Agenda

West
Dunbartonshire
COUNCIL

Corporate Services Committee

Date: Wednesday, 7 February 2018

Time: 14:00

Venue: Committee Room 3, Council Offices,
               Garshake Road, Dumbarton

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

Dear Member

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

Yours faithfully

JOYCE WHITE

Chief Executive

Distribution:-

Councillor Ian Dickson (Chair)
Councillor Jim Brown
Councillor Jim Finn
Councillor Diane Docherty
Councillor Daniel Lennie
Councillor Caroline McAllister
Councillor Douglas McAllister
Councillor David McBride
Councillor Jonathan McColl
Councillor Iain McLaren (Vice Chair)
Councillor John Mooney
Councillor Martin Rooney

All other Councillors for information

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

Date of issue: **25 January 2018**

CORPORATE SERVICES COMMITTEE

WEDNESDAY, 7 FEBRUARY 2018

<u>**AGENDA**</u>

1   APOLOGIES

2   DECLARATIONS OF INTEREST

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

3   MINUTES OF PREVIOUS MEETING   **5 - 14**

Submit for approval as a correct record, the Minutes of Meeting of the Corporate
Services Committee held on 29 November 2017.

4   MINUTES OF JOINT CONSULTATIVE FORUM – 7 DECEMBER 2017   **15 - 20**

Submit for information and where necessary ratification, the Minutes of Meeting of the
Joint Consultative Forum held on 7 December 2017.

5   OPEN FORUM

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

6   COUNCIL WORKFORCE PLAN 2017-2022: ANNUAL ACTION PLAN   **21 - 32**
       2018/19

Submit report by the Strategic Lead – People & Technology providing an update on
the Council's workforce planning activity for 2018/2019.

7   COUNCIL STRATEGIC RISKS 2017-22   **33 - 52**

Submit report by the Strategic Lead – People & Technology providing an update on the
strategic risks for 2017-22 following approval of the new Strategic Plan.

8   ICT UPDATE AND CONTRACT SPEND 2018/19   **53 - 62**

Submit report by the Strategic Lead – People & Technology providing a detailed
breakdown of the planned Information and Communication Technology (ICT) Capital and
Revenue spend on new and existing contracts in excess of £50,000 and seeking approval
to procure and contract for the required goods and services.

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CORPORATE SERVICES COMMITTEE

At a Meeting of the Corporate Services Committee held in the Council Chambers, Clydebank Town Hall, Dumbarton Road, Clydebank on Wednesday, 29 November 2017 at 2.00 p.m.

Present:	Councillors Ian Dickson, Jim Brown, Diane Docherty, Jim Finn, Daniel Lennie, Caroline McAllister, David McBride, Jonathan McColl, Iain McLaren, John Mooney and Martin Rooney.
Attending:	Angela Wilson, Strategic Director – Transformation and Public Service Reform; Peter Hessett, Strategic Lead – Regulatory; Stephen West, Strategic Lead – Resources; Malcolm Bennie – Strategic Lead – Communications, Culture & Communities; Victoria Rogers, Strategic Lead – People & Technology; Amanda Coulthard, Performance and Strategy Manager; John Stevenson, Service Co-ordinator, Community Health Protection Group; Stephen Daly, Customer Service Manager and Craig Stewart, Committee Officer.
Apology:	An apology for absence was intimated on behalf of Councillor Douglas McAllister.

Councillor Ian Dickson in the Chair

DECLARATIONS OF INTEREST

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

MINUTES OF PREVIOUS MEETING

The Minutes of Meeting of the Corporate Services Committee held on 23 August 2017 were submitted and approved as a correct record.

MINUTES OF JOINT CONSULTATIVE FORUM – 14 SEPTEMBER 2017

The Minutes of Meeting of the JCF held on 14 September 2017 were submitted for information and ratification.

OPEN FORUM

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

**CORPORATE SERVICES BUDGETARY CONTROL REPORT
TO 31 OCTOBER 2017 (PERIOD 7)**

A report was submitted by the Strategic Director - Transformation and Public Service Reform advising on the performance of the Corporate Services budget for the period to 31 October 2017.

The Committee agreed:-

(1)   to note that the revenue account currently showed a projected annual favourable variance of £0.128m (0.65% of the total budget); and

(2)   to note that the capital account was projecting a favourable variance of £0.046m in the current year and an adverse variance of £0.024m for the project life.

**COMMUNICATIONS, CULTURE & COMMUNITIES DELIVERY PLAN 2017/18:
MID-YEAR PROGRESS**

A report was submitted by the Strategic Lead - Communications, Culture & Communities setting out the mid-year progress of the Communications, Culture & Communities Delivery Plan 2017/18 actions.

After discussion and having heard the Strategic Lead 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.

**PEOPLE AND TECHNOLOGY DELIVERY PLAN 2017/18: MID-YEAR
PROGRESS REPORT**

A report was submitted by the Strategic Lead - People and Technology setting out the mid-year progress of the People and Technology Delivery Plan 2017/18.

After discussion and having heard the Strategic Lead 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.

REGULATORY DELIVERY PLAN 2017/18: MID-YEAR PROGRESS

A report was submitted by the Strategic Lead - Regulatory setting out the mid-year progress of the Regulatory Delivery Plan at mid-year.

After discussion and having heard the Strategic Lead 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.

RESOURCES DELIVERY PLAN 2017/18: MID-YEAR PROGRESS

A report was submitted by the Strategic Lead - Resources setting out the progress of the Resources Delivery Plan at mid-year.

After discussion and having heard the Strategic Lead 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.

WRITE-OFF OF MISCELLANEOUS INCOME DEBTOR ACCOUNTS – QUARTER 2, 2017/18

A report was submitted by the Strategic Lead - Resources seeking approval for the write off of debts in respect of miscellaneous income debtor accounts, which have been deemed as irrecoverable during Quarter 2 2017/18, arising from various years and reasons as detailed in the appendix to the report.

The Committee agreed to approve the write-off of miscellaneous income debt valued at £40,522.08.

CASH RECEIPTING SYSTEM

A report was submitted by the Strategic Lead - Resources seeking approval to initiate a formal procurement process for a cash receipting system for West Dunbartonshire Council.

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

(1)   to approve the initiation of a formal procurement process to re-tender the cash receipting system for the Council for a 3 year period from the date of expiry of the current contract i.e. 31 October 2018 for a period of three years with an option to extend for up to a further two additional 12 month periods; and

(2)   to note that a report would be brought to a future meeting of the Tendering Committee seeking approval for the Strategic Lead - Regulatory to conclude the award of the contract to the preferred supplier, following evaluation of tender submissions received, on behalf of the Council.

CASH COLLECTION, RECEIVING, HOLDING & TRANSFER SERVICE

A report was submitted by the Strategic Lead - Resources seeking approval to initiate a formal procurement process for a cash collection, receiving, holding and transfer service for West Dunbartonshire Council and West Dunbartonshire Leisure Trust.

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

(1)   to approve the initiation of a formal procurement process for the re-tender of the cash collection, receiving, holding and transfer service for the Council and the Trust for a 3 year period from 9 May 2018 until 8 May 2021 with an option to extend for up to a further two additional 12 month periods until 8 May 2023; and

(2)   to note that a future report would be brought to a future meeting of the Tendering Committee seeking approval for the Strategic Lead - Regulatory to conclude the award of the contract to the preferred supplier, following evaluation of tender submissions received, on behalf of the Council and the Trust.

PAYMENT PROCESSING SERVICE

A report was submitted by the Strategic Lead - Resources seeking approval to initiate a formal procurement process for West Dunbartonshire Council's Payment Processing Services.

The Committee agreed:-

(1)   to approve the initiation of a formal procurement process for the Payment Processing Service for the Council for a 3 year period from 1 April 2018 until 31 March 2021 with an option to extend for a further two additional 12 month periods until 31 March 2023; and

(2)   to note that a future report would be brought to the Tendering Committee seeking approval for the Strategic Lead - Regulatory to conclude the award of a new contract following evaluation of tender submissions received, on behalf of the Council.

REVIEW OF PEST CONTROL CHARGES

A report was submitted by the Strategic Lead - Regulatory reviewing the current Pest Control Service charging policy. An amended copy of this report, with a change to one of the recommendations and some other minor changes, was circulated at the meeting.

After discussion and having heard the Strategic Lead - Regulatory and the Service Co-ordinator, Community Health Protection Group in further explanation of the report and in answer to Members' questions, the Committee agreed:-

(1)   to approve the revised pest control charges detailed in Appendix 5 to the report, with the exception of the £2 increase in the charge relating to "Housing – Cost/Housing Unit" which was approved subject to being consulted upon with the West Dunbartonshire Tenants & Residents' Organisation;

(2)   to approve a reduced charge for wasp treatments for the 2018 summer season; and

(3)   that authority be delegated to the Strategic Lead - Regulatory to either extend or retract the reduced charge following the outcome of the 2018 summer season review of wasp charges as described in Sections 4.6 and 4.7 of the report.

PAYMENT OF MAINTENANCE COSTS FOR COMMON REPAIRS IN PRIVATE SECTOR TENEMENT HOUSING

A report was submitted by the Strategic Lead - Regulatory seeking approval to a scheme for the payment of maintenance costs for repairs within private tenement properties where one or more owners have not paid their share of the costs.

After discussion and having heard the Strategic Lead - Regulatory and the Strategic Lead - Resources in further explanation of the report and in answer to Members' questions, the Committee agreed:-

(1)   to approve the payment of missing shares from the Council's private sector housing grant budget to enable essential common repairs to proceed in accordance with Section 50 of the Housing (Scotland) Act 2006;

(2)   to approve the maximum and minimum share allocations at Sections 6.2 and 6.3 of the report; and

(3)   that the Council would recover the payments made in relation to missing shares including associated administrative expenses and interest as detailed in Sections 6.4 and 6.5 of the report.

MOBILE TRADERS FOOD HYGIENE NATIONAL STANDARD - CERTIFICATES OF COMPLIANCE CHARGES FOR MOBILE TRADER FOOD VEHICLES

A report was submitted by the Strategic Lead - Regulatory seeking approval for the introduction of a charge for a certificate of compliance issued by West Dunbartonshire Council (the Food Authority) for mobile trading food businesses.

The Committee agreed:-

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

(2)   to approve the introduction of a £100 charge for a Certificate of Compliance issued by West Dunbartonshire Council (The Food Authority) for mobile trading food units.

IMPLEMENTATION OF THE GENERAL DATA PROTECTION REGULATION (GDPR)

A report was submitted by the Strategic Lead - Regulatory advising on the major changes as they affect the Council and seeking approval to address those areas where changes in practice may have an impact on either resources and/or the way in which this Council delivers its services.

The Committee agreed:-

(1)   to note the report and the steps being taken to address the requirements of GDPR; and

(2)   to approve the proposal that the Strategic Lead - Regulatory take on the role of Data Protection Officer for West Dunbartonshire Council.

COUNCIL WORKFORCE PLAN 2017-2022

A report was submitted by the Strategic Lead - People and Technology advising of the Council's workforce planning activity for 2017-2022.

The Committee agreed:-

(1)   to approve the Council Workforce Plan for 2017-2022; and

(2)   to note that the first annual action plan to support delivery against the Plan would be remitted to the February 2018 meeting of this Committee.

WORKFORCE MONITORING REPORT

A report was submitted by the Strategic Lead - People and Technology providing workforce monitoring information relating to Q1 (April – June) and Q2 (July – September) 2017.

The Committee agreed to note the contents of the report.

**WORKING WELL TOGETHER – ATTENDANCE MANAGEMENT: QUARTER 2
(1 JUNE – 30 SEPTEMBER 2017)**

A report was submitted by the Strategic Lead - People and Technology providing an update for Quarter 2 in respect of sickness absence and providing detailed analysis on the attendance performance for the Strategic Lead areas within the locus of the Committee.

The Committee agreed:-

(1)   to note the content of the report and the attendance performance of the Strategic Lead areas covered by this report for Quarter 2, namely an increase of 0.93 FTE days lost (17.3%) compared to the same period last year as outlined in Appendices 2-5 of the report; and

(2)   to note the Council's attendance results for Quarter 2, namely an increase of 0.37 FTE days lost (17%) compared to the same period last year as outlined in Appendix 1 of the report.

CUSTOMER SERVICE TRANSFORMATION

A report was submitted by the Strategic Lead - Communications, Culture & Communities outlining the proposed transformation of Customer Services at West Dunbartonshire Council to improve telephone, face-to-face and Welfare Fund support across West Dunbartonshire.

After discussion and having heard the Strategic Lead and relevant officers in further explanation of the report and in answer to Members' questions, Councillor McBride, seconded by Councillor Rooney, moved:-

That the Committee take no action meantime on the proposals, and that they be subject to public consultation on the changes proposed.

As an amendment, Councillor McColl, seconded by Councillor Dickson, moved:-

That the Committee agree that the Council:-

(1)   actively promotes the most efficient payment methods of Direct Debit, online payments and the automated telephone payment line, and ceases to offer cheque as a direct payment option from 1 April 2018;

(2)   adapts existing Customer Services opening hours to reflect current levels of demand, and operate as efficiently as possible;

(3)   relocates Customer Services in Alexandria into the well-used Alexandria Library approximately 300 meters away, and transfers budget and use of the Mitchell Way building to Homeless Services;

(4)   undertakes a restructure of the Customer Services team to respond to these changes and fund increased capacity in the Contact Centre; and

(5)   introduces web chat to respond to resident demand and further reduce telephone call waiting times.

It was also agreed that the proposal to transfer all cash and car payments in One Stop Shops to the popular, widely-used and widely-available payment services such as Post Office and PayPoint from 1 April 2018 would be part of the Council's 2018/19 budget consultation process.

Committee notes the concern raised through the ongoing workforce consultation process regarding the proposal to have a single member of the One Stop Shop staff in Alexandria Library. Committee agrees that two One Stop Shop staff members should be based in this location to help support and ensure the success of the move from Mitchell Way.

Committee notes the positive outcome that will come from agreeing these recommendations, including:-

- More residents benefitting benefiting from direct debit payments.
- A greatly improved contact centre service with more staff available to answer phones when they are most needed by our constituents.
- More options for members of the public to have their queries dealt with by the Council.
- Improved footfall in Alexandria Library.
- A better Scottish Welfare Fund service for vulnerable people in need of our assistance.

All of these improvements will help deliver the Council's strategic objective of providing, "Efficient and effective frontline services that improve the everyday lives of residents".

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

REVIEW OF LIBRARIES & CULTURAL SERVICES

A report was submitted by the Strategic Lead - Communications, Culture and Communities presenting proposals to improve the efficiency and performance of the Council's Libraries & Cultural Services.

After discussion, the Committee agreed:-

(1)   to continue this report to a future meeting in order to allow further work and consultation with affected groups and library users to be done regarding the proposed timetable of opening hours, to ensure that opening hours meet the needs of our communities;

(2)   to note below average use of Faifley Library. Committee believes that the awkward location of the library is to blame for the disparity in user numbers and resolves that Council must address this.

(3)   that it believes that Skypoint CE Centre provides a more suitable location, but this has fallen into severe disrepair after many years of neglect. Therefore, Committee agrees that officers bring forward to the relevant Committee, options for a new CE Centre on the Skypoint site that will include space for a new Faifley Library; and

(4)   this should be timed to allow the relevant revenue and capital provisions to be agreed by Council for the 2019/20 financial year.

MEDIA PROTOCOL

A report was submitted by the Strategic Lead - Communications, Culture and Communities updating the Media Relations Protocol which was previously agreed by Council in August 2012.

The Committee agreed to approve the introduction of an updated Media Relations Protocol for 2017-2022

COMMUNICATIONS STRATEGY

A report was submitted by the Strategic Lead - Communications, Culture and Communities setting out the Council's Communications Strategy for 2017-22 and outlining how it will support the Council's Strategic Plan for the same period.

The Committee agreed to approve the introduction of the Communications Strategy for 2017-2022

ROUNDABOUT ADVERTISING

A report was submitted by the Strategic Lead - Communications, Culture and Communities setting out proposals to generate income through the sponsorship of roundabouts and other Council assets and inviting Committee to approve the introduction of the scheme within West Dunbartonshire.

After discussion and having heard the Strategic Lead in answer to a Member's question, the Committee agreed:-

(1)   to approve the introduction of a roundabout sponsorship scheme in West Dunbartonshire subject to planning approval; and

(2)   that authority be delegated to the Strategic Lead - Communications, Culture
        & Communities to pursue a commercial partnership agreement with
        Community Partners Ltd. on behalf of the Council for the management of a
        sponsorship scheme for sites in West Dunbartonshire

The meeting closed at 3.45 p.m.

JOINT CONSULTATIVE FORUM

At a Meeting of the Joint Consultative Forum held in Committee Room 3, Council Offices, Garshake Road, Dumbarton on Thursday, 7 December 2017 at 2.05 p.m.

Present: Councillors Karen Conaghan, Ian Dickson and Jonathan McColl; James Halfpenny (EIS); David Scott and John Wagner (GMB); Claire Mackenzie (SSTA); Val Jennings, Simon Macfarlane, Andy McCallion, Susan Shannon and David Smith (UNISON); and Jackaleen McMonagle (Unite).

Attending: Richard Cairns, Strategic Director - Regeneration, Environment & Growth; Angela Wilson, Strategic Director - Transformation & Public Service Reform; Malcolm Bennie, Strategic Lead - Communications, Culture & Communities; Victoria Rogers, Strategic Lead - People and Technology; Julie Lusk - Head of Mental Health, Learning Disability & Addictions; Darren Paterson, Strategic HR Manager; Claire Cusick, Acting Senior Education Officer - Pupil Support; Linda Butler, Events and Employee Engagement Lead; Raymond Lynch, Senior Solicitor; and Scott Kelly, Committee Officer.

Apologies: Apologies for absence were intimated on behalf of Councillors Jim Finn and David McBride; Ronnie Dinnie, Strategic Lead - Environment and Neighbourhood; Jim McAloon, Strategic Lead - Regeneration; and Charlie McDonald (Unite).

Ms Jackaleen McMonagle in the Chair

INTRODUCTIONS

At the request of Ms McMonagle, Chair, all those present introduced themselves.

DECLARATIONS OF INTEREST

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

VARIATION IN ORDER OF BUSINESS

After hearing Ms McMonagle, Chair, it was agreed that the order of business be varied as hereinafter minuted.

MINUTES OF PREVIOUS MEETING

The Minutes of Meeting of the Joint Consultative Forum held on 14 September 2017 were submitted and approved as a correct record.

EQUAL PAY IN SCOTTISH COUNCILS (AUDIT SCOTLAND REPORT)

A report was submitted by the Strategic Lead - People and Technology providing an update on the findings of the national audit and the actions required to ensure ongoing compliance.

Having heard the Strategic Lead in further explanation of the report and in answer to a Member's questions, the Forum agreed to note the contents of the report and support the associated actions.

EQUAL PAY AUDIT – ANALYSIS OF ALLOWANCES FOR ENHANCED WORKING

A report was submitted by the Strategic Lead - People and Technology setting out the options available to reduce the gender pay gap identified following an analysis of allowances for enhanced working.

Following discussion and having heard the Strategic Lead in further explanation of the report, the Forum agreed that further discussions in respect of the matters contained within the report should take place between Management and the Trades Unions, outwith the Forum.

Note: Mr Macfarlane left the meeting at this point.

JOINT CONSULTATIVE FORUM CONSTITUTION

The Committee Officer provided a verbal update in respect of a recent amendment to the Forum's constitution and in this respect there was submitted the updated version of the constitution (Version 7).

The Forum agreed:-

(1)   to note that at the meeting of Council held on 25 October 2017 it had been agreed that Standing Order 33 (b) should be amended to remove the condition that Elected Members of the Joint Consultative Forum must also be members of the Corporate Services Committee; and

(2)   to note that paragraph 1.1 of the Forum's constitution had been updated in accordance with the change to the relevant Standing Order.

EMPLOYEE SURVEY RESULTS 2017

A report was submitted by the Strategic Leads for Communications, Culture and Communities and People and Technology outlining the results and key findings of the 2017 Employee Survey.

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

(1)   to note the results of the 2017 Employee Survey and the comparison to the 2015 results, as detailed in Appendix A to the report; and

(2)   to note that each Strategic Area will establish specific service improvement activities that will be incorporated into the 2018/19 delivery plans.

SPECIAL LEAVE SCHEME

A report was submitted by the Strategic Lead - People and Technology referring the revised draft Special Leave Scheme to the Forum for further discussion, in view of no agreement having been reached with the Joint Trades Unions.

Following discussion and having heard officers in explanation of the report and in answer to Members' questions, the Forum agreed:-

(1)   to note the revised draft Special Leave Scheme and the accompanying Equalities Impact Assessment (Appendices 1 and 2 to the report);

(2)   to note that since the publication of the report, Management and the Trades Unions had reached agreement in respect of the following matters:-

(a)   that an employee could be granted paid leave if it would not be possible for them to attend preventative health screening outwith normal working hours; and

(b)   that Management would take steps to raise awareness and support managers in the Council's suite of schemes in order that employees could benefit from their provisions;

(3)   to note that agreement had not been reach in respect of:-

(a)   the time-off that could be granted to employees to make alternative care arrangements;

(b)   the proposed change to the provision for term-time employees to be granted up to one day's paid leave to attend religious ceremonies or weddings or when moving house, it being noted that the proposal was for this leave to be unpaid; and

(c) there being a limit of 3 occasions in a rolling 12 month period when employees could be granted paid leave for clinically necessary medical treatment where this does not relate to a disability, it being noted that the draft Scheme stated that 3 occasions would 'normally' be the maximum;

(4) that paragraph 8.3 of the draft Scheme should be revised to confirm that managers would have discretion in respect of the maximum number of occasions when they could grant paid leave for clinically necessary appointments;

(5) to note that the draft Scheme required managers to be shown appropriate evidence of hospital appointments to enable them to consider whether entitlement is paid or unpaid and that there was no expectation that evidence of appointments would be copied and retained by managers;

(6) that the draft Scheme should be amended as described in paragraph (4) above and that those points of disagreement described in paragraph (3) above should be made clear in the Scheme; and

(7) that the Scheme be implemented and then reviewed after a period of 12 months.

WORKING WELL TOGETHER: QUARTER 2, 2017/18

A report was submitted by the Strategic Lead - People and Technology providing a Council-wide update for Quarter 2, 2017/18 in respect of sickness absence and details of the progress made by the Employee Wellbeing Group.

Following discussion and having heard officers in explanation of the report and in answer to Members' questions, the Forum agreed:-

(1) to note the contents of the report and the Council's attendance results for Quarter 2 2017/18 which showed that a total of 11,749 FTE days had been lost due to sickness absence which was an increase of 1,999 FTE days lost (17%) compared to the same period last year; and

(2) to note that in Quarter 1 2017/18, a total of 11,549 FTE days had been lost due to sickness absence compared to 11,749 FTE days lost this quarter, which was a 1.7 % increase in FTE days lost between the first and second quarters of this year.

**EMPLOYEE RELATIONS MONITORING – QUARTER 2
(1 JULY TO 30 SEPTEMBER 2017)**

A report was submitted by the Strategic Lead - People and Technology advising of progress on employment relations matters for the period 1 July to 30 September 2017.

The Forum agreed to note the contents of the report.

TRADES UNIONS ISSUES

The Forum noted that the Trades Unions had not provided, in advance of the meeting, any issues that they wished to raise.

The meeting closed at 3.50 p.m.

WEST DUNBARTONSHIRE COUNCIL

Report by Strategic Lead – People & Technology

Corporate Services Committee: 7th February 2018

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Subject: Council Workforce Plan 2017-2022: Annual Action Plan 2018-19

1.   Purpose

1.1   The purpose of this report is to advise the Committee on the Council's workforce planning activity for 2018-2019.

2.   Recommendations

2.1   The Committee is asked to:

- Note progress during 2017-2018 in delivering against the Council Workforce Plan;
- Note planned actions for 2018-2019; and
- Note that the Delivery Plans for each service will include workforce annual action plans.

3.   Background

3.1   The Council Workforce Plan 2017-2022 was approved by this Committee on 29th November 2017, having been developed in line with the Council's revised Strategic Planning Framework.

3.2   As previously advised, the Council Workforce Plan is subject to ongoing monitoring and evaluation to ensure that it is effective in delivering required outcomes and that it is responsive to any changes in circumstances which subsequently arise. A report will be submitted to Corporate Services Committee on an annual basis outlining progress to date and actions to be progressed in the year ahead, the first of which is attached at Appendix 1.

3.3   Workforce annual actions plans, for each Strategic Area will be submitted to the relevant Committee from May each year, as part of the Delivery Planning process.

3.4   Whilst separate planning processes exist in relation to West Dunbartonshire Health & Social Care Partnership, appropriate alignment is in place with the Council-wide Workforce Plan and resulting action plans insofar as they relate specifically to Council employees working within HSCP.

