss or damage to premises.
- 3.2** Currently any participant can request to opt out of the Scheme. Following such a request, the Council will consider the potential for a total loss or an uninsured loss which could leave the Council at possible risk from a financial, insurance or common property liability before agreeing any request to leave the Scheme. As narrated in Paragraph 3.3 where the Council retains an interest in the block such request will be refused. In the circumstances where the Council no longer retains an interest in a common block then either individual owners or all owners within the block can choose to opt out of the Scheme and insure separately.
- 3.3** Alternatively, if the Council still retains an interest within the block, the property will require to be insured under the terms of the Scheme.

4. Main Issues

- 4.1** The Block Building Insurance Scheme is normally tendered on the basis of an initial 3 year contract period with the option to extend for up to a further two 12 month periods. This is a single policy incorporating approximately 4,600 properties with an annual renewal date and policy terms and conditions applying to all Scheme Members.
- 4.2** As part of this options appraisal, Officers have considered the alternative to this by way of the possible introduction of a new standard of required cover for owners and where it can be demonstrated that owners can meet this standard, they can be permitted to arrange their own insurance cover.
- 4.3** Officers also considered whether there was an option to no longer provide this insurance provision and to discontinue with the Block Building Insurance Scheme in its entirety. The insurance responsibility would therefore transfer to all current Scheme Members with no further involvement from the Council.
- 4.4.1** The introduction of a new standard is an area of new business which would have to be implemented, managed, and monitored by the Council. This would involve officers having to review and assess a significant number of different insurance policies throughout the year to ensure they are 'fit for purpose' and provide adequate and appropriate insurance cover to ensure no

potential financial loss for the Council or other owners, particularly in multi-tenure properties, and to allow for follow-up feedback to individual policy holders.

- 4.4.2** This is in contrast to a single policy with an annual renewal date and terms and conditions applying to all Scheme Members.
- 4.4.3** The implementation and administration of this new business is considered onerous and cannot be absorbed within existing teams in terms of human resources, competency skillset etc. or available financial resources. Existing systems/system interfacing would also have to be reviewed and tested to measure capacity and any potential adverse effect on existing service delivery. Additionally timescales for renewal would become hugely extended while policies were checked.
- 4.4.4** There is concern that an individual policy could be purchased and then either cancelled within the cooling off period or cancelled at any time during the policy year due to payment default etc. thus resulting in potential exposure for the Council and other owners. There is also the possibility that if insurance uptake among owners becomes piecemeal some owners may not follow correct procedures, which may result in double insurance and the voiding of both policies. Over the number of policies involved and the various tenure mixes of blocks it is considered certain that this situation would arise from time to time. The exact scale of the risk cannot be discerned from current data but it is known to be significant and routinely covered off both in private factored property and ex-council stock by standard block insurances. Accordingly, there is significant concern that such a change in Council procedures would result in an increase of either under or over insurance of properties, and the negative consequences of both for both the Council and private owners.
- 4.4.5** At the moment if an insurance event occurs, there is only one insurer to deal with. If there were multiple insurers and claims then that would slow down the process for the Council and the owners, as there may be disputes among insurers over liability and quantum
- 4.4.6** The new business activity would have to be disclosed to the Council's main Insurers, particularly as officers may be giving advice where specific areas of technical input is required where the experience or expertise is not available within the authority at this time.
- 4.4.7** Timescales are such that this new standard could not be implemented before the renewal date of 1 April 2022.
- 4.5** Since the original purpose of the Scheme being made part of the terms and conditions of ex-council house sales in terms of 'Right to Buy' legislation was to protect the Council's interest, and this remains a valid consideration, it is considered that the option to discontinue with the Scheme in its entirety should not be developed further at this time. The financial and reputational risk to the Council is considered too significant to recommend.

- 4.6** Taking all of the above into consideration, it is recommended that the tendering of the 'Right to Buy' Block Building Insurance Policy proceeds in its present format i.e. retaining the status quo with a report being brought to a future Tendering Committee seeking approval for the Chief Officer - Regulatory and Regeneration to conclude the award of a new contract, if the value is £50,000 or more, following evaluation of tender submissions received. This will ensure that the Council is able to mitigate any potential risk by ensuring that adequate insurance is in place, particularly in the case of multi-tenure properties without placing any further burden on the authority's human and/or financial resources.

The option to apply to opt out of the Scheme where the Council no longer has an interest coupled with the excess variants which are now available, allows a greater degree of flexibility for Scheme Members.

5. People Implications

- 5.1** The implementation of a new standard cannot be accommodated within existing teams and will put additional pressure on existing human resources. It is considered that a specific team would have to be set up to effectively manage, oversee and monitor this standard which would involve creating new job profiles, job evaluation process, recruitment and selection, training etc. as well as the financial implications associated with this.
- 5.2** There are no people implications if the status quo is retained.

6. Financial and Procurement Implications

- 6.1** If the new standard is implemented resulting in reduction or change during any given contract period, this may result in the insurance provision being less attractive to the market and or costing more for individual Scheme Members left on the scheme. A new funding stream in relation to set up costs, additional human resources, potential upgrading/interfaces of systems will require to be secured as there is no provision for this in terms of current budgets.
- 6.2** It is considered that if such a new standard was implemented the Council would inevitably encounter shortfalls in the funding of repairs from time to time and this would need to be met from the HRA or some fund established for that purpose.
- 6.3** There are no financial implications if the status quo is retained.
- 6.4** There are no additional procurement implications associated with this report.

7. Risk Analysis

- 7.1** The properties covered by the current Scheme were required to accept such a condition as part of the sale of Council houses in terms of former 'Right to Buy' legislation in order to minimise the risk to remaining Council housing and other owners. The recommended approach maintains this risk mitigation.

8. Equalities Impact Assessment (EIA)

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

9. Consultation

- 9.1** The report has been subject to consultation with Finance, Housing Asset & Investment and Legal Services.

10. Strategic Assessment

- 10.1** Having considered all the Council's strategic priorities, this report and continuing with the provision of the Block Building Insurance Policy will ensure successful delivery of the strategic priorities of the Council.

Laurence Slavin
Chief Officer - Resources
Date: 19 January 2022

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Appendices: None

Background Papers: Corporate Services Committee, 24 November 2021:
Block Buildings Insurance
Equalities Impact Assessment - Screening

Wards Affected: All

WEST DUNBARTONSHIRE COUNCIL**Report by Strategic Lead – People & Technology****Corporate Services Committee: 23 February 2022**

Subject: People & Technology Spend 2022-23**1. Purpose**

- 1.1** The purpose of this report is to provide the Committee with a detailed breakdown of the planned People & Technology (P&T) capital and revenue spend on new and existing contracts valued above £10,000 and seek approval to procure and contract for the required goods and services.

2. Recommendations

- 2.1** The Committee is asked to:

2.1.1 note the revenue and capital spend detail included in this report. The projects to deliver this spend will be included in the 2022-23 People and Technology Delivery Plan currently in development and reported to a future meeting of this committee;

2.1.2 approve the procurement of all contracts valuing £50,000 and above;

2.1.2 note, where the contract award is less than £50,000, authority is delegated to the Chief Officer – People and Technology in consultation with the Procurement Manager to instruct the award of contracts for the planned revenue and capital spend detailed in this report to suppliers providing the most economically advantageous offer to the Council;

2.1.3 approve the revenue spend included in this report including approval to explore and secure multi-year contracts, contracts utilising framework agreements (FA) or contracts utilising dynamic purchasing systems (DPS) beyond the term of approved budgets where efficiencies and savings can be achieved;

2.1.4 approve the projects specified in Section 3 of this report; and

2.1.5 note that where the value of the contract is from £50,000, remittance for approval will be submitted to the Tendering Committee.

3. BackgroundRevenue

- 3.1** The Council has an annual P&T revenue spend of approximately £1,900,000 covering a range of goods and services for example corporate and service applications, telephony lines and licenses, network connectivity (wide area network, local area network, wireless network), as well as security and application licenses. The detail included in Appendix 1 of this report lists estimated spend over £10,000 per managed system.
- 3.2** The ICT team is continuing to work with the Corporate Procurement Unit (CPU) to refine the contract strategies. The breakdown includes:
- 3.2.1** Corporate line of business applications for the management of processes such as Finance, Housing, Performance and Purchasing. Although the annual maintenance budget for these systems sits with the ICT team, the responsibility for the systems and associated contracting lies with the system owners within the service areas. The system owners are responsible for granting system access and permissions, data management and security compliance, coordinating upgrades, verifying license and budget requirements and ensuring the systems continue to meet service needs;
- 3.2.2** Infrastructure hardware commodity includes servers, switches, wireless access points, security infrastructure, cabling, cisco phone infrastructure, storage and multi-function printers and scanners;
- 3.2.3** Education curriculum software commodity is the responsibility of Education, Learning & Attainment with support from the ICT team. The software may be subject, sector or establishment based;
- 3.2.4** The end user hardware commodity includes all PCs, thin clients, laptops, mobile phones (MOB) and Chromebooks across the Council;
- 3.2.5** The Corporate licenses commodity includes products such as Adobe and Microsoft, security technologies for scanning, protection and encryption, as well as device, application and policy management technologies. The technology is managed by the ICT team on behalf of the Council however licenses can also be purchased by service areas; and
- 3.2.6** Network commodity includes telephony, CCTV and network lines. Responsibility for this commodity is dispersed across Council services.
- 3.3** As outlined above, the budget and contracting responsibility for commodities such as curriculum software, telephony, CCTV and end user device purchasing is service led.
- 3.4** While many of the annual maintenance and license payments and arrangements have been in place for several years, the category management approach to procurement continues to provide the opportunity to examine spend to deliver improved and/or collaborative approaches. The aim is to secure better contracts, and deliver cashable and non-cashable benefits

as well as improved supplier management practices and monitoring.

- 3.5** The Multi-Function Device (MFD) contract expired in Q1 2021-22. The contract was extended last year and will require a further temporary extension for 2022-23 (or part thereof) as the replacement national framework agreement is not yet available due to COVID-19 pandemic. This extension is also providing an opportunity to review print and scanning requirements for remote based employees compared to on premise employees and service delivery as these differ considerably. The aim will be to ensure any new MFD contract is based on the new business requirement. Discussions with CPU continue with a view to extending the lease on specific devices by calling off against the current Scottish Government Office Equipment FA, rationalising the device lease end dates within the current MFD contract.
- 3.6** The issue highlighted at 3.5 is likely to arise for other ICT contracts. An assessment will be made on a per contract basis to consider the business impact of changing technology during the pandemic. As an example, the current Local Area Network (LAN) maintenance contracts have different end dates and we aim to consolidate these during 2021-2023. The datacentre Uninterrupted Power Supply (UPS) contract may need extended as an interim measure.
- 3.7** Disposal of Obsolete Equipment – WDC currently have an out of contract arrangement where the supplier collects and disposes WDC equipment in line with The Waste Electrical and Electronic Equipment Regulations (WEEE) free of charge. ICT will explore solutions for a replacement arrangement with aim of securing income for WDC from equipment disposals.
- 3.8** Some technical changes have recently been investigated and /or solutions implemented under the scheme of delegation and the projects listed below will continue to next stage during 2022-23. Where possible Capital funding will be utilised but it is anticipated the requirements listed below will be purchased as cloud services and therefore require additional revenue funding which will be captured during the procurement stages.
- 3.8.1** Security Operation Centre (SOC). WDC are working in collaboration with National Digital Office with the option to take part in a joint procurement for a 24/7/365SOC.
- 3.8.2** Remote access Redesign – Due to new ways of working and increased, sustained remote access, we require to review our remote access design to ensure it remains fit for purpose and meets our requirements moving forward.
- 3.8.3** Remote Control of devices - Due to the COVID-19 pandemic a large number of WDC users now homework. ICT has reviewed and are now implementing a solution to enhance the support being provided to users to reduce the need for on site device appointments, reduce disruption window users face whilst ensuring and enhancing security. This will continue to be reviewed and

actioned in line with office returns for longer term support requirements.

3.8.4 Vulnerability management – it was recognised that as a direct result of the COVID-19 pandemic and subsequent new ways of working that a review of our existing approach to vulnerability management was required. This has commenced with interim technology implemented and will continue during 2022/23 to ensure our processes and technology address both on premise and off network remote devices.

3.8.5 Backups - An investigation has taken place to examine using existing on premise solutions to backup mailboxes that transition to the Microsoft 365 platform versus the requirement for a cloud based solution to provide backup and restoration services for migrated mailboxes. WDC are developing a PIN notice with a view to engaging the marketplace via the procurement portal.

Capital

3.9 WDC utilises the Scottish Wide Area Network (SWAN) Framework agreement for several infrastructure components. The agreement expires in 2023 and includes a 3 year extension option to 2026. The NHS are the lead for the SWAN Framework and have established a project team to procure the replacement contract with a view to transitioning from 2023. The procurement is expected to take 24 to 36 months. WDC as a SWAN member are contributing to the project i.e. procurement approach, procurement cost assessment, project governance, specification, evaluation etc. The procurement stage incurs a cost for all SWAN members taking part and this was included in the ICT capital plan projects for 2021-21 and the balance will be carried to 22-23.

3.10 The Council continues to make a substantial commitment to improving and securing the ICT infrastructure and processes to support and innovate service delivery through capital investment.

3.11 Table 1 below is an excerpt from the Capital plan as agreed by Council in March 2021 and includes the following recurring capital budget for ICT:

Table 1 – Existing Agreed ICT 2-Year Capital Plan

Capital allocation	2022/23	2023/24
ICT Security & Resilience	£460,000	£400,000
ICT Modernisation	£855,000	£857,000
Education Software Licensing Refresh	£30,000	£30,000
365 Implementation	£50,000	£0
Total	£1,395,000	£1,287,000

3.12 Table 2 below includes proposed adjustments to the capital plan as part of the 10-year capital plan refresh and these will be included in the Council's 2022/23 Capital plan report which will be considered by Council in March

2022. In addition, the proposal is to incorporate the Education Software Licensing Refresh into Security / Resilience budget. The re-profiled budgets are as outlined in Table 2 below.

Table 2 – Proposed Re-profiled capital

Capital allocation	2022/23	2023/24
ICT Security & DR, Resilience inc Education Software Licensing Refresh	£490,000	£790,000
ICT Modernisation	£1,025,000	£1,147,000
365 Implementation	£150,000	£100,000
	£1,665,000	£2,037,000

3.13 The scope for each project will include some spend flexibility, allowing for spend on smaller value works and the appropriate procurement route will be selected. Where possible and where opportunities arise, officers aim to secure match funding from external sources. The investment projects for P&T capital spend are detailed in table 3 below. P&T will liaise with CPU to ensure the correct procurement route is utilised for each spend project.

3.14 Some of the ICT capital spend may have a revenue implication and this will be managed through future revenue planning and based on the actual spend.

Table 3 – Proposed Projects ICT Capital Spend 2022-23

Description	Capital (Est)
ICT Security & DR, Resilience	£490,000
1. Server replacements	£170,000
2. Data Domain storage replacement	£150,000
3. Security compliance linked to issues identified during annual network penetration testing	£50,000
4. Security Resourcing - Security partner – multi-year consultancy services to ensure specialist skills available when required e.g. forensic investigations	£30,000 pa
5. Internal ICT resource recharges	£60,000
6. Education Software Application Refresh	£30,000
ICT Mod / Infrastructure	£855,000
1. Device replacement (Chromebooks, PCs, mobile phones, laptops)	£747,000
2. ICT Modernisation of HSCP systems & Infrastructure	£155,000
3. Resources to Support a range of Corporate projects	£123,000
Office 365 Implementation	£150,000
1. Resourcing	£60,000
2. Securing OneDrive & Sharepoint	£90,000
Total	£1,665,000

4. Main Issues

Procurement

- 4.1** Consideration will be given to multi-year contracts, and contracts utilising FA or contracts utilising DPS where recurring capital / revenue has been approved and where this would deliver efficiencies. Where recurring revenue is approved on a yearly basis, consideration will be given to multi-year contracts, and contracts utilising FA or contracts utilising DPS in so far as they can be terminated should the revenue budget not be continued. The authority sought in Paragraph 2.1, includes the option to enter into such multi-year contracts beyond the second year for those items listed in Section 3 and the appendix to this report.
- 4.2** The contract strategies for each of the revenue and capital projects will continue to be developed on a project by project basis and will include consideration of market testing existing collaborative FA or collaborative DPS, running mini competitions, direct awards as well as full tender processes.
- 4.3** In the event that the proposed re-profiled ICT Capital plan outlined in Table 2 is not approved in full by Council in March 2022, the People and Technology spend plan will be adjusted to align with the approval given.
- 4.4** The tendering and contracting process will continue to identify potential future revenue implications for new contracts. Where required these will be included as savings/burdens in future ICT revenue budget estimates taking into account current revenue spend to off-set the financial impact.

Increased Demand for Technology to Improve Service Delivery

- 4.5** There continues to be a significant increase in the demand and utilisation of technology and the increased financial resources included in section 3 of this report relate to items such as:
- licenses;
 - mobility;
 - security where emerging threats and changes in the security landscape may require additional investment;
 - system design improvements where increased remote access and new ways of working may require additional infrastructure investment;
 - system resilience where ongoing discussions with services to review their business continuity and resilience requirements may result in increased demand in this area; and
 - device replacement e.g. as schools aim for a 1:1 device per pupil ratio as well as more services moving to digital service delivery.
- 4.6** To date there has been no increase in the ICT employee resourcing levels to meet the support demands. In the past a small number of short-term temporary appointments have been used for specific project-related tasks however the ratio of devices per Support Analyst will continue to be closely monitored to ensure sustainability of current and expected service levels.
- 4.7** The Council has an ambitious Digital Strategy and has established close links with, and has increased its contribution to supporting, the National Digital

Office. The continued investment in technology highlighted in this report will help deliver the strategy and more digitally enabled services to our citizens and workforce.

- 4.8** The Council continues its involvement in Scottish Government's Civtech process and assisting on an asset tracking solution by contributing resources to product testing and supporting the project governance.
- 4.9** ICT licensing is increasingly being offered as cloud/hosted only licensing model and this change of delivery mechanism by our suppliers is likely to drive a change to the current funding profile for ICT goods and services where expenditure is likely to transition away from a mixture of capital and revenue budgets to a need for a revenue only budget. ICT will continue to work with colleagues in Finance to monitor this transition and to provide as much advance notice as possible to Finance where significant budgeted spend is likely to shift from Capital to Revenue.
- 4.10** Alongside a potential change in licencing model, new technical design solutions may be required to facilitate increased remote access and new ways of working as solutions migrate to be cloud hosted. For example;
- as mailboxes migrate to cloud based provision then a cloud based backup or hybrid backup solution may be required; and
 - to facilitate fluid hybrid remote and on premise working, changes to the remote access solution design (Netscaler) may be required.

