








Appendix 1: Resources Delivery Plan 2021/22 - Mid-Year Progress







	Supported individuals, families and carers living independently and with dignity
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	More affordable and suitable housing options
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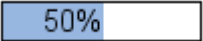
Performance Indicator	Q1 2021/22		Q2 2021/22					2021/22	Assigned To	
	Value	Target	Value	Target	Status	Long Trend	Short Trend	Note		Target
Time for processing applications for new Housing Benefits claims from the date of receipt of the application to the day on which the claim is decided	26	24	23.23	24				Target met despite the increased workload due to recommencement of various Department for Work & Pensions matches being received to reduce fraud.	24	Ryan Chalmers
Time for processing applications for notifications of changes of circumstances for Housing Benefits from the date of receipt of the application to the day on which the claim is decided	6	5	4.6	5				Target met with improved Council Tax Reduction/Universal Credit process to help improve processing times for Change of Circumstances applications.	5	Ryan Chalmers







	Open, accountable and accessible local government
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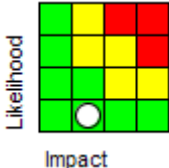
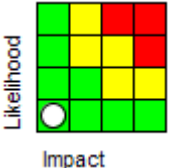
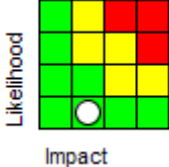
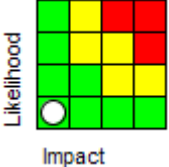
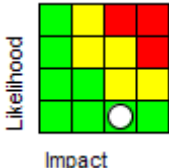
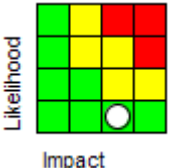
	Strong financial governance and sustainable budget management (Service Objective)
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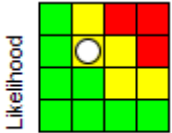
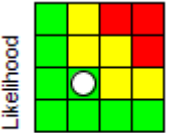

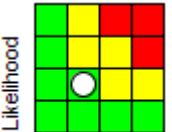
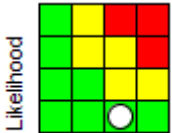
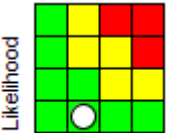
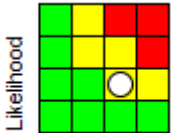
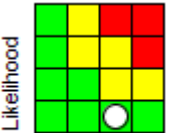
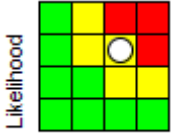
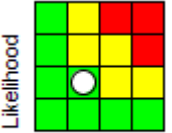
Performance Indicator	Q1 2021/22		Q2 2021/22					2021/22	Assigned To	
	Value	Target	Value	Target	Status	Long Trend	Short Trend	Note		Target
Current tenants' arrears as a percentage of total rent due	12.62%	13%	12.12%	13%				Target met due to improved rent collection process due to streamlining of interventions and also increased court actions to assist with recovery.	13%	Ryan Chalmers
Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year	9.36%	10.35%	9.55%	10.35%				Target met due to improved rent collection process due to streamlining of interventions, increased court actions to assist with recovery and also increased work in relation to former tenant debts.	10.35%	Ryan Chalmers

Action	Status	Progress	Due Date	Comment	Assigned To
Review ways of decreasing corporate debt through continued improvements to debt collection processes in relation to sundry, NDR, Council Tax and rent		<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e0e0e0; position: relative;"> 33% </div>	31-Mar-2022	<p>Recovery of debts has been impacted by COVID-19. However a review of all processes within Corporate Debt was carried out to streamline to maximise recovery and reduce costs of contact.</p> <p>We have reviewed the process for recovery of Council Tax debt with our debt partners, improving the interface</p>	Ryan Chalmers

Action	Status	Progress	Due Date	Comment	Assigned To
				between systems to allow earlier contact. In addition, system improvements have been implemented with our Corporate Arrears Recovery System to allow bulk requests for Department for Work & Pensions for debt recoveries which has resulted in increased recoveries.	
Continue to review ways to improve rent collection rates in conjunction with Housing and W4U			31-Mar-2022	Discussions are continuing with Housing around the management of arrears. Performance and approach will be monitored on an ongoing basis.	Ryan Chalmers
Ensure continued compliance with the Code of Good Governance			31-Mar-2022	Completed as part of the annual review of Annual Governance Statement 2021 and reported to Audit Committee 16 June 2021.	Andi Priestman
Submit draft Annual Governance Statement to the Audit Committee for 20/21 Plan			30-Jun-2021	Annual Governance Statement submitted to Audit Committee 16 June 2021.	Andi Priestman
Continue to improve and deliver the Assurance Statement to support the Annual Governance Statement			31-Mar-2022	Presentation given to PMRG and attended Chief Officer Senior Management Team meetings to provide advice and support on the process.	Andi Priestman
Deliver Internal Audit & Corporate Fraud plan for 2021/22			31-Mar-2022	Delivering the Internal Audit & Corporate Fraud Plan is progressing as planned. Progress was reported to Audit Committee in September with a second progress report due at the end of November.	Andi Priestman
Complete Internal Audit & Corporate Fraud plan for 2020/21			31-Aug-2021	There have been delays due to staff illness, staff turnover, and other priorities, with two audits outstanding. They will now be finalised and reported to Audit Committee in March.	Andi Priestman

