

# 2021-22 DELIVERY PLAN

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## SUPPLY, DISTRIBUTION & PROPERTY

Abbreviated version for Corporate  
services committee



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## 1. Overview

Supply, Distribution and Property (SD&P) comprises a wide range of services covering Corporate Asset Management, Building Services, Housing Asset & Development and the Corporate Procurement Unit (CPU).

With a revenue budget of £(2.775m) and a capital budget of £11.520m, it is one of 8 strategic areas with responsibility for delivering the Council's Strategic Plan.

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

Progress will be monitored and managed on a regular basis at SD&P management team meetings and reported twice yearly to Infrastructure, Regeneration & Economic Development (IRED) Committee; progress of the Corporate Procurement Unit will also be reported to Corporate Services Committee, at mid-year and year end.

## 2. Performance Review

The SD&P management team completed a detailed performance review of 2020/21, looking at:

### **Key performance Indicators** (Appendix 2)

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

### **Benchmarking** (Appendix 3)

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

### **Quality Standards** (Appendix 4)

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

### **Key Achievements 2020/21**

The Supply, Distribution and Property Service came together following a management restructure in January 2021. During 2020/21 the teams delivered a range of key achievements on behalf of the Council. During the COVID-19 pandemic, this service area has continued to ensure statutory and functions were

delivered; the following section contains some of the more notable achievements as well as a number of performance challenges to be addressed in 2021/22.

### **Corporate Procurement Unit (CPU)**

- Increased the procurement spend compliance to 95.2% and delivered annual performance procurement savings of £1.024m
- Developed and published the Procurement Guidance for Suppliers and increased the % of procurement spend on local enterprises and suppliers who have a presence in West Dunbartonshire to 35.07% (in the first six months of FY2020/21)
- Developed and rolled out the new I-Procurement Awareness Training
- Collaborated with partners and suppliers to continue to improve and deliver local social and community benefits

### **Challenges**

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The principle challenge over the last year has been the COVID-19 pandemic. Challenges included, the delivery of front line services, for example building services, maintenance and repairs, supporting the procurement and provision of essential PPE equipment and responding to changing guidance and legislation. Many employees quickly adapted to working at home while minimising the impact on service delivery.

Progression of key capital projects remained a challenge and in particular the Housing Investment Programme where a significant period of time has been lost, impacting upon our ability to carry out works.

## **3. Strategic Assessment**

The management team completed a strategic assessment and performance review to determine the major influences on service delivery and strategic priorities for 2021/22. As a result, the following factors will have a significant influence on the work of service in 2021/22:

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### **Financial Challenges**

The entire public sector is facing significant financial challenges. When the 2021/22 budget was set in March 2021, the Council was predicting cumulative funding gaps in 2022/23 and 2023/24 of £4.890m and £10.422m respectively. Funding pressures relating to COVID-19 continue into 2021/22, and with costs related to COVID-19 difficult to predict and some funding from the Scottish Government already announced, we will continue to monitor the overall financial position of the Council. The long term finance strategy is due to be reported to Council later in 2021, together with a draft 3-year detailed budget position. This means that further action continues to be required to balance our budget and protect services for residents.

This will undoubtedly mean that within the SD&P service area, available funding will be reduced and we will need to change how we do our jobs, where we work, and reduce the number of people employed.

### **Corporate Procurement Unit**

In accordance with Section 15 of the *Procurement Reform (Scotland) Act 2014*, the Council has a statutory duty to produce and publish its Procurement Strategy. A new 5 year strategy will be developed and implemented from 2021, which will set out the vision, objectives and actions which directing and governing procurement activities. It will reflect national and local policies and the Council's procurement focus areas:

- Delivering savings and benefits
- Improving access to the Council's contracts
- Maximising efficiency and collaboration
- Embedding sustainability

Ensuring that sustainability and commercial improvement is a key focus in all procurement activity, will help the Council promote the economic, environmental and social outcomes that support growth. This will be influenced by the recently approved climate change strategy.

### **Equalities**

The Council has set out a range of equality outcomes for 2021-25 in line with its statutory duty, each led by a relevant strategic service area. By focusing on outcomes, the Council aims to bring practical improvements to the life chances of those who experience discrimination and disadvantage. In 2020/21 we will continue to ensure we mainstream equalities and consider them in all areas of business.