5. People Implications

- 5.1** Existing FA or DPS will be used where they have proven to demonstrate best value and where practical.
- 5.2** The ICT team has an established review and service/improvement process to ensure resources are allocated to the highest priority work.
- 5.3** Some of the identified projects are expected to include design, implementation, skills transfer and project consultancy services, as specialist knowledge is required when introducing new technologies for example forensic security analysis, the introduction of 365 and sharing locations with NHS. It is expected that ICT employees will gain knowledge and skills during these projects to ensure they can deliver the on-going operational services.

6. Financial and Procurement Implications

- 6.1** Revenue budget currently exists for all licenses and maintenance spend identified in the Appendix. This along with an inflationary increase is included within the draft revenue budget for 2022-23 (subject to Council approval in March 2022).
- 6.2** The ICT and CPU teams work with services when introducing new IT systems so that technology, procurement and security issues can be identified during

the procurement and evaluation stages and prior to contract signing. This early engagement approach also helps identify potential savings and spend opportunities so that these can be included in future budget processes.

- 6.3** The cost estimates for capital spend are based on high level research and may vary but will remain within the capital plan due for approval by Council in March 2022 as outlined in Table 2. The projects specified in Table 3 can be scaled up or down.
- 6.4** All procurement activity carried out by the Council for spend valued from £50,000 is subject to contract strategy. The contract strategy shall include but not be limited to; options appraisals, contract scope, service forward plan, market condition, procurement model and routes – including existing delivery vehicles, roles and responsibilities, risks, issues and opportunities and on-going contract management. Some of the options considered include for example:
 - 6.4.1** Do nothing – for many IT components this option is not viable because of the security implications. For example, non-replacement of end of life devices would result in unsupported equipment which would then put Council at risk of virus and malware attacks. However based on risk assessment of the issue, a decision may be taken to ‘do nothing’ for a period of time.
 - 6.4.2** Where a purchase is required, options as to type of equipment or license will be reviewed, e.g. most suitable device for a primary school versus high school versus corporate user. In the case of licenses, options such as, perpetual versus subscription licensing will be considered and is often dependant on the product and supplier. Multi year, single year, full year or part year license and support is also considered and whether there is an option to decommission part of a system.
 - 6.4.3** ICT licensing is increasingly being offered as cloud/hosted only licensing model and this change of delivery mechanism by our suppliers is likely to drive a change to the current funding profile for ICT goods and services where expenditure is likely to transition away from a mixture of capital and revenue budgets to a need for a revenue only budget. ICT will continue to work with colleagues in Finance to monitor this transition and to provide as much advance notice as possible to Finance where significant budgeted spend is likely to shift from Capital to Revenue.

7. Risk Analysis

- 7.1** There is a risk that the capital project actual costs may exceed the capital project estimates as detailed in Table 3. This risk will be mitigated by a range of contract strategy options being explored as well as building scalability into the tender for example reducing the number of devices being replaced or specification of the device. Ongoing regular Budgetary Control Reporting (BCR) will provide information on any significant adverse variance in cost and mitigating actions available.

7.2 There is a risk that due to external factors such as the global semi-conductor shortage and associated supply chain issues that ICT equipment prices continue to increase in the short to medium term. This may also have an impact on any projected project delivery dates.

8. Equalities Impact Assessment (EIA)

8.1 A screening has been carried out and there is no impact on any particular group for majority of the technology spend plans.

8.2 The annual device replacement project will continue to include delivery of specialist IT equipment/adaptations for employees and pupils with additional needs as required. This will also apply where public access devices are being replaced. The procurement process will be carried out in line with the Council's procurement and equality guidance, and implementation planning will consider equality issues.

9. Environmental Sustainability

9.1 Contract strategies for individual projects will consider a range of sustainability issues including the environmental implications of ICT equipment and services. Decisions on equipment specifications will take account of the need to minimise energy consumption, reduce CO2 emissions and minimise waste at the end of the life cycle.

10. Consultation

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

11. Strategic Assessment

11.1 High quality IT equipment and services contribute to the Council's strategic priority of delivering fit for purpose estate and facilities and delivers a positive response to employee feedback in the annual ICT Customer Satisfaction Survey.

11.2 The planned capital spend on improved security, resilience and mobility ensure that a fit for purpose ICT environment supports all of the Council service areas to deliver on their strategic objectives.

11.3 The ICT contracts will contribute to delivery of the Council's strategic priorities through the development of robust contract strategies which will explore the inclusion of possible community benefits which improve economic growth and employability. Further opportunities to maximise the positive social, economic

and environmental impact for West Dunbartonshire Council through the contracts will also be explored.

Name: Victoria Rogers
Designation: Chief Officer - People and Technology
Date: 25th January 2022

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Appendix: ICT Estimated Revenue Spend over £10,000 per System

Background papers: ICT Asset Management Plan
EIA Screening

Wards Affected: All

Appendix 1 – Estimated Revenue Spend over £10,000 (based on 2021-22)

Product	Commodity Category	Cost
Microsoft Enterprise Agreements	Corporate Licensing	£647,000
Wide Area Network	Network	£305,400
Citrix	Corporate Licensing	£194,800
Education MIS	Line of Business System	£100,400
Social Work Case Management	Line of Business System	£88,300
Telephone Lines	Network	£75,000
Automation Software	Line of Business System	£70,000
Revenue & Benefits	Line of Business System	£69,000
Firewall Support	Hardware Infrastructure	£60,000
Housing Management	Line of Business System	£55,600
Server Maintenance	Hardware Infrastructure	£54,000
Local Area Network	Network	£49,600
Rent Arrears Management	Line of Business System	£48,000
Water Management	Line of Business System	£46,500
Leisure Management	Line of Business System	£45,300
Library Management Software	Line of Business System	£43,800
Job Costing	Line of Business System	£43,500
Finance Management	Line of Business System	£37,500
Energy Management	Line of Business System	£36,000
Planning & Building Standards	Line of Business System	£31,200
Roads – Lighting, Collision, Flood Mgmt	Line of Business System	£27,500
Security Filtering Management	Hardware Infrastructure	£25,700
Local Government Digital Transformation	Corporate Licensing	£25,000
User Account Personalisation	Corporate Licensing	£23,700
Asset Management	Line of Business System	£23,600
Corporate Arrears System	Line of Business System	£23,400
2-factor Authentication Service	Corporate Licensing	£23,100
Data Domain Management	Hardware Infrastructure	£23,000
Document Management	Line of Business System	£22,000
Construction Standards Management	Line of Business System	£21,800
Backup Management	Hardware Infrastructure	£21,600
Wireless	Network	£21,300
Workforce Management	Line of Business System	£20,800
Environmental Services	Line of Business System	£19,000
Education Gateway	Line of Business System	£17,600
Service Desk	Line of Business System	£17,500
Election Management	Line of Business System	£16,800
Care Monitoring Scheduling	Line of Business System	£16,100
Housing Benefits and Allocations	Line of Business System	£15,600
Performance Management System	Line of Business System	£15,600
Vehicle Management System	Line of Business System	£14,700

Product (cont)	Commodity Category	Cost
Education Teaching Materials	Line of Business System	£14,700
Online Forms	Line of Business System	£13,800
Virtual Server Environment Support	Hardware Infrastructure	£13,600
Adobe Licensing	Corporate Licensing	£13,500
Business Property Rates	Line of Business System	£12,800
Contact Centre	Line of Business System	£11,600
Employability Case Management	Line of Business System	£11,200
Device Security Management AntiVirus	Hardware Infrastructure	£10,000

WEST DUNBARTONSHIRE COUNCIL**Report by Chief Officer – People & Technology****Corporate Services Committee: 23 February 2022**

Subject: Strategic Risks 2017-22**1. Purpose**

1.1 To provide an update on the strategic risks for 2017-22.

2. Recommendations

2.1 It is recommended that the Committee note:

- The strategic risks as detailed at Appendix 1; and
- Supplementary EU Assurance Plans as detailed in Appendices 2 and 3.

3. Background

3.1 The Council's strategic risk arrangements are now well-embedded. The appended risks have been fully reviewed and added to since 2017 with re-assessment undertaken bi-annually before being reported to this committee. This report is submitted as agreed to the Corporate Services and Audit Committees on a bi-annual basis.

4. Main IssuesStrategic Risk

4.1 In line with the Council's Risk Management Framework, a re-assessment of the strategic risks has taken place as detailed within Appendix 1. Each risk is managed through internal controls, linked actions and associated milestones with the objective being to reduce or stabilise the level of risk through completion of linked actions over a period of time and / or ensure mitigation factors are adequate should the risks actually materialise.

4.2 Table 1 represents a risk dashboard that includes information on the original, current and target ratings for each strategic risk, as well as an assessment of the current risk status. Each strategic risk is identified and supported by more detailed information available on a "drill-down" basis in Appendix 1. Four Strategic Risks, associated actions and milestones are met, a further three are progressing as expected and closer to reaching their assigned targets. SR011 presents particular challenges as set out in 4.9-4.11. As previously reported, SR001 and SR002 are significantly off target and unlikely to reach

the intended risk outcome. SR008 is also off target which is explained in further detail below.

Table 1 Key Strategic Risk Information

Strategic Risk	Original Risk 2017 <small>*2020 for SR012 Pandemic</small>	Current Risk 2022	Target Risk 2022	Risk Status Rationale
SR 001 Financial Funding.				
SR 002 School improvements.				
SR 003 Council Assets.				
SR 004 Information Technology.				
SR 005 Partnerships.				
SR 006 Citizens and Communities.				
SR 007 Health and Safety of Employees and Others				
SR 008 Cyber Attack.				

SR 009 Early Years Agenda.				
SR 010 Resourced Workforce.				
SR 011 EU Exit				
SR 012 Pandemic (COVID)				

Risk Methodology and Reporting

4.3 Each strategic risk is populated in Pentana in terms of the following template:

- Risk title and code;
- Description;
- Ownership;
- Potential effect;
- Measures of impact;
- Risk factors;
- Internal controls;
- Risk opportunity; and
- Linked actions.

4.4 Each risk has been scored using a “4 x 4” matrix for likelihood and impact in relation to:

- Current risk (with review dates set at pre-determined intervals); and
- Target risk (i.e. 31 March 2022 - the duration of the Strategic Plan).

The risk descriptors used in the “4 x 4” matrix are as follows:

Likelihood

Score	Descriptor
1	Unlikely
2	Likely
3	Very likely
4	Certain

Impact

<u>Score</u>	<u>Descriptor</u>
1	Minor
2	Moderate
3	Significant
4	Critical

- 4.5** For ownership, each strategic risk is “Managed By” a Chief Officer and “Assigned To” a Senior Officer. Strategic risks are also reported on a bi-annual basis to the Performance & Monitoring Review Group.

Service Risk

- 4.6** Following the methodology in 4.3 to 4.4 above, each service has service owned operational risk registers in Pentana; these will be fully reviewed through the 2022/23 service planning process alongside development of the Council’s next five year strategic plan.

- 4.7** Failure to implement broad-ranging school improvement to raise attainment and achievement SR002

SR002 is unlikely to reach its intended outcome due to the pandemic period. The pandemic has affected national and local outcomes in education attainment and equity due to periods of school/ ELC closure; absence due to Covid and shielding. The Education Service has a recovery strategy for attainment which needs a full academic year (August 2021 to June 2022) to have an impact on attainment although it should be noted that employee and pupil absences due to Covid continue to be experienced.

- 4.8** Threat of Cyber-attack SR008

SR008 is also unlikely to reach its intended outcome. The cyber threat has evolved and grown during the pandemic and will continue to do so post-pandemic. There was an increase in both the scale and severity of cyber-attacks targeting public and private sector over the last two years. In March 2021, a targeted attack on Microsoft Exchange servers saw 30,000 organisations in the US compromised whilst in April, the Solarwinds attack had a global impact. More recently the Log4j java vulnerability is amongst the most serious security vulnerabilities to hit the IT industry in decades and has had an impact on all areas of the Internet, including mobile device services within WDC. New ways of working, including increased remote access users, robotic process automations, digital transformations and adoption of Cloud based technologies all have an impact on the risk profile of the organisation and ICT continue to work with service areas to reduce and mitigate emerging risks. This has resulted in WDC undertaking further investment in vulnerability assessment tools and working with suppliers to improve remote access capabilities and mitigate emerging threats. Lack of user awareness within organisations remains one of the biggest Cyber Security threats, with global

ransomware attacks increasing worldwide by 62 percent during 19/20. To combat this we have undertaken a number of information and training events to Elected Members, the Joint Consultative Forum and senior management within WDC. Work has also taken place to improve our security posture in line with the national Public Sector Action plan (PSAP). Monitoring of the National Cyber Security Centre (NCSC) Cyber Security guidance continues to take place in light of any changes regarding the geopolitical instability in Ukraine and the surrounding areas'

4.9 EU Exit SR011

As previously reported, the EU-UK Trade and Cooperation Agreement now defines this area. Local risks were identified as disruption of services, workforce, and congestion at sea and airports, concerns around the supply of medicines were anticipated. Britain and Brussels reached an agreement in late 2020 that avoided tariffs or quotas on goods. However, traders are still confronted with new paperwork and unpredictable delays (noting further changes below). There is a continuing risk across the whole of the UK regarding the distribution of goods due to a shortage of HGV drivers. It continues to remain difficult to 'unpick' direct EU exit impacts from those resultant from the Covid pandemic, noting these have been recently exacerbated by the emergence of the Omicron variant. Challenges for West Dunbartonshire Council, and further afield have included shortages in supply for school meal items in addition to previously highlighted supply chain concerns including for construction materials..

All global manufacturers of IT equipment are experiencing significant impacts across material availability, manufacturing capacity, transportation & logistics. This is having a particular impact on the availability of mobile computing devices such as laptops and Chromebooks. The main component supply issues are specifically around the lack of LCD screens and circuit boards. In addition, demand for these devices is at record levels as organisations move towards remote working and learning. Currently, demand is still outstripping supply across the whole industry and expected to last into 2023.

With reference to previously documented challenges to the haulage industry, it is important to note changes to the UK Border Model effective from 1st January 2022 which may impact supply chains for all goods imported from the EU. These changes are summarised as follows:

- From 1st January 2022: Importers will have to pre-notify of any animals, food and feed being imported at least four hours in advance of the product reaching the UK.
- From 1st July 2022: Certification, documenting and physical checks will be introduced for all regulated animal & plant products; meat & meat products and high-risk foods not of animal origin.
- From 1st September 2022: Certification, documenting and physical checks will be introduced for all dairy products.

- From 1st November 2022: Certification, documenting and physical checks will be introduced for all remaining products of animal origin.

It is likely that delays in deliveries of products including clothing and food will result, particularly as changes to import requirements continue to be implemented. The Department of Transport continue to engage with the haulage industry to mitigate these impacts. Several WDC projects are seeing a potential link between construction price inflation, rarity of materials and EU exit. The Covid-19 pandemic continues to be a concurrent factor and there is anecdotal evidence from contractors that there is a bigger pull in the EU as a single market, for the materials that are there. This is having serious implications for affordability and it is current. These price increases are being closely tracked by WDC teams whose projects may be impacted, and other partners. Although the direct impact to West Dunbartonshire cannot be measured at this time it is recognised that impacts will be experienced across the UK as a whole.

4.10 This was initially assessed as high risk. The severity of this risk was reduced in the previous assessment given there has been little local impact since the UK left the EU and the rating of 6 is retained for this reporting period. However it remains important to acknowledge ongoing uncertainty, and changes to the UK Border Model from 1st January 2022 which present potential additional impacts on supply chains while affected industry sectors adapt. There are still 11 actions associated with SR011, with multiple owners, and the associated EU Exit plans are appended as usual.

4.11 The Council's Resilience Groups continue to work with the Civil Contingencies Service (CCS) as the main driver to support and monitor impact. Key officers and the Civil Contingencies Officer actively review the EU Exit Assurance Action Plans and have done so in advance of this committee.

4.12 Pandemic (COVID-19) SR012

The impact of COVID has resulted in the development of a significant number of procedures, assessments and mitigations to support the various UK and Scottish Government initiatives and ultimately reduce the risk of transmission in the workforce and local community.

4.11 As a result, the Council has experienced significant COVID related spend across all service areas. In 21/22 this is currently in the region on £11.1m.

4.12 In respect of the strategic risk and consequent operational risks, four key areas have been identified and are listed below. The response and recovery landscape remains fluid.

- **Workforce:**

The Council is faced with significant workforce demands in relation to absence, reduction, recruitment and wellbeing. Risk rating amended from amber to green since last reported.

- **Service Delivery:**
The Council is faced with significant delivery demands in relation to moving services online, disruption, reduction and quality. Risk rating amended from amber to green since last reported.
- **Protection:**
The Council is faced with significant demands for protection in relation to additional and constant changing legislation and guidelines, PPE requirements, supply chain, cost of PPE and ensuring workforce safety. Risk rating remains at green since last reported.
- **Public Uncertainty:**
The Council is faced with significant demands around public uncertainty and leads to additional burdens upon services, seeking information, advice and support. Risk rating remains at green since last reported.

5. People Implications

- 5.1 There are no people implications associated with this report, other than in relation to the mitigation of risks

6. Financial and Procurement Implications

- 6.1 There are no financial and/or procurement implications directly associated with this report however there are in relation to the expenditure linked to mitigation.

7. Risk Analysis

- 7.1 Failure to ensure robust risk management is likely to result in the Council being criticised by External Auditors for not having an integrated approach to embedding risk management within the authority with the result that a “no scrutiny required” status would not be achieved.

- 7.2 Progressing with a robust risk management approach will demonstrate that the Council is taking ownership of risk management and ensuring effective measures are in place. The ability to demonstrate risk ownership should benefit the Council in terms of:

- Understanding risk and its potential impact on the Council’s priorities and objectives;
- Reducing insurance premiums going forward by recognising that a mature approach to risk management will contribute to a reduction in the number and value of claims across a range of insurance classifications;
- Contributing towards incident prevention based upon post-incident investigation;
- Meeting statutory/regulatory requirements; and
Ensuring better partnership working with external and internal partners.

