Agenda

Corporate Services Committee

Date: Wednesday, 24 May 2023

Time: 14:00

Format: Hybrid Meeting

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

Dear Member

Please attend a meeting of the **Corporate Services Committee** as detailed above.

Members will have the option to attend the meeting remotely or in person at the Civic Space, 16 Church Street, Dumbarton.

The business is shown on the attached agenda.

Yours faithfully

PETER HESSETT

Chief Executive

Distribution:-

Councillor Daniel Lennie (Chair)
Councillor Karen Conaghan
Councillor Ian Dickson
Councillor David McBride
Councillor Jonathan McColl
Councillor James McElhill
Councillor Michelle McGinty (Vice-Chair)
Councillor June McKay
Councillor Lawrence O'Neill
Councillor Martin Rooney
Councillor Gordon Scanlan
Councillor Clare Steel

Chief Executive
Chief Officers

Date of issue: 11 May 2023

Audio Streaming

Audio recordings of the meeting (including the attendance or contribution of any party participating or making a contribution) will be published on the Council's website and the Council's host's webcast/audio stream platform.

You should be aware that the Council is a Data Controller under the General Data Protection Regulation. Data collected during this audio stream will be retained in accordance with the Council's Privacy Notice and Retention Schedules including, but not limited to, for the purpose of keeping historical records and making those records available via the Council's internet site.

CORPORATE SERVICES COMMITTEE

WEDNESDAY, 24 MAY 2023

AGENDA

1 STATEMENT BY CHAIR – AUDIO STREAMING

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 - 12

Submit for approval as a correct record, the Minutes of Meeting of the Corporate Services Committee held on 1 February 2023.

6 MINUTES OF JOINT CONSULTATIVE FORUM 13 - 17

Submit for information and where necessary ratification, the Minutes of Meeting of the Joint Consultative Forum held on 16 March 2023.

7 OPEN FORUM

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

8/

8 CITIZEN, CULTURE AND FACILITIES DELIVERY PLAN 2022/23 – YEAR END PROGRESS AND CITIZEN, CULTURE AND FACILITIES DELIVERY PLAN 2023/24 **19 - 50**

Submit report by the Chief Officer – Citizen, Culture and Facilities setting out the year-end progress of the 2022/23 Delivery Plan and presenting the new Delivery Plan for 2023/24.

9 PEOPLE AND TECHNOLOGY DELIVERY PLAN 2022/23 – YEAR END PROGRESS AND PEOPLE AND TECHNOLOGY DELIVERY PLAN 2023/24 **51 - 88**

Submit report by the Chief Officer – People and Technology setting out the year-end progress of the 2022/23 Delivery Plan and presenting the new Delivery Plan for 2023/24.

10 REGULATORY AND REGENERATION DELIVERY PLAN 2022/23 – YEAR END PROGRESS AND REGULATORY AND REGENERATION DELIVERY PLAN 2023/24 **89 - 142**

Submit report by the Chief Officer – Regulatory and Regeneration setting out the year-end progress of the 2022/23 Delivery Plan and presenting the new Delivery Plan for 2023/24.

11 RESOURCES DELIVERY PLAN 2022/23 – YEAR END PROGRESS AND RESOURCES DELIVERY PLAN 2023/24 **143 - 176**

Submit report by the Chief Officer – Resources setting out the year-end progress of the 2022/23 Delivery Plan and presenting the new Delivery Plan for 2023/24.

12 SUPPLY, DISTRIBUTION AND PROPERTY DELIVERY PLAN 2022/23 CORPORATE PROCUREMENT UNIT– YEAR END PROGRESS AND SUPPLY, DISTRIBUTION AND PROPERTY DELIVERY PLAN 2023/24 CORPORATE PROCUREMENT UNIT **177 - 198**

Submit report by the Chief Officer – Supply, Distribution and Property setting out the Corporate Procurement Unit (CPU) priorities of the Supply Distribution & Property (SD&P) year-end progress 2022/23 and presents the new Delivery Plan for 2023/24.

13/

13 DEBT MANAGEMENT PARTNERS **199 - 202**

Submit report by the Chief Officer – Resources seeking approval to commence a tendering exercise during 2023 for Debt Management Partners to assist with the Council's overall debt recovery processes.

14 TENDER FOR OFF-SITE PRINT AND POSTING SERVICE FOR ANNUAL COUNCIL TAX BILLING **203 - 206**

Submit report by the Chief Officer – Resources seeking approval to procure the provision of an off-site print and posting service for annual Council Tax billing, including the merging of relevant benefit letters.

15 COUNCIL WORKFORCE PLAN 2022–2027 UPDATE AND ANNUAL ACTION PLANS 2022/23 **207 - 264**

Submit report by the Chief Officer – People and Technology providing an update on the Council's workforce planning activity for 2022/23.

16 EQUALITY OUTCOMES AND MAINSTREAMING 2021-25 PROGRESS REPORT 2021-2023 **265 - 305**

Submit report by the Chief Officer – Citizen, Culture and Facilities providing an update on progress towards delivery of the Equality Outcomes for the organisation.

CORPORATE SERVICES COMMITTEE

At a Hybrid Meeting of the Corporate Services Committee held in the Civic Space, 16 Church Street, Dumbarton on Wednesday, 1 February at 2.00 p.m.

Present: Councillors Karen Conaghan, Ian Dickson, Daniel Lennie, David McBride, James McElhill, Michelle McGinty, June McKay, Lawrence O'Neill, Martin Rooney and Clare Steel*.

*arrived later in the meeting

Attending: Angela Wilson, Chief Officer – Supply, Distribution and Property; Alan Douglas, Chief Officer – Regulatory and Regeneration; Amanda Graham, Chief Officer – Citizen, Culture and Facilities; Laurence Slavin, Chief Officer – Resources; Victoria Rogers, Chief Officer – People and Technology; Arun Menon, Business Support Manager; Alison McBride, Strategic People and Change Manager; Michelle Lynn, Asset Co-ordinator; Karen Shannon, Resources Section Head; Lisa MacGregor, People and Change Partner and Ashley MacIntyre and Nicola Moorcroft, Committee Officers.

Apology: An apology for absence was intimated on behalf of Councillor Gordon Scanlan.

Councillor Daniel Lennie in the Chair

STATEMENT BY CHAIR – AUDIO STREAMING

Councillor Lennie, 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.

RECORDING OF VOTES

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

DRAFT

MINUTES OF PREVIOUS MEETING

The Minutes of Meeting of the Corporate Services Committee held on 2 November 2022 were submitted and approved as a correct record.

MINUTES OF JOINT CONSULTATIVE FORUM

The Minutes of Meeting of the Joint Consultative Forum held on 1 December 2022 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.

CORPORATE SERVICES BUDGETARY CONTROL REPORT TO 30 NOVEMBER 2022 (PERIOD 8)

A report was submitted by the Chief Officer – Resources advising on the performance of the Corporate Services budget for the period to 30 November 2022.

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

(1) to note that the revenue account was showing a projected annual adverse variance of £0.054m (0.16% of the total budget); and

(2) to note that the capital account was showing a projected in-year underspend of -£3.293m (-43.9% of in-year budget) due to 6 projects showing projected underspends as a result of delays to these projects with explanations for delays detailed in Appendices 5 and 6 of the report. The project life projection was currently showing a projected underspend of £-0.047m (-0.42% of project life budget).

Note:- Councillor Steel joined the meeting during consideration of this item.

PREGNANCY LOSS SCHEME

A report was submitted by the Chief Officer – People and Technology informing of the development of a Pregnancy Loss Scheme and seeking approval for implementation.

After discussion and having heard the Chief Officer – People and Technology and the People and Change Partner in further explanation of the report and in answer to

DRAFT

Members' questions, the Committee agreed to approve the Pregnancy Loss Scheme.

WORKFORCE PLANNING STRATEGY AND FRAMEWORK 2022-27

A report was submitted by the Chief Officer – People and Technology seeking approval of the revised Workforce Planning Strategy and Framework.

After discussion and having heard the People and Change Partner in further explanation of the report and in answer to Members' questions, the Committee agreed to approve the revised Workforce Planning Strategy.

CITIZEN, CULTURE AND FACILITIES 2022/23 DELIVERY PLAN INTERIM PROGRESS

A report was submitted by the Chief Officer – Citizen, Culture and Facilities setting out the interim progress of the Citizen, Culture and Facilities Delivery Plan 2022/23.

After discussion and having heard the Chief Officer – People and Technology and the Asset Co-ordinator in further explanation of the report and in answer to Members' questions, the Committee agreed to note the contents of the Delivery Plan.

PEOPLE AND TECHNOLOGY 2022/23 DELIVERY PLAN INTERIM PROGRESS

A report was submitted by the Chief Officer – People and Technology setting out the interim progress of the People and Technology Delivery Plan 2022/23.

After discussion and having heard the Chief Officer – People and Technology and the Strategic People and Change Manager in further explanation of the report and in answer to Members' questions, the Committee agreed to note the contents of the Delivery Plan.

REGULATORY AND REGENERATION 2022/23 DELIVERY PLAN INTERIM PROGRESS

A report was submitted by the Chief Officer – Regulatory and Regeneration setting out the interim progress of the Regulatory and Regeneration Delivery Plan 2022/23.

After discussion and having heard the Chief Officer – Regulatory and Regeneration in further explanation of the report and in answer to Members' questions, the Committee agreed to note the contents of the Delivery Plan.

RESOURCES 2022/23 DELIVERY PLAN INTERIM PROGRESS

DRAFT

A report was submitted by the Chief Officer – Resources setting out the interim progress of the Resources Delivery Plan 2022/23.

After discussion and having heard the Chief Officer – Resources in further explanation of the report and in answer to a Member's questions, the Committee agreed to note the contents of the Delivery Plan.

SUPPLY, DISTRIBUTION AND PROPERTY 2022/23 DELIVERY PLAN – CORPORATE PROCUREMENT UNIT INTERIM PROGRESS

A report was submitted by the Chief Officer – Supply, Distribution and Property setting out the interim progress of the Corporate Procurement Unit priorities within the Supply Distribution and Property Delivery Plan 2022/23.

After discussion and having heard the Chief Officer – Supply, Distribution and Property in further explanation of the report, the Committee agreed to note the contents of the Delivery Plan.

KING'S CORONATION 2023

A report was submitted by the Chief Officer – People and Technology providing an update on the proposed approach in respect of the King's Coronation on Monday 8 May 2023.

After discussion and having heard the Chief Officer – People and Technology in further explanation of the report, the Committee agreed to approve the approach which was also adopted for the Queens' State Funeral and the Jubilee in 2022.

STRATEGIC RISKS 2022-27

A report was submitted by the Chief Officer – People and Technology providing an update on the strategic risks for 2022-27.

After discussion and having heard the Chief Officer – People and Technology and other officers in further explanation of the report and in answer to Members' questions, the Committee agreed to note the strategic risks as detailed in Appendix 1 of the report.

PEOPLE AND TECHNOLOGY SPEND 2023/24

A report was submitted by the Chief Officer – People and Technology providing a detailed breakdown of the planned People and Technology spend for both capital and revenue new and existing contracts valued above £10,000 and seeking approval to procure and contract for the required goods and services.

DRAFT

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

(1) to note the revenue and capital spend detail included in the report;

(2) to note the projects to deliver the spend would be included in the 2023-24 People and Technology Delivery Plan currently in development and would be reported to a future meeting of the committee;

(3) to approve the procurement and award by the Chief Officer – People and Technology in consultation with the Procurement Manager of all contracts valued at £213,477 (Vat inclusive) and above subject to the cost being within the available budget and the tender being in line with normal tender parameters;

(4) to note that where the contract award is less than £213,477 (Vat inclusive), authority would be delegated to the Chief Officer – People and Technology in consultation with the Procurement Manager to instruct the award of contracts for the planned revenue and capital spend detailed in the report to suppliers providing the most economically advantageous offer to the Council;

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

(6) to approve the projects specified in Section 3 of the report.

CASH RECEIPTING SYSTEM

A report was submitted by the Chief Officer – Resources seeking approval to make a direct award under the KCS Managed Services for Business Framework for the cash receipting system and the call secure module for West Dunbartonshire Council.

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

(1) to approve the direct award under the KCS Managed Services for Business Framework for the cash receipting system for the Council for a 2 year period from the date of expiry of the current contract i.e. 31 August 2023 for a period of two years with an option to extend for up to a further two additional 12 month periods; and

(2) to approve the direct award under the KCS Managed Services for Business Framework for the call secure plus module for the Council for a 2 year period from the date of expiry of the current contract i.e. 3 October 2023 for a period

DRAFT

of two years with an option to extend for up to a further two additional 12 month periods.

WRITE-OFF OF NATIONAL NON DOMESTIC RATES 2022/23

A report was submitted by the Chief Officer – Resources recommending for approval the write-off of debts in respect of National Non-Domestic Rates (NNDR), which have been deemed as irrecoverable during the financial year 2022/2023.

After discussion and having heard the Chief Officer – Resources and the Asset Co-ordinator in further explanation of the report and in answer to Members' questions, the Committee agreed to approve the write-off of NNDR accounts totalling £47,823.69.

The meeting closed at 3.20 p.m.

DRAFT

JOINT CONSULTATIVE FORUM

At a Meeting of the Joint Consultative Forum held in the Civic Space, Council Offices, 16 Church Street, Dumbarton on Thursday, 16 March 2023 at 2.00 p.m.

Present: Councillors Jim Bollan, David McBride, Michelle McGinty and Martin Rooney and Jim Halfpenny (EIS); David Scott (GMB); Claire MacKenzie (SSTA); Margaret Wood (Unite) and David Smith (UNISON).

Attending: Victoria Rogers, Chief Officer – People and Technology; Peter Barry, Chief Officer – Housing and Employability; Alan Douglas, Chief Officer – Regulatory and Regeneration; Laura Mason, Chief Education Officer; Laurence Slavin, Chief Officer – Resources; Angela Wilson, Chief Officer – Supply, Distribution and Property; Claire Cusick, Senior Education Officer; Craig Jardine, Corporate Asset Manager; Alison McBride, Strategic People and Change Manager; Sylvia Chatfield, Head of Service for Mental Health, Addictions and Learning Disabilities; Fiona Taylor, Head of Health and Community Care; Gillian Gall, Head of Human Resources; and Ashley MacIntyre, Committee Officer.