4.   Main Issues

4.1   The attached annual action plan at Appendix 1 covers each of the issues to be addressed over the 5 year period covered by the Council Workforce Plan, as follows:

- Addressing the gap between current workforce supply and predicted future demand;
- Ensuring clear, effective and stable organisational design;
- Addressing the gap between current and required workforce and leadership and management competencies, both technical and behavioural;
- Ensuring a healthy, engaged workforce;
- Addressing workforce diversity objectives; and
- Improving use of technology and new ways of working.

4.2   The plan sets out the corresponding agreed strategies to be progressed, the expected outcomes to be achieved and details progress to date. The plan also includes the actions scheduled for 2018-2019. It should be noted that, whilst some 2018-2019 actions will be completed in-year, a number are longer-term with timescales for completion extending into subsequent years (albeit still within the period covered by the Plan).

5.   People Implications

5.1   Integration of workforce planning within wider organisational planning processes ensures that workforce issues are effectively identified and addressed. This supports the Council's commitment to its employees in relation to all aspects of their employment, ensuring that employees' needs are met and that efficient and modern services are effectively delivered both now and in the future.

6.   Financial and Procurement Implications

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

7.   Risk Analysis

7.1   A robust approach to workforce planning ensures that the Council identifies current and future needs. This allows strategies and policies to be developed that ensure the continued delivery of best value services. Embedding workforce planning within the planning process and incorporating best employment practice ensures that key issues affecting the workforce are identified at the earliest stage.

8.   Equalities Impact Assessment (EIA)

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

9.   Consultation

9.1   The Strategic Leadership team have been involved in the development of the Plan. Consultation has taken place with the Trades Unions.

10.   Strategic Assessment

10.1   This report directly supports the Council's Strategic Priorities.

Victoria Rogers
Strategic Lead for People & Technology
Date: 18th January 2018

Person to Contact:	Darren Paterson, Strategic HR Manager, Council Offices, Garshake Road, Dumbarton. Tel: 01389 737645. Email: darren.paterson@west-dunbarton.gov.uk
Appendices:	Appendix 1 – Council Workforce Plan 2017-2022 – Annual Update
Background Papers:	Council Workforce Plan 2017-2022 Strategic Lead Area Workforce Plans 2017-2022 Strategic Workforce Planning Framework
Wards Affected:	None

Appendix 1 – Council Workforce Plan 2017-2022 – Annual Action Plan 2018-19 (incorporating details of progress in 2017-2018)

1. Addressing the gap between current workforce supply and predicted future demand				
Strategy	- Planned service reviews within and across Strategic Lead Areas - Explore opportunities to realise savings through voluntary turnover and review of management spans of control - Explore further opportunities to offer early retirement and/or voluntary severance in a targeted way - Maximise use of SWITCH Policy - Reflect on role design and internal career pathways - Improve availability of required talent within the local labour market - Promote the work that we do to more effectively compete in labour market - Embed a process of succession planning - Explore opportunities to share workforce resources across organisations			
Expected Outcome	Gap is addressed, whilst: - Protecting critical roles (and addressing any associated recruitment and retention risks) - Ensuring statutory requirements and strategic priorities are met - Avoiding or minimising risk of compulsory redundancy			
Actions	**Person(s) Responsible**	**Resources Needed[1]**	**Complete By**	**Measurement of outcome**
The majority of actions in relation to this area are being progressed at a Strategic Lead Area level in line with local Workforce Plans (and reported annually to their respective Committee)				
Completion of the organisation-wide CAS project	P Hessett	Workforce	31st March 2018	Achievement of savings. Streamlined, more efficient processes.

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[1] Actions have been or will be delivered within current resources unless otherwise specified

Workforce Management System developments to improve monitoring of SWITCH process effectiveness	S Kinloch	Workforce	31st March 2018	Improved availability of data
Proactive identification of SWITCH redeployees for areas of workforce growth (e.g. Early Years), ensuring that funded training can be provided where possible	D Paterson /HR Business Partners	Workforce	31st March 2018	Number of redeployees successfully matched to growth areas
Career pathways and development opportunities have been reviewed and approach simplified and cascaded to staff	A McBride	Workforce	31st March 2018	Evaluation & Uptake
Introduce succession planning	A McBride	Workforce	31st March 2018	Evaluation
Upskilling local community to gain qualifications.	S Brooks	Workforce	31st March 2018 and ongoing	Number of qualifications gained.
Improved employability skills for local community	S Brooks	Workforce /Funding (Council and external)[2]	31st March 2018 and ongoing	Number of people supported; entered training/education; gaining a qualification; entering employment; sustaining employment 6 months; and with an improved labour market situation.
Modern Apprenticeships/Employability Fund Delivery	S Brooks	Workforce /Funding (external)[3]	31st March 2018 and ongoing	Monitoring progress of Apprentice or Employability Fund Trainee learning goals
Increase presence of Council LinkedIn profile to support recruitment activity	A Graham	Workforce	31st March 2018	Volume/suitability of applications
Review general recruitment marketing content to further	D Paterson/	Workforce	31st March	Volume/suitability of

[2] Ongoing support beyond 2017/18 will be reliant upon confirmation of Council and external funding
[3] Ongoing support beyond 2017/18 will be reliant upon confirmation of external funding

promote working within local government and specifically within West Dunbartonshire	A Menon		2019	applications
Monitor employee ratings of the Council as an employer via external websites and respond to any themes arising	D Paterson/L Butler	Workforce	31st March 2019	Increased number of positive reviews
Further embed succession planning across wider range of 'business critical roles'	A McBride	Workforce	31st March 2019	Evaluation

2. Ensuring clear, effective and stable organisational design				
Strategy	Planned service reviews within and across Strategic Lead Areas			
Expected Outcome	A systems-based approach is adopted to organisational design, ensuring that services satisfy the needs of our citizens			
Actions	**Person(s) Responsible**	**Resources Needed**	**Complete By**	**Measurement of outcome**
The majority of actions in relation to this area will be progressed at a Strategic Lead Area level in line with local Workforce Plans (and reported annually to their respective Committee, with service reviews continuing to be progressed in 2018/19 which ensure delivery of best outcomes for service users.				
Introduce 'systems thinking' methodology	A McBride	Workforce	31st March 2019	Evaluation
Identify opportunities to introduce 'whole system' service review exercises	Strategic Leads	Workforce	31st March 2020	Relevant service KPIs

3. **Addressing the gap between current and required workforce competencies, both technical and behavioural (as described within the Council Workforce Plan**					
Strategy	• Develop and implement workforce and organisational development solutions • Ensure that regular, effective 'Be the Best' conversations become the norm and they form part of our wider people management framework.					
Expected Outcome	Gap is addressed, whilst: • Ensuring value for money and maximum return on investment • Minimising requirement to recruit for new capabilities (and thereby avoiding or minimising risk of compulsory redundancy) • Ensuring strategic priorities are met as a result of application of those new capabilities					

Actions	Person(s) Responsible	Resources Needed	Complete By	Measurement of outcome
Development of additional capabilities specific to individual service areas will be progressed at a Strategic Lead Area level in line with local Workforce Plans (and reported annually to their respective Committee)				
Embed Coaching & Mentoring Programme	A McBride	Workforce	31st March 2018	Evaluation & Update
Implement WDC Approach to Change, Project Management and Lean/Six Sigma Process Improvement	A McBride	Workforce	31st March 2018	Evaluation & Uptake
Build Peer Support Networks	A McBride	Workforce	31st March 2019	Evaluation
Develop workplace skills in digital literacy	A McBride	Workforce	31st March 2019	Evaluation & Uptake
Develop Workplace skills in Lean/Six Sigma	A McBride	Workforce	31st March 2019	Evaluation & Uptake
Embed Be The Best Conversations	A McBride	Workforce	31st March 2019	Evaluation

4. Addressing the gap between current and required leadership and management competencies, both technical and behavioural (as described within the Council Workforce Plan)				
Strategy	- Review of leadership competencies - Embed leadership competencies within recruitment process and 'Be the Best' conversations - Develop and implement workforce and organisational development solutions			
Expected Outcome	Gap is addressed, whilst: - Ensuring value for money and maximum return on investment - Minimising requirement to recruit for new capabilities (and thereby avoiding or minimising risk of compulsory redundancy) - Ensuring strategic priorities are met as a result of application of those new capabilities			
Actions	**Person(s) Responsible**	**Resources Needed**	**Complete By**	**Measurement of outcome**
Review Leadership Competencies and embed into Be The Best Conversations	A McBride	Workforce	31st March 2019	Evaluation
Review Recruitment & Selection Policy incorporating revised leadership competencies.	D Paterson	Workforce	31st March 2019	Policy monitoring & evaluation
Continue Influential Leaders Programme	A McBride	Workforce	31st March 2019	Evaluation
Launch New Managers Induction Programme	A McBride	Workforce	31st March 2019	Evaluation

5. Ensuring a healthy, engaged workforce				
Strategy	• Progress implementation of Employee Wellbeing Strategy • Progress implementation of improvement actions resulting from employee survey			
Expected Outcome	Achievement of a healthy, engaged workforce, resulting in reduction in sickness absence levels, improved employee survey results and improved organisational performance.			
Actions	**Person(s) Responsible**	**Resources Needed**	**Complete By**	**Measurement of outcome**
Development and approval of Employee Wellbeing Strategy and formation of Employee Wellbeing Group	D Paterson	Workforce	31st March 2018	Completion of action.
Development and approval of Council-wide workstream action plans	D Paterson	Workforce	31st March 2018	Completion of action.
Completion of 'back to basics' audit on Attendance Management Policy compliance and progression of resulting recommendations	D Paterson	Workforce	31st March 2018 (and 31st March 2019 for recommendations)	Evidence of improved compliance.
Implement and embed actions resulting from Council-wide workstreams, focusing on priority areas (e.g. mental wellbeing)	D Paterson	Workforce	31st March 2018 and ongoing	Regular progress reports to Change Board. Monitoring of impact of resulting actions.
Completion of 2017 Employee Survey and dissemination of results	L Butler	Workforce	31st March 2018	Participation levels.
Identify and progress actions in response to Council-wide improvement themes arising from the employee survey.	L Butler	Workforce	31st March 2019	Future Employee Survey and interim Pulse Surveys

6. Addressing workforce diversity objectives				
Strategy	Develop and implement action plans in relation to the following: • Increase diversity in the Council workforce • Reduce the disability pay gap • Decrease occupational segregation • Outcomes of the Equal Pay Audits			
Expected Outcome	Council workforce-related equality outcomes are met, as demonstrated by achievement of associated improvement targets.			
Actions	**Person(s) Responsible**	**Resources Needed**	**Complete By**	**Measurement of outcome**
Additional actions will be taken forward in line with the Employee Wellbeing Strategy objective "Supporting employees and potential employees with health conditions to enter employment and remain at work" (see above).				
Undertake analysis of allowances for enhanced hours working following Equal Pay Audit	M Connor	Workforce	31st March 2018	Identification of whether allowances contribute to the gender pay gap
Data verification exercise to understand composition of workforce with a disability	M Connor	Workforce	31st March 2018	Improved Equalities Monitoring data
Promotion of flexible working	N Bailey	Workforce	31st March 2018	Workforce data. Informal feedback.
Review of terms and conditions in relation to recommendations resulting from Equal Pay Audit on allowances	D Paterson	Workforce	31st March 2019	Workforce data.
Promotion of Disability Confident Commitment	M Connor	Workforce	31st March 2019	Improvement of success rates for disabled applicants. Retention of employees who become disabled in employment.
Development of recruitment and selection processes to implement positive actions that can support the reduction of Occupational Segregation	M Connor	Workforce	31st March 2019	Myjobscotland data
Support access to full-time employment	HR Business	Workforce	Ongoing	Rates of promotion.

	Partners/ OD & Change/ Service Managers			Maintain reduction in multi-posts.

7. Improve use of technology and new ways of working				
Strategy	• Implement Workplace of the Future Strategy • Develop and implement workforce and organisational development solutions			
Expected Outcome	Improved efficiency and effectiveness of service provision			
Actions	**Person(s) Responsible**	**Resources Needed**	**Complete By**	**Measurement of outcome**
Develop and embed Work Place of the Future	A McBride	Workforce	31st March 2018 and ongoing	Evaluation & Uptake

WEST DUNBARTONSHIRE COUNCIL

Report by Strategic Lead – People & Technology

Corporate Services Committee: 7ᵗʰ February 2018

_____

Subject: Council Strategic Risks 2017-22

1.   Purpose

1.1   To provide an update on the strategic risks for 2017-22 following approval of the new Strategic Plan.

2.   Recommendations

2.1   It is recommended that Committee note the strategic risks as detailed in Appendix 1.

3.   Background

3.1   The risk management framework sets out the process for identifying, managing and reviewing organisational strategic risks.

3.2   At the Council meeting on 25 October 2017, Elected Members approved the Council's Strategic Plan 2017-2022. Consequently a review of the Council's current strategic risks was undertaken.

4.   Main Issues

4.1   The review identified that the current strategic risks remained relevant. These are as follows:

- Significant financial funding reductions from the Scottish Government;
- Failure to implement broad-ranging school improvement to raise attainment and achievement;
- Council estate and facilities are not fit for purpose;
- Failure to keep abreast of developments in the innovative use of Technologies;
- Failure to ensure that there is an appropriately resourced workforce in place to meet future organisational needs;
- Failure to embrace opportunities which can be derived from constructive partnership working and joined-up service delivery; and
- Failure to ensure positive dialogue with local citizens and communities.

An additional two new risks have been identified in conjunction with the relevant internal experts reflecting on changes in the external environment.
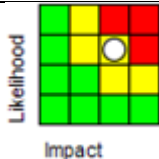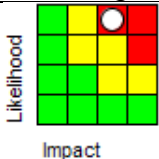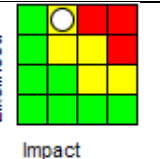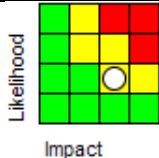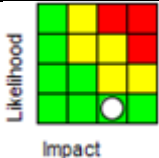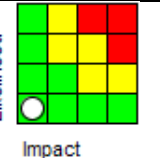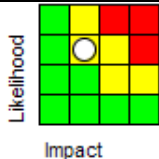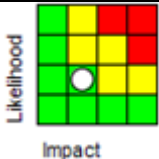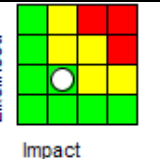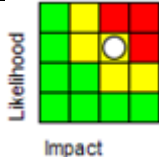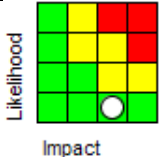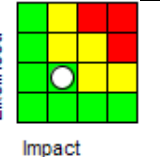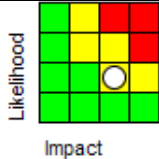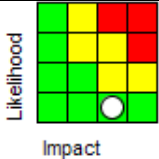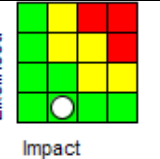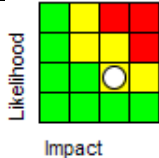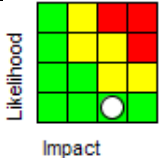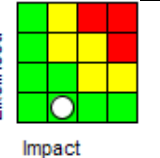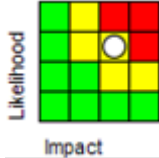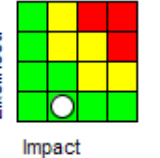
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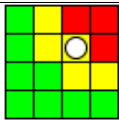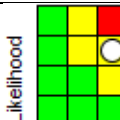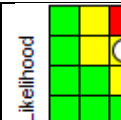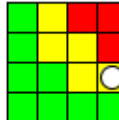
- Threat and impact of Cyber-attack; and
- Failure to deliver the national Early Years Agenda within the prescribed timescales.

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.

Table 1

Reporting Key Strategic Risk Information				
Strategic Risk	Original Risk Rating	Current Risk Rating	Target Risk Rating	Risk Status Rationale
SR001 Significant financial funding reductions from the Scottish Government				
SR002 Failure to implement broad-ranging school improvement to raise attainment and achievement				
SR003 Council estate and facilities are not fit for purpose				
SR004 Failure to keep abreast of developments in the innovative use of Technologies				
SR005 Failure to embrace opportunities which can be derived from constructive partnership working and joined-up service delivery				
SR006 Failure to ensure positive dialogue with local citizens and communities				
SR007 Failure to ensure that there is an appropriately resourced workforce in place to meet future organisational needs				

SR008 Threat and impact of Cyber-attack	Likelihood / Impact	Likelihood / Impact	Likelihood / Impact	⚠
SR009 Failure to deliver the national Early Years Agenda within the prescribed timescales	Likelihood / Impact	Likelihood / Impact	Likelihood / Impact	⚠

4.3   Risk Methodology and Reporting

Each strategic risk will be populated in Pentana (formerly known as Covalent) and 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

Score	Descriptor
1	Minor
2	Moderate
3	Significant
4	Critical

4.4   For ownership, each strategic risk is "Managed By" a Strategic Lead and "Assigned To" a Service Manager. Strategic risks will continue to be reviewed in line with the risk management framework and reported to Performance and Monitoring Review Group on a quarterly basis and to this committee on a 6 monthly basis.

4.5   Service risks will be reviewed and further developed by strategic leads and their management teams as part of the delivery planning process.

4.6   The service ownership of this process is imperative to ensure that it is fully embedded across the Council.

5.   People Implications

5.1   There are no people implications associated with this report.

6.   Financial and Procurement Implications

6.1   There are no financial and/or procurement implications.

7.   Risk Analysis

7.1   Failure to progress on risk management is likely to result in the Council reputation being criticised by local media.

7.2   Progressing with risk management demonstrate that the Council is taking ownership with effective measures implemented to manage risk. This should benefit the Council in terms of:

- Understanding risk and its potential impact on the Council's priorities and objectives;
- Developing a risk appetite;
- 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;
- Meeting statutory/regulatory requirements;
- Contributing to a better understanding and assessment of major project activity; and
- Ensuring better partnership working.

8.   Equalities Impact Assessment (EIA)

8.1   An equalities screening was undertaken that identified no impact.

9.   Consultation

9.1   The strategic risks have been discussed with the Strategic Leads.

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 in 4.1 have been identified to complement the main strategic priorities.

Name: Victoria Rogers
Designation: Strategic Lead People & Technology
Date: 23th January 2018

Person to Contact: John Duffy (Section Head) Risk and Health & Safety.
Telephone 01389 737897
john.duffy2@wdc.gcsx.gov.uk
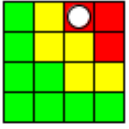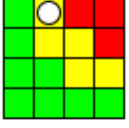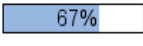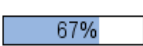
Appendices: Appendix 1 Strategic Risk List.

Background Papers: Report to Council on 25 October 2017 - West Dunbartonshire Council Strategic Plan 2017-22.
Risk Management Framework 2016
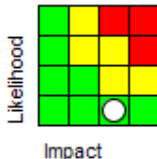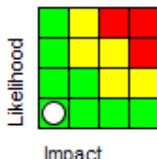
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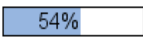
Appendix 1 Strategic Risks
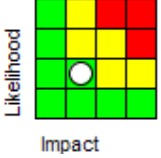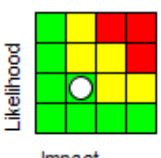
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<table>
<tr>
<td colspan="2" rowspan="2">
⚠️</td>
<td rowspan="2">SR001 Significant financial funding reductions from the Scottish Government</td>
<td>Current Risk Matrix</td>
<td>Current Rating</td>
<td>Last Review Date</td>
</tr>
<tr>
<td rowspan="2"></td>
<td rowspan="2"></td>
<td rowspan="2"></td>
</tr>
<tr>
<td rowspan="2">Description</td>
<td rowspan="2">The Council is faced with significant ongoing funding reductions from the Scottish Government. Austerity is expected to continue for a number of years into the future and likely to result in funding reductions. This coincides with a period where costs are expected to rise in relation to Social Care due to aging population and capped powers to raise funds through Council Tax.</td>
<td></td>
<td>12</td>
<td>18-Jan-2018</td>
</tr>
<tr>
<td>Target Risk Matrix</td>
<td>Target Rating</td>
<td>Target Date</td>
</tr>
<tr>
<td colspan="2">Potential Effect</td>
<td>Shortfall in finances and therefore the Council is unable to provide all services as intended.</td>
<td></td>
<td>8</td>
<td>31-Mar-2022</td>
</tr>
<tr>
<td colspan="2">Measures of Impact</td>
<td>- Reduction in government grant
- Demographic change (population decline/growth, aging population)
- Savings required including cutting level and/or quality of service provision
- Increased Debt (collection of Council Tax, HRA rents, etc)</td>
<td rowspan="2">Latest Note</td>
<td colspan="2" rowspan="2">New assessment carried out 23 January 2018</td>
</tr>
<tr>
<td colspan="2">Risk Factors</td>
<td>- Level of government grant
- Lack of time to plan for changes in the level of grant funding
- Welfare reform
- General inflationary factors
- Significant additional burdens
- Capital receipts</td>
</tr>
<tr>
<td colspan="2" rowspan="2">Internal Controls</td>
<td rowspan="2">- 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</td>
<td>Managed By</td>
<td>Stephen West</td>
<td></td>
</tr>
<tr>
<td>Assigned To</td>
<td>Gillian McNeilly;</td>
<td></td>
</tr>
<tr>
<td colspan="2">Risk Opportunity</td>
<td>- Annual exercise to identify efficiencies
- Projects to implement new ways of working (e.g. commercialisation, asset management)
- Enhance the reputation of the Council as an organisation which manages its finances soundly</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td colspan="2" rowspan="3">Progress of Linked Actions</td>
<td>RES/1718/FI/001 Provision of timely and accurate accounting, budgeting and budgetary control processes for Council and associated bodies</td>
<td>▶</td>
<td>67%</td>
<td>Resources (SLA); Transformation & Public Sector Reform (SD)</td>
</tr>
<tr>
<td>RES/1718/FI/002 Report agreed savings options & management adjustments through the budgetary control process management and Council</td>
<td>▶</td>
<td>67%</td>
<td>Resources (SLA); Transformation & Public Sector Reform (SD)</td>
</tr>
<tr>
<td>RES/1718/FI/003 Provision of timely and accurate financial</td>
<td>✅</td>
<td>100%</td>
<td>Resources</td>
</tr>
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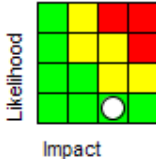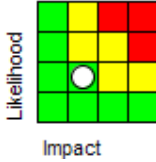
	accounts statements for Council and associated bodies			(SLA); Transformation & Public Sector Reform (SD)
	RES/1718/SLA/001 Review and update the Council's long-term finance strategy	⚠️	33%	Resources (SLA); Transformation & Public Sector Reform (SD)

✅	**SR002 Failure to implement broad-ranging school improvement to raise attainment and achievement**	**Current Risk Matrix**	**Current Rating**	**Last Review Date**
Description	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.		**3**	05-Dec-2017
		Target Risk Matrix	**Target Rating**	**Target Date**
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.		**1**	31-Mar-2022
Measures of Impact	Examination results - HMIE 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 STEM subject uptake in secondary schools - increased numbers of learners entering STEM related career pathways - standardised literacy and numeracy tests	**Latest Note**	Evaluation against ES quality indicators for the SAC have identified key strengths in the leadership of the programme delivering improvements in learning, closing the gap and raising attainment. This evaluation has also identified areas for further improvement.	
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			
Internal Controls	Raising Attainment Strategy Project management by Service Manager Raising Attainment/ Impact review Group (led by Chief Education Officer) Termly progress reports submitted as part of Educational Service committee reports Scottish Attainment Challenge Project Board Raising Attainment specialists in each secondary school Relevant CPD programme to support education staff Lead Officer responsible for managing Multi-Agency Family Support Team Meetings between WDC and Education Scotland/HMIE	**Managed By**	Laura Mason	
		Assigned To	Julie McGrogan	

	Standardised data collection templates Numeracy steering group Local Authority Coordinator Partnership working with University of Glasgow Learning Community Partnership Innovation Teams			
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			
Progress of Linked Actions	E/1718DP/RAA Implement broad-ranging school improvement to raise attainment and achievement	▶	54%	Education, Learning & Attainment (SLA)