8. Equalities Impact Assessment (EIA)

8.1 An equalities screening was undertaken that identified no impact on a particular protected group.

9. Consultation

9.1 The strategic risks have been discussed with the Chief Officers and senior management representatives on the Operational Resilience Group. The reports to committee are available to the Trades Union and consultation undertaken as required.

10. Strategic Assessment

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

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

10.2 The strategic risks have been identified to complement the main strategic priorities.

Name: Victoria Rogers
Designation: Chief Officer People & Technology
Date: 25th January 2022

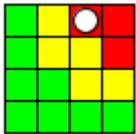
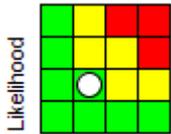
Person to Contact: Anna Murray, Risk & Health and Safety Graduate
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Appendices: Appendix 1: Detailed Strategic Risk List
Appendix 2: WDC HSCP EU Exit Action Plan
Appendix 3: WDC EU Exit Action Plan
Appendix 4: Elected Members' Bulletin February 2022

Background Papers: Report to Council on 25 October 2017 - West
Dunbartonshire Council Strategic Plan 2017-22
Risk Management Framework
EIA screening

Strategic Risk Report

Generated on: 7 February 2022

 SR 001 Significant financial funding reductions / limitations from Scottish Government		<p>It is expected that the Council will be faced with significant ongoing funding reductions/limited increases from the Scottish Government settlement. This is based on recent settlements and ongoing projected population change with West Dunbartonshire. This coincides with a period where costs are expected to rise in relation to social care due to an aging population; inflationary increases with RPI at a level not seen since 1991; post-COVID-19 ongoing costs; likely increased cost of borrowing as interest rates increase and pay award pressures linked to inflation. The ongoing population decline of West Dunbartonshire versus the average population for the whole of Scotland leads directly to funding reductions with marginal impact on service delivery cost/need. Pay awards and other inflationary pressures are expected to continue to be higher than any settlement position. Covid-19 introduces a risk in relation to the potential net cost to the Council versus the ongoing funding support and/or financial flexibilities provided by the Scottish Government, though this is anticipated to be fully funded.</p>				
Current Risk Matrix	Last Review Date	Current Rating	Target Risk Matrix	Target Date	Target Rating	Assigned To
 Likelihood Impact	12-Jan-2022	12	 Likelihood Impact	31-Mar-2022	4	Gillian McNeilly
Potential Effect	Shortfall in finances and therefore the Council is unable to provide all services as intended.					
Measures of Impact	<ul style="list-style-type: none"> - Reduction in government grant - Demographic change (population decline/growth, aging population) - Cost reduction required including cutting level and/or quality of service provision - Increased Debt (collection of Council Tax, HRA rents, etc) 					
Risk Factors	<ul style="list-style-type: none"> - Level of government grant - Lack of time to plan for changes in the level of grant funding due to single year settlements and settlement information from Scottish Government - General inflationary factors - Bank of England Base Rate increases - ongoing prevalence and impact of COVID-19 - Significant additional burdens - Capital receipts 					
Internal Controls	<ul style="list-style-type: none"> - 10 year Financial Strategy subject to regular review - Monitor and maintain General Services and Housing Revenue Account prudential targets - Reporting and monitoring of Treasury Management Strategy - Budgetary control process - Regular budgetary control and savings monitoring reports provided to CMT and Council / committees - Rigorous debt collection processes - Annual Internal Audit Plan - Work of External Auditors (external control) - Annual Governance Statement - Procurement Improvement Plan 					
Latest Note	For the remainder of the Strategic Plan period there is a very high likelihood that the funding received from the Scottish Government will be reduced as the population of West Dunbartonshire continues to decline compared to the Scottish average position. There is a potential for some additional funds arising from Barnett Consequentials, however these may not be "free" funds and may be linked to Scottish Government priorities.					
Risk Opportunity	<ul style="list-style-type: none"> - Annual exercise to identify efficiencies - Projects to implement new ways of working (e.g. digitisation, asset management) - Enhance the reputation of the Council as an organisation which manages its finances soundly 					

Linked Actions Code & Title	Progress	Status	Assigned To
RES/21-22/009 Report agreed savings options and management adjustments through the budgetary control process	<input type="text" value="66%"/>		Gillian McNeilly
RES/21-22/007 Review and update the long term finance strategy	<input type="text" value="50%"/>		Laurence Slavin

	SR 002 Failure to implement broad-ranging school improvement to raise attainment and achievement	This risk concerns the delivery of excellence and equity for our young people to support them to attain and achieve at the highest level. In particular, it is aimed at bridging the attainment gap and breaking the cycle of disadvantage. This also includes the focus on intervention at early years to improve life chances at all points on the learning journey. A key driver is the Council's participation in the Scottish Attainment Challenge which will be delivered over 4-years from 2015. Year 3 commenced in April 2017 and will bring together the workstreams to deliver a self improving school system programme.
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Current Risk Matrix	Last Review Date	Current Rating	Target Risk Matrix	Target Date	Target Rating	Assigned To
	12-Jan-2022	6		31-Mar-2022	1	Julie McGrogan

Potential Effect	The national expectation for education would not be delivered. Improved outcomes for young people would not be attained and achieved. The Council would fail to meet the needs of individual learners. The Service would fail to bridge the attainment gap and break the cycle of disadvantage. The Council would fail in its legal duty for the education of young people within West Dunbartonshire. There would be reputational damage to the service and the wider Council. There would be a lack of income generation from external funding sources.
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Measures of Impact	Examination results - Her Majesty's Inspectors of Education inspection reports - validation reports - stakeholder feedback - local learning community attainment data - control group model - small test of change model - risk matrix model - bespoke model of intervention for young people and families at early stages to improve on attendance/lateness; social and emotional health; supports for mental health issues; parenting/behaviour management skills and early linguistic & cognitive development - pre/post intervention assessment - increased expectation of raising attainment being the responsibility of all - school to school collaboration with locally initiated bottom-up enquiry - higher level of Science Technology and Maths subject uptake in secondary schools - increased numbers of learners entering STEM related career pathways - standardised literacy and numeracy tests Evidence gathering is underway to provide robust evidence of attainment by end June. Direct comparison of latest years attainment data in 2015-19 should reflect different context of 2021
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Risk Factors	Staff resources - adequate funding for projects - workforce development - effective leadership - accurate and timely data collection - accurate and timely reporting - effective communication with partners and external agencies - disrupted learning - staff absence - pupil absence - adapted model of delivery to ensure safety - limiting curriculum flexibility - learning style flexibility - impact of COVID on social and emotional wellbeing - risk to funding streams. In March 2020 children were home working remotely for 7 months. There is increased risk of targets to narrow the attainment gap and increase attainment being affected. A contingency and recovery plan are in place. Therefore, this is not severe risk. However, it is predicted that there will be some impact due to extended periods of school closure. Need to ensure that assessment is not disproportionate and becomes a burden to pupils. The ongoing disruption due to the pandemic will have an impact on attainment.
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Internal Controls	Raising Attainment Strategy Project management by Senior Education Officer Raising Attainment Project Board (led by Chief Education Officer) Termly progress reports submitted as part of Educational Service committee reports Relevant Continuous Professional Development programme to support education staff Meetings between WDC and Education Scotland/Her Majesty's Inspectors of Education BGE Attainment and Performance Data Educational Services Improvement Framework Literacy, Numeracy and HWB Steering Group National Improvement Framework (NIF)
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	Education Recovery Plan		
Latest Note	Building on achievements made since 2015 the service is developing plans to both accelerate and embed progress in academic sessions 2021/22 and 2022/23, these plans are being reviewed to reflect the refreshed SAC programme. The key risk to ongoing progress is SG's plan for a tapered SAC funding model between 2022 to 2026.		
Risk Opportunity	Improved attainment - improved attendance - reduced exclusions - reduced violent incidents - reduction requirement for targeted support over time - reduction requirement for specialist placements over time - improved learning & community engagement - children/pupils at risk identified earlier and more effectively - more empowered community providing self-sustaining peer support - increase in the percentage and range of positive destinations over time - increased access to digital learning resources		
Linked Actions Code & Title	Progress	Status	Assigned To
ELA/21-22/DP/01 Deliver the best start in learning	75%		Kathy Morrison
ELA/21-22/DP/03 Increase attainment and positive destinations	30%		Andrew Brown; Julie McGrogan
ELA/21-22/DP/04 Review and improve support for reducing inequity	35%		Claire Cusick
ELA/21-22/DP/05 Develop empowered leadership to provide the highest quality of learning and teaching	30%		Claire Cusick; Julie McGrogan

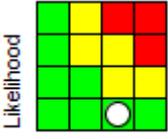
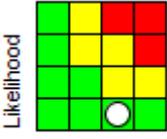
	SR 003 Councils Assets		Risk: That the Council's assets and facilities are not fully fit for purpose with consequent adverse impact on our ability to deliver efficient and effective services. Assets included in this assessment are; the Council's property portfolio, housing stock, roads and lighting, fleet and open space			
Current Risk Matrix	Last Review Date	Current Rating	Target Risk Matrix	Target Date	Target Rating	Assigned To
	12-Jan-2022	4		31-Mar-2022	4	Craig Jardine; Michelle Lynn; Gail Macfarlane; Alan Young
Potential Effect	<ul style="list-style-type: none"> - Assets are not utilised in the most effective and efficient manner - Service cannot be properly delivered to the satisfaction of service users - Service users seek alternative service provision - Increase in reactive maintenance costs/ demand/ volume - Council assets in poor conditions - Council assets fail to meet relevant standards 					
Measures of Impact	<ul style="list-style-type: none"> - Condition surveys - Suitability surveys - Road Condition SPI - Customer perceptions of service delivery - Investment levels in upkeep and improvement of asset base and facilities - Asset user satisfaction - Operating costs and savings 					
Risk Factors	<ul style="list-style-type: none"> - Adequacy of funding available to improve asset base - Adequacy of staff resources allocated to the area of asset management - Council buildings/ assets deemed to be unfit for existing purpose - Economic conditions may reduce level of potential capital receipts from surplus property sales - Over one third of the road network is in need of repair and the current long term capital funding only sustains a steady state condition of the road network - Increased public liability claims due to poor condition of roads network - Increase public liability claims due to poor condition of footpaths and roads which are not part of our adopted network. 					
Internal Controls	<ul style="list-style-type: none"> - Corporate Asset Management Strategy (scheduled refresh in 2nd half of 2021/22 year) - Learning Estate Strategy - Capital Investment Team - Capital project meetings are carried out monthly in addition to project specific meetings. - Property Asset Management Plan - HRA Capital Investment Programme (refreshed and delivered annually) - Capital plan 					

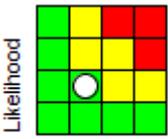
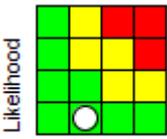
	<ul style="list-style-type: none"> - Roads and Lighting Asset Implementation Plan - Fleet Asset Implementation - Open Space Asset Implementation Plan - Detailed asset database that shows relevant information on a property by property basis in relation to operational, non-operational and HRA properties. - Sustainability Policy - More Homes Better Home Project Board.
Latest Note	The current plan will continue into 2022/23. The new 5 year Corporate Asset Management Strategy and Property Action Plan will be developed in 2022/23 to ensure it meets the aspirations of the new Strategic Plan.
Risk Opportunity	<ul style="list-style-type: none"> - Enhance reputation of Council by being able to improve Council - Estate, assets and service delivery (e.g. new school buildings, operational building upgrades, office and depot rationalisation projects, housing investment programme to meet SHQS/ESSH, roads upgrade programme, vehicle replacement programme, greenspace upgrade projects) - Enhance employee "feel good" factor by providing modern office accommodation equipped with up to date IT facilities - Improved satisfaction from tenants and public building users - Secure external funding for development of assets (e.g. EC, lottery, Historic and Environment Scotland) - Prioritised Building Upgrade Plan - The continued implementation of the energy efficient street lighting project will both improve the asset and reduce costs significantly through reduced maintenance, energy consumption and carbon output. - The effect of these energy efficiencies has demonstrated that significant savings and environmental benefit can be achieved through the utilisation of developing technology.

Linked Actions Code & Title	Progress	Status	Assigned To
R&N/21-22/021 Review the composition of the vehicle fleet and ensure the conversion from the current diesel powered fleet to a low /zero CO2 emissions fleet is implemented in a planned and sustainable way (via Fleet Strategy)	<div style="width: 60%;"><div style="background-color: #4f81bd; color: white; padding: 2px;">60%</div></div>		Kenny Lang
SD&P/2022/CAM/01 Develop and implement new Corporate Asset management plan 2021-26	<div style="width: 75%;"><div style="background-color: #4f81bd; color: white; padding: 2px;">75%</div></div>		Craig Jardine
SD&P/2022/CAM/02 Develop and implement new Property Asset action plan	<div style="width: 75%;"><div style="background-color: #4f81bd; color: white; padding: 2px;">75%</div></div>		Craig Jardine
SD&P/2022/HAI/01 Ensure the Council's Housing stock progresses towards the achievement of the energy efficiency standard for social housing.	<div style="width: 80%;"><div style="background-color: #4f81bd; color: white; padding: 2px;">80%</div></div>		Alan Young
SD&P/2022/HAI/02 Deliver the HRA Capital Investment programme for 2021/22	<div style="width: 80%;"><div style="background-color: #4f81bd; color: white; padding: 2px;">80%</div></div>		Alan Young

	SR 004 Information Technology	Failure to keep pace with changing technology environment during periods of austerity and supplier rather than business led change				
Current Risk Matrix	Last Review Date	Current Rating	Target Risk Matrix	Target Date	Target Rating	Assigned To
	07-Jan-2022	2		31-Mar-2022	2	James Gallacher; Patricia Kerr; Brian Miller
Potential Effect	A lack of consistent, sufficiently robust planning in respect of ICT arrangements is likely to result in the Council being ill prepared to meet future demands in key service areas and lacking the capacity to respond effectively to changing need.					
Measures of Impact	<ul style="list-style-type: none"> - Degree of compliance with security controls to prevent data loss through poor o/s patching, cyber attack, firewall configurations etc - Extent of wireless connections in the Council network – all schools and refurbished Office accommodation complete - Number of ICT Help Desk calls resolved within half day - exceeding target of 35%. Target was increased. - Extent of functionality development in key Council systems (i.e. lack of development beyond base system leading to ineffective management information) – several channel shift projects delivered and more are in 					

	<p>progress Workforce mgnt self service, Housing mgnt system replacement, CMIS upgraded and hosted, increased volume of web and intranet traffic, SEEMIS replacement, streamlined financial and purchasing processes, document management.</p> <ul style="list-style-type: none"> - Fit for purpose Council website, delivering information and services to a significant percentage of the Council's customers. - Provide efficient desktop services to meet changing workforce flexibility and property rationalisation requirements. Thin client deployment complete in corporate estate and started in Education. 5-year Device replacement programme in place. - Implementation of mobile and flexible working, enabling a downsizing of required office accommodation through enabling people to work more efficiently and to adopt a more flexible policy towards office accommodation and desk provision. Bridge St, Aurora, CTCO, Municipal, Church St complete. - Broadband speed in the Council area - WDC has 2nd highest broadband speeds in Scotland. Investigating funding options for fibre network. 			
Risk Factors	<p>Insufficient resourcing of ICT developments so that benefits and opportunities identified are not realised</p> <ul style="list-style-type: none"> - poor network security controls implemented. lack of intrusion detections alerts, failure to respond to audit / PSN test findings and recommendations, insufficient resources allocated to security tasks. Service redesigned and resources aligned to security tasks and improved monitoring processes and tools implemented. Additional tools being purchased to help support remote working environment. - Poor project and programme change management arrangements. - Poor quality of mobile communication provision. - Poor uptake on channel shift 			
Internal Controls	<ul style="list-style-type: none"> - Capital programme established for technology refresh projects - Information & Communication Technology (ICT) Policy - Governance structures such as ICT Steering Board, Education ICT Steering Board, Digital Transformation Board in place to support integrated planning and decision making in relation to ICT - Use of both internal IT resources from across the Council and skilled specialist advisers in key areas - Fit for purpose data centre (with remote back up site). Shared data centre went live in Dec 2014 and replacement WDC data centre live January 2018. WDC and EDC are taking a lead role on data centre sharing across Scotland 			
Latest Note	Jan 2022. Council spend plans continue to include investment in technology thereby demonstrating the Council's ongoing commitment to technology solutions and improvements.			
Risk Opportunity	<ul style="list-style-type: none"> - COVID-19 has increased the number of users and services working remotely. Several manual processes amended and driving process reviews across the Council. Opportunity to redesign infrastructure and introduce new tools to support hybrid working environments. - rapid deployment of conferencing technologies has helped drive demand and give visibility to importance and suitability of digital technologies and processes - annual network penetration tests - Annual PSN compliance audit - Annual External Audit on ICT Controls - Continued investment and Modernisation of ICT infrastructure and its focus on network security and resilience. - Provide 21st century state of the art technology for employees and service users - Rationalise IT systems - Use of innovative IT linked service delivery models to effect change - Provide Council employees with secure access to email and supporting systems at times and locations of choice <p>Increased use of mobile devices eg tablet devices and mobile phones.</p> <ul style="list-style-type: none"> - Provide self service style systems to employees and the local community 			
Linked Actions Code & Title		Progress	Status	Assigned To
P&T/2022/ICT/01 Support the Councils transformation and improvement projects		<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e0e0e0; position: relative;"><div style="background-color: #4f81bd; width: 50%;"></div></div>		James Gallacher; Patricia Kerr; Brian Miller
P&T/2022/ICT/02 Deliver secure and compliant infrastructure to support Council wide services		<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e0e0e0; position: relative;"><div style="background-color: #4f81bd; width: 33%;"></div></div>		James Gallacher; Patricia Kerr; Brian Miller
P&T/2022/ICT/03 Deliver process and technology improvements to the ICT service		<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e0e0e0; position: relative;"><div style="background-color: #4f81bd; width: 60%;"></div></div>		James Gallacher; Patricia Kerr; Brian Miller
WFP/P&T/21-22/05/ICT Build succession planning and explore and initiate workforce shadowing/ transfer opportunities across P&T		<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e0e0e0; position: relative;"><div style="background-color: #4f81bd; width: 75%;"></div></div>		Patricia Kerr