### **Continuous Improvement**

In 2020 to support continuous improvement, the Council embarked on a programme of Fit for Future service reviews. Using a range of tools that encapsulates service design and maturity assessments and employee engagement, information is gathered and reviewed to identify improvements and to ensure our services are efficient and that we make best use of our resources. The output of the 10 step process is a set of recommendations. The CPU will participate in the programme in 2021/22.

### **Budget Sensitivity Analysis**

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

Within the CPU service, no budgets which have been identified as being more susceptible to fluctuations.

### **Action Plan & Risks**

The management team has developed an action plan to address the key priorities and desired outcomes (Appendix 2). The plan is supported by a range of performance indicators to enable progress to be monitored on a regular basis and reported to Committee, at mid-year and year end.

#### 4. Risks

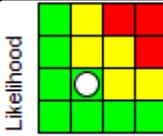
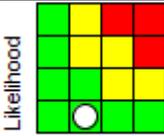
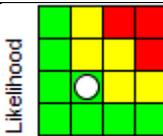
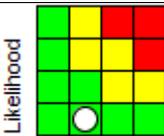
The Council has identified risks at both a strategic and service level. Strategic risks represent the potential for the Council to fail to meet its stated strategic objectives and those that require strategic leadership. Service risks relate to service delivery and represent the potential for impact on services, those who work within the services, volunteers, service users or clients.

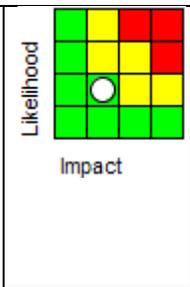
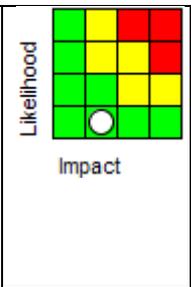
In planning for 2021/22, the strategic area considered the Council’s strategic risks and identified risks specific to the service. (See below) Actions to mitigate these risks are set out in our action plan or in our operational plans, with the aim of improving or maintaining the current position (i.e. the current risk score).

| Service Risk & Description   | Note   | Current Risk Matrix | Target Risk Matrix |
|--|--|---------------------|--------------------|
| Failure to secure best value of procurement spend and ensure compliance with financial regulations | Improved procurement management process, contract strategies, planning, monitoring and reporting in collaboration with services will continue to mitigate against non compliant procurement spend  |                     |                    |
|  |  | <b>Managed by</b>   |                    |
|  |  | Annabel Travers     |                    |
| Failure to continue to achieve increased savings from procurement activity                         | As second or third generation revenue contracts seldom deliver the same cost savings as first generation, the contract strategies need to focus on governance, operating models, total cost of ownership, service quality and innovation |                     |                    |
|  |  | <b>Managed by</b>   |                    |
|  |  | Annabel Travers     |                    |

## Covid-19 Risks

This table sets out the Council-wide risks associated with the COVID-19 pandemic. Over the coming months, we will consider the impact and likelihood of these risks for Supply, Distribution and Procurement services and mitigate them where possible.

| Service Risk  | Note   | Current Matrix Score  | Target Matrix Score   |
|---|--|---|---|
| <p><b>Workforce</b><br/>The Council is faced with significant workforce demands in relation to absence, reduction, recruitment and wellbeing.</p>                   | <p>SD&amp;P employees are either at home or environments that have been risk assessed to maximise safety. In addition, the vaccination programme is rolling out and so the exposure to infection is greatly reduced. Wellbeing continues to be a key focus for the management team.</p>  |  |  |
|   |  | <p>Managed By</p>   |   |
|   |  | <p>Angela Wilson</p>  |   |
| <p><b>Service delivery</b><br/>The Council is faced with significant delivery demands in relation to moving services online, disruption, reduction and quality.</p> | <p>SD&amp;P services have continued to provide essential services throughout the pandemic and have implemented agreed COVID-19 management procedures for frontline workers to ensure continued delivery of key programmes. For Building services only essential works for internal housing repairs have continued. Service delivery has also been affected by slippage of some Capital investment projects in the last year and may still be a factor in the year ahead. Teams continue to meet at least weekly ensuring there is a continued focus on service priorities.</p> |  |  |
|   |  | <p>Managed By</p>   |   |
|   |  | <p>Angela Wilson</p>  |   |