Apologies: Apologies for absence were intimated on behalf of Councillors Karen Conaghan, Daniel Lennie and Hazel Sorrell; John Wagner (GBM); Susan Shannon (UNISON); Peter Hessett, Chief Executive; Amanda Graham, Chief Officer – Citizen, Culture and Facilities; and Gail Macfarlane, Chief Officer – Roads and Neighbourhood.

Councillor David McBride in the Chair

DECLARATIONS OF INTEREST

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

MINUTES OF PREVIOUS MEETING

The Minutes of Meeting of the Joint Consultative Forum held on 1 December 2022 were submitted and approved as a correct record.

DRAFT

INVESTIGATION AND DISCIPLINARY HEARING TIMESCALES

A report was submitted by the Chief Officer – People and Technology advising of times taken to conclude investigation and disciplinary processes based on data from the period 1 April to 30 September 2022 and continuous improvement plans.

After discussion and having heard the Strategic People and Change Manager in explanation of the report and in answer to Members' questions, the Forum agreed to note the contents of the report.

TRADES UNION ISSUES

'Kilbowie Emergency Lighting' (item requested by Margaret Wood, Unite)

Ms Wood provided the undernoted statement in relation to the above issue.

> Issue raised 7/2/22, Whistleblowing form sent – No adequate response.
>
> Concerns over how the contract was tendered, no detail, no design therefore monitoring of quality and spend is impossible.

After discussion and having heard the Chief Officer – Supply, Distribution and Property, the Corporate Asset Manager and the Chief Officer – Regulatory and Regeneration in response, the Forum agreed:-

(1) to note that the action regarding Kilbowie emergency lighting was missed in error and later carried out in 2020 in line with advice provided by Health and Safety and Procurement;

(2) to note that Ms Wood would have the opportunity to discuss the issue further with the Chief Officer – Supply, Distribution and Property if required; and

(3) to note the update provided and the concerns raised during the discussion.

'Fixed Electrical Testing' (item requested by Margaret Wood, Unite)

Ms Wood provided the undernoted statement in relation to the above issue.

> Issue raised since 2021.
>
> 68 Council Premises without a current test cert, 14 with remedial. RPO's are responsible for these premises with no ability to get this work carried out. This includes schools, ELCC, residential homes leaving vulnerable people at risk. It has taken until now to get a spreadsheet with all premises.

DRAFT

After discussion and having heard the Chief Officer – Supply Distribution and Property and the Corporate Asset Manager in response, the Forum agreed:-

(1) to note that approximately 40 Council Premises do not have a current test certificate;

(2) to note that all identified premises would be programmed to be completed by the end of the current year;

(3) to note that the information would be reported to and monitored through the quarterly Supply, Distribution and Property Health and Safety Committee;

(4) to note that an update would be provided at the next meeting of the Joint Consultative Forum;

(5) to note that Ms Wood would meet with the Chief Officer – Supply, Distribution and Property to discuss a specific issue; and

(6) to note the update provided and the concerns raised during the discussion.

DRAFT

'Integrated Housing Management System' (item requested by Joint Trades Union)

Mr Smith provided the undernoted statement in relation to the above issue.

> IHMS across the Council and the cost to WDC is eye watering for a system that isn't fit for purpose across most services that use the system.
>
> Concerns have been raised within various forums about the impact of IHMS on the organisations ability to respond to need, tasks take an extra ordinary amount of time to process resulting in staff being unable to fulfil other aspects of their role. Service detriment is experienced across multiple departments with service areas submitting SRA's due to this which remain unresolved after a lengthy period of time. Also some service areas considering utilising other processes to seek resolution.

After discussion and having heard the Chief Officer – Housing and Employability and the Chief Officer – Supply, Distribution and Property in response, the Forum agreed:-

(1) to note that Mr Smith would email the Chief Officer – Housing and Employability providing employee feedback and specific issues highlighted;

(2) to note that a briefing would be circulated to Members of the Forum and all Elected Members detailing the aims and key milestones of the system;

(3) to note the update provided; and

(4) to note the wellbeing issues and other concerns raised during the discussion.

Agency costs within care homes and Care at Home to West Dunbartonshire Council' (item requested by Joint Trades Union)

Mr Scott provided the undernoted statement in relation to the above issue.

> The costs are approximately £1.5m for each area, £3m in total.

After discussion and having heard the Head of Health and Community Care in response, the Forum agreed:-

(1) to note that the HSCP Board Members have been made aware of the issue;

(2) to note that job descriptions would be reviewed and updated within the Care at Home Review;

(3) to note that recruitment and retention would be looked into; and

(4) to note the update provided and the concerns raised during the discussion.

HSCP – Change Management Policy' (item requested by Joint Trades Union)

Mr Smith provided the undernoted statement in relation to the above issue.

> HSCP are not using the agreed change management policy in relation to Organisational Change which affects WDC employees within HSCP. We have had confirmation at the TU Conveners meeting that WDC Chief Officers expect HSCP to use this process and it is not being deployed. WD JTU have consistently asked for feedback on current service redesign within HSCP, existing process is becoming protracted and members advise wellbeing is being affected due to the duration of the change system deployed by HSCP. Trade Unions are not clear on this process being deployed and have little information in relation to proposed change within service area.

After discussion and having heard the Head of Human Resources, HSCP in response, the Forum agreed:-

(1) to note that the Head of Human Resources, HSCP confirmed the aim was to deliver the review at a quicker pace;

(2) to note that a joint approach would be taken;

(3) to note that implementation dates would be shared with Members of the Forum when these have been set;

(4) to note the update provided; and

(5) to note the wellbeing issues and other concerns raised during the discussion.

Note: Margaret Wood (UNITE) left the meeting during consideration of this item.

DRAFT

'Job Evaluation' (item requested by Joint Trades Union)

.

Mr Smith provided the undernoted statement in relation to the above issue.

> WD JTU have significant concerns in relation to job evaluation processes within HSCP, we have raised these continually and appear to be not far forward. Concerns centre around understanding of the process/procedure, application of the process and sign off. Concerns centre around low paid women workers being severely impacted during a cost of living crisis, forms are or have been in process for a year or longer in some examples with low paid women workers advising that they are using foodbanks due to in work poverty. Should these matters have been resolved with more urgency we could have assisted in supporting members.

After discussion and having heard the Chief Officer – People and Technology and the Head of Human Resources, HSCP in response, the Forum agreed:-

(1) to note that the job evaluations would take place in date order of submission as previously agreed with the Convenors;

(2) to note that cost of living was not a factor that could be considered for re-evaluation but that material change(s) to roles most certainly was;

(3) to note that the Head of Human Resources, HSCP would keep the Joint Trades Union informed of how the review process is progressing; and

(4) to note the update provided and the concerns raised during the discussion.

The meeting closed at 3.40 p.m.

DRAFT

WEST DUNBARTONSHIRE COUNCIL

Report by Chief Officer – Citizen, Culture and Facilities

Corporate Services Committee: 24 May 2023

Subject: Citizen, Culture and Facilities Delivery Plan 2022/23 - Year-end Progress & Citizen, Culture and Facilities Delivery Plan 2023/24

1 Purpose

1.1 This report sets out the year-end progress of the 2022/23 Delivery Plan and presents the new Delivery Plan for 2023/24.

2 Recommendations

2.1 It is recommended that Committee notes the progress achieved at year-end and the new plan for 2023/24.

3 Background

3.1 In line with the Strategic Planning & Performance Framework, each Chief Officer develops an annual Delivery Plan which sets out actions to help deliver the Strategic Plan and address the performance challenges and service priorities identified in the planning process. The Plan also provides an overview of services and resources, including employees and budgets, sets out the performance indicators (PIs) for monitoring progress and considers the relevant risks.

4 Main Issues

2022/23 Year-end Performance

4.1 The 2022/23 Delivery Plan was presented to Corporate Services Committee on 2 November 2022 and interim progress reported on 1 February 2023.

4.2 Full details of year-end progress are set out in Appendix 1.

4.3 Of the 22 actions due to be completed by 31 March, 15 were completed as planned, one was cancelled, one is no longer required and five are outstanding with one not started. Outstanding actions relate to the following and will be carried forward and completed in 2023/24, the first three have been affected by Councils budget setting proposals:

- Progress investment projects in Alexandria library, Clydebank museum and Dalmuir gallery – 66% complete
- Progress Libraries Investment and Enhancement Programme -75% complete

- Successfully deliver the £421k capital investment across the library branch network and finalise the branding improvements at all branches – 75 % complete
- Implement required complaints management process enhancements – 50% complete
- Develop Strategic Communications Strategy – not started

4.4 Data is available for all of the 18 PIs set out in the plan. Of these, nine met or exceeded targets, four narrowly missed targets and five significantly missed target. The latter relate to the following:

- Number of attendances per 1,000 population for indoor sports and leisure facilities. 4979 against a target of 5949
- % of telephone calls answered within 2 minutes by Contact Centre as a proportion of all calls answered. 74% against a target of 90%
- % of telephone calls answered within 2 minutes by Repairs Contact Centre as a proportion of all calls answered. 60% against a target of 90%
- % of stage 1 complaints responded to within 5 working days. 64.19% against a target of 100%
- % of stage 2 complaints responded to within 20 working days. 33% against a target of 100%

4.5 Three PI's were new for 2022-23 therefore of the15 PI's with trend data eight either improved over the previous year or sustained the high performance recorded in 2021/22 (as shown in the short trend column in Appendix 1) with ten PIs performing similarly over the longer term (long trend column).

4.6 The full set of PIs will be reported through the Council's annual performance reporting process once all data becomes available.

<u>2023/24 Delivery Plan</u>

4.7 The 2023/24 Delivery Plan is set out at Appendix 2.

4.8 Key priorities include:

- Progress telephony and complaints management process enhancements,
- Implement new Citizen Service Standards.
- Review the service structure and Libraries service provision.
- Progress co-location of identified libraries, changes to school library provision and review library opening hours.
- Delivery libraries sustainability plan.
- Upgrade the online content management system.
- Progress the community facilities plan.
- Review and support plans to lease underutilised Council buildings.
- Develop Communications Strategy, and Implement communications plans to support budget savings initiatives.

- Support progress of key cultural capital investment programmes including, Glencairn House, Clydebank Cultural Hub, and the conversion of Dumbarton library.
- Review the engaging communities' framework, Council equalities strategy and support controller of audit report work.
- Deliver Facilities Management Improvement Plan and progress Food for Life implementation plan.

4.9 Implementation of the Delivery Plan will be monitored by the management team with mid-year and year-end progress reported to Corporate Services Committee around November 2023 and May 2024 respectively.

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 Citizen, Culture and Facilities, 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 Screening and impact assessments will be carried out on specific activities as required.

9 Consultation

9.1 The delivery plans were developed through consultation with officers from the strategic service areas.

10 Strategic Assessment

10.1 The delivery plans set out actions to support the successful delivery of the strategic priorities and objectives of the Council.

Chief Officer: **Amanda Graham**
Service Area: **Citizen, Culture and Facilities,**
Date: **20 April 2023**

Person to Contact: Karen Connelly
Performance & Strategy Business Partner
karen.Connelly@west-dunbarton.gov.uk

Appendices: Appendix 1: Citizen, Culture and Facilities Delivery Plan 2022/23 – Year-end Progress
Appendix 2: Citizen, Culture and Facilities Delivery Plan 2023/24

Background Papers: Citizen, Culture and Facilities Delivery Plan 2022/23 – Corporate Services Committee, 2 November 2022
Strategic Planning & Performance Framework 2022/27

Wards Affected: All

Appendix 1 - CCF Delivery Plan Year-end Progress 22/23

P	1. Our Communities

Ob	Objective 2. Our residents health and wellbeing remains a priority

Performance Indicator	2021/22	2022/23					Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
Number of attendances per 1,000 population for indoor sports and leisure facilities	3,810		4,979	5,949			The figures are below the target set but above the previous year for the same period. Gym usage at all three leisure centres performed well over the period in what is normally the busiest quarter of the year. Clydebank Leisure Centre gym usage was up by 39% over the same period last year, Meadow Centre up by 18% and the Vale of Leven Swimming Pool up by 48%. Sports usage within the Community Centres was below target by almost 50% as the centres continue to recover from the Covid pandemic. Sports Development usage was above the target set for the period.	Bobby Kerr
% of pupil medical dietary requests met	100%		100%	100%			Target met.	Sharon Jump

Action	Status	Progress	Due Date	Note	Owner
Progress plans for launch of Free school meal rollout (final phase)		100%	31-Mar-2023	The action has been completed. The final works within the school kitchens require to be carried out when the school is non-operational and are scheduled in to be completed during summer recess 2023.	Michelle Lynn

Ob	Objective 3. Our residents are supported to increase life and learning skills

Performance Indicator	2021/22	2022/23					Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
Total number of visits to funded and part funded museums and heritage centres (in person & virtual) per 1,000 population	909		1175	1024			Target exceeded. Visits increased since previous year. Total number increased from 79,824 to 103,108.	Sarah Christie
Total number of library visits (physical and virtual) per 1000 population	4042		4209	2824			Target exceeded. Visits increased since previous year. Total number increased from 354,811 to 369,520.	David Main
% Residents satisfied with Libraries	95%		94%	94%			Target met.	David Main
% Satisfaction with museums & galleries	90%		90%	88%			Target met.	Sarah Christie

Action	Status	Progress	Due Date	Note	Owner
Progress the development of Glencairn House as an inspiring cultural hub Phase 3		100%	31-Mar-2023	Action has been successfully completed to RIBA Stage 3 with planning application submitted. The next phase of the programme will progress in 2023/24 with the planning decision due in April 2023, and progression to RIBA Stage 4 thereafter.	Sarah Christie
Develop and launch an innovative heritage strategy, reflecting the investment in the cultural offering for the area		100%	31-Mar-2023	Action completed successfully. The heritage strategy has now been submitted for internal approval. It will be rolled out during 2023/24 and will inform the Arts and Heritage work plan going forward.	Sarah Christie
Progress digitalision of materials from Councils historic archive and history collections		100%	31-Mar-2023	Action successfully completed. Ancestry contract in place and digitisation team due on site spring 2023. Digitisation and indexing process to follow 2023/24, with launch of digitised materials planned for 2024.	Sarah Christie
Progress investment projects in Alexandria library, Clydebank museum and Dalmuir gallery		66%	31-Mar-2023	The new museum space in Alexandria Library has successfully launched as the Vale of Leven Heritage Hub. Following some delays associated with the installation of necessary pipework in the library building, the new museum space in Clydebank Library is designed to RIBA Stage 4 and will progress to fit out during 23/24 as Clydebank Heritage Hub. Investment in the Dalmuir Gallery was halted in line with Council budgetary decisions taken in March 2023.	Sarah Christie
Progress Libraries Investment and Enhancement Programme		75%	31-Mar-2023	Most elements of this action have been completed satisfactorily, including the SLIC funded Pass IT on project, the creation of an externally-funded fixed term Sustainability Co-ordinator post with associated sustainability action plan for libraries, and the delivery of a winter Wellbeing programme. Actions looking at the service structure and frontline customer service	David Main