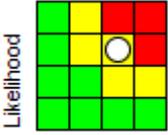
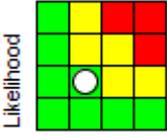
 SR 005 Partnerships		The Council fails to engage adequately with partnership bodies				
Current Risk Matrix	Last Review Date	Current Rating	Target Risk Matrix	Target Date	Target Rating	Assigned To
 Likelihood Impact	12-Jan-2022	3	 Likelihood Impact	31-Mar-2022	3	Amanda Graham
Potential Effect	failure of partnership impacts on Councils obligations under Community Empowerment Act					
Measures of Impact	partnership response to COVID19 Successful delivery of LOIP and supporting plans positive partnership inspections					
Risk Factors	<ul style="list-style-type: none"> - COVID19 response is agency specific and leads to gaps and missed opportunities - inability to deliver improved outcomes which require strong partnership activity - Council's reputation is adversely affected through a failed partnership arrangement 					
Internal Controls	<ul style="list-style-type: none"> - Robust partnership arrangements through community planning partnership - Align the Council's strategic plan with the Local Outcome Improvement Plan (LOIP) - Ensure that partners have signed up to deliver on the outcomes and targets set in the LOIP - Develop data sharing protocols with partner agencies - Participate in reform agenda as it impacts on Council area 					
Latest Note	No change to risk assessment. Whilst the Community Planning Partnership is now being managed under a shared service agreement, it is well established with strong partnership working arrangements in place reducing likelihood of this risk being realised.					
Risk Opportunity	- Position West Dunbartonshire as a modernising Council					
Linked Actions Code & Title				Progress	Status	Assigned To
H&E/2022/CT/02 Develop a detailed Delivery Plan through consultation with CPWD and the local community to ensure the aims of the CE Strategy are deliverable.				<input type="text" value="66%"/>		Elaine Troup
H&E/2022/CT/03 Complete the Review of the Scheme for Establishment for Community Councils				<input type="text" value="33%"/>		Elaine Troup
CCF/2022/CO/01 Review Community Planning arrangements to create a long-term sustainable model for WDC				<input type="text" value="100%"/>		Amanda Graham

 SR 006 Citizens and communities		The risk is that the Council does not establish or maintain positive communications with local residents and the communities it represents				
Current Risk Matrix	Last Review Date	Current Rating	Target Risk Matrix	Target Date	Target Rating	Assigned To
 Likelihood Impact	12-Jan-2022	4	 Likelihood Impact	31-Mar-2022	2	Amanda Graham
Potential Effect	<ul style="list-style-type: none"> - Tensions develop with citizens and local community groups - reputational damage to council services - lack of trust in service provision 					
Measures of Impact	<ul style="list-style-type: none"> - informed and engaged citizens participating in consultation activity - telephone survey monthly, quarterly and annual measures - increased social media engagement and reach 					
Risk Factors	<p>pace of change in response to COVID19 means services may not be communicating fully and effectively citizens may be suffering from information overwhelm and not engage in the high volume of updates being shared by services</p> <p>Services are having to change and update plans in response to new information - meaning it can be difficult to keep up with current position and ensure the message is shared</p>					

	Lack of appropriate staff development / skills may be lacking to support new model of service delivery inequity of engagement across the partnership on key local issues council seen as unresponsive to community if feedback from engagement not acted upon apathy within communities leads to little or no engagement some community groups feel their voices are not being heard		
Internal Controls	- Ensure robust mechanisms for public feedback (Embedding the Strategic Engagement Framework) - Annual budget consultation events - Citizens Panel - Open Forum questions at Council meetings - continue to deliver 4 issues of housing news each year - delivery of effective communications and public information through social media - use of telephone survey		
Latest Note	We continue to promote and ensure strong communications and engagement through the Engaging Communities Framework. As well as gathering resident feedback, we ensure that key information is communicated through a variety of media channels including online, social media and publications such as Housing News.		
Risk Opportunity	citizens are more comfortable with the digital platform as a result of the enforced cessation of face to face services - this presents an opportunity to modernise communication Community Empowerment Act participation requests asset transfer		
Linked Actions Code & Title	Progress	Status	Assigned To
CCF/2122/SR/02 Produce four publications of Housing News per year	75%		Amanda Graham
CCF/2122/SR/03 Gather Citizens feedback through regular engagement channels including Citizens Panel and Telephone Survey	75%		Amanda Graham
CCF/2122/SR/01 Ensure communications are widely distributed across all channels to residents	100%		Amanda Graham

	SR 007 Health and Safety of Employees and Others	Failure to meet the Council's duty to protect the health, safety and welfare of its employees and other people who might be affected by its business, either in the provision of an effective health and safety management system or in ensuring adherence to that system as part of an embedded health and safety culture.				
Current Risk Matrix	Last Review Date	Current Rating	Target Risk Matrix	Target Date	Target Rating	Assigned To
	17-Jan-2022	4		31-Mar-2022	4	John Duffy; Alison McBride
Potential Effect	Risk of an employee, service user, pupil (young person) or member of the public being seriously / fatally injured by fault of the Council. There are various risks associated with the outcome: reputational risk regarding negative publicity; financial risk in terms of claims management compensation to the injured party; risk of prosecution by the HSE resulting in a fine or, Chief Officers / Chief Executive being subject to criminal charges.					
Measures of Impact	Time and cost associated with in-house/HSE investigation. Service delivery impact in terms of injury-related absence and potentially enforced cessation of work activities. Impact of legal proceedings, in terms of costs, potential reputational damage and, worst case, risk of criminal charges.					
Risk Factors	Resources, robust policies and practices, adequate H&S strategy.					
Internal Controls	<ul style="list-style-type: none"> • Council has in place a robust H&S policy and strategy (and separate Fire Risk Management Strategy) that includes service specific health and safety plans, duties and responsibilities for Chief Officers, managers and employees. • Adequate H&S resources in place to fulfil statutory obligations in terms of the Health and Safety at Work etc. Act and the Management of Health and Safety at Work Regulations. • Embedded H&S culture that discusses H&S issues at a top level and cascades throughout the organisation through the health and safety committee system. • Monthly reports to PMRG on organisational safety performance. • Each link H&S Officer attends Chief Officer meeting to report on service safety performance • Chief Officers have H&S committees at Directorate and Corporate level. 					

	<ul style="list-style-type: none"> • Workplace inspection and audit programme. • Service risk profiling. • H&S training needs analysis for every employee group. • Toolbox talks take place at directorate level. • Monthly health and safety communication published on the intranet. • The Council has in place a Trade Union Health and Safety Partnership Agreement. • Council promotes health and safety training for TUs to diploma level. • Closely following Scottish Government guidance in the COVID route map which includes a phased return to office working. 		
Latest Note	Target Risk was reviewed and given current pandemic no change.		
Risk Opportunity	Demonstrate to committees, elected members, Trade Unions, employees, the community and other external partners of robust H&S culture.		
Linked Actions Code & Title	Progress	Status	Assigned To
P&T/2022/H&S/01 Embed an organisational health and safety culture through extending organisational use of Figtree and understanding of health & safety	<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #add8e6; display: flex; align-items: center; justify-content: center;">62%</div>		John Duffy; Anna Murray

	SR 008 Threat of Cyber-attack		Data, systems and/or infrastructure are impacted as result of security attacks which are increasing in number at a time when this threat is already placing demands on resources to deliver increased levels of security controls.			
Current Risk Matrix	Last Review Date	Current Rating	Target Risk Matrix	Target Date	Target Rating	Assigned To
	07-Jan-2022	9		31-Mar-2022	4	Iain Kerr
Potential Effect	<ul style="list-style-type: none"> • Disruption of Services impacting service delivery to citizens • Loss of Data • Staff and Citizen data loss with the potential for misuse such as identity fraud • Mis-information being delivered to the public via WDC communication channels • Potential for significant fines currently under the Data Protection Act and from May 2018 under the provisions of the General Data Protection Regulations • Reputational damage • Redirection of resources to deal with the effects of an attack and away from BAU work 					
Measures of Impact	<ul style="list-style-type: none"> • Recorded attempts from external sources to breach council cyber defences • Recorded cyber related incidents in the Cyber incident log • Quantity of breaches/incidents reported to the Information Commissioners Office • Fines levied for breaches 					
Risk Factors	<ul style="list-style-type: none"> • Inappropriate Cyber defences at the perimeter of the council networks • Inappropriate delivery of security patches to desktop and server estates 					

	<ul style="list-style-type: none"> • Compliance with security standards such as PSN, PCI, Public Sector Action Plan on Cyber resilience for Scotland • Continually changing threat landscape • Maintaining relevant skill sets among employee group / cost of securing expert resources 		
Internal Controls	<ul style="list-style-type: none"> • Implementation of internal Policies on Patching and hardware/software hardening and expanded during COVID to patch thin build devices remotely. • Annual PSN compliance audit including a comprehensive IT Health Check • Governance structure in place, ICT Steering Board consisting of senior management and relevant stakeholders meeting bi-monthly or as required in response to incidents/events • Programme of Internal and External ICT audits • PCI working group • Information Security/Data Protection forum • Multiple layers of Cyber defences • Network Segration • Rolling programme of security awareness sessions • Interagency and cross Council working groups and sharing. • National Digital Office / Scottish Government Public Sector Security programme and guidance 		
Latest Note	<p>Jan 2022. Recent cyber threats coupled with attackers focus on exploiting vulnerabilities means the risk profile remains as significant however the Council is investing in mitigating technologies which helps to mitigate the likelihood. Monitoring and management of the ICT estate continues to be a key priority for the ICT service. Lack of user awareness within organisations remains one of the biggest Cyber Security threats, with global ransomware attacks increasing worldwide by 62 percent during 19/20. To combat this we have undertaken a number of information and training events to Elected Members, the Joint Consultative Forum and senior management within WDC. Work has also taken place to improve our security posture in line with the national Public Sector Action plan (PSAP). Monitoring of the National Cyber Security Centre (NCSC) Cyber Security guidance continues to take place in light of any changes regarding the geopolitical instability in Ukraine and the surrounding areas.</p>		
Risk Opportunity	<ul style="list-style-type: none"> • Increase Cyber resilience and awareness for staff, members and citizens • Contribute to Scottish Government Public Sector Action Plan on Cyber resilience for Scotland • Upskill employees to address current and emerging threats • Increased employee awareness across Council 		
Linked Actions Code & Title	Progress	Status	Assigned To
P&T/2022/ICT/01 Support the Councils transformation and improvement projects	<div style="width: 50%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 50%		James Gallacher; Patricia Kerr; Brian Miller
P&T/2022/ICT/02 Deliver secure and compliant infrastructure to support Council wide services	<div style="width: 30%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 30%		James Gallacher; Patricia Kerr; Brian Miller
P&T/2022/ICT/03 Deliver process and technology improvements to the ICT service	<div style="width: 60%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 60%		James Gallacher; Patricia Kerr; Brian Miller
WFP/P&T/21-22/04/ICT Support Digital Transformation implementation and plan through ROI, consultancy only where necessary skills not	<div style="width: 75%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 75%		Patricia Kerr

internally available			
WFP/P&T/21-22/05/ICT Build succession planning and explore and initiate workforce shadowing/ transfer opportunities across P&T	75%		Patricia Kerr

	SR 009 Failure to deliver the Early Years Agenda	Timescales for delivery of 1140 hours has been revised by the SG due to the impact of COVID 19 on progress with delivery. The statutory delivery date for eligible 2 year olds and all 3 and 4 year olds has been revised to August 2021. There is no risk to West Dunbartonshire Council as the statutory entitlement was delivered by May 2021 for all eligible 2 year olds and entitlement for all 3 and 4 year olds.
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Current Risk Matrix	Last Review Date	Current Rating	Target Risk Matrix	Target Date	Target Rating	Assigned To
	12-Jan-2022	3		31-Mar-2022	3	Kathy Morrison
Potential Effect	Reputational damage Failure to meet the Scottish Governments delivery plan to increase free ELC hours Children would not receive the best start in life Failure to meet our statutory duties Partner providers may be adversely affected					
Measures of Impact	Care Inspectorate standards All ELC meet the National Standard Criteria Key project milestones Scottish Government requirements Parental expectations Key personnel positions					
Risk Factors	Maintaining level of Scottish Government investment Availability of contractors within project timescales Recruitment of suitable staffing for centres Creation of flexible delivery model Staff engagement with the Early Years Strategy Quality of communication with parents and staff Successful transition to new delivery model Impact of closure due to COVID-19 will delay some projects					
Internal Controls	Reports to Education Services Committee Early Learning and Childcare Strategy 2016 - 20 Care Inspectorate Children and Young Peoples Act (S) 2014 Education Governance Board Revised implementation plan for recovery Revised DLO building programme of works for outstanding projects Early Years Implementation Board Financial reports - budget monitoring and review Inter departmental working Partnership SLA's Workforce Development Reports to Scottish Government Improvement Service					
Latest Note	There are capital projects remaining in our ELC plan, specifically these are building and service improvement projects which require to meet Care Inspectorate and Environmental standards. 5 ELC were awaiting reinspection, of the 5 two have been reinspected with positive evaluations of 'GOOD' and above. Statutory consultation is planned for the end of the current school session.					
Risk Opportunity	Parents and children will receive a more flexible childcare service Greater opportunities to tackle the impacts of inequalities on the very young and vulnerable children Improvement in quality assessment and moderation and interactive play-based methodologies across the Early Level Accessible provision will play a vital role in reducing the poverty related attainment gap through high					

	quality early learning and childcare Opportunities for professional learning to meet the standard required		
Linked Actions Code & Title	Progress	Status	Assigned To
CCF/2022/FM/03 Undertake planning, recruitment and procurement in readiness for expansion of Free School Meals to primary school pupils in P4-P7	<input type="text" value="20%"/>		Lynda Dinnie
CCF/2022/FM/02 Provide FM support to Early Years 1140 Expansion programme	<input type="text" value="100%"/>		Lynda Dinnie

	SR 010 Ensure an appropriately resourced workforce.	Failure to ensure that there is an appropriately resourced workforce in place to meet future organisational needs, either in effectively executing the Council's 2017-22 Workforce Plan, or in ensuring that the Plan is adapted over time if and when earlier assumed circumstances change.				
Current Risk Matrix	Last Review Date	Current Rating	Target Risk Matrix	Target Date	Target Rating	Assigned To
	12-Jan-2022	4		31-Mar-2022	2	Alison McBride
Potential Effect	<ul style="list-style-type: none"> - Low staff morale - Inability to deliver services effectively - Reduced level of service - Lack of improvement or increase in staff absences - Council underachieves as an organisation - Employee conflict 					
Measures of Impact	<ul style="list-style-type: none"> - Access to and participation of employees in learning and development activities - Absence rate and trends - Employee turnover - Grievance, discipline and other monitoring information - Employee survey results and associated actions - Reports from external scrutiny bodies and award bodies - Benchmarking with appropriate comparators 					
Risk Factors	<ul style="list-style-type: none"> - Lack of appropriate development / shortage of skills may pose a risk to new models of service delivery - Lack of capability to deliver - Workforce unable to adapt to change 					
Internal Controls	<ul style="list-style-type: none"> - HR processes designed to meet service delivery needs - Develop new structures to reflect strategic priorities and aligned to Future Operation Model (FOM) - Align workforce plan to the Council's strategic planning processes (i.e. have the right people available at the right time with the right skills to fulfil properly all of the Council's strategic priorities) - Periodic review of pay arrangements in accordance with EHRC guidance (currently every 3 years) - Incorporation of succession planning into workforce planning framework - Identify training programmes to reskill staff as identified by training needs analysis - Effective use of SWITCH to support alternative careers - Flexible HR policies, in particular recruitment & selection, learning & development (including elearning), continuous improvement / development flexible working, attendance management, employee wellbeing related policies - Effective use of Occupational Health Service - Robust Be the Best Conversations process - Effective leadership and management behaviours and practice 					
Latest Note	<p>Workforce planning has developed well alongside service delivery planning. This has been supported by better use of data in this area to inform decision making via the use of the console.</p> <p>New ACAS guidance (issued July 17) Return to Work and Hybrid Working reinforces the work WDC have undertaken to date, particularly around the workstyle exercise, employee consultation, remote working guidance, planned/ phased return and variations to contracts which all see WDC well placed in supporting the workforce. Further work to develop the approach to working flexibly has commenced.</p>					

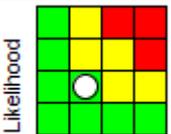
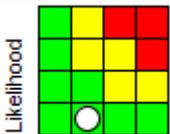
	<p>Despite a robust package of wellbeing resources being available, absence levels are starting to rise, with stress and MSK absences prevalent. WDC continue to provide additional access to counselling.</p> <p>Development course for mid to senior leaders has commenced in January 2022.</p> <p>Trickle rollout has now been completed for the whole of the organisation and will be used for employee feedback and engagement.</p> <p>There will be a launch of the Trade Union Learning Agreement which encourages all employees to participate in regular learning and development.</p> <p>WDC Fit for Future programme continues to support services.</p>		
Risk Opportunity	<ul style="list-style-type: none"> - Identity previously unknown skills and talents in the workforce - Realise the potential of staff 		
Linked Actions Code & Title	Progress	Status	Assigned To
P&T/2022/OD/01 Build workforce skills and support for the future across all services through innovative development programmes and bespoke interventions	20%		Lorraine Mair
P&T/2022/SHR/01 Embed good people practice through a focus on employee well-being, sound policies and workforce planning	60%		Louise Hastings; Alison McBride

	SR 011 EU Exit	<p>The Council has continued to proactively prepare for EU Exit, working alongside key partners and officers. Overtime, there may be service disruption, finance pressure, economic impacts. Since the UK left the EU, there has been no significant or noted impact of EU Exit in West Dunbartonshire. The emergence of the Omicron variant of Covid-19 has placed concurrent pressures on services, however these and challenges continue to be effectively managed through the Resilience Groups.</p>				
Current Risk Matrix	Last Review Date	Current Rating	Target Risk Matrix	Target Date	Target Rating	Assigned To
	19-Jan-2022	6		31-Mar-2022	2	Operational Resilience Group
Potential Effect	<p>West Dunbartonshire Council has reviewed the risks on a regular basis taking particular attention of any local risks ensuring mitigating actions were put in place to minimise any local impact. Local impacts are yet to be realised however they are still being monitored through the EU Exit Assurance Action Plans (Council & HSCP). These continue to be live documents which are regularly reported to Audit Committee and Corporate Services Committee.</p> <p>For further information on the potential effect please refer to WD HSCP EU Exit Assurance Plan & WDC EU Exit Action Plan.</p>					
Measures of Impact	The measure of impact is detailed in both EU Exit Assurance Plans					
Risk Factors	<ul style="list-style-type: none"> Financial Workforce Goods, services & supply chains Community Regulation Insurance Education Global Pandemic 					
Internal Controls	<p>All internal controls are managed through both EU Exit Assurance Action Plans. In addition, the Council's Resilience Groups continue to work with the Civil Contingencies Service (CCS) to act as the main driver to support and monitor the new Trade and Cooperation agreement. The Civil Contingencies Officer participates in EU Exit calls hosted by COSLA and working with other LAs to</p>					