✔	**SR003 Council estate and facilities are not fit for purpose**	**Current Risk Matrix**	**Current Rating**	**Last Review Date**
Description	The Council's assets and facilities though improving are not fully fit for purpose with consequent adverse impact on our ability to deliver efficient and effective services. Included in this assessment is Council's property portfolio, housing stock, roads and lighting, fleet and open space		**4**	07-Nov-2017
		Target Risk Matrix	**Target Rating**	**Target Date**
Potential Effect	- 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 -Roads assets in poor conditions -Assets fail to meet relevant standards		**4**	31-Mar-2022
Measures of Impact	- Condition surveys - Suitability surveys - Road Condition SPI - Customer perceptions of service delivery - Investment levels in upkeep and improvement of asset base and facilities -Staff satisfaction -Operating costs and savings			
Risk Factors	- Adequacy of funding available to improve asset base - Adequacy of staff resources allocated to the area of asset management - Council buildings 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	**Latest Note**	The continued capital investment in the council estate combined with reducing numbers of buildings and improved condition scores has led to the revised risk score of 4. This has reduced from 6 in 2016 and will continue to be monitored as work to the estate in terms of maintenance and further capital investment takes place.	
Internal Controls	- Corporate Asset Management Strategy - Schools Estate Strategy - Capital Investment Team - Existence of Asset Management Group with meetings held on a regular basis - Property Asset Management Plan - HRA Capital Investment Programme - Capital plan - Roads and Lighting Asset Implementation Plan - Fleet Asset Implementation	**Managed By**	Jim McAloon	
		Assigned To	Craig Jardine	
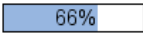
	- Open Space Asset Implementation Plan - Detailed asset database that shows relevant information on a property by property basis - Sustainability Policy - Housing Improvement Board - Housing Improvement Plan - Housing Asset Management Strategy			
Risk Opportunity	- Enhance reputation of Council by being able to improve Council estate and service delivery (e.g. new school buildings, Building Upgrades, Garshake replacement and meeting SHQS) - Enhance employee "feel good" factor by providing modern office accommodation equipped with up to date IT facilities - 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.			
Progress of Linked Actions	E&N/2016/GS/07 Deliver on HLF - Levengrove Park	▶	75%	Environment & Neighbourhood (SLA)
	REG/1718/CAM/001 Deliver savings through effective management of the Council's Asset Management Strategy	▶	66%	Corporate Asset Management; Regeneration (SLA); Regeneration, Environment & Growth (SD)
	REG/1718/CAM/002 Develop and implement Community Asset Transfer Policy	▶	50%	Corporate Asset Management; Regeneration (SLA); Regeneration, Environment & Growth (SD)
	REG/1718/CAM/003 Prioritise, plan and implement building upgrades (Major Works)	▶	71%	Corporate Asset Management; Regeneration (SLA)
	REG/1718/CAM/004 Deliver HRA Capital Projects	▶	25%	Corporate Asset Management; Regeneration (SLA)
	REG/1718/CAM/008 Continue to monitor and reduce energy consumption and carbon emissions	✓	100%	Corporate Asset Management; Regeneration (SLA)
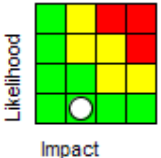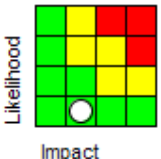
✅	**SR004 Failure to keep abreast of developments in the innovative use of Technologies**	**Current Risk Matrix**	**Current Rating**	**Last Review Date**
Description	The risk is that the Council's Information Technology is not sufficiently modernised / brought up to date to enable the delivery of sustainable ICT services to support and enhance the delivery of front line services to the community.	Likelihood / Impact	**3**	20-Nov-2017
		Target Risk Matrix	**Target Rating**	**Target Date**
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.	Likelihood / Impact	**4**	31-Mar-2022
Measures of Impact	- 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 – April 15 - implementation of wireless in all schools complete. Garshake and Townhall now wireless. Introduction of segregated network traffic 50% complete for schools. - Number of ICT Help Desk calls resolved at the first point of contact. April 15 SOCITM Benchmark survey indicates target is set too high and WDC IT service not meeting the current target. Review is currently in progress and new target in line with SOCITM benchmark will be implemented for 2015-16. - Extent of functionality development in key Council systems (i.e. lack of development beyond base system leading to ineffective management information) April 15 – several channel shift projects are in progress Workforce mgnt self service, website and intranet redesign, online school payments, P2P, document management and rota scheduling for home care are all contributing to Channel shift. - Fit for purpose Council website, delivering information and services to a significant percentage of the Council's customers. April 15 - Website was redesigned and relaunched in 2013. Intranet redesigned and relaunched in March 2015. - Provide efficient desktop services to meet changing workforce flexibility and property rationalisation requirements. April 15 - ICT Modernisation project implementation in progress and incorporates new desktop delivery which is ar user testing stage. - 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. April 2015 - WoTF delivered in Sept 13, Aurora move delivered Feb 2015; issue of tablet devices to SMT and Members complete April 15. - Broadband speed in the Council area - Aug 14 WDC has 2nd highest broadband speeds in Scotland.	**Latest Note**	June 2017. Assessment carried out and no change identified	
Risk Factors	Insufficient resourcing of ICT developments so that benefits and opportunities identified are not realised - poor network security controls implemented. lack of intrusion detections alerts, failure to respond to audit / PEN test findings and recommendations, insufficient resources allocated to security tasks. - Poor project and programme change management arrangements - April 15 - WDC has introduced new Project Management standards and a Strategic Change Board to address this - Poor quality of mobile communication provision - ICT Modernisation investment of £4M agreed and project at implementation stage. Three of the five workstreams are complete and the other two are well established.			
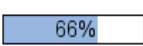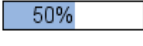
Internal Controls	- Information & Communication Technology (ICT) Policy - Governance structures to support integrated planning and decision making in relation to ICT - Use of both internal IT resources from across the Council and skilled specialist advisers in key areas - Fit for purpose data centre (with remote back up site). New shared data centre went live in Dec 2014 and further IT services at testing stage. WDC and EDC are taking a lead role on data centre sharing across Scotland	**Managed By**	Victoria Rogers
		Assigned To	Patricia Kerr

Risk Opportunity	- annual network penetration tests - Annual PSN compliance audit - Annual External Audit on ICT Controls - ICT Modernisation project and its focus on network security - Provide 21st century state of the art technology for employees and service users - Rationalise IT systems - P2P, replacement IHMS and Work force management projects underway. New Scheduling system for HomeCare at implementation stage. - Use of innovative IT linked service delivery models to effect change - share data centre with EDC live and operational and further sharing projects at test stage - share IT Helpdesk system and thin client. New backup solution implemented in March 14 to support changes to departmental service delivery. - Provide Council employees with secure access to email and supporting systems at times and locations of choice – April 15 – new ICT Mod design has provided opportunity to deliver a secure platform – solution via Netscaler and Citrix thin client technologies are currently at test stage. New tablet devices and new Windows mobile phones deployed. - Provide self service style systems to employees and the local community - Aug 14 - WDC website updated in 2013 and employee self service project implemented- staff now having access to online payslip, expenses, leave applications, PDP recording. - Increase the use of electronic document storage and workflow across the Council - Aug 14 - EDRMS framework contract in place since 2010 for departments to call off when reviewing their service and implementing service improvements. WoTH and Aurora projects utilised EDRMS technology to support the move to more flexible working and CHCP homecare implementation in progress.

Progress of Linked Actions	PT/1718/ICT/004 Support corporate and strategic transformation and channel shift projects.	▶	41%	People & Technology (SLA); Transformation & Public Sector Reform (SD)
	PT/1718/ICT/005 Complete the MFD replacement project	⚠	77%	People & Technology (SLA); Transformation & Public Sector Reform (SD)
	PT/1718/ICT/008 Investigate shared infrastructure components	⚠	42%	People & Technology (SLA); Transformation & Public Sector Reform (SD)
	PT/1718/ICT/011 Support business case development and financial planning associated with deploying technology into new service areas.	✖	0%	People & Technology (SLA); Transformation & Public Sector Reform (SD)
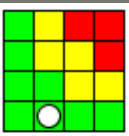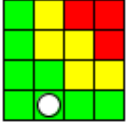
	PT/1718/ICT/014 Copy of Deliver audit compliance for IT controls	▶	33%	People & Technology (SLA); Transformation & Public Sector Reform (SD)
	PT/1718/ICT/014 Deliver audit compliance for IT controls	▶	33%	People & Technology (SLA); Transformation & Public Sector Reform (SD)
	PT/1819/ICT/001 Transformation & Channel Shift - Providing IT Support for Service Transformation Projects	▶	0%	People & Technology (SLA); Transformation & Public Sector Reform (SD)

	SR005 Failure to embrace opportunities which can be derived from constructive partnership working and joined-up service delivery	Current Risk Matrix	Current Rating	Last Review Date
Description	The Council fails to engage adequately with partnership bodies		**3**	12-Jan-2018
		Target Risk Matrix	**Target Rating**	**Target Date**
Potential Effect	- Use of public sector resources not optimised in local area - Council has financial exposure if a partnership relationship fails		**2**	31-Mar-2022
Measures of Impact	Successful delivery of SOA and supporting plans positive partnership inspections	**Latest Note**	Development of the LOIP and supporting plans means this risk is unlikely to occur. the partnership focus and opportunities presented through CPWD mean that all such joint working / service delivery options can be considered. Your Community also gives the opportunity for such joint working opportunities to be progressed within the Council.	
Risk Factors	- inability to deliver improved outcomes which require strong partnership activity - Council's reputation is adversely affected through a failed partnership arrangement			
Internal Controls	- Ensure that partnership opportunities are considered as an option across all Council services - Robust partnership arrangements (e.g. legal documents, service level agreements) - Align the Council's strategic plan with the Single Outcome Agreement (SOA) - Ensure that partners have signed up to deliver on the outcomes and targets set in the SOA - Develop data sharing protocols with partner agencies - Participate in shared service agenda where it is evidently of benefit to the Council	**Managed By**	Malcolm Bennie	
		Assigned To	Amanda Coulthard	

	- Participate in reform agenda as it impacts on Council area - Develop code of practice for partnerships which would assist in ensuring consistency across the Council			
Risk Opportunity	- Position West Dunbartonshire as a modernising Council - Police and Fire Reform - Shared Services options			
Progress of Linked Actions	H&E/1718/CCP/001 Support local implementation of Community Empowerment (Scotland) Act	▶	66%	Housing & Employability (SLA); Regeneration, Environment & Growth (SD)
	H&E/1718/CCP/002 Deliver Your Community across West Dunbartonshire	✓	100%	Housing & Employability (SLA); Regeneration, Environment & Growth (SD)

✓	**SR006 Failure to ensure positive dialogue with local citizens and communities**	**Current Risk Matrix**	**Current Rating**	**Last Review Date**
Description	The risk is that the Council does not establish or maintain positive communications with local residents and the communities it represents		**2**	12-Jan-2018
		Target Risk Matrix	**Target Rating**	**Target Date**
Potential Effect	- Tensions develop with individuals and local community groups		**2**	31-Mar-2022
Measures of Impact	- active community councils and wider community organisations - success of community budgeting development of community led action plans		New approach to engagement at a strategic and local level means this risk is unlikely to occur.	
Risk Factors	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	**Latest Note**	Engaging Communities Framework, Your Community and Citizens Panel create context for positive dialogue as standard.	
Internal Controls	- Ensure robust mechanisms for public feedback - roll out 'your community' model to ensure local priorities are addressed - Annual budget consultation events - Citizens Panel - Community Council arrangements - 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	**Managed By**	Malcolm Bennie	
		Assigned To	Amanda Coulthard; Amanda Graham	
Risk Opportunity	- Community Empowerment Act - community budgeting asset transfer			
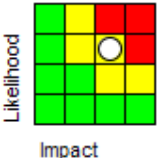
Progress of Linked Actions	CCC/1718/PPP/011 Implement an online approach to consultation and engagement.	✓	100%	Communications, Culture & Communities (SLA); Transformation & Public Sector Reform (SD)
	H&E/1718/CCP/001 Support local implementation of Community Empowerment (Scotland) Act	▶	66%	Housing & Employability (SLA); Regeneration, Environment & Growth (SD)
	H&E/1718/CCP/002 Deliver Your Community across West Dunbartonshire	✓	100%	Housing & Employability (SLA); Regeneration, Environment & Growth (SD)
	H&E/1718/CCP/003 Ensure the success of the Community Budgeting process	▶	50%	Housing & Employability (SLA); Regeneration, Environment & Growth (SD)

✓	SR007 Failure to ensure that there is an appropriately resourced workforce in place to meet future organisational needs	Current Risk Matrix	Current Rating	Last Review Date
Description	There is a risk that the Council fails 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.	Likelihood / Impact matrix	2	04-Aug-2017
		Target Risk Matrix	Target Rating	Target Date
Potential Effect	- 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	Likelihood / Impact matrix	2	31-Mar-2022
Measures of Impact	- 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	Latest Note	Significant and sustained improvement in attendance over 12 month period. Further developments in respect of management and leadership development, succession planning and new programmes launched to ensure competency across management roles. Further development of workforce planning arrangements with a review identified to focus on longer term planning and further enhance the existing framework.	
Risk Factors	- 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	- HR processes designed to meet service delivery needs	Managed By	Victoria	

Controls	- 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 polices - Flexible HR policies, in particular recruitment & selection, learning & development (including elearning), continuous improvement / development flexible working, attendance management, employee wellbeing related polices - Effective use of Occupational Health Service - Robust PDP process - Effective leadership and management behaviours and practice - Maintain the Council's Healthy Working Lives Gold Award		Rogers
		Assigned To	Darren Paterson
Risk Opportunity	- Identity previously unknown skills and talents in the workforce - Realise the potential of staff		
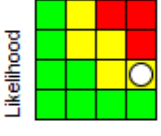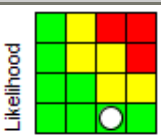
Progress of Linked Actions	PT/1718/HR/001 Provision of HR support to inform and implement organisational change projects	▶	40%	People & Technology (SLA); Transformation & Public Sector Reform (SD)
	PT/1718/HR/002 Employee Health and Well-being	▶	60%	People & Technology (SLA); Transformation & Public Sector Reform (SD)
	PT/1718/HR/005 Embed a process of workforce planning	▶	87%	People & Technology (SLA); Transformation & Public Sector Reform (SD)
	PT/1718/OD/011 Support implementation of Be the Best conversations	⚠	50%	People & Technology (SLA); Transformation & Public Sector Reform (SD)

	SR008 Threat and impact of Cyber-attack	**Current Risk Matrix**	**Current Rating**	**Last Review Date**
Description	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.		9	18-Jan-2018

		Target Risk Matrix	Target Rating	Target Date
Potential Effect	• 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		**9**	31-Mar-2022
Measures of Impact	• 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	**Latest Note**	Cabinet Office PSN certification obtained in January 2018.	
Risk Factors	• Inappropriate Cyber defences at the perimeter of the council networks • Inappropriate delivery of security patches to desktop and server estates • 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 staff group/cost of securing expert resources			
Internal Controls	• Implementation of internal Policies on Patching and hardware/software hardening • Annual PSN compliance audit including a comprehensive IT Health Check • Governance structure in place, ICT Board consisting of senior management and relevant stakeholders meeting once per month 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 • 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	**Managed By**	**Patricia Kerr**	
		Assigned To	**Andrew Cameron, Iain Kerr**	
Risk Opportunity	Increase Cyber resilience and awareness for staff, members and citizens Contribute to Scottish Government Public Sector Action Plan on Cyber resilience for Scotland Upskill staff to address current and emerging threats Increased staff awareness across Council			
Progress of Linked Actions	PSN Compliance action, rolling yearly			
	Public Sector Action Plan on Cyber resilience for Scotland			
	Various Audit actions to be included			
	CS/IAAP/519 1. Underlying Technical Controls required to facilitate automatic failover to DR site still to be configured/tested			
	CS/IAAP/520 2. DR Plans for the main telephony delivery systems have yet to be implemented/tested			

	CS/IAAP/521 3. Systems without parallel DR arrangements are not fully tested			
	CS/IAAP/525 7. Lack of formal DR testing schedule at primary DR site			
	PT/1718/ICT/014 Deliver audit compliance for IT controls			
	PT/1819/ICT/004 Continue to review and deliver ICT service improvements aligned to business needs			

	SR009 Failure to deliver the national Early Years Agenda within the prescribed timescales	Current Risk Matrix	Current Rating	Last Review Date
Description	This risk concerns the expansion of children's entitlement to flexible childcare from 600 to 1140 hours by 2020		**8**	18-Jan-2018
		Target Risk Matrix	Target Rating	Target Date
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		**3**	31-Mar-2022
Measures of Impact	Care Inspectorate standards Key project milestones Scottish Government requirements Parental expectations Key personnel positions	**Latest Note**	Extension to current partner-provider contract for ELY delivery has been extended, partners awaiting confirmation letter. Continuous engagement with Legal Services in this regard.	
Risk Factors	Maintaining level of Scottish Government investment Timely consultation with parents and community Availability of contractors within project timescales Recruitment of suitable staffing for centres Successful partnership working to establish blended model of delivery 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			
Internal Controls	Reports to Education Services Committee Early Learning and Childcare Strategy 2016 - 20 Care Inspectorate Formal consultations with parents Children and Young Peoples Act (S) 2014 HGIOELC Education Leadership team Consultation with EIS Building the Ambition Education Governance Board Early Years Expansion Implementation Board Management and leadership feedback Financial reports - budget monitoring and review Inter-departmental information sharing - risks arising from phasing in SG delivery plan (Estates) Partnership SLA's Service Monitoring calendar Process mapping for key tasks (including self evaluation) Workforce Development reflecting all roles and responsibilities Workforce awareness of national and local priorities	**Managed By**	Laura Mason	
		Assigned To	Lisa Anne Clayton	
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 Support for the Raising Attainment Strategy to prepare children for their journey through education			

	Increased staff development through sharing practice Improvement in quality assessment and moderation and interactive play-based methodologies across the Early Level.			
Progress of Linked Actions	E/1718DP/EYA Deliver the Early Years' agenda	▶	0%	Education, Learning & Attainment (SLA)

Risk Status	
🔴	Alert
🔺	High Risk
⚠️	Warning
✅	OK
❓	Unknown

WEST DUNBARTONSHIRE COUNCIL

Report by Strategic Lead – People & Technology

Corporate Services Committee: 7 February 2018
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Subject: ICT Update and Contract Spend 2018-19

1.   Purpose

1.1   The purpose of this report is:

1.1.1   To provide the Committee with a detailed breakdown of the planned Information and Communication Technology (ICT) capital and revenue spend on new and existing contracts in excess of £50,000 and seek approval to procure and contract for the required goods and services; and

1.1.2   To provide an update on the cost/benefit analysis undertaken as requested at this committee in August 2017 in respect of an early warning system for monitoring of potential system failures.

2.   Recommendations

2.1   The Committee is asked to:

I.   note the ICT Revenue and Capital spend detail included in this report, which is part of the existing ICT Service Plan actions (ref: PT/18-19/ICT/001 – 004) including the anticipated procurement method;

II.   delegate authority to the Corporate Procurement Manager in consultation with the Strategic Lead - People and Technology to instruct the award of contracts for the planned revenue and capital spend detailed in this report to suppliers providing the most economically advantageous offer to the Council for those purchased from existing National Framework agreements;

III.   note that spend which is not on National Framework agreements and where the value is in excess of £50,000 will be submitted to approval by Tendering Committee; and

IV.   note the update provided regarding early warning systems as outlined at paragraph 4.

3. Background

3.1 In line with the ICT Asset Management Plan 2017-22 agreed at Corporate Services Committee in August 2017, the Council continues to make a substantial commitment to improving the ICT infrastructure to support service delivery through capital investment as agreed in the 2017 Council's Capital plan and summarised below in Table 1.

Table 1 – ICT 2-Year Capital Plan

Capital Bid / Project Title	2018/19	2019/20
ICT Modernisation / Infrastructure	£767,000	£420,000
ICT Modernisation / Infrastructure HSCP	£155,000	£155,000
ICT Core Infrastructure (including Security)	£200,000	£200,000
Total	**£1,122,000**	**£775,000**

3.2 For 2018/19, the planned spend is outlined in Table 2 below.

Table 2 - Planned ICT Capital Spend 2018/19

Description	Estimated Capital spend Value	Estimated Revenue Implication From Year 2	Planned Procurement Route
Corporate & Education -Device replacement. Approximately 1500 devices replaced p.a.	£330,000	£20,000 **	Framework
Mobility expansion - additional users / locations including bandwidth, telephony, licenses	£130,000	£13,000 *	Existing Contract / Tender / Framework
Security – including licenses, applications, hardware and specialist services	£200,000	£20,000 *	Existing Contract / Tender / Framework
Resilience – including hosted and on premise solutions, licenses and hardware	£100,000	£15,000 *	Existing Contract / Tender / Framework
Smaller value works	£37,000	£7,000 *	Framework / Quotations
HSCP Modernisation including licenses, software, hardware and specialist services	£155,000	£50,000 ***	Existing Contract / Tender / Framework
Sub Total -Technology Spend	**£972,000**	**£125,000**	
ICT Project Resourcing. Allocation of existing resources and temporary /specialist resources if required	£170,000	-£170,000	Existing Contract / Tender / Framework
Total	**£1,122,000**	**£125,000**	

*	Revenue estimate where new hardware or software is purchased rather than replaced
**	Revenue estimate for chromebook filtering and thin client maintenance but not required for PC/laptop purchase
***	Based on supplier quotation

3.3   In the event that the financial position changes an amended ICT spend plan will be submitted for approval. The scope for each project will include some spend flexibility in each area and allows for £37,000 of capital which will be spent on smaller value works and the appropriate procurement route will be selected.

3.4   The investment projects for ICT capital spend as detailed in Table 2 above include the procurement route options and the potential year 2 revenue implications for each project. The revenue impact of technology spend (estimated as £125,000) will form part of ongoing revenue planning process in future years based on the actual spend.

3.5   In addition to the planned Capital spend outlined above, the Council has annual ICT revenue spend of approximately £1,600,000 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), security and application licenses. The detailed list included in Appendix 1 of this report lists spend over £5,000 per supplier.

3.6   While many of the annual maintenance and license payments and arrangements have been in place for several years, the introduction of a category management approach to Procurement has provided an opportunity to develop a commodity strategy for ICT which considers all areas of ICT spend, including licensing, and will consider opportunities for improvement and possible collaboration. The aim is to secure better contracts, cashable and non-cashable benefits and improved supplier management practices and monitoring.

3.7   At Corporate Services Committee it was requested that officers consider options around an early warning system for ICT system failures, this has been reviewed and is reported below.

4. Main Issues

Procurement

4.1 Consideration will be given to multi-year contracts where recurring capital/revenue has been approved and where this would deliver efficiencies and the authority sought in Paragraph 2.1 includes the option to enter into such multi-year arrangements including beyond the second year for those items listed in Section 3 and the appendix to this report.

4.2 The procurement strategies for each of the revenue and capital projects will be developed on a project by project basis and will include consideration of market testing of existing collaborative framework agreements, running mini competitions as well as full tender processes.

Cost / Benefit Analysis Early Warning Systems to Prevent System Failures.

4.3 Various automated system alerts are in place for a range of the technologies deployed at WDC.

4.4 Although a full cost benefit analysis of preventative alters systems has not yet taken place, a review of the functionality of currently technologies has been undertaken. Below is a summary of existing provisions including details of changes and improvements made to date.

4.4.1 Preventative alerts are provided for Wide Area Network (WAN) connectivity as part of the managed services delivered by 3rd party supplier Capita. This functionality is provided via the SolarWinds infrastructure management software which provides Capita with present infrastructure alerts. Capita subsequently contact WDC through an agreed process to highlight any alerts and advise of the rectification actions.

4.4.2 Preventative alerts for Unix-based technology are provided by scripting which directs the output to a centralised location monitored on a daily basis.

4.4.3 This review highlighted an area where an existing product could be further utilised to deliver preventative alerts for Windows-based server technology and this will be developed from January 2018 to improve on the current manual monitoring processes. This new process will involve the development of the System Centre Operations Manager (SCOM) data centre monitoring system and will be implementation in accordance with any pre-existing Microsoft Licencing conditions.

4.4.4 Preventative alerts for Antivirus are currently provided through the EPolicy Orchestrator Management suite (EPO). This will be changing from February 2018 to the new TRAPS solution which formed part of the capital plan for 2017/18 and will provide improved alerts to the TRAPS management console and network security analyst's mailbox and additional improved functionality.

4.4.5   Preventative alerts for the new WDC Data centre come from the Scheider Struxureon system. This system provides alerts to several nominated mobile phones on air conditioning, Uninterrupted Power Supply (UPS), generator, and electricity which were not available in the Garshake data centre. Additional alerts relating to environmental conditions are also now possible from the new Aurora data centre.

4.4.6   Preventative alerts were previously being provided for the Local Area Network (LAN) infrastructure via the Cisco Prime network management suite but issues were identified and require further investigation before switch on and will be subject to additional testing and configuration.

