

Agenda



Corporate Services Committee

Date: Wednesday, 24 November 2021

Time: 10:00

Venue: Hybrid Meeting

Contact: Ashley MacIntyre, Committee Officer
ashley.macintyre@west-dunbarton.gov.uk

Dear Member

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

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

Yours faithfully

JOYCE WHITE

Chief Executive

Distribution:-

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

Chief Executive
Chief Officers

Date of issue: 11 November 2021

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CORPORATE SERVICES COMMITTEE

WEDNESDAY, 24 NOVEMBER 2021

AGENDA

1 STATEMENT BY CHAIR

2 APOLOGIES

3 DECLARATIONS OF INTEREST

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

4 RECORDING OF VOTES

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

5 MINUTES OF PREVIOUS MEETING 7 – 11

Submit for approval as a correct record, the Minutes of Meeting of the Corporate Services Committee held on 8 September 2021.

**6 MINUTES OF JOINT CONSULTATIVE FORUM – 13 - 16
16 SEPTEMBER 2021**

Submit for information and where necessary ratification, the Minutes of Meeting of the Joint Consultative Forum held on 16 September 2021.

7 OPEN FORUM

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

**8 REGULATORY AND REGENERATION DELIVERY PLAN 17 - 30
2021/22 - MID-YEAR PROGRESS**

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

9 CITIZENS, CULTURE AND FACILITIES DELIVERY PLAN 2021/22 - MID-YEAR PROGRESS 31 - 45

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

10 PEOPLE AND TECHNOLOGY DELIVERY PLAN 2021/22 - MID-YEAR PROGRESS 47 - 58

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

11 RESOURCES DELIVERY PLAN 2021/22 - MID-YEAR PROGRESS 59 - 72

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

12 CORPORATE PROCUREMENT ACTIONS - SUPPLY, DISTRIBUTION AND PROPERTY DELIVERY PLAN 2021/22 - MID-YEAR PROGRESS 73 - 82

Submit report by the Chief Officer – Supply, Distribution and Property setting out the mid-year progress of corporate procurement actions within the Supply, Distribution & Property Delivery Plan 2021/22.

13 CORPORATE SERVICES BUDGETARY CONTROL REPORT TO 30 SEPTEMBER 2021 (PERIOD 6) 83 - 115

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

14 HOME CONTENT INSURANCE FOR COUNCIL TENANTS AND PRIVATE OWNED EX-COUNCIL PROPERTIES 117 - 120

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

15/

15 BLOCK BUILDINGS INSURANCE 121 - 124

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

16 QUEEN’S PLATINUM JUBILEE 2022 125 - 131

Submit report by the Chief Officer – People and Technology providing an update on the options considered in respect of the Queen’s Platinum Jubilee extended celebratory weekend in June 2022.

17 ANNUAL PERFORMANCE OF WEST DUNBARTONSHIRE LEISURE TRUST FOR YEAR TO 31 MARCH 2021 133 - 197

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

18 PARTNERSHIP AGREEMENT WITH WEST DUNBARTONSHIRE LEISURE TRUST 2022-2027 To Follow

Submit report by the Chief Officer – Citizens, Culture and Facilities in relation to the above.

CORPORATE SERVICES COMMITTEE

At a Meeting of the Corporate Services Committee held by video conference on Wednesday, 8 September 2021 at 2.05 p.m.

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

Attending: Joyce White, Chief Executive; Angela Wilson, Chief Officer – Supply, Distribution and Property; Peter Hessem, Chief Officer – Regulatory and Regeneration; Malcolm Bennie, Chief Officer – Citizen, Culture and Facilities; Victoria Rogers, Chief Officer – People and Technology; Alison McBride, Strategic People and Change Manager; Arun Menon, Business Support Manager; Annabel Travers, Procurement Manager; Raymond Lynch, Section Head – Licensing; Karen Shannon, Section Head – Finance, Administration & Control; Adrian Gray, Finance Business Partner; Scott Kelly and Ashley MacIntyre, Committee Officers.

Also Attending: Paul Smith, Chair of the West Dunbartonshire Licensing Forum.

Apologies: Apologies for absence were intimated on behalf of Councillors Jim Finn and Daniel Lennie.

Councillor Ian Dickson in the Chair

STATEMENT BY CHAIR – AUDIO STREAMING

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

DECLARATIONS OF INTEREST

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 19 May 2021 were submitted and approved a correct record, subject to the words 'Security Policy framework' being added to the end of paragraph (4) under the heading 'Universal Serial Bus (USB) Data Drive Policy'.

VARIATION IN ORDER OF BUSINESS

Having heard the Chair, Councillor Dickson, the Committee agreed to vary the order of business as hereinafter minuted.

FESTIVE SAFETY SCHEME

A report was submitted by the Chief Officer – Regulatory and Regeneration advising on the findings of the working group which was set up to investigate the viability of setting up a new safety initiative to replace the previous scheme, Night Zone West (NZW).

It was noted that Mr Paul Smith, Chair of the West Dunbartonshire Licensing Forum, was in attendance and, at the request of Councillor Dickson, Chair, Mr Smith addressed the Committee in relation to this matter and was heard in answer to a Member's question.

After discussion and having heard the Section Head (Licensing) and the Chief Officer, Regulatory & Regeneration, in further explanation of the report and in answer to Members' questions, the Committee agreed:-

- (1) to note the terms of the report;
- (2) to approve the utilising of the existing funding allocated to Night Zone West to support Police Scotland to assist in the Division's Festive Policing Plan for the festive period 2021/2022; and
- (3) that the working group should report to a future meeting of the Committee with an new outline festive plan for the festive period 2022/2023.

Note: Mr Smith left the meeting following consideration of this item.

MINUTES OF JOINT CONSULTATIVE FORUM – 10 JUNE 2021

The Minutes of Meeting of the Joint Consultative Forum held on 10 June 2021 were submitted and all decisions contained therein were approved.

OPEN FORUM

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

WRITE-OFF OF MISCELLANEOUS INCOME DEBTOR ACCOUNTS – QUARTER 1, 2021/22

A report was submitted by the Chief Officer – Resources seeking approval for the write-off of debts in respect of miscellaneous income debtor accounts, which have been deemed as irrecoverable during Quarter 1 2021/22.

After discussion and having heard from the Business Support Manager in further explanation of the report and in answer to a Member's questions, the Committee approved the write-off of miscellaneous income debt valued at £64,043.95.

THE PROVISION OF MANAGED WORK FOR HOUSING BENEFIT AND COUNCIL TAX REDUCTION

A report was submitted by the Chief Officer – Resources seeking approval to procure the provision of managed work associated with the processing of Housing Benefit (HB) and Council Tax Reduction (CTR) claims.

After discussion and having heard the Business Support Manager in further explanation of the report and in answer to a Member's questions, the Committee agreed to approve the procurement of the managed work associated with the processing of HB and CTR for a two year period with the unilateral option on the Council's part to extend for a further two 12 month periods, subject to continued funding from the Department for Work and Pensions (DWP) as detailed in paragraph 4.2 of the report.

CORPORATE SERVICES BUDGETARY CONTROL REPORT TO 31 JULY 2021 (PERIOD 4)

A report was submitted by the Chief Officer – Resources advising on the performance of the Corporate Services budget for the period to 31 July 2021.

After discussion and having heard from the Finance Business Partner and relevant officers in further explanation of the report and in answer to a Member's questions, the Committee agreed:-

- (1) to note that the revenue account currently showed a projected annual favourable variance of £0.093m (0.29% of the total budget) which included an adverse variance related to the potential impact of COVID-19 of £0.153m resulting in an underlying favourable variance of £0.246m(0.76% of the total budget);

- (2) to note that the capital account was showing a projected in-year underspend of £2.791m (49.7% of in-year budget) due to two projects showing projected underspends as a result of delays to these projects mainly caused by COVID-19 restrictions, and that the project life projection currently showed a projected on budget spend; and
- (3) to note the progress on efficiencies incorporated into budgets for 2021/22.

PAYMENT PROCESSING SERVICES

A report was submitted by the Chief Officer – Resources seeking approval to initiate a formal procurement process for West Dunbartonshire Council's and West Dunbartonshire Leisure Trust's Payment Processing Services.

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

- (1) to approve the initiation of a formal procurement process for the Payment Processing Service for the Council and the Trust for a three year period from 1 April 2022 until 31 March 2025 with an option to extend for a further two additional periods of up to 12 months until 31 March 2027; and
- (2) to note that a report will be brought to a future meeting of the Tendering Committee seeking approval for the Chief Officer – Regulatory and Regeneration to conclude the award of a new contract following evaluation of tender submissions received, on behalf of the Council and the Trust.

PROCUREMENT IMPROVEMENTS

A report was submitted by the Chief Officer – Supply, Distribution and Property providing an update on the procurement outcomes achieved in 2020/21 and seeking approval to publish the Annual Procurement Report for 2020/21 and the Procurement Strategy – 2021/26.

After discussion and having heard the Chief Officer, the Procurement Manager and the Chief Executive in further explanation of the report and in answer to Members' questions, the Committee agreed:-

- (1) to note the remaining procurement outcomes achieved in 2020/21 in the Annual Procurement Strategy as outlined in Appendix 1 to the report;
- (2) to approve the Annual Procurement Report for 2020/21 for publication as outlined in Appendix 2 to the report;
- (3) to note the social benefits delivered in 2020/21 as outlined in Appendix 3 to the report; and

- (4) to approve the Procurement Strategy - 2021/26 for publication as detailed in Appendix 4 to the report.

STRATEGIC RISKS 2017-22

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

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

- (1) to note the strategic risks as detailed at Appendix 1 to the report; and
- (2) to note the supplementary EU Assurance Plans as detailed in Appendices 2 and 3 to the report.

COUNCIL WORKFORCE PLAN 2017-2022: ANNUAL ACTION PLAN 2020/2021

A report was submitted by the Chief Officer – People and Technology providing an update on the Council's workforce planning activity for 2021/22.

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

- (1) to note progress during 2020/21 in delivering against the Council Workforce Plan;
- (2) to note the workforce profile as at 31st March 2021 and the key changes;
- (3) to note the planned actions for 2021/2022; and
- (4) to note that the Delivery Plans for each service include workforce annual action plans.

The meeting closed at 4:55 p.m.

JOINT CONSULTATIVE FORUM

At a Meeting of the Joint Consultative Forum held by video conference on Thursday, 16 September 2021 at 2.00 p.m.

- Present:** Councillors Karen Conaghan, Jim Finn, Jonathan McColl, Iain McLaren and John Millar; James Halfpenny (EIS); David Scott and John Wagner (GMB); Sean Davenport and David Smith (UNISON); and Chris Rossi and Margaret Wood (Unite).
- Attending:** Victoria Rogers, Chief Officer – People & Technology; Malcolm Bennie, Chief Officer – Citizen, Culture & Facilities; Gail Macfarlane, Shared Head – Roads & Neighbourhood; Laura Mason, Chief Education Officer; Angela Wilson, Chief Officer – Supply, Distribution & Property; Claire Cusick, Senior Education Officer – Pupil Support; Alison McBride, Strategic People & Change Manager; Brian Miller, Section Head, ICT Infrastructure; Cher Colquhoun, HR Adviser; Raymond Lynch, Senior Solicitor; and Scott Kelly, Committee Officer.
- Apologies:** Apologies for absence were intimated on behalf of Councillors Daniel Lennie and David McBride; Claire Mackenzie (SSTA); Val Jennings and Susan Shannon (UNISON); and Margaret-Jane Cardno, Head of Strategy and Transformation, Health & Social Care Partnership.

APPOINTMENT OF CHAIR, VICE CHAIR AND JOINT SECRETARIES

The Senior Solicitor invited the Forum to consider, in terms of its constitution, a number of appointments for the next year and it was agreed:-

- (1) that David Smith (UNISON) and John Wagner (GMB) be appointed as joint Chairs of the Forum, it being noted that they intended to chair alternate meetings;
- (2) that Councillor Karen Conaghan be appointed as Vice Chair; and
- (3) that Chris Rossi be appointed as Joint Secretary for the Trade Union Side and Victoria Rogers, Chief Officer – People & Technology, be appointed as the Joint Secretary for the Council Side.

At the request of Mr Smith, Councillor Conaghan agreed to chair the meeting, it being noted that either Mr Smith or Mr Wagner would chair the next meeting of the Forum.

Councillor Karen Conaghan in the Chair

DECLARATIONS OF INTEREST

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

MINUTES OF PREVIOUS MEETING

The Minute of Meeting of the Joint Consultative Forum held on 20 June 2021 were submitted and approved as a correct record.

PRESENTATION: CYBER SECURITY

Brian Miller, Section Head, ICT Infrastructure, gave a presentation on Cyber Security. The main points covered in the presentation were:-

- The history of Cyber Security.
- Online scams related to the COVID-19 pandemic.
- An overview of malware, ransomware and phishing, including details of phishing tests carried out by the Council, it being noted that in relation to the most recent such test, 14% of employees (434 users) had opened the email which had been sent, 311 of whom had also clicked on the link which it contained.
- Details of exercises encouraged by the Scottish and UK governments, it being noted that the Council was preparing for civil contingency and ICT security exercises through to the end of the year.
- Descriptions of some recent attacks which had been successfully carried out against various organisations and an overview of recommended defensive measures to be taken.

Councillor Conaghan, Chair, thanked Mr Miller for his informative presentation.

PRESENTATION: 'EQUALLY SAFE IN PRACTICE'

Cher Colquhoun, HR Adviser, gave a presentation on 'Equally Safe in Practice'. The main points covered in the presentation were:-

- The contribution of the local authority to progress an Equally Safe Workforce Development Framework which was designed to deliver training in violence against women and girls.
- That training is tailored to all levels within an organisation.
- Details of e-learning modules aimed at the general workforce to develop an understanding of gender, sexual violence and domestic abuse, it being noted that higher-level training would be developed in due course.

- The procedures to test and evaluate training and the timeline for the development of the project, including the planned introduction of Level 1 training by the end of the year.

It was agreed that the HR Adviser would give this presentation at a future Elected Member seminar.

Councillor Conaghan, Chair, thanked Ms Colquhoun for her informative presentation.

ANNUAL MONITORING REPORT – EMPLOYMENT EQUALITIES

A report was submitted by the Chief Officer – People & Technology advising of employment equalities matters for the year 2020/21.

After discussion and having heard the HR Adviser in explanation of the report and in answer to Members' questions, 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 Forum heard from Mr Halfpenny who requested an update on the delivery of flu vaccinations.

In response, the Chief Officer – People & Technology advised that, as was the case each year, the Council had, at the beginning of the year, ordered a number of flu vaccine doses which would be administered by Occupational Health.

Following discussion it was noted:-

- (1) that NHS Greater Glasgow and Clyde had intimated that teaching staff would be vaccinated in accordance with the national seasonal flu vaccination programme and not by Occupational Health;
- (2) that advice was awaited on whether learning assistants would be part of the same vaccination programme as teachers and that the Chief Officer would relay this information to the Trades Unions when known;
- (3) that more information would be provided at the next meeting of the Conveners' Group on the various groups which the Council would prioritise for vaccination by Occupational Health; and
- (4) that the Chief Officer would in due course issue an Elected Member Briefing setting out which groups would be identified for vaccination by Occupational Health and which groups would be covered by the national campaign.

PROGRAMME OF FUTURE MEETINGS

The undernoted dates and times for future meetings of the Joint Consultative Forum were agreed, subject to it being noted that meetings would be held remotely or in the Civic Space, Church Street, Dumbarton until such time as social distancing requirements were removed and that, thereafter, the usual rotation of meetings between Clydebank and Dumbarton would resume.

- Thursday, 2 December 2021 at 2.00 p.m.
- Thursday, 10 March 2022 at 2.00 p.m.
- Thursday, 16 June 2022 at 2.00 p.m.

The meeting closed at 3.05 p.m.

DRAFT

WEST DUNBARTONSHIRE COUNCIL**Report by Chief Officer: Regulatory & Regeneration****Committee: Corporate Services Committee 24 November 2021**

Subject: Regulatory & Regeneration Delivery Plan 2021/22 - Mid-Year Progress**1 Purpose**

1.1 This report sets out the mid-year progress of the 2021/22 Delivery Plan.

2 Recommendations

2.1 It is recommended that Committee notes the contents of this report and the progress achieved at mid-year.

3 Background

3.1 The Delivery Plan sets out actions to deliver the Strategic Plan and address the performance challenges and service priorities identified in the planning process. It also provides an overview of services and resources, including employees and budgets, sets out the performance indicators for monitoring progress and considers the relevant risks.

3.2 The 2021/22 Delivery Plan was presented to Corporate Services Committee on 19 May 2021 with a commitment to submit a progress report at mid-year.

4 Main IssuesMid-Year Progress

4.1 Full details of mid-year progress are set out at Appendix 1 and summarised below.

4.2 Of the 18 actions set out in the plan, 1 is complete, 15 are progressing as planned, one is behind schedule (amber status in Appendix 1) and one has missed the target date set for the overall action (red status) but will be complete by year-end.

4.3 Seven indicators are monitored quarterly. Of those, five met or exceeded targets in Q2, one missed target (red status in Appendix 1) and the final PI was not applicable in either quarter of this year. In summary, performance was as follows:

- Number of businesses given advice and assistance to start up through Business Gateway: While the Q1 target was missed, the Q2 target was exceeded and therefore it is likely that the year-end target will be met;

- Percentage of committee agendas published within standing order timescales: Both Q1 and Q2 targets were met and on track to meet year-end target.
- Planning applications (major developments) - average number of weeks to decision: There were no planning decisions of this type in the first half of 2021/22.
- Planning applications (householder) - average number of weeks to decision: While the Q1 target was narrowly missed, the Q2 target was met and it is likely that the year-end target will be met.
- Planning applications (local development, excluding householder) - average number of weeks to decision: While the Q1 target was missed, the Q2 target was exceeded and it is possible that the year-end target will be met;
- Percentage of building warrant applications responded to within 20 working days: While the Q1 target was narrowly missed, the Q2 target was exceeded and it is likely that the year-end target will be met.
- Overall time taken to issue building warrant (weeks): Both Q1 and Q2 targets were missed and therefore it is unlikely to meet year-end target. The focus for the remainder of 2021/22 will be to improve performance quarter by quarter now that staffing levels have recovered.

Service User Feedback

- 4.4** A key focus in the development of the delivery plan was ensuring that feedback from service users informs learning and improvement. One of the main sources of feedback is complaints data.
- 4.5** Between 1 April and 30 September 2021, Regulatory & Regeneration received a total of 4 complaints, comprising 4 at Stage 1. During the same period, 4 complaints were closed, 3 at Stage 1, and 1 categorised as resolved. This new category of closed complaints was introduced by the Scottish Public Services Ombudsman from April 2021. It relates to complaints where both parties agree that the complaint can be resolved effectively without a full investigation such as an appointment rescheduled, a refund processed, or a decision explained to a complainant. Neither the outcome (upheld/not upheld) nor the time taken to close complaints of this type are recorded.
- 4.6** Of the 3 complaints closed at Stage 1, one met the 5 working days target, with an average of 8 working days to close all complaints at Stage 1.
- 4.7** None of the Stage 1 complaints were upheld.
- 4.8** The 5 complaints received between April and September were categorised as follows:
- Citizen expectation not met (quality of service) - 3 complaints, not upheld;
 - Citizen expectation not met (timescales) -1 complaint, not upheld.

4.9 Complaints will continue to be monitored to identify opportunities for learning and improvement.

5 People Implications

5.1 There are no direct people implications arising from this report.

6 Financial & Procurement Implications

6.1 There are no direct financial or procurement implications arising from this report.

7 Risk Analysis

7.1 Failure to deliver on the actions assigned to Regulatory & Regeneration may have a direct impact on the delivery of the Council's Strategic Plan. It is essential that remedial action is taken to ensure strategic delivery plans achieve the commitments detailed.

8 Equalities Impact Assessment

8.1 Screening and impact assessments will be carried out on specific activities as required.

9 Consultation

9.1 The Delivery Plan was developed through consultation with officers from the strategic area.

10 Strategic Assessment

10.1 The Delivery Plan sets out actions to support the successful delivery of the strategic priorities of the Council.

Chief Officer: Peter Hessett
Service Area: Regulatory & Regeneration
Date: 29 October 2021

Person to Contact: Lynn Henderson lynn.henderson@west-dunbarton.gov.uk

Appendix: Appendix 1: Regulatory & Regeneration Delivery Plan 2021/22 - Mid-Year Progress

Background Papers: Regulatory & Regeneration Delivery Plan 2021/22 Report - Corporate Services Committee, 19 May 2021

Wards Affected: All

Appendix 1: Regulatory & Regeneration Delivery Plan 2021/22 – Mid-Year Progress

	A strong local economy and improved job opportunities
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	A growing economy
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Performance Indicator	Q1 2021/22		Q2 2021/22					2021/22	Assigned To	
	Value	Target	Value	Target	Status	Long Trend	Short Trend	Note		Target
Number of businesses given advice and assistance to start up through Business Gateway	42	50	63	50				Target exceeded and both the short and long trends are improving. This is a significant achievement by the team during a global pandemic. At this mid-year point, with 105 businesses supported against a target of 100, we are on track to meet our year-end target of 200.	200	Gillian Scholes

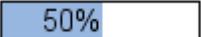
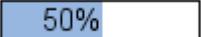
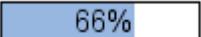
Action	Status	Progress	Due Date	Comment	Assigned To
Ensure key regeneration sites are progressed to enable high quality development to be achieved on the ground		<div style="width: 50%;"><div style="background-color: #4F81BD; height: 10px; width: 50%;"></div></div> 50%	31-Mar-2022	Planning & Building Standards continue to support the key regeneration sites. The Queens Quay Health and Care Centre and the affordable housing development are due for completion late 2021/early 2022. In terms of the Exxon development, we are supporting the discharge of conditions on the planning permission in principle.	Pamela Clifford
Monitor the development of the key regeneration sites to ensure they comply with the approved consent		<div style="width: 50%;"><div style="background-color: #4F81BD; height: 10px; width: 50%;"></div></div> 50%	31-Mar-2022	This is progressing as planned.	Pamela Clifford

Action	Status	Progress	Due Date	Comment	Assigned To
Deliver key regeneration sites across West Dunbartonshire			31-Mar-2022	Officers continue to progress and monitor key sites in the challenging climate of COVID-19 and BREXIT. As part of our new Economic Strategy, which will be presented to IRED 17 November, key regeneration updates will be provided.	Michael McGuinness
Explore commercial opportunities in our town centres			31-Mar-2022	IRED committee approval to purchase Artizan Centre secured 17 September and commercial opportunities identified as part of the Alexandria Masterplan.	Michael McGuinness
Deliver the Town Centre Recovery Plan			31-Mar-2022	A number of different interventions have been delivered, e.g. 'Loves Local', and these will continue to be delivered and monitored. As part of our new Economic Strategy, which will be presented to IRED 17 November, town centre recovery will feature significantly.	Michael McGuinness

Risk	Current Risk Matrix	Date Reviewed	Latest Note	Target Risk Matrix	Assigned To
Failure to deliver Queens Quay Masterplan	 Likelihood Impact	07-Oct-2021	Focus continues on securing new housing developments for the site.	 Likelihood Impact	Michael McGuinness
Inability to meet demands of Council to progress regeneration projects within desired timescales	 Likelihood Impact	07-Oct-2021	Individual projects continue to progress, reducing the likelihood of undesirable outcomes.	 Likelihood Impact	Pamela Clifford; Alan Douglas; Michael McGuinness

	Supported individuals, families and carers living independently and with dignity
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	Improved wellbeing
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Action	Status	Progress	Due Date	Comment	Assigned To
Work with Public Health Scotland to ensure the whole system approach is supported with effective strategy, policy, collaborative working and effective targeting of resources in public health priority areas			31-Mar-2022	Engaged during Q1 and Q2 for pandemic response and planning for engagement with Scottish Health Protection Network following Public Health Scotland review of its structure.	Martin Keeley
Work with national and regional stakeholders to mitigate the further effects of EU exit on food trade including imports			31-Mar-2022	Continuing partnership working with Food Standards Scotland and Scottish Government to develop Food Import controls for which local authorities are responsible for implementing. The Environmental Health Manager chairs the national working group on Food Imports which was created in mid September 2021.	Martin Keeley
Implement a restart of Food Law interventions and any changes to Service Planning and Administration and Enforcement Sanctions as a result of changes to or new code/s of practice from Food Standards Scotland			31-Mar-2022	Food Law restart initiated in October 2021. Resource calculation complete for delivery and resource deficit identified and being considered. Partial delivery with existing resource is being undertaken. Highest risk food business interventions are being prioritised throughout the delivery period.	Martin Keeley

Risk	Current Risk Matrix	Date Reviewed	Latest Note	Target Risk Matrix	Assigned To
Post EU exit risk for Environmental Health		22-Oct-2021	The majority of EU Exit risks were addressed in terms of export services being agreed and transition period for unfettered food import. Import food controls, taking into account the Northern Ireland protocol, are being developed in partnership with Food Standards Scotland and Scottish Government. The EH Manager chairs the national working group on Food Imports.		Martin Keeley

Ob

More affordable and suitable housing options

Action	Status	Progress	Due Date	Comment	Assigned To
Provide further legal assistance in the negotiation and completion of the requisite legal agreements in relation to the new affordable housing programme			31-Mar-2022	We continue to provide legal support to the new housing programme.	Alan Douglas
Ensure the next phase of Queens Quay Housing is delivered			31-Mar-2022	Officers continue to engage with landowners who have highlighted the challenges they are facing in securing private housing development on the site. We will continue to work with landowners to address these challenges. It is likely, however, that this will impact on the overall completion date of delivering private homes and capital receipts for the Council.	Michael McGuinness

P	Open, accountable and accessible local government
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Ob	Equity of access for all residents
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Performance Indicator	Q1 2021/22		Q2 2021/22					2021/22	Assigned To	
	Value	Target	Value	Target	Status	Long Trend	Short Trend	Note		Target
Percentage of committee agendas published within standing order timescales	100%	98.2%	100%	98.2%				Target exceeded and on track to meet year-end target.	99%	George Hawthorn; Christine McCaffary

Risk	Current Risk Matrix	Date Reviewed	Latest Note	Target Risk Matrix	Assigned To
Failure to organise elections well, particularly during the COVID-19 pandemic, resulting in reputational damage to the Council.		01-Oct-2021	Measures were developed to mitigate the risk of infection for all election processes for the Scottish Parliamentary Election in May 2021. These will be adapted and used for all future elections.		George Hawthorn

P	Efficient and effective frontline services that improve the everyday lives of residents
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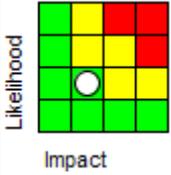
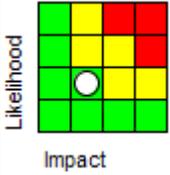
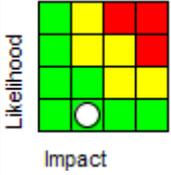
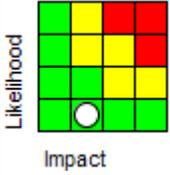
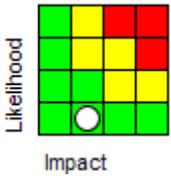
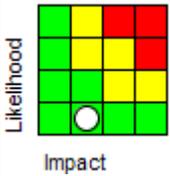
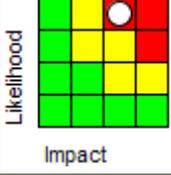
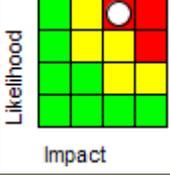
Ob	A continuously improving Council delivering best value
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Performance Indicator	Q1 2021/22		Q2 2021/22					2021/22	Assigned To	
	Value	Target	Value	Target	Status	Long Trend	Short Trend	Note		Target
Planning applications (major developments) - average number of weeks to decision	N/A	20	N/A	20	N/A	N/A	N/A	No planning application decisions for major developments were issued in Q1 or Q2 of this year.	20	Pamela Clifford

Performance Indicator	Q1 2021/22		Q2 2021/22					2021/22	Assigned To	
	Value	Target	Value	Target	Status	Long Trend	Short Trend	Note		Target
Planning applications (householder) - average number of weeks to decision	7.7	7	6.9	7				Q2 target met and performance improving over short and long term. At this mid-year point, it is likely that the year-end target will be met.	7	Pamela Clifford
Planning applications (local development, excluding householder) - average number of weeks to decision	16.7	12	9.4	12				While Q1 target was missed, Q2 target was exceeded. Based on the strong performance in Q2, it is possible that the year-end target will be met.	12	Pamela Clifford
Percentage of building warrant applications responded to within 20 working days	72%	80%	93%	80%				Target exceeded and performance improving over short and long term. At this mid-year point, it is likely the year-end target will be met.	80%	Pamela Clifford
Overall time taken to issue building warrant (weeks)	20.8	16	23.4	16				Q1 and Q2 targets missed. At this mid-year point we are unlikely to meet year-end target. The focus for the remaining 6 months will be in improving performance as staffing levels have improved and a number of older warrants have now been issued.	16	Pamela Clifford

Action	Status	Progress	Due Date	Comment	Assigned To
Support the establishment of the West Dunbartonshire Energy LLP Strategic and Management Board through the development		<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4f81bd; position: relative;"> 50% </div>	31-Mar-2022	The first meeting of the Strategic Board was held 22 June.	Alan Douglas

Action	Status	Progress	Due Date	Comment	Assigned To
of rules surrounding the interaction of members, as well as providing day to day legal advice					
Designate and train service data ambassadors for the Corporate Data Information Management System (MAGIC) system		<div style="border: 1px solid black; width: 80px; height: 15px; background-color: #4f81bd; position: relative;">20%</div>	31-Mar-2022	While this action was started and some progress made, it is now on hold due to long term absence. It's anticipated that work will recommence in early 2022.	Pamela Clifford
Assess the implications of the new measures being introduced by the Scottish Government in relation to the Planning Act (Scotland) 2019		<div style="border: 1px solid black; width: 80px; height: 15px; background-color: #4f81bd; position: relative;">0%</div>	31-Mar-2022	This has yet to commence as delayed by the Scottish Government due to the pandemic. We are now anticipating guidance in 2022 although no date has been confirmed.	Pamela Clifford
Co-ordinate the refurbishment of civic areas of Clydebank Town Hall		<div style="border: 1px solid black; width: 80px; height: 15px; background-color: #4f81bd; position: relative;">40%</div>	31-Aug-2021	Works have commenced and are due to be completed by December 2021. This is later than the original August deadline due in part to plans being revised and re submitted to Building Standards for the works to the toilet and kitchen area as well as the impact of COVID-19.	George Hawthorn
Co-ordinate the organisation of remaining civic events to commemorate the 80th Anniversary of the Clydebank Blitz		<div style="border: 1px solid black; width: 80px; height: 15px; background-color: #4f81bd; position: relative;">20%</div>	31-Mar-2022	A date has been agreed with RSNO for a concert in November 2021. Other events will take place by March 2022.	George Hawthorn
Organise and implement the Scottish Parliamentary Election		<div style="border: 1px solid black; width: 80px; height: 15px; background-color: #4f81bd; position: relative;">100%</div>	30-Jun-2021	Scottish Parliamentary Election organised and implemented successfully.	George Hawthorn

Risk	Current Risk Matrix	Date Reviewed	Latest Note	Target Risk Matrix	Assigned To
Failure to monitor and enforce regulatory areas with public risk		22-Oct-2021	This continues to be a risk together with COVID recovery. Food law interventions restarted in October. Further resources may be required to deliver Food Law interventions to comply with the Scottish statutory code of practice for Food Law interventions.		Martin Keeley
COVID-19 impact on Regulatory & Regeneration Service Delivery		05-Oct-2021	While the move to home working has been largely successful there remains a natural drop in efficiency in some areas which is impossible to completely remove. As the economy opens up some services are likely to experience additional pressure which may be difficult to manage without some drop in efficiency.		Peter Hessest
COVID-19 impact on Regulatory & Regeneration Workforce		05-Oct-2021	The principle risk here continues to relate to significant staff being absent either due to COVID-19 or self isolation particularly in front line services where working from home is not as suitable. Appropriate safety measures are in place (processes have been risk assessed) to minimise the likelihood of this happening. As a result, the risk score at mid-year remains low.		Peter Hessest
Income for services continues to be dramatically reduced as a result of the COVID-19 pandemic		08-Oct-2021	This continues to be an issue for R&R services.		Peter Hessest

Risk	Current Risk Matrix	Date Reviewed	Latest Note	Target Risk Matrix	Assigned To
Failure to adequately respond to an emergency situation such as a multiple fatality workplace accident, outbreak of food borne communicable disease, a major public health incident or pandemic		22-Oct-2021	Within Environmental Health, the Service Co-ordinator post has now been filled along with two Officer vacancies with start dates in October and November 2021 respectively. Further resources may be required to deliver Food Law interventions to comply with the Scottish statutory code of practice for Food Law interventions. In the event of a major incident, other routes would be explored to meet the short term need for that incident, including mutual aid.		Martin Keeley
Inability to recruit successfully to enable performance to be maintained		30-Sep-2021	Two vacancies in Environmental Health are now being filled and there are vacancies in Planning that are being filled or out for advert. In addition, Building Standards has introduced a new service delivery model and new staffing.		Pamela Clifford

Ob

Sustainable & attractive local communities

Action	Status	Progress	Due Date	Comment	Assigned To
Ensure Council has positioned the Energy Centre to showcase best practice at COP26			31-Mar-2022	Graphics screens and timeline wall graphics have been installed at the Energy Centre in preparations for COP26. Officers are continuing to prepare for COP26 to showcase the Energy Centre.	Michael McGuinness
Develop a Climate Change Action plan to support the implementation of the Climate Change Strategy and ensure it is devolved and mainstreamed			31-Mar-2022	Action Plan was submitted to Council 27 October.	Michael McGuinness

Risk	Current Risk Matrix	Date Reviewed	Latest Note	Target Risk Matrix	Assigned To
Affordability of the Exxon City Deal Project		07-Oct-2021	The project board continues to monitor budget challenges including inflation and BREXIT challenges which are likely to impact affordability.		Michael McGuinness

Action Status	
	Overdue
	Check Progress
	In Progress
	Completed

Risk Status	
	Alert
	Warning
	OK

PI Status	
	Target Significantly Missed
	Target Narrowly Missed
	Target Met or Exceeded

Long Term Trends	
	Improving
	No Change
	Getting Worse

Short Term Trends	
	Improving
	No Change
	Getting Worse

WEST DUNBARTONSHIRE COUNCIL**Report by Chief Officer – Citizen, Culture & Facilities****Corporate Services Committee: 24 November 2021**

Subject: Citizens, Culture & Facilities Delivery Plan 2021/22: Mid-Year Progress**1 Purpose**

- 1.1** The purpose of this report is to set out the mid-year progress of the Citizen, Culture & Facilities Delivery Plan 2021/22 which is delegated to Corporate Services Committee. These are: Performance and Strategy, Libraries, Citizen Services and Facilities.