	<p>address any issues and raise concerns to Scottish Government. However, COSLA have reduced the frequency of their meetings.</p> <p>Additionally, the emergence of the Omicron variant of Covid has resulted in a greater focus on managing the impacts associated specifically from the ongoing pandemic.</p> <p>The Civil Contingencies Officer crossed referred both plans with the updated UK Planning Assumptions of reasonable worst-case scenarios and is a live document allowing officers to update their respective fields if and when required.</p>
Latest Note	<p>The rating of 6 is retained from the previous assessment. It remains challenging to 'unpick' direct EU Exit impacts from those resultant from the Covid pandemic. Additionally, staggered changes to the UK Border Model from 1st January 2022 presents potential additional impacts on supply chains while affected industry sectors adapt.</p>

Linked Actions Code & Title	Progress	Status	Assigned To
SR011-10 Workforce Planning	100%	✓	Victoria Rogers
SR011-2 Regeneration	100%	✓	Peter Hessett
SR011-3 Procurement	100%	✓	Annabel Travers
SR011-4 Legal & Environmental Health	100%	✓	Peter Hessett
SR011-5 P&T impact of EU nationals employed by WDC	100%	✓	Victoria Rogers
SR011-7 Communications	100%	✓	Amanda Graham
SR011-8 Resilience	100%	✓	Victoria Rogers
SR011-9 Education	100%	✓	Laura Mason

	SR 012 Pandemic (COVID)	<p>The Council is faced with significant ongoing demands with disruption to service delivery, increasing PPE and workforce pressures as a result of Covid 19 and subsequent local and national outbreaks.</p> <p>This involves both responding to the crisis and from services returning to a new normality based on Response, Recovery and Renew guidance produced by Scottish and National Government.</p> <p>NB. Financial risk is also reflected in SR001</p>
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Current Risk Matrix	Last Review Date	Current Rating	Target Risk Matrix	Target Date	Target Rating	Assigned To
 Likelihood Impact	29-Jan-2022	4	 Likelihood Impact	31-Mar-2022	2	John Duffy; Alison McBride
Potential Effect	Reduced service delivery, disruption to service provision, demand for increased workforce in many areas, increased financial pressures and difficulty in responding effectively to demands from employees, Trade Unions and the wider public.					
Measures of Impact	Reduction in government funding Reduction in revenue and income Service reductions or closures/reducing quality/limiting quantity Reduction in WDC/WDLT workforce Increased debt owed to the Council Reputational damage to WDLT and Council due to reduced delivery/quality of services					
Risk Factors	Levels of government funding for COVID 19 Second wave of COVID-19 Local outbreaks, non compliance resulting in further restrictions or local lockdown Workforce reduction/absence/recruitment difficulties/wellbeing impacted/additional PPE requirements/difficulty with supply chain/increased costs Concerns from Elected Members/employees/Trade Unions about provision/ safety of service/facilities Additional hardware/software to cope with prolonged remote working Significant additional burden in Capital receipts					
Internal Controls	10 year Financial Strategy as referred within SR001 Powers delegated to council officers to speed up critical decision making during pandemic					

	<p>Business continuity plans – organisational and service specific SRG/SRRG established as a key decision-making body guided by strategic council aims. Decisions noted and reported periodically to full Council.</p> <p>Regular sharing of information and guidance to officers and managers in relation to COVID-19 via exception reporting and situation (SITREP) reporting to ORG/SRG</p> <p>ORG established as an operational delivery body to ensure consistent messages and SRG decisions implemented, governance and compliance managed via SRRG.</p> <p>Dedicated Intranet page established; acting as a vehicle for sharing current information and best practice.</p> <p>WDC officers/councillors are actively participating in national forums to update SG as to WDC's position and stay updated on national advice</p> <p>Regular Workforce updates issued to ensure clarity of message and provide clear advice</p> <p>WDC/WDLT management to undertake reviews to find efficiencies to reduce costs and improve sustainability opportunities for savings and greater sustainability.</p> <p>Additional forums for collective consultation and information sharing established with trade unions.</p>		
Latest Note	<p>Covid booster programme is progressing well in WDC. There has been significant disruption due to Omicron however, it seems indications are the direction of travel is cautiously positive. Whilst WDC have experienced some employee absence due to Omicron, services have been maintained. Schools are open, restrictions are easing and isolation periods reduced with rules around self-isolation of household contacts having eased (providing negative LFTs). Risk assessments have been reviewed and employees are encouraged to complete regular LFTs.</p> <p>Offices re-opened, although SG guidance around Omicron enforced return to home-working. Plans to re-open are due to commence at the end of January.</p> <p>In light of the above the risk rating has reduced from 6 to 4. Whilst any further outbreaks would have an impact, WDC resilience plans are well established.</p>		
Risk Opportunity	<p>Enhance reputation of Council by being able to provide confidence clear guidance and supports</p> <p>Continue to build on digital service delivery via Digital Board plans.</p> <p>Continue with estate, assets and service delivery</p> <p>Enhance employees "feeling valued" by providing good conditions, wellbeing opportunities and supports</p> <p>Secure external funding for assisting in the delivery of council aims</p>		
Sub-Risks Description	Sub-Risks Measures of Impact/Internal Controls	Sub-Risks Traffic Light Icon	Sub-Risks Managed By
Workforce	<p>The Council is faced with significant workforce demands in relation to absence, reduction, recruitment and wellbeing.</p> <p>Employees' absence as a result of self-isolation, infection or caring requirements. Workforce reductions - due to insufficient funding, employees leaving due to caring requirements and anxiety.</p> <p>Recruitment issues caused by insufficient funding, demand in certain areas and skills. Wellbeing with employees working for an extended period at home, mental health, DSE and ongoing supports.</p> <p>Business Continuity Plans reflect employees' absences of up to 30% in determining how critical services will be delivered such diverting non critical roles to support key roles. Volunteer process in place to allow managers to apply for support and have volunteers identified and matched. To reduce the loss of key worker the council have promoted flexible working arrangements, providing childcare facilities and access to health supports.</p> <p>National and Government schemes accessed such as DWP Kickstart to supplement and support the local vaccination centres.</p> <p>West Dunbartonshire has been very receptive to the vaccine programme with high uptake across most age cohorts. This means the majority of West Dunbartonshire constituents have been vaccinated which helps build immunity, reduced the risk of developing coronavirus and makes symptoms milder.</p> <p>Wellbeing strategy in place with a focus on Mental Health supports, OH provider has delivered bespoke supports and i-learn has been expanded to support additional needs of the workforce. Significant internal demand on OH supports increasing costs substantially – little evidence of use of national supports for social care workers.</p> <p>New ACAS guidance (issued July 17) Return to Work and Hybrid Working reinforces the value and innovative approaches undertaken to date, particularly around the workstyle exercise, employee</p>		All relevant managers/ORG members

	<p>consultation, remote working guidance, planned/ phased return and variations to contracts which mean we are well placed for these changes.</p> <p>Numbers of employees absent due to Covid and/or isolating is reducing.</p> <p>Plans are now progressing with offices re-opening at the end of January with all offices planning to be opened by end of February.</p>		
Service Delivery	<p>The Council is faced with significant delivery demands in relation to moving services online, disruption, reduction and quality.</p> <p>Services are disrupted as a result of employee's absence, increased demand or lack of equipment/supplies. Reduction & quality are impacted due to insufficient funding leading to reduced numbers of employees and impacting on quality-of-service delivery.</p> <p>The Council have moved where possible to meet the needs of citizens via a more digital delivery method. Transformation projects will be reviewed in light of the developments made in this area.</p> <p>Business Continuity Plans identify critical activities and the minimum resources required to deliver critical activities – these were updated within the last 12 months.</p> <p>Employees are being supported at home with the correct equipment (DSE), ensuring employees take time off, receive regular breaks and other supports such as BTB conversations.</p> <p>Absence levels are now improving in relation to Covid/isolating and all services have been maintained throughout.</p>		All relevant managers/ORG members
Protection	<p>The Council is faced with significant demands for protection in relation to additional and constant changing legislation and guidelines, PPE requirements, supply chain, cost of PPE and ensuring workforce safety.</p> <p>WDC officers are actively participating in national forums to stay updated on national advice and ensure this is cascaded council wide. Officers from across the organisation review the SG COVID website daily to capture any changes.</p> <p>PPE demands continue and supply chain issues could impact upon our ability to purchase key equipment or resources, or affect any areas where we are reliant on a contractor. Business Continuity Plans consider supplier dependencies, including potential alternative suppliers.</p> <p>WDC have an established Risk assessment process to ensure safe practices for work.</p> <p>Lateral flow tests are available to WDC employees to ensure regular testing and distributed alongside PPE.</p>		All relevant managers/ORG members
Public uncertainty	<p>The Council is faced with significant demands around public uncertainty and leads to additional burdens upon services, seeking information, advice and support.</p> <p>Council continue to work with key stakeholders and citizens to ensure clarity of information as services recommence, ensuring this is shared with members of the public via social media/Council website, alongside FAQs being made available where necessary.</p> <p>Information on updated Government advice is distributed through these channels regularly, and as soon as possible after Govt announcements, Requests made via the contact centre to reduce burden on services.</p> <p>Both symptomatic and asymptomatic testing has been undertaken across WDC. Messaging has been clear and a drive to ensure services review their digital presence is underway.</p> <p>Plans are progressing to open buildings for Phase 1&2 early Feb, with the remainder opening at the end of Feb, with a plan to reopen to public following this.</p>		All relevant managers/ORG members

Risk Status	
	Alert
	High Risk
	Warning
	OK
	Unknown

West Dunbartonshire HSCP
EU- Exit Assurance Action Plan – Updated January 2022

Background: The themes of Issues/Risks identified below are based on the updated UK and Scottish Planning assumptions (September 2020). On the 31st December 2020, the Transition Period concluding EU Law jurisdiction in the UK and access to the EU Single Market ended. The new relationship is now defined by the EU-UK Trade and Cooperation Agreement (TCA).

The undernoted risks were identified and mitigating action was put in place to minimise any disruption. The Civil Contingencies Officer reached out to the contributing officers in the middle of July (2021) to determine if there were any concerns as a result of the UK departure from the EU. At this time, the risks and mitigating actions remain unchanged. The document will remain live and will be regularly reviewed and updated, if required.

Contributing Officers: Mark Harris, Civil Contingencies Officer (CCS); Lynda Dinnie, Facilities Manager; Audrey Slater, Head of People and Change (HSCP); Julie Slavin, Chief Financial Officer (HSCP); Sylvia Chatfield, Head of Mental Health, Learning Disability and Addictions,

Travel, Freight & Borders – Mark Harris – January 2022			
Broad Risk	WD HSCP Impact	Action/Mitigation	Comments Updated – Mark Harris
Transport	<ul style="list-style-type: none"> - Key medicines/equipment and PPE may be delayed. 	<p>Continue the positive dialogue with GPs and Pharmaceutical colleagues that have been in place.</p> <p>Ongoing talks to Government and NHS about how EU Exit might affect medicine supplies, equipment and PPE in the short medium and long term.</p> <p>A Serious Short Protocol would be introduced in the case of a serious shortage and is only one tool that can be used to manage shortages. The Gov't has well established processes for managing shortages in collaboration with manufacturers and suppliers, clinicians, NHS and the Medicines and Healthcare Products Regulatory Agency,</p>	<p>We will continue to liaise with NHS colleagues to obtain early notification of issues nationally and monitor.</p> <p>The formation of a senior Pharmacy Incident Response Team has been identified to address urgent and emerging issues with medicines supply.</p> <p>There have been no issues locally.</p>

Disruption to Service – Mark Harris, Lynda Dinnie, Julie Slavin - January 2022

Broad Risk	WD HSCP Impact	Action/Mitigation	Comments Update - Mark Harris, Lynda Dinnie, Julie Slavin
<p>Reduction, delay or stoppage in supply of medicines and medical supplies specially, radiopharmaceuticals, blood products, medical devices and clinical consumables. It is anticipated that any disruption will occur during the first three months after the end of the transition period.</p>	<ul style="list-style-type: none"> - While this issue is being coordinated nationally by the NHS, there is potential impact on Care Homes, Care at Home and Healthcare - A shortage of some medicines were been reported but not necessarily attributable to EU-Exit. 	<p>Continue the positive dialogue with GPs and Pharmaceutical colleagues that have been in place.</p> <p>Pharmacy teams are constantly reviewing and updating local processes for managing medicine shortages.</p> <p>Incontinence Care products are hosted across Glasgow Greater and Clyde (GGC) so any additional cost would be picked up by the host.</p> <p>Hand Hygiene Products – Care Homes and Home Care Teams estimate that 6K per month is spent on aprons, bibs and gloves, pressure care products and protective clothing. PPE should be procured through BAU routes however, NSS Hub arrangements was extended until June 2021 then the Memorandum of Understand was extended until March next year.</p> <p>As a result of Covid-19 costs have inflated due to COVID-19 and the need for additional PPE.</p>	<p>NHS have nationally provided updates as follows: Pharmacy team have reviewed & updated local processes for managing medicines shortages including assessing whether additional people resource is required.</p> <p>Medicines – no significant supply issues identified for the last 6 months or so. Any price increases have been mainly attributed to the pandemic and covered by SG Covid funding;</p> <p>SG has established a Scottish Medicine Shortage Response Group which will review evidence and intelligence, recommend action, and instigate escalation to the UK Medicines Shortage Group, of which SG is a member.</p> <p>The supply of PPE is stable and stock regularly replenished through supplies from NSS to local hubs. This arrangement is in place until the end of March 2022 and discussions are ongoing on possible extension until Sept 2022.</p>

Reduction of Clinical Consumables	<ul style="list-style-type: none"> - Insufficient Incontinence Care Products, Hand Hygiene Products, Aprons, Bibs gloves, moving handling products etc 	<p>Moving and Handling products – this type of equipment is purchased through Equipu contracts – Glasgow are the lead host authority therefore would be responsible for any additional costs. There was a reduction in activity due to COVID-19 restrictions and backlog in assessments.</p>	
Certain types of fresh food supply may decrease / prices of certain foods may increase	<ul style="list-style-type: none"> - Potential additional costs for services that purchase / supply food - Impacts on food provision at care homes and children homes. Possible food increase of 15% to 20% due to tariff changes, sterling depreciation and border disruption. 		<p>Facilities Services continue to maintain a very limited stock of tinned and dried food that is maintained year round, in case of single premise emergencies – while this is not EU Exit specific, it could be utilised in the event of a localised issue being experienced. It has recently been suggested that Care Homes and children’s houses should hold their own emergency stock items. School Food Legislation is very strict and the types of products which Facilities Services hold are unlikely to benefit in the HSCP setting.</p> <p>WDC has continued to monitor this and in line with Govt and CoSLA recommendations, there is no intention to stockpile beyond this contingency as storage capacity and freezer space prohibits this.</p> <p>In addition, if we started to see local shortages catering managers and cooks have their own procurement cards, which they presently use to purchase provisions via Scot Exel Suppliers however, the cards can also be used elsewhere if necessary.</p> <p>Overall, no significant issues identified with supply, in particular around Aids and Adaptations procured through the Equipu contract;</p>

Care Home Closures	<ul style="list-style-type: none"> - Commissioned care being handed back to HSCPs 	<p>Central Procurement contacted all external providers of care services – Care homes, Home Care and Supporting Living to complete a template, which covered workforce and supply chain.</p> <p>Surveys were also sent to Care homes to review their EU-Exit preparedness.</p>	<p>The response was only around 20%. However, those who did reply did not highlight any immediate risks to workforce, as those employed are mainly British Nationals. Although, concern about the availability of fresh food and medicines was highlighted.</p> <p>The most immediate risk to external care home providers is related to the impacts of Covid-19 on reduced occupancy levels and staff absence. This is monitored on a daily basis and HSCP support provided where appropriate and regular sustainability payments have been made (in line with CoSLA guidance) since October 2020.</p>
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Workforce – Audrey Slater HR Lead HSCP – January 2022

Broad Risk	WDC HSCP Impact	Action/Mitigation	Comments
Loss of employees – both highly skilled and lower skilled / entry level	<ul style="list-style-type: none"> - Impact on Care for People. Agency Employees - Potential risk if contracts are subcontracted companies employing EU nations - Increased pressure on unpaid carers - Potential Failures of external providers delivering Care at Home due to employees shortages - The impact of EU withdrawal may result in a loss of skilled labour in key sectors. Whilst construction is one obvious 	<p>Signposting of key information / support in relation to EU Workers within the Council</p> <p>https://www.gov.scot/brexit/</p>	<p>90% of Care at Home is delivered by Council Workforce with no immediate concerns around EU Nationals as this is predominately comprised of local residents who are UK citizen. In addition, WDC does not have reliable figures for the numbers of EU nationals living and working in West Dunbartonshire. WD HSCP has deemed this risk as LOW.</p> <p>The Council itself invests in apprenticeships training and works closely with local colleges to increase the number of apprenticeships in specific areas of predicted demand. However, these actions will not be of sufficient scale and will not address short-term shocks to labour supply.</p> <p>There was an initial concern around the loss of EU workers driving up demand for labour, and the current labour pool in the City Region cannot easily and</p>

	<p>area of risk where skilled labour is already tight, West Dunbartonshire also has a significant Healthcare workforce in the Golden Jubilee Hospital which is due to expand as an NHS centre of excellence.</p>		<p>quickly replace these people. As a consequence there could have been pressures on the supply and cost of skilled and indeed unskilled labour. This is currently low but could rise in years to come. At this time, there has been no local workforce issues.</p> <p>Based on extrapolation from the work of the Fraser of Allander there could be between 2000 to 4000 EU nationals living in West Dunbartonshire, However, it is considered that this figure is unlikely to be representative of WD area. It is more likely that the majority of them are employed/reside elsewhere in the City Region.</p> <p>Overall, no significant issues identified regarding EU nationals leaving either internal or external social care services. However the concurrent impact of Covid self isolation and managing outbreaks continues to be a challenge around Delayed Discharge etc but Scottish Government have recognised this and additional funding has been provided to support this now and recurrently in the next financial year.</p>
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Concurrent Risks – Julie Slavin and Mark Harris – January 2022