Action	Status	Progress	Due Date	Note	Owner
				training were halted pending the outcome of the Council budget setting in March 2022 and will now proceed in 2023/24.	
Successfully deliver the £421k capital investment across the branch network and finalise the branding improvements at all branches.		75%	31-Mar-2023	Most elements of this action have been completed successfully including designs and new furniture installation for Alexandria, Clydebank and Dumbarton libraries. Work to progress a new interior design for Dalmuir library was halted pending the outcome of the Council budget setting meeting in March 2023. As a result of Council decisions, Dalmuir library will now co-locate with the CE Centre. An action to design and install furniture at the new location will now be undertaken in 2023.	David Main

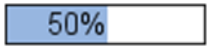
P	4. Our Council

Ob	Objective 10. Our workforce is resilient and skilled where digital technology supports service delivery for our residents

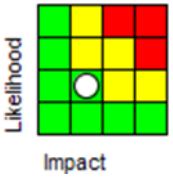
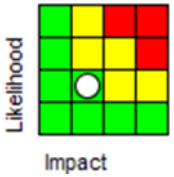
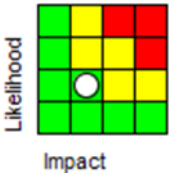
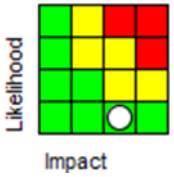
Action	Status	Progress	Due Date	Note	Owner
Develop and implement wellbeing, employee engagement, equality and training plans to enable capabilities, improved resilience and promotion of a diverse workforce.		100%	31-Mar-2023	Action successfully completed. In excess of 93 CCF employee registered as Trickle Users, 3 Trickle Champions identified and 5 Wellbeing Advocates who represent the service. Across the service team meetings are carried out as well as Be the Best 1-2-1 meetings to ensure employees feel supported.	Amanda Graham
Develop and implement employee life cycle plans in line with the People First Strategy to attract and retain the workforce.		100%	31-Mar-2023	Action successfully completed. Review of the working patterns of hard to fill vacancies within Facilities Management, including hours offered and flexible working is progressing to identify changes that will improve recruitment and retention. Changes required will be progressed in 2023/24.	Amanda Graham
Implement service review process including role design, use of new technology and new ways of working to add resilience, address gaps, and establish opportunities for efficiencies		100%	31-Mar-2023	Action successfully completed. Review of Management structure in Facilities Management complete and implementation complete. Across the service reviews of processes are regularly carried out to identify efficiencies.	Amanda Graham
Develop and implement training plans and development opportunities to improve capabilities and resilience within the workforce.		100%	31-Mar-2023	Action successfully completed. Digital Lead identified and 3 Digital champs also identified and taking part in support sessions. Additionally 3 Trickle Champions represent the service.	Amanda Graham

Ob	Objective 11. Our Council is adaptable and focused on delivering best value for our residents

Performance Indicator	2021/22	2022/23						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
Percentage of complaints received by the Council that are resolved/ closed at Stage 1	91.33%		85.02%	90%			Target marginally missed. Overall 621 complaints were received of these 528 were closed or resolved at Stage 1. This represents a slight deterioration on the previous year. Increased workload and complexity has meant more complaints being dealt with at Stage 2 or escalated from Stage 1.	Stephen Daly
Percentage of complaints received by the Council that are resolved at Stage 2	New PI 22/23		1.93%	10%			Target exceeded.	Stephen Daly
% of telephone calls answered within 2 minutes by Contact Centre as a proportion of all calls answered.	62%		74%	90%			Whilst target has not been met performance shows an improvement from previous year, with improvement in each quarter this year. However resource issues meant overall only 74% of calls could be answered within the desired 2 minute time frame.	Stephen Daly
% of telephone calls answered within 2 minutes by Repairs Contact Centre as a proportion of all calls answered.	New PI 22/23		60%	90%			Target not met. Increased call volumes and some resource issues meant that only 60% of calls to the Repairs contact centre could be answered within the desired 2 minute time frame. An increased volume in calls in year has been discussed with the Building Services Management Team with work underway to understand and address.	Stephen Daly

Action	Status	Progress	Due Date	Note	Owner
Implement required complaints management process enhancements			31-Mar-2023	Action has not progressed as planned. The testing of the pilot system has been delayed due to competing priorities. This will be further progressed in 2023/24. This action will be carried forward.	Stephen Daly
Explore enhanced telephony technology solutions			31-Mar-2023	Action complete. Options considered on voice recording and call announcement positioning. Exploring costs and implementation detail with ICT for 2023/24.	Stephen Daly

Action	Status	Progress	Due Date	Note	Owner
Implement the Fit for Future Actions for Contact Centre and Online from Housing Repairs Report – Phase 1		100%	31-Mar-2023	All actions deliverable by Citizen Services completed. Process improvements required both in IHMS and by Building Services to deliver further improvements identified in Fit for Future process	Stephen Daly
Further Review Town Hall arrangements		100%	31-Mar-2023	Action progressed as planned. The Town Hall structure is integrated with the Facilities Management restructure and recruitment to Town Hall Facilities Officer post now concluded.	Amanda Graham
Review structure of Facilities Management Service		100%	31-Mar-2023	Action complete. Implementation of the agreed new structure will take place in 2023/24 once recruitment of final Team Leader positions have been concluded.	Sharon Jump
Support progress of integration of payment and cashless software		0%	31-Mar-2023	Education leading this programme, and action was cancelled for 22/23.	Sharon Jump
Undertake planning and preparation of new Council Strategic Plan 2022-2027		100%	31-Mar-2023	Action complete. New Strategic plan agreed and in place.	Nicola Docherty

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
Risk of Failure to meet citizen expectation and service standards	Risk of citizen dissatisfaction due to us not doing what we say we will when we say we will.			31-Mar-2023	There are a number of actions and strategies in place to monitor service standards and customer satisfaction in partnership with services across the Council. No change to risk matrix.	Stephen Daly
Failure to effectively manage and learn from complaints	There is a risk of damage to the Council's reputation. If complaints are not handled effectively, there can be an adverse effect on the public perception of the Council which can lead to a lack of trust in the services provided.			31-Mar-2023	Risk reconsidered as part of the yearly planning process. No change to risk matrix.	Stephen Daly

Ob	Objective 12. Our residents are engaged and empowered

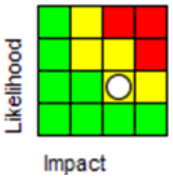
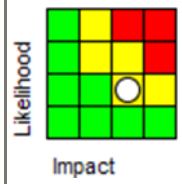
Performance Indicator	2021/22	2022/23						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
Percentage of residents who are satisfied with the Council website	89%		85%	85%			Target met. Marginal downturn on previous year.	Jonathan Muir

Performance Indicator	2021/22	2022/23						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
% of stage 2 complaints responded to within 20 working days.	New PI 22/23		33.33%	100%			Target missed. Complexity of complaints together with increased response times from other Council services has impacted on resolving complaints and in meeting the 20 day timescale. Citizen Relations are working with services to look at complaints management and how we can work together to improve responses and timescales	Stephen Daly
% of press enquiries responded to within deadline as a proportion of all press enquiries	100%		100%	99%			Target met.	Lauren Crooks
Percentage of citizens who agree the Council listen to community views when designing and delivering services	66%		63%	70%			Target not met. Overall performance is marginally lower than previous year. However there have been in excess of 18 consultations carried out remotely including consultations on Council Strategic Plan, local improvement schemes and service delivery. We will continue to focus on ensuring communities are aware of the opportunities to provide feedback and inform service design	Amanda Graham
Residents satisfaction with Council services overall	88%		87%	88%			Target narrowly missed with a general increasing trend over the year.	Amanda Graham
% of residents who feel the Council communicates well with them	74%		71%	75%			Marginally missed target with performance marginally down on last year. Communication continues to be a key priority. Over the last year communications have been issued across a range of channels including social media, the Council website, media releases and Housing News as well as specific tailored communications.	Amanda Graham
No. of transactions undertaken online	57,543		54,563	50,500			Performance has exceeded target. Work continues to improve and develop online transactions.	Stephen Daly
% of stage 1 complaints responded to within 5	45.39%		64.19%	100%			Whilst target has not been met	Stephen Daly

Performance Indicator	2021/22	2022/23						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
working days.							performance shows improvement from previous year. Some resource issues caused a backlog of complaints together with increased response times from other Council services has impacted on resolving complaints and in meeting the 5 day timescale. Citizen Relations are working with services to look at complaints management and how we can work together to improve responses and timescales	

Action	Status	Progress	Due Date	Note	Owner
Enhance intranet content and ensure compliance with accessibility		100%	31-Mar-2023	Action complete. Process in place to identify issues and address them. Guidance and feedback is given regularly across the council to reduce the instances of noncompliance.	Stephen Daly
Develop Strategic Communications Strategy		0%	31-Mar-2023	This Action was not progressed in 2022/23, due to vacancy of Communications Manager. The action will be carried forward and progressed in 2023/24.	Amanda Graham
Prepare and implement a communications campaign road map		33%	31-Mar-2023	Action incomplete. Due to other competing priorities this action has been delayed. Following review of work plans and forecasted campaigns there is no need to prepare a formal road map for 23/24. Action no longer required.	Amanda Graham
Undertake review and design of strategic performance reporting ensuring compliance with statutory obligations.		100%	31-Mar-2023	This action has been successfully completed. We have carried out a peer review of Public Performance Reporting and have updated pages accordingly, work continuing to ensure they meet the statutory requirements and enhance the user experience of accessing Council Strategic performance information. The Strategic Planning & Performance Framework 2022-27 was presented and accepted at PMRG in October. A review of strategic reporting has been carried out and a new format agreed to present all of our strategic performance into one comprehensive report, this will provide a holistic overview of how we perform internally and nationally.	Nicola Docherty

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
Risk of Ineffective Communications / Reputation Risk	Ineffective use of corporate communication channels may result in messages that are inconsistent with authorised responsibilities or established performance measures. Employees without intranet access or email access may not receive communications. Not effectively managing corporate responses to adverse events may lead to an erosion of the Council's reputation.			31-Mar-2023	There are a number of processes and strategies in place to ensure communications are effective both internal and external to the Council. No change to risk matrix.	Amanda Graham

Action Status	
	Cancelled
	Overdue
	Not on track
	In Progress and on track
	Completed

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

Risk Status	
	Alert

	High risk
	Warning
	OK
	Unknown

Risk Status	
	Alert
	High Risk
	Warning
	OK
	Unknown

2023/24
DELIVERY PLAN

CITIZEN, CULTURE AND FACILITIES

Contents

1. Introduction 3
2. Performance Review 3
3. Strategic Assessment 6
4. Resources 12
Appendix 1: Action Plan ..... **Error! Bookmark not defined.**

1. Introduction

Citizen, Culture and Facilities comprises a wide range of services covering Citizen Services, Communications, Facilities Management, Libraries and Cultural Services and Performance and Strategy. It is one of eight strategic areas responsible for delivering the Council's Strategic Plan. Key actions to help achieve this are set out in this Delivery Plan, together with actions to address any performance challenges and service priorities identified in the planning process.

The progress of this Plan will be monitored and managed by the management team and reported to Corporate Services Committee twice yearly, at mid-year and year-end.

2. Performance Review

The CCF management team completed a detailed review of 2022/23 performance, focusing on the following:

- 2022/23 Delivery Plan year-end progress
- Local Government Benchmarking Framework (LGBF) comparative data
- Citizens' Panel feedback;
- Telephone Survey feedback;
- Complaints;
- Continuous Improvement (Fit for Future reviews);
- Other benchmarking/feedback

This review highlighted our key achievements in 2022/23 as well as the challenges to be addressed in 2023/24. These are summarised below.

Key Achievements in 2022/23

Listed below are some of the major achievements in each service area. All services achieve many other key outcomes for the Council and its residents throughout the year which are not recorded here but are as important.

Citizen, Libraries and Digital Services

- Major refurbishment of Clydebank Library, including significant upgrades to Adult and Children's library spaces.

- Successfully enhanced the intranet content and improved accessibility for all our employees.
- Upgraded our website platform to the latest technology and ensured it is now fully maintained for security purposes.

Strategic Communications, Culture & Performance

- Delivered strategic communications support and advice, providing 24-7 media management to protect the Council's reputation and continued to expand the reach of the Council's social media channels increasing the audience to over 42,000 and growing engagement across our platforms
- Staged the first in person Provost Civic Awards in three years, ensuring the contributions of our local residents and community groups were highlighted and valued in a high profile event.
- Successfully promoted the Scottish Pipe Band Championships and Highland Games, generating local, national and international press coverage to attract increased visitors to the events and local area.
- Officially launched the new Vale of Leven Heritage Hub in Alexandria Library, including new museum displays that tell key stories about the area, alongside a newly refurbished community space.
- Entered into a contract with Ancestry, the world's largest online genealogy resource, to digitise and index key historical records from the Council's local history and archive collections, dramatically increasing access to these name rich resources whilst enhancing preservation for posterity.
- Generated additional income for the Council through Performance, Strategic Planning and Equalities support to external organisations.
- Developed and Implemented the Council Strategic Plan, setting out key council wide priorities over the next 5 year.

Facilities Management

- Completed review of the structure of Facilities Management Service including consultation, appointing a new Senior Manager, recruitment of staff to key roles, developed new delivery model and new service plan and retained Food for Life accreditation.