2 Recommendations

- 2.1** It is recommended that the Committee notes the contents of this report and the progress achieved at mid-year.
- 2.2** The Committee is asked to note that the Delivery Plan will also be submitted to the next Cultural Committee to enable scrutiny of the Town Hall, Arts and Heritage and Communications.

3 Background

- 3.1** Each Chief Officer develops an annual Delivery Plan. This sets out actions to help deliver the Strategic Plan and address the performance challenges and service priorities identified in the planning process. The Delivery Plan also provides an overview of services and resources, including employees and budgets, sets out the performance indicators for monitoring progress and considers the relevant risks.
- 3.2** The Citizen, Culture & Facilities Delivery Plan 2021/22 was noted by this committee on 19 May 2021, and a commitment was made to submit a mid-year progress report.
- 3.3** Council continues to be central to the national Covid-19 pandemic response supporting communities. We responded quickly to the pandemic, with initial focus on maintaining essential services and protecting communities. Levels of service disruption and adjustments have varied since spring 2020 and there continue to be significant challenges facing services as we move from the response to recovery from the pandemic.

4 Main IssuesDelivery Plan

- 4.1** Full details of mid-year progress are set out in the performance progress report attached at Appendix 1 and summarised below.
- 4.2** At this mid-point of the year, of the 19 actions in the plan, two actions are complete and the remaining 17 actions are making progress and on track for delivery by 31 March 2022.
- 4.3** Also included in the plan are 12 performance indicators of which seven are monitored on a quarterly basis. Of these, five indicators achieved their mid-year target, one narrowly missed the target and one was significantly adrift of target. The following paragraphs detail progress against the performance indicator that was significantly adrift of target and shows a red status.
- 4.4** Percentage of citizens who agree the Council listen to community views when designing and delivering services, missed target in both quarters with a downturn in Q2. Whilst the pandemic restrictions have meant that consultations have been limited to online and remote methods there have been a number of consultations launched across the service areas since April 2021. These include consultations on Community Councils, Allocations Policy, the Alexandria Masterplan, Climate Change, the Schools Admission and Placing Request Policy and the Faifley Campus. Citizen engagement and consultation remains a key priority and we will continue to focus on this area.
- 4.5** The plan includes seven risks, six risks have been reassessed with no change to the risk assessments. One risk has been reassessed to an increased risk score, moving from green to amber risk rating. This reflects the status of the performance indicator that missed target and the additional management attention and monitoring in place to manage this risk.

Service User Feedback – Complaints

- 4.7** A key focus in the development of the delivery plan was ensuring that customer feedback informs learning and improvement. One of the main sources of feedback is complaints data.
- 4.8** Between 1 April and 30 September this year, the Citizen, Culture & Facilities service area received a total of 16 complaints, all of which were Stage 1 complaints. During the same period, 13 complaints were closed at Stage 1 and three categorised as resolved. This new category of resolved complaints was introduced by the Scottish Public Services Ombudsman from April 2021. It relates to complaints where both parties agree that the complaint can be resolved effectively without a full investigation such as rescheduling an appointment, processing a refund, or explaining a decision to a complainant. Neither the outcome (upheld/not upheld) nor the time taken to close complaints of this type are recorded.
- 4.9** Of the 13 complaints closed at Stage 1, all met the 5 working day target for resolving complaints and eight were upheld representing 62% of all complaints for this period.

5 People Implications

5.1 There are no direct people implications arising from this report.

6 Financial & Procurement Implications

6.1 There are no direct financial or procurement implications arising from this report.

7 Risk Analysis

7.1 Failure to deliver on the actions assigned to the strategic area may have a direct impact on the delivery of the Council's Strategic Plan. It is essential that remedial action is taken to ensure strategic delivery plans achieve the commitments detailed and approved.

8 Equalities Impact Assessment

8.1 As this report details progress on an action plan already agreed, there is no requirement for equalities screening or impact assessment.

9 Consultation

9.1 This report provides an update on the progress achieved across the strategic area, drawing from information provided by officers.

10 Strategic Assessment

10.1 The strategic delivery plan sets out actions to support the successful delivery of all five strategic priorities of the Council.

Malcolm Bennie
Chief Officer – Citizen, Culture & Facilities
Date: 2 November 2021

Person to Contact: **Karen Connelly**, P&S Business Partner
E-mail: Karen.Connelly@west-dunbarton.gov.uk

Appendix: Appendix 1: Citizen, Culture & Facilities Delivery Plan 2021/22 – Mid-Year Progress.

Background Papers: Citizen, Culture & Facilities Delivery Plan 2021/22

Wards Affected: All wards

Appendix 1: CCF Delivery Plan 2021/22 mid-year progress report

	A strong local economy and improved job opportunities
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	Increased skills for life & learning
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Action	Status	Progress	Due Date	Comment	Managed By
Identify and implement agreed actions from digital skills assessment		<div style="width: 33%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 33%	31-Mar-2022	Action progressing to plan. Survey results and analysis were delayed due to Covid-19. Analysis has been undertaken and we recently purchased over 70 devices for roll out to Facilities Assistants. Devices are in stock and work is ongoing to identify rollout plans and timescales in conjunction with ICT.	Lynda Dinnie
Deliver the SLIC funded Pass It On schools project		<div style="width: 25%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 25%	31-Mar-2022	Action progressing to plan. Revised action plan has now been created. Clydebank High School has been identified as the Pilot school and work is now underway to establish a training schedule.	Stephen Daly

	Efficient and effective frontline services that improve the everyday lives of residents
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	A committed and skilled workforce
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Action	Status	Progress	Due Date	Comment	Managed By
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Action	Status	Progress	Due Date	Comment	Managed By
Provide FM support to Early Years 1140 Expansion programme		<div style="width: 100%;"><div style="width: 100%; background-color: #4F81BD; color: white; text-align: center;">100%</div></div>	31-Mar-2022	Action complete. Early Years expansion programme now completed with all relevant support required from FM now in place.	Lynda Dinnie
Undertake planning, recruitment and procurement in readiness for expansion of Free School Meals to primary school pupils in P4-P7		<div style="width: 20%;"><div style="width: 20%; background-color: #4F81BD; color: white; text-align: center;">20%</div></div>	31-Mar-2022	Action progressing to plan. Work has started to identify staffing requirements. Audit of requirements is complete and plan for physical works has been developed and fully costed in line with Procurement requirements.	Lynda Dinnie
Deliver the employee training and engagement programme funded by SLIC		<div style="width: 25%;"><div style="width: 25%; background-color: #4F81BD; color: white; text-align: center;">25%</div></div>	31-Mar-2022	Action is progressing. This action has been significantly compromised by Covid-19. Officers have agreed to delay rollout until library services are fully functional and can support face to face on site training.	Stephen Daly

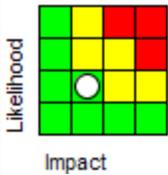
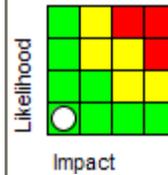
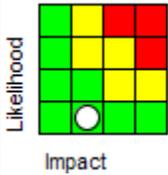
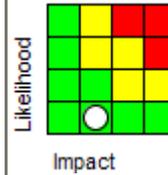
Ob A continuously improving Council delivering best value

Performance Indicator	Q1 2021/22			Q2 2021/22					Managed By	
	Value	Target	Status	Value	Target	Status	Long Trend	Short Trend		Note
Percentage of citizens who agree the Council listen to community views when designing and delivering services	74%	90%		61%	90%				Performance is adrift of target and has seen a downturn in Q2. As a result of Covid -19 Council has been restricted in the methods of consultation. However there have been in excess of 20 consultations carried out remotely including consultations on Council Strategy, local improvement schemes and service delivery. In recognition of the feedback received there will be a focus on communications to ensure communities are	Amanda Graham

Performance Indicator	Q1 2021/22			Q2 2021/22						Managed By
	Value	Target	Status	Value	Target	Status	Long Trend	Short Trend	Note	
									aware of the opportunities to provide feedback and inform service design.	

Action	Status	Progress	Due Date	Comment	Managed By
Explore and develop FM Partnership working opportunities with Argyll & Bute Council		<div style="width: 50%;"><div style="background-color: #4F81BD; height: 10px; width: 50%;"></div></div> 50%	31-Mar-2022	Action is progressing to plan and work is ongoing.	Lynda Dinnie
Review the management structure of Libraries		<div style="width: 25%;"><div style="background-color: #4F81BD; height: 10px; width: 25%;"></div></div> 25%	31-Mar-2022	Action is progressing to plan. Costed proposals for an alternative management structure are now being progressed in liaison with HR.	Stephen Daly
Complete the integration of One Stop Shop delivery into the Library service.		<div style="width: 50%;"><div style="background-color: #4F81BD; height: 10px; width: 50%;"></div></div> 50%	31-Mar-2022	Action is progressing to plan. Former One Stop Shop staff are now aligned to the Libraries staffing establishment with new lines of management in place. Training in library work has commenced and staff are timetabled to regularly work within library branches. Work continues with Citizen Services colleagues to establish the detail and processes of functions transferring to Libraries.	Stephen Daly
Explore and develop P&S Partnership opportunities for additional income generation		<div style="width: 75%;"><div style="background-color: #4F81BD; height: 10px; width: 75%;"></div></div> 75%	31-Mar-2022	Action is progressing to plan. To date we are continuing to provide Performance support to West College Scotland and have provided Equalities training to another Local Authority and a national body.	Amanda Graham
Participate in early data verification to inform delivery of the 2021 Census for Scotland		<div style="width: 25%;"><div style="background-color: #4F81BD; height: 10px; width: 25%;"></div></div> 25%	31-Mar-2022	Action is progressing to plan. We are continuing to support the Census team through the coordination of key areas of the preparatory work of the 2022 Census,	Amanda Graham

Action	Status	Progress	Due Date	Comment	Managed By
				this includes identifying support hubs, engagement and communications.	
Undertake planning and preparation of new Council Strategic Plan 2022-2027		<div style="border: 1px solid black; width: 80px; height: 15px; background-color: #ADD8E6; position: relative;"> 11% </div>	31-Mar-2022	Action is progressing to plan. An indicative timeline has been approved by PMRG. In addition to this a working group has been set up to undertake the preparatory work around the new Strategic plan, this will include a review of current performance and progression of the Equality Impact Assessment.	Amanda Graham

Risk	Current Risk Matrix	Date Reviewed	Latest Note	Target Risk Matrix	Managed By
Covid-19 CCF Workforce		30-Sept-2021	CCF employees are either at home or in work 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. It is also important to state that nearly a fifth of the CCF workforce received vaccinations to assist them to support the vaccination centre programme in West Dunbartonshire and so this has further reduced risk levels. No change to Risk Matrix.		Malcolm Bennie
Covid-19 Service Delivery		30-Sept-2021	CCF services have continued to provide essential services throughout the pandemic. There are no outstanding gaps that await urgent action. No change to Risk Matrix.		Malcolm Bennie

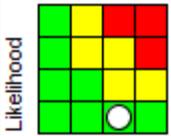
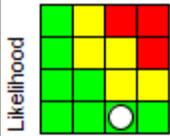
Risk	Current Risk Matrix	Date Reviewed	Latest Note	Target Risk Matrix	Managed By
Covid-19 Protection		30-Sept-2021	CCF services have established and safe work arrangements and there are no known issues with the supply chain for PPE. It is also important to state that nearly a fifth of the CCF workforce received vaccinations to assist them to support the vaccination centre programme in West Dunbartonshire and so this has further reduced risk levels. No change to Risk Matrix.		Malcolm Bennie
Covid-19 Public Uncertainty		30-Sept-2021	CCF services have established a consistent level of service. There is no reason to believe this position will be changed as the pandemic restrictions are eased in line with the vaccination programme .No change to Risk Matrix.		Malcolm Bennie

Meaningful engagement with active, empowered and informed citizens who feel safe and engaged

Fully consulted and involved citizens who are able to make full use of the Community Empowerment Act

Action	Status	Progress	Due Date	Comment	Managed By
Review Community Planning arrangements to create a long-term sustainable model for			31-Mar-2022	Action complete. A partnership arrangement for Community Planning is in place with Argyle & Bute Council.	Malcolm Bennie

Action	Status	Progress	Due Date	Comment	Managed By
WDC					
Engage with under-represented groups to select and acquire relevant library materials		<div style="border: 1px solid black; width: 80px; height: 15px; background-color: #4f81bd; position: relative;"> 25% </div>	31-Mar-2022	Action is progressing. Library staff have identified a number of potential participants for future Focus Groups, but owing to ongoing Covid restrictions and limits on indoor meetings, we have amended slightly our approach. We will now offer an online method for groups to suggest library items, while delaying slightly our original timeline for holding Focus Groups sessions.	Stephen Daly

Risk	Current Risk Matrix	Date Reviewed	Latest Note	Target Risk Matrix	Managed By
Failure to maintain and establish effective Partnerships		29-Sep-2021	Whilst Community Planning partnership is now being managed under a shared service agreement, the Community Planning Partnership is well established with strong partnership working arrangements in place reducing likelihood of this risk being realised. No change to Risk Matrix.		Amanda Graham

Ob	Strong and active communities
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Performance Indicator	Q1 2021/22			Q2 2021/22					Managed By	
	Value	Target	Status	Value	Target	Status	Long Trend	Short Trend		Note
Number of library visits (in person) per 1,000 population	0	0		303.36	263.74				The targets for this measure are under review as the service continues to reopen following the pandemic restrictions.	Stephen Daly

Performance Indicator	Q1 2021/22			Q2 2021/22					Managed By	
	Value	Target	Status	Value	Target	Status	Long Trend	Short Trend		Note
Number of visits to libraries (virtual visits) per 1,000 population	797.53	723.66		913.32	723.66				Performance has shown a sustained increased usage of digital library services since we changed our online offer in late 2019. 20/21 had 25% more virtual visits than the previous 12 months. On target to maintain this increase in 21/22.	Stephen Daly
Residents satisfaction with Council services overall	86%	93%		90%	93%				Performance has improved over quarter 2 although marginally adrift of target. This target was set as part of strategic plan in 2017 in advance of Covid-19.	Amanda Graham

Action	Status	Progress	Due Date	Comment	Managed By
Ensure library buildings continue to be fit for purpose in a post-pandemic operating environment		<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e0e0e0; position: relative;"><div style="background-color: #4f81bd; width: 33%; position: absolute; left: 0;"></div>33%</div>	31-Mar-2022	Preparatory work on new Library facilities as part of Glencairn House and the new Faifley Campus are proving successful, with library staff regularly involved in design and planning meetings. Works at Clydebank and Alexandria library continue and Dalmuir library is now in the development phase.	Stephen Daly
Successfully deliver the £421k capital investment across the branch network and finalise the branding improvements at all branches.		<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e0e0e0; position: relative;"><div style="background-color: #4f81bd; width: 20%; position: absolute; left: 0;"></div>20%</div>	31-Mar-2022	Contract finalisation is almost complete, supplier will then visit each site to prepare final design proposals.	Stephen Daly

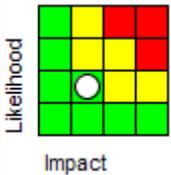
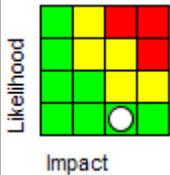
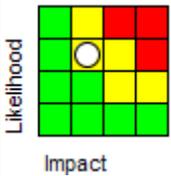
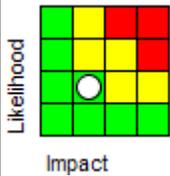
P	Open, accountable and accessible local government
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Ob	Equity of access for all residents
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Performance Indicator	Q1 2021/22			Q2 2021/22					Managed By	
	Value	Target	Status	Value	Target	Status	Long Trend	Short Trend		Note
Percentage of complaints received by the Council that are resolved at Stage 1	94%	90%		93%	90%				Target exceeded. Overall in the first half of the year, 369 complaints were received of these 346 were closed or resolved at Stage 1. This represents improved performance over the same period last year.	Stephen Daly
Percentage of citizens who are satisfied with the Council website	88%	85%		93%	85%				Performance continues to exceed target. Satisfaction with the website continues to meet target and demonstrates high levels of satisfaction.	Stephen Daly
Number of transactions undertaken online	15,674	6,921		15,025	6,921				Performance continues to exceed target. Work continues to improve and develop online transaction and performance has as a result continued to increase.	Stephen Daly

Action	Status	Progress	Due Date	Comment	Managed By
Ensure Compliance with Web accessibility regulations		<div style="border: 1px solid black; width: 80px; height: 15px; background-color: #4f81bd; position: relative;"> 66% </div>	31-Mar-2022	This action is progressing as planned. Work will continue over the rest of the year to ensure full compliance is met.	Stephen Daly

Action	Status	Progress	Due Date	Comment	Managed By
Identify and address barriers to accessing library services, with specific focus on groups identified in the Equality Outcomes Report 2021-2025		<div style="border: 1px solid black; width: 80px; height: 15px; background-color: #e0e0e0; position: relative;"><div style="background-color: #4f81bd; width: 33%; position: absolute; left: 0;"></div>33%</div>	31-Mar-2022	The action will run in conjunction with the actions planned for the action to engage with underrepresented groups. Library staff have identified a number of potential participants for future Focus Groups.	Stephen Daly

Risk	Current Risk Matrix	Date Reviewed	Latest Note	Target Risk Matrix	Managed By
Failure to effectively manage and learn from complaints		29-Sep-2021	Risk reconsidered as part of the yearly planning process. No change to perception of risk. Potential impact greater than likelihood.		Stephen Daly
Citizens and communities		02-Aug-2021	In recognition of feedback received there will be a focus on communications to ensure communities are aware of the opportunities to provide feedback and inform service design. We continue to ensure strong engagement through the Engaging Communities Framework. Risk assessment amended. Likelihood increased from two to three. Overall assessment changed from a score of four to a score of six.		Amanda Graham

	Supported individuals, families and carers living independently and with dignity
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 Ob	Improved wellbeing
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Action	Status	Progress	Due Date	Comment	Managed By
Implement the Scottish government new free school meal plan for P4-P7 pupils		<div style="border: 1px solid black; width: 80px; height: 15px; background-color: #add8e6; position: relative;"> 50% </div>	31-Mar-2022	Free school meals have been made available to Primary 4 pupils in line with Scottish Government requirements and work is on target for roll out to P5 pupils in January 2022.	Lynda Dinnie
Deliver the Connecting Scotland project: providing internet access and support to 100 local digitally excluded families		<div style="border: 1px solid black; width: 80px; height: 15px; background-color: #add8e6; position: relative;"> 75% </div>	31-Mar-2022	All participants contacted as part of final survey. Results have now been returned and collated. Final evaluation report for project is now underway.	Stephen Daly

Action Status	
	Cancelled
	Overdue; Neglected
	Unassigned; Check Progress
	Not Started; In Progress; Assigned
	Completed

PI Status		Long Term Trends		Short Term Trends	
	Alert		Improving		Improving
	Warning		No Change		No Change
	OK		Getting Worse		Getting Worse

	Unknown
	Data Only

Risk Status	
	Alert
	High Risk
	Warning
	OK
	Unknown

WEST DUNBARTONSHIRE COUNCIL

Report by Chief Officer – People and Technology

Corporate Services Committee: 24 November 2021

Subject: People and Technology Delivery Plan 2021/22: Mid-Year Progress Report

1 Purpose

- 1.1 The purpose of this report is to set out progress to date in delivery of the actions and performance indicators detailed within the People & Technology Delivery Plan 2021/22.

2 Recommendations

- 2.1 It is recommended that Committee notes the contents of this report and the progress achieved at mid-year.

3 Background

- 3.1 Annual Strategic Delivery Plans sets out actions to address the key service specific issues identified during routine strategic assessment exercises. These plans also provide an overview of the assets and resources available to support delivery of the plan and consider risks at both strategic and operational level.
- 3.2 The People & Technology Delivery Plan 2021/22 was noted by the Corporate Services Committee on 19 May 2021 and a commitment was made to submit a mid-year progress report.

4. Main IssuesDelivery Plan

- 4.1 The People & Technology plan contains a range of actions designed to support delivery of the strategic priorities of the council. At this mid-point of the year, three actions have been completed and the remaining ten are progressing and on track for completion by 31 March 2022. Detail of delivery and progress can be found in the progress report attached as Appendix 1.
- 4.2 Also included in the plan are 9 performance indicators which measure progress across key areas and link to the Strategic Plan 2017-2022. Three of the performance indicators are monitored on a quarterly basis. At the mid-year point, two of the performance indicators have achieved target and one has missed target.

- 4.3 Sickness absence days per teacher has exceeded target in quarter one and narrowly missed target in quarter two however the overall position at mid-year is that target has been met and is on track to meet the annual target.
- 4.4 Sickness absence days for local government employees (excluding teachers) missed the target for both quarters where absence continues to be significantly impacted by the pandemic. It is unlikely that the annual target will be met.
- 4.5 Percentage of ICT helpdesk incidents fixed within half a day of being logged has met target in both quarters and is on track to meet the year-end target.

5. People Implications

- 5.1 There are no direct people implications arising from this report.

6. Financial & Procurement Implications

- 6.1 There are no direct financial or procurement implications arising from this report.

7. Risk Analysis

- 7.1 Failure to deliver on the actions assigned to the strategic area may have a direct impact on the delivery of the Council's Strategic Plan. It is essential that remedial action is taken to ensure strategic delivery plans achieve the commitments detailed and approved.

8. Equalities Impact Assessment

- 8.1 As this report details progress on an action plan already agreed, there is no requirement for equalities screening or impact assessment.

9. Consultation

- 9.1 This report provides an update on the progress achieved across the strategic area, drawing from information provided by officers.

10. Strategic Assessment

- 10.1 The strategic delivery plan sets out actions to support the successful delivery of all 5 strategic priorities of the Council.

Victoria Rogers
Chief Officer - People and Technology
Date: xx October 2021

Person to Contact: Nicola Docherty, Performance & Strategy Team Leader

E-mail: Nicola.docherty@west-dunbarton.gov.uk

Appendix: Appendix 1: People and Technology Delivery Plan 2021/22
- Mid-Year Progress report

Background Papers: People and Technology 2021/22 Delivery plan

Wards Affected: All wards

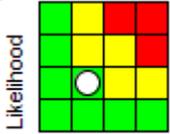
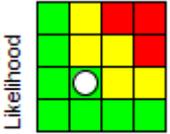
Appendix 1: P&T Delivery Plan – 2021/22 Mid-year report

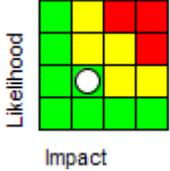
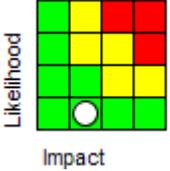
P Efficient and effective frontline services that improve the everyday lives of residents

Ob A committed and skilled workforce

Title	Status	Progress	Due Date	Comment	Managed By
Embed an organisational health and safety culture through extending organisational use of Figtree and understanding of health & safety		<div style="border: 1px solid black; background-color: #d9e1f2; width: 62%; text-align: center;">62%</div>	31-Mar-2022	Figtree improvements are progressing well with automated reminders to managers. A communication plan to support H&S is well underway with monthly topics promoted council wide. H&S supporting ventilation plans and employees return to office.	John Duffy
Increase understanding of Council Fire Risk Management Strategy.		<div style="border: 1px solid black; background-color: #d9e1f2; width: 100%; text-align: center;">100%</div>	31-Mar-2022	The Fire Risk Audit programme is back on track and up to date. Some resilience has been built into the H&S team with the graduate trainee H&S officers both completing and passing their Fire Safety qualification. The forms involved in this process have been digitised and testing is underway.	John Duffy
Implement actions from review of the effectiveness of Council approach to risk management		<div style="border: 1px solid black; background-color: #d9e1f2; width: 75%; text-align: center;">75%</div>	31-Mar-2022	Strategic risks are now being managed via Pentana giving more focus, control and visibility. All risks are being reviewed regularly and linked to service planning. Further resilience has been created across the team in the management of risks with the addition of graduate H&S officer with Risk Management qualification.	John Duffy

Title	Status	Progress	Due Date	Comment	Managed By
Build workforce skills and support for the future across all services through innovative development programmes and bespoke interventions		<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e0e0e0; position: relative;"><div style="position: absolute; left: 0; top: 0; bottom: 0; background-color: #4f81bd; width: 20%;"></div>20%</div>	31-Mar-2022	This action is progressing as planned. Strengthened ties with WFP to service delivery and moved to reporting through pentana in line with the Council's approach to performance monitoring. Further development has been carried out on the workforce console allowing for real-time management of workforce. The rapid deployment of 365 has been rolled out to enable WFP to ensure collaborative working continues in development of digital skills and work has been carried out to improve digital skills for employees in areas such as Outlook, Excel, Agile Management, Service Design and the progression of six sigma projects.	Alison McBride
Embed good people practice through a focus on employee well-being, sound policies and workforce planning		<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e0e0e0; position: relative;"><div style="position: absolute; left: 0; top: 0; bottom: 0; background-color: #4f81bd; width: 40%;"></div>40%</div>	31-Mar-2022	This action is progressing as planned. A review of the stress management framework for employees has begun with the project plan developed. The review will consider how the existing policy and associate guidance, training and support for employees can be improved to further support employee/manager resilience. Access to Occupational Health data has now been improved with the introduction of an interactive dashboard allowing meaningful analysis to take place and identify remedial actions that may be required in relation to ensuring employees and managers are able to access an effective OH service.	Alison McBride

Title	Current Risk Matrix	Latest update	Latest Note	Target Risk Matrix	Managed By
Health and Safety of Employees and Others		29-Jul-2021	Target Risk was reviewed and given current pandemic no change.		Alison McBride

Title	Current Risk Matrix	Latest update	Latest Note	Target Risk Matrix	Managed By
<p>Ensure an appropriately resourced workforce.</p>		<p>29-Jul-2021</p>	<p>Workforce planning has developed well alongside service delivery planning. This has been supported by better use of data in this area to inform decision making via the use of the console.</p> <p>New ACAS guidance (issued July 17) Return to Work and Hybrid Working reinforces the work WDC have undertaken to date, particularly around the workstyle exercise, employee consultation, remote working guidance, planned/ phased return and variations to contracts which all see WDC well placed in supporting the workforce.</p> <p>Despite a robust package of wellbeing resources being available, absence levels are starting to rise, with stress and MSK absences prevalent. WDC continue to provide additional access to counselling and face to face physio appointments about to restart.</p> <p>Leadership development opportunities for the senior manager network have been offered and due to start August whilst work to support employees digitally excluded continues.</p> <p>WDC Fit for Future programme continues to support services.</p>		<p>Alison McBride</p>

 A continuously improving Council delivering best value

Performance Indicator	Status	Q2 2021/22		Short Trend	Long Trend	Status	Q1 2021/22		Latest Note	Managed By
		Value	Target				Value	Target		
Sickness absence days per teacher		1.38	1.3				1.08	1.3	Whilst the sickness absence target for Teachers in Q2 hasn't been met, it is has only been missed by a small margin and Teachers absence rates remain significantly lower than local government employees.	Alison McBride
Sickness absence days per employee (local government)		4.9	2				3.77	2	The target hasn't been reached in both quarters with absence increasing in the second quarter. This is partly caused by an increase in sickness absence attributed to Covid 19 cases.	Alison McBride
Percentage of ICT helpdesk incidents fixed with half day of being logged.		57.7 %	52%				62%	52%	Target met. Performance continues to meet target and is on track for year end.	Patricia Kerr