Broad Risk	WD HSCP Impact	Action/Mitigation	Comments
Seasonal Flu	<ul style="list-style-type: none"> - If there is an impact on the procurement to the flu vaccination this could have impact on the well-being of our most vulnerable in society 	Continued engagement with Scottish Government Health Resilience Unit, NHS Boards and Health and Social Care Partnerships.	<p><u>Seasonal Vaccination Programme</u></p> <p>Vaccines for the Seasonal Programme as procured by NHS Scotland National Procurement. This year’s flu vaccine programme began in September 2021 There are no concerns around the delivery of the vaccine as a result of EU Exit. Joint partnership working ensured</p>

<p>Increase in unscheduled care and delayed discharge</p> <p>Social care providers willing but unable to meet requirements</p> <p>Children and families Social Work Section 12 payment</p>	<p>medicine or food shortages that may affect their wellbeing and subsequently require support from HSCP. The same could also be said from those with addictions and mental health issues -*Supplies have stabilised.</p> <p>- Overtime we may see an increase due to increase food costs and inflation putting pressure on HSCP to fund those falling below the headline.</p>	<p>Continue to monitor (at present no issues as a result of EU Exit)</p> <p>Continue to monitor (at present no issues as a result of EU Exit)</p> <p>Continue to monitor (at present no issues as a result of EU Exit)</p>	<p>quickly services mobilised to provide support remotely or face to face after appropriate risk assessment. There are also new pathways into mental health and addiction services funded by the Scottish Government through Local Mobilisation Plans.</p> <p>For those who are not known/open to services at this stage referrals through the “Duty Team” allow access to HSCP services/support. This promotes the positive dialogue with GPs and Pharmaceutical colleagues.</p> <p>PPE requirements are met through regular deliveries by NSS to local HSCP hubs. Section 12 payments continue to be used to support families in distress and this includes support for food costs and other essentials. No notable variation in need or demand to date and this continues to be monitored by finance and social work managers.</p> <p>Locally there has been no impact on the most vulnerable as a result of EU Exit. Given the sensitive nature of this risk the HSCP will continue to actively monitor and escalate any concerns.</p>
<p>Adult Social Care - consider loss or shortage of workers who provide routine services</p>	<p>The impact on the adult social care workforce is expected to be minimal in West Dunbartonshire, as this workforce is predominantly comprised of local residents who are UK citizens. No impact at this time.</p>	<p>Continue to monitor. Transferring employees within the HSCP who have received appropriate training to pressure points. This is not as a result of EU Exit.</p>	<p>Risk low – currently no impact, however the impact of Covid self-isolation and managing outbreaks continues to be a challenge</p>

Business Continuity – Mark Harris – January 2022

Broad risk	WD Impact(s)	Action	Comments
<p>Assess impact of EU-Exit on Business Continuity Plans</p>	<p>Potential disruption to services</p> <ul style="list-style-type: none"> - Food - Medicines - Employees 	<p>A review of the Council and HSCP will be undertaken this year taking cognisance of the lessons learned from COVID-19.</p> <p>Continued engagement with CoSLA and Scottish Government.</p> <p>Civil Contingencies Officer (CCO) continues to dial into COSLA teleconferences</p> <p>Resilience Structures in place: Local Response Management Team (LRMT), Strategic Resilience Group (SRG), Operational Resilience Group (ORG) and Resilience Group (RG).</p>	<p>Business Continuity planning remains an operational focus. Any changes will be reflected into the respective Business Continuity Plans. The scheduled review of Business Continuity Plans at a corporate-wide level has been paused to account for the prioritisation of response to Covid and concurrent risks – this remains a high priority and is expected to be a key consideration in 2022.</p> <p>. COSLA Leaders’ Meeting to consider key issues and emergent challenges is taking place at the end of January 2022.</p> <p>A meeting of the COSLA EU Exit Group took place on 21st January 2022 key points / emerging risks are summarised for information in the WDC / WD HSCP Action Plan updates.</p> <p>Key groups continue to meet regularly to consider key risks from a strategic, managerial and operational perspective.</p>

West Dunbartonshire Council
EU- Exit Assurance Action Plan – Updated January 2022

Background: The themes of Issues/Risks identified below are based on the updated UK and Scottish Planning assumptions (September 2020). On the 31st December 2020, the Transition Period concluding EU Law jurisdiction in the UK and access to the EU Single Market ended. The new relationship is now defined by the EU-UK Trade and Cooperation Agreement (TCA).

The undernoted risks were identified, and mitigating action was put in place to minimise any disruption. The document will remain live and will be regularly reviewed and updated, if required.

Contributing Officers – Mark Harris, Civil Contingencies Officer; Stella Kinloch, Section Head Transactional Services & Finance Service Centre; Derek McLean, Procurement Business Partner; Cameron Taylor, WDLT Health and Safety Co-ordinator; Stephen Brooks, Working4U Manager; Kenny Lang, Joint Services Fleet and Waste Manager; Lynda Dinnie, Facilities Manager; Alison McBride, Strategic People and Change Manager Patricia Kerr, ICT Manager and Michael McGuinness, Economic Development Manager.

Border Disruption –Stella Kinloch and Mark Harris – January 2022

Broad Risk	Action	Comments
Congestion at sea ports & airports through delayed processes with potential impacts to: <ul style="list-style-type: none"> - Ports / Airports - Warehouse distribution centres - Motorway / Trunk Road network - Rail Network 	<ul style="list-style-type: none"> - Funding case to Scottish Government has been submitted through COSLA for LA Environmental Health resources nationally to support the delivery of services related to hub export sites and imports through Border Control Posts and in-land check points. Resource allocation will depend on the need to engage in food import controls and / or enhanced export certification work to support the Scottish food sector. Food Standards Scotland are assisting with resource for export hub 	<p>WDC EH Team continues to be linked in through the Scottish Food Enforcement Liaison Committee to work with groups looking at EU Exit implications. While the position is being led nationally, by DEFRA. The risk-based system developed by the Scottish Food Enforcement Liaison Committee has been accepted for use on a UK basis. Continued linkages to the various groups involved (including APHA, Scottish Government, Food Standards Scotland and Food Authorities (Local Authorities) and Port Health Working Groups (Imports and Exports).</p> <p>Scottish Government is aware of potential bottlenecks in the delivery of the system, with Local Authorities potentially having to resource hubs for delivery of the system. Food Standards Scotland has recruited temporary staff to assist with delivery at hubs. This is being monitored.</p> <p>Through a change in the EH undergraduate education system, funded training (placement) for trainee Environmental Health Officers is now available to LAs. EH have engaged with the new undergraduate scheme and a trainee EH was expected to start in September 2021.</p> <p>Further customs controls became effective from 1st January 2022 and to be introduced on a phased basis throughout 2022 present further challenges. Further information: https://www.gov.uk/government/news/less-than-a-month-until-full-customs-controls-are-introduced</p>

Border Disruption –Stella Kinloch and Mark Harris – January 2022

Broad Risk	Action	Comments
	<p>delivery and LA mutual aid provision is a consideration</p> <ul style="list-style-type: none"> - Requirement to directly deliver controls or the requirement to assist other food authorities in these matters (Regional / National Hubs for food export certification or port health controls for food import) - Signposting of Scottish Government EU Exit website providing information on passports / personal travel https://www.gov.scot/brexit/ 	<p>The likelihood of WDC becoming a port authority for food is still unknown. The demand for an establishment of an export hub(s) in WDC also still unknown. From 1st July 2022 further checks will be required on: requirements for full safety and security declarations for all imports, new requirements for Export Health Certificates, requirements for Phytosanitary (relating to, or measures for control of plant diseases) Certificates and physical checks on sanitary and phytosanitary goods at Border Control Posts.</p> <p>A key issue concerns ongoing discussions around who will lead on official controls. A Governmental paper is expected on this by late January 2022 offering a proposal on border control posts. Potential that APHA takes this role from LA Env Health or potentially a hybrid (mutual delivery) model - TBC and critical for us to know.</p> <p>Information on DPEs and BIPs related to the EU are given here along with a Brexit reference. https://ec.europa.eu/food/safety/official_controls/legislation/imports/animal_en https://ec.europa.eu/food/safety/official_controls/legislation/imports/non-animal_en https://ec.europa.eu/food/animals/vet-border-control/bip_en</p> <p>There is a continuing risk across the whole of the UK regarding the distribution of goods due to a shortage of HGV drivers. However, this is not strictly the result of EU Exit as COVID has played a part in the shortfall. The result being delays in deliveries of products including clothing and food. Officials at the Department of Transport are in discussion with the haulage industry to tackle the crisis.</p> <p>One suggestion is to offer a fast-track licensing process to encourage people to come forward to help ahead of the winter months.</p>
<p>Return of UK Nationals, currently in residence within other EU countries.</p>	<ul style="list-style-type: none"> - Consider remit and membership of previous multi-disciplinary Syrian 	<p>Existing arrangements for the impact areas are in place and could cope with the numbers returning to local area. At this time, there is no indication that this poses a risk to WDC.</p>

Border Disruption –Stella Kinloch and Mark Harris – January 2022

Broad Risk	Action	Comments
	Refugee working group – as risks are similar.	

Disruption to Service – Craig Jardine Derek McLean, Cameron Taylor, Stephen Brooks, Kenny Lang and Lynda Dinnie – January 2022

Broad Risk	WD Impact	Action	Comments
Reduction, delay or stoppage in supply of medicines and medical supplies.			Please see bespoke HSCP Action Plan.
Reduction, delay or stoppage in movement, holding of animals and supply of veterinary medicines / supplies	-Concerns with regards to livestock welfare and disposal	Continued engagement with APHA and DEFRA	APHA and DEFRA look after the animal movements and it is under vet control for medicines etc. for farm animals. This continues to be monitored. No impact locally.
Reduction, delay or stoppage in supplies of other consumables	<ul style="list-style-type: none"> - Impacts on capital or infrastructure projects, e.g. new school at Renton - Impacts on other services provided through other nations, e.g. software - Impact to Chemicals (Leisure Trust) - Impact to construction industry due to import of raw 	<p>Services to consider supply and projects in line with significant assurance work carried out by Procurement. Supply, etc, which is continually monitored.</p> <p>Continued engagement with Facilities Manager re school and care home provisions.</p> <p>Refer to Broad Risk: <i>Certain types of fresh food may decrease /prices of certain foods many increase</i></p>	<p>Considerable work carried out by Scotland Excel to provide assurances. The Corporate Procurement Unit (CPU) sent out a supplier / provider questionnaire however, of the suppliers / providers that did respond, those responses were generic. The CPU also sent out questionnaires to the Council's service areas to ascertain contingency plans should a supplier / provider not meet the specification / delivery due to Brexit.</p> <p>Several WDC projects are seeing a potential link between construction price inflation, rarity of materials and EU exit. Covid-19 is also a potential factor and there is anecdotal evidence from contractors that there is a bigger pull in the EU as a single market, for the materials that are there. This is having serious implications for affordability and it is current.</p> <p>These price increases are being closely tracked by WDC and other partners. Although, the direct impact to West Dunbartonshire cannot be measured at this time it is recognised that there will be an inclusive impact due to it being a UK wide issue</p>

Disruption to Service – Craig Jardine Derek McLean, Cameron Taylor, Stephen Brooks, Kenny Lang and Lynda Dinnie – January 2022

Broad Risk	WD Impact	Action	Comments
	<p>material and construction products</p> <p>- Polyaluminium Chloride (PAC) – supplier: Brenntag UK</p> <p>-Calcium Hypochlorite (HTH) – supplier: Brenntag UK</p> <p>-Carbon Dioxide – supplier: Air Products UK</p>	<p>Check on existing and future contracts in terms of where the risk lies. (service led)</p> <p>Continued engagement with supply chain for critical contracts to ensure early visibility of import issues</p> <p>WD Leisure continuing to monitor</p> <p>WD Leisure continuing to monitor</p> <p>WD Leisure continuing to monitor</p>	<p>Emerging risk – Establishment of the UK Safety Mark (UKCA) from January 2023 – within the UK, the 'CE' Marking (EU-wide) is applied for consumer goods - would also affect such areas as construction products. Standards are expected to be similar but will inevitably be a degree of divergence. For businesses supplying goods, need to work to new system and WDC will have a role in regulation and enforcement. Further information: https://www.gov.uk/guidance/using-the-ukca-marking#history</p> <p>Late supply and resource issues may result in the Renton Campus Project not being delivered on time. National groups are indicating that a 5% uplift in new tender prices being returned with no signs of the market settling down.</p> <p>Availability of raw materials, supply chain resources and deliveries from Europe continue to be subject to uncertainty.</p> <p>REG and Legal have checked existing and future contracts in terms of where the risk lies and mitigate where possible.</p> <p>THE CPU will continue to monitor the supply chain and liaise with suppliers to ensure minimal disruption.</p> <p>Scottish Water / UK Water Suppliers have provided written assurance that their supply will be maintained.</p> <p>Hydrochloric acid is one of the main components of PAC. It has been advised that Scottish Water will be prioritised if shortages become critical.</p> <p>WD Leisure has now discontinued its CO2 contract and solely uses sodium bisulphate for pH control. No disruption to supply is anticipated.</p>

Disruption to Service – Craig Jardine Derek McLean, Cameron Taylor, Stephen Brooks, Kenny Lang and Lynda Dinnie – January 2022

Broad Risk	WD Impact	Action	Comments
<p>Impact upon low income groups as a result of lack of supply of foods or price increase of fuel, food, etc</p>	<ul style="list-style-type: none"> - Potential welfare requirements (including Welfare Fund) enhanced - Potential impacts upon foodbank/food provision capacity 	<p>Engagement with Working 4U/Communities Teams to gauge how foodbanks may be affected / can be linked in with</p> <p>Consideration on messaging with regards to the type of supplies foodbanks need</p> <p>Consider the level of social welfare funding available against potential need (W4U - include consideration of fuel poverty)</p> <p>Continued engagement with local food banks</p>	<p>Continued risk of additional costs due to welfare needs of the public.</p> <p>While not exclusively attributable to EU exit, cost of living increases and inflationary pressures in the UK are increasingly apparent and would be expected to impact lower-income groups</p> <p>WDC has continued to provide funding to support two local foodbank charities. The food banks have built strong a relationship with the Council. As such, this will enable regular monitoring of potential impacts or shortages and allow concerns to be raised using appropriate and recognised channels.</p> <p>Regular campaigns to encourage donations to West Dunbartonshire Community Foodbanks is ongoing. Activity on the Intranet to encourage officers to donate and highlighting thanks for those who have donated to keep the project relevant.</p> <p>Foodbanks continue to have sufficient stock supplies and money to purchase stock if it was to run low. They have highlighted that their social media campaigns have typically led to upsurge in donations, which continues to be the case. The group has contact with the Communities Team with regards community budgeting grants.</p> <p>Working 4U liaise with local organisations (foodbanks and third sector organisations) providing access to low cost cafes and support for 'food on a budget' for people with limited resources.</p> <p>The aim is to work with key organisations to develop an action plan that will include action to:</p> <ul style="list-style-type: none"> • Raise awareness of the need for services; • promote availability of food and services; • maintain/increase supplies of food and donations to the organisations (from individuals, local business, public and third sector organisations); • Support access to additional funds for the provision of food.

Disruption to Service – Craig Jardine Derek McLean, Cameron Taylor, Stephen Brooks, Kenny Lang and Lynda Dinnie – January 2022

Broad Risk	WD Impact	Action	Comments
			<p>Covid-19 Food insecurity Group was established to address emergency food demands. This infrastructure will remain intact for the near future, continues to monitor the extent of demand for assistance and can be extended to support those in need if the true impact of EU Exit is realised.</p>
<p>Fuel Supply Disruption</p>	<ul style="list-style-type: none"> - Potential requests for Council Resources - Potential impact on Council reserves 	<p>Roads / Transportation to consider ensuring Council reserves are at optimal levels and processes in the event of requests from partner agencies</p>	<p>As part of planning for a no deal, the UK and Scottish Government assumptions suggested there would not be an impact on fuel levels, etc.</p> <p>A Trade and Cooperation Deal has been agreed therefore, there are no immediate concerns. However, we will continue to monitor.</p>
<p>Increased unemployment as a result of economic disruption</p>	<ul style="list-style-type: none"> - Greater number of people in receipt of benefits with additional knock-on demand for support services. Including welfare/debt advice, employability support and discretionary welfare payments 	<p>Working 4U will work with strategic partners to ensure information about access to services is widely available</p> <p>Continued review of services to ensure increasing areas of demand are addressed</p>	<p>Working 4U continue to coordinate efforts of service providers through joint working with strategic partners in:</p> <ul style="list-style-type: none"> • The West Dunbartonshire Information and Advice Partnership • The local strategic employability group
<p>Certain types of fresh food may decrease /prices of certain foods many increase</p>	<ul style="list-style-type: none"> - Potential additional costs for services/that purchase/supply foods to increase by up to 20% due to tariff changes, sterling depreciation and boarder disruption 	<p>Short term: Consider earmarking additional resource, or consider use of prudential reserve if required</p> <p>Long term: Consider building in additional costs into the long term finance strategy based on evidence post- EU Exit</p>	<p>WDC budget for supply of food to Education and HSCP is set. Risk of additional costs.</p> <p>The risk of cost increases arising from EU-Exit has been advised to Council in the budget preparation reports since October 2018. The budget report advised that any price variations would be reported and that it is expected that the Council would manage such price variations should they arise through ongoing budgetary control and, if necessary, use of free reserves. This will continue to be monitored carefully noting recent inflationary impacts on the cost of consumables at a UK-wide level.</p>

Disruption to Service – Craig Jardine Derek McLean, Cameron Taylor, Stephen Brooks, Kenny Lang and Lynda Dinnie – January 2022

Broad Risk	WD Impact	Action	Comments
	<ul style="list-style-type: none"> - Impacts on food provision at schools, care homes, etc 		<p>Facilities Management continue to maintain a very limited stock of tinned and dried food that is maintained year round, in case of single premise emergencies – while this is not EU Exit specific, it could be utilised in the event of a localised issue being experienced.</p> <p>In line with Scottish Government and CoSLA advice, there is no intention to stockpile beyond this contingency as storage capacity as freezer space prohibits this. In addition, nursery and school meals are produced in line with national legislation, which details nutrient requirements. Most meals are therefore produced using fresh fruit, vegetables and other produce, which has an extremely limited shelf life and is not suitable for stockpiling.</p> <p>In addition, considerable work has been undertaken by Scotland Excel to engage with suppliers in an effort to ensure a robust supply chain where at all possible.</p> <p>If we started to see local shortages catering managers and cooks have their own procurement cards, which they presently use to purchase provisions via Scot Exel Suppliers however, the cards can also be used elsewhere if necessary.</p> <p>Update January 2022</p> <p>Schools in WDC have been experiencing food shortages in schools. High schools can't baguettes or bread. We are being advised that there isn't stock issues however the schools aren't receiving products. One of our facilities/catering officers has spoken with some of the manufactures who supply Brakes and they are advising that there are no shortages of product.</p> <p>Our facilities/Catering officer has compiled a reporting spreadsheet and has asked all Catering Managers and Cooks to record all shortages/substitutes to</p>

Disruption to Service – Craig Jardine Derek McLean, Cameron Taylor, Stephen Brooks, Kenny Lang and Lynda Dinnie – January 2022

Broad Risk	WD Impact	Action	Comments
			<p>allow us to identify issues more specifically. The team is also speaking to Scotland Excel and to Brakes.</p> <p>The Civil Contingencies Officer reached out other Local Authorities in Scotland to determine if similar issues were being realised. Argyll and Bute, Shetland and D&G responded advising of similar challenges.</p>

Information & Data Sharing – Stella Kinloch January 2022

Broad Risk	WDC Impact(s)	Action	Comments
Disrupt in flow of personal data due to legal requirements affecting law enforcement / intelligence sharing between UK & EU	<ul style="list-style-type: none"> - Delay in PVGs, significant impact on teaching & care staff - SSSC registration requirements 	Seek information / assurance / guidance from Scottish Government	<p>Recruiting Managers should make use of certificates of good conduct provided by the individual, as part of the safer recruitment checks to be carried out where the successful candidate is not a UK citizen.</p> <p>Current position for PVG checking EU nations are updated to include where individuals are applying for roles with children include: Germany, Lithuania, Netherlands, Portugal, Romania, Hungary, Greece, France, Ireland, Italy, Spain, Poland</p> <p>No impact to date</p>

Demonstrations & Disorder – Local Police Division – January 2022

Broad Risk	WDC Impact(s)	Action	Comments
<p>Increase in protests in relation to: EU Exit</p> <ul style="list-style-type: none"> - Irish / Northern Irish tension - Economic Instability 	<ul style="list-style-type: none"> - Increased license requests - Lack of Police / Partner resourcing to events 	Ensure awareness with relevant Leads / Officers for this.	Continued local engagement through WEST Local Resilience Partnership.