Key Challenges in 2022/23

Citizen, Libraries and Digital Services

- The rationalisation of resources and development of service efficiencies has resulted in an increased reliance and expansion of web content and functionality resulting in increased responsibilities and supplier costs.
- The significant increase in demand to the Housing Repairs Contact Centre impacted on the availability of staff and additionally the performance of the general enquiry Contact Centre.
- The change of process to access Council officers, now working remotely, increased the volume of calls to Contact Centre and placed additional demand on the service.
- The management of complaints became more complex with some outstanding complaints delayed in resolution. This provides challenges for the Scottish Public Service Ombudsman (SPSO).

Communications, Offices & Town Hall & Culture

- In communications, the team focused a significant amount of effort on the Council saving options to deliver a balanced budget.
- The Communication and Marketing team operated without a full complement of staff for part of the year resulting in increased demand on staff and alternative service models being introduced.
- Delays in the capital programme, and in particular building works, impacted on the progress of work across the cultural assets.

Facilities Management

- For most of the year, the service operated without a senior manager due to the retirement of the existing post holder and a delay in the new post holder being recruited. This created significant pressure on the service.
- High levels of sickness continue to have an impact on available resource resulting in reduced workforce numbers and increased demands on existing teams.
- The turnover coupled with the time taken to replace, recruit and train employees continued to be a challenge in 2022-23.

3. Strategic Assessment

The CCF management team completed a strategic assessment to determine the major influences on service delivery and priorities in 2023/24. The key factors are summarised below.

Key Factors

Financial Challenges

The entire public sector is continuing to face significant financial challenges due to a range of factors including inflationary cost increases, rising utility costs and insufficient funding to support the delivery of front line and back office services. The Council are currently faced with an estimated cumulative funding gap in 2024/25 of £9.7m rising to £29.5m by 2027/28. We will continue to monitor the overall financial position of the Council and updates on estimated future budget gaps will be reported to Elected Members throughout 2023/24.

These challenges mean further action is required to balance our budget and protect services for residents. This will mean that within Citizen Culture and Facilities, available funding will be reduced over time and we will need to reconfigure how we work, what we do, where we work, and potentially reduce the number of people employed. In this context, we will aim to continue to provide a sustainable, quality service to internal clients and the public.

Budget Sensitivity Analysis
Within this service, budgets identified as being more susceptible to fluctuations are the Town Hall in respect of rising utility costs and Facilities Management as a result of pressure on food costs in Catering. The Town Hall is also susceptible to fluctuations depending on levels of income that are achieved.

Citizen Culture & Facilities Action Plan

Citizen, Libraries and Digital Services

Telephony Enhancements
The telephony system was upgraded in December 2019 and again throughout 2021/22. We continue to explore further improvements alongside our ICT colleagues. Over 2022/23 we explored call recording and call positioning announcements in our contact Centre environments and the transfer of our Emergency Out of Hours telephone numbers to contact centre technology. Over 2023/24 we will include the addition of Housing

Allocations to the telephony system and we will explore further improvements with our ICT colleagues including our Homeless teams' telephone calls being upgraded. Having reviewed the data for both contact centres including analysis of call volumes and performance, the call waiting targets for both contact centres will be revised in 23/24

Complaints Management Improvements
The coordination of the corporate complaints process requires review ensuring adequate communication channels with responsible managers in each service. This will enable timely responses and regulatory time lines being adhered to. A new complaints management system has been developed in 2022/23. The testing of the pilot system has been delayed, this will be further progressed in 2023/24, together with further improvements which will be reviewed in 2023/24.

Customer Service Standards (Citizen Charter)
A refresh of service level agreement for accessing Council services will be delivered via a staff survey and management workshops to redesign a new version of the Customer Service Standards and then reported to PMRG for approval or subsequent report to Committee.

Review Service provision for Libraries Services
Currently there are eight libraries across West Dunbartonshire, three in the main towns of Alexandria, Dumbarton and Clydebank and the remaining five in villages and estates. Opportunities exist to co-locate the libraries outwith the three main town centers. Following The savings options agreed to deliver the 2023/24 budget, co-location opportunities will be progressed for Balloch, Parkhall, Duntocher (within Glenhead), and Dalmuir in alternative Council properties or partner providers. Libraries will be undertaking a body of work to implement the agreed initiatives including the co-location of Balloch, Dalmuir, Duntocher and Parkhall libraries, the reduction of the school library offer to 3 days per week, and a review of opening hours and service structures.
Actions looking at the service structure and frontline customer service training were halted in 2022/23 pending the outcome of the Council budget setting. These will now proceed in 2023/24. Similarly, work to progress a new interior design for Dalmuir library was halted, Dalmuir library will now co-locate with the CE Centre. An action to design and install furniture at the new location will now be undertaken in 2023/24.

Libraries Sustainability

Following recruitment of a sustainability co-ordinator and development of sustainability action plan in 2022-23 the Scottish Library and Information Council (SLIC) funded Sustainability project will progress in 23/24 with the undertaking of an ambitious action plan to inform and educate public, while also measurably reducing the carbon footprint of library services.

Upgrade Content Management System

The system in use for content management on Web and intranet is coming to end of life. We will work with our ICT colleagues to source and procure the services of a suitable provider to ensure migration of the systems for 2023/24.

Community Facilities
The savings options agreed to deliver the 2023/24 budget have resulted in a review of community facility provision across West Dunbartonshire We will review the full service provision and progress development of the plan to transfer up to seven community facilities to community ownership, lease or where no alternative exists, closure.

Commercialisation Opportunities
Following the saving option agreed to deliver the 2023/24 budget we will progress a plan to generate additional income through the sale of advertising space on waste vehicles, lease of sites for billboard advertising and commercialisation opportunities at Church Street, Bruce Street Baths and Aurora House including letting available space to third parties.

Strategic Communications, Culture & Performance

Communications Strategy
Following delay in preparing a new Communications Strategy 2022/23, it will be developed over 2023/24 and presented to align with the new Strategic Plan for period 2022-27. A communication strategy enables effective communication with and between employees and meet core organisational objectives. It sets out how we will engage with colleagues, citizens and partners. It ensures that everyone involved has adequate information to communicate the Council's key messages, maintaining consistency in the workplace and preventing any ambiguity. This will supersede the current 2017-22 communications strategy.

Communication Plan to Support Budget Savings Initiatives
Following the budget meeting on March 1 2023, a number of savings options to balance the budget were agreed. There are a number of these which will result in changes to the operation of frontline services, and will require formal communications planning to ensure objectives are met, target audiences are reached and key messages are provided effectively. Bespoke communications plans will be developed to support this activity in each service area.

Glencairn House
Work will continue to progress the detailed designs for the redevelopment of Glencairn House as a combined museum/library facility via WDC's successful Levelling Up Fund bid. This project will progress into its construction phase, following appropriate tender, by end 2023. Concurrently,

work will continue to secure external funding support for a programme of activity to animate and celebrate this new resource on Dumbarton High Street, in tandem with the redevelopment of the current library building on Strathleven Place.

Strathleven Place
As the Glencairn House project progresses, work will continue to ensure a positive future use for the current Dumbarton Library building on Strathleven Place. This building will be converted into a publically accessible archive and collections store, replacing outdated and unsuitable storage across the Council's most important heritage objects and documents. Following development of a design concept, detailed designs will be taken forward, capitalising on and expanding the storytelling linked to West Dunbartonshire's wider history and heritage, currently focused on Glencairn House in Dumbarton, the Vale of Leven Heritage Hub in Alexandria, and the new museum in Clydebank Library.

Clydebank Heritage Hub
Having been further impacted by delays associated with the installation of necessary pipework in the library building to support connection to the District Heating Network, this project is now expected to complete by end 2023. Detailed designs have been agreed and activity is underway to deliver an engaging and informative new museum experience that highlights the rich history of Clydebank to both local residents and visitors alike.

Strategic Engagement
In line with the Council's Strategic Plan, to ensure our residents are engaged and empowered we will review our approach towards strategic engagement with a particular focus on increasing participation from seldom heard voices, improving how we feedback results to the community and partners, and exploring best practice with engagement tools.

Equalities Strategy Review
The rights set out in the United Nations Children's Rights Convention (UNCRC) Bill was passed unanimously by the Scottish Parliament on 16 March 2021, and work continues nationally to have this incorporated as law. The UNCRC sets out the rights to which children under 18 are entitled in all areas of their lives and recognises that especially vulnerable children, including care experienced children, migrant children and children with disabilities, require particular protection. To meet new legislative requirements, work will begin to review our Equalities Strategy to ensure the inclusion of UNCRC is considered in all areas of policy and practice and undertake a review of our approach towards Equality Impact Assessments to reflect any changes.

Ensuring Best Value and Continuous Improvement

It is important that all services focus on delivering best value, a key aspiration across the Council. During 2023/24 the Council will undertake its Controller of Audit Report. The Performance and Strategy team will be central to this work, supporting the organisation and the auditors

throughout the process. The team will also support the organisation to deliver on any recommendations arising from the audit, embedding these in improvement plans and delivery plans to ensure key linkages are made.

Facilities Management

Facilities Management Improvement Plan

A review of the FM management structure was undertaken in 2022-23 to respond to Scottish Government policy changes and resultant service expansion, provide additional support for frontline employees and ultimately deliver a more efficient and sustainable service aligned to delivering the requirements of FM. With the new management structure in place including the appointment of a service manager the next phase of the improvement plan will be taken forward. These include implementing new policies and procedure to support frontline staff. Focus on staff engagement and roll out of training programme for staff at all levels,

Food for Life Implementation Plan

The Food for Life Scotland programme aims to increase the amount of healthy, locally sourced food served by local authorities in early years settings, schools and care homes and currently operates in 18 Scottish local authorities. Facilities Management will progress a plan for early years and schools and aim to maintain accreditation in 2023-24 at Bronze level. Thereafter we will look for opportunities to further expand the programme across the service.

Council Wide

Climate Change Strategy

The Council has developed a Climate Change Strategy in response to Scotland's climate emergency and to provide a route map towards meeting Scotland's national net zero carbon target by 2045. This Strategy has informed the development of a Climate Change Action Plan for 2023/24 to ensure environmental actions are devolved to relevant service areas and climate change action is mainstreamed across Council policies, operations and the wider public. Progress against the actions assigned to CCF will be monitored.

Continuous Improvement

To support continuous improvement, the Council has an established programme of Fit for Future service reviews. Using a range of tools, information is gathered and reviewed to identify improvements and to ensure our services are efficient and that we make best use of our resources. During 2023/24 we will continually assess the performance of the services within CCF with a view to determining if any services would benefit from a Fit for Future service review.

Action Plan

The challenges identified in Section 2 and the key factors identified in Section 3 have informed CCF priorities for 2023/24. Appendix 1 sets out the action plan to address them. It also includes:

- performance indicators and targets that will enable progress to be monitored and reported to stakeholders
- strategic workforce actions
- strategic and/or service risks.

In relation to the latter, strategic risks represent the potential for the Council to take advantage of opportunities or fail to meet stated strategic objectives and those that require strategic leadership. Service risks relate to service delivery and represent the potential for impact on individual services, or the experience of those who work within the services, i.e. employees, partners, contractors and volunteers or service users and clients in receipt of the services provided. In identifying the relevant risks for 2023/24 and actions to mitigate them, the aim is to improve or maintain the current position (i.e. the current risk score) set out in the appendix.

4. Resources

Finance

Citizen, Culture and Facilities has a net revenue budget of £16.912m and a capital budget of £2.141m in 2023/24. A breakdown by service area is set out below. We will make the best use of the resources available to deliver on key priority areas and secure external/match funding where this is possible.

Service Area	Gross Expenditure 2023/24 (£m)	Gross Income 2023/24 (£m)	Net Expenditure 2023/24 (£m)	Capital Budget 2023/24 (£m)
Performance & Strategy	0.249	0.000	0.249	0.000
Communications and Marketing	0.412	-0.079	0.333	0.000
Citizen Service	1.428	-0.12	1.308	0.000
Libraries	1.852	-0.037	1.815	1.690
Arts and Heritage	0.402	-0.076	0.326	0.451
Clydebank Town Hall	0.493	-0.136	0.357	0.000
Facilities Management	0.423	-0.02	0.403	0.000
Leisure Management	4.217	-0.758	3.459	0.000
Building Cleaning	2.336	-0.32	2.016	0.000
Building Cleaning - PPP	0.875	-1.077	-0.202	0.000
Facilities Assistants	2.488	-0.078	2.41	0.000
Events	0.144	-0.096	0.048	0.000
Catering Services	5.699	-1.309	4.39	0.000
Total	**21.018**	**-4.106**	**16.912**	**2.141**

Employees

Employee Numbers

The headcount and full time equivalent staff in each service area (as of 31st March 2023) are as follows:

Service Area	Headcount	FTE
Comms Events & Engage (Including Town Hall)	15	14.20
Customer Services	48	43.72
Facilities Management	537	323.23
Libraries & Culture	62	46.20
Strat Org Pol & Perform	5	4.82
TOTAL	667	432.18

Absence in 2022/23

The quarterly absence statistics for Citizen, Culture and Facilities are shown below together with the Council average for the same periods for comparison. The figures have been higher that the Council average throughout 2022/23:

Absence in 2022/23	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual FTE days lost per FTE employee
Citizen, Culture and Facilities	4.24	3.65	4.49	4.76	14.98
COUNCIL WIDE TOTAL	3.86	3.28	4.42	4.02	14.00

Appendix 1: Action Plan

P	1. Our Communities

Ob	Objective 2. Our residents health and wellbeing remains a priority

Performance Indicator	Target 23-24	Owner
Number of attendances per 1,000 population for indoor sports and leisure facilities	6139	John Anderson
% of pupil medical dietary requests met	100%	Sharon Jump
% of pupils who take up free school meals (P1-7)	75%	Sharon Jump

Action	Due Date	Owner
Progress Food for Life implementation plan	31-Mar-2024	Sharon Jump

Ob	Objective 3. Our residents are supported to increase life and learning skills

Performance Indicator	Target 23-24	Owner
Total number of visits to funded and part funded museums and heritage centres (in person & virtual)	106,500	Trish Robins
Total number of library visits (physical and virtual)	360,000	David Main

Performance Indicator	Target 23-24	Owner
Total number of library issues (physical and e-issues)	210,000	David Main
% of adults satisfied with libraries	94%	David Main
% of adults satisfied with museums and galleries	88%	Amanda Graham