Title	Status	Progress	Due Date	Comment	Managed By
Support the Councils transformation and improvement projects		<input type="text" value="33%"/>	31-Mar-2022	This action is progressing as planned. Server testing has been carried out with initial findings report sent to ICT. Further testing for public access, schools and Wireless has been delayed by supplier due to COVID-19 but is now starting to be scheduled	Patricia Kerr

Title	Status	Progress	Due Date	Comment	Managed By
Deliver secure and compliant infrastructure to support Council wide services		<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e0e0e0; position: relative;"><div style="position: absolute; left: 0; top: 0; bottom: 0; width: 22%; background-color: #4f81bd;"></div></div> 22%	31-Mar-2022	This action is progressing as planned. Contract strategies under development for SIP telephony, SAN Storage and Switch replacement. Indicative Framework pricing has been returned from two frameworks for Switch replacement and indicates within existing budget. Data has been gathered regarding analogue telephony payments across the whole of WDC and will inform the tendering process. PSN testing delayed by supplier due to COVID-19, remaining services to be tested are Public Access, Education and Wireless, this is in the process of being scheduled. MOB replacements in progress. Chromebook and PC/laptop replacements delayed due to supplier lead times for preferred device specification.	Patricia Kerr
Deliver process and technology improvements to the ICT service		<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e0e0e0; position: relative;"><div style="position: absolute; left: 0; top: 0; bottom: 0; width: 40%; background-color: #4f81bd;"></div></div> 40%	31-Mar-2022	This action is progressing as planned. Initial indications are that alert monitoring software will be delivered as part of the switch replacement project as free value add services. This will be evaluated as part of the framework responses.	Patricia Kerr
Lead in the design and support for modernised services through fit for service reviews and digital transformation		<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e0e0e0; position: relative;"><div style="position: absolute; left: 0; top: 0; bottom: 0; width: 40%; background-color: #4f81bd;"></div></div> 40%	31-Mar-2022	This action is progressing as planned. Five Fit for Future service reviews have been completed these have been well received with online forms, presence data and service design playing a key role. Digital Transformation Board is also playing a key role in promoting collaboration, testing new ideas and sharing best practice. Communities of practice in terms of digital transformation continue to grow with service design group, Teams ambassadors and more to come to support better use of data. Trickle is now being rolled out council wide.	Alison McBride

Title	Current Risk Matrix	Latest update	Latest Note	Target Risk Matrix	Managed By
Workforce Management System not fit for purpose		30-Sep-2021	Frontier continues to present a range of technical issues for users and this is impact not only the day to day usage but also the pace of developments including automation. Discussions are ongoing with the supplier to address the same.		Arun Menon
Information Technology		05-Oct-2021	Several key technology investments are in progress during 21-22 demonstrating the Council's commitment to Technology and digital solutions		Patricia Kerr
Threat of Cyber-attack		05-Oct-2021	The risk of attacks happening out with business hours continues to maintain the overall risk profile as significant. Monitoring and management of the office returns as part of the COVID-19 pandemic is a high priority with regard to securing off-network devices.		Patricia Kerr
Pandemic (COVID)			Scoring of SR012 Covid 19 has been marked at 6. The likelihood has reduced due to the success of the vaccination programme however there are still some concern around new variants. A booster programme is also planned to start in Autumn. The impact has also reduced but due to the potential absence of those isolating due to Test & Protect process, this could still cause some service delivery / disruption issues due to absence.		Alison McBride

Open, accountable and accessible local government

Equity of access for all residents

Title	Status	Progress	Due Date	Comment	Managed By
Continue to implement HR Payroll Transformation including manual processes, development of WMS, better integration with WMS & greater self service		<div style="width: 42%;"><div style="width: 42%;"></div></div> 42%	31-Mar-2022	This action is progressing as planned. Significant progress has been made to date and it is anticipated will be completed by year end.	Arun Menon
Implement statutory Payroll changes		<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	31-Mar-2022	This action has been successfully completed as planned	Arun Menon
Undertake annual Payroll Audit		<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	31-Oct-2021	This action has been successfully completed as planned	Arun Menon
Develop process automations within Transactional Services		<div style="width: 18%;"><div style="width: 18%;"></div></div> 18%	31-Mar-2022	Project progressing with some delays due to technical challenges which are being reported to Automation Board and the PMRG.	Arun Menon

Action Status	
	Overdue
	Check Progress
	In Progress
	Completed

PI Status		Long Term Trends		Short Term Trends	
	Alert		Improving		Improving
	Warning		No Change		No Change
	OK		Getting Worse		Getting Worse

WEST DUNBARTONSHIRE COUNCIL**Report by Chief Officer: Resources****Committee: Corporate Services Committee 24 November 2021**

Subject: Resources Delivery Plan 2021/22 - Mid-Year Progress**1 Purpose**

1.1 This report sets out the mid-year progress of the 2021/22 Delivery Plan.

2 Recommendations

2.1 It is recommended that Committee notes the contents of this report and the progress achieved at mid-year.

3 Background

3.1 The Delivery Plan sets out actions to deliver the Strategic Plan and address the performance challenges and service priorities identified in the planning process. The Delivery Plan also provides an overview of services and resources, including employees and budgets, sets out the performance indicators for monitoring progress and considers the relevant risks.

3.2 The 2021/22 Delivery Plan was presented to Corporate Services Committee on 19 May 2021 with a commitment to submit a progress report at mid-year.

4 Main IssuesMid-Year Progress

4.1 Full details of mid-year progress are set out at Appendix 1 and summarised below.

4.2 Of the 21 actions set out in the plan, 3 are complete, 17 are progressing as planned and one has missed the target date set for the overall action (red status in Appendix 1). It is anticipated that all 21 actions will be completed by year-end.

4.3 Six indicators are monitored quarterly. Of those, 5 met or exceeded targets and it is anticipated that all 5 are likely to meet year-end targets:

- Time for processing applications for new Housing Benefits claims from the date of receipt of the application to the day on which the claim is decided: Target met and performance has improved over the short term.
- Time for processing applications for notifications of changes of circumstances for Housing Benefits from the date of receipt of the application to the day on which the claim is decided: Target met and performance has improved over the short term.

- Current tenants' arrears as a percentage of total rent due: Target met and performance has improved over the short and long term.
- Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year: Target met and long trend improving despite a small dip in performance over Q1.
- Percentage of income due from council tax received by the end of the year: Target met and performance has improved over the short term.

4.4 One indicator narrowly missed target (amber status in Appendix 1) and this is likely to miss the target set for the year-end:

- Number of invoices paid within 30 calendar days of receipt as a percentage of all invoices paid: Target narrowly missed although performance has improved over the previous quarter.

Service User Feedback

4.5 A key focus in the development of the delivery plan was ensuring that feedback from service users informs learning and improvement. One of the main sources of feedback is complaints data.

4.6 Between 1 April and 30 September 2021, Resources received a total of 57 complaints, comprising 52 at Stage 1 and 5 at Stage 2. During the same period, 48 complaints were closed, 29 at Stage 1, 5 at Stage 2 and 14 categorised as resolved. This new category of closed complaints was introduced by the Scottish Public Services Ombudsman from April 2021. It relates to complaints where both parties agree that the complaint can be resolved effectively without a full investigation such as an appointment rescheduled, a refund processed, or a decision explained to a complainant. Neither the outcome (upheld/not upheld) nor the time taken to close complaints of this type are recorded.

4.7 Of the 29 complaints closed at Stage 1, 11 (38%) were closed within the 5 working days target, with an average of 11 working days for all Stage 1 complaints. Of the 5 complaints closed at Stage 2, 3 (60%) were closed within the 20 working days target, with an average of 29 working days for all at Stage 2 complaints.

4.8 19 of the 29 complaints closed at Stage 1 were upheld (66%) and 3 of the 5 at Stage 2 (60%).

4.9 The 57 complaints received between April and September were categorised as follows:

- Citizen expectation not met (quality of service) - 29 complaints, 11 upheld;
- Citizen expectation not met (timescales) - 25 complaints, 10 upheld;
- Council policy (charges) - 1 complaint, not upheld;
- Employee behaviour - 1 complaint, upheld; and
- Error in Service Delivery - 1 complaint, not upheld.

4.10 Complaints will continue to be monitored to identify opportunities for learning and improvement.

5 People Implications

5.1 There are no direct people implications arising from this report.

6 Financial & Procurement Implications

6.1 There are no direct financial or procurement implications arising from this report.

7 Risk Analysis

7.1 Failure to deliver the actions assigned to Resources may have a direct impact on the delivery of the Council's Strategic Plan. It is essential that remedial action is taken to ensure strategic delivery plans achieve the commitments detailed.

8 Equalities Impact Assessment

8.1 Screening and impact assessments will be carried out on specific activities as required.

9 Consultation

9.1 The Delivery Plan was developed through consultation with officers from the strategic area.

10 Strategic Assessment

10.1 The Delivery Plan sets out actions to support the successful delivery of the strategic priorities of the Council.

Chief Officer: Stephen West
Service Area: Resources
Date: 12 November 2021

Person to Contact: Lynn Henderson lynn.henderson@west-dunbarton.gov.uk

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

Background Papers: Resources Delivery Plan 2021/22 Report - Corporate Services Committee, 19 May 2021

Wards Affected: All

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

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

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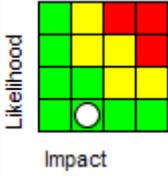
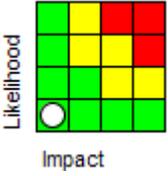
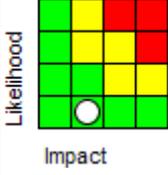
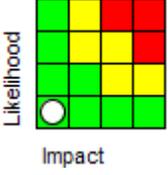
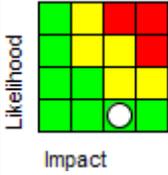
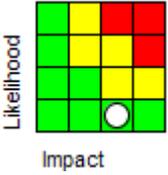
	Strong financial governance and sustainable budget management (Service Objective)
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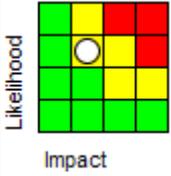
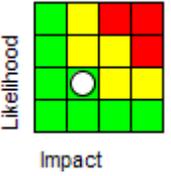
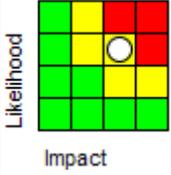
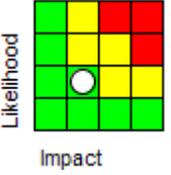
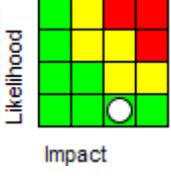
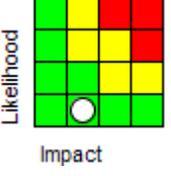
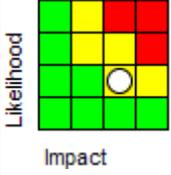
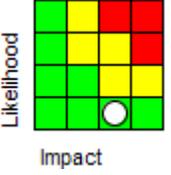
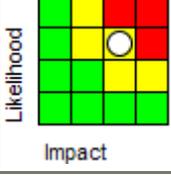
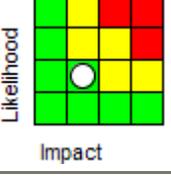
Performance Indicator	Q1 2021/22		Q2 2021/22					2021/22	Assigned To	
	Value	Target	Value	Target	Status	Long Trend	Short Trend	Note		Target
Current tenants' arrears as a percentage of total rent due	12.62%	13%	12.12%	13%				Target met due to improved rent collection process due to streamlining of interventions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

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

Action	Status	Progress	Due Date	Comment	Assigned To
				between systems to allow earlier contact. In addition, system improvements have been implemented with our Corporate Arrears Recovery System to allow bulk requests for Department for Work & Pensions for debt recoveries which has resulted in increased recoveries.	
Continue to review ways to improve rent collection rates in conjunction with Housing and W4U		<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #e0e0e0; position: relative;"><div style="background-color: #4f81bd; width: 42%; position: absolute; left: 0;"></div>42%</div>	31-Mar-2022	Discussions are continuing with Housing around the management of arrears. Performance and approach will be monitored on an ongoing basis.	Ryan Chalmers
Ensure continued compliance with the Code of Good Governance		<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #e0e0e0; position: relative;"><div style="background-color: #4f81bd; width: 100%; position: absolute; left: 0;"></div>100%</div>	31-Mar-2022	Completed as part of the annual review of Annual Governance Statement 2021 and reported to Audit Committee 16 June 2021.	Andi Priestman
Submit draft Annual Governance Statement to the Audit Committee for 20/21 Plan		<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #e0e0e0; position: relative;"><div style="background-color: #4f81bd; width: 100%; position: absolute; left: 0;"></div>100%</div>	30-Jun-2021	Annual Governance Statement submitted to Audit Committee 16 June 2021.	Andi Priestman
Continue to improve and deliver the Assurance Statement to support the Annual Governance Statement		<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #e0e0e0; position: relative;"><div style="background-color: #4f81bd; width: 100%; position: absolute; left: 0;"></div>100%</div>	31-Mar-2022	Presentation given to PMRG and attended Chief Officer Senior Management Team meetings to provide advice and support on the process.	Andi Priestman
Deliver Internal Audit & Corporate Fraud plan for 2021/22		<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #e0e0e0; position: relative;"><div style="background-color: #4f81bd; width: 33%; position: absolute; left: 0;"></div>33%</div>	31-Mar-2022	Delivering the Internal Audit & Corporate Fraud Plan is progressing as planned. Progress was reported to Audit Committee in September with a second progress report due at the end of November.	Andi Priestman
Complete Internal Audit & Corporate Fraud plan for 2020/21		<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #e0e0e0; position: relative;"><div style="background-color: #4f81bd; width: 50%; position: absolute; left: 0;"></div>50%</div>	31-Aug-2021	There have been delays due to staff illness, staff turnover, and other priorities, with two audits outstanding. They will now be finalised and reported to Audit Committee in March.	Andi Priestman

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

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

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

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

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

Ob A committed and skilled workforce

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

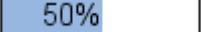
Action	Status	Progress	Due Date	Comment	Assigned To
Carry out a survey of employees in relation to 121s, team meetings and communication		<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e0e0e0; position: relative;"><div style="background-color: #4f81bd; width: 33%; position: absolute; top: -2px; left: -2px;"></div></div> 33%	31-Mar-2022	Surveys now planned to be undertaken through different approaches - linked to corporate approach to staff surveys in 2021/22. First element commenced in mid October 2021.	Stephen West

Ob

A continuously improving Council delivering best value

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

Action	Status	Progress	Due Date	Comment	Assigned To
Use benchmarking data to evaluate service delivery and performance within Internal Audit & Fraud		<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e0e0e0; position: relative;"><div style="background-color: #4f81bd; width: 33%; position: absolute; top: -2px; left: -2px;"></div></div> 33%	31-Mar-2022	Meeting held on 28 September. All Audit plans for 2021/22 have been submitted. These will be monitored each quarter for benchmarking purposes.	Andi Priestman

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

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

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

WEST DUNBARTONSHIRE COUNCIL**Report by Chief Officer – Supply, Distribution & Property****Committee: Corporate Services Committee: 24 November 2021**

**Subject: Corporate Procurement Actions
Supply, Distribution & Property Delivery Plan 2021/22: Mid-Year
Progress**

1 Purpose

- 1.1** The purpose of this report is to set out the mid-year progress of corporate procurement actions within the Supply, Distribution & Property Delivery Plan 2021/22 which is delegated to Corporate Services Committee.

2 Recommendations

- 2.1** It is recommended that the Committee notes the contents of this report and the progress achieved at mid-year.

3 Background

- 3.1** Each Chief Officer develops an annual Delivery Plan. This sets out actions to help deliver the Strategic Plan and address the performance challenges and service priorities identified in the planning process. The Delivery Plan also provides an overview of services and resources, including employees and budgets, sets out the performance indicators for monitoring progress and considers the relevant risks.
- 3.2** The Supply, Distribution & Property Plan 2021/22 was noted by this committee on 19 May 2021, and a commitment was made to submit a mid-year progress report.
- 3.3** The Council continues to be central to the national Covid-19 pandemic response supporting communities. We responded quickly to the pandemic, with initial focus on maintaining essential services and protecting communities. Levels of service disruption and adjustments have varied since spring 2020 and there continue to be significant challenges facing services as we move from the response to recovery from the pandemic.

4 Main IssuesDelivery Plan

- 4.1** Full details of mid-year progress are set out in the performance progress report attached at Appendix 1 and summarised below.

- 4.2 At this mid-point of the year, of the four actions in the plan, all actions are making progress and on track for delivery by 31 March 2022.
- 4.3 Also included in the plan are nine performance indicators of which eight are monitored on a half yearly basis. Of these, six indicators achieved their mid-year target one missed the target and one has no data available at this time. This is analytical data which is provided by a third party and is expected for overview in the coming weeks. The following paragraph details progress against the one half yearly performance indicator that is significantly adrift of target and shows red status.
- 4.4 Percentage of Contract & Supplier Management scorecards submitted against the total number due, significantly missed the target in the half year. There has been a backlog in issuing scorecards. A full review of the process has been undertaken and actions have been put in place to clear the backlog as a matter of urgency. Regular monitoring of progress is in place and improving performance is a key priority.
- 4.5 The plan includes two risks, both have been reassessed with no change to the risk assessments.

Service User Feedback – Complaints

- 4.7 A key focus in the development of the delivery plan was ensuring that customer feedback informs learning and improvement. One of the main sources of feedback is complaints data.
- 4.8 There were no complaints in relation to, Corporate Procurement Unit between 1 April and 30 September 2021. Complaints data will continue to be monitored to identify learning opportunities.

5 People Implications

- 5.1 There are no direct people implications arising from this report.

6 Financial & Procurement Implications

- 6.1 There are no direct financial or procurement implications arising from this report.

7 Risk Analysis

- 7.1 Failure to deliver on the actions assigned to the strategic area may have a direct impact on the delivery of the Council's Strategic Plan. It is essential that remedial action is taken to ensure strategic delivery plans achieve the commitments detailed and approved.

8 Equalities Impact Assessment

8.1 As this report details progress on an action plan already agreed, there is no requirement for equalities screening or impact assessment.

9 Consultation

9.1 This report provides an update on the progress achieved across the strategic area, drawing from information provided by officers.

10 Strategic Assessment

10.1 The strategic delivery plan sets out actions to support the successful delivery of all five strategic priorities of the Council.

Angela Wilson
Chief Officer – Supply, Distribution & Property
Date: 25 October 2021

Person to Contact:	Karen Connelly , P&S Business Partner E-mail: Karen.Connelly@west-dunbarton.gov.uk
Appendix:	Appendix 1: Supply, Distribution & Property, CPU Delivery Plan 2021/22 - Mid-Year Progress
Background Papers:	Supply, Distribution & Property Delivery Plan 2021/22
Wards Affected:	All wards

Appendix 1; Supply Distribution & Property, Corporate Procurement Unit Delivery Plan 2021/22 – Mid Year Progress

	A strong local economy and improved job opportunities
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	A growing economy
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Performance Indicator	H1 2021/22				Managed By
	Value	Target	Status	Note	
Percentage of procurement spent on local small/medium-sized enterprises and SMEs who have a presence in West Dunbartonshire	41.51%	36%		Performing above target. This value represents a substantial increase from the previous year. The increase is due to on going work to update suppliers' post codes.	Annabel Travers

Action	Status	Progress	Due Date	Comment	Managed By
Improving access to the Council's contracts		<div style="border: 1px solid black; width: 80px; height: 20px; background-color: #e0e0e0; position: relative;"> 30% </div>	31-Mar-2022	Action progressing as planned. Progress being made on activities to promote Council contracts, improve the supply chain and communication to local companies.	Annabel Travers

	Increased employment and training opportunities
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Performance Indicator	H1 2021/22				Managed By
	Value	Target	Status	Note	
Percentage of Contract & Supplier Management scorecards delivered where the Supplier at a minimum, meets the Social Benefits expectations.	100%	95%		Target met. This value is based on a very small number of scorecards due to a backlog in issuing scorecards. The backlog issue is being addressed by management.	Annabel Travers

Action	Status	Progress	Due Date	Comment	Managed By
Deliver procurement savings and benefits		<div style="border: 1px solid black; width: 80px; height: 20px; position: relative;"><div style="background-color: #0070C0; width: 33%;"></div>33%</div>	31-Mar-2022	Action progressing as planned. Progress being made on activities to ensure engagement with services is mainstreamed. Market research is underway to identify key opportunities.	Annabel Travers

	Efficient and effective frontline services that improve the everyday lives of residents
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	A continuously improving Council delivering best value
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Performance Indicator	H1 2021/22				Managed By
	Value	Target	Status	Note	
Percentage of Contract & Supplier Management scorecards delivered	100%	95%		While target met, this value is based on a very small number of scorecards. Action has been taken to improve performance.	Annabel Travers

Performance Indicator	H1 2021/22				Managed By
	Value	Target	Status	Note	
where the Supplier at a minimum, meets the Cost expectations.					
Percentage of Contract & Supplier Management scorecards delivered where the Supplier at a minimum, meets the quality expectations	97.8%	95%		While target met, this value is based on a very small number of scorecards. Action has been taken to improve performance.	Annabel Travers
Percentage of Contract & Supplier Management scorecards delivered where the Supplier at a minimum, meets the Service expectations.	100%	95%		While target met, this value is based on a very small number of scorecards. Action has been taken to improve performance.	Annabel Travers
Percentage of Contract & Supplier Management scorecards submitted against the total number due.	14%	85%		Performance is behind target. This is due to a delay in issuing scorecards, low return rate and progress in evaluation of scorecards. Immediate action has been taken to improve this process and performance for end of Oct is 39.3%.	Annabel Travers

Action	Status	Progress	Due Date	Comment	Managed By
Embed procurement sustainability		<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #4f81bd; display: flex; align-items: center; justify-content: center;">25%</div>	31-Mar-2022	Action is progressing as planned. Development of the specification including promotion of Fair Working Practices is underway.	Annabel Travers
Maximise procurement efficiency and collaboration		<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #4f81bd; display: flex; align-items: center; justify-content: center;">25%</div>	31-Mar-2022	Action progressing as planned. The use of collaborative framework agreements and dynamic purchasing systems is continuing	Annabel Travers

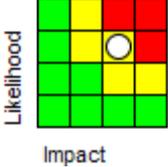
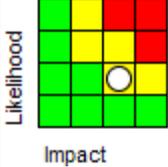
Action	Status	Progress	Due Date	Comment	Managed By
				including review of opportunities for collaboration with other public bodies.	

P	Open, accountable and accessible local government
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Ob	Equity of access for all residents
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Performance Indicator	H1 2021/22				Managed By
	Value	Target	Status	Note	
Percentage of contracts that are compliant	TBC	100%	TBC	Data for this PI is unavailable however will become available mid November 2021.	Annabel Travers
Annual Cash Savings target achieved	£203,765 .64	£200,000 .00		Cash savings target continues to perform above target.	Annabel Travers

Risk	Current Risk Matrix	Date Reviewed	Latest Note	Target Risk Matrix	Managed By
Failure to secure best value of procurement spend and ensure compliance with financial regulations		30-Sep-2021	No change to risk assessment. There are a number of actions and strategies in place to ensure and monitor best value of procurement spend and compliance.		Annabel Travers

Risk	Current Risk Matrix	Date Reviewed	Latest Note	Target Risk Matrix	Managed By
Failure to continue to achieve increased savings from procurement activity		30-Sep-2021	No change to risk assessment. There are a number of actions underway to increase savings from procurement activity including performance indicators to monitor progress.		Annabel Travers

Action Status	
	Cancelled
	Overdue; Neglected
	Unassigned; Check Progress
	Not Started; In Progress; Assigned
	Completed

PI Status		Long Term Trends		Short Term Trends	
	Alert		Improving		Improving
	Warning		No Change		No Change
	OK		Getting Worse		Getting Worse
	Unknown				
	Data Only				

Risk Status	
	Alert
	High Risk
	Warning
	OK
	Unknown

WEST DUNBARTONSHIRE COUNCIL
Report by the Strategic Lead Resources
Corporate Services Committee – 24 November 2021

**Subject: Corporate Services Budgetary Control Report to 30 September 2021
(Period 6)**

1. Purpose

1.1 The purpose of this report is to advise the Committee on the performance of the Corporate Services budget for the period to 30 September 2021.

2. Recommendations

2.1 Members are asked to:

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

3. Background

3.1 Revenue Budget

At the meeting of West Dunbartonshire Council on 3 March 2021, Members agreed the revenue estimates for 2021/22.

A total net budget of £32.280m was approved for services under the remit for Corporate Services at that time. Adjustments have been made since that date and the revised budget now under the remit of Corporate Services is £31.986m as detailed in the following table:

Description	£m
Budget Agreed March 2021	32.280
Share of Corporate Savings agreed in Budget	-0.092
Additional funding for Tobacco	0.040
Centralisation of Mobile Phones to ICT	0.005
Recurring Variances Annual Exercise	-0.247
	31.986

3.2 Capital Budget

At the meeting of Council on 4 March 2021, Members also agreed the updated 10 year General Services Capital Plan for 2021/2022 to 2030/31. The next three years from 2021/22 to 2023/24 have been approved in detail with the remaining 7 years being indicative at this stage. The total project life budget approved for projects that have either commenced or are due to commence in that period total for Corporate Services was £16.305m.

4. **Main Issues**

Revenue Budget

4.1 The summary report at Appendix 1 identifies a projected annual favourable variance (underspend) of £0.182m (0.57% of the total budget), which includes an adverse variance related to the potential impact of Covid-19 of £0.150m. The underlying favourable variance is therefore £0.332m (1.04% of the total budget). The Covid-19 impact projection is based upon a range of assumptions as to how services will restart over the remainder of this financial year. Detailed service reports are attached as Appendix 2.

4.2 There are five projected annual variances in excess of £0.050m. Notes on these variances 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.

Capital Budget

4.4 Appendices 5 to 7 highlight 3 projects as showing an in-year underspend and 21 projects on target. The reported underspends are as a result of project delays, some of which have been caused by Covid-19. The overall Corporate Services programme summary report at Appendix 5 shows that there is a projected £1.977m (35.2% of the total programmed budget) to be re-phased in future years. There are three significant variances within the Capital Budget, these are shown in the following table. See Appendix 6 for more details.

Project	Variance £m
Heritage Capital Fund	(1.670)
ICT Modernisation	(0.253)
Education Software Licensing Refresh	(0.053)

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.
- 6.2** Agreed management adjustments for 2021/22 are monitored with current indications being that the saving of £0.197m will be achieved (see Appendix 4).

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 services 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.

Stephen West
Strategic Lead Resources

Date: 11 November 2021

Person to Contact: Adrian Gray, Finance Business Partner
Council Offices, 16 Church Street, Dumbarton
Telephone: (01389) 737838
E-mail: adrian.gray@west-dunbarton.gov.uk

Appendices: Appendix 1 - Revenue Budgetary Control 2021/22
– Summary Report
Appendix 2 - Revenue Budgetary Control 2021/22
– Service Reports

- Appendix 3 - Analysis of Revenue Variances over £50,000
- Appendix 4 - 2021/22 Efficiencies Monitoring
- Appendix 5 - Overall Capital Programme Summary Financials
- Appendix 6 - Capital Programme – Red Status
- Appendix 7 - Capital Programme – Green Status

Background Papers: Ledger output – Period 6;
General Services Revenue Estimates 2021/22 – Council 3 March 2021; and
General Services Capital Strategy 2020/21 to 2029/30 - Council 4 March 2020.