4.4.7   As part of this review an initial investigation into a Security Information & Event Management (SIEM) central reporting repository for alert management has been started and will continue within this financial year.

4.5   Further work will take place from Jan 2018 to maximise the use of existing early warning systems, several of which are market leaders such as Solarwinds, SCCM and SCOM. This review afforded us the opportunity to identify additional functionality within our existing monitoring technologies which will be implemented during 2018 to ensure we maximise investment in existing systems, this in turn will allow a full cost benefit analysis to take place should any gaps be identified.

4.6   ICT restructured the service in June 2017 to ensure resources were allocated to the server and network support teams with primary tasks assigned to respond to the alerts generated by the above systems. This has proven to be successful with an increase in service availability for both server and network related systems.

5.   People Implications

5.1   Existing framework agreements will be used where best value can be demonstrated as this will reduce both project timescales and staffing resource requirements.

5.2   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. It is expected that in-house ICT staff will gain knowledge and skills during the project 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 within the draft revenue budget for 2018/19 (subject to Council approval in March 2018).

6.2 ICT work with Services when introducing new IT systems so that technology, procurement and security issues can be identified prior to contract signing and also so that related savings and spend can be identified and planned for appropriately 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 existing capital plan approved by Council in March 2018 as outlined in Table 1 above as projects can be scaled up or down. As stated above the costs are within budgets agreed for 2018/19 and 2019/20 within the capital plan which was approved in February 2017; this is subject to confirmation at Council in March 2018.

6.4 All procurement activity carried out by the Council in excess of £50,000 is subject to contract strategy. The contract strategy shall include but not be limited to; options appraisals, contract scope, service forward plan, the market, 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 taken because of the security implications. For example not replacing end of life devices would result in unsupported equipment which would then put Council at risk of virus and malware attacks.

6.4.2 Where we decide a purchase is required, we review options as to type of equipment or license Eg most suitable device for primary school versus high school versus corporate use. In the case of licenses we consider options such as perpetual versus subscription licensing and this is often dependant on the product and supplier.

6.4.3 We consider whether a full year or part year license and support is required and whether there is an option to decommission part of a system

6.4.4 Increasingly ICT Suppliers are offering hosted/cloud services rather than on premise solutions.

6.4.5 ICT are currently working with Finance to assess the longer term financial implication of purchasing ICT as a service for example hosting / cloud services which changes the sustainability of the current revenue budget and staffing levels.

6.5 The tendering and contracting process will continue to identify potential year 2 revenue implications for new capital contracts and where required these will

be included as burdens in future ICT revenue budget estimates. An indicative value has been included in Table 2 above however as many of the purchases are for replacement technology, it is anticipated that the current revenue spend on maintenance will off-set some of this.

6.6 The ICT Contracts will contribute to delivery of the Council's strategic priorities through the development of a robust contract strategy 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.

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 2. This risk can be mitigated by a range of procurement 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 will provide information on any significant adverse variance in cost and mitigating actions available.

8. Equalities Impact Assessment (EIA)

8.1 A screening has been carried out and with this report based on ICT capital and revenue spend there is no equality impact.

8.2 The annual device replacement project will include delivery of specialist IT equipment/adaptations for staff 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 CO_2 emissions and minimise waste at the end of the life cycle.

10. Consultation

10.1 Legal, Procurement 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.

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.

Name: Victoria Rogers
Designation: Strategic Lead - People and Technology
Date: 18th January 2018

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Appendix: ICT Annual Revenue Spend per Supplier

Background papers: ICT Asset Management Plan 2018-19

Wards Affected: All

Appendix 1 - ICT Annual Revenue Spend per Supplier

Supplier	Total per Supplier
Capita IT Solutions	£312,438.69
I-Konic Ltd	£134,937.41
Insight UK	£127,551.81
OLM Systems Ltd	£101,579.52
Civica Uk Ltd	£95,910.91
Northgate Public Services	£81,610.87
South Lanarkshire Council	£69,298.00
Microtech ENS (prev Egton)	£63,261.80
SirsiDynix UK	£37,821.21
UNIT4	£32,866.52
IDOX Software Limited	£31,461.79
MTI TECHNOLOGY(prev GSS)	£25,059.26
Merchant Software Ltd.	£23,400.00
CIPFA Business Ltd	£23,287.00
IT2U Limited	£20,987.50
Kana Software Ireland Ltd	£20,583.40
Switchshop Limited	£18,982.33
Frontier Software PLC	£18,569.34
IHS Global Ltd	£17,766.39
Glasgow City Council	£17,600.00
Phoenix Software	£17,481.48
West Lothian Council	£15,000.00
MCSA Group Ltd(prev Maindec)	£14,849.09
Heriot Watt University	£14,741.00
Covalent	£13,831.44
Specialist Computer Centre (Elcom)	£13,331.76
Trapeze Group (UK) Ltd	£13,104.16
Dell Computer Corporation	£11,470.92
LanDesk International Ltd	£11,177.78
Cadassist Ltd	£10,600.00
Smarterways	£9,708.65
Egton	£9,039.84
AVD Computing Ltd	£9,000.00
QoLcom	£8,729.10
Scottish Government	£8,131.39
Firmstep(Business Web Software)	£7,938.00
ZOHO Corp	£7,242.08
Astech.co.uk	£6,705.62
Pillar Software Ltd	£6,216.00
Scan Coin Ltd	£5,965.52
PSS Ltd	£5,348.00
NTT DATA Figtree Systems Europe Ltd	£5,000.00
Total Spend Over £5,000	**£1,499,585.58**

WEST DUNBARTONSHIRE COUNCIL

Report by Strategic Lead – People and Technology

Corporate Services Committee: 7 February 2018

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Subject: Working Well Together - Attendance Management: Quarter 3 (1 October – 31 December 2017)

1.   Purpose

1.1   The purpose of this report is to provide Committee with detailed analysis on the attendance performance for Quarter 3.

2.   Recommendations

2.1   It is recommended that Committee notes:

- The decrease in Council wide sickness absence of 81.12 FTE days lost (-3.1%) compared to the same period last year as outlined in Appendix 1; and

- The decrease in sickness absence of 0.51 FTE days lost (-24%) compared to the same period last year for the service areas outlined in Appendices 2-5.

3.   Background

3.1   The Council is committed to improving attendance levels by setting ambitious targets to reduce days lost, supporting attendance at work and improving the health and wellbeing of all employees.

4.   Main Issues

Service Performance

4.1   In Quarter 3, for the Strategic Lead areas covered by this Committee, 1034 days were lost due to sickness absence. This represents a decrease of 290 days lost compared to the same period last year.

Table 1 below shows individual targets, the annual result for each in 2016/17 and the Projected Year end figure.

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

Strategic Lead	2017/18 Target	Year End Result 2016/17	Projected Year End
Council Wide	**7**	**10.47**	**10.78**
Communications, Culture & Communities	6.5	4.70	5.91
People & Technology	4.5	3.55	4.90
Regulatory	6	6.23	6.28
Resources	7	9.63	6.79

4.2 Table 2 shows the Quarter 3 results and compares to the same period last year. Each area's absence was below the Council average of 2.88 FTE days lost per employee.

Table 2 – Local performance (period)

Strategic Lead Area	Q3 – 17/18 FTE	Q3 – 16/17 FTE	Variance
Council	**2.88**	**2.97**	**-3.1|%**
Communications, Culture & Communities	1.67	1.35	23.7%
People & Technology	1.69	1.56	8.3%
Regulatory	1.00	2.11	-52.8%
Resources	1.81	3.25	-44.4%

Absence Duration – Local Performance

4.3 Table 3 shows the duration profile and compares to the overall Council duration profile. Long term absence accounts for 65% of absence Council Wide, with Regulatory Services reporting long-term absence for Q3 higher than the council average. Three out of the four service areas have seen a rise in long term absence when compared to same quarter last year, while Resources has experienced a very slight reduction.

Table 3 – Absence Duration – Local performance

Quarter 3	2016/17		2017/18	
	Short Term	Long Term	Short Term	Long Term
Council	**47.97%**	**52.03%**	**34.99%**	**65.01%**
Communications, Culture & Communities	73.36%	24.64%	46.24%	53.76%
People & Technology	63.74%	36.36%	46.20%	53.80%
Regulatory	48.72%	51.28%	27.69%	72.31%
Resources	47.35%	52.67%	47.55%	52.45%

4.4 In order to continue to reduce the periods of long-term absence, in line with the policy managers must ensure early intervention including proactive communication with employees and referral to Occupational Health for medical guidance on how to effectively support employees to return to work.

Absence Reasons – Local Performance

4.5 Appendices 2-5 give a detailed breakdown of the reasons. Table 4 shows the top 3 reasons for absence and compares to the Council results.

4.6 Managers are referring to Occupational Health at the earliest opportunity, exploring the requirement for physio and other supports including phased return to work, lighter duties etc. that will facilitate a return to work. Other supports being undertaken are ensuring regular moving and handling training is undertaken with advice from Health and Safety if required.

4.6.1 In terms of the areas below reporting personal stress in the top 3 reasons for absence, Managers are referring employees to Occupational Health as early as possible and ensuring employees are offered access to the relevant support agencies such as Time for Talking, and other external agencies as required. A work stream, as part of the Employee Wellbeing Group, has also been established to audit employees understanding of Mental Wellbeing with a view to ascertaining any improvements in supports that may be required.

Table 4 – Reasons analysis – Local performance

	1		2		3	
	Reason	**%**	**Reason**	**%**	**Reason**	**%**
Council	**Minor Illness**	**24.96%**	**Acute Med Condition**	**20.06%**	**Musculo-skeletal Injuries**	**14.71%**
Communications, Culture & Communities	Minor Illness	23.30%	Recur Med Condition	18.28%	Acute Medical Condition	16.13%
People & Technology	Acute Medical Condition	44.57%	Stress - Personal	28.26%	Minor Illness	24.46%
Regulatory	Stress - Personal	45.38%	Musculo-skeletal Injuries	26.92%	Minor Illness	18.46%
Resources	Acute Medical Condition	26.38%	Minor Illness	23.93%	Stress - Personal	19.17%

Council Performance - Quarter 3 2017/18

4.7 In Quarter 3, a total of 13,323 FTE days were lost across the Council due to sickness absence, a decrease of 81.12 FTE days lost compared to the same

period last year. This represents a decrease to 2.88 FTE days lost per employee or 3.1% reduction on the same period last year.

4.8   Chart 1 below shows the Council continues to be committed to reducing absence levels and to the reduction of the associated cost of absence. In 2016/17, the Council's absence performance improved by 11.3%, however this was largely due to a positive performance in the first half of the year. In the latter half of the year, the performance deteriorated. It appears that 2017/18 is following a similar trend pattern to that reported in 2016/17. Despite Q3 reporting a decrease in absence, December 2017 has reported the highest FTE days lost compared to the same month in the previous two years.

4.9   The Chief Executive has asked each of the Strategic Directors and Leads to continue to focus efforts to reduce absence in their respective areas.

Chart 1 – Absence Trends
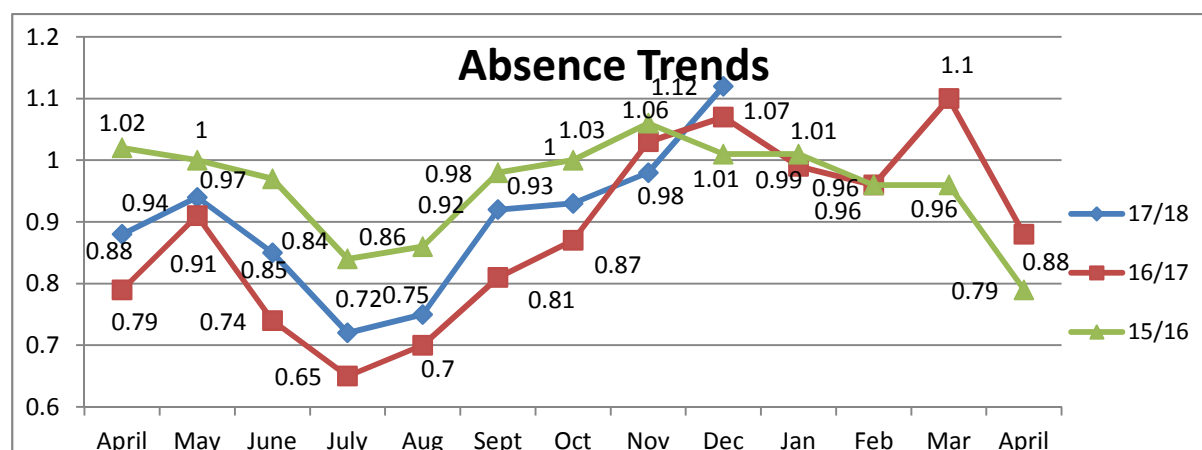
Employee Wellbeing Group

4.10   The Employee Wellbeing Core group last met on 21st November 2017, where progress against work stream action plans was discussed. A detailed update on all plans was presented to the Change Board on 19 December 2017. This update included presentation on the findings of a recent audit on compliance with the provisions of the Attendance Management Policy. Strategic Leads have been provided with detailed findings for their respective areas for local follow-up and a communication brief will be issued to managers and employees reminding them of their respective responsibilities under the Policy.

4.11   Additional recommendations from the audit will now be progressed, including:

- As part of our commitment to encouraging and supporting employees to develop and maintain a healthy lifestyle, managers have been asked to liaise with the Leisure Trust with a view to arranging fitness assessments for employees within the workplace.

- A survey of employees to gather information in relation to their awareness and experience of existing supports in place for mental wellbeing, the results of which will be used to inform further improvement actions.
- A campaign will shortly be launched, in conjunction with Working4U, to support the financial wellbeing of employees, recognising the evidenced link with employee wellbeing generally. This will focus on providing information and access to other sources of support.

4.12 Following discussion with trades' union partners, consideration will be given to guidance on dealing with menopausal symptoms in line with developments at national level.

4.13 In addition to the above, an HR student, currently placed within the Council, is undertaking research into the link between organisational change and employee wellbeing, as well as supporting further analysis of Council absence data with a view to identifying any additional trends associated with particular employee characteristics. It is expected that the outputs of this work will be available in early February. Relevant actions will be picked up thereafter.

5.   People Implications

5.1 Two of the four Strategic Lead areas covered by this committee have reported a significant decrease in absence (Regulatory and Resources) compared to the same period last year, and in all four strategic areas, absence is less than the Council wide figure.   However, there is still a risk that if the focus and attention by all stakeholders is not maintained, absence rates could rise again. At this stage the Council's target of 7 FTE days (for Local Government Employees) for 2017/18 will be significantly missed

6.   Financial and Procurement Implications

6.1 Based upon the estimated cost of a day's absence (£123 in 2017/18), table 5 provides the estimated cost of absence across the Council and the Strategic Lead areas. This does not include any associated costs such as cover or overtime.

Table 5 – Cost of absence

Strategic Lead Area	£
Communications, Culture & Communities	30,178.54
People & Technology	20,418.00
Regulatory	11,416.16
Resources	65156.05

Council	**1,638,737.61**

6.2 There are no procurement implications.

7. Risk Analysis

7.1 There is a risk that managers do not fulfil their role and comply with the policy and in turn absence continues to increase.

7.2 While it is evident in many instances, the necessary and proactive steps are being undertaken, such as early referrals to occupational health there is still a significant amount of work to do to continue to reduce absence.

7.3 Without maintaining and continuing to improve attendance there continues to be a risk of detrimental impact on service delivery, loss of productivity and reduced team performance.

8. Equalities Impact Assessment (EIA)

8.1 This report is for noting only, therefore no EIA is required. Any associated policies are subject to Equalities Impact Screening and Assessment if required.

9. Consultation

9.1 Consultation is on-going with trades unions in the main through the Wellbeing Group, the local Joint Consultative Committees, Employee Liaison Group and for more strategic matters through Joint Consultative Forum.

9.2 Strategic Leads continued to be consulted through regular meetings with HR Business Partners.

10. Strategic Assessment

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

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Victoria Rogers
Strategic Lead, People and Technology
Date: 22 January 2018

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Appendices:

Appendix 1   Council Wide Q3 2017/18 Absence Summary

Appendix 2   Communications, Culture & Communities Q3 2017/18 Absence Summary

Appendix 3   People & Technology Q3 2017/18 Absence Summary

Appendix 4   Regulatory Q3 2017/18 Absence Summary

Appendix 5   Resources Q3 2017/18 Absence Summary

Background Papers: None

Wards Affected: None

West Dunbartonshire COUNCIL	WDC Absence Statistics	Department: Council-Wide
		Period: Q3 2017/18

TABLE 1 - Headline Figure	Q3 2017/18	2.88	Q3 2016/17	2.97	Year on Year +/-	-3.1%

TABLE 2 - Days Lost per

Department	FTE Employees	ACTUAL WORKING DAYS LOST				Total Working Days Lost	Total FTE Days Lost	Total FTE Days Lost by FTE Employees
		Intermittent 1-3 days	Short Term 4-5 days	Medium Term 6 days - 4 weeks	Long Term over 4 weeks			
Strategic Management	**14.00**	**0**	**0**	**0**	**0**	**0**	**0.00**	**0.00**
Child Healthcare & Criminal Justice	241.65	66	60	194	654	974	916.77	3.79
Community Health & Care	742.69	222	192	821	3,626	4,861	3,677.11	4.95
Finance & Resources	4.50	0	0	0	0	0	0.00	0.00
Mental Health, Addiction & Learning Disabilities	138.49	58	31	152	572	813	683.96	4.94
Strategy, Planning & Health Improvement	24.02	2	5	3	0	10	9.51	0.40
Health & Social Care Partnership	**1,151.35**	**348**	**288**	**1,170**	**4,852**	**6,658**	**5,287.35**	**4.59**
Environment & Neighbourhood	634.50	210	191	560	2,092	3,053	2,055.35	3.24
Housing & Employability	246.89	40	59	121	401	621	610.04	2.47
Regeneration	420.89	85	110	380	542	1,117	1,110.31	2.64
Regeneration, Environment & Growth	**1,302.28**	**335**	**360**	**1,061**	**3,035**	**4,791**	**3,775.70**	**2.90**
Communications, Culture & Communities	146.89	33	13	83	150	279	245.35	1.67
Education Learning & Attainment	630.08	284	186	487	1,485	2,442	1,675.25	2.66
People & Technology	98.28	25	19	41	99	184	166.00	1.69
Regulatory	93.14	12	10	14	94	130	92.81	1.00
Resources	292.98	78	44	188	342	652	529.72	1.81
Transformation & Public Service Reform (Excl. Teachers)	**1,261.37**	**432**	**272**	**813**	**2,170**	**3,687**	**2,709.13**	**2.15**
LOCAL GOVERNMENT EMPLOYEES TOTAL	**3,729.00**	**1,115**	**920**	**3,044**	**10,057**	**15,136**	**11,772.18**	**3.16**
Transformation & Public Service Reform (Teachers)	**902.48**	**312**	**147**	**430**	**1,029**	**1,918**	**1,550.89**	**1.72**
COUNCIL-WIDE TOTAL	**4,631.48**	**1,427**	**1,067**	**3,474**	**11,086**	**17,054**	**13,323.07**	**2.88**

TABLE 3 - Breakdown of Days Lost by Duration Category

Duration	Working Days Lost	Percentage of Lost Days
Intermittent (1-3 days)	1,427.0	8.37%
Short Term (4-5 days)	1,067.0	6.26%
Medium Term (6 days-4 weeks)	3,474.0	20.37%
Long Term (over 4 weeks)	11,086.0	65.01%
TOTAL	**17,054.0**	**100%**
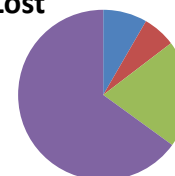
Working Days Lost
- Intermittent (1-3 days)
- Short Term (4-5 days)
- Medium Term (6 days-4 weeks)
- Long Term (over 4 weeks)

TABLE 4 - Absence Reasons

Department	FTE Employees	Minor Illness	Back Pain	Musculo-skeletal Injuries	Stress	Recurring Medical Conditions	Non Work Related Accident / Injuries	Work Related Accidents / Injuries	Mental Health	Acute Medical Conditions	Pregnancy Related Absence	Drink or Drug Related Condition	Stress - Work Related	Reason Not Disclosed	Total Working Days Lost	FTE Days Lost	Total FTE Days Lost by FTE Employees
Strategic Management	**14.00**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0.00**	**0.00**
Child Healthcare & Criminal Justice	241.65	320	27	168	26	220	9	42	59	73	13	0	17	0	974	916.77	3.79
Community Health & Care	742.69	611	260	785	808	406	28	45	306	1,028	96	0	488	0	4,861	3,677.11	4.95
Finance & Resources	4.50	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0.00
Mental Health, Addiction & Learning Disabilities	138.49	104	67	166	4	82	10	0	69	196	91	0	24	0	813	683.96	4.94
Strategy, Planning & Health Improvement	24.02	7	0	0	3	0	0	0	0	0	0	0	0	0	10	9.51	0.40
Health & Social Care Partnership	**1,151.35**	**1,042**	**354**	**1,119**	**841**	**708**	**47**	**87**	**434**	**1,297**	**200**	**0**	**529**	**0**	**6,658**	**5,287.35**	**4.59**
Environment & Neighbourhood	634.50	872	95	599	241	4	116	104	192	780	0	0	50	0	3,053	2,055.35	3.24
Housing & Employability	246.89	184	33	21	78	72	0	41	0	157	0	0	35	0	621	610.04	2.47
Regeneration	420.89	356	100	271	154	0	20	0	0	188	0	0	28	0	1,117	1,110.31	2.64
Regeneration, Environment & Growth	**1,302.28**	**1,412**	**228**	**891**	**473**	**76**	**136**	**145**	**192**	**1,125**	**0**	**0**	**113**	**0**	**4,791**	**3,775.70**	**2.90**
Communications, Culture & Communities	146.89	65	38	19	16	51	0	11	0	45	6	0	28	0	279	245.35	1.67
Education Learning & Attainment	630.08	702	0	209	470	49	81	80	117	419	78	56	181	0	2,442	1,675.25	2.66
People & Technology	98.28	45	0	0	52	0	0	0	0	82	5	0	0	0	184	166.00	1.69
Regulatory	93.14	24	0	35	59	0	0	0	0	12	0	0	0	0	130	92.81	1.00
Resources	292.98	156	0	55	125	44	14	21	64	172	1	0	0	0	652	529.72	1.81
Transformation & Public Service Reform (Excl. Teachers)	**1,261.37**	**992**	**38**	**318**	**722**	**144**	**95**	**112**	**181**	**730**	**90**	**56**	**209**	**0**	**3,687**	**2,709.13**	**2.15**
LOCAL GOVERNMENT EMPLOYEES TOTAL	**3,729.00**	**3,446**	**620**	**2,328**	**2,036**	**928**	**278**	**344**	**807**	**3,152**	**290**	**56**	**851**	**0**	**15,136**	**11,772.18**	**3.16**
Transformation & Public Service Reform (Teachers)	**902.48**	**810**	**62**	**181**	**130**	**73**	**48**	**0**	**29**	**269**	**109**	**0**	**207**	**0**	**1,918**	**1,550.89**	**1.72**
COUNCIL-WIDE TOTAL	**4,631.48**	**4,256**	**682**	**2,509**	**2,166**	**1,001**	**326**	**344**	**836**	**3,421**	**399**	**56**	**1,058**	**0**	**17,054**	**13,323.07**	**2.88**

TABLE 5 - Days Lost by Absence Category

Absence Reason	Working Days Lost	Percentage of Lost Days
Minor Illness	4,256.0	24.96%
Back Pain	682.0	4.00%
Musculo-skeletal Injuries	2,509.0	14.71%
Stress	2,166.0	12.70%
Recurring Medical Conditions	1,001.0	5.87%
Non Work Related Accidents / Injuries	326.0	1.91%
Work Related Accidents / Injuries	344.0	2.02%
Mental Health	836.0	4.90%
Acute Medical Conditions	3,421.0	20.06%
Pregnancy Related Absence	399.0	2.34%
Drink or Drug Related Condition	56.0	0.33%
Stress - Work Related	1,058.0	6.20%
Reason Not Disclosed	0.0	0.00%
TOTAL	**17,054.0**	**100%**

Working Days Lost

Legend:
- Absence Reason
- Minor Illness
- Back Pain
- Musculo-skeletal Injuries
- Stress
- Recurring Medical Conditions
- Non Work Related Accidents / Injuries
- Work Related Accidents / Injuries
- Mental Health
- Acute Medical Conditions
- Pregnancy Related Absence
- Drink or Drug Related Condition
- Stress - Work Related
- Reason Not Disclosed

West Dunbartonshire COUNCIL	WDC Absence Statistics	Department: Communications, Culture & Communities Period: Q3 2017/18