Action	Due Date	Owner
Progress internal design and development of Glencairn House as an inspiring cultural hub	31-Mar-2024	Amanda Graham
Progress internal design and development of Strathleven Place - conversion of Dumbarton library	31-Mar-2024	Amanda Graham
Support progress of investment project for Clydebank Heritage Hub	31-Mar-2024	Amanda Graham
Implement libraries sustainability plan – next phase	31-Mar-2024	David Main
Progress co-location of Dalmuir library	31-Mar-2024	David Main
Progress co-location of Balloch library	31-Mar-2024	David Main
Progress co-location of Duntocher library	31-Mar-2024	David Main
Progress co-location of Parkhall library	31-Mar-2024	David Main
Reduce school library provision to 3 days per week across all 5 secondary schools	31-Mar-2024	David Main
Undertake review of opening hours and service structure of Libraries	31-Mar-2024	David Main
Progress Community Facilities Plan	31-Mar-2024	Amanda Graham

P	4. Our Council

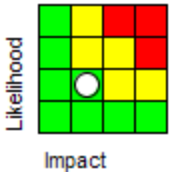
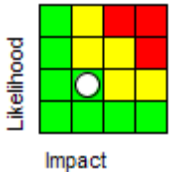
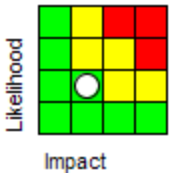
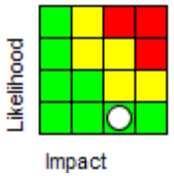
Ob	Objective 10. Our workforce is resilient and skilled where digital technology supports service delivery for our residents

Action	Due Date	Owner
Develop and implement wellbeing, employee engagement, equality and learning and development plans to enable capabilities, improve resilience and promotion of a diverse workforce	31-Mar-2024	All Managers
Develop and implement employee life cycle plans in line with the People First Strategy to attract and retain the workforce.	31-Mar-2024	All Managers
Implement service review process including role design, use of new technology and new ways of working to add resilience, address gaps, and establish opportunities for efficiencies	31-Mar-2024	All Managers
Develop and implement learning and development opportunities to improve capabilities and resilience within the workforce.	31-Mar-2024	All Managers

Ob	Objective 11. Our Council is adaptable and focused on delivering best value for our residents

Performance Indicator	Target 23-24	Owner
% of complaints received by the Council that are resolved at Stage 1	90%	Stephen Daly
% of complaints received by the Council that are resolved at Stage 2	10%	Stephen Daly
% of telephone calls answered within 3 minutes by Contact Centre as a proportion of all calls answered.	90%	Stephen Daly
% of telephone calls answered within 5 minutes by Repairs Contact Centre as a proportion of all calls answered.	90%	Stephen Daly
Residents satisfaction with Council services overall	85%	Amanda Graham

Action	Due Date	Owner
Implement required complaints management process enhancements	31-Mar-2024	Stephen Daly
Explore enhanced telephony technology solutions	31-Mar-2024	Stephen Daly
Review structure of Facilities Management Service – Next Phase	31-Mar-2024	Sharon Jump
Undertake Controller of Audit report work and implement any associated improvement plans	31-Mar-2024	Nicola Docherty
Progress commercialisation and income generation opportunities	31-Mar-2024	Amanda Graham

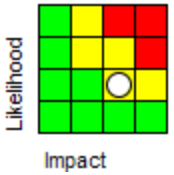
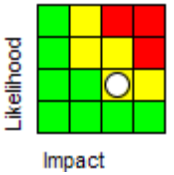
Risk	Description	Current Assessment	Target Assessment	Owner
Risk of Failure to meet citizen expectation and service standards	Risk of citizen dissatisfaction due to us not doing what we say we will when we say we will.			Amanda Graham
Failure to effectively manage and learn from complaints	There is a risk of damage to the Council's reputation. If complaints are not handled effectively, there can be an adverse effect on the public perception of the Council which can lead to a lack of trust in the services provided.			Stephen Daly

Ob	Objective 12. Our residents are engaged and empowered

Performance Indicator	Target 23-24	Owner
% of residents who are satisfied with the Council website	85%	Stephen Daly

Performance Indicator	Target 23-24	Owner
% of stage 1 complaints responded to within 5 working days.	100%	Stephen Daly
% of stage 2 complaints responded to within 20 working days.	100%	Stephen Daly
% of residents who feel the Council communicates well with them	75%	Amanda Graham
No. of transactions undertaken online	53,000	Stephen Daly

Action	Due Date	Owner
Upgrade online content management system	31-Mar-2024	Stephen Daly
Agree Citizen Service Standards	31-Mar-2024	Stephen Daly
Develop Strategic Communications Strategy	31-Mar-2024	Amanda Graham
Develop a communication plan to support budget savings initiatives	31-Mar-2024	Amanda Graham
Review Engaging Communities Framework and approach towards Strategic Engagement	31-Mar-2024	Nicola Docherty
Undertake a review of the WDC Equalities Strategy and implement any associated changes	31-Mar-2024	Nicola Docherty

Risk	Description	Current Assessment	Target Assessment	Owner
Risk of Ineffective Communications / Reputation Risk	Ineffective use of corporate communication channels may result in messages that are inconsistent with authorised responsibilities or established performance measures. Employees without intranet access or email access may not receive communications. Not effectively managing corporate responses to adverse events may lead to an erosion of the Council's reputation.			Amanda Graham

WEST DUNBARTONSHIRE COUNCIL

Report by Chief Officer – People and Technology

Corporate Services Committee: 24 May 2023

Subject: People and Technology Delivery Plan 2022/23 - Year-end Progress & People and Technology Delivery Plan 2023/24

1 Purpose

1.1 This report sets out the year-end progress of the 2022/23 Delivery Plan and presents the new Delivery Plan for 2023/24.

2 Recommendations

2.1 It is recommended that Committee notes the progress achieved at year-end and the new plan for 2023/24.

3 Background

3.1 In line with the Strategic Planning & Performance Framework, each Chief Officer develops an annual Delivery Plan which sets out actions to help deliver the Strategic Plan and address the performance challenges and service priorities identified in the planning process. The Plan also provides an overview of services and resources, including employees and budgets, sets out the performance indicators (PIs) for monitoring progress and considers the relevant risks.

4 Main Issues

2022/23 Year-end Performance

4.1 The 2022/23 Delivery Plan was presented to Corporate Services Committee on 2 November 2022 with an interim progress update reported on 1 February 2023.

4.2 Full details of year-end progress are set out in Appendix 1.

4.3 All 17 actions due for completion by 31 March have been completed as planned.

4.4 Data is available for two of the nine PIs set out in the plan. Of these, one met or exceeded targets and one narrowly missed target. The latter relates to the following:

- Percentage of Council employees who feeling valued in the workplace with performance achieved at 68% against a target of 75%.

4.5 One of the nine PIs showed improved over the longer term (long trend column):

- Percentage of ICT helpdesk incidents fixed with half day of being logged.

4.6 The full set of PIs will be reported through the Council's annual performance reporting process once all data becomes available.

2023/24 Delivery Plan

4.7 The 2023/24 Delivery Plan is set out at Appendix 2.

4.8 Key priorities include: automation of processes; ICT infrastructure improvements; Digital transformation; Continuous improvement; Improving employee life cycle; Recruitment and sustainable employment and service and Organisational resilience work-streams.

4.9 Implementation of the plan will be monitored by the management team with mid-year and year-end progress reported to Corporate Services Committee around November 2023 and May 2024 respectively.

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

9 Consultation

9.1 The delivery plans were developed through consultation with officers from the strategic service areas.

10 Strategic Assessment

10.1 The delivery plans set out actions to support the successful delivery of the strategic priorities and objectives of the Council.

Chief Officer: **Victoria Rogers**
Service Area: **People and Technology**
Date: **21 April 2023**

Person to Contact:	Nicola Docherty Nicola.docherty@west-dunbarton.gov.uk
Appendices:	Appendix 1: People and Technology Delivery Plan 2022/23 – Year-end Progress Appendix 2: People and Technology Delivery Plan 2023/24
Background Papers:	People and Technology Delivery Plan 2022/23 – Corporate Services Committee, 2 November 2022 Strategic Planning & Performance Framework 2022/27
Wards Affected:	All

Appendix 1 - P&T Delivery Plan Year-end Progress

P	4. Our Council

Ob	Objective 10. Our workforce is resilient and skilled where digital technology supports service delivery for our residents

Performance Indicator	2021/22	2022/23					Note	Owner
	Value	Status	Value	Target	Short Trend	Long Trend		
Percentage of ICT helpdesk incidents fixed with half day of being logged.	60.11%	✓	58.11 %	52%	↓	↑	Overall in 2022/23 over 16,000 ICT helpdesk incidents were resolved with half a day of being reported. Performance remains significantly above target and shows continued improvement in the long term.	James Gallacher
% of our workforce who have declared a disability	2.71%	Data not available until mid- May						Alison McBride
% of our workforce who have stated they are LGBT	0.54%	Data not available until mid- May						Alison McBride
% of our workforce who are from a Black minority ethnic group	0.34%	Data not available until mid- May						Alison McBride

Performance Indicator	2021/22	2022/23					Note	Owner
	Value	Status	Value	Target	Short Trend	Long Trend		
Disability pay gap	5.9%	Data not available until mid- May						Alison McBride
The percentage of the highest paid 5% employees who are women	61.6%	Data not available until mid- May						Alison McBride
Gender pay gap	2.15%	Data not available until mid- May						Alison McBride
% employee attendance improvement rate (teachers & local govt.)	New PI	Data not available until mid- May						Alison McBride
Percentage of Council employees who feeling valued in the workplace	79%		68%	75%			Trickle is being used alongside Pulse surveys to understand what factors and behaviours, employees believe influence this and P&C will continue to monitor	Alison McBride

Action	Status	Progress	Due Date	Note	Owner
Secure the Council's Technology Infrastructure		100%	31-Mar-2023	This action has been successfully completed. The ICT team have tested and implemented the 'LogMeIn' remote access technology. In addition to this significant progress has been made in implementing the infrastructure that will support the eventual roll out of Microsoft 365.	James Gallacher
Enhance Security and Cyber awareness programmes tailored for hybrid working		100%	31-Mar-2023	This action has been successfully completed. Over the last year the ICT team have deployed number of actions to ensure security of the Councils system including carrying out a forced operating system upgrade,	James Gallacher

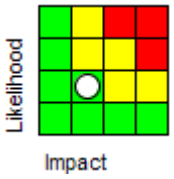
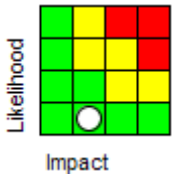
Action	Status	Progress	Due Date	Note	Owner
				implementation of the Logmein solution to enable secure control of WDC devices, updated and published the user guide, carried out a phishing exercise and reviewed and updated the Acceptable Use Policy.	
Review and implement ICT processes and service improvements in line with new technologies		100%	31-Mar-2023	This action has been successfully completed. The ICT survey has been carried out and the outputs will be analysed to identify any improvements to enhance service and user experience.	James Gallacher
Upskill ICT team in new tools and processes		100%	31-Mar-2023	This action has been successfully completed. Over the last year the ICT team have ensured all the team have been upskilled in key ICT products, in addition to this a carried out a skills gap analysis has been carried across the ICT management team and training has been delivered where appropriate.	James Gallacher
Identify and understanding the workforce needs to ensure sound workforce planning activities such as skills gaps, succession planning and employees are supported throughout their career		100%	31-Mar-2023	This action has been successfully completed. Work will continue to further embed Workforce Planning into Service delivery planning with the development of a supporting manager toolkit to accompany the revised Workforce Planning Strategy and Toolkit. Workforce Planning development actions are being embedded in the People First year 1 actions.	Alison McBride
Investigate root cause analysis, employee feedback and data in relation to workforce behaviour and practice and respond accordingly with improvements.		100%	31-Mar-2023	This action has been successfully completed. To date Trickle has been re-launched with success evident already in relation to increased champion numbers and general trickle activity. Exit survey feedback continues to be monitored, regularly reviewed and some improvements made.	Alison McBride

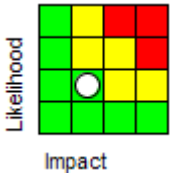
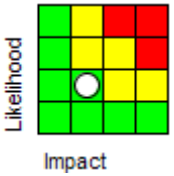
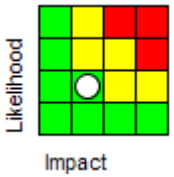
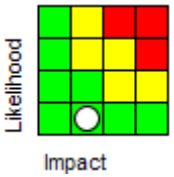
Action	Status	Progress	Due Date	Note	Owner
				Improvements identified through employee voice and will improve quality of data regarding work related stress in the Council and ensure that there is a holistic approach to support those experiencing stress (personal or work related). Work on this has commenced Occupational Health tender process has been initiated with procurement and work around responding to the stress risk assessment review continues.	
Implement the actions from the Equalities Outcome Monitoring Plan		100%	31-Mar-2023	This action has been successfully completed. The EOM Plan has been reviewed and a number of issues progressed such as Veterans plan, Equally Safe @Work, Respect & Work and a data collection exercise underway.	Alison McBride
Develop and implement wellbeing, employee engagement, equality and training plans to enable capabilities, improved resilience and promotion of a diverse workforce.		100%	31-Mar-2023	Mental health first aider group training has been expanded. Further work underway to support employee financial planning. Additional SG monies received to support employee resilience with webinars planned for workforce. Equality action plan re-prioritised in line with People First Strategy. Actions relating to data verification and Equally Safe at work have commenced with plan linked recruitment actions to the People First Strategy year 1 work Actions to develop the workforce planning console being scoped for development and roll-out. Trickle re-launched and user activity increasing.	Alison McBride

Action	Status	Progress	Due Date	Note	Owner
Develop and implement employee life cycle plans in line with the People First Strategy to attract and retain the workforce.		100%	31-Mar-2023	This action has been successfully completed. Year 1 plan has been started, priorities and lead officers agreed. Progress has been made in relation to scoping of development needs and opportunities to bridge any gaps within the Human Resources Team building on a one team approach. ICT are liaising with Working 4U to review apprenticeship opportunities with a view to attracting new employees. ICT are working collaboratively with People & Change team to review and improve employee on-boarding by April 23.	Alison McBride
Implement service review process including role design, use of new technology and new ways of working to add resilience, address gaps, and establish opportunities for efficiencies		100%	31-Mar-2023	This action has been successfully completed. FfF continues to support services and technology will be employed to support year 1 People First plans. Microsoft 365 is currently being deployed to service areas and will continue over the coming months and a Centre of excellence will be setup to ensure maximise use and benefits of the 365 solution. SOM project well underway to align HR and Finance digitally in one system will identify gaps and establish opportunities for improvement. Freshservice system review undertaken and improvement put in place to improve the system. Plan to publish the	Alison McBride