Wards Affected All Wards

MONTH END DATE 30 September 2021

Service / Subjective Summary	Total Budget 2021/22	Spend to Date 2021/22	Forecast Spend	Variance 2021/22	Annual RAG Status	Net Variance attributable to covid	Underlying Variance excluding covid
	£000	£000	£000	£000	%	£000	£000
Audit	123	154	72	(51)	-41%	↑	(51)
Finance	1,361	772	1,370	9	1%	↓	(1)
Rent Rebates & Allowances	(341)	2,430	(341)	0	0%	→	0
Revenues & Benefits	2,035	1,461	2,067	32	2%	↓	(2)
Finance Service Centre	298	125	299	1	0%	↓	(0)
Cost of Collection of Rates	19	(1,316)	21	2	11%	↓	(0)
Cost of Collection of Council Tax	(790)	(148)	(756)	34	4%	↓	(1)
Central Admin Support	2,417	1,099	2,387	(30)	-1%	↑	(29)
Procurement	517	398	485	(32)	-6%	↑	(32)
Democratic and Registration Service	742	349	768	26	4%	↓	(23)
Environmental Health	675	290	639	(36)	-5%	↑	(80)
Licensing	72	16	77	5	-7%	↓	(5)
Legal Services/Trading Standards	967	472	915	(52)	-5%	↑	(50)
Planning	452	241	594	142	31%	↓	(3)
Transactional Services	696	348	710	14	2%	↓	(14)
Human Resources (including risk)	1,299	544	1,284	(15)	-1%	↑	(15)
Information Services	4,247	2,863	4,271	24	1%	↓	(34)
Change Support	310	44	312	2	1%	↓	(2)
Communications & Marketing	319	147	322	3	1%	↓	(3)
Citizen Services	1,267	559	1,254	(13)	-1%	↑	(11)
Performance & Strategy	296	93	292	(4)	-1%	↑	(4)
Clydebank Town Hall	334	101	337	3	1%	↓	(0)
Office Accommodation	1,500	321	1,417	(83)	-6%	↑	(28)
Libraries	1,761	708	1,788	27	2%	↓	(12)
Arts and Heritage	383	144	349	(34)	-9%	↑	(18)
Catering Services	3,936	1,834	3,931	(5)	0%	↑	(5)
Building Cleaning	1,649	906	1,539	(110)	-7%	↑	(110)
Building Cleaning PPP	(313)	(212)	(317)	(4)	1%	↑	(4)
Facilities Assistants	1,977	822	1,942	(35)	-2%	↑	(48)
Facilities Management	358	145	365	7	2%	↓	(7)
Leisure Management	3,410	2,698	3,411	1	0%	↓	(1)
Events	9	0	0	(9)	-100%	↑	(58)
Total Net Expenditure	31,986	18,408	31,804	(182)	-0.57%	↑	(332)

PERIOD 30 September 2021

Service Summary	Total Budget 2021/22	YTD Spend 2021/22	Forecast Spend 2021/22	Variance 2021/22	RAG Status	
All Services	£000	£000	£000	£000	%	
Employee	28,076	12,695	27,522	(554)	-2%	↑
Property	2,141	395	2,059	(81)	-4%	↑
Transport and Plant	167	27	150	(17)	-10%	↑
Supplies, Services and Admin	5,097	2,598	5,132	35	1%	↓
Payments to Other Bodies	5,874	10,910	14,345	8,471	144%	↓
Other	36,598	19,042	36,598	0	0%	→
Gross Expenditure	77,953	45,666	85,806	7,854	10%	↓
Income	(45,967)	(27,258)	(54,002)	(8,035)	-17%	↑
Net Expenditure	31,986	18,408	31,804	(182)	-0.57%	↑
Audit	£000	£000	£000	£000	%	
Employee	419	164	369	(50)	-12%	↑
Property				0	0%	→
Transport and Plant	1	-	-	(1)	-100%	↑
Supplies, Services and Admin	2	2	2	0	0%	→
Payments to Other Bodies				0	0%	→
Other				0	0%	→
Gross Expenditure	422	166	371	(51)	-12%	↑
Income	- 299	- 12	- 299	0	0%	→
Net Expenditure	123	154	72	(51)	-41.46%	↑
Finance	£000	£000	£000	£000	%	
Employee	1,604	795	1,645	41	3%	↓
Property				0	0%	→
Transport and Plant	0	0	0	0	0%	→
Supplies, Services and Admin	10	6	8	(2)	-16%	↑
Payments to Other Bodies	2	2	2	1	33%	↓
Other				0	0%	→
Gross Expenditure	1,615	803	1,655	40	2%	↓
Income	(254)	(31)	(285)	(31)	-12%	↑
Net Expenditure	1,361	772	1,370	9	0.66%	↓
Rent Rebates & Allowances	£000	£000	£000	£000	%	
Employee				0	0%	→
Property				0	0%	→
Transport and Plant				0	0%	→
Supplies, Services and Admin				0	0%	→
Payments to Other Bodies				0	0%	→
Other	36,598	19,042	36,598	0	0%	→
Gross Expenditure	36,598	19,042	36,598	0	0%	→
Income	- 36,939	- 16,612	- 36,939	0	0%	→
Net Expenditure	- 341	2,430	- 341	0	0.00%	→

PERIOD 30 September 2021

Service Summary	Total Budget 2021/22	YTD Spend 2021/22	Forecast Spend 2021/22	Variance 2021/22		RAG Status
	£000	£000	£000	£000	%	
Revenues & Benefits						
Employee	1,772	863	1,775	3	0%	↓
Property	0	0	0	0	0%	→
Transport and Plant	2	0	0	(2)	-100%	↑
Supplies, Services and Admin	32	14	33	1	3%	↓
Payments to Other Bodies	899	779	894	(5)	-1%	↑
Other				0	0%	→
Gross Expenditure	2,705	1,656	2,702	(3)	0%	↑
Income	(670)	(195)	(635)	35	5%	↓
Net Expenditure	2,035	1,461	2,067	32	1.57%	↓
Finance Service Centre						
Employee	253	115	254	1	0%	↓
Property	0	0	0	0	0%	→
Transport and Plant	0	0	0	0	0%	→
Supplies, Services and Admin	45	10	45	0	0%	→
Payments to Other Bodies				0	0%	→
Other				0	0%	→
Gross Expenditure	298	125	299	1	0%	↓
Income	0	0	0	0	0%	→
Net Expenditure	298	125	299	1	0.34%	↓
Cost of Collection of Rates						
Employee				0	0%	→
Property				0	0%	→
Transport and Plant				0	0%	→
Supplies, Services and Admin	4	1	5	1	25%	↓
Payments to Other Bodies	100	7,217	8,585	8,485	8485%	↓
Other				0	0%	→
Gross Expenditure	104	7,218	8,590	8,486	8160%	↓
Income	(85)	(8,534)	(8,569)	(8,484)	-9981%	↑
Net Expenditure	19	1,316	21	2	10.53%	↓
Cost of Collection of Council Tax						
Employee					0%	→
Property					0%	→
Transport and Plant					0%	→
Supplies, Services and Admin	69	17	69	0	0%	→
Payments to Other Bodies	33	14	33	0	0%	→
Other					0%	→
Gross Expenditure	102	31	102	0	0%	→
Income	(892)	(179)	(858)	34	4%	↓
Net Expenditure	- 790	- 148	- 756	34	-4.30%	↓

PERIOD 30 September 2021

Service Summary	Total Budget 2021/22	YTD Spend 2021/22	Forecast Spend 2021/22	Variance 2021/22		RAG Status
	£000	£000	£000	£000	%	
Procurement						
Employee	934	398	894	(40)	-4%	↑
Property	0	0	0	0	0%	→
Transport and Plant	0	0	0	0	0%	→
Supplies, Services and Admin	3	0	3	0	0%	→
Payments to Other Bodies	73	0	73	0	0%	→
Other	0	0	0	0	0%	→
Gross Expenditure	1,010	398	970	(40)	-4%	↑
Income	(493)	0	(485)	8	2%	↓
Net Expenditure	517	398	485	(32)	-6.19%	↑
Democratic and Registration Service						
Employee	848	388	829	(19)	-2%	↑
Property	0	0	0	0	0%	→
Transport and Plant	2	1	2	0	0%	→
Supplies, Services and Admin	11	2	9	(2)	-18%	↑
Payments to Other Bodies	0	0	0	0	0%	→
Other	0	0	0	0	0%	→
Gross Expenditure	861	391	840	(21)	-2%	↑
Income	(119)	(42)	(72)	47	39%	↓
Net Expenditure	742	349	768	26	3.50%	↓
Central Admin Support						
Employee	2,422	1,095	2,400	(22)	-1%	↑
Property	0	0	0	0	0%	→
Transport and Plant	1	0	0	(1)	-100%	↑
Supplies, Services and Admin	13	9	12	(1)	-4%	↑
Payments to Other Bodies	0	0	0	0	0%	→
Other	0	0	0	0	0%	→
Gross Expenditure	2,435	1,104	2,412	(23)	-1%	↑
Income	(18)	(5)	(25)	(7)	-39%	↑
Net Expenditure	2,417	1,099	2,387	(30)	-1.24%	↑
Environmental Health						
Employee	949	392	866	(83)	-9%	↑
Property	7	2	7	0	0%	→
Transport and Plant	11	3	11	0	0%	→
Supplies, Services and Admin	23	8	26	4	16%	↓
Payments to Other Bodies	78	33	78	1	1%	↓
Other	0	0	0	0	0%	→
Gross Expenditure	1,067	438	988	(79)	-7%	↑
Income	(392)	(148)	(349)	43	11%	↓
Net Expenditure	675	290	639	(36)	-5.33%	↑

PERIOD 30 September 2021

Service Summary	Total Budget 2021/22	YTD Spend 2021/22	Forecast Spend 2021/22	Variance 2021/22		RAG Status
	£000	£000	£000	£000	%	
Licensing						
Employee	276	135	287	11	4%	↓
Property				0	0%	→
Transport and Plant	1	0	1	0	0%	→
Supplies, Services and Admin	7	4	6	(1)	-14%	↑
Payments to Other Bodies	8	0	8	0	0%	→
Other				0	0%	→
Gross Expenditure	292	139	302	10	3%	↓
Income	(220)	(123)	(225)	(5)	-2%	↑
Net Expenditure	72	16	77	5	6.94%	↓
Legal Services/Trading Standards						
Employee	1,094	487	1,057	(37)	-3%	↑
Property				0	0%	→
Transport and Plant	4	0	3	(1)	-25%	↑
Supplies, Services and Admin	18	7	18	0	0%	→
Payments to Other Bodies	2	0	2	0	0%	→
Other				0	0%	→
Gross Expenditure	1,118	494	1,080	(38)	-3%	↑
Income	(151)	(22)	(165)	(14)	-9%	↑
Net Expenditure	967	472	915	(52)	-5.38%	↑
Planning						
Employee	1,165	539	1,130	(35)	-3%	↑
Property				0	0%	→
Transport and Plant	5	1	1	(4)	-80%	↑
Supplies, Services and Admin	24	25	53	29	121%	↓
Payments to Other Bodies	130	15	130	0	0%	→
Other				0	0%	→
Gross Expenditure	1,324	580	1,314	(10)	-1%	↑
Income	(872)	(339)	(720)	152	17%	↓
Net Expenditure	452	241	594	142	31.42%	↓
Transactional Services						
Employee	760	361	782	22	3%	↓
Property				0	0%	→
Transport and Plant	0	0	0	0	0%	→
Supplies, Services and Admin	5	2	5	0	0%	→
Payments to Other Bodies				0	0%	→
Other				0	0%	→
Gross Expenditure	765	363	787	22	3%	↓
Income	(69)	(15)	(77)	(8)	-12%	↑
Net Expenditure	696	348	710	14	2.01%	↓

PERIOD 30 September 2021

Service Summary	Total Budget 2021/22	YTD Spend 2021/22	Forecast Spend 2021/22	Variance 2021/22		RAG Status
	£000	£000	£000	£000	%	
Human Resources (including risk)						
Employee	1,032	462	1,018	(14)	-1%	↑
Property	0	0	0	0	0%	→
Transport and Plant	2	1	1	(1)	-50%	↑
Supplies, Services and Admin	4	3	4	0	0%	→
Payments to Other Bodies	261	78	261	0	0%	→
Other				0	0%	→
Gross Expenditure	1,299	544	1,284	(15)	-1%	↑
Income	0	0	0	0	0%	→
Net Expenditure	1,299	544	1,284	(15)	-1.15%	↑
Information Services						
Employee	2,073	998	2,077	4	0%	↓
Property				0	0%	→
Transport and Plant	3	0	2	(1)	-33%	↑
Supplies, Services and Admin	2,579	1,942	2,630	51	2%	↓
Payments to Other Bodies	19	4	19	0	0%	→
Other				0	0%	→
Gross Expenditure	4,674	2,944	4,728	54	1%	↓
Income	(427)	(81)	(457)	(30)	-7%	↑
Net Expenditure	4,247	2,863	4,271	24	0.57%	↓
Change Support						
Employee	361	139	436	75	21%	↓
Property				0	0%	→
Transport and Plant	1	0	0	(1)	-100%	↑
Supplies, Services and Admin	0	0	1	1	0%	↓
Payments to Other Bodies				0	0%	→
Other				0	0%	→
Gross Expenditure	362	139	437	75	21%	↓
Income	(52)	(95)	(125)	(73)	-140%	↑
Net Expenditure	310	44	312	2	0.65%	↓
Communications & Marketing						
Employee	326	165	328	2	1%	↓
Property	0	0	0	0	0%	→
Transport and Plant	1	0	1	0	0%	→
Supplies, Services and Admin	14	3	15	1	7%	↓
Payments to Other Bodies	0	0	0	0	0%	→
Other	0	0	0	0	0%	→
Gross Expenditure	341	168	344	3	1%	↓
Income	(22)	(21)	(22)	0	0%	→
Net Expenditure	319	147	322	3	0.94%	↓

PERIOD 30 September 2021

Service Summary	Total Budget 2021/22	YTD Spend 2021/22	Forecast Spend 2021/22	Variance 2021/22		RAG Status
	£000	£000	£000	£000	%	
Citizen Services						
Employee	1,245	571	1,256	11	1%	↓
Property	0	0	0	0	0%	→
Transport and Plant	1	0	1	0	0%	→
Supplies, Services and Admin	21	12	21	0	0%	→
Payments to Other Bodies	0	0	0	(0)	-100%	↑
Other	0	0	0	0	0%	→
Gross Expenditure	1,267	583	1,278	11	1%	↓
Income	0	(24)	(24)	(24)	0%	↑
Net Expenditure	1,267	559	1,254	(13)	-1.04%	↑
Performance & Strategy						
Employee	303	112	290	(13)	-4%	↑
Property	0	0	0	0	0%	→
Transport and Plant	1	0	1	0	0%	→
Supplies, Services and Admin	3	0	3	0	0%	→
Payments to Other Bodies	21	4	21	0	0%	→
Other	0	0	0	0	0%	→
Gross Expenditure	328	116	315	(13)	-4%	↑
Income	(32)	(23)	(23)	9	28%	↓
Net Expenditure	296	93	292	(4)	-1.35%	↑
Clydebank Town Hall						
Employee	390	78	172	(218)	-56%	↑
Property	196	20	167	(29)	-15%	↑
Transport and Plant	0	0	0	0	0%	→
Supplies, Services and Admin	48	3	18	(30)	-63%	↑
Payments to Other Bodies	0	0	0	0	0%	→
Other	0	0	0	0	0%	→
Gross Expenditure	634	101	357	(277)	-44%	↑
Income	(300)	0	(20)	280	93%	↓
Net Expenditure	334	101	337	3	0.90%	↓
Office Accomodation						
Employee	138	50	127	(11)	-8%	↑
Property	1,379	254	1,322	(57)	-4%	↑
Transport and Plant	1	0	1	0	0%	→
Supplies, Services and Admin	62	14	44	(18)	-29%	↑
Payments to Other Bodies	20	3	23	3	15%	↓
Other	0	0	0	0	0%	→
Gross Expenditure	1,600	321	1,517	(83)	-5%	↑
Income	(100)	0	(100)	0	0%	→
Net Expenditure	1,500	321	1,417	(83)	-5.53%	↑

PERIOD 30 September 2021

Service Summary	Total Budget 2021/22	YTD Spend 2021/22	Forecast Spend 2021/22	Variance 2021/22		RAG Status
	£000	£000	£000	£000	%	
Libraries						
Employee	1,289	570	1,272	(17)	-1%	↑
Property	251	27	251	0	0%	→
Transport and Plant	16	3	13	(3)	-19%	↑
Supplies, Services and Admin	249	111	257	8	3%	↓
Payments to Other Bodies	0	0	0	0	0%	→
Other	0	0	0	0	0%	→
Gross Expenditure	1,805	711	1,793	(12)	-1%	↑
Income	(44)	(3)	(5)	39	89%	↓
Net Expenditure	1,761	708	1,788	27	1.53%	↓
Arts and Heritage						
Employee	359	142	336	(23)	-6%	↑
Property	3	0	3	0	0%	→
Transport and Plant	0	0	0	0	0%	→
Supplies, Services and Admin	33	10	31	(2)	-6%	↑
Payments to Other Bodies	43	3	43	0	0%	→
Other	0	0	0	0	0%	→
Gross Expenditure	438	155	413	(25)	-6%	↑
Income	(55)	(11)	(64)	(9)	-16%	↑
Net Expenditure	383	144	349	(34)	-8.88%	↑
Catering Services						
Employee	3,277	1,467	3,271	(6)	0%	↑
Property	69	15	69	0	0%	↓
Transport and Plant	109	17	109	(0)	0%	↑
Supplies, Services and Admin	1,761	378	1,763	1	0%	↓
Payments to Other Bodies	29	12	29	0	0%	→
Other	0	0	0	0	0%	→
Gross Expenditure	5,245	1,888	5,240	(5)	0%	↑
Income	(1,309)	(54)	(1,309)	0	0%	→
Net Expenditure	3,936	1,834	3,931	(5)	-0.13%	↑
Building Cleaning						
Employee	1,741	883	1,626	(115)	-7%	↑
Property	164	49	164	0	0%	↓
Transport and Plant	2	1	1	(0)	-29%	↑
Supplies, Services and Admin	20	14	23	3	16%	↓
Payments to Other Bodies	0	0	0	0	0%	→
Other	0	0	0	0	0%	→
Gross Expenditure	1,927	947	1,815	(112)	-6%	↑
Income	(278)	(40)	(276)	2	1%	↓
Net Expenditure	1,649	906	1,539	(110)	-6.66%	↑

PERIOD 30 September 2021

Service Summary	Total Budget 2021/22	YTD Spend 2021/22	Forecast Spend 2021/22	Variance 2021/22		RAG Status
	£000	£000	£000	£000	%	
Building Cleaning PPP						
Employee	669	293	664	(4)	-1%	↑
Property	42	11	42	0	0%	→
Transport and Plant	0	0	0	0	0%	→
Supplies, Services and Admin	12	1	12	(0)	0%	↑
Payments to Other Bodies	0	0	0	0	0%	→
Other	0	0	0	0	0%	→
Gross Expenditure	722	305	718	(4)	-1%	↑
Income	(1,035)	(518)	(1,035)	0	0%	→
Net Expenditure	(313)	(212)	(317)	(4)	1.34%	↑
Facilities Assistants						
Employee	2,004	868	1,980	(24)	-1%	↑
Property	27	16	33	6	22%	↓
Transport and Plant	1	0	0	(1)	-97%	↑
Supplies, Services and Admin	13	0	13	0	1%	↓
Payments to Other Bodies	0	0	0	0	0%	→
Other	0	0	0	0	0%	→
Gross Expenditure	2,046	884	2,027	(19)	-1%	↑
Income	(69)	(62)	(85)	(16)	-23%	↑
Net Expenditure	1,977	822	1,942	(35)	-1.77%	↑
Facilities Management						
Employee	374	165	381	7	2%	↓
Property	0	0	0	0	0%	→
Transport and Plant	2	0	2	0	0%	→
Supplies, Services and Admin	3	0	3	0	3%	↓
Payments to Other Bodies	0	0	0	0	0%	→
Other	0	0	0	0	0%	→
Gross Expenditure	378	166	385	7	2%	↓
Income	(20)	(21)	(21)	(1)	-4%	↑
Net Expenditure	358	145	365	7	1.83%	↓
Leisure Management						
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	4,144	2,746	4,145	1	0%	↓
Other	0	0	0	0	0%	→
Gross Expenditure	4,144	2,746	4,145	1	0%	↓
Income	(733)	(48)	(733)	0	0%	→
Net Expenditure	3,410	2,698	3,411	1	0.03%	↓

PERIOD **30 September 2021**

Service Summary	Total Budget 2021/22	YTD Spend 2021/22	Forecast Spend 2021/22	Variance 2021/22	RAG Status
Events	£000	£000	£000	£000	%
Employee	0	0	0	0	0% →
Property	2	0	0	(2)	-99% ↑
Transport and Plant	0	0	0	(0)	-100% ↑
Supplies, Services and Admin	10	0	0	(10)	-100% ↑
Payments to Other Bodies	14	0	0	(14)	-100% ↑
Other	0	0	0	0	0% →
Gross Expenditure	26	0	0	(26)	-100% ↑
Income	(17)	0	0	17	100% ↓
Net Expenditure	9	0	0	(9)	-99.81% ↑

PERIOD END DATE **30 September 2021**

Budget Details	Variance Analysis				
	Total Budget	Annual Spend	Variance		RAG Status
	£000	£000	£000	%	
Audit	123	72	(51)	-41%	↑
Service Description	Internal audit of council services.				
Main Issues / Reason for Variance	The main reason for the favourable variance is vacancies and a delay				
Mitigating Action	None required although the service will continually monitored throughout the year.				
Anticipated Outcome	It is anticipated that the underspend will continue throughout the year				
Cost of Collection of Rates	19	21	2	11%	↓
Service Description	This service collects Non Domestic Rates from local (and some national) organisations on behalf of Scottish Government				
Main Issues / Reason for Variance	Although there is a small overall adverse variance there is a large adverse variance in Payment to Other Bodies which is the Covid 19 Business Rates Grants, however this will be offset in total by income received				
Mitigating Action	No action required				
Anticipated Outcome	Overspend is anticipated				
Environmental Health	675	639	(36)	-5%	↑
Service Description	The 3 Groups within this service (Food and Business Group, Environmental Pollution Group and Community Health Protection Group) are responsible for all aspects of Environmental Health work.				
Main Issues / Reason for Variance	The main reason for the favourable variance is reduced employee costs due to vacancies however this is partially offset by a reduction in expected income due to Covid 19.				
Mitigating Action	No action can be taken at this time				
Anticipated Outcome	Underspend is anticipated				
Legal Services/Trading Standards	967	915	(52)	-5%	↑
Service Description	This services provides legal advice to the Council				
Main Issues / Reason for Variance	The main reason for the favourable variance is vacancies and additional income received.				
Mitigating Action	No action can be taken at this time				
Anticipated Outcome	Underspend is anticipated				

PERIOD END DATE

30 September 2021

Budget Details	Variance Analysis				RAG Status
	Total Budget	Annual Spend	Variance		
	£000	£000	£000	%	
Planning	452	594	142	31%	↓
Service Description	This Service provides Building & Planning services				
Main Issues / Reason for Variance	The main reason for the adverse variance is that income is lower than budgeted due to cancelled or delayed building projects, due to Covid 19. Two further variances are occurring with Employee costs favourable due to staff vacancies and Payments to Other Bodies adverse by a similar amount due the anticipated cost of an ongoing legal case which is not budgeted.				
Mitigating Action	No action required				
Anticipated Outcome	Overspend is anticipated				
Information Services	4,247	4,271	24	1%	↓
Service Description	This service area provides general ICT support to the Council and also supports transformational change and modernisation of working practices through technology				
Main Issues / Reason for Variance	There are two variances within this budget. Supplies and Services is adverse due to increased Communications Maintenance costs and increased computer licence costs. This is being partially offset by a favourable income forecast.				
Mitigating Action	Limited action can be taken but officers will continue to monitor the budget to minimise the overspend				
Anticipated Outcome	Overspend is likely.				
Change Support	310	312	2	1%	↓
Service Description	This Service enables transformational change and development, it also has the Central Training Budget for the Council.				
Main Issues / Reason for Variance	Although the overall variance is small there are two large variances being reported within this service. Employee costs are adverse due to the cost of Covid Vaccine Centre training. This is being offset by a favourable income variance due to the funding being received to cover the cost of the training described.				
Mitigating Action	None required				
Anticipated Outcome	A small overspend is anticipated				
Clydebank Town Hall	334	337	3	1%	↓
Service Description	The service provides civic accommodation and facilities within Clydebank				
Main Issues / Reason for Variance	The main reason for the variance is that the closure of the Town Hall has resulted in a loss of income as well as reduced expenditure on certain budgets. The absence of events has delayed the need to have certain posts filled and this has offset some of the income loss.				
Mitigating Action	No action can be taken at this time				
Anticipated Outcome	An overspend is anticipated.				
Office Accommodation	1,500	1,417	(83)	-6%	↑
Service Description	Provision of Shared Office Accommodation				
Main Issues / Reason for Variance	Projection for electricity is lower as buildings are not yet open to capacity; postage is lower and also the window cleaning contract has come back much lower than budgeted.				
Mitigating Action	None required				
Anticipated Outcome	Underspend is anticipated				

WEST DUNBARTONSHIRE COUNCIL
 REVENUE BUDGETARY CONTROL 2021/2022
 ANALYSIS FOR VARIANCES OVER £50,000

APPENDIX 3

PERIOD END DATE 30 September 2021

Budget Details	Variance Analysis				RAG Status
	Total Budget	Annual Spend	Variance		
	£000	£000	£000	%	
Building Cleaning	1,649	1,539	(110)	-7%	↑
Service Description	This service provides cleaning services across all council buildings				
Main Issues / Reason for Variance	The reason for the favourable variance is the number of ongoing vacancies				
Mitigating Action	None required at present				
Anticipated Outcome	Underspend likely				
Facilities Assistants	1,977	1,942	(35)	-2%	↑
Service Description	This service provides Facility Assistants throughout WDC buildings				
Main Issues / Reason for Variance	There is an underspend against employee costs because of vacancies. This is partly offset by reduced income from out of hours recharges.				
Mitigating Action	None required at present				
Anticipated Outcome	Underspend likely				

WEST DUNBARTONSHIRE COUNCIL
MONITORING OF EFFICIENCIES AND MANAGEMENT ADJUSTMENTS 2021/22

Appendix 4

Efficiency reference	Efficiency Detail	Strategic Lead Area	budgeted Amount £	Projection of Total Saved £	Projection of Total Not Saved £	Comment
MA1	Review of service provision	Resources	105,000	105,000	-	This has been fully achieved
SNP budget item	General Efficiency target	Resources Share	5,000	5,000	-	This has been fully allocated
SNP budget item	General Efficiency target	People & Technology Share	15,000	15,000	-	This has been fully allocated
SNP budget item	General Efficiency target	Citizens, Culture and Facilities Share	72,000	72,000	-	This has been fully allocated
			197,000	197,000	-	

WEST DUNBARTONSHIRE COUNCIL
GENERAL SERVICES CAPITAL PROGRAMME
OVERALL PROGRAMME SUMMARY

APPENDIX 5

PERIOD END DATE **30 September 2021**

PERIOD **6**

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	21	18.9%	47,323	31.8%	21	18.9%	3,168	31.5%
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	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	90	81.1%	101,606	68.2%	90	81.1%	6,898	68.5%
TOTAL EXPENDITURE	111	100%	148,929	100%	111	100%	10,066	100%

Project Status Analysis	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	Actual Variance £000	Slippage £000	Over/ (Under) £000
Red Projects are forecast to be overspent and/or significant delay to completion	74,520	47,323	74,874	354	17,458	3,168	8,338	(9,120)	(9,466)	346
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	228,645	101,606	228,068	(577)	36,540	6,898	36,018	(522)	(65)	(457)
TOTAL EXPENDITURE	303,165	148,929	302,941	(223)	53,999	10,066	44,356	(9,643)	(9,532)	(111)
TOTAL RESOURCES	(303,165)	(148,929)	(302,941)	223	(53,999)	(10,066)	(44,356)	9,643		
NET EXPENDITURE	0	0	0	(0)	0	0	0	0		

WEST DUNBARTONSHIRE COUNCIL
GENERAL SERVICES CAPITAL PROGRAMME
ANALYSIS OF PROJECTS AT RED ALERT STATUS

APPENDIX 6

PERIOD END DATE

30 September 2021

PERIOD

6

Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%
1 Heritage Capital Fund						
Project Life Financials	4,000	332	8%	4,000	0	0%
Current Year Financials	2,537	20	1%	867	(1,670)	-66%
Project Description	Heritage Capital Fund.					
Project Manager	Amanda Graham					
Chief Officer	Malcolm Bennie					
Project Lifecycle	Planned End Date		31-Mar-23	Forecast End Date		31-Mar-23
Main Issues / Reason for Variance						
The original projected spend has been affected by internal and external delays due to the Covid 19 recovery, a reduction in the scope of the Clydebank Town Hall project, a change in the delivery date for the Clydebank Museum at Clydebank Library during the contract award stage, while the new Dalmuir Library and Gallery had to be rescheduled for approval in August 2021/22. Officers are now making progress to get projects back on track, projects will still be delivered in full, and a review of optimism bias will be undertaken in the projections for 2022/23.						
Mitigating Action						
None available at this time.						
Anticipated Outcome						
Project to be delivered on budget and within revised timescale.						
2 ICT Modernisation						
Project Life Financials	903	58	6%	903	0	0%
Current Year Financials	903	58	6%	650	(253)	-28%
Project Description	This budget is to facilitate ICT infrastructure and modernise working practices.					
Project Manager	Patricia Kerr					
Chief Officer	Victoria Rogers					
Project Lifecycle	Planned End Date		31-Mar-22	Forecast End Date		31-Mar-23
Main Issues / Reason for Variance						
Replacement of End of Life Mobile phones is underway and scheduled for completion this period. Awaiting updates on supply chain issues before progressing further with laptop/PC replacements. No Change re the HSCP £413K allocation is expected to be rephased to 2022 for the wider system review project for case management.						
Mitigating Action						
Continue to escalate and meet framework suppliers to confirm delivery lead times.						
Anticipated Outcome						
Two thirds of Budget spent with some of the HSCP allocation for the wider system review project for case management being rephased.						

PERIOD END DATE

30 September 2021

PERIOD

6

Budget Details	Project Life Financials						
	Budget	Spend to Date			Forecast Spend	Variance	
	£000	£000	%	£000	£000	%	
3 Education Software Licensing Refresh							
Project Life Financials	270	2	1%	270	0	0%	
Current Year Financials	58	0	0%	5	(53)	-91%	
Project Description	End of Life Software Upgrades for Education.						
Project Manager	James Gallacher/ Patricia Kerr						
Chief Officer	Victoria Rogers						
Project Lifecycle	Planned End Date	31-Mar-29	Forecast End Date	31-Mar-29			
Main Issues / Reason for Variance							
To date no Education-specific software has been identified during the annual network security penetration test. ICT Education Steering Board will also approach schools for a review of current software requirements but as testing is required the software would not be replaced before year end.							
Mitigating Action							
Liaise with schools re planned changes to software needed to delivery the curriculum.							
Anticipated Outcome							
No budget spend this financial year as any replacement software needs to be tested (rather than budget spent) due to constraints of replacing software during an academic year.							

WEST DUNBARTONSHIRE COUNCIL
GENERAL SERVICES CAPITAL PROGRAMME
ANALYSIS OF PROJECTS AT GREEN ALERT STATUS

APPENDIX 7

PERIOD END DATE

30 September 2021

PERIOD

6

Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%

1 Valuation Joint Board - Requisition of ICT Equipment

Project Life Financials	3	0	0%	3	0	0%
Current Year Financials	3	0	0%	3	0	0%

Project Description Acquisition of a claims/incident management system supported by an electronic document management system.

Project Manager David Thomson

Chief Officer David Thomson

Project Lifecycle Planned End Date 31-Mar-22 Forecast End Date 31-Mar-22

Main Issues / Reason for Variance

The purchase of laptops and PCs have been delayed due to issues with the approved supplier, however project has been delayed further due to resources being directed to more prioritised work. This has effected the forecast end date and works therefore were rescheduled to 2021/22. It is hopeful budget can be utilised with final budget spend forecast in 2021/22.

Mitigating Action

None available at this time.

Anticipated Outcome

Requisition re ICT Equipment.

2 Making Tax Digital

Project Life Financials	40	0	0%	40	0	0%
Current Year Financials	40	0	0%	40	0	0%

Project Description Making Tax Digital.

Project Manager Karen Shannon

Chief Officer Stephen West

Project Lifecycle Planned End Date 31-Mar-22 Forecast End Date 31-Mar-22

Main Issues / Reason for Variance

Making Tax Digital guidance has changed since bid submitted. Officers are continuing to reassess WDC plans for Making Tax Digital to ensure that the Council remains compliant. Digital linking of data on our excel spreadsheets has been completed in preparation of the next phase launch.

Mitigating Action

None required at this time.

Anticipated Outcome

WDC compliance with HMRC Making Tax Digital.

3 Payment Card Industry Data Security Standard (PCIDSS)

Project Life Financials	30	0	0%	30	0	0%
Current Year Financials	30	0	0%	30	0	0%

Project Description Module would ensure that WDC were compliant with the current requirements of PCIDSS for card payments without the need for numerous costly workarounds

Project Manager Karen Shannon

Chief Officer Stephen West

Project Lifecycle Planned End Date 31-Mar-22 Forecast End Date 31-Mar-23

Main Issues / Reason for Variance

Preparatory work is ongoing by the supplier to enable the test environment to be upgraded to the version required for the PCI module, which will allow users to test commencing Oct 2021. The Go live date for the version upgrade is 15 Dec 2021. Thereafter PCIDSS module could commence. However, requires to be further reviewed in light of the revised workstyle exercise.

Mitigating Action

None required at this time.

Anticipated Outcome

Upgraded version with PCI compliant telephone payment system.