Action	Status	Progress	Due Date	Comment	Assigned To
Review and update the long term finance strategy		<div style="width: 50%;"><div style="background-color: #4F81BD; height: 10px; width: 50%;"></div></div> 50%	31-Mar-2022	Update of Long Term Finance Strategy reported to Council 27 October 2021.	Stephen West
Provide timely and accurate budgetary control reporting for Council and associated bodies		<div style="width: 44%;"><div style="background-color: #4F81BD; height: 10px; width: 44%;"></div></div> 44%	31-Mar-2022	All budgetary control reports for Council and associated bodies prepared and provided as planned.	Gillian McNeilly
Report agreed savings options and management adjustments through the budgetary control process		<div style="width: 44%;"><div style="background-color: #4F81BD; height: 10px; width: 44%;"></div></div> 44%	31-Mar-2022	Reports prepared and submitted as planned.	Gillian McNeilly
Provide timely and accurate financial statements for the Council and associated bodies		<div style="width: 50%;"><div style="background-color: #4F81BD; height: 10px; width: 50%;"></div></div> 50%	31-Mar-2022	The audits of the draft Statements are progressing as planned, with some Statements now finalised for the West Dunbartonshire Leisure Trust and Clydebank Property Company.	Gillian McNeilly
Provide finance services to the new West Dunbartonshire Energy Ltd company		<div style="width: 33%;"><div style="background-color: #4F81BD; height: 10px; width: 33%;"></div></div> 33%	31-Mar-2022	Finance services are being provided to the new company.	Adrian Gray; Gillian McNeilly; Jackie Nicol-Thomson; Karen Shannon
Upgrade payments received governance processes and IT systems		<div style="width: 50%;"><div style="background-color: #4F81BD; height: 10px; width: 50%;"></div></div> 50%	31-Mar-2022	The upgrade to the cash receipting system is progressing as planned with the new version scheduled to go live in December 2021.	Karen Shannon

Risk	Current Risk Matrix	Date Reviewed	Latest Note	Target Risk Matrix	Assigned To
COVID-19 impact on Resources Service Delivery		20-Sep-2021	Based on experience throughout the pandemic it is assessed that the likelihood of COVID-19 impacting significantly on service delivery is low, whilst recognising that if it did happen then there would be some level of disruption. Appropriate contingency plans are in place to allow the vast majority of tasks to be completed remotely should another significant lockdown event occur.		Stephen West
COVID-19 impact on Resources Workforce		20-Sep-2021	Based on the experience so far throughout the pandemic it is felt that the likelihood of a significant impact on workforce is low, though if it did happen then some impact would be experienced. Appropriate contingency plans are in place to allow the vast majority of tasks to be completed remotely should another significant lockdown event occur.		Stephen West
Failure to provide assurance of the system of financial controls		02-Sep-2021	There is no change in impact or likelihood at mid-year. The audit universe is reviewed and updated on a regular basis for any changes to risk profiles. The audit plan progress is reported to Audit Committee at each committee cycle.		Andi Priestman


Risk	Current Risk Matrix	Date Reviewed	Latest Note	Target Risk Matrix	Assigned To
Debt is not recovered efficiently or effectively, with inherent risk of financial loss	 <p>Likelihood</p> <p>Impact</p>	23-Sep-2021	Effectively implement the Corporate Debt Policy, ensure income maximisation in collaboration with W4U. Improvements made to the process around Council Tax Reduction claims for Universal Credit claimants, although concerns remain around additional admin required in these cases.	 <p>Likelihood</p> <p>Impact</p>	Ryan Chalmers
Increase in the level of rent arrears due to the level of Welfare Reform changes and general state of economy	 <p>Likelihood</p> <p>Impact</p>	23-Sep-2021	Arrears have increased despite joint working between Corporate Debt, Housing and Working4U. Process is currently being reviewed following discussions between Resources and Housing with roll out planned in October.	 <p>Likelihood</p> <p>Impact</p>	Ryan Chalmers
National delays in implementing Welfare Reform changes; ineffective ICT systems or processes e.g. with the DWP affecting delivery of Welfare Reform changes	 <p>Likelihood</p> <p>Impact</p>	23-Sep-2021	Continue to monitor any delays or underlying impact on systems	 <p>Likelihood</p> <p>Impact</p>	Ryan Chalmers
Failure to meet statutory deadlines for external returns (including HMRC) and financial statements	 <p>Likelihood</p> <p>Impact</p>	01-Oct-2021	The risk assessment at mid-year remains unchanged. There are a range of controls in place to ensure that the likelihood of this risk occurring remains low.	 <p>Likelihood</p> <p>Impact</p>	Gillian McNeilly
Financial projections are significantly incorrect	 <p>Likelihood</p> <p>Impact</p>	01-Oct-2021	The risk assessment at mid-year remains unchanged. In general, many factors that influence this risk are out with our control, including Scottish Government funding.	 <p>Likelihood</p> <p>Impact</p>	Gillian McNeilly