TABLE 1 - Headline Figure	Q3 2017/18	1.67	Q3 2016/17	1.35	Year on Year +/-	23.7%

TABLE 2 - Days Lost per Employee

Section / Team	FTE Employees	ACTUAL WORKING DAYS LOST				Total Working Days Lost	Total FTE Days Lost	Total FTE Days Lost by FTE Employees
		Intermittent 1-3 days	Short Term 4-5 days	Medium Term 6 days - 4 weeks	Long Term over 4 weeks			
Communications, Events & Engagement	6.80	0	0	0	0	0	0.00	0.00
Customer Services	41.77	5	9	11	28	53	50.76	1.22
Libraries & Cultural	92.16	28	4	59	122	213	181.59	1.97
Strat Org Pol & Perform	6.15	0	0	13	0	13	13.00	2.11
Communications, Culture & Communities TOTAL	**146.89**	**33**	**13**	**83**	**150**	**279**	**245.35**	**1.67**

TABLE 3 - Breakdown of Days Lost by

Duration	Total Working Days Lost	Percentage of Lost Days
Intermittent (1-3 days)	33.0	11.83%
Short Term (4-5 days)	13.0	4.66%
Medium Term (6 days-4 weeks)	83.0	29.75%
Long Term (over 4 weeks)	150.0	53.76%
TOTAL	**279.0**	**100.00%**

Working Days Lost

- Intermittent (1-3 days)
- Short Term (4-5 days)
- Medium Term (6 days-4 weeks)
- Long Term (over 4 weeks)
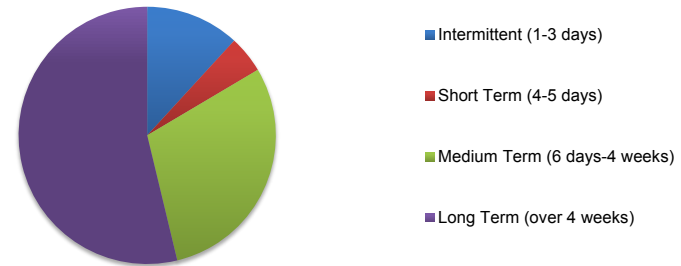
West Dunbartonshire COUNCIL	**WDC Absence Statistics**	**Department: People & Technology** **Period: Q3 2017/18**

TABLE 1 - Headline Figure	**Q3 2017/18**	**1.69**	**Q3 2016/17**	**1.56**	**Year on Year +/-**	**8.3%**

TABLE 2 - Days Lost per Employee

Section / Team	FTE Employees	ACTUAL WORKING DAYS LOST				Total Working Days Lost	Total FTE Days Lost	Total FTE Days Lost by FTE Employees
		Intermittent 1-3 days	Short Term 4-5 days	Medium Term 6 days - 4 weeks	Long Term over 4 weeks			
HR Service Centre	11.50	4	0	0	0	4	4.00	0.35
Pay & Remuneration	6.48	0	0	0	0	0	0.00	0.00
Business Support	**17.98**	**4**	**0**	**0**	**0**	**4**	**4.00**	**0.22**
IT Business Applications Management	12.00	0	0	0	0	0	0.00	0.00
IT Device Management	12.00	3	5	0	33	41	24.50	2.04
IT Infrastructure Management	21.31	9	10	0	0	19	17.50	0.82
IT Management	4.00	0	0	0	0	0	0.00	0.00
ICT Total	**49.31**	**12**	**15**	**0**	**33**	**60**	**42.00**	**0.85**
Organisational Development	10.33	9	4	6	0	19	19.00	1.84
Organisational Development & Change Total	**10.33**	**9**	**4**	**6**	**0**	**19**	**19.00**	**1.84**
Health & Safety	5.50	0	0	35	0	35	35.00	6.36
Strategic HR	15.16	0	0	0	66	66	66.00	4.35
Strategic HR Total	**20.66**	**0**	**0**	**35**	**66**	**101**	**101.00**	**4.89**
People & Technology TOTAL	**98.28**	**25**	**19**	**41**	**99**	**184**	**166.00**	**1.69**

TABLE 3 - Breakdown of Days Lost by Duration Category

Duration	Total Working Days Lost	Percentage of Lost Days
Intermittent (1-3 days)	25.0	13.59%
Short Term (4-5 days)	19.0	10.33%
Medium Term (6 days-4 weeks)	41.0	22.28%
Long Term (over 4 weeks)	99.0	53.80%
TOTAL	**184.0**	**100.00%**

Working Days Lost

- Intermittent (1-3 days)
- Short Term (4-5 days)
- Medium Term (6 days-4 weeks)
- Long Term (over 4 weeks)
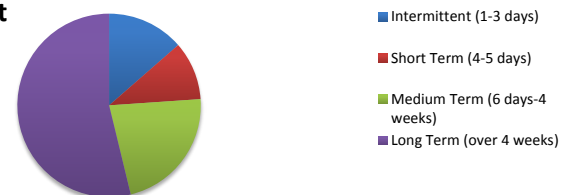
West Dunbartonshire COUNCIL	WDC Absence Statistics	Department: Regulatory Period: Q3 2017/18

TABLE 1 - Headline Figure

TABLE 1 - Headline Figure	Q3 2017/18	1.00	Q3 2016/17	2.11	Year on Year +/-	-52.8%

TABLE 2 - Days Lost per Employee

Service / Team	FTE Employees	ACTUAL WORKING DAYS LOST				Total Working Days Lost	Total FTE Days Lost	Total FTE Days Lost by FTE Employees
		Intermittent 1-3 days	Short Term 4-5 days	Medium Term 6 days - 4 weeks	Long Term over 4 weeks			
Democratic Services	7.34	1	0	0	0	1	1.00	0.14
Leadership Support Team	7.00	3	0	0	0	3	3.00	0.43
Registration	7.67	6	0	9	68	83	45.81	5.97
Democratic Services Total	**22.01**	**10**	**0**	**9**	**68**	**87**	**49.81**	**2.26**
Community Health Protection	8.38	0	0	5	0	5	5.00	0.60
Environmental Pollution	5.21	2	0	0	0	2	2.00	0.38
Food & Business	6.10	0	0	0	0	0	0.00	0.00
Trading Standards	6.68	0	0	0	0	0	0.00	0.00
Environmental Health & Trading Standards Total	**26.38**	**2**	**0**	**5**	**0**	**7**	**7.00**	**0.27**
Contracts & Property	7.46	0	5	0	0	5	5.00	0.67
Licensing	6.00	0	0	0	0	0	0.00	0.00
Litigation & Support	3.76	0	0	0	0	0	0.00	0.00
Records Management	2.00	0	0	0	0	0	0.00	0.00
Legal, Licensing & Registration Total	**19.21**	**0**	**5**	**0**	**0**	**5**	**5.00**	**0.26**
Building Standards	5.50	0	0	0	0	0	0.00	0.00
Development Management	4.27	0	0	0	0	0	0.00	0.00
Forward Planning	5.27	0	0	0	0	0	0.00	0.00
Technical Support Team	6.50	0	5	0	26	31	31.00	4.77
Planning & Building Control Total	**21.53**	**0**	**5**	**0**	**26**	**31**	**31.00**	**1.44**
Regulatory Management	4.00	0	0	0	0	0	0.00	0.00
Regulatory TOTAL	**93.14**	**12**	**10**	**14**	**94**	**130**	**92.81**	**1.00**

TABLE 3 - Breakdown of Days Lost by Duration Category

Duration	Total Working Days Lost	Percentage of Lost Days
Intermittent (1-3 days)	12.0	9.23%
Short Term (4-5 days)	10.0	7.69%
Medium Term (6 days-4 weeks)	14.0	10.77%
Long Term (over 4 weeks)	94.0	72.31%
TOTAL	**130.0**	**100.00%**

Working Days Lost

- Intermittent (1-3 days)
- Short Term (4-5 days)
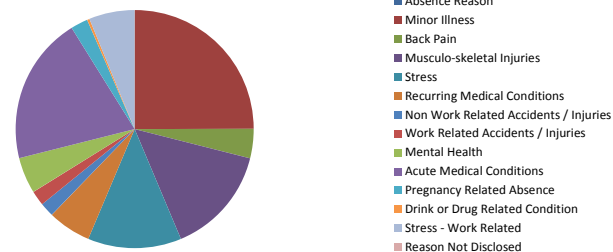- Medium Term (6 days-4 weeks)
- Long Term (over 4 weeks)
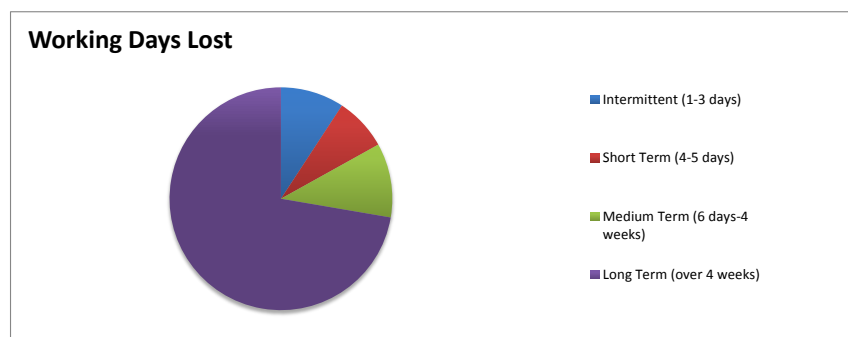
West Dunbartonshire COUNCIL	WDC Absence Statistics	Department: Resources Period: Q3 2017/18

TABLE 1 - Headline Figure	Q3 2017/18	1.81	Q3 2016/17	3.25	Year on Year +/-	-44.4%

TABLE 2 - Days Lost per Employee

Section / Team	FTE Employees	ACTUAL WORKING DAYS LOST				Total Working Days Lost	Total FTE Days Lost	Total FTE Days Lost by FTE Employees
		Intermittent 1-3 days	Short Term 4-5 days	Medium Term 6 days - 4 weeks	Long Term over 4 weeks			
Audit & Fraud	8.60	2	5	0	0	7	6.50	0.76
Audit & Fraud Total	**8.60**	**2**	**5**	**0**	**0**	**7**	**6.50**	**0.76**
Admin Support Unit	36.01	4	0	0	66	70	68.97	1.92
Benefits	21.71	0	8	27	12	47	31.50	1.45
Business Support	3.00	0	0	0	0	0	0.00	0.00
Corporate Admin Support	85.51	44	14	99	100	257	226.86	2.65
Corporate Debt Team	45.20	13	13	31	68	125	86.83	1.92
Council Tax	12.73	6	0	0	0	6	5.37	0.42
Council Tax & Benefits	1.00	0	0	0	0	0	0.00	0.00
Finance Service Centre	9.37	6	0	0	0	6	6.00	0.64
Revenues & Benefits	2.00	0	0	0	0	0	0.00	0.00
Support/Cont Development	6.00	0	0	4	0	4	4.00	0.67
Business Support Total	**222.52**	**73**	**35**	**161**	**246**	**515**	**429.52**	**1.93**
Capital Projects	1.00	0	0	0	0	0	0.00	0.00
Cash & Banking	5.34	2	0	0	0	2	2.00	0.37
Corporate Finance	5.89	0	0	9	30	39	33.00	5.60
Development & Support	2.00	0	0	0	0	0	0.00	0.00
Education Finance	8.60	0	0	8	66	74	43.70	5.08
Finance & Treasury	2.00	0	0	0	0	0	0.00	0.00
Governance	0.50	0	0	0	0	0	0.00	0.00
HEED Finance	7.30	0	0	0	0	0	0.00	0.00
HSCP Finance	1.00	0	0	0	0	0	0.00	0.00
Insurance	2.00	1	0	10	0	11	11.00	5.50
Reconciliations	3.70	0	0	0	0	0	0.00	0.00
Finance & Treasury Total	**39.33**	**3**	**0**	**27**	**96**	**126**	**89.70**	**2.28**
Procurement	22.52	0	4	0	0	4	4.00	0.18
Procurement Total	**22.52**	**0**	**4**	**0**	**0**	**4**	**4.00**	**0.18**
Resources Total	**292.98**	**78**	**44**	**188**	**342**	**652**	**529.72**	**1.81**

TABLE 3 - Breakdown of Days Lost by Duration Category

Duration	Total Working Days Lost	Percentage of Lost Days
Intermittent (1-3 days)	78.0	11.96%
Short Term (4-5 days)	44.0	6.75%
Medium Term (6 days-4 weeks)	188.0	28.83%
Long Term (over 4 weeks)	342.0	52.45%
TOTAL	**652.0**	**100.00%**

Working Days Lost

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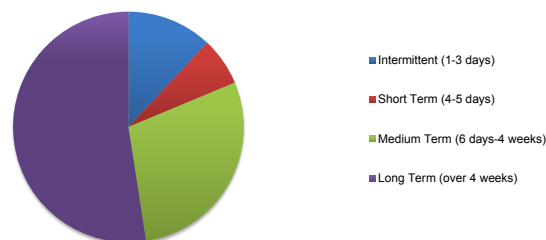
WEST DUNBARTONSHIRE COUNCIL

Report by the Strategic Director of Transformation and Public Sector Reform

Corporate Services Committee – 7 February 2018

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Subject: Corporate Services Budgetary Control Report to 31 December 2017 (Period 9)

1.   Purpose

1.1   The purpose of this report is to advise the Committee on the performance of the Corporate Services budget for the period to 31 December 2017.

2.   Recommendations

2.1   Members are asked to:

i)   note that the revenue account currently shows a projected annual favourable variance of £0.074m (0.38% of the total budget); and

ii)   note that the capital account is projecting a favourable variance of £0.076m in the current year and an adverse variance of £0.057m for the project life

3.   Background

Revenue

3.1   At the meeting of West Dunbartonshire Council on 22 February 2017, Members agreed the revenue estimates for 2017/2018, including a total net Corporate Services budget of £19.440m. Budget adjustments have taken place revising the budget to £19.772m as detailed below.

	£m
Budget Agreed February 2017	19.440
MDF Saving	(0.020)
Centralisation of lease costs for photocopiers	0.083
Savings transferred to CAS	0.025
Virgin Media Budget	0.002
Contribution from Educational Services for library stock	0.01
Music Instructor budget transferred to Educational Services	(0.017)
Training Centralisation	0.029
Pay Award	0.076
Recurring Variances	0.11
Transfer of post from HEED	0.014
Revised Budget	**19.752**

Capital

3.2 At the meeting of Council on 22 February 2017, Members also agreed the updated 10 year General Services Capital Plan. The three years from 2017/18 to 2019/20 have been approved in detail with the remaining seven years from 2020/21 to 2026/27 being indicative at this stage.

4. **Main Issues**

Revenue

4.1 The summary report at Appendix 1 identifies a projected annual favourable variance (underspend) of £0.074m (0.38% of the total budget). Detailed service reports are attached as Appendix 2.

4.2 Notes on the projected annual variances in excess of £0.050m are highlighted and noted within Appendix 3, with additional information on action being taken to minimise or mitigate overspends where possible.

4.3 Although the report indicates that expenditure is favourable in comparison to that anticipated during the budget exercise, the present variance should be viewed in the knowledge that there are a number of variable factors which could arise between now and 31 March and which could affect the year end results.

4.4 Agreed savings and management adjustments for 2017/18 are monitored with current indications showing that of the total target being monitored (£0.674m), the majority of actions are currently on target to be achieved. (see Appendix 4). It should be noted that any variances are included within the service information and variances identified within this report.

Capital

4.5 The overall Corporate Services programme summary report at Appendix 5 shows that planned expenditure and resource is projected to show a favourable variance of £0.076m in the current year and an adverse variance of £0.057m for the project life. There are currently no amber or red projects to report on.

5. **People Implications**

5.1 There are no people implications.

6. **Financial and Procurement Implications**

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

7. **Risk Analysis**

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

8.   Equalities Impact Assessment (EIA)

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

9.   Consultation

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

10. Strategic Assessment

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

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Angela Wilson
Strategic Director of Transformation and Public Sector Reform

Date: 17 January 2018

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Person to Contact:	Jackie Allison, Finance Business Partner Council Offices, Garshake Road, Dumbarton Telephone: (01389) 737322 E-mail: jackie.allison@west-dunbarton.gov.uk
Appendices:	Appendix 1 - Revenue Budgetary Control 2017/18 – Summary Report Appendix 2 - Revenue Budgetary Control 2017/18 – Service Reports Appendix 3 - Analysis of Revenue Variances over £50,000 Appendix 4 - 2017/18 Efficiencies and Management Adjustments Monitoring Appendix 5 - Overall Capital Programme Summary Financials
Background Papers:	Ledger output – Period 9 General Services Revenue Estimates 2017/18 General Services Capital Plan 2017/18 to 2019/20 - Council 22 February 2017
Wards Affected	All Wards

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2017/18
CORPORATE SERVICES SUMMARY

MONTH END DATE | 31 December 2017

Service / Subjective Summary	Total Budget 2017/18	Spend to Date 2017/18	Forecast Spend	Forecast Variance 2017/18		Annual RAG Status
	£000	£000	£000	£000	%	
Audit	241	293	229	(12)	-5%	↑
Finance	1,420	1,169	1,467	47	3%	↓
Rent Rebates & Allowances	8	6,279	(2)	(10)	124%	↑
Revenues & Benefits	2,315	1,908	2,304	(11)	0%	↑
Finance Business Centre	297	192	271	(26)	-9%	↑
Cost of Collection of Rates	18	22	37	19	107%	↓
Cost of Collection of Council Tax	(769)	(197)	(770)	(1)	0%	↑
Procurement	654	715	617	(37)	-6%	↑
Democratic and Registration Service	642	492	669	27	4%	↓
Central Admin Support	1,870	2,032	1,836	(34)	-2%	↑
Environmental Health/ Trading Standards	1,108	792	1,109	1	0%	↓
Licensing	(180)	(201)	(208)	(28)	-15%	↑
Legal Services	645	506	614	(31)	-5%	↑
Planning	472	349	555	83	18%	↓
Transactional Services	681	497	694	13	2%	↓
Human Resources (including risk)	1,222	895	1,207	(15)	-1%	↑
Information Services	3,454	2,957	3,451	(3)	0%	↑
Change Support	465	283	430	(35)	-7%	↑
Communications & Marketing	297	197	278	(19)	-6%	↑
Customer Service	1,254	792	1,150	(104)	-8%	↑
Performance & Strategy	337	262	341	4	1%	↓
Clydebank Town Hall	255	249	330	75	29%	↓
Libraries, Culture & Museums	3,046	2,296	3,068	22	1%	↓
Total Net Expenditure	**19,752**	**22,779**	**19,678**	**(74)**	**-0.38%**	↑

YEAR END | 31 December 2017 |

Service Summary	Total Budget 2017/18	YTD Spend 2017/18	Forecast Spend 2017/18	Forecast Annual Variance 2017/18		RAG Status
All Services	**£000**	**£000**	**£000**	**£000**	**%**	
Employee	20,634	14319	20,559	(75)	0%	⬆
Property	498	387	573	75	15%	⬇
Transport and Plant	101	66	100	- 1	-1%	⬆
Supplies, Services and Admin	2,576	2099	2,557	- 19	-1%	⬆
Payments to Other Bodies	48,817	34563	48,823	6	0%	⬇
Other	0	0	0	0	0%	➡
Gross Expenditure	**72,626**	**51434**	**72,613**	**(13)**	**0%**	⬆
Income	**(52,874)**	**(29,371)**	**(52,935)**	**(61)**	**0%**	⬆
Net Expenditure	**19,752**	**22064**	**19,678**	**(74)**	**0%**	⬆
Audit	**£000**	**£000**	**£000**	**£000**	**%**	
Employee	418	288	404	(14)	-3%	⬆
Property	0	0	0	0	0%	➡
Transport and Plant	1	1	1	0	34%	⬇
Supplies, Services and Admin	2	5	7	5	235%	⬇
Payments to Other Bodies	10	12	12	2	16%	⬇
Other	0	0	0	0	0%	➡
Gross Expenditure	**431**	**305**	**423**	**(8)**	**-2%**	⬆
Income	**(190)**	**(12)**	**(195)**	**(5)**	**-2%**	⬆
Net Expenditure	**241**	**293**	**229**	**(12)**	**-5%**	⬆
Finance	**£000**	**£000**	**£000**	**£000**	**%**	
Employee	1,536	1,188	1,582	46	3%	⬇
Property	0	0	0	0	0%	➡
Transport and Plant	2	(0)	1	(1)	-75%	⬆
Supplies, Services and Admin	11	9	13	2	17%	⬇
Payments to Other Bodies	2	2	2	0	0%	➡
Other	0	0	0	0	0%	➡
Gross Expenditure	**1,551**	**1,200**	**1,598**	**47**	**3%**	⬇
Income	**(131)**	**(30)**	**(131)**	**0**	**0%**	⬇
Net Expenditure	**1,420**	**1,169**	**1,467**	**47**	**3%**	⬇
Rent Rebates & Allowances	**£000**	**£000**	**£000**	**£000**	**%**	
Employee	0	0	0	0	0%	➡
Property	0	0	0	0	0%	➡
Transport and Plant	0	0	0	0	0%	➡
Supplies, Services and Admin	0	0	0	0	0%	➡
Payments to Other Bodies	47,151	33,456	47,141	(10)	0%	⬆
Other	0	0	0	0	0%	➡
Gross Expenditure	**47,151**	**33,456**	**47,141**	**(10)**	**0%**	⬆
Income	**(47,143)**	**(27,176)**	**(47,143)**	**(0)**	**0%**	⬆
Net Expenditure	**8**	**6,279**	**(2)**	**(10)**	**-124%**	⬆
Revenues & Benefits	**£000**	**£000**	**£000**	**£000**	**%**	
Employee	2,148	1,583	2,157	9	0%	⬇
Property	0	0	0	0	0%	➡
Transport and Plant	6	6	9	3	48%	⬇
Supplies, Services and Admin	34	15	37	3	8%	⬇
Payments to Other Bodies	856	665	856	(0)	0%	⬆
Other	0	0	0	0	0%	➡
Gross Expenditure	**3,044**	**2,269**	**3,058**	**14**	**0%**	⬇
Income	**(729)**	**(361)**	**(754)**	**(25)**	**-3%**	⬆
Net Expenditure	**2,315**	**1,908**	**2,304**	**(11)**	**0%**	⬆
Finance Business Centre	**£000**	**£000**	**£000**	**£000**	**%**	
Employee	246	157	216	(30)	-12%	⬆
Property	0	0	0	0	0%	➡
Transport and Plant	0	0	0	0	0%	⬇
Supplies, Services and Admin	51	35	54	3	6%	⬇
Payments to Other Bodies	0	0	0	0	0%	➡
Other	0	0	0	0	0%	➡
Gross Expenditure	**297**	**192**	**271**	**(26)**	**-9%**	⬆
Income	**0**	**0**	**0**	**0**	**0%**	➡
Net Expenditure	**297**	**192**	**271**	**(26)**	**-9%**	⬆