Workforce – Stella Kinloch / Mark Harris – January 2022

Broad Risk	WDC Impact(s)	Action	Comments
<p>loss of benefits arising from circumstances where low income groups and vulnerable people may be more affected by removal of EUSS on 30 June 2021.</p>	<p>- In terms of Workforce approx. less than 30 employees require EUSS. - Impact to UC maybe the most severe flag with no recourse to public funds.</p>	<p>Employees direct via online comms. Link to Working 4U to ensure West Dunbartonshire wide comms highlights support and impacts on Benefits where EUSS is not in place.</p>	<p>Wider, the <i>Stay in Scotland</i> campaign was launched by Scottish Government on 17th January 2022, and this is being supported by comms teams. Its main purpose is to help EU citizens prove their immigration status and access identification online. Additionally to promote organisations funded by Scottish Government to help vulnerable people access the scheme.</p> <p>The existing CoSLA International Organisation for Migration (IOM) service remains operational providing case worker support for local authorities. support) is still running and can be accessed by LA's. On a UK-wide basis the Home Office have acknowledged a significant backlog of initial applications and processing of movement from 'pre-settled' to 'settled' status –this is crucial for access to service and benefits.</p>

Economic Instability – Michael McGuinness – January 2022

Broad risk	WD Impact(s)	Action	Comments
<p>Provision of information to Local businesses</p>	<p>- Potential impact that the local business community will seek sources of information to allow them to adapt, following Brexit and use up limited resources of Business Support delivering Covid grants.</p>	<p>Communications and the web team need to be ready to respond proactively to any messages that the wider Council needs to issue following Brexit. Promotion of good sources of information for local businesses to adapt to the new environment will be provided.</p>	<p>Governments guidance has been provided regarding the transition phase: https://www.gov.uk/transition https://www.prepareforbrexit.scot/ https://www.gov.scot/brexit/</p> <p>There are also number of online tools to support the Business community as part of the transition from Europe. The Scottish Chamber, FSB, Business Gateway and Scottish Enterprise provide a range of tools and guidance support https://www.scottishchambers.org.uk/press-releases/prepare-for-brexit/ https://www.fsb.org.uk/campaign/uktransition.html https://www.bgateway.com/support-to-prepare-your-business-for-brexit https://www.scottish-enterprise.com/support-for-businesses/trading-after-brexit</p>

Economic Instability – Michael McGuinness – January 2022

Broad risk	WD Impact(s)	Action	Comments
The likelihood of an economic crisis has increased and will have major impacts on disposable incomes and employability. The rate of inflation in excess of 5% will have an impact on disposable income together with increased fuel costs will impact on our most vulnerable members of the community. Surprisingly, early indicators of employment rates are healthier than first feared.	<ul style="list-style-type: none"> - This presents a risk to our workforce, our communities and local economy. This will affect our vulnerable communities and hinder local economic growth. This clearly presents a challenge for WD due to the already high rates of deprivation and unemployment. There is also a risk that individuals may require additional support as a result of EU Exit putting more pressure on the local authority. 	<p>Working 4U will work with strategic partners to ensure information about access to services is widely available</p> <p>Continued review of services to ensure increasing areas of demand are addressed</p>	See above and page 5/6 relating to Increased unemployment as a result of economic disruption. Employment levels are healthier than anticipated in early 2022.

Business Continuity – Mark Harris – January 2022

Broad risk	WD Impact(s)	Action	Comments
Assess impact of EU-Exit on Business Continuity Plans	<p>Potential disruption to services</p> <ul style="list-style-type: none"> - Food - Medicines - Staff 	A review of the Council and HSCP will be undertaken this year taking cognisance of the lessons learned from COVID-19.	<p>Business Continuity planning remains an operational focus. Any changes will be reflected into the respective Business Continuity Plans.</p> <p>CoSLA has reduced the frequency of the EU Exit calls however, the CCO continues to dial in and disseminate key information. A meeting of the</p>

		The Civil Contingencies Officer (CCO) is continuing to engage with CoSLA and Scottish Government	COSLA EU Exit Group took place on 21 st January 2022 key points / emerging risks are incorporated into the WDC / WD HSCP Action Plan.
Notable risk of disruptive concurrent event (Disruptive Weather, COVID-19, local incident). Covid-19 has not reduced the risk from pandemic influenza, a novel emerging infectious disease and coordinated industrial action.	<p>Many of our officers have worked tirelessly through this pandemic without much leave to date. This <i>may</i> lead to key officers being on leave (as required for wellbeing) as we prepare for the months ahead.</p> <p>The impacts of the omicron variant of Covid have placed further pressures on services.</p>	<p>WDC has produced a suite of Business Continuity Plans and an Essential Service_Key worker List</p> <p>Resilience Structures in place. Strategic and Operational Resilience Groups and Resilience Group</p>	<p>SRG and ORG discussing allocation of leave, staggering leave for key roles and ensuring business continuity arrangements are robust.</p> <p>Regular weather monitoring in place by CCS and Roads Service.</p> <p>The Mass Vaccination Programme is being successful delivered across WDC, there were some issues with the supply chain initially however this was rectified early on it is unclear if this was a result EU Exit. We are now gearing up for the delivery of the Covid-19 Booster and Seasonal Flu Programme in conjunction with WDC colleagues.</p>

Other Considerations – Laurence Slavin, Vicky-Jane Hastings and Patricia Kerr – January 2022

Broad Risk	WDC Impact(s)	Action	Comments
EU Funds / Grants	- Ongoing projects, planned projects or staffing that are reliant on EU funding, either directly or indirectly through the Scottish Government	Both the UK and Scottish Government have provided written reassurance that ESF will be continued in current form until 2023	<p>Under the UK Withdrawal Agreement Bill, the UK will continue to participate in programmes funded under the current 2014-2020 Multiannual Financial Framework (MFF) until their closure. As described in Articles 137 and 138 of the Agreement.</p> <p>This applies to all ESF,ERDF & ETC projects signed by end of 2020 with funding ending in 2023.</p> <p>https://www.gov.uk/government/publications/continued-uk-participation-in-eu-programmes/eu-funded-programmes-under-the-withdrawal-agreement</p>

Other Considerations – Laurence Slavin, Vicky-Jane Hastings and Patricia Kerr – January 2022

Broad Risk	WDC Impact(s)	Action	Comments
Impact on the European Structural Fund	- Impact on outstanding allocations of structural funding committed by Managing Authorities under the 2014-2020 programmes	The previous UK treasury Guarantee was no longer required, following the UK Withdrawal Agreement Bill being approved, the previous guidance was withdrawn)	<p>https://www.gov.uk/government/publications/new-withdrawal-agreement-and-political-declaration</p> <p>Hilary Pearce Head of European Structural Funds and State Aid Division is fully engaging with other Managing Authority heads across the UK and in relevant UKG departments to ensure her and her team are kept up to date with developments.</p> <p>A letter providing clarification was issued by Hilary Pearce on the 27th January 2020:</p> <p align="center">  20200127 - Letter - HP to Lead Partners - </p>
Other Financial Considerations	-Impact of any fluctuations in the currency rate to expenditure. -Impact on future economic growth Impact on any regeneration projects and plans	Ensure council services purchasing though currency exchange remain within budget	<p><u>Revenue spend</u> Our transactions are in UK Sterling Pounds (£) but there may be an increase in the cost due to market fluctuations. WDC are subjected annually to an approx. 3% increase for many ICT systems. The actual increase is built into the budget each year, however due to exchange rate fluctuations there is a lack of certainty and this may lead to an overspend.</p> <p>See comments below re reports to Council on the budget-setting process and approach to managing this financial risk.</p> <p><u>Capital spend (ICT)</u> Again, WDC transactions are in £ and there may be an increase in the cost if the market does fluctuate. For capital projects, WDC approach is to adjust the volumes to remain within budget as device prices change every 6 months on the frameworks anyway. WDC have in the past asked for capital funding approval to be accelerated from future years where we have an urgent requirement and have no budget left. Costs will be monitored and any variations reported through normal budgetary control processes, which highlight reasons for cost increases. This remains valid- Jan 2022. Several suppliers have advised of delivery lead-time delays.</p>

Other Considerations – Laurence Slavin, Vicky-Jane Hastings and Patricia Kerr – January 2022

Broad Risk	WDC Impact(s)	Action	Comments
Expenditure	- Impact of increasing inflation – costs to the council (excluding food): e.g. Energy costs; care agency costs	<p>Monitor increases in costs of those identified as high risk/ high volume</p> <p>Monitor overall position through budgetary control process</p> <p>SHORT TERM: consider earmarking additional resources at the year-end for the risk; or consider use of prudential reserve if required short term.</p> <p>LONGER TERM: consider building-in additional costs into the long term finance strategy based on evidence post-Brexit</p>	<p>Energy bought in advance – short-term risk minimal; however could have a longer-term impact.</p> <p>The risk of cost increases arising from Brexit has been advised to Council in budget preparation reports since October 2018 and will continue to be advised. The final budget report each year advises that any price variations will continue to be reported.</p> <p>It is expected that Council would manage such price variations should they arise through ongoing budgetary control and, if necessary, use of free reserves.</p>
Funding Support	- Impact to Council of chancellor revisiting the budget and affecting local government funding settlements	Monitor ongoing Brexit discussions and potential impact on the councils finances & the wider implications of the Scottish economy	Continue to monitor now the Trade and Cooperation deal has been agreed.
Capital Receipts	- Capital Receipts do not materialise or are lower than anticipated	<p>Longer term vision on capital programme for both income and expenditure levels</p> <p>Regular Strategic Asset Management Group updates feeding through to the capital budgetary control report (to both Council and CMT)</p> <p>Capital Disposal Strategy with longer term vision to allow</p>	Capital receipt opportunities are regularly discussed at SAMG and PAMG. The Council will continue to monitor the housing market to monitor and react to any impact.

Other Considerations – Laurence Slavin, Vicky-Jane Hastings and Patricia Kerr – January 2022

Broad Risk	WDC Impact(s)	Action	Comments
		<p>movement in the assets due sold and timing of those assets</p> <p>Capital programme being monitored by CMT, Council and Committees on a regular basis</p> <p>Early identification of possible issues to allow action to reduce spend or identify further surplus assets for possible disposal to minimise shortfall.</p>	

Live Document

**Elected Members' Bulletin
February 2022**

Chief Officer Area: People & Technology

Subject: Return to the Workplace

1. **Category:** Public

2. **Background:**

Scottish Government guidance in the COVID Route map includes a phased return to office working. The Council's plan involve 3 phases, some aspects of which had commenced prior to the festive break. Phase 1 groups had returned to the workplace and preparations were underway for the return of phase 2. All preparations were subsequently paused due to the emergence and transmission rates of Omicron and working from home as the default and where possible was reintroduced.

As restrictions are lifted against the backdrop of an improving picture, the reopening of offices is again moving forward.

3. **Main Issues:**

As a reminder the element of return are set out below:

Phase 1 – 1st Floor Church St: this phase also involved consolidating several teams based in Bridge St and moving them into Church St. **Return date w/c 7/2/22.**

Phase 2 – Ground Floor Church St, CTCO, Municipal Building, Clydebank Town Hall: this phase includes Elected Members. **Return date w/c 7/2/22.**

Phase 3 – 2nd Floor Church St, depots: this phase includes the Senior Leadership space however managers may return with their teams in advance of this area being available. **Return date w/c 28/2/22** (to allow for device updates and manager briefings).

In respect of all phases, our planned approach to supporting employees, managers and Elected Members, during what may be a challenging adjustment, includes updated service assessments, ICT device updates, briefings with managers, employees and our Joint Trades Union colleagues. Satisfaction surveys, risk assessments and updated building protocols will also be reviewed and reissued as required.

Opening to the Public

Plans to enable the public to call into offices with an appointment are in place to commence week beginning 7th March. Initial discussions with the Citizen Services Manager have been held and plans are underway with service managers to ensure suitable arrangements are in place. Risk Assessments require to be reviewed and Corporate Communications will be involved in communicating plans to citizens.

Capacity Restrictions

Teams working in Church St are asked not to host any external/dispersed team meetings during the month of March to allow the capacity to be monitored. This will be the first time all offices are open and all teams returned since March 2020 and safety is our primary concern.

Protocols are in place, across all buildings and everyone will adhere to 1m distancing. Employees will be expected to wear masks in communal areas and moving around (unless exempt), observe good hygiene practices, take regular LFTS (these are available via the PPE store, from pharmacies or GOV.UK) and sign in/out of office. The PPE store will continue to operate from Bridge St.

Some service redesign may be required due to the changes and improvements in operating practices since the beginning of the pandemic and services who have successfully moved processes to a digital approach will ensure these remain.

The majority of our office based workforce will be working in a hybrid workstyle, this will mean a mixture of online, virtual, hybrid and face to face meetings and activities. As things settle, patterns may emerge around best practice for different activities and protocols/guidance and training will be adapted and/or developed to reflect and support this.

4. Resource Issues (if any):

The return project is largely supported by OD, Change and Digital; People & Change and the Asset Management teams. This is being delivered from within existing resources with the support of the relevant managers as their teams return.

5. What it means for WDC:

A full and safe return to offices should be concluded by end February/early March with a period of monitoring until April at the earliest. As before, all plans are subject to Scottish Government guidance applicable at the time.

Person to Contact: Victoria Rogers

Telephone: 07795 266028

Background papers: N/A

Date: 1st February 2022

WEST DUNBARTONSHIRE COUNCIL**Report by Chief Officer – Citizen, Culture & Facilities****Corporate Services Committee: 23 February 2022**

Subject: West Dunbartonshire Leisure Trust Business Plan 2022/23**1. Purpose**

- 1.1 The purpose of this report is to update members on the West Dunbartonshire Leisure Trust Business Plan for 2022/23.

2. Recommendations

- 2.1 It is recommended the Committee:
- approves the report and the 2022/23 West Dunbartonshire Leisure Trust Business Plan;
 - agrees that the WDLT management fee set out in this report is included in the Council's 2022/23 revenue budget considerations for the March budget-setting meeting

3. Background

- 3.1 West Dunbartonshire Leisure Trust (the Trust) is a company limited by guarantee with charitable status. In addition to being regulated by the Companies Act (2006), the company is also subject to the charities regulator in Scotland, OSCR (Office of the Scottish Charity Regulator).
- 3.2 West Dunbartonshire Leisure Trust was incorporated as a company in December 2011 and started trading on 5th April 2012.
- 3.3 There are nine members of the company who serve as trustees comprising of three (3) West Dunbartonshire Councillors (Partner Trustees), an Employee Representative Trustee and five (5) Independent Trustees. The board of Trustees (who are also directors of West Dunbartonshire Leisure Trust for the purposes of company law) has control of the company subject to providing and operating the services in accordance with the Legal Agreement reached with West Dunbartonshire Council and provides strategic direction to the General Manager and his Management Team.
- 3.4 West Dunbartonshire Leisure Trust is responsible for the strategic and operational management of West Dunbartonshire Council's Sport and Leisure Facilities, Community Facilities, Sports Development, Active Schools, Outdoor Recreation facilities and for event delivery on behalf of the Council.
- 3.5 In order to ensure that the Council meets its obligations to provide adequate provision of facilities for the residents of the area for recreational, sporting,

cultural and social activities in terms of Section 14 of the Local Government and Planning (Scotland) Act 1982, there is a Services Agreement in place between the Council and the Leisure Trust. The Trust is paid a management fee for delivery of the services through an annual funding commitment.

- 3.6** The Services Agreement states that the Leisure Trust should bring a draft Business Plan forward for the coming financial year that illustrates the resources which WDLT intends to use to deliver its services. It should also include information on the expected expenditure required to provide those services, and the amount of funding required from the Council in the form of the management fee. This report and the accompanying Business Plan (Appendix 1) fulfils this requirement.
- 3.7** This report is presented to Committee on behalf of WDLT by the Chief Officer for Citizen, Culture, and Facilities (CCF) who is the senior officer responsible for monitoring WDLT activity on behalf of the Council.
- 3.8** The 2021/22 Management fee was £4,140,311 and incorporated £200,000 of efficiencies/management adjustments. These included completion of the review into Community Services; the completion of the review of the Trust's Management and operating structure; and a reduction in overtime levels.
- 3.9** Although WDLT facilities and services have remained open since 26 April 2021, the Trust has been operating under a number of restrictions. This is predicted to lead to an annual accounts position of a favourable outturn against budget of £426k depending on activity between now and end of financial year. However this favourable outturn will only reduce the agreed allocation of £829k from reserves originally anticipated to balance the budget.