Risk	Current Risk Matrix	Date Reviewed	Latest Note	Target Risk Matrix	Assigned To
			However, the future projections of cost continue to be significantly more difficult to predict currently, due to COVID-19, such as demand for services, availability of those services, the general economy and funding streams available. These are continually monitored and projections updated.		
Significant financial funding reductions / limitations from Scottish Government		01-Oct-2021	The risk assessment at mid-year remains unchanged. Given the impact of COVID-19 on the UK economy, together with continuing reduction to the Scottish population living in West Dunbartonshire, we continue to project that there will be a reduction in the general funding availability from the Scottish Government in future years.		Gillian McNeilly





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


Ob A committed and skilled workforce






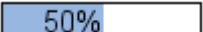




Action	Status	Progress	Due Date	Comment	Assigned To
Continue to develop staff within Finance services to ensure they have the appropriate training and knowledge to support service needs and transformational projects within the Council			31-Mar-2022	The action and associated milestones are progressing as planned. There is ongoing online training for selected staff in specialised areas such as VAT and year-end technical updates with technical knowledge passed to general staff through the Finance Forum update.	Gillian McNeilly








Action	Status	Progress	Due Date	Comment	Assigned To
Carry out a survey of employees in relation to 121s, team meetings and communication		<div style="border: 1px solid black; width: 80px; height: 15px; background-color: #e0e0e0; position: relative;"><div style="position: absolute; left: 0; top: 0; bottom: 0; background-color: #0070c0; width: 33%;"></div></div> 33%	31-Mar-2022	Surveys now planned to be undertaken through different approaches - linked to corporate approach to staff surveys in 2021/22. First element commenced in mid October 2021.	Stephen West










Ob A continuously improving Council delivering best value

Performance Indicator	Q1 2021/22		Q2 2021/22					2021/22	Assigned To	
	Value	Target	Value	Target	Status	Long Trend	Short Trend	Note		Target
Percentage of income due from council tax received by the end of the year	29.3%	28%	54.51%	53%				Target exceeded and meeting arranged with debt partners to review cases of non-payment to continue increase in collection rate.	96%	Ryan Chalmers
Number of invoices paid within 30 calendar days of receipt as a percentage of all invoices paid	91.56%	93%	92%	93%		N/A	N/A	Target narrowly missed although performance has improved over the previous quarter as services continue to adapt to remote working. At the mid-year point, it is likely that we will narrowly miss the target of 93% set for the year-end.	93%	Elaine Chisholm; Stella Kinloch

Action	Status	Progress	Due Date	Comment	Assigned To
Use benchmarking data to evaluate service delivery and performance within Internal Audit & Fraud		<div style="border: 1px solid black; width: 80px; height: 15px; background-color: #e0e0e0; position: relative;"><div style="position: absolute; left: 0; top: 0; bottom: 0; background-color: #0070c0; width: 33%;"></div></div> 33%	31-Mar-2022	Meeting held on 28 September. All Audit plans for 2021/22 have been submitted. These will be monitored each quarter for benchmarking purposes.	Andi Priestman

Action	Status	Progress	Due Date	Comment	Assigned To
Increase levels of process automation across the Council to improve efficiency			31-Mar-2022	Project progressing albeit with some delays due to technical challenges which have been reported to Automation Board and PMRG. Three automations live and 2 further automation being worked on. Pipeline for phase 2 being developed.	Arun Menon
Continue the development of Agresso reporting functionality to maximise automation for annual national returns (e.g. LFR, WGA, POBE, Financial Statements)			31-Mar-2022	The action and associated milestones are progressing as planned. For example, reports continue to be developed to assist with the year-end financial statements, allowing for easier and more transparent audit working papers.	Gillian McNeilly
Develop Finance leadership, governance and controls across the Council			31-Mar-2022	The action and associated milestones are progressing as planned. Finance has significant financial input into various service appraisals throughout the Council, such as Faifley Educational Campus, Early Years expansion and the District Heating Network, ensuring appropriate financial advice and scrutiny is provided.	Gillian McNeilly
Implement appropriate levels of service satisfaction surveys			31-Mar-2022	The service areas that will carry out customer satisfaction surveys were agreed during summer of 2021 and surveys will run at various points throughout the year.	Stephen West
Review all complaints received and make any necessary service improvements			31-Mar-2022	Details of upheld complaints are reviewed at management team meetings to identify opportunities for improvement.	Stephen West

Action Status		Risk Status	
	Overdue		Alert
	Check Progress		Warning
	In Progress		OK
	Completed		

PI Status		Long Term Trends		Short Term Trends	
	Target Significantly Missed		Improving		Improving
	Target Narrowly Missed		No Change		No Change
	Target Met or Exceeded		Getting Worse		Getting Worse