PERIOD END DATE

30 September 2021

PERIOD

6

Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%

4	Electronic Insurance System						
	Project Life Financials	50	43	86%	51	1	1%
	Current Year Financials	7	0	0%	8	1	10%
	Project Description	Acquisition of a claims/incident management system supported by an electronic document management system.					
	Project Manager	Karen Shannon					
	Chief Officer	Stephen West					
	Project Lifecycle	Planned End Date	31-Mar-22	Forecast End Date		31-Mar-22	
	Main Issues / Reason for Variance						
	The various claim forms and departmental reports have been reviewed and updated and the relevant online request forms were submitted to the Digital Sub-Group to be converted to Online Achieve Forms. The various claim forms and departmental reports have now been converted to Online Achieve Forms and are in the process of being tested. Once complete, the supplier will take matters forward with their design team. An anticipated timeline for completion of the project, taking into account the various stages i.e. development, testing, going live etc. will be drawn up in conjunction with the supplier at that time. Budget spend anticipated in 2021/22.						
	Mitigating Action						
	None required at this time.						
	Anticipated Outcome						
	Upgraded Electronic Insurance System.						

5	Enhancements to Cash Receiving System						
	Project Life Financials	40	0	0%	40	0	0%
	Current Year Financials	40	0	0%	40	0	0%
	Project Description	To enhance the cash receiving system in the way payments are made and allocated to back office by increasing the level of security that is required for online payments made by customers					
	Project Manager	Karen Shannon					
	Chief Officer	Stephen West					
	Project Lifecycle	Planned End Date	31-Mar-22	Forecast End Date		30-Sep-23	
	Main Issues / Reason for Variance						
	Work is continuing for the mandatory security upgrade and awaiting test dates from the supplier.						
	Mitigating Action						
	None required at this time.						
	Anticipated Outcome						
	Enhancements to the cash receiving system including PCI compliant telephone payment system.						

6	Agresso development						
	Project Life Financials	30	0	1%	30	0	0%
	Current Year Financials	30	0	0%	30	0	0%
	Project Description	2020/21 bid is to carry out an upgrade of Agresso which was last upgraded in 2015. Requirement to upgrade is to maintain level of support available from Unit 4 who have advised that support for older versions of the system is being reduced.					
	Project Manager	Adrian Gray					
	Chief Officer	Stephen West					
	Project Lifecycle	Planned End Date	31-Mar-22	Forecast End Date		28-Feb-22	
	Main Issues / Reason for Variance						
	Agresso development plans to be implemented in 2021/22, full budget spend anticipated.						
	Mitigating Action						
	None required at this time.						
	Anticipated Outcome						
	Development of Agresso system later than originally anticipated but within original budget.						

7	Legal Case Management System						
	Project Life Financials	33	0	0%	33	0	0%

PERIOD END DATE

30 September 2021

PERIOD

6

Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%

Current Year Financials	33	0	0%	33	0	0%
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Project Description Legal Case Management System

Project Manager Alan Douglas

Chief Officer Peter Hessett

Project Lifecycle Planned End Date 31-Mar-22 Forecast End Date 31-Mar-22

Main Issues / Reason for Variance

Budget has been rephased from 2020/21. The project could not proceed as originally planned as Officers are required to access the office and hardware the system will run on and COVID-19 restrictions have prevented this. Tenders had been held, however the project may have to go back out to tender following the upgrade to Microsoft 365. Legal will discuss with ICT in the coming months, however it is still hoped the project will be completed on budget in this financial year.

Mitigating Action

Legal to discuss impact of Microsoft 365 with ICT.

Anticipated Outcome

Project to be completed in 2021/22 assuming return to office and with the support of ICT.

8 Solicitor Project Support

Project Life Financials	53	0	0%	53	0	0%
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Current Year Financials	20	0	0%	20	0	0%
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Project Description Solicitor costs.

Project Manager Gillian McNamara/ Michael McGuinness

Chief Officer Peter Hessett

Project Lifecycle Planned End Date 31-Mar-24 Forecast End Date 31-Mar-24

Main Issues / Reason for Variance

Trainee solicitor to start October 2021. Anticipated that the budget will be fully spent.

Mitigating Action

None required at this time.

Anticipated Outcome

Solicitor support for Capital Projects, with full budget spend.

9 Trading Standards Scam Prevention

Project Life Financials	10	8	81%	10	0	0%
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Current Year Financials	2	0	0%	2	0	0%
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Project Description Call blocking devices to be fitted to the phones of WDC's most vulnerable residents which will block unknown numbers from connecting and limiting incoming calls to only known and trusted numbers, for vulnerable consumers who may be susceptible to hard selling techniques, scams and other frauds.

Project Manager Tony Cairns/ Alan Douglas

Chief Officer Peter Hessett

Project Lifecycle Planned End Date 31-Mar-22 Forecast End Date 30-Jun-21

Main Issues / Reason for Variance

Final balance of budget rephased from 2020/21 into 2021/22 as project could not complete in 2020/21 due to COVID-19 restrictions. Quotes have been obtained for a further 20 call blocker devices for installation in the homes of vulnerable residents so protecting them from telephone scams which will utilise the remaining budget.

Mitigating Action

None required at this time.

Anticipated Outcome

To protect WDC's most vulnerable residents from phone calls from which they may fall victim of hard selling techniques, scams and other frauds.

PERIOD END DATE

30 September 2021

PERIOD

6

Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%

10	Antonine Wall Heritage Lottery Fund						
	Project Life Financials	10	0	0%	10	0	0%
	Current Year Financials	10	0	0%	10	0	0%
	Project Description	Antonine Wall Heritage Lottery Fund.					
	Project Manager	Pamela Clifford					
	Chief Officer	Peter Hessett					
	Project Lifecycle	Planned End Date	31-Mar-22	Forecast End Date		31-Mar-22	
	Main Issues / Reason for Variance						
	No issues identified. Budget spend anticipated.						
	Mitigating Action						
	None Required.						
	Anticipated Outcome						
	Preservation of Historic Site.						

11	Telephone System Upgrade						
	Project Life Financials	15	0	0%	15	0	0%
	Current Year Financials	15	0	0%	15	0	0%
	Project Description	To improve Housing Repairs telephone platform for incoming calls, providing improved Management Information.					
	Project Manager	Stephen Daly					
	Chief Officer	Malcolm Bennie					
	Project Lifecycle	Planned End Date	31-Mar-22	Forecast End Date		31-Mar-22	
	Main Issues / Reason for Variance						
	Project has been rephased from 2020/21 into 2021/22. Works were scoped with ICT in previous year but delayed due to COVID-19 lockdown and prioritising of support for critical services by both ICT and Citizen Services. Project progressing in 2021/22 with contractor appointed to carry out initial script upgrades which commenced June 2021. Budget spend anticipated in 2021/22.						
	Mitigating Action						
	None required.						
	Anticipated Outcome						
	Review of service requirements & telephony functionality will inform works to improve citizen experience.						

12	Transformation of Infrastructure Libraries and Museums						
	Project Life Financials	421	143	34%	421	0	0%
	Current Year Financials	278	0	0%	278	0	0%
	Project Description	To improve performance and efficiency of Council's Libraries and Cultural Services.					
	Project Manager	David Main					
	Chief Officer	Malcolm Bennie					
	Project Lifecycle	Planned End Date	31-Mar-22	Forecast End Date		31-Mar-22	
	Main Issues / Reason for Variance						
	The extension of the voluntary standstill has now ended. Awaiting confirmation from Corporate Procurement that engagement with successful supplier can now commence.						
	Mitigating Action						
	None required at this time.						
	Anticipated Outcome						
	Project will be delivered within budget.						

PERIOD END DATE

30 September 2021

PERIOD

6

Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%

13	Civic Heart Works - Refurbishment of Clydebank Town Hall						
	Project Life Financials	3,341	3,339	100%	3,341	0	0%
	Current Year Financials	9	8	81%	9	0	0%
	Project Description	Refurbishment of Clydebank Town Hall.					
	Project Manager	Michelle Lynn/Amanda Graham					
	Chief Officer	Angela Wilson					
	Project Lifecycle	Planned End Date	31-Mar-22	Forecast End Date		31-May-21	
	Main Issues / Reason for Variance						
	Works complete.						
	Mitigating Action						
	None required at this time.						
	Anticipated Outcome						
	Project will be delivered within budget.						

14	Glencairn House						
	Project Life Financials	5,050	0	0%	5,050	0	0%
	Current Year Financials	110	0	0%	110	0	0%
	Project Description	Re-development of Glencairn House in Dumbarton High St to a purpose built library and museum.					
	Project Manager	Michelle Lynn/ Sarah Christie					
	Chief Officer	Malcolm Bennie					
	Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date		31-Mar-24	
	Main Issues / Reason for Variance						
	The Business Case for the Glencairn House project was outlined in a report to the IRED committee on 21 August 2019. The report sought and received approval to proceed with the project. Architects have been appointed and progress for initial development stage should be complete 07/10/21 dates for Planning submission will be programmed by end of October 2021. Majority match funding for the project is now focused on achieving the Levelling Up Fund and application paused with National Lottery Heritage Fund (NLHF) will recommence in this context.						
	Mitigating Action						
	None required.						
	Anticipated Outcome						
	Re-development of Glencairn House in Dumbarton High St to a purpose built library and museum, within budget albeit later than originally anticipated.						

15	Alexandria Community Centre Sports Hall re-flooring						
	Project Life Financials	40	0	0%	40	0	0%
	Current Year Financials	40	0	0%	40	0	0%
	Project Description	Alexandria Community Centre Sports Hall re-flooring					
	Project Manager	John Anderson					
	Chief Officer	John Anderson					
	Project Lifecycle	Planned End Date	31-Mar-22	Forecast End Date		28-Feb-22	
	Main Issues / Reason for Variance						
	This project was rephased from 2020/21 as The Alexandria Community Centre Sports Hall was being utilised as COVID-19 vaccine centre so works were unable to be carried out in 2020/21. It is anticipated this project will progress this financial year and budget spent before 31 March 2022.						
	Mitigating Action						
	None required.						
	Anticipated Outcome						
	New floor fitted in Alexandria Community Sports Hall.						

PERIOD END DATE

30 September 2021

PERIOD

6

Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%

16 Fund Blended Meetings

Project Life Financials	12	0	0%	12	0	0%
Current Year Financials	12	0	0%	12	0	0%
Project Description	Money to Fund Blended Meetings					
Project Manager	George Hawthorn					
Chief Officer	Victoria Rogers					
Project Lifecycle	Planned End Date	31-Mar-22	Forecast End Date	29-Sep-21		
Main Issues / Reason for Variance						
The system has been tested and accordingly the Council meeting on 29 September as conducted as a hybrid meeting.						
Mitigating Action						
None required						
Anticipated Outcome						
System in place by September 2021						

17 Internet of Things Asset Tracking

Project Life Financials	60	37	62%	60	0	0%
Current Year Financials	53	30	57%	53	0	0%
Project Description	Asset Tracking.					
Project Manager	Patricia Kerr					
Chief Officer	Victoria Rogers					
Project Lifecycle	Planned End Date	31-Mar-22	Forecast End Date	31-Mar-22		
Main Issues / Reason for Variance						
Project progressing on time and budget in line with the agreed plan. Full budget spend anticipated.						
Mitigating Action						
None required at this stage.						
Anticipated Outcome						
Project complete on time and on budget.						

18 ICT Security & DR

Project Life Financials	1,120	59	5%	1,120	0	0%
Current Year Financials	1,120	59	5%	1,120	0	0%
Project Description	The project is for the enhancement of security systems, server replacement and the update of corporate applications to ensure compliance with 15/16 PSN requirements, to enhance the Disaster recovery capabilities of WDC.					
Project Manager	Brian Miller/ Patricia Kerr					
Chief Officer	Victoria Rogers					
Project Lifecycle	Planned End Date	31-Mar-22	Forecast End Date	31-Mar-22		
Main Issues / Reason for Variance						
Approval from Tendering Committee planned for November. There continues to be concern re the overall ICT supply chain issues and this is being monitored.						
Mitigating Action						
Monitor supply chain.						
Anticipated Outcome						
Continue to anticipate the majority of budget being spent. More accurate update will be available once approved and PO raised.						

PERIOD END DATE

30 September 2021

PERIOD

6

Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%

19	365 Implementation						
	Project Life Financials	250	69	28%	250	0	0%
	Current Year Financials	169	39	23%	169	0	0%
	Project Description	Project services to delivery Microsoft 365 Implementation including 3rd party supplier, training, technical consultancy etc.					
	Project Manager	Dorota Piotrowicz/ Patricia Kerr					
	Chief Officer	Victoria Rogers					
	Project Lifecycle	Planned End Date	31-Mar-22	Forecast End Date		30-Jun-22	
	Main Issues / Reason for Variance	Departure and replacement of project manager progressed but has caused project delay until new project manager is brought up to speed. Budget is committed and initial invoice verified and payment being processed. Project scope changes have been costed and additional budget may be required at a future time. Full budget spend anticipated.					
	Mitigating Action	Agree scope changes and include in project plan so that spend profile can be finalised.					
	Anticipated Outcome	Budget spent and possibly accelerate spend from 2022/23.					
20	IoT Employee Resilience Support						
	Project Life Financials	100	100	100%	100	0	0%
	Current Year Financials	50	50	99%	50	(0)	-1%
	Project Description	Employee Resilience Online Support Tool.					
	Project Manager	Alison McBride					
	Chief Officer	Victoria Rogers					
	Project Lifecycle	Planned End Date	31-Mar-22	Forecast End Date		30-Sep-21	
	Main Issues / Reason for Variance	Final payment has now been made.					
	Mitigating Action	None required.					
	Anticipated Outcome	Full project rollout.					
21	Development of Workforce Management System						
	Project Life Financials	423	0	0%	423	0	0%
	Current Year Financials	42	0	0%	42	0	0%
	Project Description	Project to develop the Workforce Management System.					
	Project Manager	Arun Menon					
	Chief Officer	Victoria Rogers					
	Project Lifecycle	Planned End Date	31-Mar-30	Forecast End Date		31-Mar-30	
	Main Issues / Reason for Variance	Full current year budget spend anticipated.					
	Mitigating Action	None required.					
	Anticipated Outcome	Development of Workforce Management System.					

WEST DUNBARTONSHIRE COUNCIL**Report by Chief Officer - Resources****Corporate Services Committee: 24th November 2021**

Subject: Home Content Insurance for Council Tenants and Private Owned Ex-Council Properties**1. Purpose**

1.1 This report is to provide Committee with an update on the Home Contents Insurance scheme available to council tenants and owners of former council houses and provides options for the future of the scheme.

2. Recommendations

2.1 It is recommended that Committee notes the content of the report and agrees to end the service provision as detailed at section 4.6 of the report

3. Background

3.1 West Dunbartonshire Council provides a Home Contents Insurance scheme, currently provided by Thistle Insurance Services Ltd, for council tenants and privately owned ex-Council house properties. To join this scheme, one must be either be a West Dunbartonshire Council tenant or have purchased their current ex-council house property from West Dunbartonshire Council. The Council receives a small management fee for administering the scheme on behalf of the insurers.

3.2 The scheme is promoted to new tenants during the sign up of their tenancy and online application with detailed information is available on the Council's website.

3.2 The policy is currently used by 412 residents however, there has been a gradual decline in residents using the scheme with anecdotal information suggesting the incentives offered by price-comparison websites and insurance companies are being preferred by new tenants. The figures for the last 4 years are as follows:

- 2017 613 policy holders
- 2018 560 policy holders
- 2019 522 policy holders
- 2020 470 policy holders

3.3 A tender exercise was completed for the current contract which expires on 22nd February 2022. However clarification has been sought from the Procurement team and it has been clarified that the Council is effectively

tendering for the value of management fee received for administering the scheme, rather than the value of premium arising from the provision of the insurance. As a result of this the contract value is below £50,000 and therefore any future awards can be made via the Council's quick quote tendering processes.

4. Main Issues

4.1 This policy was last procured in 2017 on the basis that the Council would administer and receive commission as noted above. However, given the small numbers of tenants and home owners that use the scheme, the commission received does not merit continuing with this approach as the cost of administering now outweighs the income received. The average commission received annually is approximately £4,400 and the costs of administering the scheme is approximately £4,800.

4.2 Officers within the Resources service currently administer the policy and in the process undertake some of the following tasks:

- Deal with queries from potential applicants;
- Issue application forms which are generally posted and in few cases emailed;
- Input details of completed forms into our Integrated Housing Management System, create a new account and issue a swipe card (if that is the option the customer choose for payment);
- Send customer the policy document, schedule and booklet;
- Pursue any arrears follow-up to customers who have not paid their premium;
- Respond to enquiries from scheme members;
- Administer and account closures;
- Make any changes to cover requested by scheme members; and
- Deal with issues following claims if customer is not happy with the outcome.

4.3 An options appraisal has been completed which identified the following 3 options for Members to consider:

- Option 1 - tender policy on current terms i.e. officers continue to administer the scheme;
- Option 2 - tender the policy with new terms by which the insurer administers the scheme; or
- Option 3 - don't retender and advise scheme members that they should arrange for their own cover directly with insurers of their own choice.

4.4 In terms of the options noted above there are a few issues to consider:

- The current arrangement no longer provides the Council with a net income for administering the scheme;

- The internal administration costs for any new tender is likely to outweigh the income received by the insurer based on market research undertaken by the service; and
- There is no guarantee, due to the small scale of the scheme that a tender exercise will be successful in attracting bids.

4.5 In January 2021, a market research questionnaire was issued to by the Council's Procurement service to insurance providers and received responses from three potential suppliers. The responses suggested the commission terms for continuing scheme as is, would remain the same as at present. Clearly a fully managed service would generate no commission. The only costs to the Council for a fully managed service would be incurred with the requirement to complete a quick quote to renew the contract, so very low level.

4.6 Given the above, officers would recommend option 3 as the preferred option as it would be the most cost effective for the Council. Officers would advise current scheme members that the provision is ending, provide support and assistance to those that require this, in terms of sign posting to other insurance options. Also, the current provider may choose to contact the current members and offer insurance direct and this would be discussed with the provider, should option 3 be approved.

5. People Implications

5.1 As advised, currently the scheme is administered by Council officers, two of the options (options 2 and 3) would reduce the demand for administrative services within the Council and may have an impact on staffing. In such a circumstance it is anticipated that such a reduction, albeit small, can be accommodated through future natural staff turnover.

6. Financial & Procurement Implications

6.1 The cost of the insurance is passed to the scheme member. As noted above, at present, the Council is responsible for the administration of the scheme.

6.2 Options 2 and 3 remove the income stream from the Council, and as noted at 5.1 above this would result in a reduction in administrative hours required by the Council, offsetting the lost income – and would result in a very small net saving.

7. Risk Analysis

7.1 In the event that Members prefer option 1 there is a risk that there is no market interest. If this was the case then the service provision would need to be discontinued. This would pass on the responsibility for arranging content insurance to the tenants and home owners.

8. Equalities Impact Assessment (EIA)

8.1 No issues were identified in a screening for potential equality impacts.

9. Consultation

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

10. Strategic Assessment

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

.....
Stephen West
Chief Officer - Resources
Date: 2 November 2021

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

Appendices: None

Background Papers: Home Content Insurance for Council Tenants and Private
Owned Ex-Council Properties Paper – Corporate
Services Committee, 10 August 2016

Equalities Impact Assessment

Wards Affected: All Council wards.

WEST DUNBARTONSHIRE COUNCIL**Report by the Chief Officer - Resources****Corporate Services Committee: 24 November 2021**

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

- 1.1** The purpose of this report is to seek Committee approval to tender the Block Building Insurance Policy which is administered by West Dunbartonshire Council.

2. Recommendations

- 2.1** It is recommended that the Committee:
- I. approves the tendering of the Block Building Insurance Policy with a new contract to come into effect from 1 April 2022 for an initial contract period of 3 years with an option to extend by up to a further two 12 month periods;
 - II. agrees that as part of the tender process the Chief Officer - Resources has the authority to vary the scheme's terms as may be required in terms of excess levels and/or insurance coverage, as noted in the report;
 - III. notes that a report will be brought to a future Tendering Committee seeking approval for the Chief Officer - Regulatory and Regeneration to conclude the award of a new contract, if the value is £50,000 or more, following evaluation of tender submissions received; and
 - IV. notes that scheme members will be provided with details on the outcome of the tender exercise on completion of this process.

3. Background

- 3.1** Historically the Council has arranged and administered the procurement of a block buildings insurance policy for privately owned ex-Council properties purchased in terms of former 'Right to Buy' legislation. The main purpose of this is to ensure that appropriate insurance cover is in place for privately owned ex-Council properties in blocks where the Council retains ownership of one or more properties. In addition to providing competitively priced insurance for homeowners, this approach minimises the risk of uninsured losses to the Council or other owners in the event of loss or damage to premises.
- 3.2** If the Council retain an interest within the block it will require to be insured under the block policy. If the Council no longer has such an interest, then either individual owners or all owners within the block can choose to insure separately

3.3 The block building insurance policy currently in place has an excess provision of £0 for standard cover and £50 for accidental cover.

4. Main Issues

4.1 This policy is normally tendered on the basis of an initial 3 year contract period with the option to extend for up to a further two 12 month periods. The policy was last tendered in 2016/17 with a new contract commencing on 1 April 2017.

4.2 The response from the market during the 2016/17 procurement exercise was limited. The current Insurer has also advised that they will not be renewing any of their UK held policies for 2022. This is following a review of the current Insurer's business model in the UK which they had to make given additional regulatory requirements which applied to their business in the UK as a third country branch following Brexit. This therefore means that the Block Building Insurance Policy will not be renewed with the current Insurer at the expiry of the current period of insurance i.e. 31 March 2022.

4.3 Whilst there appears to be a limited number of Insurers interested in underwriting this type of business, Officers are taking advice from our Insurance Broker to help improve the tender response and influence and assist the market in terms of being more commercially attractive.

4.4 The low interest from the market previously may be influenced by our current excess levels and claims experience. As such, potential variables to the scheme in terms of excess levels and possibly insurance coverage i.e. the range of insurable risks and the extent to which they are covered will be looked at as part of this tender process.

4.5 Details of any potential variables to the scheme considered as part of this process together with the outcome of the tender exercise will be advised to scheme members on completion of the tender process.

5. People Implications

5.1 There are no people implications.

6. Financial and Procurement Implications

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

6.2 No financial implications for the Council are expected given the recommended approach although this will be dependent on the terms received following the tendering process.

6.3 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 the Block Building Insurance Scheme will be produced by the Corporate Procurement Unit in close consultation with officers from the Resources Insurance Team. The contract strategy shall include but may not be limited to; contract scope, service forward plan, the market, procurement model and routes – including existing delivery vehicles, roles and responsibilities, risks, issues and opportunities and ongoing contract management.

7. Risk Analysis

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

7.2 In the event that there is a limited response from the market with no suppliers willing to bid for 100% of the risk, the Contract Strategy will allow the lead Insurer to be identified and provide a solution for scheme members and also the Council.

8. Equalities Impact Assessment (EIA)

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

9. Consultation

9.1 The report has been subject to consultation with appropriate Chief Officer, Procurement and the Council's Insurance Broker.

10. Strategic Assessment

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

Stephen West
Chief Officer - Resources
Date: 19 October 2021

Persons to Contact: Karen Shannon
Section Head – Financial, Administration & Control
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Insurance Team Leader
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Appendices: None

Background Papers: Corporate Services Committee, 10 August 2016: Block Buildings Insurance for Privately Owned Ex-Council Properties; and Equalities Impact Assessment - Screening

Wards Affected: All

WEST DUNBARTONSHIRE COUNCIL**Report by Chief Officer – People and Technology****Corporate Services Committee: 24 November 2021**

Subject: Queen's Platinum Jubilee 2022**1. Purpose**

- 1.1 To update the Committee on the options considered in respect of the Queen's Platinum Jubilee extended celebratory weekend in June 2022.

2. Recommendations

- 2.1 The Committee is asked to approve the preferred approach to celebration of the Jubilee.

3. Background

- 3.1 The UK will celebrate the Queen's 70th anniversary as monarch from Thursday, 2nd June 2022 to Sunday, 5th June 2022. The UK Government has announced that the 2022 May Bank Holiday weekend will move to Thursday, 2nd June, and Friday, 3rd June 2022 will be a Bank Holiday (the actual Anniversary falls on 6th February 2022).
- 3.2 The four nations will come together over a four-day holiday weekend to celebrate The Queen's 70 year reign. There will be an extensive programme of public events mixed with traditional pageantry with technological displays. A jubilee medal will be created and awarded to public service including representatives of the Armed Forces, the emergency services and the prison services. This tradition stretches back to the reign of Queen Victoria when an official medal was designed to mark her 50th anniversary on the throne.
- 3.3 The celebrations will be spread across major cities and communities across the UK and the Commonwealth, allowing people to join together in celebration and thanks at a national and local level.
- 3.4 2022 is set to be a significant year for the UK as the country is also host to the Birmingham 2022 Commonwealth Games and Festival UK 2022, each of which will bring a worldwide focus to the UK and will showcase the best of 21st Century Britain.
- 4. Main Issues**
- 4.1 In considering viable options, the repercussions of moving the early May public holiday in 2020 were a significant barrier to seeking to move this again. Approximately 13 Local Authorities (as at 28/9/21) had already moved this or the late May Public Holiday to the Thursday 2nd June. West Dunbartonshire

no longer has a fixed public holiday at the end of May and, given views of the trades union, moving the early May public holiday was discounted.

- 4.2 There were several possible options with a variety of approaches being considered and agreed across Scottish Local Government. Seven Councils have proposed remaining open on Thursday 2nd June with leave able to be requested in accordance with the respective Annual Leave Policy. Almost universally, the Friday 3rd June will be a day of closure, with Scottish Government permission required for one less teaching day.
- 4.3 Scottish Government have confirmed that they were “content for local authorities to apply for an exemption from the requirement to provide 190 days of schooling for the schools in their area should they decide on an additional day to accommodate the Platinum Jubilee”. The Chief Education Officer had proposed to align approach with that of the GCR/West Partnership and move the May Holiday Weekend on Monday 30th May to Thursday 2nd June and award an additional day of leave on Friday 3rd June. The holiday on Friday 27th May would not change. The authorities in the West Partnership have, in principle, adopted this approach however our Teaching Unions resisted this move, electing only to mark the Friday, 3rd June.
- 4.4 The preferred option, and one which honours the spirit of the occasion, would be for relevant Local Government employees to be invited to request a day of leave from their entitlement for the Thursday 2nd June should they wish to mark the occasion and the Friday, 3rd June 2022, will be a day of closure with normal pay for the day applied. This ensures that the approach is one agreed for the workforce and relevant establishments will therefore be closed on Friday 3rd June only.
- 4.5 Alternatives considered locally included not marking the occasion at all and closing relevant establishments on both days. The first was felt to be inconsistent with UK and Scottish Government policy, would potentially attract negative attention and prevent the workforce from joining in the celebrations (should they wish to). Closing on both days has been rejected by the LNCT trade unions and the SJC unions have confirmed that members would prefer to have the option of taking Thursday 2nd June as opposed to it being an additional day of closure requiring them to take leave.

5. People Implications

- 5.1 There are resource implications in respect of front line/statutory services requiring employees to work resulting in the additional leave day being granted at a later date, incurring cover costs. This coupled with the potential pressure of COVID related self-isolation requirements, increasing absence across the organisation, but especially in these areas, means that this pressure could present challenges and impact the service(s).
- 5.2 The additional day of closure (pro rata for those working less than full time) will reduce the productivity output by one working day for each employee. The day is not applicable to casual or supply workers unless engaged to work over

that period. There would be no day in lieu award to those whose normal working pattern does not include a Friday. This is consistent with the Council's Annual Leave Policy.

6. Financial Implications

- 6.1** The financial implications associated with the day will centre on lost productivity for the majority.
- 6.2** In HSCP, the requirement to maintain services and therefore require employees to work on the Friday will incur additional cost in the region of £20k for cover costs for time off in lieu, payable on top of basic pay.

7. Risk Analysis

- 7.1** No risk assessment is required. However, choosing not to mark the occasion may result in negative publicity and fail to secure agreement of the trade unions and Elected Members.

8. Equalities Impact Assessment (EIA)

- 8.1** An EIA screening has been undertaken and has not identified any impact on any protected group.

9. Consultation

- 9.1** The proposals were discussed with the trade unions on 17th August 2021 with no firm position stated by any. Convenor Group held on 21st September 2021 agreed to present options paper to respective Branches and feedback received has agreed the proposed and recommended option.
- 9.2** Discussion with legal colleagues confirmed the restriction of the closure day to those whose normal working week includes a Friday is supported by case law.

Victoria Rogers
Chief Officer - People and Technology
Date: 19th October 2021

Person to Contact: Victoria Rogers
Chief Officer - People and Technology
victoria.rogers@west-dunbarton.gov.uk

Appendices: EIA

Background Papers: None

Wards Affected: None

AssessmentNo	413	Owner	ccolquhoun	
Resource	Transformation		Service/Establishment	People and Technology
	First Name	Surname	Job title	
Head Officer	Cher	Colquhoun	HR Adviser	
	(include job titles/organisation)			
Members	Victoria Rogers - Chief Officer People and Technology Cher Colquhoun - HR Adviser			
	<i>(Please note: the word 'policy' is used as shorthand for strategy policy function or financial decision)</i>			
Policy Title	EIA 413: Queen Jubilee Holiday			
	The aim, objective, purpose and intended out come of policy			
	Friday, 3rd June 2022, will be a day of closure with normal pay for the day applied. Employees are invited to request a day of leave from their entitlement for the Thursday 2nd June should they wish to mark the occasion.			
	Service/Partners/Stakeholders/service users involved in the development and/or implementation of policy.			
	To be presented at Corporate Services Committee for agreement in November Trades unions Managers Employees Chief Officers Elected members			
Does the proposals involve the procurement of any goods or services?			Yes	
If yes please confirm that you have contacted our procurement services to discuss your requirements.			No	
SCREENING				
<i>You must indicate if there is any relevance to the four areas</i>				
Duty to eliminate discrimination (E), advance equal opportunities (A) or foster good relations (F)			Yes	
Relevance to Human Rights (HR)			Yes	
Relevance to Health Impacts (H)			No	
Relevance to Social Economic Impacts (SE)			Yes	
Who will be affected by this policy?				
All employees in WDC				
Who will be/has been involved in the consultation process?				
Trades unions, Chief Officers, employees, managers, elected members. The proposal will be presented to the Corporate Services Committee in November.				
Please outline any particular need/barriers which equality groups may have in relation to this policy list evidence you are using to support this and whether there is any negative impact on particular groups.				
	Needs	Evidence	Impact	
Age				
Cross Cutting				
Disability				
Social & Economic Impact	Giving employees an added day off on the	Scottish government content that 'local	Positive impact	

	3rd June could help those with childcare as the schools are to be closed on this day resulting in parents having to organise childcare.	authorities to apply for an exemption from the requirement to provide 190 days of schooling for the schools in their area should they decide on an additional day to accommodate the Platinum Jubilee'.	
Sex			
Gender Reassign			
Health			
Human Rights	Article 9 – freedom of thought, conscience and religion European Convention on Human Rights	There may be different opinions about the celebrations across society	The flexible approach ensures that those who choose not to mark the event are not disadvantaged compared to those who do and vice versa
Marriage & Civil Partnership			
Pregnancy & Maternity	Giving employees an added day off on the 3rd June could help those with childcare as the schools are to be closed on this day resulting in parents having to organise childcare.	Scottish government content that 'local authorities to apply for an exemption from the requirement to provide 190 days of schooling for the schools in their area should they decide on an additional day to accommodate the Platinum Jubilee'.	Positive impact
Race			
Religion and Belief			
Sexual Orientation			
Actions			
Policy has a negative impact on an equality group, but is still to be implemented, please provide justification for this.			
no negative impacts identified			
Will the impact of the policy be monitored and reported on an ongoing bases?			
This is a one off change to the terms and conditions of employees due to the Queens jubilee.			
Q7 What is your recommendation for this policy?			
Introduce			
Please provide a meaningful summary of how you have reached the recommendation			
No negative impacts identified. Positive impacts identified for pregnancy and maternity and			

social economic as schools will be closed on the Friday 3rd June meaning that there will be less cost for parents having to arrange childcare. Thursday 2nd June can be taken as annual leave meaning that anyone choosing to observe the celebration can chose to take this day off meaning that the council is adopting a flexible approach.