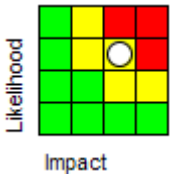
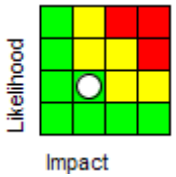
Action	Status	Progress	Due Date	Note	Owner
				system externally to allow easier reporting of incidents/requests. Device Updates – review of technology to improve update process with remote feature implemented to allow employees to update devices from home. Church Street ICT Performance – review of issues undertaken and various technology changes implemented. Review and improvements will continue and plans are underway to replace existing wireless hardware with new technology to ensure performance is fit for purpose. Review of structure, roles and development opportunities to support recruitment and retention in ICT. Due to continuing sector recruitment challenges especially in public sector, ICT engaged with West Scotland College to discuss a new approach to recruitment, and to develop and equip graduates with the skills and experience required to deliver the role and also be ready to progress to 1st line analyst posts after a 2-year period. This exercise is being completed alongside a redesign of ICT structure and a review of resources to identify what skills and support model the ICT service requires moving forward, this is to ensure we can deliver new technology, support hybrid working and meet service demand and expectation.	
Develop and implement training plans and development		100%	31-Mar-2023	This action has been successfully completed. Corporate budget being focussed on supporting digital skills and	Alison McBride

Action	Status	Progress	Due Date	Note	Owner
opportunities to improve capabilities and resilience within the workforce.				M365 skills particularly on the supporting of the technical/security element. Scoping of development opportunities to bridge any skills gaps with HR Team In addition to 365, ICT teams across service also attending training in technical areas such as Telephony technology and Cyber Security to ensure skills gaps are filled, resilience built in and development opportunities provided. Continuous review of training is in place to ensure we are equipping employees with right skills to implement and support new technology. Internal ICT development opportunities created to improve resilience and ensure skillsets such as line and project management are developed.	

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
Workforce Management System not fit for purpose	There is a risk that the WMS system is not fit-for-purpose thereby requiring manual workarounds restricting the level of automation impacting on efficiencies			4/04/23	This risk remains current due to the manner in which Frontier deploy improvements and support the system development in line with operational requirements.	Arun Menon

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
Challenges in protecting the Health and Safety of Employees and Others	Failure to meet the Council's duty to protect the health, safety and welfare of its employees and other people who might be affected by its business			5/04/23	The H&S team continue to review and streamline key service areas such as Corporate risk, Safety Management Standards and learning. Figtree has seen improvements in how risk assessments are managed and the team are looking to build on this with hazard reporting. A newsletter has also been developed to update and promote good practice. The team continue support all H&S committees and RPO's to ensure a consistent approach. The team are continuing to improve the process in managing health surveillance with OH& line managers. Fire safety management is ongoing across the authority including fire risk assessments and fire safety training.	Alison McBride
Complexities in ensuring an appropriately resourced and resilient workforce	Failure to ensure that there is an appropriately resourced and resilient workforce in place to meet future organisational needs, in effectively executing the Council's 2022-27 Strategic Plan.			5/04/23	Workforce planning has developed well alongside service delivery planning. Workforce planning strategy 2022-2027 was agreed at Corporate Services Committee in February 2023.	Alison McBride

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
					People First Strategy is in place covering 2022-2027 and this is a consolidation of a number of areas: well-being, employee engagement, workforce planning, learning & development and digital. This also has an ambitious improvement plan linked to the employee cycle. Work on the first stage of this is recruitment and work is well underway. WDC are recognised as leading in terms of adapting flexible working practices. A recent report around the use of Church Street offices has reinforced employee behaviour and expectation around accessing flexible working. A robust package of wellbeing resources continue to be available, absence levels are closely monitored, with personal stress and minor ailments absences prevalent.	

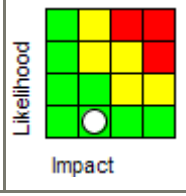
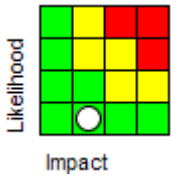
Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
					Development course for mid to senior leaders is ongoing with positive feedback received. Trickle relaunch is ongoing across the whole of the organisation to ensure this tool is better used for employee feedback and engagement. There will be a further promotion of the Trade Union Learning Agreement which encourages all employees to participate in regular learning and development and now encompasses some volunteering opportunities. In-house designed Fit for Future programme continues to support services and the team will review and improve the process.	
Threat of Cyber-attack	Data, systems and/or infrastructure are impacted as result of security attacks which are increasing in number at a time when this threat is already placing demands on resources			17/04/23	ICT continues to follow NCSC guidance and implement additional tools and fixes as identified. Recent focus has centred on extending the resources available	James Gallacher

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
	to deliver increased levels of security controls.				in the ICT security team to build resilience and experience within the service. Resourcing of security team will continue to be examined as part of normal ICT service design management processes. Employees have also been upskilled by attending industry standard training courses such as CISP. There is a continuous review of the process to apply security updates, patches and software deployments. Recent improvements has been implemented to automate the update processes where possible and new technology to control, secure and manage remote accessing of devices Geo-blocking to GB remains in place and the geo-political situation continues to be monitored.	

Ob	Objective 11. Our Council is adaptable and focused on delivering best value for our residents

Action	Status	Progress	Due Date	Note	Owner
Implement statutory Payroll changes	✓	100%	31-May-2022	This action has been successfully completed.	Arun Menon
Undertake annual Payroll Audit	✓	100%	21-Dec-2022	This action has been successfully completed. The annual audit has been completed by all eight strategic teams.	Arun Menon
Continue to develop automations around HR & payroll system, sickness absence and pension calculations and wider council services	✓	100%	31-Mar-2023	This action has been successfully completed. Progress has been made across a number of council wide automation projects. These projects include working with some complex issues and systems and we will continue to monitor any challenges and ensure we are making good progress to ensure we achieve our overall ambitions in line with the council strategic priorities.	Arun Menon
Embed H&S commitments with service delivery and workforce planning. Build and support workforce groups to promote good practice	✓	100%	31-Mar-2023	This action is complete. Corporate H&S have met all of their aims and objectives as set out in their Corporate Plan for 2022/23. Quarterly health and safety committees are undertaken where actions, incidents, risk assessments and various other H&S issues are discussed with all services and TU colleagues. Regular improvements to Figtree are being undertaken to enhance current features. RPO guidance and e-learn module has recently been updated, a new H&S inspection programme is being developed and quarterly H&S newsletters are published. H&S regularly meet with TUs to discuss any ongoing issues and various risk	Alison McBride

Action	Status	Progress	Due Date	Note	Owner
				assessment working groups meet on a regular basis and are making good progress.	
Continue to build on data usage/skills to improve decision making and accountability. Raising user awareness, risk assessments and investigating technology implications		100%	31-Mar-2023	This action has been successfully completed. The console continues to be developed as does the organisations knowledge around better use of data. A data maturity assessment has been undertaken and plans are in place to continue progress. WDC continue to use the apprenticeship levy funds to support digital skills across the workforce. A digital skills framework has been developed to further support. A centre of excellence is planned to support M365 usage.	Alison McBride
Create a collaborative council wide approach to transformation, using service design and making best use of people/tools/systems to improve service delivery		100%	31-Mar-2023	This action has been successfully completed. Fit for Future, service design and a view to support the organisation with transformation is underway. People First strategy year 1 plans have commenced as has a review of the Job Evaluation process and practice. A further shorter tool Assess, Improve, Measure has been developed and has been tested with the People First Year 1 improvement activity.	Alison McBride

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
Keeping abreast of developments in the innovative use of Information Technologies	Failure to keep pace with changing technology environment			21-Mar-2023	Wi-Fi Upgrade – project in progress to replace end of life Wireless Access Points in all WDC locations. New technology will support modern	James Gallacher

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
					WIFI 6 and 6E technologies and deliver added improved capacity and robust connections. 2nd Phase of WDC mailboxes migrated to Microsoft 365 cloud platform enabling secure authentication access from anywhere and any device. Laptop and mobile phones now being migrated to MS Intune to enable control and secure management of devices. Review of remote access technology redesign underway to accommodate the increased demand of hybrid working. Reconfiguration of windows updates technology and process underway with the aim reduce disruption to employees. Project underway to publish ICT Freshservice Helpdesk system externally and available to our customers on any device. ICT Technology workshops scheduled to map and agree our technology vision, to plan upgrade of core infrastructure environment and to improve users' desktop experience. Automation project underway for data matching, for improving ICT system & network status page on WDC Intranet. Data Domain. SAN – new	

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
					storage area network installed and data migration plan in progress. Network Switches – Majority of switch replacement project now complete. Next switch update required for EOL equipment expected 2026. Server Software upgrade - project is underway to upgrade 125 servers to latest version.	

Action Status	
	Cancelled
	Overdue
	Not on track
	In Progress and on track
	Completed

Risk Status	
	Alert
	High risk
	Warning
	OK
	Unknown

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

2023-24

DELIVERY PLAN

People and Technology

Contents

1. Introduction 2
2. Performance Review 2
3. Strategic Assessment 6
4. Resources 11
   Finance 11
   Employees 12
Appendix 1: Action Plan 14

1. Introduction

People and Technology comprise a wide range of services covering Strategic HR, Organisational Development & Change and Digital, ICT, Transactional Services (HR advice, pensions and pay), Health, Safety and Risk and Organisational Resilience. It is one of 8 strategic areas responsible for delivering the Council's Strategic Plan. Key actions to help achieve that are set out in this Delivery Plan, together with actions to address any performance issues and service priorities identified in the planning process.

The progress of this Plan will be monitored and managed by the management team and reported to Corporate Services Committee twice yearly, at mid-year and year-end.

2. Performance Review

The management team completed a detailed review of 2022/23 performance, focusing on the following:

- 2022/23 Delivery Plan year-end progress;
- Local Government Benchmarking Framework (LGBF) comparative data;
- Association for Public Service Excellence (APSE) comparative data;
- Continuous Improvement (Fit for Future reviews);
- ICT Annual Customer Satisfaction Survey;
- National Digital Office programmes;
- Cabinet Office and Scottish Government Security compliance and guidance; and
- Other benchmarking/feedback etc.

This review highlighted our key achievements in 2022/23 as well as the challenges to be addressed in 2023/24. These are summarised below.

Key Achievements 2022/23

Transactional Support

- Continued to develop enhancements to the Workforce Management System (WMS) solution facilitating increased functionality to simplify data gathering and reporting for users. This included a range of upgrades to the system minimising downtime for users.
- Implemented electronic timesheets submission council-wide saving time both in transactional teams and service teams.
- Completed payroll audit on time and processed multiple, multi-year pay awards and migrated employees on 2-weekly to 4-weekly and monthly pay-runs.
- The team has also been successful in developing automations within key process areas which will continue into 2023/24.

ICT

- Microsoft 365 project – first and second-phase mailboxes migrated to 365 cloud platform and council email now available on any device from anywhere for migrated users.
- Delivered ICT Security training course materials and Cyber Security Awareness sessions for Senior Management Teams and delivered phishing exercises across the organisation; upskilled ICT employees with industry-standard training in infrastructure, desktop and cyber security fields.
- Replaced 1400 PCs & laptops in schools, early years establishments and Libraries; replaced 1200 Chromebooks in schools and now host 12,000 Chromebooks on our Education network and upgraded creative technology software in all high schools; upgraded 4800 PC's & laptops across Corporate and Education estate to ensure they are fully patched and secure with latest operating systems.
- Achieved satisfaction level of 74 % of employees either extremely satisfied or satisfied with ICT service which, given the scale of the transformation work, is positive.
- Delivered Network infrastructure Improvements:
    - Council Wi-Fi replacement project underway to upgrade Wi-Fi access at 76 council locations;
    - Upgraded Storage Area network;
    - Implemented SIP trunking telephony to host telephone lines and calls in the cloud;
    - Replaced ageing server, switch and firewall hardware; and
    - Implemented Network Traffic analysis solution to diagnose and identify causes of high bandwidth usage.
- Implemented a secure remote-control solution to remotely resolve issues with PCs, laptops and mobile phones and implemented a solution to manage and apply critical security updates to off-network laptop devices.
- Assisted in the delivery of service area transformation projects:
    - New Renton Campus;
    - Migration of Criminal Justice LC/CMI system to cloud;
    - Improvements to Citizen PC access in all libraries; and

- Upgrade of Creative Curriculum software for high schools.

People and Change

- Implemented a range of key People and Change Frameworks including; the People Frameworks and updated learning pathways; Digital Skills Support Framework launched encouraging digital champions to promote digital learning across the organisation; People First review completed with the implementation of recruitment improvements underway;
- Work Force Planning Strategy & Framework reviewed for 2022-2027, in place and aligned to strategic service planning processes and the People First Strategy;
- Completed the implementation of the full suite of leadership development programmes, including the launch of Quantum (senior management development) programme and the delivery of all Management programmes offered both virtual or in person;
- Undertook and received a positive Digital Maturity review by Scottish Digital Office for Local Government & Data Maturity review by Scottish Government;
- Supporting continuous improvement, the People and Change Team completed seven Fit for Future service reviews with key recommendations making good progress and supporting budget-saving options;
- Implemented a range of Health & Safety improvements and business support including the development of a quarterly newsletter shared with all employees and alerting them to relevant H&S information; assisting Council Services in the creation and facilitation of quarterly H&S committee meetings and implemented a schedule for the management and inspection of Scaffolds and inspection of all Building Services construction sites across WDC; and
- H&S team reviewed the Strategic Risks aligning them to the 2022-27 Strategic Plan.