|  |   |   |   |
|--|---|---|---|
| <p><b>Protection</b><br/>The Council is faced with significant demands for protection in relation to additional and constant changing legislation and guidelines, PPE requirements, supply chain, cost of PPE and ensuring workforce safety.</p> | <p>The CPU continue to focus on priorities that include PPE, supply chain issues, updated guidance and legislation. In addition to this Corporate Asset Management team will continue to support the PPE store in the immediate future.</p> <p>Building Services continue to adapt to changes in legislation and guidance The service also plans for known supply shortages; where these are unknown the service mitigates by reassigning resources and rescheduling of programmes of works. Changing legislation may impact on all other contractors which may have an impact on construction projects in general.</p> |  |  |
|  |   | <p><b>Managed By</b></p>  |   |
|  |   | <p>Angela Wilson</p>  |   |

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## Appendix 1- Profile & Structure Chart



**Housing Asset and Investment**

Is responsible for planning, monitoring and managing the strategic delivery of the HRA capital investment programme, ensuring compliance with all appropriate legislation and associated regulations, policy and procedures. The service links directly to Housing Services by delivering an investment programme to meet their strategic housing asset management objectives.

**Building Services**

Is responsible for delivery of a planned maintenance programmes and building improvement projects for council houses and public buildings and responds to housing repairs, including 24 hour emergency repairs service for tenants. The service links directly to Housing Services and provides an appropriate client and contractor service.

**Corporate Asset Management**

provides in-house construction consultancy, design and management and support for housing and general services. Supports the effective management of all council assets, Council owned assets requiring disposal and asset valuations. Responsibility for operational and non-operational properties including Clydebank Property Company.

**CPU**

Leads and facilitates procurement activity to ensure efficient, effective and appropriate procurement processes are implemented across the organisation. This includes the generation of contract strategies and the development and implementation of key procurement systems and processes.

## Appendix 2- Action Plan

| <p><b>P</b> A strong local economy and improved job opportunities</p>   |               |                       |                |                 |                   |
|---|---------------|-----------------------|----------------|-----------------|-------------------|
| <p><b>Ob</b> A growing economy</p>  |               |                       |                |                 |                   |
| Performance Indicator   | 2019/20 Value | 2020/21 Value         | 2020/21 Target | 2021/22 Target  | Managed By        |
| % of procurement spent on local enterprises and / or who have a presence in West Dunbartonshire                                   | New indicator | Data available May'21 | 36%            | 38%             | Annabel Travers   |
| % of procurement spent on local small / medium-sized enterprises (LGBF measure)   | 8.23%         | Data available Feb'22 | 14%            | 14%             | Annabel Travers   |
| <b>Action</b>   |               |                       |                | <b>Due date</b> | <b>Managed By</b> |
| Improving access to the Council's contracts   |               |                       |                | 31-Mar-22       | Annabel Travers   |
| <p><b>Ob</b> Increased employment and training opportunities</p>  |               |                       |                |                 |                   |
| Performance Indicator   | 2019/20 Value | 2020/21 Value         | 2020/21 Target | 2021/22 Target  | Managed By        |
| % of Contract & Supplier Management scorecards delivered where the Supplier at a minimum, meets the Social Benefits expectations. | New indicator |                       |                | 95%             | Annabel Travers   |
| <b>Action</b>   |               |                       |                | <b>Due date</b> | <b>Managed By</b> |
| Deliver procurement savings and benefits  |               |                       |                | 31-Mar-22       | Annabel Travers   |
| <p><b>P</b> Supported individuals, families and carers living independently and with dignity</p>                                  |               |                       |                |                 |                   |