YEAR END | 31 December 2017

Service Summary	Total Budget 2017/18	YTD Spend 2017/18	Forecast Spend 2017/18	Forecast Annual Variance 2017/18		RAG Status
Cost of Collection of Rates	**£000**	**£000**	**£000**	**£000**	**%**	
Employee	0	0	0	0	0%	→
Property	0	0	0	0	0%	→
Transport and Plant	0	0	0	0	0%	→
Supplies, Services and Admin	9	22	29	20	217%	↓
Payments to Other Bodies	94	0	94	(0)	0%	↑
Other	0	0	0	0	0%	→
Gross Expenditure	**103**	**22**	**122**	**19**	**19%**	↓
Income	**(85)**	**0**	**(85)**	**0**	**0%**	→
Net Expenditure	**18**	**22**	**37**	**19**	**107%**	↓
Cost of Collection of Council Tax	**£000**	**£000**	**£000**	**£000**	**%**	
Employee	0	0	0	0	0%	→
Property	0	0	0	0	0%	→
Transport and Plant	0	0	0	0	0%	→
Supplies, Services and Admin	76	55	74	(2)	-3%	↑
Payments to Other Bodies	42	25	42	(1)	-1%	↑
Other	0	0	0	0	0%	→
Gross Expenditure	**118**	**80**	**115**	**(3)**	**-2%**	↑
Income	**(887)**	**(277)**	**(886)**	**1**	**0%**	↓
Net Expenditure	**(769)**	**(197)**	**(770)**	**(1)**	**0%**	↑
Procurement	**£000**	**£000**	**£000**	**£000**	**%**	
Employee	939	639	914	(25)	-3%	↑
Property	0	-	-	0	0%	→
Transport and Plant	1	1	1	0	40%	↓
Supplies, Services and Admin	1	6	7	6	572%	↓
Payments to Other Bodies	72	69	72	(0)	0%	↑
Other	0	-	-	0	0%	→
Gross Expenditure	**1,013**	**715**	**994**	**(19)**	**-2%**	↑
Income	**(359)**	**0**	**(377)**	**(18)**	**-5%**	↑
Net Expenditure	**654**	**715**	**617**	**(37)**	**-6%**	↑
Democratic and Registration Service	**£000**	**£000**	**£000**	**£000**	**%**	
Employee	753	565	778	25	3%	↓
Property	0	0	0	0	0%	↓
Transport and Plant	2	1	1	(1)	-27%	↑
Supplies, Services and Admin	7	8	10	3	45%	↓
Payments to Other Bodies	0	0	0	0	0%	→
Other	0	0	0	0	0%	→
Gross Expenditure	**762**	**574**	**790**	**28**	**4%**	↓
Income	**(120)**	**(82)**	**(121)**	**(1)**	**-1%**	↑
Net Expenditure	**642**	**492**	**669**	**27**	**4%**	↓
Central Admin Support	**£000**	**£000**	**£000**	**£000**	**%**	
Employee	2,832	2,014	2,800	(32)	-1%	↑
Property	0	0	0	0	0%	→
Transport and Plant	3	1	1	(2)	-59%	↑
Supplies, Services and Admin	16	16	16	0	3%	↓
Payments to Other Bodies	0	0	0	0	0%	→
Other	0	0	0	0	0%	→
Gross Expenditure	**2,851**	**2,032**	**2,818**	**(33)**	**-1%**	↑
Income	**(981)**	**0**	**(981)**	**(0)**	**0%**	↑
Net Expenditure	**1,870**	**2,032**	**1,836**	**(34)**	**-2%**	↑
Environmental Health/ Trading Standards	**£000**	**£000**	**£000**	**£000**	**%**	
Employee	1,173	860	1,180	7	1%	↓
Property	9	2	8	(1)	-7%	↑
Transport and Plant	23	14	22	(1)	-4%	↑
Supplies, Services and Admin	37	24	40	3	9%	↓
Payments to Other Bodies	86	47	86	(0)	0%	↑
Other	0	0	0	0	0%	→
Gross Expenditure	**1,328**	**947**	**1,337**	**9**	**1%**	↓
Income	**(220)**	**(155)**	**(228)**	**(8)**	**-3%**	↑
Net Expenditure	**1,108**	**792**	**1,109**	**1**	**0%**	↓

YEAR END   31 December 2017

Service Summary	Total Budget 2017/18	YTD Spend 2017/18	Forecast Spend 2017/18	Forecast Annual Variance 2017/18		RAG Status
Licensing	**£000**	**£000**	**£000**	**£000**	**%**	
Employee	186	140	192	6	3%	↓
Property	0	0	5	5	0%	↓
Transport and Plant	1	0	1	(0)	-18%	↑
Supplies, Services and Admin	5	(12)	(11)	(16)	-316%	↑
Payments to Other Bodies	8	(3)	6	(3)	-31%	↑
Other	0	0	0	0	0%	→
Gross Expenditure	**200**	**126**	**193**	**(7)**	**-3%**	↑
Income	**(380)**	**(327)**	**(401)**	**(21)**	**-5%**	↑
Net Expenditure	**(180)**	**(201)**	**(208)**	**(28)**	**15%**	↑
Legal Services	**£000**	**£000**	**£000**	**£000**	**%**	
Employee	770	528	737	(33)	-4%	↑
Property	0	0	0	0	0%	→
Transport and Plant	1	1	2	1	50%	↓
Supplies, Services and Admin	14	9	16	2	12%	↓
Payments to Other Bodies	0	0	0	0	0%	→
Other	0	0	0	0	0%	→
Gross Expenditure	**785**	**538**	**754**	**(31)**	**-4%**	↑
Income	**(140)**	**(33)**	**(140)**	**(0)**	**0%**	↑
Net Expenditure	**645**	**506**	**614**	**(31)**	**-5%**	↑
Planning	**£000**	**£000**	**£000**	**£000**	**%**	
Employee	907	651	917	10	1%	↓
Property	0	0	0	0	0%	→
Transport and Plant	7	3	5	(2)	-32%	↑
Supplies, Services and Admin	58	9	39	(19)	-33%	↑
Payments to Other Bodies	130	56	130	0	0%	↓
Other	0	0	0	0	0%	→
Gross Expenditure	**1,102**	**719**	**1,091**	**(11)**	**-1%**	↑
Income	**(630)**	**(370)**	**(536)**	**94**	**15%**	↓
Net Expenditure	**472**	**349**	**555**	**83**	**18%**	↓
Transactional Services	**£000**	**£000**	**£000**	**£000**	**%**	
Employee	672	492	685	13	2%	↓
Property	0	0	0	0	0%	→
Transport and Plant	0	0	1	1	0%	↓
Supplies, Services and Admin	9	5	9	0	2%	↓
Payments to Other Bodies	0	0	0	0	0%	→
Other	0	0	0	0	0%	→
Gross Expenditure	**681**	**498**	**694**	**13**	**2%**	↓
Income	**0**	**(0)**	**(0)**	**(0)**	**0%**	↑
Net Expenditure	**681**	**497**	**694**	**13**	**2%**	↓
Human Resources (including risk)	**£000**	**£000**	**£000**	**£000**	**%**	
Employee	910	687	920	10	1%	↓
Property	16	(0)	12	(4)	-23%	↑
Transport and Plant	4	2	3	(1)	-31%	↑
Supplies, Services and Admin	6	5	7	1	20%	↓
Payments to Other Bodies	286	201	264	(22)	-8%	↑
Other	0	0	0	0	0%	→
Gross Expenditure	**1,222**	**895**	**1,207**	**(15)**	**-1%**	↑
Income	**0**	**(0)**	**(0)**	**(0)**	**0%**	↑
Net Expenditure	**1,222**	**895**	**1,207**	**(15)**	**-1%**	↑
Information Services	**£000**	**£000**	**£000**	**£000**	**%**	
Employee	1,873	1,357	1,862	(11)	-1%	↑
Property	0	0	0	0	0%	→
Transport and Plant	5	3	5	(0)	-9%	↑
Supplies, Services and Admin	1,857	1,648	1,865	8	0%	↓
Payments to Other Bodies	11	7	11	0	1%	↓
Other	0	0	0	0	0%	→
Gross Expenditure	**3,746**	**3,015**	**3,743**	**(3)**	**0%**	↑
Income	**(292)**	**(59)**	**(292)**	**(0)**	**0%**	↑
Net Expenditure	**3,454**	**2,957**	**3,451**	**(3)**	**0%**	↑

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YEAR END | 31 December 2017

Service Summary	Total Budget 2017/18	YTD Spend 2017/18	Forecast Spend 2017/18	Forecast Annual Variance 2017/18		RAG Status
Change Support	**£000**	**£000**	**£000**	**£000**	**%**	
Employee	537	332	503	(34)	-6%	↑
Property	0	0	0	0	0%	→
Transport and Plant	1	0	1	(1)	-50%	↑
Supplies, Services and Admin	1	1	1	(0)	-10%	↑
Payments to Other Bodies	0	0	0	0	0%	→
Other	0	0	0	0	0%	→
Gross Expenditure	**539**	**333**	**504**	**(35)**	**-6%**	↑
Income	**(74)**	**(49)**	**(74)**	**0**	**0%**	↓
Net Expenditure	**465**	**283**	**430**	**(35)**	**-7%**	↑
Communications & Marketing	**£000**	**£000**	**£000**	**£000**	**%**	
Employee	270	198	274	4	2%	↓
Property	0	0	0	0	0%	→
Transport and Plant	1	0	0	(1)	-80%	↑
Supplies, Services and Admin	23	12	24	1	6%	↓
Payments to Other Bodies	3	0	0	(3)	-92%	↑
Other	0	0	0	0	0%	→
Gross Expenditure	**297**	**210**	**299**	**2**	**1%**	↓
Income	**0**	**(14)**	**(21)**	**(21)**	**0%**	↑
Net Expenditure	**297**	**197**	**278**	**(19)**	**-6%**	↑
Customer Service	**£000**	**£000**	**£000**	**£000**	**%**	
Employee	1,173	757	1,065	(108)	-9%	↑
Property	63	23	62	(1)	-2%	↑
Transport and Plant	2	4	5	3	148%	↓
Supplies, Services and Admin	15	6	15	(0)	-1%	↑
Payments to Other Bodies	1	3	3	2	220%	↓
Other	0	0	0	0	0%	→
Gross Expenditure	**1,254**	**792**	**1,150**	**(104)**	**-8%**	↑
Income	**0**	**0**	**0**	**0**	**0%**	→
Net Expenditure	**1,254**	**792**	**1,150**	**(104)**	**-8%**	↑
Performance & Strategy	**£000**	**£000**	**£000**	**£000**	**%**	
Employee	315	274	343	28	9%	↓
Property	0	0	0	0	0%	→
Transport and Plant	1	1	1	0	42%	↓
Supplies, Services and Admin	5	1	5	(0)	-1%	↑
Payments to Other Bodies	16	10	15	(1)	-4%	↑
Other	0	0	0	0	0%	→
Gross Expenditure	**337**	**286**	**365**	**28**	**8%**	↓
Income	**0**	**(24)**	**(24)**	**(24)**	**0%**	↑
Net Expenditure	**337**	**262**	**341**	**4**	**1%**	↓
Clydebank Town Hall	**£000**	**£000**	**£000**	**£000**	**%**	
Employee	269	217	296	27	10%	↓
Property	156	143	172	16	10%	↓
Transport and Plant	0	0	0	0	0%	→
Supplies, Services and Admin	40	42	56	16	40%	↓
Payments to Other Bodies	0	0	0	0	0%	→
Other	0	0	0	0	0%	→
Gross Expenditure	**465**	**402**	**524**	**59**	**13%**	↓
Income	**(210)**	**(153)**	**(194)**	**16**	**8%**	↓
Net Expenditure	**255**	**249**	**330**	**75**	**29%**	↓
Libraries, Culture & Museums	**£000**	**£000**	**£000**	**£000**	**%**	
Employee	2,707	2,031	2,732	25	1%	↓
Property	254	219	314	60	24%	↓
Transport and Plant	40	29	41	1	2%	↓
Supplies, Services and Admin	299	183	244	(55)	-18%	↑
Payments to Other Bodies	49	82	90	41	83%	↓
Other	0	0	0	0	0%	→
Gross Expenditure	**3,349**	**2,544**	**3,421**	**72**	**2%**	↓
Income	**(303)**	**(248)**	**(352)**	**(49)**	**-16%**	↑
Net Expenditure	**3,046**	**2,296**	**3,068**	**22**	**1%**	↓

YEAR END DATE | **31 December 2017**

Budget Details	Variance Analysis				RAG Status
	Total Budget	Forecast Spend	Variance		
	£000	£000	£000	%	

Planning	472	555	83	18%	↓
Service Description	This Service provides Building & Planning services				
Main Issues / Reason for Variance	The main reason for the adverse variance is due income expected to be less than budget. This is a demand led budget and can fluctuate throughout the year.				
Mitigating Action	Limited action can be taken due to this being a demand led budget. However it will be monitored throughout the year.				
Anticipated Outcome	An overspend is anticipated.				

Customer Service	1,254	1,150	(104)	-8%	↑
Service Description	This service includes one stop shops and the contact centre				
Main Issues / Reason for Variance	This favourable variance is due to vacant posts				
Mitigating Action	No mitigating action required as variance is favourable.				
Anticipated Outcome	Underspend will be achieved				

Clydebank Town Hall	255	330	75	29%	↓
Service Description	The service provides civic accommodation and facilities within Clydebank				
Main Issues / Reason for Variance	The overall overspend is due to an accumulation of smaller overspends. The main areas overspending are employee costs due to additional overtime being worked. Less income from events than anticipated and more costs associated with the purchase of food provisions than anticipated.				
Mitigating Action	The budget will continue to be monitored to identify any efficiencies which can be managed.				
Anticipated Outcome	An overspend is likely				

Efficiency reference		Efficiency Detail	budgeted Amount £	Projection of Total Saved £	Projection of Total Not Saved £	Comment
2017/18	MA1	workforce Structures	303,677	303,677	-	
2017/18	MA2	Charge for work on statement claims for miscellaneous debt	5,000	5,000	-	
2017/18	MA3	Savings on postage	3,500	3,500	-	
2017/18	MA4	Clyde Valley elearn shared network	3,125	3,125	-	
2017/18	MA6	Implement lower cost alternatives to H&S publication	5,000	5,000	-	
2017/18	MA7	Decommission email archive	7,000	7,000	-	
2017/18	MA8	Restructure of libraries & culture	138,100	110,100	28,000	However the shortfall in savings will be delivered from other favourable variances within the overall Communications Cultural and Communities budget
2017/18	MA10	Additional efficiencies from clerical & admin review	66,000	66,000	-	
2017/18	MA18	Review of staffing structures within Regulatory	26,287	26,287	-	
2017/18	MA19	Identify efficiencies within training budget	50,000	50,000	-	
2017/18	MA24	Additional postage efficiencies	40,000	40,000	-	
2016/17		pooled cars savings target	26,700	26,700	-	
					-	
TOTAL			**674,389**	**646,389**	**28,000**	

WEST DUNBARTONSHIRE COUNCIL
GENERAL SERVICES CAPITAL PROGRAMME
OVERALL PROGRAMME SUMMARY

MONTH END DATE | 31 December 2017 |

PERIOD | 9 |

Project Status Analysis	Project Life Status Analysis				Current Year Project Status Analysis			
	Number of Projects at RAG Status	% Projects at RAG Status	Spend to Date £000	% Project Spend at RAG Status	Number of Projects at RAG Status	% Projects at RAG Status	Spend to Date £000	% Project Spend at RAG Status
Red								
Projects are forecast to be overspent and/or experience material delay to completion	0	0%	0	0%	0	0%	0	0%
Amber								
Projects are either at risk of being overspent and/or delay in completion (although this is unquantifiable at present) or the project has any issues that require to be reported at this time	0	0%	0	0%	0	0%	0	0%
Green								
Projects are on target both in relation to overall budget and the forecast stages in the project life cycle and no issues are anticipated at this time	19	100%	12,020	100%	19	100%	482	100%
TOTAL EXPENDITURE	19	100%	12,020	100%	19	100%	482	100%

	Project Life Financials				Current Year Financials					
	Budget £000	Spend to Date £000	Forecast Spend £000	Forecast Variance £000	Budget £000	Spend to Date £000	Forecast Spend £000	Forecast Variance £000	Re-Phasing £000	Over/ (Under) £000
Red										
Projects are forecast to be overspent and/or significant delay to completion	0	0	0	0	0	0	0	0	0	0
Amber										
Projects are either at risk of being overspent and/or delay in completion (although this is unquantifiable at present) or the project has any issues that require to be reported at this time	0	0	0	0	0	0	0	0	0	0
Green										
Projects are on target both in relation to overall budget and the forecast stages in the project life cycle and no issues are anticipated at this time	13,632	12,020	13,689	57	2,094	482	2,018	(76)	(133)	57
TOTAL EXPENDITURE	13,632	12,020	13,689	57	2,094	482	2,018	(76)	(133)	57

WEST DUNBARTONSHIRE COUNCIL

Report by Strategic Lead - Resources

Corporate Services Committee: 7 February 2018

_____

Subject: Write-off of National Non Domestic Rates

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 2017/18.

2.   Recommendations

2.1   It is recommended that the Committee approve the write-off of NNDR accounts totalling £ 827,442.25.

3.   Background

3.1   The NNDR is a national rate of 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 2017/18 is £85,294,985 (including utility charges). In 2016/17 the Council collected 97.36%.

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 Strategic Lead Resources authority to write-off individual debts up to £5,000. The Strategic Lead 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 2017/18. 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	Total
2013/2014	£17,621.16
2014/2015	£181,442.66
2015/2016	£278,052.27
2016/2017	£327,209.58
2017/2018	£23,116.58
Total	**£827,442.25**

3.5 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 £827,442.25 are submitted for write off. Non-collection of debts and request for write off is predominately due to the businesses being liquidated, dissolved or sequestration. The following table identifies the reasons for NNDR write off in more detail.

Reason	Alexandria	Clydebank	Dumbarton	Grand Total
Administration	nil	nil	£8,402.44	**£8,402.44**
Dissolved	nil	£142,988.03	£10,781.10	**£153,769.13**
Liquidation	£16,371.30	£595,708.36	nil	**£612,079.66**
Sheriff Officers	nil	£45,380.05	£7,810.97	**£53,191.02**
Totals	**£16,371.30**	**£784,076.44**	**£26,994.51**	**£827,442.25**

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 £827,442.25 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.

Stephen West
Strategic Lead - Resources
Date: 22 December 2017

Person to Contact:	Arun Menon, Business Support Manager, Garshake Road, Dumbarton. Tel: 01389 737832 Email: arun.menon@west-dunbarton.gov.uk
Appendices:	Details of debts for write-off
Background Papers:	None
Wards Affected:	All Council Wards.

Appendix: Details of debts for write-off

2013/2014 Specific Write-Off List as at 31/03/2018

Reference Number	Name	Address	Balance for Write-Off	Reason
37105531051436	Baguette Express (Glasgow) Ltd	9 Carinthia Way, Clydebank	£11,065.38	Dissolved
37107631031435	JNS Corporate Ltd	Unit B, 485B Glasgow Road, Clydebank	£6,555.78	Dissolved
		Total	**£17,621.16**	

2014/2015 Specific Write-Off List as at 31/03/2018

Reference Number	Name	Address	Balance for Write-Off	Reason
37033107041537	Mercantile Sureties Ltd	East Wing, Spectrum House, 1A, North Avenue, Clydebank Business Park, Clydebank	£63,564.40	Liquidation
37033204111531	Tip Top Pubs Ltd	Singers, 68 Dumbarton Road, Clydebank	£13,515.32	Sheriff Officers
37033298041530	Mercantile Sureties Ltd	Spectrum House, 1A, North Avenue, Clydebank Business Park, Clydebank	£16,294.72	Liquidation
37033336121533	Mercantile Sureties Ltd	Spectrum House, 1A, North Avenue, Clydebank Business Park, Clydebank	£12,427.59	Liquidation
37033514021533	Mercantile Sureties Ltd	Spectrum House, 1A, North Avenue, Clydebank Business Park, Clydebank	£27,621.53	Liquidation
37035266131538	Fone Customize Ltd	33 Sylvania Way, Clydebank	£32,705.34	Dissolved
37105531051533	Baguette Express (Glasgow) Ltd	9 Carinthia Way, Clydebank	£8,630.27	Dissolved
37107631031532	JNS Corporate Ltd	Unit B, 485B Glasgow Road, Clydebank	£6,683.49	Dissolved
		Total	**£181,442.66**	

2015/2016 Specific Write-Off List as at 31/03/2018

Reference Number	Name	Address	Balance for Write-Off	Reason
37002716081638	Aimee Bridal Ltd	22A High Street, Dumbarton	£5,742.00	Dissolved
37031694121634	Clydebank Business Centre Ltd	A1 Erskine House, 1 North Avenue, Clydebank Business Park, Clydebank	£41,946.76	Liquidation
37032054141637	Clydebank Business Centre Ltd	Grd Flr East Wing,Erskine House, 1 North Avenue, Clydebank Business Park, Clydebank	£5,427.15	Liquidation
37033107041634	Mercantile Sureties Ltd	East Wing, Spectrum House, 1A, North Avenue, Clydebank Business Park, Clydebank	£66,865.59	Liquidation
37033204111637	Tip Top Pubs Ltd	Singers, 68 Dumbarton Road, Clydebank	£6,116.00	Sheriff Officers
37033298041636	Mercantile Sureties Ltd	Spectrum House, 1A, North Avenue, Clydebank Business Park, Clydebank	£20,010.87	Liquidation
37033336121630	Mercantile Sureties Ltd	Spectrum House, 1A, North Avenue, Clydebank Business Park, Clydebank	£15,206.40	Liquidation
37033514021630	Mercantile Sureties Ltd	Spectrum House, 1A, North Avenue, Clydebank Business Park, Clydebank	£33,920.87	Liquidation
37035266131635	Fone Customize Ltd	33 Sylvania Way, Clydebank	£18,143.34	Dissolved
37035266141630	DNM Six Ltd	33 Sylvania Way, Clydebank	£22,453.05	Dissolved
37035894051630	New Desire Ltd	46 Sylvania Way, Clydebank	£19,262.02	Sheriff Officers
37039431081635	Moonshine Pubs Ltd	Glen Lusset Bar, 67 Dumbarton Road, Old Kilpatrick	£6,962.73	Liquidation
37095447121637	Clydebank Business Centre Ltd	B3 & Ec Erskine House, 1 North Avenue, Clydebank Business Park, Clydebank	£9,184.29	Liquidation
37107631031638	JNS Corporate Ltd	Unit B, 485B Glasgow Road, Clydebank	£6,811.20	Dissolved
		Total	**£278,052.27**	

2016/2017 Specific Write-Off List as at 31/03/2018

Reference Number	Name	Address	Balance for Write-Off	Reason
37002643031730	Leslley Trading Ltd	50 High Street, Dumbarton	£7,810.97	Sheriff Officers
37002716081735	Aimee Bridal Ltd	22A High Street, Dumbarton	£10,781.10	Dissolved
37031694121731	Clydebank Business Centre Ltd	A1 Erskine House, 1 North Avenue, Clydebank Business Park, Clydebank	£37,052.61	Liquidation
37032054141734	Clydebank Business Centre Ltd	Grd Flr East Wing,Erskine House, 1 North Avenue, Clydebank Business Park, Clydebank	£10,541.52	Liquidation
37032674131732	Moonshine Pubs Ltd	John Brown's, 2 Chalmers Street, Clydebank	£9,790.60	Liquidation
37032933081734	Fleming Innovative Plastics Ltd	Unit 7, Alpha Centre, 10 South Douglas Street, Clydebank	£10,164.00	Liquidation
37033107041731	Mercantile Sureties Ltd	East Wing, Spectrum House, 1A, North Avenue, Clydebank Business Park, Clydebank	£76,857.00	Liquidation
37033298041733	Mercantile Sureties Ltd	Spectrum House, 1A, North Avenue, Clydebank Business Park, Clydebank	£23,001.00	Liquidation
37033336121736	Mercantile Sureties Ltd	Spectrum House, 1A, North Avenue, Clydebank Business Park, Clydebank	£17,036.80	Liquidation
37033514021736	Mercantile Sureties Ltd	Spectrum House, 1A, North Avenue, Clydebank Business Park, Clydebank	£38,989.50	Liquidation
37035266141736	DNM Six Ltd	33 Sylvania Way, Clydebank	£17,330.22	Dissolved
37039431081732	Moonshine Pubs Ltd	Glen Lusset Bar, 67 Dumbarton Road, Old Kilpatrick	£13,842.40	Liquidation
37095447121737	Clydebank Business Centre Ltd	B3 & Ec Erskine House, 1 North Avenue, Clydebank Business Park, Clydebank	£6,929.45	Liquidation
37098659111732	Pegasus Inc Ltd	The Cabin Inn, 474 Dumbarton Road, Clydebank	£8,954.00	Liquidation

Reference Number	Name	Address	Balance for Write-Off	Reason
37098705091730	Mr Barry Robertson	Xtreme Soccer, 40 Castlegreen Street, Dumbarton	£8,402.44	Administration
37104012071736	Trade Hire Services Ltd	Unit 3, 223 Dumbarton Road, Old Kilpatrick	£6,486.71	Sheriff Officers
37105787051735	Lomond Enterprises Ltd	Unit 7, 65 Ben Lomond Way, Balloch, Alexandria	£16,371.30	Liquidation
37107631031735	JNS Corporate Ltd	Unit B, 485B Glasgow Road, Clydebank	£6,867.96	Dissolved
		Total	**£327,209.58**	

2017/2018 Specific Write-Off List as at 31/03/2018

Reference Number	Name	Address	Balance for Write-Off	Reason
37033107041837	Mercantile Sureties Ltd	East Wing, Spectrum House, 1A, North Avenue, Clydebank Business Park, Clydebank	£15,336.24	Liquidation
37033514021833	Mercantile Sureties Ltd	Spectrum House, 1A, North Avenue, Clydebank Business Park, Clydebank	£7,780.34	Liquidation
		Total	**£23,116.58**	

Notes:

<u>Administration</u>

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 proforma, advising all avenues have been exhausted and irrecoverable in collecting the rates and recommending write-off along with a brief background.

WEST DUNBARTONSHIRE COUNCIL

Report by Strategic Lead - Resources

Corporate Services Committee: 7 February 2018

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Subject: **The Provision of Managed Work for Housing Benefit and Council Tax Reduction**

1.   Purpose

1.1   The purpose of this report is to seek Committee approval to procure the provision of managed work associated with the processing of Housing Benefit (HB) and Council Tax Reduction (CTR) claims.