Business Resilience

- Delivery of HSCP Incident Officer Training; Category 1 Agencies, under the Civil Contingencies Act 2004 (Scotland) Regulations 2005, each have their own Incident Management Systems for responding to and managing Major Incidents and/or Serious Emergencies. Integrated Joint Boards (IJBs) are now designated as Category 1 Agencies. This means if an incident occurs that requires a coordinated response from the Council or indeed HSCP trained incident officers can be deployed to support the response. Supporting the Health and Social Care Partnership as Category 1 responders to ensure plans are updated and reviewed to meet Category 1 status as well as training key officers to respond to an on-scene incident.
- Delivery of Council Incident Officer Training; The CIO training regime implemented as a core component of the CCS' training and exercising programme is central to equipping suitably designated officers with the necessary range of knowledge and skills to perform the Council Incident Officer role in an incident.

- Delivery of Loggist Training; During an incident, a Loggist is required to keep a log of all decision-making/relevant information for an individual decision-maker representing the Council and/or HSCP.

Challenges

Resilience/ Capacity Challenges

- Across People and Technology, there were several challenges relating to increased demand for support from services, which is anticipated to be an ongoing pressure in future years. The workforce levels of the service has reduced in line with budget constraints which is putting pressure on services to meet competing demands. Over the last few years, we have encouraged services to become more self-reliant by introducing self-serve and developing automation of key processes to promote efficiency in time-consuming tasks, however, we have had limited buy-in from wider services areas and maintaining built automation with key employees leaving the team. Similarly, the take up of service champions to assist with key priorities, such as digital transformation, has been slow. In 2023/24 we will continue to promote automation and self-reliance.
- In ICT and Transactions Support there were challenges around the recruitment and retention of a skilled workforce. This led to some challenges in delivering fully on the ambitions of the digital transformation project. It also led to pressure on other areas of the team as individual employees temporarily filled gaps in key operational roles. In 2023/24 we will continue to explore opportunities to encourage and enable recruitment to these key services whilst exploring career development pathways to maximise the retention of these skills.
- The biggest challenge for the People and Change team was, and will continue to be, the exponential rate of change leading to increase demand for the service to support employees, support council-wide projects such as the roll-out of Microsoft 365, structure changes, changing roles and skillsets with limited resources and increasing workload. This is leading to a much more demanding role as competing priorities such as wellbeing, workforce capability building and project delivery are balanced with ensuring that ongoing financial savings and service delivery expectations are met.
- Maintaining a range of WMS developments with increased workload pressures and demands for areas such as HSCP, Facilities Management, Education and Housing.

Technological Challenges

- Another key challenge is the continued technical challenges with Frontier (WMS). These issues have prevented the WMS team from maximising system automation to deliver efficiencies, especially in payroll. The issues continue to be managed through discussions with the supplier at the national level. In 2023/24 we will continue to identify Robotics Process Automation (RPA) projects to address some of the legacy system issues.

- Hybrid Working Challenges
    - Managing and mitigating the increased risk of Cyber Security threats (on-premise/remote) including updating off-network windows devices to ensure they are secure. Raising user awareness, risk assessments and investigating new and replacement technologies have helped to manage this challenge.
    - Deploying new technologies and upgrading existing technologies when dependency is heightened e.g. upgrades and maintenance of remote access and citrix environments.
    - Increased demand for ICT support - supporting home working as well as using an appointment service to deliver cluster support model in corporate environments.
- Sourcing ICT hardware with supply chain issues.
- Managing storage growth and backups and encouraging service areas to carry out housekeeping tasks in line with their retention policies.
- Increased revenue costs as organisations /suppliers move from a capital-based license model to revenue funded or when transitioning to cloud-based services e.g. MS licencing and supplier hosting costs.
- Deploying and supporting Microsoft 365 whilst training staff in new technology.
- Processes underpinning iConnect – an online solution for submission of pension data to the pension office causing a large volume of additional workload for the small payroll team.

3. Strategic Assessment

The People and Technology management team completed a strategic assessment to determine the major influences on service delivery and priorities in 2023/24. These are summarised below.

Financial Challenges
The entire public sector is continuing to face significant financial challenges due to a range of factors including inflationary cost increases, rising utility costs and insufficient funding to support the delivery of front line and back office services. The Council are currently faced with an estimated cumulative funding gap in 2024/25 of £9.7m rising to £29.5m by 2027/28. We will continue to monitor the overall financial position of the Council and updates on estimated future budget gaps will be reported to Elected Members throughout 2023/24.

These challenges mean further action is required to balance our budget and protect services for residents. This will mean that within People and Technology, available funding will be reduced over time and we will need to reconfigure how we work, what we do, where we work, and potentially reduce the number of people employed. In this context, we will aim to continue to provide a sustainable, quality service to internal clients and the public.

Automation of Processes and Information Provision
Staff across the Council are employed in manual processes and information provision, such as processing invoices and updating transactional spreadsheets. In 2023/24, we will continue to pursue opportunities across the council to improve efficiency. Many such processes can be automated, providing benefits such as faster service delivery, improved quality and greater flexibility, as well as enabling employees to refocus on more complex and meaningful tasks rather than those that are repetitive and mundane.

Infrastructure and Technology
Technology plays an increasing role in everyday life to deliver transformational services in West Dunbartonshire. The Covid-19 crisis confirmed the foundational importance of digital technologies in all aspects of life. The service delivery model arising from the pandemic will require a review and potential redesign of the Council's IT infrastructure architecture. Managing remote/hybrid technical environments will involve redesign, investment in new and or replacement technologies as well as upskilling the ICT team. Some improvements have already been implemented and this will continue.

ICT will review the existing technologies, assess in-flight technology implementations (e.g. 365 implementation) to maximise the investments made, decommission where possible and streamline the range of technologies ICT need to support and users need to access. Over the coming year, we will undertake a pilot scheme to review MS SharePoint & One Drive implementation. A Citrix Storefront Replacement Project will review options to deliver business applications to council employees and improve the digital experience and will carry out a review of remote access technology to offer a streamlined smooth remote access facility. Alongside this, we will continue with the device replacement project focusing on Chromebooks, laptops and PC's and mobile phones.

To deliver a secure, reliable and futureproof wireless connection, over the coming year we will focus resources on replacing ageing wireless hardware in all council locations with new state-of-the-art Wi-Fi 6 technology as well as extending and upskilling the ICT security team to manage and reduce the risk of Cyber Threat.

To support continued and efficient service delivery, in 2023/24 we will carry out a review of the ICT Helpdesk System; this will improve employee's ability to log incidents from any device and anywhere and will include the implementation of a new Tech Support Desk at Church Street to provide immediate walk-up support facility to council employees thereby minimising any potential downtime and disruption to service delivery. We will also review how we manage helpdesk tickets and implementing automated workflows to ensure all incidents and requests are automatically assigned to the appropriate teams which will improve resolution times.

Digital technologies and innovation have become critical to support business delivery, however, an increased demand for IT, data science and technical skillsets is fast outstripping the nation's supply. West Dunbartonshire, like many other organisations globally and nationally, are experiencing a technology skills gap. To address the challenge of skills shortages and recruitment, in 2023/24 we will adopt a new approach to ICT recruitment and look towards developing a graduate partnership programme with West College Scotland; in addition to this we will promote ICT careers at Education Careers events and work in partnership with Working4U to update modern apprenticeships opportunities

Fit for Future Reviews (FfF)
In 2020, to support continuous improvement, the Council embarked on a programme of Fit for Future service reviews. Using a range of tools that encapsulates service design and employee engagement, information is gathered and reviewed to identify improvements and to ensure our services are efficient and that we make the best use of our resources. During 2023/24 we will further review the FfF programme and will place additional focus on savings opportunities. This will help service managers and teams see potential savings areas to assist with the budget deficit.

Improve step1 in the employee life cycle – 'Recruitment'
The recruitment life cycle begins when a need for a post is identified until the point where the preferred candidate is identified. An eight-week review of this step was completed in 2022/23 and improvements in this area will be implemented. The recruitment step will be streamlined, improved and modernised for recruiting managers and for those applying for jobs in WDC (internal or external).

Workforce Planning
The Workforce Planning Framework and Strategy for 2022 – 2027 has been reviewed and implemented ensuring processes are aligned to the Strategic Planning Process and reflects the key priorities of the People First Strategy. During 2023/24 focus will be on further embedding the framework by developing managers' knowledge and skills to enable effective workforce planning within the context of the challenges faced to support Service delivery plans and sustainable people resources to deliver.

Sustainable Employment and Organisational Design
Continuing to ensure employees skillset/development continues to grow and can be supported. If this is not prioritised, recruitment and retention difficulties may be exacerbated with attendance, well-being and workforce motivation impacted. Skills may not keep pace with new technology/tools/developments with WDC becoming poorly placed to capitalise/deliver on improvements

Continue to manage council risk and ensure sound Health & Safety practices are embedded. Poor H&S practice creates significant risk for the council both in terms of financial and reputational damage. Sound H&S practice supports employee engagement and collaboration with good workforce practices, without this commitment employee engagement, will suffer.

Transformation and Continuous Improvement

Digital Transformation
The People First Strategy is ensuring that we put people at the heart of our approach to digital transformation, this is supported by a more cohesive and holistic plan involving learning, engagement, wellbeing and workforce planning. This ambitious plan will ensure all aspects of the individual is considered as we progress with digital transformation from 2022-27.

To facilitate this, the service needs a joined-up approach to supporting digital transformation, growing employee skills and working with citizens to adapt and change how services are delivered. To do this structures require to be reviewed and resources (financial and workforce) need to be identified to ensure plans and processes are in place alongside the ability to constantly monitor progress on keeping pace with digital transformation and technology. To support this the Digital Transformation Board has been widened to allow a more holistic, one-council approach to be adopted. This has created a wider virtual digital team and ensured focus and resources to be employed and prioritised to ensure delivery of the council's strategic aims.

The speed of technological advancement has been rapidly increasing and will continue to do so. This will impact employees, citizens and services as the Council seeks to both capitalise and adapt to these. Additional support and upskilling has been evident with the rapid deployment of MS Teams and this will continue as the team support the rollout and maximisation of M365.

In 2023/24 we will continue to build good data practices/structures council-wide. Managing and maximising data usage and improving skills is key to ensuring employees and users understand benefits and threats. If this is not continued it increases the

potential for both reputational and financial risks. It will also impact decisions and understanding on progressing improvement activity and planning for the same.

We will also continue to support development of the WMS to aid wider process and digital transformation and continue to develop automations within transactional processes through collaborative practice, service design and maximising digital practice, through the reviewed Fit for Future programme. Technology is developing quickly and WDC needs to ensure that they keep pace in order to capitalise on the benefits this brings to service improvement, costs and delivery. This must be looked at collaboratively with users and employees to ensure understanding, best practice and skills required.

Service and Community Resilience

The Civil Contingencies Officer has continued to support West Dunbartonshire's resilience planning, and response arrangements this includes an update of service Business Continuity (BC) plans, this process is typically reviewed on an annual basis however if there are any service changes then the plan is reviewed to ensure it remains up to date. The service BC plans essentially feeds into the Strategic Business Continuity plan to provide reassurances to Chief Executive and Chief Officers that essential services have been considered and adequate risk measures are put in place to minimise disruption. To complement WDCs Business Continuity plans, the Civil Contingencies Officer has set up a Short Life Working Group to do a 'deep dive' into Power Resilience due to the complexities surrounding this risk. The group utilises the Operational Resilience Group structure, the purpose of the group is to provide confidence to the Chief Officers that service managers have considered this risk, and raised awareness across their service, especially with employees. The group seeks to determine what realistically can continue to be delivered and the ways in which services will manage this when there is a complete blackout.

CCS will actively participate in this year's Experiential Learning (on hold during the pandemic). This event provides an opportunity to meet with every pupil in an age group (typically Primary 7) across the area as part of a multi-agency event, emphasising key advice for our young persons. Currently, the CCS provides messaging on preparing a "Grab Bag" as a key preparedness measure for emergencies affecting the house.

Budget Sensitivity Analysis

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

Within this service, some budgets have been identified as being more susceptible to fluctuations however the UK's exit from the European Union may impact on the supply costs for goods and services such as IT equipment and associated license and maintenance costs.

Action Plan
The challenges identified in Section 2 and the key factors identified in Section 3 have informed People and Technology priorities for 2023/24. Appendix 1 sets out the action plan to address them, including the relevant risks and the performance indicators and targets that will enable progress to be monitored and reported to stakeholders. It also incorporates the Strategic workforce actions.

The Council has identified risks at both a strategic and service level. Strategic risks represent the potential for the Council to take advantage of opportunities or fail to meet stated strategic objectives and those that require strategic leadership. Service risks relate to service delivery and represent the potential for impact on individual services, or the experience of those who work within the services, i.e. employees, partners, contractors and volunteers or service users and clients in receipt of the services provided.

In planning for 2023/24, the People and Technology team considered the Council's strategic risks and identified risks specific to the service. These are set out in the action plan at Appendix 1 alongside actions to mitigate these, with the aim of improving or maintaining the current position (i.e. the current risk score).

4. Resources

Finance

People and Technology has a net revenue budget of £7.428m and a capital budget of £2.685m in 2023/24. A breakdown by section is set out below. We will make the best use of the resources available to deliver on key priority areas and secure external/match funding where this is possible.

Section Budget (Figures subject to ongoing verification)	Gross Expenditure 2023/24 (£m)	Gross Income 2023/24 (£m)	Net Expenditure 2023/24 (£m)	Capital Budget 2023/24 (£m)
Transactional (part of Business Support)	0.915m	-0.079m	0.836m	0.000m
People & Change (HR, H&S, Risk, Change, OD & Digital)	2.092m	-0.050m	2.042m	0.046m
ICT	5.049m	-0.499m	4.550m	2.639m
Total	**8.056m**	**-0.628m**	**7.428m**	**2.685m**

Employees

Employee Numbers

The headcount and full time equivalent employees in each section (as of 31st March 2023) are as follows:

Service Area	Headcount	FTE
Transactional (part of Business Support)	24	21.9
People & Change (HR, H&S, Risk, Change, OD & Digital)	31	31.11
ICT	55	50.19
TOTAL	110	102.59

Absence in 2022/23

The quarterly absence statistics for People and Technology are shown below together with the Council average for the same periods for comparison. The figures for People and Technology have been lower that the Council average throughout 2022/23.