| <b>P</b>   | Efficient and effective frontline services that improve the everyday lives of residents |                         |                       |                       |                   |
|--|---|-------------------------|-----------------------|-----------------------|-------------------|
| <b>Ob</b>  | A continuously improving Council delivering best value                                  |                         |                       |                       |                   |
| <b>Performance Indicator</b>   | <b>2019/20 Value</b>  | <b>2020/21 Value</b>    | <b>2020/21 Target</b> | <b>2021/22 Target</b> | <b>Managed by</b> |
| Annual Cash Savings target achieved  | £544,022.05   | £1,024,595              | £400k                 | £400k                 | Annabel Travers   |
| % of contracts that are compliant  | 90.3%   | Data available June '21 | 100%                  | 100%                  | Annabel Travers   |
| % of Contract & Supplier Management scorecards submitted against the total number due  | 55%   | Data available June '21 | 75%                   | 85%                   | Annabel Travers   |
| % of Contract & Supplier Management scorecards delivered where the Supplier at a minimum, meets the Cost expectations.             | New indicator   |                         |                       | 95%                   | Annabel Travers   |
| % of Contract & Supplier Management scorecards delivered where the Supplier at a minimum, meets the Quality expectations.          | New indicator   |                         |                       | 95%                   | Annabel Travers   |
| Percentage of Contract & Supplier Management scorecards delivered where the Supplier at a minimum, meets the Service expectations. | New indicator   |                         |                       | 95%                   | Annabel Travers   |
| <b>Action</b>  |   |                         |                       | <b>Due Date</b>       | <b>Managed By</b> |
| Deliver procurement savings and benefits   |   |                         |                       | 31-Mar-22             | Annabel Travers   |
| Maximise procurement efficiency and collaboration  |   |                         |                       | 31-Mar-22             | Annabel Travers   |
| Embed procurement sustainability   |   |                         |                       | 31-Mar-22             | Annabel Travers   |

### Appendix 3 - Performance review

#### Benchmarking

The most recent comparative benchmarking data for all councils was published in February 2021 and relates to the period 2019/20. The service assumes organisational responsibility for one of the LGBF performance indicators. Overall the results showed:

- The LGBF measurement for the % procurement spend on local enterprises, excludes spend on third sector organisations and only includes spend above the de minimis value which puts WDC at a disadvantage; when we calculate this to include these factors, as well as suppliers who have a presence in West Dunbartonshire, performance is greatly improved on spend on local enterprises.

| Performance indicator                             | 2019/20 | Rank 19/20 | 2018/19 | Rank 18/19 | Scotland 2019/20 | Change in rank |
|---|---------|------------|---------|------------|------------------|----------------|
| % of procurement spend spent on local enterprises | 8.23%   | 32         | 10.89%  | 31         | 28.51%           | ↓              |

#### Appendix 4- Quality Standards

The Council has a local Good Governance Code based on guidance from CIPFA. The Council's compliance with its Code is reviewed each year and a supporting action plan is developed to ensure improved compliance is achieved. The Code details a range of principles which should be adhered to by the Council, and details the behaviours and actions which demonstrate good governance in practice. The Good Governance Code requires that the organisation considers the approach to the use of quality standards. These quality standards will be monitored and managed by the management team of each service at regular meetings, and reported annually to the relevant service committee along with the delivery plan.

| Service | Quality Standard   | How will this be measured   |
|---------|--|---|
| CPU     | We will set-up a meeting with the service lead where they are available, within 10 working days of receipt of a Procurement Request Form or equivalent information                     | % meetings held within 10 working days of procurement request form or equivalent information        |
|         | We will evaluate procurement / tender responses in conjunction with the service lead and stakeholders where they are available, within 5 working weeks of procurement / tender returns | % of procurement/tender responses carried out within 5 working weeks of procurement /tender returns |
|         | We will publish the Contract Award Notice within 30 calendar days from the award letter being sent   | % of Contract award notices published within 30 calendar days from award letter being sent          |

## Appendix 5- Resources

### Finance

The 2021/22 overall revenue budget for the SD&P Strategic service area is £2.775m. The resources to deliver on this in 2021/22 action plan for SD&P are:-

| Service | Gross Expend<br>2021/22 £m | Gross Income<br>2021/22 £m | Net expenditure/<br>(Income) 2021/22 £m |
|---------|----------------------------|----------------------------|---|
| CPU     | 1.012                      | (0.493)                    | 0.519                                   |

### Workforce Planning

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

### Employees

The headcount and full time equivalent staff in each service area is as follows:

| Section | Headcount (12/4/210 | FTE   |
|---------|---------------------|-------|
| CPU     | 54                  | 49.87 |
| Total   |                     |       |