WEST DUNBARTONSHIRE COUNCIL**Report by Chief Officer – Citizen, Culture & Facilities****Corporate Services Committee: 24 November 2021**

Subject: Annual Performance of West Dunbartonshire Leisure Trust for year to 31 March 2021

1. Purpose

- 1.1** The purpose of this report is to present to Members the annual performance of West Dunbartonshire Leisure Trust (the Trust) during the period 01 April 2020 to 31 March 2021.

2. Recommendations

- 2.1** The Committee is asked to:

- a) note the contents of this report; and,
- b) commend West Dunbartonshire Leisure Trust for their invaluable support in facilitating a number of Covid-19 Vaccination and testing centres across the authority during the year as outlined in paragraph 4.3 of the report.

3. Background

- 3.1** West Dunbartonshire Leisure Trust (the Trust) is a company limited by guarantee with charitable status. In addition to being regulated by the Companies Act (2006), the company is also subject to the charities regulator in Scotland, OSCR (Office of the Scottish Charity Regulator).
- 3.2** West Dunbartonshire Leisure Trust was incorporated as a company in December 2011 and started trading on 5th April 2012.
- 3.3** There are nine directors of the company who additionally serve as charity trustees comprising of three (3) West Dunbartonshire Councillors (Partner Directors), an Employee Representative Director and five (5) Independent directors. The board of Directors (who are also Trustees of West Dunbartonshire Leisure Trust) has control of the company subject to providing and operating the services in accordance with the Services Agreement reached with West Dunbartonshire Council and provides strategic direction to the General Manager and his Management Team.

- 3.4** West Dunbartonshire Leisure Trust is responsible for the strategic and operational management of West Dunbartonshire Council's Sport and Leisure Facilities, Community Facilities, Sports Development, Active Schools, for operation of Outdoor Recreation facilities and for event delivery on behalf of the Council.
- 3.5** In order to ensure that the Council meets its obligations to provide adequate provision of facilities for the residents of the area for recreational, sporting, cultural and social activities in terms of Section 14 of the Local Government and Planning (Scotland) Act 1982, there is a Services Agreement in place between the Council and the Leisure Trust. The Trust is paid a management fee for delivery of the services through an annual funding commitment. In 2020/21 the management fee paid to the Trust was £3.973m.
- 3.6** Council Officers work closely with the Trust to ensure that the organisation delivers services in line with the Council expectations. A variety of Performance Indicators have been agreed between the Leisure Trust and the Council. These cover issues such as participation, customer experience, online engagement, and financial performance. These are reported on by the Trust in their Annual Report.
- 3.7** All Scottish Charities (Trusts) are required by law to prepare annual accounts and submit these to Companies House and to the Office of the Scottish Charity Regulator (OSCR). West Dunbartonshire Leisure Trust complies with this requirement and their audited accounts are submitted accordingly. A copy of the accounts can be found within the Trust's 2020/21 Annual Report (as attached as Appendix 1) and also available to download from the Council's website.
- 3.8** This report is presented to Committee by the Chief Officer for Citizen, Culture and Facilities (CCF) who is the senior officer responsible for monitoring Trust activity on behalf of the Council.

4. Main Issues

- 4.1** The timeframe of 1st April 2020 to 31 March 2021 covered by this report coincides with the emergence of the COVID-19 virus and significant periods of national lockdown and a variety of Tier Level restrictions. This has significantly impacted upon the Trust's ability to operate.
- 4.2** Trust facilities were closed for over 9 months out of 12 during 2020/21 resulting in a significant loss of income, however despite this, the Trust realised a surplus of funds for the year. The surplus was possible due to a loss of Income Grant paid to the Trust by West Dunbartonshire Council, funds obtained from the Government's Coronavirus Job Retention Scheme (Furlough) and a number of savings made by the Trust due to the imposed closure of premises/services.

4.3 During this period the Trust was heavily involved in the Council’s Covid-19 response. The Trust supported three Covid-19 Vaccination Centres – one each in Alexandria, Dumbarton and Clydebank to enable NHS employees to deliver vaccines to our residents.

The Trust also provided initial support staff to assist at these centres and also provided access to facilities to be utilised as Covid-19 Testing Centres.

Performance Review: April 2020 to March 2021

4.4 Due to the Covid-19 pandemic and associated lengthy closures of the Trust’s facilities it is acknowledged that annual performance cannot realistically be measured against the Strategic Outcomes and associated priorities outlined on pages 9 – 14 of the Trust’s Annual Report (Appendix 1).

Examples of the Strategic Outcomes and associated performance include:

- i) Financial re-investment – Due to facility closures, the Trust was only able to deliver one project to the value of £11,763 of surplus funds to enhance future services. This was against a target of £200k reinvestment.
- ii) Increase participation – Overall there has been an 87% reduction in attendances from last year due to facility closures.
- iii) New services and business growth – Facility closures due to Covid-19 have impacted the Trust’s ability during 2020/21 to launch new initiatives, develop new services and grow their business.

4.5 In addition to Strategic Outcomes, the Trust’s delivery of services is normally measured against nationally determined Key Performance Indicators as well as a range of local performance indicators agreed with the Council.

4.5.1 Key Performance Indicators

These are national indicators used to compare attendances across Scotland in both Wet and Dry activities. Indicators show significant decreases in participation which is to be expected given the lengthy periods of closure and will be broadly similar to experiences of the majority of other Leisure operators across the country.

Indicator	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Actual	On Target	Comments
CC1 Wet Activities. No. of attendances per 1,000 population for swimming pools	4,368	4,387	4,566	399		91% short of target and decrease from last year.

CC2 Dry Activities. No. of attendances per 1,000 population for indoor sports & leisure	7,014	6,999	7,340	601		92% short of target and a 91% decrease from last year.
Overall Usage	1,565,890	1,554,502	1,673,350	201,229		88% short of target and a 87% decrease from last year.

4.5.2 Local Performance Indicators

The facility closures experienced by the Trust resulted in an 87% reduction in attendances and a consequential inability to meet a significant number of Performance Indicators and being unable to successfully deliver a number of their Business Strategy priorities, for example:

- i) Direct Debit Memberships were 60% below target;
- ii) Facebook Engagement was 40% below target;
- iii) Active Schools programme was suspended therefore participation was 91% below target; and
- iv) The majority of staff were furloughed so limited employee development was undertaken as planned, however a vast amount of on-line training and development was undertaken based around the COVID pandemic.

4.5.3 Staff Absence

The vast majority of Trust employees were furloughed for over 9 months during 2020/21 therefore no realistic comparisons can be made against absence targets or previous years' absence.

- #### 4.6 Financial monitoring of the Trust's performance takes place at regular monitoring meetings held between Council officers and Trust management. Financial performance is evaluated by analysing income and expenditure information as compared against the agreed budgets.

Full details of the Leisure Trust's financial performance for 2020/21 are shown at pages 15 - 17 of the Leisure Trust's Annual Report (Appendix 1) however are summarised below.

4.6.1 Income

The budgeted income target for the Leisure Trust in 2020/21 was £7,713,352. The actual Income achieved was £7,536,119 therefore the Trust achieved £177,233 income under budget.

Although income from sales was significantly lower than normal at only £780,707, the Trust also received investment income of £19,814 and membership

fees £221,134. In addition the Trust received £3,800,212 from West Dunbartonshire Council (Management Fee) along with a grant of £434,000 to cover lost of income due to COVID and a central government grant of £2,292,252 from the Job Retention Scheme (Furlough).

4.6.2 Expenditure

The Trust had a budgeted expenditure figure of £7,713,352 for 2020/21 however actual expenditure was £7,063,841. This under expenditure was due to the periods of closure during the year. The principle items of expenditure were staffing, property costs, transport, administration and payments to other bodies.

4.6.3 Net Year-end Financial Position

A surplus of £472,278 was generated during 2020/21 which takes into account all income generated; spend on charitable activities; and the organisation's contribution to the Pension Fund.

4.6.4 Reserves

The reserves policy was reviewed in 2020 by the Audit and Risk Committee and a new target of 7.5% of total expenditure was agreed by the board in November 2020. The target general reserves would be £584,000 under this policy and, as at 31st March 2021, the Trust had reserves of £1,371,156. It should however be noted that £829,000 of these reserves will be used in 2021/22 to balance the financial budget.

4.7 This concludes the review of activity in 2020/21. The next annual review, which will be for 2021/22 will be presented to Committee approximately 12 months from now.

5. People Implications

5.1 There are no people implications relating to this report.

6. Financial and Procurement Implications

6.1 The Trust is paid a Management Fee for delivery of the Services through an annual Funding Commitment from the Council. The Funding Commitment is identified from an annual Delivery Plan that both the Trust and Council agree, and which sets out the resources required by the Trust to deliver the Services.

6.2 The Trust Management Fee for 2020/2021 was agreed at £3.973m. There was no capital allocation to the Trust for 2020/21.

6.3 Financial monitoring to date indicates that the Trust's financial performance is in line with the agreed Funding Commitment and this is supported by the Trust's independently Audited Accounts.

7. Risk

7.1 The content of this report forms a core element of the Council's monitoring of the Leisure Trust's performance. Failure to gather, report and scrutinise performance in this way would mean the Council was not effectively ensuring it was getting good value for money from the Trust in return for the annual management fee.

7.2 Covid-19 and the associated periods of lockdown resulting in significant periods of non-operation of facilities presented a financial risk to the Trust however good financial management, support from the Council, the various income and business support grants from the government, including the Job Retention Scheme, has enabled the Trust to move into 2021/22 in a financially stable position.

8. Equalities Impact Assessment (EIA)

8.1 No issues were identified in relation to this report.

9. Consultation

9.1 The General Manager of the Leisure Trust has been consulted in relation to this report.

9.2 Council Legal, Financial and Procurement officers have been consulted in relation to this report.

10. Strategic Assessment

10.1 This report supports the following strategic priorities:

- Efficient and effective frontline services that improve the everyday lives of residents
- Supported individuals, families and carers living independently and with dignity

Malcolm Bennie
Chief Officer – Citizens, Culture and Facilities
Date: 18 October 2021

Persons to Contact: Malcolm Bennie, Chief Officer - Citizens, Culture and Facilities
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e-mail: lynda.dinnie@west-dunbarton.gov.uk

John Anderson – General Manager, West Dunbartonshire Leisure Trust, Alexandria Community Centre, Main Street, Alexandria, G83 0NU. Telephone: 01389 757806
e-mail: john.anderson@west-dunbarton.gov.uk

Appendices: Appendix 1: West Dunbartonshire Leisure Trust Annual Report 2020/21

Background Papers: None

Wards Affected: All

**West Dunbartonshire Leisure Trust
(Company Limited by Guarantee)**



**Annual Report
and Financial Statements
for the year ended 31 March 2021**

Company Number: SC413707
Charity Number: SC042999

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Introduction from the Chair

It is a great pleasure as the new Chair to introduce our ninth Report of the Trustees as part of the organisation's Annual Report for the year 2020/21. I would like to thank our previous Chair, Charlie Gibson for his contribution in leading the organisation during the initial outbreak of the COVID pandemic and the months leading up to our first reopening of our services in September 2020.

The emergence of the COVID-19 virus has been the biggest global challenge that humanity has faced for generations. Internationally, we have seen people and governments across the globe face similar challenges and choices. This has been a period of time that none of us could have imagined but with the support and assistance of the Council; our partners within the industry; and our workforce we have successfully and safely reopened our services not just once but on two occasions following sustained periods of lockdown.

Although our facilities were closed for large periods throughout 2020/21 we have and continue to support the Council in the largest vaccination programme in the country's history. We have established three COVID-19 Vaccination Centres in Alexandria, Dumbarton and Clydebank to enable NHS employees to deliver vaccines to our residents. We have also initially provided support staff to assist at these centres. In addition to these three vaccination centres we have also provided facilities for the purpose of carrying out COVID-19 Tests for our residents.

Even with approximately 9/10 months of closures during 2020/21, resulting in huge losses of income, the Trust can still report that despite the COVID-19 pandemic we have still realised a surplus of funds for the year. This surplus is made up from two Loss of Income Grants received from West Dunbartonshire Council totalling £434k; the opportunity to obtain funds from the Government's Coronavirus Job Retention Scheme; and a number of savings made due to the imposed extended closure of our services. However these surplus funds are required to be utilised to balance the budget in 2021/22 and offset the anticipated downturn in customer income during our recovery period of the business.

Moving forward, in these challenging times, we will be tested in our ability to evolve, to continually mould and reshape our approach in order to meet the many challenges we will face including customer expectations. We have already seen a move towards a more digital and on-line approach with regards to bookings and payments which has been successful. We have a strong "Inspiring Active & Healthier Communities" Mission Statement, one which we will continue to embrace and commit to over the coming years.

I would like to take this opportunity to thank everyone who has contributed and assisted WDLT during the past year: our Trustees, management, staff, volunteers, funders and partners and in particular West Dunbartonshire Council.

We aim to put the customer at the heart of everything we do. Therefore the final thanks must go to our valued customers, not only have you supported us throughout the past challenging year, but you have also been patient and supportive of the measures we have had to implement to ensure the safety of our staff and others using our services.

Although we continue to work under restrictions I am sure we are now in a better position with the roll out of the vaccine that we can now concentrate on remaining open and providing much needed facilities and services to the residents of West Dunbartonshire.

William Hendrie
Chair of West Dunbartonshire Leisure Trust

Report and Financial Statements for the Year Ended 31 March 2021

Reference and Administrative Details

Trustees (Directors):

Provost William Hendrie (Chair)
David Marshall (Vice Chair)
David McBride
Anthony Waclawski
David Smith
Charles Gibson
Cllr James Finn
Tony Dempster (Employee Representative)

General Manager: John Anderson

Company Secretary: Fiona McGuigan

Registered Office: Alexandria Community Centre
Main Street
Alexandria
G83 0NU

Charity Number: SC042999

Company Number: SC413707

Independent Auditors: Wylie & Bisset (Audit) Limited
168 Bath Street
Glasgow
G2 4TP

Bankers: Clydesdale Bank
Clydebank Shopping Centre
32 Kilbowie Rd,
Clydebank
G81 1RP

Report of the Trustees for the Year Ended 31 March 2021

The Trustees present their annual report and financial statements of the charity for the year ended 31 March 2021.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with the charity's trust deed, the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006(as amended), the Companies Act 2006 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland.

The legal and administrative information on page four (4) forms part of this report.

Our Objects, Mission & Values

Our Charity Objects

The purposes (Charity Objects) of the Trust are as follows:

- to advance public participation in sport;
- to provide recreational facilities, and organise recreational activities with such facilities and activities being made available to members of the public at large with the object of improving their conditions of life;
- to advance education;
- to advance health;
- to advance citizenship and/or community development (which may include the promotion of civic responsibility, volunteering, the voluntary sector and/or the effectiveness or efficiency of charities);
- to relieve those in need by reason of age, ill health, disability, financial hardship or other disadvantage;
- to promote, establish, operate and/or support other similar schemes and projects which further charitable purposes;

The above Company Objects are outlined in the company's Articles of Association.

Mission Statement

“ Inspiring Active
&
Healthier
Communities ”

Report of the Trustees for the Year Ended 31 March 2021

Values

West Dunbartonshire Leisure Trust is an organisation that aspires to the highest standards in everything we do, and we adopt the following six core values to assist us achieve our mission:

Empowerment by encouraging and helping you achieve your potential;
Excellence by striving to be better at everything we do;
Inclusiveness by removing barriers to participation;
Innovation by developing new ways to offer a fun and inspirational customer experience;
Partnerships by working with others towards shared goals and objectives; and
Reliability by ensuring we deliver on, and exceed our promises to our customers, staff and partners.

Our Services

3 Leisure Centres

Multi-purpose wet/dry leisure centres, one based in each main population area of West Dunbartonshire:

Clydebank Leisure Centre
Meadow Centre, Dumbarton
Vale of Leven Swimming Pool

12 Community Facilities

A range of Community Facilities based within three Cluster Areas:

Clydebank
Dumbarton; and
Alexandria

1 Entertainment Theatre

The Denny Civic Theatre located in Dumbarton has a seated auditorium for 340 people and hosts many local productions

46 Outdoor Pitches & Pavilions

3 Synthetic Pitches
28 Grass Pitches
11 Changing Pavilions
2 Outdoor Bowling Greens & Pavilions

Sports Development

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

Active Schools

Our Active Schools team aim to provide more and higher quality opportunities for children and young people to take part in sport and physical activity before, during lunchtime and after school. In addition, they work to develop effective pathways between schools and sports clubs in the local community.

6 Training Courses

First Aid at Work
First Aid at Work Renewal
Emergency First Aid at Work
Paediatric First Aid
Emergency Paediatric First Aid
National Pool Lifeguard Qualification

8 Outdoor Events

ProAm Golf
Loch Lomond 10K Road Race
Loch Lomond Highland Games
Scottish Pipe Band Championships
Fire Work Displays (2)
Christmas Lights Switch On Events (2)

Report of the Trustees for the Year Ended 31 March 2021

Our Key Achievements

Following the outbreak of COVID-19 and the forced closure of our facilities and services from 20 March until 14 September 2020 and a subsequent three week closure at the end of November before closing once again from 26 December and not reopening again during 2020/21 saw huge reductions in attendances; the failure to achieve a number of our Performance Indicators; and being unable to successfully deliver a number of our Business Strategy priorities.

Overall Attendances

Overall attendances dropped by 87% from the previous year to only 201,229.

Services	2016/17	2017/18	2018/19	2019/20	2020/21	Variation from 2019/20
Leisure Centres	614,348	770,835	809,274	807,777	68,399	-91.5%
Community Facilities	234,079	247,204	298,851	305,273	74,624	-75.5%
Sports Development	224,457	248,321	245,336	243,469	17,383	-92.8%
Active Schools	114,730	128,703	139,311	123,511	0	-100%
Outdoor Recreation	-	62,390	73,118	74,472	40,823	-45.2%
Totals	1,187,614	1,457,453	1,565,890	1,554,502	201,229	-87%

Performance Indicators

Strategic Outcome – Grow the Business

Indicator	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Actual	On Target	Comments
CC1 Wet Activities. No. of attendances per 1,000 population for pools	4,368	4,387	4,566	399		91% short of target and decrease from last year.
CC2 Dry Activities. No. of attendances per 1,000 population for indoor sports & leisure	7,014	6,999	7,340	601		92% short of target and a 91% decrease from last year.
Overall Usage	1,565,890	1,554,502	1,673,350	201,229		88% short of target and a 87% decrease from last year.

Report of the Trustees for the Year Ended 31 March 2021

Indicator	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Actual	On Target	Comments
Individual Participants (All Memberships / Subscriptions)	21,437	21,750	25,000	7,598		70% short of target and a 65% decrease from last year
Individual Participants (Active Schools)	6,032	6,221	6,800	625		91% short of target and a 90% decrease from last year
DD Memberships Gold	New Indicator		4,000	1,542		61% below target
DD Memberships Silver	New Indicator		115	61		47% below target
DD Memberships Bronze	New Indicator		385	206		46% below target
DD Memberships Total	New Indicator		4,500	1,809		60% below target
% of DD Gym Memberships sustained over a 12 Month period	New Indicator		48%	72%		24% above target
Occupancy Levels – Sports Halls	New Indicator		40%	6%		34% below target
Occupancy Levels – Community Centres	New Indicator		34%	17%		17% below target
Occupancy Levels – Fitness Classes	New Indicator		56%	79%		23% above target

Strategic Outcome – Improve Customer Experience

Indicator	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Actual	On Target	Comments
Facebook Post Engagement	330,478	349,491	360,000	195,063		46% below target and a 44% decrease from last year
Mobile Pro Users	6,480	9,800	12,000	15,987		33% ahead of target and a 63% increase from last year

Report of the Trustees for the Year Ended 31 March 2021

Strategic Outcome – Financial Sustainability

Indicator	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Actual	On Target	Comments
Income	£3,733,906	£3,808,730	£3,893,140	£3,749,907		3.7% below target and a 1.5% decrease from last year
Income Generated from Gym Memberships	New Indicator		£1,558,00	£202,424		87% below target
Average Income Generated Per Hour (Community Centres)	New Indicator		£14.04	£7.03		50% below target
% Income (Mgt Fee)	50.0%	50.2%	49%	56.2%		7.2% below target and a 6% decrease from last year
% Income (Customer Receipts)	50.0%	49.8%	51%	43.8%		7.2% below target and a 6% decrease from last year
Cost Per Visit (Mgt Fee)	£2.42	£2.49	£2.27	£18.89		732% above target and a 65% increase from last year
Expenditure	£7,499,141	£7,715,001	£7,713,352	£6,516,841		15.1% above target and a 15.5% reduction from last year
Cost of Community Centres per Resident (89,590 population)	New Indicator		£8.72	£7.24		17% below target

Report of the Trustees for the Year Ended 31 March 2021

1st Year: Business Strategy 2020 - 2023

SO1: Grow the Business We will build on our previous successes and maximise new opportunities to increase our business. Over the next three years we will set out to achieve the following:		
What We Want to Achieve	Our success will be measured if by 2023, we have:	1 st Year Performance
Financial Re-investment	<ul style="list-style-type: none"> • £200k surplus funds invested back into our services and projects 	<ul style="list-style-type: none"> • Only one project (£11,763) was delivered in 2020/21 due to COVID Lockdown.
Increase Participation	<ul style="list-style-type: none"> • increased overall attendances by a minimum of 15%; and • increased the number of individual participants by a minimum of 10% 	<ul style="list-style-type: none"> • Overall due to COVID Lockdown there has been a 87% reduction in attendances from last year. This reduction has been made up from a 92% in within Leisure Centres; a 76% reduction in Community Facilities; a 45% reduction in Outdoor Recreation; a 93% reduction in Sports Development ; and a 100% reduction in Active Schools • Again due to COVID Lockdown we have seen a 65% reduction throughput 2020/21.
Growth in Clydebank Leisure Centre	<ul style="list-style-type: none"> • Attracted an additional 1,000 Direct Debit members; and • Increased overall attendances by a minimum of 20% 	<ul style="list-style-type: none"> • Due to COVID Lockdown Clydebank Leisure Centre has seen a loss of 828 DD members throughout 2020/21, even though for the majority of the year DD memberships were frozen • Due to COVID Lockdown Clydebank Leisure Centre has seen a 93% reduction in attendances from last year
Growth in Community Facilities & Outdoor Recreation	<ul style="list-style-type: none"> • Increased Community Facilities attendances by a minimum of 7.5%; and • Increased Outdoor Recreation attendances by a minimum of 35% 	<ul style="list-style-type: none"> • Due to COVID Lockdown Community Facilities have seen a 74% reduction in attendance from last year • Due to COVID Lockdown Community Facilities have seen a 45% reduction in attendance from last year
Improved Marketing	<ul style="list-style-type: none"> • Increased our organic reach on facebook post by 15%; and • Attracted an additional 2,000new customers accessing our Mobile App 	<ul style="list-style-type: none"> • Facebook engagement in the main has been very successful throughout 2020/21 due to ongoing engagement with customers with regards to updates on reopening etc. However the last quarter of the year saw a drop in reach due to a reduction in communication based on earlier announcements from the Scottish Government • This measure of success was successfully achieved by the 2nd Quarter of this year due to the need caused by COVID for a more digital approach from customers with regards to information and bookings

Report of the Trustees for the Year Ended 31 March 2021

SO1: Grow the Business We will build on our previous successes and maximise new opportunities to increase our business. Over the next three years we will set out to achieve the following:		
What We Want to Achieve	Our success will be measured if by 2023, we have:	1 st Year Performance
Healthy Lifestyles	<ul style="list-style-type: none"> Delivered a minimum of 6 health campaigns; Achieve 4,500 new referrals onto the Live Active Programme; and 45% of Live Active members remain on the programme for a minimum of 12 months 	<ul style="list-style-type: none"> Due to COVID no development in this area has been carried out in 2020/21 Due to COVID Lockdown it has not been possible to take on the this level of new referrals in 2020/21 Although it has not been possible to take on new referrals due to Lockdown existing members have remained on the programme with on average 53% remained on the programme, 8% higher than the target
Effective Partnership Working	<ul style="list-style-type: none"> Ensure that all new partnerships have agreements in place 	<ul style="list-style-type: none"> All current partnerships have agreements in place

SO2: Improve Customer Experience We will make continuous improvements to our customer journey by focusing on customer satisfaction, quality of service and genuinely caring about our customers. Over the next three years we will set out to achieve the following:		
What We Want to Achieve	Our success will be measured if by 2023, we have:	1 st Year Performance
Excellent Customer Care Standards	<ul style="list-style-type: none"> Achieved a 5% increase in our Net Promoter Scores; and Increased overall attendances by a minimum of 15% 	<ul style="list-style-type: none"> Due to COVID it has not been possible to carryout any NPS throughout 2020/21 Overall due to COVID Lockdown there has been a 87% reduction in attendances from last year. This reduction has been made up from a 92% in within Leisure Centres; a 76% reduction in Community Facilities; a 45% reduction in Outdoor Recreation; a 93% reduction in Sports Development ; and a 100% reduction in Active Schools
Effective Customer Consultation	<ul style="list-style-type: none"> Delivered our Customer Consultation Strategy 	<ul style="list-style-type: none"> This project was agreed to be moved to the 2021/22 Delivery Plan due to reprioritising workload due to the COVID pandemic

Report of the Trustees for the Year Ended 31 March 2021

SO2: Improve Customer Experience We will make continuous improvements to our customer journey by focusing on customer satisfaction, quality of service and genuinely caring about our customers. Over the next three years we will set out to achieve the following:		
What We Want to Achieve	Our success will be measured if by 2023, we have:	1st Year Performance
Equality of Access	<ul style="list-style-type: none"> Ensuring all leisure centres have an appropriate Video Access Guide in place; and Ensuring all facilities have an Access Review undertaken and an appropriate Action Plan in place 	<ul style="list-style-type: none"> Due to the COVID pandemic and facilities closed for the majority of the year no Video Access Guides were produced WDL Facility Access reviews delayed due to COVID-19 lockdown – revised due date now December 2021
Provision of Equipment & Technology	<ul style="list-style-type: none"> Technology advances in a minimum of 3 areas of the business; and Achieving a 5% increase in participation as a result of provision of new equipment & technology 	<ul style="list-style-type: none"> No development due to facility closures No development due to facility closures
To be an Employer of Choice	<ul style="list-style-type: none"> Increasing staff satisfaction (Employee Survey); Reducing Staff Absenteeism; Delivering the Workforce Development Plan; and Delivery of a minimum of three employee workshops on an annual basis 	<ul style="list-style-type: none"> Due to COVID and the majority of staff on furlough the scheduled Staff Survey was not undertaken in 2020/21. The survey will therefore be carried out in 2021/22. Staff absenteeism has reduced significantly (-9.91 FTE days) however figures relate to periods where most staff were furloughed due to COVID Due to the COVID pandemic the Workforce Development Plan will be implemented within the first quarter of the 2021/22 financial year No Employee Workshops undertaken this financial year due to COVID Lockdown and the vast majority of the workforce on furlough leave

Report of the Trustees for the Year Ended 31 March 2021

SO3: Financial Sustainability We will achieve continuous improvement in the operation of the Trust and will focus on developing existing and new business opportunities in order to fulfil our strategic and charitable objectives. Over the next three years we will set out to achieve the following:		
What We Want to Achieve	Our success will be measured if by 2023, we have:	1 st Year Performance
Maximise Income Opportunities	<ul style="list-style-type: none"> increased total operating income (net of the management fee from WDC) by 15%; and increased the total number of direct debit memberships by 15% 	<ul style="list-style-type: none"> Although COVID Lockdown has had a major impact on the Trust's ability to raise income from customers and members it is shown only a 8% decrease in income from the previous year. This is the case due to the availability of Job Retention and Loss of Income Schemes which have been included in the 2020/21 figures Due to COVID Lockdown we have seen a loss of 33% of DD members throughout 2020/21, even though for the majority of the year DD memberships were frozen
Maximise External Funding Opportunities	<ul style="list-style-type: none"> generated £500k of operating income from external funding 	<ul style="list-style-type: none"> £399,067. Although our main external funders confirmed and honoured their external funding, COVID has had an impact on our ability to generate additional external funding in 2020/21
Successful Control of Expenditure	<ul style="list-style-type: none"> Delivered a year on year surplus or balanced budget 	<ul style="list-style-type: none"> A surplus of £1,033,278 for 2020/21 was generated.

SO4: Sound Governance We will focus on developing existing and new governance arrangements in order to make informed decisions and meet our legal obligations:		
What We Want to Achieve	Our success will be measured if by 2023, we have:	1 st Year Performance
Effective Policies and Procedures	<ul style="list-style-type: none"> Reviewed all appropriate Policies and Procedures 	<ul style="list-style-type: none"> Policies and procedures reviewed and now being rolled out (delayed due to COVID Lockdown, revised due date June 2021)
Measured Risk Management	<ul style="list-style-type: none"> Produced and Annual Risk Register; and Reduced overall average risk rating by 5% 	<ul style="list-style-type: none"> Annual Risk Register agreed and implemented for 2020/21 Reduced average Risk Rating Score by 24% in 2020/21
Proper Accountability and Scrutiny	<ul style="list-style-type: none"> Held a minimum of four Audit & Risk Committee meetings a year; Carried out annual Governance Checks; and Recommendations from annual schedule of internal audits completed 	<ul style="list-style-type: none"> Due to the COVID pandemic only three Audit & Risk Committees were held (virtually) during 2020/21. The first scheduled meeting on 14 May 2020 was cancelled Completed as part of the Audit of the Financial Accounts 2020/21 by our external auditor, Wylie & Bisset Not all recommendations were completed due to the COVID pandemic but these as well as those completed were reported to the Audit & Risk Committee

Report of the Trustees for the Year Ended 31 March 2021

Financial Review

Financial Summary 2020/21

The Trust can report that despite the economic disruption caused by the Covid-19 Global Pandemic in which we have operated a severely impacted service in our ninth year (2020/21); the financial position for the Trust has realised a surplus of funds for this year.