4. Main Issues

- 4.1** The pandemic continues to cause significant disruption to the Trust and its activities with income and usage for 2021/22 predicted to be at 70% of pre-Covid levels by the end of the financial year. The Trust is projecting a 15% loss in income in 2022/23 based on services operating as normal for the financial year.
- 4.2** The Trust will provide as many opportunities for existing, previous and new users including those from under-represented groups to participate in leisure, sporting and physical activities as possible, and look to restore memberships to generate appropriate levels of income to offset required expenditure to deliver services. The Trust is planning on a one-off use of £742,305 of reserves, on the basis that it expects the position to improve over 2022/23 once services and programmes are fully operational and public confidence to meet, engage and interact is fully restored. The Trust is also planning as part of the use of reserves on delivering a one-off saving to the Council in 2022/23 of £200,000.
- 4.4** The use of reserves will result in a break even position for 2022/23 subject to all premises remaining open and no further restrictions being imposed

Projected Trust costs 2022/23	£
Operating and Expenditure Costs	-8,188,101
Additional operating costs linked to the transfer of new facilities – Dalmonach Community Centre	-28,510
Total Projected Costs	8,216,611
Projected Trust income	
Draft Management Fee	4,161,077
Income (Customer Receipts)	2,932,134
Income (3rd Party Funding & Misc)	381,095
Total Projected Income	7,474,306
Gap	742,305

4.5 The Leisure Trust proposes to deliver the following in the coming year as per the Business Plan at Appendix 1:

4.6 Sport & Leisure

The strategic and operational management of the council’s three wet and dry leisure centres, Vale of Leven Swimming Pool; the Meadow Centre; and Clydebank Leisure Centre.

We will continue to build customer confidence on returning to our three leisure centres via social media and the promotion of customer testimonials We will continue to work towards encouraging those members who during the pandemic cancelled their memberships to re-join and attract new members to assist us establish as close to the same level of memberships prior to the outbreak of COVID-19.

4.7 Community Services

The strategic and operational management of the council’s Community Facilities (12); Theatre; outdoor Grass Pitches (17); Synthetic Pitches (3); outdoor Bowling Greens (2); and the new Athletics Track in Posties Park, Dumbarton.

We will work with the Council to ensure the successful commissioning and operation of the new Athletics Track at Postie’s Park, Dumbarton.

4.8 Sports Development

Our Sports Development team is focused on widening opportunities for all residents to participate in sport. This is achieved via the provision of community and school sports programmes, club and coach development initiatives and the delivery of various mass participation sports events across the area.

We will develop a Football Strategy to enhance our football provision across the authority and assist increase the use of the grass and synthetic pitches.

With the opening of the new Athletic Track at Posties Park we will work with athletic clubs to generate usage and programme opportunities for residents to participate in athletics.

4.9 Active Schools

Our Active Schools team aim to provide more and higher quality opportunities for children and young people to take part in sport and physical activity before, during lunchtime and after school.

We will continue to work closely with the Council's Education department to investigate how best we can increase pupil physical activity participation in Active Schools programmes including the use of more digital platforms due to the COVID-19 pandemic.

4.10 Major Outdoor Events

Decisions as to whether large outdoor events can proceed throughout 2022/23 based on whatever restrictions the Scottish Government impose has still to be made, however, should they proceed we will continue to deliver an annual programme of outdoor events for the Council. This Events Calendar includes a Golf ProAm; the Scottish Pipe Band Championships; the Highland Games; Firework Displays; and Christmas Light Switch On events.

In addition to delivering outdoor events for the Council we also manage and deliver the Loch Lomond 10k Road Race and for the first time a 5k Road Race will also be introduced should Covid restrictions allow.

4.11 Key Performance Indicators

To allow the Council monitor Trust service delivery during the year a number of Key Performance Indicators are set and reported on. The agreed suite for the 2022/23 Business Plan is included in Appendix 1.

5. People Implications

5.1 There are no direct people implications for the Council arising from this report

6. Financial and Procurement Implications

6.1 As outlined in this report and the Business Plan, the Trust's proposed service delivery would allow for a management fee from the Council to the Leisure Trust of £4,161,077 in 2022/23.

6.2 If agreed the WDLT management fee set out in this report will be included in the Council's 2022/23 revenue budget considerations in March.

6.3 There are no procurement implications from this report

7. Risk Analysis

7.1 There is a risk that Covid-19 disruption will have a greater impact on

income levels than currently forecast by WDLT. If that is the case then the Trust could allocate further funds from reserves up to a limit to mitigate issues in the first instance. If it goes beyond this then a further report could be brought to Council in 2022/23.

8. Equalities Impact Assessment (EIA)

8.1 An EIA was undertaken on the 2022/23 Business Plan. This identified the Plan would have a positive impact and benefits to the local area. The Business Plan has a stated commitment to equality and inclusion. Participation is lower for some groups, women, disabled people and BAME People, so explicit note of the centrality of equalities can help inform planning and practice. WDLT will continue to prioritise this in the coming year and beyond.

9. Consultation

9.1 Consultation on this report has taken place with WDLT management, Finance, Procurement, Legal and Assets.

10. Strategic Assessment

10.1 This report supports the following Strategic Plan objectives:

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

Amanda Graham
Chief Officer – Citizen, Culture & Facilities
10 February 2022

Person to Contact:	Amanda Graham, Chief Officer - Citizen, Culture & Facilities Email: amanda.graham@west-dunbarton.gov.uk
Appendices:	Appendix 1: WDLT Business Plan 2022/23
Background Papers:	None
Wards Affected:	All

BUSINESS PLAN

2022 - 2023



**“Inspiring Active
&
Healthier
Communities”**



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MESSAGE FROM THE GENERAL MANAGER

2021/22 has continued to be a challenging year, although our facilities and services have remained open since 26 April 2021, we have still been operating under a number of restrictions with our income and usage projected to be at 70% by the end of the financial year of the level pre COVID in 2019/20.

Unfortunately it has always been our understanding that it would be a number of years before we would or could financially recover from the severe business impact of this virus. On this basis we are projecting that we will achieve 85% of pre COVID levels in 2022/23, an increase of 15% from the previous year.

To achieve this our priority for the coming financial year will be to continue to provide as many opportunities for existing, previous and new users of our services to participate in leisure, sporting and physical activities as we continue our journey in recovering to somewhere near where we were prior to the outbreak of the virus.

Our biggest challenge will always be generating appropriate levels of income to offset required expenditure to deliver services. With the proposed Management Fee for 2022/23; and the ongoing commitment from external funders this will greatly assist the Trust to balance its budget. The income targets for 2022/23 have been set with the aim of achieving 85% of the pre pandemic customer income and as a result an amount from the reserves fund will still be required to balance the budget and accommodate the £200k one off management fee saving that has been agreed with West Dunbartonshire Council.

Active engagement with our employees, customers and external partners will always remain essential to ensure service delivery continues to meet needs and expectations within the resources we have available to us. We will continue to deliver focused programmes and initiatives that promote inclusiveness and positivity encouraging the adoption of a physically active lifestyle which is even more paramount at this time.

Although 2022/23 will continue to be a challenging year with regards to dealing with the impact of COVID-19 and the financial implications that it brings I am confident it will still bring opportunities like the introduction of the new floodlit all weather athletics track, for West Dunbartonshire Leisure Trust to deliver on its Mission Statement of “Inspiring Active & Healthier Communities”.

John Anderson
General Manager



INTRODUCTION

WDLT is a company limited by guarantee with charitable status and was incorporated in December 2011 and started trading in April 2012. WDLT is responsible for the strategic and operational management of the council's Sport and Leisure Facilities; Community Facilities; Outdoor Pitches & Bowling Greens (transferred to WDLT 3 April 2017); Sports Development; Active Schools; and the delivery of the Council's major Outdoor Events.

This Business Plan outlines the activity planned in the coming year and the financial budget required to deliver these services in 2022/23. This includes the level of Management Fee from WDC.

TRUST ACTIVITY

WDLT proposes to deliver the following on behalf of the Council in 2022/23:

Sport & Leisure

The strategic and operational management of the council's three wet and dry leisure centres, Vale of Leven Swimming Pool; the Meadow Centre; and Clydebank Leisure Centre.

We will continue to build customer confidence on returning to our three leisure centres via social media and the promotion of customer testimonials. We will continue to work towards encouraging those members who during the pandemic cancelled their memberships to re-join and attract new members to assist us establish as close to the same level of memberships prior to the outbreak of COVID-19.

Community Services

The strategic and operational management of the council's Community Facilities (12); Theatre; outdoor Grass Pitches (17); Synthetic Pitches (3) and outdoor Bowling Greens (2).

We will work with the Council to ensure the successful commissioning and operation of the new Athletics Track at Postie's Park, Dumbarton.

Sports Development

Our Sports Development team is focused on widening opportunities for all residents to participate in sport. This is achieved via the provision of community and school sports programmes, club and coach development initiatives and the delivery of various mass participation sports events across the area.

We will develop a Football Development Plan to enhance our football provision across the authority and assist increase the use of the grass and synthetic pitches. With the opening of the new Athletic Track at Posties Park we will work with athletic clubs to generate usage and programme opportunities for residents to participate in athletics.

Active Schools

Our Active Schools team aim to provide more and higher quality opportunities for children and young people to take part in sport and physical activity before, during lunchtime and after school. We will continue to work closely with the Council's Education department to investigate how best we can increase pupil physical activity participation in Active Schools programmes including the use of more digital platforms due to the COVID-19 pandemic.

Major Outdoor Events

Decisions as to whether large outdoor events can proceed throughout 2022/23 based on whatever restrictions the Scottish Government impose has still to be made, however should they proceed we will continue to deliver an annual programme of outdoor events for the Council. This Events Calendar includes a Golf ProAm; the Highland Games; the Scottish Pipe Band Championships; Firework Displays; and Christmas Light Switch On events.

In addition to delivering outdoor events for the Council we also manage and deliver the Loch Lomond 10k Road Race and for the first time a 5k Road Race will also be introduced should Covid restrictions allow.

STAFFING

To deliver the vast array of services/programmes (**155.64 FTE**) employees (excluding casual workers/coaches/instructors) are required to be utilised by WDLT. The tables below provide a breakdown of the FTE for each service area.

Business Development (14.86 FTE)	
Designation	FTE
General Manager	1
Business Development Coordinator	0.6
Development Officer	1.86
Customer Services & Support Officer	1
Information & Systems Officer	1
Training Officer	1.8
Live Active Officer	3
Admin Support Officer	4.8

Sports Development (20.29 FTE)	
Designation	FTE
Sports Development Manager	1
Aquatics Development Officer	1
Sports Development Coordinator	3.86
Assistant Football Dev Officer	1
Assistant Sports Dev Officer	1
Assistant Swimming Dev Officer	3.6
Lead Coach	5.57
Assistant Coach	3.26

Active Schools (7 FTE)	
Designation	FTE
Active Schools Manager	1
Active Schools Coordinator	6

Leisure Services (80.51 FTE)	
Designation	FTE
Senior Leisure Trust Officer	1
Leisure Facility Officer	1
Fitness Officer	2
Technical Officer	2
Duty Officer	8.4
Leisure Attendant	29.63
Fitness Attendant	8.8
Activity Assistants	2.66
Cashier	12.24
Membership Advisor	0.23
General Operative	9.87

Community Services (32.98 FTE)	
Designation	FTE
Community Facilities Officer	1
Duty Officer	2
Facility Assistant	26.19
General Operative	2.71

FINANCIAL BUDGET 2022/23

To deliver the programme outlined above, with the resources as listed, WDLT forecasts the following financial requirements:

Management Fee

The following key adjustments were applied to the calculation of the 2022/2023 Management Fee:

	£
Base Subsidy (Management Fee 2021/22)	£4,140,311
Employee Costs Uplift	£125,567
Utilities Uplift	£66,689
Increased Management Fee for Additional Services / Resources	£28,510
One Off Saving from WDLT	(£200,000)
Draft Management Fee 2022/23	£4,161,077

This would represent an increase in the management fee from the Council of £20,766 (approximately 0.5%) from 2021/22.

INCOME	2021/22 Budget (£)	Proposed 22/23 Budget (£)	Change in Budget (£)
Management Fee	4,140,311	4,161,077	20,766
Customer Receipts	2,564,600	2,932,134	367,534
Grant Funding	365,164	381,095	15,931
Income Total	7,070,075	7,474,306	404,231

EXPENDITURE	2021/22 Budget (£)	Proposed 22/23 Budget (£)	Change in Budget (£)
Expenditure Totals	7,670,075	8,216,611	546,536

To achieve the Trust's financial budget for 2022/23 a number of small savings were also made across a range of budget lines. However in the first instance the Trust is providing another one-off use of £742,305 of reserves to close the budget gap, on the basis that it expects the position on generating income to continue to improve and hopefully grow back closer to pre COVID levels by 2023/24.

THREE YEAR BUSINESS STRATEGY & ANNUAL DELIVERY PLAN

This Business Strategy sets out our Strategic Objectives & what we want to achieve for the three years 2020 - 2023. It has been developed to provide a focus and strategic approach to ensure WDLT continues to maintain and develop services aiming to meet our Company Objects and compliment National Strategies and West Dunbartonshire’s Local Outcome Improvement Plan.

The following table highlights our Strategic Objectives and what we want to achieve:

Objectives:	Grow the Business	Improve Customer Experience	Financial Sustainability	Sound Governance
What We Want to Achieve:	Financial Re-investment Increased Participation Growth in Clydebank Leisure Centre Growth in Community Facilities & Outdoor Recreation Improved Marketing Healthy Lifestyles Effective Partnership Working	Excellent Customer Care Standards Effective Customer Consultation Equality of Access Provision of Equipment & Technology To be an Employer of Choice	Maximise Income Opportunities Maximise External Funding Opportunities Successful Control of Expenditure	Effective Policies and Procedures Measured Risk Management Proper Accountability & Scrutiny

Our full Business Strategy can be accessed [here](#)

WDLT have also developed a Delivery Plan for 2022/23 identifying the key actions we will undertake to assist achieve the Strategic Objectives within our Business Strategy.

Our Annual Delivery Plan for 2022/23 can be accessed [here](#)



KEY PERFORMANCE INDICATORS

Following a review of the previous Key Performance Indicators (KPIs) with the Council's WDLT Partnership Officer, the following KPIs for 2022/23 have been agreed:

Strategic Objective – Grow the Business

Performance Measure	2019/20 Actual	2020/21 Actual	2021/22 Actual	2022/23 Target
CC1 Wet Activities (per 10,000)	4,387	399	3,180	3,729
CC2 Dry Activities (per 10,000)	6,999	601	5,111	5,949
Overall Usage	1,554,502	201,229	1,171,345	1,335,613
Individual Participants All Memberships	21,750	7,598	25,000	25,000
Individual Participants Active Schools	6,221	625	4,600	3,000
Gym Memberships – Gold	New Indicator	1,542	2,950	3,170
Gym Memberships – Silver	New Indicator	61	90	140
Gym Memberships – Bronze	New Indicator	206	290	320
Gym Memberships – Total	New Indicator	1,809	3,330	3,630
% of DD Gym Memberships sustained over a 12 Month period or more	New Indicator	72%	40%	72%
Occupancy Levels (Sports Halls)	New Indicator	6%	28%	36%
Occupancy Levels (Community Centres)	New Indicator	17%	24%	28%
Occupancy Levels (Fitness Classes)	New Indicator	79%	54%	60%

Strategic Objective – Improve Customer Experience

Performance Measure	2019/20 Actual	2020/21 Actual	2021/22 Actual	2022/23 Target
MobilePro Users	9,800	15,987	16,000	25,000
MobilePro Club Hits	New Indicator	New Indicator	New Indicator	1,000,000



Strategic Objective – Financial Sustainability

Performance Measure	2019/20 Actual	2020/21 Actual	2021/22 Actual	2022/23 Target
Income	£3,836,172	£3,728,093	£2,929,764	£3,313,229
Income Generated from Gym Memberships	New Indicator	£202,424	£1,100,000	£1,200,000
Average Income Generated Per Hour (Community Centres)	New Indicator	£7.03	£10.10	£7.35
% Income (Mgt Fee)	50.2%	56.2%	58.4%	55.7%
% Income (Receipts)	49.8%	43.8%	41.6%	44.3%
Expenditure	£7,715,001	£6,509,738	£7,638,811	£8,216,611
Cost of Community Centres per Resident (89,130 population)	New Indicator	£7.24	£11.27	£9.72
Cost per Visit (Mgt Fee)	£2.49	£18.89	£3.51	£3.12

In some cases the Performance Indicator Targets for 2021/22 and 2022/23 or lower than the 2019/20 Actuals, due to the impact of the COVID-19 pandemic.



ACCESSIBILITY STATEMENT

This document is also available in other languages, large print and audio format on request.

Arabic

هذه الوثيقة متاحة أيضا بلغات أخرى والأحرف الطباعية الكبيرة وبطريقة سمعية عند الطلب.

Hindi

अनुरोध पर यह दस्तावेज़ अन्य भाषाओं में, बड़े अक्षरों की छपाई और सुनने वाले माध्यम पर भी उपलब्ध है

Punjabi

ਇਹ ਦਸਤਾਵੇਜ਼ ਹੋਰ ਭਾਸ਼ਾਵਾਂ ਵਿਚ, ਵੱਡੇ ਅੱਖਰਾਂ ਵਿਚ ਅਤੇ ਆਡੀਓ ਟੇਪ 'ਤੇ ਰਿਕਾਰਡ ਹੋਇਆ ਵੀ ਮੰਗ ਕੇ ਲਿਆ ਜਾ ਸਕਦਾ ਹੈ।

Urdu

本文件也可應要求，製作成其他語文或特大字體版本，也可製作成錄音帶。

Chinese (Cantonese)

درخواست پر یہ دستاویز دیگر زبانوں میں، بڑے حروف کی چھپائی اور سننے والے ذرائع پر بھی میسر ہے۔

Polish

Dokument ten jest na życzenie udostępniany także w innych wersjach językowych, w dużym druku lub w formie audio.



British Sign Language

BSL users can contact us via [contactSCOTLAND-BSL](https://www.scotland.gov.uk/contact-scotland-bsl), the online British Sign Language interpreting service.



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Delivering services on behalf of West Dunbartonshire Council