2.   Recommendations

2.1   It is recommended that the Committee approves the procurement of the managed work associated with the processing of HB and CTR.

3.   Background

3.1   The Council processes HB and CTR claims and change of circumstances for claimants in our area that require assistance towards their rent and/or council tax.

3.2   The impact of welfare reform and other UK Government initiatives has resulted in an increase in demand and workload for the teams involved in processing these claims and changes of circumstances. In addition, as has previously been reported as a result of the ongoing uncertainty for staff due to the continued and long-delayed roll-out of Universal Credit (UC) by the Department for Work and Pensions (DWP) there has been an increased and ongoing turnover of staff.

3.3   The performance of the Council in relation to processing time for new claims and change of circumstances is monitored extremely closely by the DWP and is subject to both internal and external audits. It is also essential to point out that timely processing of HB and CTR is critical to the Council meeting its rent and council tax collection targets.

3.4   On 12 November 2014, the Committee approved the tender for the provision of managed work for HB and CTR.

4.   Main Issues

4.1   Following approval in 2014, a tendering exercise was undertaken and the contract was awarded to the successful bidder for a 2 year period with the

unilateral option on the Council's part to extend for a further 2 x 12 month periods. This decision was made to allow the Council to monitor the quality of the work completed by the successful bidder and changes to the market in terms of the cost of the work that is completed. This contract commenced on 15 September 2016 and the first of two 1 year extension is due to be considered from 15 September 2018. The committee approval allowed for a spend of up to £35,000 on processing New Claims or Change of Circumstances.

4.2   It was anticipated that councils would see a reduction in caseload due to the introduction of UC however this has not been the case as the roll-out remained to only new single claimants and the workload has increased due to the additional work required to obtain and process CTR claims from UC claimants. The impact of welfare reform has increased the workload in this service area however this is in an unpredictable manner with significant peaks in demand at different points of the year.

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4.3   The full roll-out of UC for the Council was initially planned for June 2018 however the Government recently announced that this will be delayed until December 2018 therefore the Council will continue to process a high volume of HB and CTR claims until this date and is likely to see a reduction thereafter. From 1 January 2018, no new applications will be taken for UC and these cases will revert to a traditional Housing Benefit application.

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4.4   The aim of this report is to seek approval to increase spend on the managed benefits work to £75,000 per year. As reported previously, when the Council went out to tender in 2014 there was an issue with staff vacancies directly impacting the capacity of processing claims. This remains an issue for the section. The section has also considered moving staff within different teams i.e. Council Tax and Corporate Debt teams to address the resourcing shortfall. Although some of these teams may not have the similar level of Housing Benefit experience, it is something we believe could be addressed through training. The team is currently trying to manage claim processing through staff overtime where feasible but believe this is not a sustainable option.

4.5   The DWP is providing Councils with new burdens funding. However following 2 recruitment exercises the section has been unable to appoint any suitable candidates to these posts. Therefore our intension is to use the new burdens funding to increase the current spend within the managed work contract to £75,000.

4.6   The use of the managed work allows the section to manage the demands of the service, loss of staff as a result of turnover and sickness absence/ maternity leave; and increasing the spend limit will provide the service

flexibility to manage this increased demand and thereby maintain performance levels.

4.7 It is anticipated that in any single financial year no more than £75,000 would be required and any use of this external resource would be a last resort and used only as necessary.

5. Options Appraisal

5.1 The following options were considered in relation to the managed work.

5.2 Extend the current contract by a further year as per the available option however this was not considered viable due to the difficulties in staff recruitment and the increased varying workload which cannot be sustained on the current £35,000 spend limit.

5.3 Consideration has also been given to realigning the Revenues and Benefits team (moving staff) between the three areas i.e. Housing Benefits, Council Tax and Corporate Debt. Whilst there are some similarities between Housing Benefits and Council Tax there are differences which will require a level of training if staff are moved to Housing Benefits and movement of staff would also impact on Council Tax performance, which would not be acceptable. In relation to Corporate Debt, the work is very different from Housing Benefits team and would require full training and this would impact the monies brought in by this team in terms of Rent, Council Tax and Sundry debt. Therefore, this was ruled out as a viable option.

5.4 Given the available new burdens funding from the DWP, the preferred option is procuring a new contract for the provision of managed work with a spend limit of £75,000 and working with the Corporate Procurement Unit to produce a contract strategy.

6. People Implications

6.1 There are no people implications. As stated above the team has been experiencing staff turnover and difficulty in filling posts due to future implementation of Universal Credit. This has meant that over the last 2 financial years on average 2 FTE posts have been running as vacant and it is anticipated that this will continue.

7. Financial & Procurement Implications

7.1 The DWP provides funding to mitigate the welfare reform changes which will be used to fund this increase along with the budget held for vacant posts which fund the current costs. There will therefore be no additional cost to the Council.

7.2 All procurement activity carried out by the Council in excess of £50,000 is subject to a contract strategy. The contract strategy for the provision of

managed work for HB and CTR will be produced by the Corporate Procurement Unit in close consultation with Revenues and Benefits officers. The contract strategy shall include but may not be limited to; contract scope, service forward plan, the market, procurement model and routes – including existing delivery vehicles, roles and responsibilities, risks, issues and opportunities and ongoing contract management.

7.3 The provision of managed work for HB and CTR will contribute to delivery of the Council strategic priorities through continuing to provide high quality HB and CTR services and support individuals, families and carers live independently and with dignity by ensuring HB and CTR claims and change of circumstances are processed efficiently and accurately.

8. Risk Analysis

8.1 The DWP no longer set national targets however they monitor the speed of processing new claims and change in circumstances performance on a quarterly basis. If there is an increase in the processing times, the DWP's Performance Development Team (PDT) will contact the Council to discuss this and would be placed on performance monitoring framework. Failure to improve, could result in DWP intervention by the PDT and there could be a financial risk to the Council in terms of lost subsidy. Any processing delays can result in overpayments of benefit which require to be recovered.

9. Equalities Impact Assessment (EIA)

9.1 None

10. Consultation

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

11. Strategic Assessment

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

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Stephen West
Strategic Lead - Resources
Date: 21 December 2018

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

Appendices: None

Background Papers: Report to Corporate Services Committee 12 November 2014

Wards Affected: All Council wards.

WEST DUNBARTONSHIRE COUNCIL

Report by Strategic Lead Communications, Culture and Communities

Corporate Services, February 7, 2018

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Subject: Vale of Leven Hospital publicity campaign

1.   Purpose

1.1   The purpose of this report is to present a proposal that responds to the motion agreed at Council on October 25 committing to a PR campaign to raise awareness of the services available at the Vale of Leven Hospital.

2.   Recommendations

2.1   The committee is asked to:

- Review the options for a campaign to increase awareness of services at the Vale of Leven Hospital
- Agree the option/s to be taken forward as part of the campaign.

3.   Background

3.1   At the October Council meeting Elected Members approved a motion which highlighted the lack of awareness in West Dunbartonshire about the services provided at the Vale of Leven Hospital. Council tasked the Corporate Communications team with carrying out a publicity campaign in partnership with their counterparts in NHSGGC, to promote these services to residents. Council agreed to fund this campaign from unearmarked reserves and allocated a maximum of £10,000 for the purpose, dependant on the scope of the campaign. Officers were asked to bring a report to Corporate Services Committee, outlining costed options for the campaign. Jackie Baillie MSP, Gil Paterson MSP, Martin Docherty Hughes MP and list MSPs were to be provided with any and all information linked to the campaign, so that their offices could help promote our positive awareness drive.

3.2   The Vale of Leven Hospital provides a number of acute health services and day services as well as a Minor Injuries Unit and out of hours GP service. NHS GGC have stated that the use of services at the Vale have continued to increase over the last three years with over 10,000 visitors to the hospital's Minor Injuries Unit.

3.3   Statistics provided by NHS GGC for the Vale highlight that between 2015/26 and 2016/17:

- MIU and Medical Assessment Unit cases increased by 9%

- Day admissions increased by 7%
- Day surgery increased by 10%
- Elective inpatient admission has decreased by 5% (a trend which is reflected
- across all GGC centres as more cases are being progressed through day
- surgery)
- Onsite lab services increased by 10%
- Imaging increased by 4%

3.4   For the vast majority of clinical services in GGC, referrals are made by GPs to a central service and a decision is then taken at that level on which hospital patients are referred for appointments based on waiting times at each site and also the catchment area which the patient falls under. Clydebank residents, including those living within Old Kilpatrick and Bowling, predominantly fall under the catchment of Glasgow Hospitals, and would come under the catchment of West Glasgow Ambulatory Care Centre at Yorkhill for minor injuries services. Changing this geographical allocation is beyond the remit of the Council's awareness campaign.

3.5   The Vale MIU is the only centre in NHS GGC open until 9pm. The West MIU closes at 5pm at which time patients are directed to attend their nearest A&E at the Queen Elizabeth University Hospital in Govan. This is even if they live in the Clydebank area and could access the Vale MIU more easily and conveniently.

4.   **Main Issues**

4.1   Following approval of the motion, NHS GGC Corporate Communications team updated West Dunbartonshire's Communications team on a range of actions they will undertake to raise awareness of the Vale of Leven Hospital. These include the following:

- Improving signage for the Hospital
- Introducing signage at Alexandria Train Station to promote the hospital
- Enhancing the hospital homepage on the NHSGGC website to showcase the hospital
- Creating a video to highlight the work and services at the Vale
- Promoting services available at the Vale

In addition NHS GGC has launched a campaign to promote the four Minor Injuries Units in Greater Glasgow and Clyde - Vale of Leven Hospital, West Glasgow Ambulatory Care Hospital, New Stobhill Hospital and New Victoria Hospital

4.2   To complement this activity, the Council's Corporate Communications team has sought to design a campaign that highlights the breadth of services at the Vale of Leven Hospital – with particular emphasis on the Minor Injuries Unit

which is one of the few services that residents themselves can directly choose the location to attend.

4.3 The proposal is to create a brand which will help increase awareness of the hospital, and remain with the audience after the campaign concludes. This brand '*Vale of Leven Hospital – Here for You*' will help to reinforce the identity of the Vale as a standalone facility, and convey to people across West Dunbartonshire that they can access services at this location.

4.4 The communications campaign will have the following objectives:

- Promote the Vale of Leven Hospital
- Increase presentations at the Vale's Minor Injuries Unit – particularly from the Clydebank area.

4.5 Focusing on the Minor Injuries Unit and highlighting its availability, particularly after 5pm, to a wider audience will have the greatest impact with the service in turn acting as a beacon for the hospital's other services and facilities. Messaging would highlight which ailments can be treated at an MIU, the fact that appointments are not needed, and the opening hours of the Vale MIU. NHS GGC will update their website to highlight to patients within the Clydebank area that they can also attend the Vale MIU - particularly after 5pm. The recommended minimum duration for the campaign would be 6 weeks.

4.6 The recommended approach for the campaign would be to use a variety of different media options incorporating highly visible outdoor advertising to increase awareness of the services at the hospital complemented by targeted advertising to reinforce the message and further raise its profile.

The campaign would be evaluated through social media metrics, telephone survey and monitoring visitor numbers to the Vale.

The recommended options total £7704 and are outlined below:

Item	Supplier	£
Graphic design services to create look and feel for the campaign	External	£400
Plasma graphics – HSCP; One Stop Shops; West College Scotland	Various	0
Social media posts	Internal – WDC channels and NHSGGC channels	0
Internal information mechanisms (desktop ads, intranet)	Internal – WDC and NHSGGC communications teams	0
Direct email communications to	Internal	0

GPs /Practice Managers in West Dunbartonshire to highlight Vale services		
Housing News article	Internal WDC	0
Amend postcode search on NHS website to include Vale	Internal NHSGGC	0
Health News articles	Internal NHSGGC	0
Press releases on services, staff and achievements at the Vale	Internal NHSGGC	0
Leaflets, posters and schoolbag drop	External	£330
A82 billboard (one panel)	External	£535
Paid for social media advertising	External	£200
15 x Bus streetliners (bus side adverts)	External	£2215
PVC street banners x 20, 3000mm x 850mm	External	£760
Pop up stands in local public buildings x5	External	£250
Roadside banners A82	External	£414
Primeone internet retargeting campaign	External	£2000
6 sheet advertising on three bus shelters in Alexandria, Dumbarton, Clydebank	External	£600

Other options which could be considered are outlined below and when taken in addition to the above would total £9809:

Item	Supplier	£
Rail station advertising of 1 X 48 sheet at Clydebank Station	External	£1775 inclusive of production
Dumbarton High Street pillar	External	£330

4.8 Following a decision by committee the proposed timelines for the campaign would be as follows:

Date	Action
February 2018	Commission and brief Graphic Designer
March 2018	Book media for campaign (subject to availability)
April 2018	Campaign launch

5.   People Implications

5.1   The campaign will be led by Corporate Communications in partnership with the communications team at NHS GGC. There are no other people implications

6.   Financial and Procurement Implications

6.1   A budget of £10,000 has been identified from reserves to meet the cost of this campaign. The proposal outlined is estimated to cost £7,704. The campaign is under the Quick Quote threshold but officers will follow procurement guidance to deliver best value.

7.   Risk Analysis

7.1   The Vale of Leven Hospital is a key facility in West Dunbartonshire. Failure to adequately promote the services provided could impact on the future viability of particular services which would in turn have an adverse impact on the community.

8.   Equalities Impact Assessment (EIA)

8.1   No issues were identified in relation to this report.

9.   Consultation

9.1   The campaign options have been shared with colleagues in NHS GGC prior to committee.

10.   Strategic Assessment

10.1   The campaign proposal supports the following Council strategic priority:

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

Malcolm Bennie
Strategic Lead Communications, Cultural, Communities
January 24, 2018:

Person to Contact: Amanda Graham, Communications Co-ordinator, Corporate Communications, 01389 737527
amanda.graham@west-dunbarton.gov.uk

Appendices: None.

Background Papers: None

Wards Affected: All

WEST DUNBARTONSHIRE COUNCIL

Report by the Strategic Lead – Communications, Culture and Communities

Corporate Services Committee: 7 February 2018

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Subject: Review of Libraries & Cultural Services

1.   Purpose

1.1   The purpose of this report is to present Elected Members with proposals to improve the efficiency and performance of the Council's Libraries & Cultural Services.

2.   Recommendations

2.1   It is recommended that the Committee:
  i.   Approves the changes to opening hours of branch libraries in line with public demand.
  ii.   Approves the proposed implementation of means tested charges for the hire of instruments by pupils using the Instrumental Music Service.
  iii.   Agrees that part of the savings generated can be used to release capital investment of £421k to transform the infrastructure of the Council's libraries and museums. This will be included in the capital plan reported to Council on 5 March 2018 for approval.
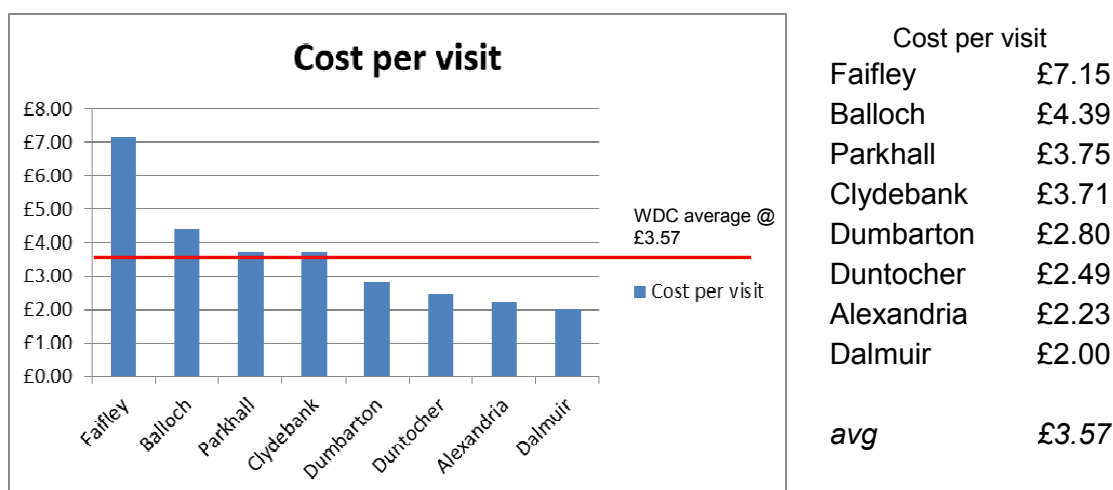
3.   Background

Libraries and Cultural Services

3.1   Libraries & Cultural Services was established in 2011 following the amalgamation of the then separate Libraries and Culture Sections. It has expanded significantly over the last four years with a number of additional services coming under its management. These include School Libraries, Instrumental Music, Youth Music, Dance Development, Clydebank Town Hall, the Titan Crane and the Educational Resources Service. In 2016 the service transferred to the new strategic service Communication, Cultural and Communities (CCC).

3.2   West Dunbartonshire's Libraries and Culture Service is now operating with a strategy and model more than five years old. The consequences of this are shown through a deteriorating position nationally in terms of overall Libraries costs. The current structure shows employee costs for the Library Service are the second highest in Scotland at £17,200 per 1,000 of population. Only Shetland Council has a more expensive service and the national average is £11,612. The cost per visitor to our libraries is also estimated to be the fifth highest in Scotland. However this investment is not translating into similar levels of performance. For example the service is currently 21st in Scotland

for book issues per 1,000 population, and 16th for physical visits per 1,000 population. With the current structure, the ability of the service to invest to improve performance is restricted because 74% of library budget is spent on staffing, compared to the national average of 60%. The result is a somewhat moribund position with static branch library appearances, and a lack of modern equipment, resources and materials.

3.3   One of the main reasons for these high employee costs is a sizeable management structure which is not compliant with the Council's Future Operating Model (FOM). FOM requires there to be only seven layers between the Chief Executive and frontline staff. An internal restructure is currently being undertaken to address this and bring the service into line with other Councils in Scotland. In several other areas there is duplication or opportunities for new ways of working that management are planning to adapt to generate further efficiencies.

3.4   A second major factor in the high employee costs is that the eight branch libraries are currently open for extended periods of time when demand from residents is low. This is largely because customer use of libraries has changed significantly since the last timetable was introduced in 2011/12. For example, more residents now own their own computer and smartphone devices and have less need to visit libraries during the evening after they finish work. The recent installation of new hourly visitor counters in our branches has clearly identified the busiest and quieter periods in each branch. This has highlighted that they continue to open during periods of the least demand e.g. Saturday afternoons and late evenings. This is inefficient. Other authorities in Scotland have revised timetables to provide opening hours more closely matched to demand. This is evidenced from benchmarking against similar local authorities, which shows West Dunbartonshire Council's Library opening hours are higher than average.

3.5   A third major factor in the high employee costs is the number of branches (eight) that exist within a small authority such as West Dunbartonshire. This is particularly so in the Clydebank area where there is considerable overlap in terms of residents living within one mile of two branches (see Appendix 1). This duplication could be considered an inefficient service model from a financial perspective.

3.6   A fourth factor is that there is a need for capital investment in the libraries and museum estate to make them more attractive places to visit to new and existing users. Currently many library branches suffer from heavy-duty shelving units which are ugly and fixed in place which restricts the way space in the branches can be used; there is a lack of display areas to attractively present stock; branches typically have old-fashioned large reception desks which disrupt the visitor experience and reinforce traditional service delivery; the existing Junior Libraries and Family Learning areas are well used but need to be updated to reflect the national focus on Literacy and Early Years.

3.7   Of the eight branches, Faifley Library is currently the most significantly under-performing in West Dunbartonshire. As the table below illustrates the cost per

visitor is currently 50% higher than the average for West Dunbartonshire. Cost per issue is also £7.21 higher than the average for West Dunbartonshire. The branch team have done good work to promote the branch and create an attractive offer but the use has remained very low at 10,227 visitors per annum. Comparable libraries in Parkhall & Duntocher which are open fewer hours than Faifley attract significantly more visits a year at 18,219 & 20,944 respectively.

Cost per visit	
Faifley	£7.15
Balloch	£4.39
Parkhall	£3.75
Clydebank	£3.71
Dumbarton	£2.80
Duntocher	£2.49
Alexandria	£2.23
Dalmuir	£2.00
avg	*£3.57*

3.8 This performance is partly due to the poor location of the library on a school campus away from passing footfall. It also reflects the overprovision of library services in the local area, with 14 of the 15 population data zones served by the Faifley Library, being around one mile from Duntocher and other local libraries (see Appendix 1). It is also partly due to the particularly low engagement from elderly residents who typically form a core user-group at our branches. Faifley Library continues to be predominantly used by pupils of Edinbarnet Primary after the school-day.

3.9 This continued investment in Faifley Library at current levels means a disproportionate amount of funding is going to one small area of West Dunbartonshire at the expense of other branches and communities. Also future savings that do not address this would disproportionately affect other areas in order to protect the poorly-used Faifley branch. This is even more the case when you consider that the Clydebank area is already served by five library branches compared to three for all of Dumbarton, the Vale and Alexandria

3.10 The Library and Cultural Service undertook a public consultation in October 2017 which was responded to by 500 residents. The key findings of this consultation were that residents valued their local library, and wanted local branches to be protected from closures. They also wanted to see improvements to the libraries estate e.g. condition and maintenance of their branch, improved book stock and highlighted the added value library staff provided.

3.11 Following this consultation, a report was brought to the Corporate Services Committee in November 2017 which proposed a new library timetable with reduced opening hours. At that meeting the Committee agreed to continue the report to February's meeting in order to allow further work to be done by officers to refine the timetable to minimise disruption. In addition Committee asked officers to undertake a consultation with affected groups and library users on the proposed timetable of opening hours. Details of this consultation are reviewed in the Main Issues section of this report.

Instrumental Music Service

3.12 The Libraries & Cultural Service also manages the Instrumental Music Service (IMS) in schools. One of its responsibilities is to provide 1,100 pupils with tuition and instrument hire. Repairs to instruments are also carried out within the service. Unlike 72% of local authorities in Scotland West Dunbartonshire Council provides this service entirely free of charge. A proposal to apply means-tested charges for the hire of instruments was made public in December 2016 as part of planned Budget savings for 2017/18 following which there was no demonstrable response against it from parents who would be asked to pay. Given the budget pressures facing the Council it is felt that this should be reviewed once again.

Efficiency

3.13 Libraries and Cultural Services, like all areas of the Council, is faced with generating efficiencies to help the Council close its forecast budget gap in the coming years. To address this officers have reviewed the issues highlighted above and designed a three-year strategy that will deliver the anticipated savings required, and free-up annual and long-term investment to improve services to residents.

4.   Main Issues

New library timetable

4.1 Officers believe that libraries remain a well-used and much-loved service by residents. Satisfaction scores remain consistently very high (90%+) in both the monthly telephone survey, and the service's own annual user consultation. There has been no change to the number of libraries across the Council area which reflects the national position across Scotland with branch closures being minimised. In addition the feedback from the October consultation was that residents did not want to see branches closed. Therefore officers have not presented proposals for branch closures in order to continue to deliver a valued library service to local communities across West Dunbartonshire.

4.2 However, retention of all branches means increased focus must be placed on using our resources as efficiently as possible across the service. As previously stated the existing libraries timetable does not reflect user demand and contributes significantly to unsustainable costs for the service. In devising a new library timetable officers sought the advice and local knowledge of

library staff including librarians and branch library coordinators. We have also analysed the quantitative data provided by electronic customer counters in each branch library. Based upon this a proposed new timetable was generated in November 2018 and this can be found at Appendix 2 (Fig.1). It should be noted that for the reasons outlined in the background a more significant reduction of hours was applied to Faifley than other branches to reflect current demand and ensure an equity of investment across the network.

4.3 Following the decision to continue the report by the Corporate Services Committee on 29 November 2017 officers revised the library timetable to further minimise disruption across the network (Fig.2). A public consultation on this new library opening hours timetable was launched between 12 December 2017 and 28 December 2017. Following a decision at Council on 20 December the deadline was extended to 7 January 2018. This attracted 1001 submissions via Survey Monkey and in paper format – one of the largest consultations in the Council's recent history. The feedback from this is shown on a branch by branch basis in Appendix 3. A summary is shown in the table below:

	Number of responses	Yes - timetable meets regular visit time	Timetable meets regular visit time or able to visit on alternative day / time	Timetable does not meet regular visits or not willing/able to visit on alternative day / time
All branches	1001	59% (593)	71% (708)	29% (293)
Four main branches (which receive 75% of visitors p/a)	711	66%	76%	24%

4.4 If the timetable did not meet their needs, residents responding to the public survey were asked for further comment. Of the 250 comments received some key areas were identified and we have recognised these and made changes to the proposed timetable.

4.5 The new timetable builds an additional 13 hours back into the library network across all branches compared to the position reported in November 2017.