In summary, the financial position during 2020/21 is noted below:

	Unrestricted / Restricted Fund	Pension Fund	Total Funds
Total income	7,550,119	(14,000)	7,536,119
Total spend on charitable activities	(6,516,841)	(547,000)	(7,063,841)
Net Movement in Funds	1,033,278	(561,000)	472,278
Actuarial (loss)/ gain	0	(2,341,000)	(2,341,000)
Net Movement in Funds (after retirement benefit scheme gain)	1,033,278	(2,902,000)	(1,868,722)

Funds held at 31 March 2021:

	31 March 2021	31 March 2020
Total Funds	(35,523)	1,833,199

The Unrestricted surplus was £1,033,327 but at the year end the multi-employer defined benefit pension scheme is in deficit by £2,902,000 and therefore the net deficit for the year is £1,868,722.

Following the ninth year of the Trust, our income has helped us to meet our charitable aims and objectives. Our year-end financial position, summarised above, provides a sound platform from which we can continue to meet our commitments.

The principle funding sources are a combination of income generated through a level of sales, fees and charges for our charitable activities £780,707, investment income of £19,814 and membership fees £221,134, as well as income of £3,800,212 from West Dunbartonshire Council (Management Fee) for our work in managing the leisure facilities and provision within the local area. We have also received a grant of £434,000 to cover our loss of income due to the COVID crisis along with a central government grants of £2,292,252 from the Job Retention Scheme.

Report of the Trustees for the Year Ended 31 March 2021

The principle sources of expenditure remain within staffing £5,908,773 with elements of spend on property £735,955, transport £13,464, administration £303,606 and payments to other bodies £102,038.

The financial activity during the year within each of the charitable areas can be summarised:

	Income	Expenditure	Surplus/(Deficit)
Leisure Facilities	2,202,833	(3,798,078)	(1,595,245)
Community Facilities	541,682	(1,110,719)	(569,037)
Sports Development	450,107	(874,245)	(424,138)
Active Schools	400,808	(484,189)	(83,381)
Outdoor Recreation	132,663	(249,610)	(116,947)
Management Fee	3,800,212	0	3,800,212
Total	7,528,305	(6,516,841)	1,011,464

Fixed Assets

The Trust has a maintenance lease agreement with West Dunbartonshire Council for the use of the buildings linked with the charitable activities and as such the buildings do not belong to the Trust.

Investment Policy

West Dunbartonshire Council manage investments on behalf of the Trust, following their own organisational investment policy, primarily aimed at mitigating risks associated with safeguarding funds, ensuring liquidity of those funds and finally investment return. As a result, the policy aims to invest in cash and cash-like investments up to a maximum level on acceptable counterparties. Activity is monitored regularly and the policy is reviewed annually.

Due to the limited current level of surplus funds, any funds held by the Trust are invested in an interest bearing account held with our bankers, the Clydesdale Bank. In order to increase investment income for the Trust the board agreed to reinvest a sum of £506,181 with West Dunbartonshire Council on 22 February 2020 at a fixed rate of 2.55% for two years with a break opportunity at one year. An additional £250,000 was re-invested on 22 February 2020 for 6 months at a fixed rate of 0.8% and a further £250,000 was invested on 22 May 2020 on a 1 month rolling investment at a current rate of 0.05%.

During 2020/21, interest received on cash balances held at the bank, and the investment with West Dunbartonshire Council was £19,814 (£26,389 2019/2020).

Report of the Trustees for the Year Ended 31 March 2021

Reserves Policy

The reserves policy was reviewed in 2019 by the Audit and Risk Committee and a new percentage based target of 7.5% of total expenditure was agreed by the board in November 2019. The target general reserves would be £584,000 under the new policy however it sitting at £1,371,156 as at 31st March 2021. The intention of the planned review in 2019 had been to reduce the reserves target which was considered to be too high and release funds that could be utilised as a one off saving to WDC in 2021/22 with a one off reduction to the management fee planned for that year.

In 2020/21 WDC also allocated two loss of income grants to WDLT, £196k initially followed by an additional £238k, therefore £434k in loss of income grant. The £434k total grant has been carried forward into surplus reserves and the one off saving has been postponed by WDC to give support and recovery time to WDLT in the post pandemic period. The remainder of the previously released surplus reserves funds (£228k) and the loss of income grants (£434k) and an amount of the general reserve fund are now planned to be used in 2021/22 to offset the reduced income that is projected in the annual budget due to the COVID-19 closure and subsequent reopening with service restrictions and reduced turnover. Total unrestricted funds at year end were £3,191,477 with a total of £1,820,321 being designated as per Note 20.

Pension Reserve

The balance sheet shown on page 32 features an assessed pension fund liability of £3.227m based on the valuation of the fund at 31 March 2021 and results in the Trust's Balance Sheet showing a net liabilities position. Further information on the pension fund is provided in note 9 of the accounts.

Report of the Trustees for the Year Ended 31 March 2021

Risk Management

There are many risks to the Trust's service delivery and these risks can affect our performance, our customers and members of the public.

Managing our risks effectively is essential in achieving our strategic objectives and targets, creating confidence among service users and the public, and ensuring effective governance. Effective Risk Management also enables us to deliver service improvements taking account of the context and environmental factors.

As the leisure business environment is customer driven and internal and external changes to that environment ultimately influence overall performance risk factors that could have an impact on service delivery require to be identified on an annual basis, with appropriate actions to minimise such risks.

The Trust developed and implemented a Risk Management Strategy which provides the framework as to how the Trust will manage Business Risks which includes the requirement for a Risk Register.

Therefore the management team ensures an annual risk analysis is undertaken and a Risk Register with appropriate actions is identified to minimise the impact on service delivery and overall performance. This register is reviewed on a six monthly basis and reported to the Audit and Risk Committee who scrutinise the progress of the register and where appropriate report to the Board to assist in managing the risks to the Trust.

The top external risks including those that are related to the COVID pandemic are detailed within the Risk Register for 2020/21 and how they have been managed are as follows:

Key Risk	Existing Control Measures	Risk Management Actions
Significant reduction in West Dunbartonshire Council funding	<ul style="list-style-type: none"> Regular Monitoring Meetings with WDC Annual Performance Report to WDC Corporate Services Committee On an annual basis explore options for efficiency savings and opportunities for increasing income. 	<ul style="list-style-type: none"> Continue to explore options for efficiency savings and opportunities for increasing income.
Reduction of level of reserves due to financial constraints to achieve a balanced budget	<ul style="list-style-type: none"> Regular Partnership Meetings with WDC Annual agreement of Management Fee Reserves Policy Regular meetings with WDC Finance Business Partner 	<ul style="list-style-type: none"> Regular Partnership Meetings with WDC Ongoing regular meetings with WDC Finance Business Partner
Potential outbreak of further phases of the COVID-19 virus resulting in further lockdown of services / facilities	<ul style="list-style-type: none"> Communication database for all employees / workers Business Interruption Plan Previous COVID-19 Plans Remote Working opportunities Library of On-Line Fitness Classes 	<ul style="list-style-type: none"> Create additional on-line fitness class videos to increase the library of classes Identify and create a library of alternative physical activity on-line videos

Report of the Trustees for the Year Ended 31 March 2021

Key Risk	Existing Control Measures	Risk Management Actions
Existing delivery provision / model not financially viable following the COVID-19 pandemic	<ul style="list-style-type: none"> • Regular meetings with the Council's Partnership Manager • Annual discussion to agree management fee against what services are delivered • Service Level Agreement • Budget Control Reports 	<ul style="list-style-type: none"> • Following Board & Council approval implement restructure of Active Schools and Sports Development Teams • Implement Quarterly Reviews of Business

Health and Safety is also a major risk to the organisation, therefore West Dunbartonshire Leisure Trust has a competent Health & Safety and Child Protection Officer to oversee this major area of risk to the organisation.

In addition our insurance company QBE Insurance (Europe) Ltd review our insurance cover on an annual basis to highlight any uninsured risk and exposure elements of cover that require adjusting or deleting. Insurance cover based on this assessment is in place.

Report of the Trustees for the Year Ended 31 March 2021

Plans for the Future

The following outlines West Dunbartonshire Leisure Trust's (WDLT) plans for the forthcoming year.

Development and implementation of the Trust's Recovery Strategy

Following the COVID-19 outbreak and the closure of facilities and services for approximately 10 months the Trust will develop and implement Key Actions to assist the organisation to be financially secure and work towards recovering to its original financial position before COVID-19.

Implementation of our Three Year Business Strategy (2020– 2023)

We will implement the Key Actions highlighted in our second year's Delivery Plan associated with our Business Strategy.

Implementation of our Aquatics Strategy (2020– 2023)

We will implement the Key Actions highlighted in our second year's Action Plan associated with our Aquatics Strategy.

Development and implementation of our Football Strategy (2021– 2023)

We will develop and implement the first year's Key Actions within our new Football Strategy to assist us increase participation with Sports Development football programmes and usage of our outdoor football pitches.

Development and implementation of a two year Clydebank LC Development Plan

We will develop and implement the first year's Key Actions within our new Clydebank LC Development Plan to assist us increase participation and income in particular via the redevelopment of the Queens Quay site.

Review of Active Schools and Sports Development Teams

We are taking the opportunity to review our service delivery which will allow us to consider current work practises and priorities, and make recommendations to ensure the most effective use of resources to deliver the right priorities and outcomes for Sport and Physical Activity in West Dunbartonshire's communities.

Management and Development of New Facilities

The following facilities are expected to be commissioned and/or operational in 2021/22 which WDLT will then manage on behalf of the Council:

- Dalmonach Community Centre
- Three All-Weather Floodlit Tennis Courts in Argyll Park, Alexandria
- All-Weather Athletics Track at Posties Park, Dumbarton

Report of the Trustees for the Year Ended 31 March 2021

Structure, Governance and Management

West Dunbartonshire Leisure Trust is a company limited by guarantee with charitable status and governed by its Articles of Association. In addition to being regulated by the Companies Act (2006), the company is also subject to the charities regulator in Scotland, OSCR (Office of the Scottish Charity Regulator).

The company was incorporated in December 2011 and started trading on 5th April 2012 and is responsible for the strategic and operational management of West Dunbartonshire Council's Sport and Leisure Facilities; Community Facilities; Sports Development; Active Schools; and Events.

Trustees (Directors)

There are nine members of the company who serve as Trustees comprising of three (3) Councillors (Partner Trustees), an Employee Representative Trustee and five (5) Independent Trustees. They have the ultimate control of the company subject to providing and operating the services in accordance with the Legal Agreement reached with West Dunbartonshire Council, and provide strategic direction to the General Manager and his Management Team.

The list of current and former Trustees serving in the financial year 2020/21 and since is detailed below:

Name	Trustee (Director) Role	Appointed	Resigned
Anthony Waclawski	Independent	11/01/12	N/A
David McBride	Partner	11/01/12	N/A
David Smith	Independent	11/01/12	N/A
James Finn	Partner (Vice Chair 13/09/18 - 10/09/20)	26/02/15	N/A
Charles Gibson	Independent (Chair 13/09/18 - 10/09/20)	28/08/14	N/A
Samantha Baird	Independent	24/11/16	28/05/20
William Hendrie	Partner (appointed Chair 10/09/20)	25/05/17	N/A
David Marshall	Independent (appointed Vice Chair 10/09/20)	24/11/16	N/A
Tony Dempster	Employee Representative	24/06/2019	N/A

Recruitment and Training of Trustees

Recruitment

Authority and responsibility for the appointment of Partner Trustees sits with West Dunbartonshire Council, (WDC) who allocate this responsibility to three WDC Councillors. No appointments were made during the period 1 April 2020 to 31 March 2021.

Authority and responsibility for the recruitment of Independent Trustees is delegated by the Board of Directors to the Nominations Committee. No appointments were made during the period 1 April 2020 to 31 March 2021 although a vacancy existed and due to the COVID pandemic no appointment was made..

The selection of the Employee Representative Trustee is completed in consultation with the unions representing employees in the Leisure Trust (Unite, Unison, and GMB). No appointments were made during the period 1 April 2020 to 31 March 2021.

Report of the Trustees for the Year Ended 31 March 2021

Induction

New Trustees receive a briefing on their role as Board Trustees operating a company limited by guarantee with charitable status as per Companies Act 2006. The briefing includes background information on the Company; Business; Governance Structure; Management Structure; Partnership Working; Mission & Values; Key Strategic Outcomes; Charitable Objects; and Contact Details. In addition it also includes the following documentation:

- Briefing Note: Director's Role and Responsibilities
- Articles of Association
- Terms of Reference Sub Committees
- Latest WDLT Annual Report
- Latest WDLT Business Plan
- WDLT Partnership Book
- Health & Safety Policy
- Anti-Bribery Policy
- Last Annual General Meeting Papers
- Last 4 Board Meeting Papers

Training

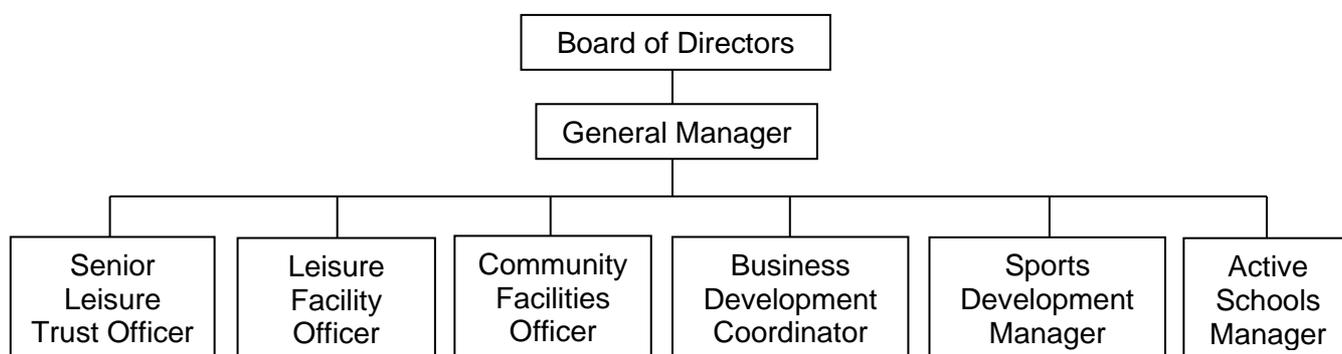
Trustees who sit on specific Committees also receive where appropriate training to allow them to effectively carryout their duties. This training includes the following:

- Discipline and Grievance Procedures
- Finance (annual finance reporting regulations and Charity Accounting)
- Health & Safety

Management Arrangements

Key Management Personnel

The Directors, who are the Trust's Trustees, and the management team, comprise the key management personnel of the charity in charge with directing and controlling, running and operating the Trust on a day to day basis.



A General Manager is appointed by the Board to manage the day to day operations of the Company. To ensure that operations are carried out effectively, the General Manager has delegated authority within an approved scheme for matters including Personnel; Finance; Procurement; and Operations.

Report of the Trustees for the Year Ended 31 March 2021

Remuneration of Key Management Personnel

All Trustees give their time freely and do not receive remuneration apart from reimbursement of costs incurred while serving on the board, including travel (within Scotland) and any reasonable subsistence expenses. Details of Trustee's expenses are disclosed in Note 7 to the accounts.

West Dunbartonshire Leisure Trust is committed to ensuring a fair, open, transparent and legally compliant approach to the evaluation of jobs and ensuring equal pay for work of equal value. The Trust's Job Evaluation Policy has been developed to ensure consistency in the evaluation of new jobs and the re-evaluation of existing jobs beyond the initial application of the Scottish Councils' Job Evaluation Scheme (SCJE).

The posts of General Manager and the other managers who make up the management team have all been subject to Job Evaluation to identify the appropriate grade for each post.

Board & Committee Arrangements

The Board meets quarterly to consider Company business with decisions taken to set the overall strategy for the business as well as to monitor its activities. Management are charged with the task of implementing these decisions. The Board can also refer decision-making on Independent Directors, General Manager and Company Secretary recruitment; overseeing company finances; approving financial reports; and disciplinary appeals to sub-committees.

The full board met 6 times throughout the financial year April 2020 to end of March 2021. These meetings were held with management representatives to consider the business of the Company.

It was recognised that the organisations committee structure, roles and responsibilities had evolved over the first few years following inception of the Leisure Trust in 2012. The Board therefore felt it was prudent to undertake a review of the Articles of Association in 2016. Amendments to reflect these changes were agreed by special resolution in September 2016 and the Company Secretary was tasked with updating Companies House and OSCR by submitting the new Articles of Association.

The full Board met on the following dates during 2020/21:

- 28 May 2020;
- 27 August 2020;
- 10 September 2020 (Annual General Meeting);
- 26 November 2020; and
- 25 February 2021

In addition a Special Board Meeting was held on 4 February 2021 to approve a number of recommendations to allow for a Report to be taken to the Council's Corporate Services to secure a balanced financial budget for 2021/22.

Board Committees met in the periods between Board Meetings to consider business and to make formal recommendations to the full Board of Trustees.

Board Committees exist in the following areas:

- **Audit & Risk Committee** – Responsible for monitoring the financial performance of the Trust; for the recruitment and appointment of an external auditor to audit final annual accounts for submission to Companies House and OSCR; the review of the governance of the Trust (including the Articles of Association and Financial Regulations); and the review of major risks with management and agree and scrutinise the annual risk register.

Report of the Trustees for the Year Ended 31 March 2021

- **Appeals Committee** – Responsible for hearing and determining appeals against dismissal and appeals against all disciplinary action taken by the General Manager and to consider and reach decisions on Stage 3 Grievances by employees in terms of the Trust’s Grievance Procedures.
- **Joint Consultative Forum (JCF)** – Responsible for exchanging information between Management and Employees and securing the greatest possible measure of joint action between West Dunbartonshire Leisure Trust and its employees.
- **Health & Safety Committee** – To act as the focal point for all matters relating to the management of Fire, Security and Health and Safety.
- **Nominations & Individual Performance Committee** – Responsible for recommending appropriate individuals for appointment as Independent Trustees and Employee Representative to form the Board. Responsible for the recruitment and appointment of the General Manager and Company Secretary and formally oversees the performance management system for the General Manager.

Trustee representation on Board Committees and dates Committees were held:

Committee	Audit & Risk	Appeals	Joint Consultative Forum (JCF)	Health & Safety	Nominations & Individual Performance
Member	D Marshall; A Waclawski; D McBride; C Gibson	A Waclawski; D McBride; D Smith;	D Smith; J Finn; T Dempster	T Dempster	C Gibson; J Finn; W Hendrie; D Marshall
Dates	13 Aug 2020 12 Nov 2020 11 Feb 2021	There was no requirement to convene this Committee during 2020/21	There was no requirement to convene this Committee during 2020/21	14 Aug 2020 23 Oct 2020 29 Jan 2021	There was no requirement to convene this Committee during 2020/21

Updates on all Committees in the previous quarter (including copies of notes of meetings) are presented by the General Manager at each Board Meeting.

Report of the Trustees for the Year Ended 31 March 2021

Statement of Trustees' Responsibilities

The Trustees (who are also directors of West Dunbartonshire Leisure Trust for the purposes of company law) are responsible for preparing the Trustee's Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue its activities.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006 and the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of the financial statements may differ from legislation in other jurisdictions.

Report of the Trustees for the Year Ended 31 March 2021

Statement to Auditors

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

This report has been prepared in accordance with the provisions applicable to companies' subject to the small companies' regime of the Companies Act 2006.

Approved by the Trustees and signed on their behalf by:

.....

Name: William Hendrie, Chair of West Dunbartonshire Leisure Trust

Date: 16 September 2021

Independent auditor's report to the Members and Trustees of West Dunbartonshire Leisure Trust for the year ended 31 March 2021

Opinion

We have audited the financial statements of West Dunbartonshire Leisure Trust (the 'charitable company') for the year ended 31 March 2021 which comprise the Statement of Financial Activities, Balance Sheet, the Statement of Cash Flow and related notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the Annual Report and Financial Statements, other than the financial statements and trustees report thereon. The trustees are responsible for the other information contained within the Annual Report and Financial Statements. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Independent auditor's report to the Members and Trustees of West Dunbartonshire Leisure Trust for the year ended 31 March 2021

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Report of the Trustees, which includes the directors report prepared for the purpose of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors Report included within the Report of the Trustees.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 require us to report to you if, in our opinion:

- adequate and proper accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemption in preparing the directors' report and from the requirements to prepare a strategic report.

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement set out on page 25, the Trustees (who are also the Directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Independent auditor's report to the Members and Trustees of West Dunbartonshire Leisure Trust for the year ended 31 March 2021

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with regulations made under those Acts.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

We identify and assess risks of material misstatement of the financial statements, whether due to fraud or error, and then design and perform audit procedures responsive to those risks, including obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, we have considered the following:

- *The nature of the charitable company and the sector it operates in; and*
- *Our enquiries of management about their identification and assessment of the risks of irregularities.*

Based on our understanding of the charity and the industry we identified that the principal risks of non-compliance with laws and regulations related to, but were not limited to;

- *Regulations and legislation pertinent to the charitable company's sector;*
- *UK tax and Employment legislation; and*
- *Compliance with the Coronavirus Job Retention Scheme.*

We considered the extent to which non-compliance might have a material impact on the financial statements. We also considered those laws and regulations which have a direct impact on the preparation of the financial statements, such as the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005, and the Charities Accounts (Scotland) Regulations 2006. We evaluated management and trustees' incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of management override of controls), and determined that the principal risks were related to;

- *Posting inappropriate journal entries;*
- *Management bias in accounting estimates; and*
- *Overstated Coronavirus Job Retention Scheme claims.*

Independent auditor's report to the Members and Trustees of West Dunbartonshire Leisure Trust for the year ended 31 March 2021

Audit response to the risks identified;

Our procedures to respond to the risks identified included the following:

- *Gaining an understanding of the legal and regulatory framework applicable to the charity and the sector in which it operates;*
- *Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;*
- *Enquiring of management, the audit committee, the internal auditors and legal advisors concerning actual and potential litigation and claims;*
- *Reading minutes of meetings of those charged with governance, reviewing internal audit reports and reviewing correspondence with HMRC;*
- *In addressing the risk of fraud as a result of management override of controls, testing the appropriateness of journal entries and other adjustments; assessing whether judgements made in making accounting estimates are indicative of a potential bias; and, evaluating rationale of any significant transactions that are unusual or outside the normal course of business;*
- *Substantive testing of Coronavirus Job Retention Scheme claims.*

We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members, and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx>. This description forms part of our auditor's report.

Independent auditor's report to the Members and Trustees of West Dunbartonshire Leisure Trust for the year ended 31 March 2021

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Jenny Simpson

Senior Statutory Auditor

For and on behalf of Wylie & Bisset (Audit) Limited, Statutory Auditor

168 Bath Street

Glasgow

G2 4TP

Wylie & Bisset (Audit) Limited is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

Date:

Statement of Financial Activities

Statement of Financial Activities (incorporating the Income and Expenditure Account) for the year ended 31 March 2021

	Notes	Unrestricted Fund 2021	Restricted Fund 2021	Pension Fund 2021	Total Funds 2021	Unrestricted Fund 2020	Restricted Fund 2020	Pension Fund 2020	Total Funds 2020
		£	£	£	£	£	£	£	£
Income and endowments from:									
Donations and legacies									
Investments									
- Investment Income	3	19,814	0	0	19,814	26,389	0	0	26,389
Income from Charitable Activities:									
- Management Service Fee	2	3,800,212	0	0	3,800,212	3,873,790	0	0	3,873,790
- Membership Fees	2	221,134	0	0	221,134	1,484,785	0	0	1,484,785
- Charitable Activities	2	780,707	0	0	780,707	2,323,945	0	0	2,323,945
Other									
- Gain on sale of Fixed Assets		2,000	0	0	2,000	1,053	0	0	1,053
- Job Retention Scheme		0	2,292,252	0	2,292,252	0	73,558	0	73,558
- WDC Loss of Income Grant		434,000	0	0	434,000	0	0	0	0
- Other Finance Income	9	0	0	(14,000)	(14,000)	0	0	(59,000)	(59,000)
Total incoming resources		5,257,867	2,292,252	(14,000)	7,536,119	7,709,962	73,558	(59,000)	7,724,520

Statement of Financial Activities

Statement of Financial Activities (incorporating the Income and Expenditure Account) for the year ended 31 March 2021.

	Notes	Unrestricted Funds 2021	Restricted Funds 2021	Pension Fund 2021	Total Funds 2021	Unrestricted Funds 2020	Restricted Funds 2020	Pension Fund 2020	Total Funds 2020
		£	£	£	£	£	£	£	£
Expenditure on:									
Charitable Activities	4	(4,224,589)	(2,292,252)	742,000	(5,774,841)	(7,715,001)	(73,558)	821,000	(6,967,559)
Current and past service cost	6	<u>0</u>	<u>0</u>	<u>(1,289,000)</u>	<u>(1,289,000)</u>	<u>0</u>	<u>0</u>	<u>(1,532,000)</u>	<u>(1,532,000)</u>
Total Expenditure		<u>(4,224,589)</u>	<u>(2,292,252)</u>	<u>(547,000)</u>	<u>(7,063,841)</u>	<u>(7,715,001)</u>	<u>(73,558)</u>	<u>(711,000)</u>	<u>(8,499,559)</u>
Net income/(expenditure) for the year before transfers		1,033,278	0	(561,000)	472,278	(5,039)	0	(770,000)	(775,039)
Transfer between funds		0	0	0	0	0	0	0	0
Net incoming/(outgoing) resources		1,033,278	0	(561,000)	472,278	(5,039)	0	(770,000)	(775,039)
Actuarial (loss)/gain on retirement benefit scheme	9	<u>0</u>	<u>0</u>	<u>(2,341,000)</u>	<u>(2,341,000)</u>	<u>0</u>	<u>0</u>	<u>2,374,000</u>	<u>2,374,000</u>
Net movement in funds (after retirement benefit scheme gain/loss)	20	<u>1,033,278</u>	<u>0</u>	<u>(2,902,000)</u>	<u>(1,868,722)</u>	<u>(5,039)</u>	<u>0</u>	<u>1,604,000</u>	<u>1,598,961</u>
Total Funds brought forward	20	<u>2,158,199</u>	<u>0</u>	<u>(325,000)</u>	<u>1,833,199</u>	<u>2,163,238</u>	<u>0</u>	<u>(1,929,000)</u>	<u>234,238</u>
Total Funds carried forward	20	<u>3,191,477</u>	<u>0</u>	<u>(3,227,000)</u>	<u>(35,523)</u>	<u>2,158,199</u>	<u>0</u>	<u>(325,000)</u>	<u>1,833,199</u>

The Statement of Financial Activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

Balance Sheet as at 31 March 2021

	Notes	2021	2020
		£	£
Fixed Assets			
Intangible Assets	10	11,373	16,460
Tangible Assets	11	<u>233,795</u>	<u>265,248</u>
Total Fixed Assets		245,168	281,708
Current Assets			
Stock	12	16,218	11,635
Debtors	13	983,254	529,272
Investments	14	756,182	756,182
Cash at bank and in hand	22	<u>3,152,410</u>	<u>2,156,366</u>
Total Current Assets		4,908,064	3,453,455
Liabilities:			
Creditors falling due within one year	15	<u>(1,961,755)</u>	<u>(1,576,964)</u>
Net Current Assets		<u>2,946,309</u>	<u>1,876,491</u>
Total assets less current liabilities – excluding retirement benefit scheme		3,191,477	2,158,199
Retirement benefit scheme asset/(liability)	9	<u>(3,227,000)</u>	<u>(325,000)</u>
Total Net Assets		<u>(35,523)</u>	<u>1,833,199</u>
The Funds of the Charity:			
Funds – Unrestricted	20	3,191,477	2,158,199
Funds – Restricted	20	0	0
Funds – Pension Reserve	20	<u>(3,227,000)</u>	<u>(325,000)</u>
		<u>(35,523)</u>	<u>1,833,199</u>

The financial statements were authorised for issue by the Board on 16 September 2021

Provost William Hendrie Chair

David Marshall Vice Chair

Company No: SC413707

These accounts are prepared in accordance with the special provisions of part 15 of the Companies Act 2006 and are for circulation to the members of the company'

Cash Flow Statement

Cash Flow Statement for the year to 31 March 2021

	Notes	2021	2020
		£	£
Net cash provided by (used) in operating activities)	21	1,014,994	(135,967)
Interest received		19,814	26,389
Proceeds from the sale of tangible assets		2,000	1,053
Purchase of intangible fixed assets			(0)
Purchase of tangible fixed assets		(40,764)	(43,016)
Increase/(Decrease) in cash		<u>996,044</u>	<u>(151,541)</u>

Reconciliation of net cash flow to movement in debt

	2021	2020
	£	£
Net cash as at 31 March 2020	2,156,366	2,307,907
Net increase/(decrease in cash)	996,044	(151,541)
Net cash at 31 March 2021	<u>3,152,410</u>	<u>2,156,366</u>

Notes to the Financial Statements for the Year ended 31 March 2021

1. Accounting Policies

Basis of preparation and assessment of going concern

The financial statements are prepared under the historical cost convention as modified by Revaluation of Pension Asset, and in accordance with applicable accounting standards in the United Kingdom, the Companies Act 2006 and the Statement of Recommended Practice – Accounting and Reporting by Charities (FRS102) and the Charities Accounts (Scotland) Regulations 2006.

West Dunbartonshire Leisure Trust constitutes a public benefit entity as defined by FRS102.

Following the government imposed shut down of the service on 21st March 2020 and the subsequent shut downs resulting in the service being closed for over 9 months throughout 2020/21 due to the Covid-19 pandemic, the Leisure Trust has experienced significant loss of income. This has been partially offset by accessing Government support schemes such as the Corona Virus Job Retention Scheme; the Corona Virus Business Grant and the Corona Virus Loss of Income Scheme. On reopening from 26th April 2021 it is anticipated that a significant downturn in income will still be experienced for the next 18 to 24 months. The Council have provided a letter of comfort and has committed to working with the Leisure Trust over the next 18-24 months to regain financial stability.

The Trustees recognise the challenges that the post-Covid-19 operating environment will bring. However, on the basis of assurances provided by West Dunbartonshire Council, there are no material uncertainties about the charity's ability to continue as a going concern. At 31 March 2021 the balance sheet shows net liabilities of £35,523 as a result of the deficit on the pension scheme of £3,227,000. Excluding this, the charity has net assets of £3,191,477. The pension liability is dependent on a number of economic factors which are out of the control of the Trustees and it will not crystallize for the foreseeable future. Accordingly, the Trustees have prepared the financial statements on the going concern basis.

Incoming resources

Membership subscriptions and income relating to Trust activity are recognised in the period in which the Trust is entitled to receipt and the amount can be measured with reasonable certainty. Income is deferred only when the Trust has to fulfil conditions before becoming entitled to it. Management fees and other incoming resources are recognised in the period to which they relate, on an accruals basis.