### Absence in 2020/21

|                    | Quarter 1                | Quarter 2 | Quarter 3 | Quarter 4 | Annual FTE days lost per FTE employee |
|--------------------|--------------------------|-----------|-----------|-----------|---------------------------------------|
| SD&P               | 1.46                     | 1.21      | 3.51      | 3.48      | 6.53                                  |
| Council Wide Total | Data available mid April |           |           |           |                                       |

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

#### 1. Addressing the gap between current workforce supply and predicted future demand

**Strategy**

Continue to implement the outputs of service reviews to address gap taking cognisance of opportunities to realise savings through voluntary turnover and consideration of management spans of control

**Expected Outcome**

Gap is addressed, whilst:

- . Protecting critical roles (and avoiding associated turnover)
- . Ensuring service priorities are met
- . Avoiding or minimising risk of voluntary or compulsory redundancy
- . Enabling flexibility to address fluctuations in service demand through appropriate management of fixed-term contracts

| Action Title   | Resources needed | Measure of Outcome                                      | Due Date    | Assigned To     |
|--|------------------|---|-------------|-----------------|
| Continuing to review the CPU current structure in line with service requirements to address priorities and any gaps to meet demand | Workforce        | Review on ongoing basis at workforce planning meetings. | 31-Mar-2022 | Annabel Travers |

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

**Strategy**

Continued review and implementation of associated training plans to enable capabilities to be developed within existing workforce

**Expected Outcome**

Gap is addressed, whilst:

- . Ensuring value for money in terms of training solutions
- . Minimising requirement to recruit for new capabilities (and thereby avoiding or minimising risk of voluntary or compulsory redundancy)
- . Ensuring service priorities are met as a result of application of those new capabilities
- . Ensuring employees are encouraged to re-train and re-align to newer digital skills to allow the Council to reduce attrition while making jobs interesting

| Action Title   | Resources needed | Measure of Outcome     | Due Date | Assigned To |
|--|------------------|------------------------|----------|-------------|
| Continuing to implement training and coaching within the | Workforce        | # of CPU employees who | 31-Mar-  | Annabel     |

|   |                      |   |             |              |
|---|----------------------|---|-------------|--------------|
| CPU to meet professional procurement requirements   |                      | have completed training                 | 2022        | Travers      |
| Further develop leadership skills within services in line with the People Framework to support the changing remits and spans of control within SD&P services.   | HROD budget          | No. of managers who complete programme. | 31-Mar-2022 | All managers |
| Ensure training needs identified through Be the Best Conversations are implemented to enable capabilities to be developed within existing workforce   | Workforce/<br>Budget | Quarterly review                        | 31-Mar-2022 | All managers |
| <b>3. Improve resilience within teams</b>   |                      |   |             |              |
| <p><b>Strategy</b><br/>Develop and implement training plan in relation to critical roles</p> <p><b>Expected Outcome</b><br/>Improved resilience across teams and retention of knowledge and skills associated with critical roles</p> |                      |   |             |              |

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| Action Title   | Resources needed | Measure of Outcome   | Due Date       | Assigned To  |
|--|------------------|--|----------------|--------------|
| Continue to support implementation of Employee Wellbeing Strategy including providing representation on Employee Wellbeing Advocate and Managers Group.  | Time             | Improved employee engagement, lower sickness absence rates | 31-Mar-2022    | All managers |
| Action Title   | Resources needed | Measure of Outcome   | Due Date       | Assigned To  |
| Embed 'Be the Best' conversations into organizational culture to ensure opportunities exist to recognize employee contribution, employee wellbeing and learning and development to address improvements identified in the Employee Survey  | Time             | Improvement in employee survey results.                    | 31-Mar-2022    | All managers |
| <b>5. Improved use of technology and new ways of working</b>   |                  |  |                |              |
| <p><b>Strategy</b></p> <ul style="list-style-type: none"> <li>. Implement Workplace of the Future Strategy</li> <li>. Develop and implement workforce and organisational development solutions</li> </ul> <p><b>Expected Outcome</b></p> <p>Improved efficiency and effectiveness of service provision</p> |                  |  |                |              |
| Action Title   | Resources needed | Measure of Outcome   | Due Date       | Assigned To  |
| Consider and implement more flexible ways of working where possible – considering the workstyles exercise  | Workforce        | More flexible ways of working across the service           | September 2021 | All Managers |