4.6 A number of respondents were parents who took their children to Saturday morning clubs and said they would be unable to visit a library at the same time. We acknowledge this feedback, at the same time as recognising that our

customer counter data shows that Saturday visitor figures drop off significantly after 1pm. In order to support these parents the Saturday opening hours have been amended from 9.30am–12.30pm, to 10am–1pm.

4.7 There was feedback about evening opening hours from all branches, and in particular the smaller branches where the proposed late night was 6pm. Some working residents recorded that they couldn't get to their library before 5.30pm and would miss out on using the service. To accommodate these residents late night opening at Duntocher and Parkhall branches will close at 7pm. This time was chosen because we know from customer counter data that after 7pm visitor figures significantly drop away.

4.8 The Committee asked officers to try to minimise disruption to groups using the libraries as much as possible. The popular knit & natter group at Balloch Library raised concerns about their existing Tuesday evening slot moving to Wednesday night which presented challenges for them to attend. It was not possible to retain the Tuesday evening because Alexandria Library was already scheduled for a late Tuesday to facilitate the well-attended West Dunbartonshire Youth Theatre. To accommodate the group late-opening at Balloch has been changed to a Monday which the group identified as their next most suitable evening.

4.9 Some concerns were raised by Faifley residents around the impact of opening hours on the provision of Bookbug at Faifley Library. In practice the new hours will have no impact, as the service will continue to hold morning Bookbug sessions in the library, but it will not be open for other users. This will result in a more positive experience for Bookbug users because the session will be uninhibited by any other library users in what is a small venue.

4.10 Several unemployed residents using Faifley Library said they wished to visit the library to undertake job searches in the morning rather than afternoon. Our statistics show public PC usage in Faifley is low compared to other smaller branches - for example Duntocher has 25% more PC usage despite being open 30% fewer hours. It is also noted that Duntocher Library is less than 1.5 miles away and has two scheduled mornings every week available for such purposes, and Parkhall Library is less than two miles away and has three mornings available. In addition the only way to accommodate a morning at Faifley using existing hours would be to switch it with an afternoon session. Statistics show that afternoons, and 3-5pm in particular, are the busiest times for Faifley Library and so a number of existing users would be disrupted to accommodate this change. Given the small demand at present for this morning service in Faifley, and the availability of alternative options, there has been no proposed change to the revised timetable.

4.11 November's Corporate Services Committee acknowledged the awkward location of the existing Faifley branch and the effect this had on visitor numbers. Officers were asked to develop a proposal to deliver a new Skypoint Centre which would incorporate a new library branch. If approved, this new branch would offer an improved location and venue and we would expect

demand to increase. At that time officers would commit to revisiting the library timetable to reflect any changes in demand.

4.12   Following analysis of the positive feedback from the public consultation, usage data from library electronic customer counters, and input from local library staff we are confident the revised opening hours timetable shown in Appendix 2 (Fig.3) best meets the needs of the majority of residents who regularly use their local library. The proposed timetable for introduction by 30 June 2018 has taken usage figures and resident demand into consideration and ensures libraries are open when most residents use them. The proposed opening hours include closing earlier on Saturday afternoons when the libraries are poorly used; opening fewer evenings during the week (when less often used); and ensuring that one library is open on a Monday evening and a minimum of two branches are open on Tuesday, Wednesday and Thursday evenings. It is proposed that there are no branches open on a Friday evening when statistics prove the visitor numbers are very poor. A total of 250.5 hours a week will be provided to the residents of West Dunbartonshire.

4.13   Reducing the opening hours in these branches at times when they are least used will ensure a much more efficient service whilst also guaranteeing that existing services such as Quest IT Courses, employability sessions, Bookbug, Code Clubs and Book Clubs continue to be delivered at a local level. Committee also asked officers to review library usage by key groups to minimise disruption. This was taken into account when designing the new timetable and officers identified only one Working4U session, two Councillor Surgeries, and one community group that needed to be moved across the entire network. We have worked to accommodate those into the new timetable.

4.14   Since the library opening hours review was made public several individuals have raised concerns about whether this would reduce the service's capacity to cope with the future introduction of Universal Credit. A number of our residents use their local library to access free public PCs. In total we have 90 public access PCs across the library network and whilst popular with users these are currently working well under capacity. Indeed we have seen a slight reduction in use over the last two years, and occupancy rates for the PCs across the network are currently at just 33%. While the changes to opening hours will mean that these PCs will be available for fewer hours, we are confident there will still be enough capacity to meet demand. This is evident from the experience of both Inverclyde and Stirling Councils which have piloted Universal Credit in Scotland. Both recorded that demand on public access PCs was not significantly affected. In Stirling the rise in demand has been around supporting people with their digital skills rather than access to PCs. We are in a stronger position than many Councils on this front because we don't single-staff branches and so have extra capacity to provide frontline support to those needing support on our PCs. We have also protected the digital skills team within the service to continue to undertake training for residents throughout the year. In addition the West Dunbartonshire Citizens Advice Bureau is currently leading a partnership response to Universal Credit in this area. The library service is one of the contributing services and officers

will respond accordingly to the actions that come out of this to mitigate the Universal Credit impact. One example already confirmed is that as part of the Library improvement plan for 2018/19 we intend to undertake training with all frontline staff to update their digital skills so they can assist library visitors.

4.15 In reducing opening hours every effort has been made to retain front line library staff and deliver as much of the saving by reducing the need for future casual staffing. Following Committee agreement to change the timetable we will begin an employee consultation with frontline staff to identify and introduce the most efficient way of delivering the timetable.

Instrumental Music Service

4.16 For the Instrumental Music Service (IMS) it is proposed that means tested charges are implemented for the hiring of instruments. The approach proposed is particularly mindful of ensuring that the charges avoid any inequalities resulting from socio-economic disadvantage.

4.17 Research has been conducted on the scales of Instrumental Music charges which other Councils levy. Currently 23 local authorities charge for IMS, these include group and individual charges. The lowest charge is Dundee City which charges £83 per pupil (for instrument hire only); the highest is £378 per pupil in Moray. Neighbouring authorities charges per pupil are; Argyll & Bute £232.98, East Dunbartonshire £170, Stirling £258 and Inverclyde £117. The mean average per pupil is £230.

4.18 As an alternative to cuts in service provision, it is proposed that the Council continues to provide free tuition but introduces a new charge of £85 per pupil per annum for instrument hire and servicing and repair of that instrument. For context it is worth recognising that the instruments used by pupils are worth as much as £900. This charge would mean West Dunbartonshire Council would have the second lowest IMS charges in Scotland. This would be introduced for the 2018/19 academic year.

4.19 The charges levied will be means tested, with no charges for any pupils sitting SQA qualifications or who qualify for free school meals. No charges would apply where pupils have their own instruments. In addition it is proposed that in order to spread the cost, payments may be made in instalments by direct debit.

Capital investment

4.20 By undertaking the changes outlined in this report, in addition to the internal restructure, the Libraries and Cultural Service would be able to deliver on its projected three-year savings target and fund a major £421k capital investment across our branch libraries and museum. These investments would be undertaken in 2018/19 to improve our estate and service delivery. The areas for improvement were identified jointly by management and library employees following a recent staff consultation. Improvements include: the replacement of existing issue/customer service desks with modern information pods; the

revitalisation of junior libraries and family learning areas; and the purchase of movable shelving, allowing the creation of events and activity space reflecting the change in use of public libraries; the purchase of self-service machines to modernise the offer to residents and free up frontline staff to add value elsewhere (see Appendix 4). This activity would respond positively to public demand with 76% of service users calling for investment in branch libraries in the October consultation.

4.21 Officers are confident that if approved these changes to the Libraries and Cultural Service will create a modern, fit for purpose team and estate. This will allow officers to deliver the highest quality of service within available budget and deliver best value for money. The resulting service will deliver an improved national performance via the Local Government Framework and CIPFA; deliver services shaped by customer demand; be leaner and more proactive; and be sustainable for the coming three years.

5.   People Implications

5.1 There are no people implications resulting from the proposed means tested charges for instrument hire in the Instrumental Music Service.

5.2 Dependent upon the results of the employee consultation on opening hours there could be some form of variation to contracts for some frontline library staff. This might, for example, allow for all employees to have a fixed branch to work from for consistency, but also the ability on occasion to work from another branch to cover leave and absence. This would be finalised in the period between Committee approval and the new timetable introduction.

5.3 Up to 7.8FTE employees could be displaced however it is anticipated that there will also be opportunities for alternative posts within the service. In addition given the age profile of many of this staff group, there is likely to be demand for early retirement and voluntary severance opportunities during this organisational change process. We would anticipate few employees requiring to follow the Council's SWITCH Policy.

6.   Financial & Procurement Implications

6.1 It is anticipated that the income generated by charging for IMS instrument hire will be £25k per annum. Savings from new libraries opening hours and staffing to support this will be £180k per annum. The combined saving and income generation resulting from these proposals is £205k per annum.

6.2 As a result of the decision on the new library timetable being continued to February Committee the new timetable, if approved, would be introduced by 30 June rather than 31 May. This means that in in 2018/19 it will generate a £135k saving, and a combined saving total of £160k.

6.3 If approved, a proportion of these savings would be used to fund the revenue consequences of the £421k capital investment in the library estate. The life-span of these investments ranges from 10-35 years and average out at £26k

per annum over 23 years. This would be included in the capital plan reported to Council on 5 March 2018 for approval. Such a move would leave a total ongoing saving to the Council of £179k from 2019/20.

6.4   It should also be noted that this report's savings have already been built into the Council's 2018/19 budget estimates. Rejecting this proposal would result in the Council's budget gap increasing by £205k, with £160k not achieved in 2018/19.

6.5   Any related additional one-off costs associated with Voluntary Early Retirement or Voluntary Severance will be funded from earmarked funding set aside for transformation.

7.   Risk Analysis

7.1   Despite the significant public consultation exercise, changes to library opening hours without appropriate communication with residents may lead to public frustration with the new service model. To mitigate this we will carry out an extensive communications campaign to update all residents.

7.3   There is risk of a negative impact upon staff morale and performance during the organisational change process. To mitigate this we will ensure that the same extensive consultation process applies to staff and we will fully engage with both staff and the Trades Unions at the earliest opportunity.

7.4   Parents of IMS pupils may be concerned by the new hire charges and choose to suspend involvement with this important learning stream. To avoid these parents will be consulted on the implementation of the proposed hire charges to ensure a smooth transition. This will involve advising them of the circumstances charges would or wouldn't apply i.e. means testing. To ensure equalities and social inclusion it is also vital that parents are consulted on payment methods i.e. direct debit and opportunities for instalments if required.

8.   Equalities Impact Assessment (EIA)

8.1   No negative impact upon protected characteristics has been identified through EIA process.

9.   Consultation

9.1   The Strategic Lead for Communication, Culture & Communities and the Manager of Libraries & Cultural Services have led on this organisational change proposal. This has also involved input from the Extended Libraries & Cultural Services Management Team. Its content and proposals have been informed by:

  i.   Observations of best practice elsewhere in the country.
  ii.   Quantitative stats from electronic customer counters in libraries.
  iii. Quantitative and qualitative data from the two recent public consultation surveys which in total received more than 1,500 responses.

<ol type="i" start="4">
Consultation with groups whose use may be impacted by opening hours.
Consultation with Working4U you to agree available dates from April 2018.
Consultation with Libraries & Cultural staff on opening hours and capital investment

10.   Strategic Assessment

10.1   The proposals within this report support the following strategic priority:

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

Malcolm Bennie
Strategic Lead
Date: 23 January 2018

|	
Person to Contact:	Gill Graham – Manager Libraries & Cultural Services Tel: 01389 60(8042) Email: gill.graham@west-dunbarton.gov.uk
Appendices:	Appendix 1. Map of Clydebank Showing the Overlap of the Library Catchment Areas. Appendix 2. Proposed Library Opening Hours Appendix 3. Results of public consultation. Appendix 4. Proposed Capital Improvements
Background Papers:	none
Wards Affected:	All Wards

Appendix 1.

Map of Clydebank showing the overlap of the library catchment areas.
Each circle is the one mile radius around one of the existing five branches
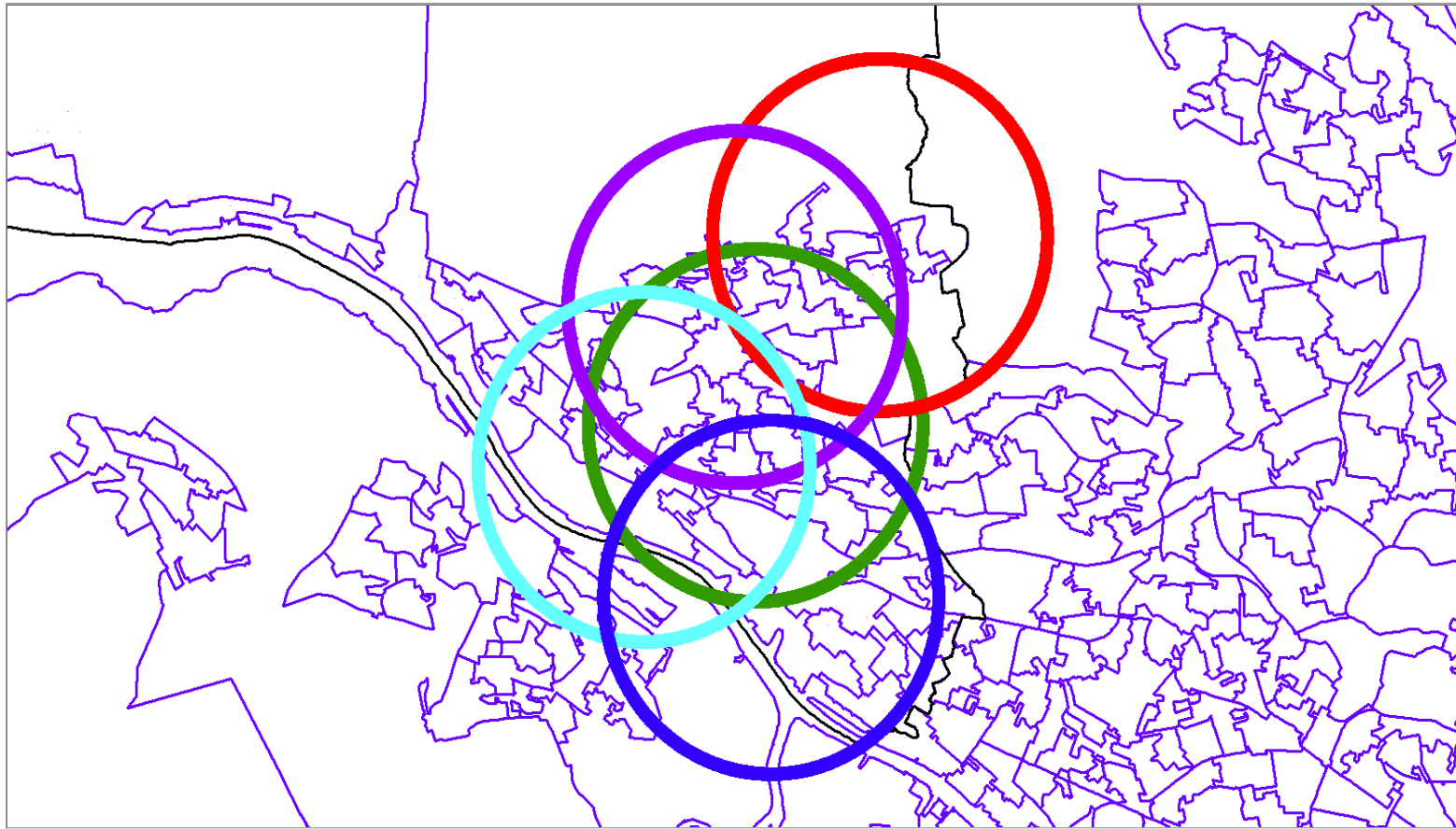
Clydebank area branch libraries:	Clydebank Central Library
	Dalmuir Library
	Duntocher Library
	Faifley Library
	Parkhall Library

Appendix 2.

Fig 1. Current Opening Hours

Branch Library	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Opening Hrs p/w
Alexandria	09.30 – 16.55	09.30 – 19.55	09.30 – 16.55	09.30 – 19.55	09.30 – 16.55	09.30 – 16.55	51
Balloch	09.30 – 16.55	13.30 – 19.55	09.30 – 16.55	09.30 – 16.55	09.30 – 16.55	09.30 – 12.55	40.5
Clydebank	09.30 – 19.55	09.30 – 19.55	09.30 – 19.55	09.30 – 19.55	09.30 – 16.55	09.30 – 16.55	57
Dalmuir	09.30 – 16.55	13.30 – 19.55	09.30 – 16.55	09.30 – 16.55	09.30 – 16.55	09.30 – 12.55	40.5
Dumbarton	09.30 – 19.55	09.30 – 19.55	09.30 – 19.55	09.30 – 19.55	09.30 – 16.55	09.30 – 16.55	57
Duntocher	09.30 – 16.55	13.30 – 17.55	closed	09.30 – 16.55	13.30 – 16.55	closed	25.5
Faifley	09.30 – 16.55	09.30 – 16.55	09.30 – 16.55	09.30 – 16.55	09.30 – 16.55	closed	37
Parkhall	09.30 – 12.30	13.30 – 16.55	09.30 – 12.30	13.30 – 19.55	09.30 – 12.30	closed	30
						Total	338.5

Fig 2. Opening Hours proposed at 29 November

Branch Library	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Opening Hrs per week
Alexandria	10.00 – 17:30	10.00 – 17:30	12:30 – 19:00	10.00 – 17:30	10.00 – 17:30	10:00 – 13:00	**39.5**
Balloch	10.00 – 17:30	12:30 – 19:00	14:00 – 17:00	14:00 – 17:00	10.00 – 17:30	10:00 – 13:00	**30.5**
Clydebank	10.00 – 17:30	12:30 – 19:00	10.00 – 17:30	10.00 – 17:30	10.00 – 17:30	10:00 – 13:00	**39.5**
Dalmuir	12:30 – 19:00	10.00 – 17:30	10.00 – 17:30	10.00 – 17:30	10.00 – 17:30	10:00 – 13:00	**39.5**
Dumbarton	10.00 – 17:30	10.00 – 17:30	10.00 – 17:30	12:30 – 19:00	10.00 – 17:30	10:00 – 13:00	**39.5**
Duntocher	14:00 – 17:00	10:00– 13:00	14:00 – 19:00	10:00 – 13:00	14:00 – 17:00	CLOSED	**17**
Faifley	14:00 – 17:00	14:00 – 17:00	14:00 – 17:00	14:00 – 17:00	14:00 – 17:00	CLOSED	**15**
Parkhall	10:00 – 13:00	14:00 – 17:00	10:00 – 13:00	14:00 – 19:00	10:00 – 13:00	CLOSED	**17**
						Total	**237.5**

Appendix 2. continued

Fig 3. Proposed Opening Hours- following staff & public consultation

Branch Library	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Opening Hrs per week
Alexandria	09:30 – 17:00	09:30 – 20:00	09:30 – 17:00	09:30 – 17.00	09:30 – 17:00	10.00 – 13.00	43.0
Balloch	13:00 – 20:00	14:00 – 17:00	09:30 – 17:00	14:00 – 17:00	09:30 – 17:00	10.00 – 13.00	31.0
Clydebank	09:30 – 17:00	09:30 – 17:00	09:30 – 20:00	13:00 – 20:00	09:30 – 17:00	10.00 – 13.00	42.5
Dalmuir	09:30 – 17:00	13:00 – 20:00	09:30 – 17:00	09:30 – 17:00	09:30 – 17:00	10.00 – 13.00	40.0
Dumbarton	09:30 – 17:00	13:00 – 20:00	09:30 – 20:00	09:30 – 17:00	09:30 – 17:00	10.00 – 13.00	42.5
Duntocher	14:00 – 17:00	14:00 – 19:00	09:30 – 13:00	09:30 – 13:00	14:00 – 17:00	closed	17.5
Faifley	14:00 – 17:00	14:00 – 17:00	14:00 – 17:00	14:00 – 17:00	14:00 – 17:00	closed	15.5
Parkhall	09:30 – 13:00	09:30 – 13:00	14:00 – 17:00	14:00 – 19:00	09:30 – 13:00	closed	18.5
						Total:	**250.5**
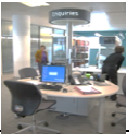
▇ Evenings

Appendix 3. Results of Public Consultation Survey

BRANCH LIBRARY	Nos of responses	Is your library open at a time when you most regularly visit?		Would you be willing / able to attend at an alternative time?		% of respondents for whom the timetable meets their regular visits or are willing / able to visit on alternative day /time	% of respondents for whom the timetable does NOT meet their regular visits or are NOT willing / able to visit on alternative day / time	work	job seeking	child care	carer	after school	eve opening	other	Number of comments recorded	Primary issues raised
		Yes	No	Yes	No											
Alexandria	116	86	30	9	22	82	18	4			1	1	4	10	20	*Saturday afternoons & eves*
Balloch	106	54	52	12	45	62	38	2		4			17	12	35	*Saturday afternoons & eves*
Clydebank	228	148	80	22	63	75	25	6				1	11	21	40	*Saturday afternoons & eves*
Dalmuir	71	57	14	2	12	83	17					3	2	11	16	*Saturday afternoons & eves*
Dumbarton	296	178	118	41	80	74	26	9	1	3	1	3	16	25	58	*Saturday afternoons & eves*
Duntocher	70	28	42	13	29	59	41	8			1	9	7	8	33	*After school & work*
Faifley	63	16	47	2	43	29	71	9	5	2		1	4	13	34	*Work / Job seeking / afternoons*
Parkhall	51	26	25	14	25	78	22	2				4	3	5	14	*After school*
	1001	593	408	115	319			40	6	9	3	22	64	105	250	

■ 4 main branches

Appendix 4. Proposed Capital Improvements

Property/Branch Library	Description	Service Improvement	Cost
Alexandria, Balloch, Clydebank, Dalmuir, Dumbarton, Duntocher, Parkhall *(Faifley currently has a self serve machine)*	Installation of 1 x self service machine in 7 branch libraries.	A self service machine in each branch will provide added value and convenience to service users. They will also free up library staff from the front desk to engage more with customers and deliver proactive customer services such as Bookbug, class visits, Storytime, and floor walking.	50,000
Alexandria, Clydebank, Dumbarton, Dalmuir, Duntocher, Parkhall *(Faifley has modern desk in place)*	Replacement of existing issue/customer service desks in 7 branches - replace with modern pod desks.	The existing customer service desks are old and outdated - most are from the 1970's and are not fit for purpose. They present a barrier to customers and do not made best use of the space within the libraries. These require to be placed with more ergonomic customer focused small desks and pods reflecting those in the retail and modern library sector.	60,000
Alexandria, Dumbarton, Dalmuir, Duntocher, Parkhall, Faifley	Purchase of movable shelving.	These branch Libraries have traditional fixed shelving most of which dates back to the 1980's and in one case back to 1967. This type of shelving is now rarely seen in libraries (outside of reference libraries). Movable shelving will present a more attractive modern look across the branches, whilst adding functional flexibility to each. Allowing the creation of events and activity space reflecting the change in use of public libraries	181,000
Alexandria, Clydebank and Dumbarton	Multi media free standing displays	Libraries feature monthly book displays, along with displays linked to national campaigns such as book week Scotland, summer reading challenges etc. The existing furniture is ad-hoc across the branches with no continuity of format or quality. This can be simply resolved by purchasing display stands for every branch providing an enhanced look to the branch layout and customer engagement.	30,000
All branches where identified as required.	Revitalisation of Junior Libraries and Family Learning areas.	These are very popular and well used areas within the libraries and require regular refreshing. Activities and events for kids attract over 21,000 per annum (over and above book issues/visits). Literacy and Early Years is high on the agenda for the Scottish Government and West Dunbartonshire is an Attainment Authority. Our Early Years and learning programmes support this. These monies will allow each branch to be brought up to standard with the replacement of fixtures and fittings and soft seating.	90,000
Dumbarton & Clydebank Heritage Centres	Replacement and upgrading of microfilm readers	Microfilm readers are used regularly by customers of all ages including authors, genealogists and school pupils using the Heritage Centre to access Local History Collections for research, genealogy, writing and study. Some of the existing readers are now reaching the end of their life and need to be replaced with the capacity to also scan. Without these important aspects of the collection will no longer be accessible/viable.	5,000
Clydebank Town Hall	Replacement of portable events bar.	The Town Hall hosts over 80 events, weddings, concerts and civic events each year. A new catering contract is now in place providing a professional service and generating income of up to £10k pre annum. However the existing bar is over 10 years old and in need of replacement. A new mobile bar will enhance the venue, support income generation and provide a more attractive and flexible feature.	5,000
		TOTAL:	**£421,000**