Investment income is accounted for on an accruals basis.

Allocation of expenditure

Where possible, expenditure is charged direct to charitable expenditure or governance costs. Where this is not possible the expenditure is allocated on a basis consistent with use of the resources.

Charitable expenditure comprises those costs incurred by Trust in the delivery of its activities and services for its beneficiaries. Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management and set-up of the charity.

Intangible Fixed Assets

Software costs are capitalised and amortised over a useful life of 5 years.

Notes to the Financial Statements for the Year ended 31 March 2021

Tangible Fixed Assets and Depreciation

It is the policy of the Trust to capitalise expenditure of a capital nature in excess of £5,000. Any irrecoverable VAT related to the assets is capitalised and recognised as an expense in the Statement of Financial Activities (SOFA) over the depreciated life of the asset.

Assets donated to the Trust are included in the Balance Sheet and Statement of Financial Activities at deemed cost.

Depreciation is charged to write off the cost less the estimated residual value of fixed assets by equal instalments over their estimated useful lives as follows:

Furniture and equipment: 5 years
Motor Vehicles: 5 years

Stock

Stocks of materials and consumables are valued at the lower of cost and net realisable value in the ordinary course of activities. Net realisable value is based on estimated selling price less further costs to completion and disposal.

Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

Cash at bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Contingent Liabilities

A contingent liability is identified and disclosed for those grants resulting from:

- a possible obligation which will only be confirmed by the occurrence of one or more uncertain future events not wholly within the Trustees' control; or
- a present obligation following a grant offer where settlement is either not considered probable; or
- the amount has not been communicated in the grant offer and that amount cannot be estimated reliably.

Operating Leases

Operating leases are charged to income and expenditure on a straight line basis over the period of the lease.

Notes to the Financial Statements for the Year ended 31 March 2021

Employee Benefits

The costs of short-term employee benefits are recognised as a liability and an expense, unless those costs are required to be recognised as part of the cost of stock or fixed assets.

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

Financial Instruments

The Trust only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured by their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

Pensions

The Trust participates in the Strathclyde Pension Fund by virtue of its status as an 'admitted' body. It is a defined pension scheme and the assets are invested in external funds. In accordance with 'FRS 102 – Retirement Benefits', the operating and financing costs of pension and post retirement schemes (determined by a qualified actuary) are recognised separately in the Statement of Financial Activities. Service costs are systematically spread over the working lives of the members and financing costs are recognised in the period in which they arise. The difference between the actual and expected returns on assets during the period and changes in the actuarial assumptions are also recognised in the Statement of Financial Activities.

VAT

The Trust is partially exempt from VAT. Irrecoverable VAT is charged to the Statement of Financial Activities as an expense.

Taxation

The company is a charitable company within the meaning of Section 467 of the Corporation Tax Act 2010. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 of Part 11 of the Corporation Tax Act 2010 and section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that such income or gains are applied for charitable purposes only.

Unrestricted funds

Unrestricted funds are expendable at the discretion of the Board in furtherance of the objectives of the Trust.

Surplus revenue funds held within unrestricted funds are carried forward to meet the cost of future activities, mainly of a revenue nature.

Commitments for specific activities and needs in the future are dealt with by making allocations to designated funds.

Notes to the Financial Statements for the Year ended 31 March 2021

Restricted funds

Restricted funds are used for specific purposes as laid down by the donor. Some are restricted income funds expendable at the discretion of the Board in furtherance of a particular activity such as government grants to a particular centre or activity. Expenditure which meets the set criteria will be charged to the appropriate fund.

Judgements and key sources of estimation uncertainty

In the application of the Trust's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

The Trustees are satisfied that the accounting policies are appropriate and applied consistently. Key sources of estimation have been applied as follows:

Estimate	Basis of estimation
Depreciation of fixed assets	Fixed assets are depreciated over the useful life of the asset. The useful lives of fixed assets are based on the knowledge of senior management with reference to assets expected life cycle.
Bad debt provision	Trade debtors are reviewed by appropriately experienced senior management on a case by case basis with the balance outstanding and the aging of the debtor taken into consideration
The obligations under the Strathclyde Pension Scheme	The actuarial assumptions are prepared by a qualified actuary. The Trustees review these assumptions to ensure they are reasonable
Allocation of expenditure between activities	Expenditure is allocated between each charitable activity.

2. Incoming Resources

Income is attributable to sporting activity fees and other sales throughout the Trust. In addition, a management service fee of £3,800,212 (2020: £3,873,790) was received from West Dunbartonshire Council for the period. Membership fees is income collected by direct debit membership of the Trust's leisure facilities.

Notes to the Financial Statements for the Year ended 31 March 2021

Total incoming resources from charitable activities for the period are detailed as follows:

	2021	2020
	£	£
Leisure Facilities	2,202,833	2,401,173
Community Facilities	541,682	426,294
Sports Development	450,107	606,887
Active Schools	400,808	276,481
Outdoor Recreation	132,663	97,895
Management Fee	<u>3,800,212</u>	<u>3,873,790</u>
Total Incoming Resources from Charitable Activities	<u>7,528,305</u>	<u>7,682,520</u>

Government Grants included in income for the year to 31 March 2021 were as follows:

	2020-2021	2019-2020
Management Fee – West Dunbartonshire Council	3,800,212	3,873,790
Other income from West Dunbartonshire Council	434,000	23,000
Income From Govt Covid 19 Job Retention Scheme	2,292,252	73,558
Income from NHS	84,770	95,970
Income from Sport Scotland	<u>262,332</u>	<u>250,472</u>
Total	<u>6,873,566</u>	<u>4,316,790</u>

This income relates to health improvement programmes involving sporting activities. There are no unfulfilled conditions or contingencies in relation to this income.

3. Investment Income

	2021	2020
	£	£
Interest on cash deposits	<u>19,814</u>	<u>26,389</u>
Total Investment Income	<u>19,814</u>	<u>26,389</u>

Notes to the Financial Statements for the Year ended 31 March 2021

4. Charitable Expenditure

	2021	2020
	£	£
Leisure Facilities	2,425,595	4,377,653
Community Facilities	772,894	1,404,102
Sports Development	534,590	1,043,498
Active Schools	313,485	510,810
Outdoor Recreation	<u>178,025</u>	<u>378,938</u>
Total Charitable Expenditure	<u>4,224,589</u>	<u>7,715,001</u>
Less Pension cost	(742,000)	(821,000)
Plus Job Retention Scheme – wages costs	<u>2,292,252</u>	<u>73,558</u>
Total	<u>5,774,841</u>	<u>6,967,559</u>

Staff and utility costs are the main expenditure items included in charitable expenditure above.

5. Support Costs

Support costs have been allocated to the following areas of resources expended.

	Leisure	Community Facilities	Sports Development	Active Schools	Outdoor Recreation	Governance
	2020 £	2020 £	2020 £	2020 £	2020 £	2020 £
Salary	261,057	78,317	56,001	56,001	26,106	44,632
Training	0	0	0	0	0	0
Insurance	37,785	12,242	10,921	4,947	2,915	0
Supplies	47,801	15,488	13,816	6,259	3,688	0
Other	140,818	31,201	17,363	13,085	11,012	1,575
Total	487,461	137,248	98,101	80,292	43,721	46,207

Notes to the Financial Statements for the Year ended 31 March 2021

Support Costs (Cont'd)

	Leisure	Community Facilities	Sports Development	Active Schools	Outdoor Recreation	Governance
	2021 £	2021 £	2021 £	2021 £	2021 £	2021 £
Salary	270,040	81,012	56,751	56,751	27,004	48,521
Training	0	0	0	0	0	0
Insurance	38,480	11,515	10,909	5,583	2,325	0
Supplies	21,343	6,387	6,050	3,097	1,289	0
Other	99,352	8,180	7,226	9,699	1,812	1,271
Total	429,215	107,094	80,936	75,130	32,430	49,792

Basis of Allocation	
Salary:	Percentage of Staff Time
Training:	Percentage of Staff Time
Property:	Percentage of Usage
Insurance:	Salary Cost
Supplies:	Salary Cost
Other:	Percentage of Usage

Governance Costs

	2021	2020
		£
Audit and other Accountancy Fees	11,050	11,200
Allocated support costs	49,792	46,207
Pension Report and other audit expenditure	480	480
Travel expenses/training costs	<u>0</u>	<u>75</u>
Total Governance Costs	<u>61,322</u>	<u>57,962</u>

Allocation of Governance and other support costs

	Support Costs	Governance	2021	Support Costs	Governance	2020
	£	£	£	£	£	£
Leisure	429,215	33,688	462,903	487,461	31,690	519,151
Community Facilities	107,094	10,106	117,200	137,248	9,507	146,755
Sports Development	80,936	7,080	88,016	98,101	6,798	104,899
Active Schools	75,130	7,080	82,210	80,292	6,798	87,090
Outdoor Recreation	<u>32,430</u>	<u>3,368</u>	<u>35,798</u>	<u>43,721</u>	<u>3,169</u>	<u>46,890</u>
Total	<u>724,805</u>	<u>61,322</u>	<u>786,127</u>	<u>846,821</u>	<u>57,962</u>	<u>904,785</u>

Notes to the Financial Statements for the Year ended 31 March 2021

6. Current and past pension service cost

	2021	2020
	£	£
Pension – Past Service (Credit)/Cost	0	(164,000)
Pension – Pension Current Service Cost	<u>1,289,000</u>	<u>1,696,000</u>
Total Pension Service Costs	<u>1,289,000</u>	<u>1,532,000</u>

7. Staff Costs and Numbers

	2021	2020
	£	£
Wages and Salaries	4,332,516	4,891,666
Social Security costs	323,348	355,694
Other Pension costs	1,215,396	1,453,569
Severance Payments	0	50,785
Other Staff costs	<u>3,897</u>	<u>7,538</u>
Total Staff Costs	<u>5,875,157</u>	<u>6,759,252</u>

Only two employees earned more than £60,000 for the year to 31 March 2021. (2020:2)

	Number of employees 2020-2021	Number of employees 2019-2020
Between £90,000 and £99,999	1	0
Between £80,000 and £89,999	0	1
Between £70,000 and £79,999	1	0
Between £60,000 and £69,999	0	1

Key Management Personnel

	2021	2020
	£	£
Salaries and wages	338,567	337,398
Social Security costs	38,219	38,220
Employer contribution to defined pension scheme	65,181	64,452
Total staff costs and employee benefits	<u>441,967</u>	<u>440,070</u>

The change in the net defined benefit pension scheme liability arising from service of key management personnel rendered during the reporting period was as follows;

Pension	129,899	120,478
Lump Sum	164,392	159,857

Notes to the Financial Statements for the Year ended 31 March 2021

The average weekly number of persons by headcount, employed by the charity during the year was:

	2021	2020
	Number	Number
Total Staff Numbers	<u>198</u>	<u>222</u>

During the period no Trustees received any remuneration or made any donations to the charity nor were any expenses reimbursed (£75 reimbursed to one Trustees during 2019/2020) and there were no unclaimed travel costs in 2020/21 (£272 in 2019/20).

There were no redundancy or termination payments during the financial year (2020 £50,785).

8. Operating Surplus

The operating surplus is stated after charging/ (crediting):

	2021	2020
	£	£
Auditor's Remuneration (including expenses)	11,050	11,200
Profit on Disposal of Fixed Assets	2,000	1,053
Depreciation – Intangible Fixed Assets	5,087	5,086
Depreciation – Tangible Fixed Assets	72,217	63,614

9. Pension Costs

The company is an admitted body of the Strathclyde Pension Fund. The Superannuation Fund is a defined benefit scheme into which employee' and employer's contributions, and interest and dividends from investments are paid and from which pensions, lump sums and superannuation benefits are paid out. Employees' contributions are tiered and employer's basic contributions are assessed every three years by an actuary and are fixed to ensure the fund remains solvent and in a position to meet its future liabilities. The actuarial method used is known as Projected Unit Credit Method. The last actuarial valuation was at 31 March 2020 and following this valuation employer's contributions remained at 19.3% for subsequent years and up to this point. Actual employer's contributions for the period 31 March 2021 amounted to £668,396.

Notes to the Financial Statements for the Year ended 31 March 2021

In accordance with FRS 102 – Retirement Benefits – a valuation of the fund was carried out at 31 March 2015 by Hymans Robertson, independent actuaries, appointed by Strathclyde Pension Fund. Hymans Robertson calculated the pension assets and liabilities as at 31 March 2021 by rolling forward its full actuarial valuation, allowing for the changes in financial assumptions as prescribed under FRS 102. The main assumptions used in the calculations are:

	31 March 2021	31 March 2020
	% per annum	% per annum
Inflation / Pension Increase Rate	2.80%	1.80%
Salary Increase Rate	3.50%	2.90%
Discount Rate	2.05%	2.30%

Mortality

Life expectancy is based on the Fund's Vita Curves with improvements in line with the CMI 2020 model, with a 0% weighting of 2020 data, standard smoothing (Sk7), initial adjustment of 0.5% and a long term rate of improvement of 1.5% pa. Based on these assumptions, the average future life expectancies at age 65 are summarised below:

	Males	Females
Current Pensioners	19.8 years	22.6 years
Future Pensioners	21.2 years	24.7 years

The major categories of plan assets as a % of the total plan assets are as follows:

	31 March 2021	31 March 2020
	%	%
Equities	66%	62%
Bonds	23%	25%
Property	9%	12%
Cash	2%	1%

The actuarial estimated employer contributions for the year to 31 March 2022 are £736,000.

Notes to the Financial Statements for the Year ended 31 March 2021

The amounts recognised in the balance sheet are as follows:

	31 March 2021	31 March 2020
	£000	£000
Present value of funded liabilities	(29,865)	(20,812)
Fair value of plan assets	<u>26,819</u>	<u>20,646</u>
	(3,046)	(166)
Present value of unfunded obligations	(181)	(159)
Unrecognised past service cost	<u>0</u>	<u>0</u>
	(3,227)	(325)
Amount in balance sheet		
Liabilities	(3,227)	(325)
Assets	<u>0</u>	<u>0</u>
Net (liability)	(3,227)	(325)

	31 March 2021	31 March 2020
	£000	£000
Analysis of the amount charged to net incoming resources:		
Current service cost of the defined benefit scheme	(1,289)	(1,696)
Past service (credit)/cost (including curtailments)	0	164
Total Service Cost	(1,289)	(1,532)

Analysis of amount credited to incoming resources:		
Expected return on employer assets	(483)	(527)
Interest on pension scheme liabilities	<u>497</u>	<u>586</u>
Net return	<u>14</u>	<u>59</u>

Analysis of amounts included in other recognised gains and losses:	31 March 2021	31 March 2020
	£000	£000
Actuarial gain/(loss)	<u>2,341</u>	<u>2,374</u>
Actuarial gain/ (loss) recognised in net movement of funds	<u>2,341</u>	<u>2,374</u>
Cumulative Actuarial Gains and Losses	<u>4,526</u>	<u>2,185</u>

Notes to the Financial Statements for the Year ended 31 March 2021

Changes in fair value of the scheme assets are as follows:

	31 March 2021	31 March 2020
	£000	£000
Opening fair value of employer assets	20,646	20,605
Expected return on assets	0	0
Contributions by members	226	235
Contributions by the employer	736	815
Contributions in respect of unfunded benefits	6	6
Actuarial Gain/(Loss)	5,406	(894)
Estimated Benefits paid	(195)	(115)
Estimated Unfunded Benefits paid	(6)	(6)
Closing fair value of employer assets	26,819	20,646

Reconciliation of defined benefit obligation:

	31 March 2021	31 March 2020
	£000	£000
Opening defined benefit obligation	20,812	22,349
Current service cost	1,289	1,532
Interest cost	497	586
Contributions by members	226	235
Present value of unfunded liabilities	159	185
Actuarial losses	7,264	(3,795)
Past service costs	0	0
Estimated benefit paid	(195)	(115)
Estimated unfunded benefits paid	(6)	(6)
Closing defined benefit obligation	30,046	20,971

Amounts for the current period:

	2021	2020
	£000	£000
Present value of Defined Benefit Obligation	(30,046)	(20,971)
Fair Value of Employer Assets	26,819	20,646
(Deficit)	(3,227)	(325)

Experience (losses)/gains on assets	5,406	(894)
Experience gains on liabilities	114	83

Under the Transfer Agreement entered into between the Trust and West Dunbartonshire Council, the Council has undertaken to guarantee the pension scheme should the liability crystallise and insufficient funds be held by the Trust to settle their obligation.

Notes to the Financial Statements for the Year ended 31 March 2021

10. Intangible Fixed Assets

	Software	Total
	£	£
Cost at 1 April 2020	25,432	25,432
Additions	0	0
Disposals	<u>0</u>	<u>0</u>
As at 31 March 2021	<u>25,432</u>	<u>25,432</u>
Depreciation at 1 April 2020	8,972	8,972
Charge for the year	5,087	5,087
On disposals	<u>0</u>	<u>0</u>
As at 31 March 2021	<u>14,059</u>	<u>14,059</u>
Net Book Value at 31 March 2020	16,460	16,460
Net Book Value at 31 March 2021	<u>11,373</u>	<u>11,373</u>

11. Tangible Fixed Assets

	Furniture & Equipment	Total
	£	£
Cost at 1 April 2020	478,858	478,858
Additions	40,764	40,764
Disposals	<u>(12,000)</u>	<u>(12,000)</u>
As at 31 March 2021	<u>507,622</u>	<u>507,522</u>
Depreciation at 1 April 2020	213,610	213,610
Charge for the year	72,217	72,217
On disposals	<u>(12,000)</u>	<u>(12,000)</u>
As at 31 March 2021	<u>273,827</u>	<u>273,827</u>
Net Book Value at 31 March 2020	<u>265,248</u>	<u>265,248</u>
Net Book Value at 31 March 2021	<u>233,795</u>	<u>233,795</u>

At 31 March 2021 all fixed assets are used for charitable purposes.

12. Stock

	2021	2020
	£	£
Cleaning materials, first aid materials and uniform stock	<u>16,218</u>	<u>11,635</u>

Notes to the Financial Statements for the Year ended 31 March 2021

13. Debtors

	2021	2020
	£	£
Trade Debtors	64,953	28,426
Amounts owed by West Dunbartonshire Council	612,411	309,386
Other debtors and prepayments	305,890	191,460
	<u>983,254</u>	<u>529,272</u>

14. Investment

	2021	2020
	£	£
Fixed Term 2 year Investment with West Dunbartonshire Council until 29 February 2022.	506,182	506,182
Fixed term 6 months Investment with West Dunbartonshire Council.	250,000	250,000
Total Investment	<u>756,182</u>	<u>756,182</u>

15. Creditors: Amounts falling due within one year

	2021	2020
	£	£
Trade Creditors	9,317	4,622
Tax and Social Security Creditors	31,878	33,673
Amounts owed to West Dunbartonshire Council	927,283	684,593
Other Creditors	536,464	256,192
Accruals and Deferred Income (note 16)	<u>456,813</u>	<u>597,884</u>
	<u>1,961,755</u>	<u>1,576,964</u>

16. Deferred Income

Included in the Accruals and deferred income figure in note 15 is deferred income of:

	2021	2020
	£	£
Balance b/f	87,726	89,104
Released in year	(87,726)	(89,104)
Deferred in year	<u>155,238</u>	<u>87,726</u>
	<u>155,238</u>	<u>87,726</u>

The items deferred comprises Income for memberships of £110,169, direct debits £20,328 and £24,741 of additional income received in advance for services being provided in financial year 2020-2021.

Notes to the Financial Statements for the Year ended 31 March 2021

17. Operating Leases

The Trust has acquired photocopiers by entering into operating leases. The Trust was committed to making the following payments in the year to 31 March 2020:

	2021	2020
	<u>£</u>	<u>£</u>
Payable less than 1 year	1,441	3,871
Payable > 1 year < 5 years	<u>0</u>	<u>1,441</u>
Total Payable	<u>1,441</u>	<u>5,312</u>

18. Share Capital

The charitable company is limited by guarantees of £1 per member and has no share capital.

19. Company Limited by Guarantee

The company is limited by guarantee, the Special member being West Dunbartonshire Council (entitled to 3 votes at a general meeting).

Notes to the Financial Statements for the Year ended 31 March 2021

20. Funds

Unrestricted Funds	Balance at 31 March 2019 £	Incoming Resources £	Resources Expended £	Transfers £	Balance at 31 March 2020 £
Unrestricted - general	880,000	7,709,962	(7,495,988)	(358,636)	735,338
Designated					
Small Projects	65,925	0	(2,855)	0	63,070
Equipment Replacement	581,292	0	(18,925)	0	562,367
Service Development Projects	328,629	0	(41,752)	0	286,877
Fixed Assets	307,392	0	(68,700)	43,016	281,708
Surplus Reserves	0	0	(86,781)	315,620	228,839
Total Designated	<u>1,283,238</u>	<u>0</u>	<u>(219,013)</u>	<u>358,636</u>	<u>1,422,861</u>
Total Unrestricted	2,163,238	7,709,962	(7,715,001)	0	2,158,199
Restricted	<u>0</u>	<u>73,558</u>	<u>(73,558)</u>	<u>0</u>	<u>0</u>
Total	<u>2,163,238</u>	<u>7,783,520</u>	<u>(7,788,559)</u>	<u>0</u>	<u>2,158,199</u>

In 2019/2020 the Trustees have designated funds of £1,422,861 which comprises tangible fixed assets £281,708, other small projects to deliver sporting activities £63,070, future equipment replacement £562,367, Service Development Projects £286,877 and Surplus Reserves £228,839

Notes to the Financial Statements for the Year ended 31 March 2021

Funds

Unrestricted Funds	Balance at 31 March 2020 £	Incoming Resources £	Resources Expended £	Transfers £	Balance at 31 March 2021 £
Unrestricted - general	735,338	5,257,867	(4,106,519)	(515,530)	1,371,156
Designated					
Small Projects	63,070	0	(14,117)	14,117	63,070
Equipment Replacement	562,367	0	(22,714)	22,714	562,367
Service Development Projects	286,877	0	(3,935)	3,935	286,877
Fixed Assets	281,708	0	(77,304)	40,764	245,168
Surplus Reserves	228,839	0	0	434,000	662,839
Total Designated	<u>1,422,861</u>	<u>0</u>	<u>(118,070)</u>	<u>515,530</u>	<u>1,820,321</u>
Total Unrestricted	<u>2,158,199</u>	<u>5,257,867</u>	<u>(4,224,589)</u>	<u>0</u>	<u>3,191,477</u>
Restricted – Govt JRS	<u>0</u>	<u>2,292,252</u>	<u>(2,292,252)</u>	<u>0</u>	<u>0</u>
Total	<u>2,158,199</u>	<u>7,550,119</u>	<u>(6,516,841)</u>	<u>0</u>	<u>3,191,477</u>

In 2020/2021 the Trustees have designated funds of £1,820,321 which comprises tangible fixed assets £245,168, other small projects to deliver sporting activities £63,070, future equipment replacement £562,367, Service Development Projects £286,877 and Surplus Reserves £662,839.

Notes to the Financial Statements for the Year ended 31 March 2021

The **Small Projects** fund consists of a number of partially completed projects which are likely to be completed during the next financial year. The fund has been increased in previous years to fund a number of minor upgrade projects to Community Halls and Main Site Leisure Facilities. The purchase of an air extraction fan for the gym at the Vale Pool at a cost of £14,117 was completed in 2020/21 to assist with the ventilation guidelines highlighted due to COVID. Funds of £14,117 from the 2020/21 surplus have been used to replenish the 2020/21 actual spend from the Small Projects designated fund. The fund therefore remains at £63,070 in 2021/22.

The **Equipment Replacement** fund is being built up to fund the replacement of the gym and fitness equipment at the main sites on a rolling basis. Cardio Vascular (CV) equipment is recommended to be replaced every 5 – 6 years and resistance equipment every 7 – 9 years. As planned a major equipment replacement project was completed in 2018/19 with CV equipment being replaced at the Vale Pool and Meadow Centre. The resistance equipment at these two sites was due for replacement in 2020/2021, however due to COVID and the facilities being closed for the majority of the year this was not completed. This replacement will now be considered as part of the project in 2022/23 looking at the replacement of gym equipment at Clydebank Leisure Centre. The planned project to replace the spin bikes at the Vale Pool was completed in September 2019 at a cost of £23,970 as was the planned project to replace the spin bikes at the Meadow Centre in 2020/21 at a cost of £22,712. Funds of £22,712 from the 2020/21 surplus have been used to replenish the 2020/21 actual spend from the Equipment Replacement designated fund. The fund therefore remains at £562,367 in 2021/22.

Service Development Projects fund has been built up to be used for larger projects within the service as per our charitable objectives that will improve the service and/or generate additional income. The VOIP telephone system received a further upgrade during 2020/21 of £3,935. Funds of £3,935 from the 2020/21 surplus of have been used to replenish the 2020/21 actual spend from the Equipment Replacement designated fund. The fund therefore remains at £286,877 in 2021/22.

Fixed Assets fund represents the amounts the trust has invested in fixed assets.

Surplus Reserves - It had been planned to utilise the remaining surplus reserves fund balance of £228,839 to offset a one off reduction to the WDC management fee in 2021/22 which would have created a one-off saving for WDC. This saving has now been postponed by WDC to give support and recovery time to WDLT in the post pandemic period. In 2020/21 WDC have also allocated two loss of income grants to WDLT totalling £434,000 which have been allocated to the surplus reserve fund making a total surplus reserve fund balance of £662,839. It is planned for this fund to be used along with some general reserves to offset the reduced income that is projected in the annual budget due to the COVID-19 closure and subsequent re-opening with service restrictions and reduced turnover. It is projected that full recovery of previous income levels will take from 18 to 24 months from the date of reopening in late April 2021.

Restricted Funds - this represents income and expenditure relating to furloughed staff costs from the Governments Job Retention Scheme.

Notes to the Financial Statements for the Year ended 31 March 2021

Analysis of Net Assets Over Funds

Funds Balance at 31 March 2020 Represented by:	Unrestricted Funds £	Restricted Funds £	Pension Reserve £	2020 Total £
Fixed assets	281,708	0	0	281,708
Current Assets				
Stock	11,635	0	0	11,635
Debtors	455,714	73,558	0	529,272
Investment	756,182	0	0	756,182
Cash	<u>2,229,924</u>	<u>(73,558)</u>	<u>0</u>	<u>2,156,366</u>
Total Current Assets	3,453,455	0	0	3,453,455
Creditors				
Amounts falling due within one year	(1,576,964)	0	0	(1,576,964)
Net Current Assets	<u>1,876,491</u>	<u>0</u>	<u>0</u>	<u>1,876,491</u>
Total Assets less Current Liabilities	<u>2,158,199</u>	<u>0</u>	<u>0</u>	<u>2,158,199</u>
Retirement benefit scheme deficit	<u>0</u>	<u>0</u>	<u>(325,000)</u>	<u>(325,000)</u>
Total	<u>2,158,199</u>	<u>0</u>	<u>(325,000)</u>	<u>1,833,199</u>

Funds Balance at 31 March 2021 Represented by:	Unrestricted Funds £	Restricted Funds £	Pension Reserve £	2021 Total £
Fixed assets	245,168	0	0	245,168
Current Assets				
Stock	16,218	0	0	16,218
Debtors	763,774	219,480	0	983,254
Investment	756,182	0	0	756,182
Cash	<u>3,371,890</u>	<u>(219,480)</u>	<u>0</u>	<u>3,152,410</u>
Total Current Assets	4,908,064	0	0	4,908,064
Creditors				
Amounts falling due within one year	(1,961,755)	0	0	(1,961,755)
Net Current Assets	<u>2,946,309</u>	<u>0</u>	<u>0</u>	<u>2,946,309</u>
Total Assets less Current Liabilities	<u>3,191,477</u>	<u>0</u>	<u>0</u>	<u>3,191,477</u>
Retirement benefit scheme deficit	<u>0</u>	<u>0</u>	<u>(3,227,000)</u>	<u>(3,227,000)</u>
Total	<u>3,191,477</u>	<u>0</u>	<u>(3,227,000)</u>	<u>(35,523)</u>

Notes to the Financial Statements for the Year ended 31 March 2021

21. Notes to the cash flow statement

Reconciliation of operating surplus to net cash inflow from operating activities

	2021 £	2020 £
Net incoming/(outgoing) resources	472,278	(775,039)
Investment income	(19,814)	(26,389)
Gain on disposal of fixed assets	(2,000)	(1,053)
Depreciation	77,304	68,700
Net Pension charge	561,000	770,000
(Increase)/Decrease in stock	(4,583)	5,638
(Increase)/Decrease in debtors	(453,982)	(8,798)
Increase/(Decrease) in creditors	<u>384,791</u>	<u>(169,026)</u>
Net cash provided/(used in) by operating activities	<u>1,014,994</u>	<u>(135,967)</u>

22. Cash at bank and in hand

	31 March 2021	1 April 2020
	£	£
Cash at bank and in hand	<u>3,152,410</u>	<u>2,156,366</u>

23. Trustees Interests and related party transactions

Due to the nature of the charity's operations and composition of its Board, being comprised of individual public sector and commercial organisations, it is inevitable that transactions will take place with companies and organisations in which a Board member of the Trust has an interest. The charity works in partnership with West Dunbartonshire Council with which transactions have been undertaken during the period. The following is a list of members of the Board (Committee of Management) who held potentially connected positions during the period.

Table showing potential for Trustee's connected interests:

Trustee	Company	Occupation	Joined	Resigned
David McBride	West Dunbartonshire Council	Councillor	11/01/12	N/A
Jim Finn	West Dunbartonshire Council	Councillor	09/12/14	N/A
William Hendrie	West Dunbartonshire Council	Councillor	25/05/17	N/A

Notes to the Financial Statements for the Year ended 31 March 2021

West Dunbartonshire Leisure Trust is a body incorporated under the Companies Act 2006.

All transactions involving organisations in which a member of the Board of Management may have a material interest are conducted at arm's length and in accordance with normal project and procurement procedures.

During the year the Trust entered into purchase transactions with Admin Design and Print Ltd, a related party, totalling £0, (2019 £425). A brother of Kevin Murphy, Business Development Co-ordinator, is a Director of Admin Design & Print. The balance owed to Admin Design and Print at 31 March 2020 is £0, (2019 £0).

West Dunbartonshire Leisure Trust had transactions during the year as follows:

	2020-2021	2019-2020
Income received from West Dunbartonshire Council	£5,127,728	£5,500,410
Expenditure paid to West Dunbartonshire Council	£81,285	£126,900

	2020-2021	2019-2020
Due from West Dunbartonshire Council	£612,411	£309,386
Due to West Dunbartonshire Council	£927,283	£684,593

West Dunbartonshire Leisure Trust

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West Dunbartonshire Leisure Trust is a recognised Scottish Charity: SC 042999;
VAT Registered: GB 129 7502; and Company Registered: SC413707
Delivering services on behalf of West Dunbartonshire Council