Absence in 2022/23	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual FTE days lost per FTE employee
P&T Service	1.19	1.41	1.25	1.8	4.23

COUNCIL WIDE TOTAL	3.86	3.28	4.42	4.02	14.00

Appendix 1: Action Plan

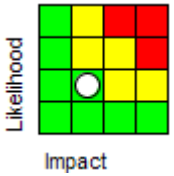
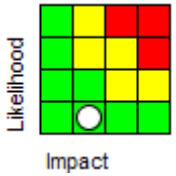
P	4. Our Council

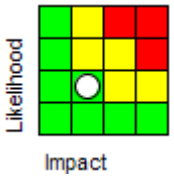
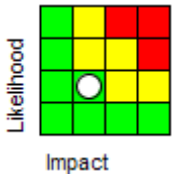
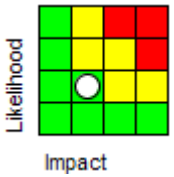
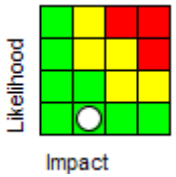
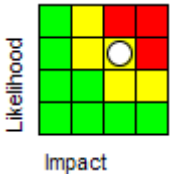
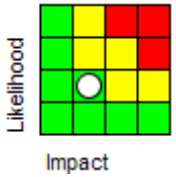
Ob	Objective 10. Our workforce is resilient and skilled where digital technology supports service delivery for our residents

Performance Indicator	2023/24 Target	Owner
Percentage of ICT helpdesk incidents fixed with half day of being logged.	60%	James Gallacher
% of our workforce who have declared a disability	TBC	Alison McBride
% of our workforce who have stated they are LGBT	TBC	Alison McBride
% of our workforce who are from a Black minority ethnic group	TBC	Alison McBride
Disability pay gap	TBC	Alison McBride
The percentage of the highest paid 5% employees who are women	50%	Alison McBride
Gender pay gap	3%	Alison McBride
Percentage of Council employees who agree or strongly agree that in general, they feel valued in their role at WDC	75%	Alison McBride
% employee attendance improvement rate (teachers & local govt.)	TBC	Alison McBride

Action	Due Date	Owner
Secure the Council's Technology Infrastructure	31 Mar 2024	James Gallacher

Action	Due Date	Owner
Complete ICT Wi-Fi replacement programme	31 Mar 2024	James Gallacher
Review and implement ICT on site Tech Desk service	31 Mar 2024	James Gallacher
Develop and establish Skills programme to address ICT skills shortage	31 Mar 2024	James Gallacher
Coordinate ICT device replacement programme	31 Mar 2024	James Gallacher
Pursue automation opportunities across the council to improve efficiency	31 Mar 2024	Arun Menon
Continue to drive service and community resilience to enhance overall resilience organisationally and in our communities	31 Mar 2024	Jen Watt
Develop and implement wellbeing, employee engagement, equality and learning and development plans to enable capabilities, improve resilience and promotion of a diverse workforce	31 Mar 2024	All Managers
Develop and implement employee life cycle plans in line with the People First Strategy to attract and retain the workforce	31 Mar 2024	All Managers
Develop and implement learning and development opportunities to improve capabilities and resilience within the workforce.	31 Mar 2024	All Managers
Implement service review process including role design, use of new technology and new ways of working to add resilience, address gaps, and establish opportunities for efficiencies	31 Mar 2024	All Managers

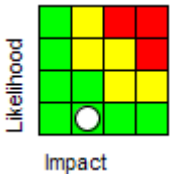
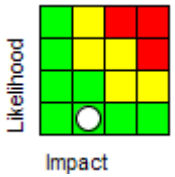
Risk	Description	Current Assessment	Target Assessment	Owner
Workforce Management System not fit for purpose	There is a risk that the WMS system is not fit-for-purpose thereby requiring manual workarounds restricting the level of automation impacting on efficiencies			Arun Menon

Risk	Description	Current Assessment	Target Assessment	Owner
Challenges in protecting the Health and Safety of Employees and Others	Failure to meet the Council's duty to protect the health, safety and welfare of its employees and other people who might be affected by its business			Alison McBride
Complexities in ensuring an appropriately resourced and resilient workforce	Failure to ensure that there is an appropriately resourced and resilient workforce in place to meet future organisational needs, in effectively executing the Council's 2022-27 Strategic Plan.			Alison McBride
Threat of Cyber-attack	Data, systems and/or infrastructure are impacted as result of security attacks which are increasing in number at a time when this threat is already placing demands on resources to deliver increased levels of security controls.			James Gallacher

Ob	Objective 11. Our Council is adaptable and focused on delivering best value for our residents

Action	Due Date	Owner
Implement statutory Payroll changes	31 May 2023	Arun Menon
Undertake annual Payroll Audit	31 Dec 2023	Arun Menon
Review and update FfF approach to improve budget efficiencies	31 Mar 2024	Alison McBride
Maintain and monitor employee wellbeing, engagement and workforce planning.	31 Mar 2024	Alison McBride

Action	Due Date	Owner
Continue to embed sound H&S practice	31 Mar 2024	Alison McBride
Implement improvements in recruitment life cycle processes	31 Mar 2024	Alison McBride

Risk	Description	Current Assessment	Target Assessment	Owner
Keeping abreast of developments in the innovative use of Information Technologies	Failure to keep pace with changing technology environment			James Gallacher

WEST DUNBARTONSHIRE COUNCIL

Report by Chief Officer – Regulatory & Regeneration

Committee: Corporate Services Committee 24 May 2023

Subject: Regulatory & Regeneration Delivery Plan 2022/23 - Year-end Progress
Regulatory & Regeneration Delivery Plan 2023/24

1 Purpose

1.1 This report sets out the year-end progress of the 2022/23 Delivery Plan and presents the new Delivery Plan for 2023/24.

2 Recommendations

2.1 It is recommended that Committee notes the progress achieved at year-end and the new plan for 2023/24.

3 Background

3.1 In line with the Strategic Planning & Performance Framework, each Chief Officer develops an annual Delivery Plan which sets out actions to help deliver the Strategic Plan and address the performance challenges and service priorities identified in the planning process. The 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.

4 Main Issues

2022/23 Year-end Performance

4.1 **T**he 2022/23 Delivery Plan was presented to Corporate Services Committee on 2 November 2022 and interim progress reported on 1 February 2023.

4.2 Full details of year-end progress are set out in Appendix 1.

4.3 Of the 26 actions due to be completed by 31 March, 25 were completed as planned with one outstanding. This action relates to the following and will be carried forward and completed in 2023/24:

- Complete business case and seek Council capital funding for IDOX Electronic Document Management System for Planning & Business Standards – 50% complete.

4.4 Data is available for 16 of the 25 performance indicators set out in the plan. Of these, two are classed as ‘data only’ where it is inappropriate to set targets. So, while year-end data is available for these performance indicators, none generate a status. Of the remaining 14, all met or exceeded targets.

4.5 Eleven of the 16 performance indicators either improved over the previous year or sustained the high performance recorded in 2021/22 (as shown in the short trend column in Appendix 1) with 11 performing similarly over the longer term (long trend column).

4.6 The full set of performance indicators will be reported through the Council's annual performance reporting process once all data becomes available.

2023/24 Delivery Plan

4.7 The 2023/24 Delivery Plan is set out at Appendix 2.

4.8 Key priorities include:

- delivering sustainable, quality services within the context of significant financial challenges
- implementing the Economic Development Action Plan which focuses on delivering key regeneration sites across West Dunbartonshire, promoting the next phase of Queens Quay Housing, identifying and developing commercial opportunities, and supporting business and town centre recovery
- implementing the Climate Change Action Plan
- developing a Local Heat and Energy Efficiency Strategy and Delivery Plan
- re-designing the Registration Service
- conducting a statutory review of polling places and polling districts
- addressing the changes following the review of UK Parliamentary boundaries in 2023
- implementing the requirements of the Elections Act 2022
- providing further legal and planning support for the delivery of the new affordable housing programme
- providing legal services to the Council and West Dunbartonshire Energy LLP in relation to heat supply agreements and network supply contracts
- recruiting a Legal Services Manager and implementing a new structure
- providing legal advice on the emerging National Care Service
- developing and consulting on a new Statement of Licensing Policy
- taking action in relation to premises which sell Vapes to underage children
- carrying out proactive weights and measures work with a specific focus on every day food and necessities, such as heating fuel and petroleum
- leading on the negotiation and documentation of the development agreement for Scottish Marine Technology Park
- developing the 20 minute mapping tool for use at both local and regional levels
- developing the Reimagining the Antonine Wall project
- implementing the focus on health and wellbeing and reduction of inequalities outcomes in the Open Space Strategy and key Council documents
- completing the business case for the IDOX Electronic Document Management System for Planning & Business Standards
- commencing work on Local Development Plan 3, Open Space Strategy, Play Sufficiency Assessment and Local Place Plans

- conducting property inspections of host properties identified through the Offers of Accommodation Scheme (Homes for Ukraine)
- undertaking official food control inspections of six local food manufacturing premises in line with the new Official Control Verification guidance

4.9 Implementation of the Plan will be monitored by the management team with mid-year and year-end progress reported to Corporate Services Committee around November 2023 and May 2024 respectively.

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 and approved.

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 plans were developed through consultation with officers from the strategic service areas.

10 Strategic Assessment

10.1 The delivery plans set out actions to support the successful delivery of the strategic priorities and objectives of the Council.

Chief Officer: **Alan Douglas**
Service Area: **Regulatory & Regeneration**
Date: **5 May 2023**

Person to Contact:	Lynn Henderson lynn.henderson@west-dunbarton.gov.uk
Appendices:	Appendix 1: Regulatory & Regeneration Delivery Plan 2022/23 - Year-end Progress Appendix 2: Regulatory & Regeneration Delivery Plan 2023/24
Background Papers:	Regulatory & Regeneration Delivery Plan 2022/23 - Corporate Services Committee, 2 November 2022 Regulatory & Regeneration Delivery Plan 2022/23, Interim Progress - Corporate Services Committee, 1 February 2023 Strategic Planning & Performance Framework 2022/27
Wards Affected:	All

Appendix 1: Regulatory & Regeneration Delivery Plan 2022/23 - Year-end Progress

P	Our communities

Ob	Our residents health and wellbeing remains a priority

Performance Indicator	2021/22	2022/23						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
% of air quality monitoring stations complying with the national objective for nitrogen dioxide at the nearest building façades of residential properties , schools, hospitals and care homes (40ug/m3 NO2)	100%		100%	100%	-	-	Target met with all monitoring stations complying with the national objective.	Mark Walsh
Percentage of highest priority pest control service requests responded to within 2 working days	98%		98%	95%	-	-	Target met. 1,148 service requests received. 1,123 responded to within target.	John Stevenson
Percentage of service users (businesses) very satisfied or fairly satisfied with the service they received from environmental health	100%		100%	95%	-	-	Target met with all businesses surveyed reporting high satisfaction levels.	Eilidh Paton
Percentage of service users (citizens) satisfied or very satisfied with service received from environmental health	92.3%		88%	85%	↓	↓	Target met. Of the 85 service users surveyed during the year 75 advised that they were satisfied or very satisfied with the service.	John Stevenson

Performance Indicator	2021/22	2022/23						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
Percentage of businesses and activities regulated by environmental health who are substantially compliant with legislative requirements	95%		92%	75%			Target met. 1,224 businesses and other non- commercial establishments were inspected during the year and 1,126 were found to be substantially compliant with legislative requirements.	John Stevenson
Total annual redress won for consumers by Trading Standards Group (£)	£15,509	N/A	£27,580	N/A			Value of redress is up from previous year. Most consumer advice is dealt with in the first instance by our partner Consumer Advice Scotland. In general, only the more complex complaints or those involving criminal allegations come to Trading Standards.	Annemarie Clelland
Food Law: Percentage of food businesses in the highest risk category (1 to 6 monthly inspections by Food & Business Group) that were inspected on time	100%		100%	100%			All highest risk businesses were inspected within target as per Food Law Code of Practice.	Eilidh Paton
Food Law: Percentage of food businesses in the high risk category (12 monthly inspections by Food & Business Group) that were inspected on time	56%		95%	60%			All high risk businesses were inspected within target as per Food Law Code of Practice. While some businesses have still to be rated under the new Food Law Rating Scheme, these were in the lower risk category under the	Eilidh Paton

Performance Indicator	2021/22	2022/23						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
							previous rating system, or they are newly registered premises. The suspension of programmed food safety inspections from mid-March 2020 until 1 October 2021 resulted in a backlog which had an impact on Environmental Health staff resources in 2022/23 which will continue in 2023/24. A number of factors exacerbated this, including the increased demands of the new Food Law Rating Scheme (in terms of frequency and scope of intervention), and a deficit of 2.89 Full Time Equivalent posts within the Food Business Group over the period. So, while staff performance has resulted in the target of 60% being exceeded this year, we remain cautious, raising the target to 80% for 2023/24 due to the deletion of two vacancies and a further reduction in staffing levels from September 2023. This target will still be challenging.	
Number of reports of bogus/cold callers	59	N/A	31	N/A			This figure shows a reduction on 21/22 which is welcome and returns closer to figures that we've	Annemarie Clelland

Performance Indicator	2021/22	2022/23						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
							seen pre pandemic. Often issues of cold calling involve some of our most vulnerable and elderly residents and as such can go unreported due to embarrassment. Proactive work on Scams/cold calling and the promotion of our Trusted Trader Scheme all impact on the volume of complaints we receive.	

Action	Status	Progress	Due Date	Note	Owner
Conduct property inspections of host properties identified through the Super Sponsor Scheme (Homes for Ukraine)		100%	31-Mar-2023	Completed 60 inspection checks of host properties to ensure they are safe and fit for habitation.	John Stevenson
Commence implementation of the Shaping Places for Wellbeing pilot in Clydebank		100%	31-Mar-2023	A steering group has been established and priorities and actions have been identified to be taken forward in 2023/24.	Pamela Clifford

P	Our Environment

Ob	Our local environment is protected, enhanced and valued

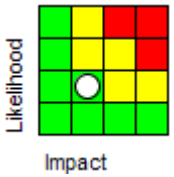
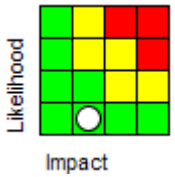
Performance Indicator	2021/22	2022/23						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
Air Quality: PM10 Concentration	8.7		10	18			The year-end value is well within the national target of 18ug (micrograms) although both the short and long trends have declined slightly.	Mark Walsh

Ob	Our resources are used in an environmentally sustainable way

Performance Indicator	2021/22	2022/23						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
Tonnage of carbon dioxide emissions from Council operations and assets	24,022	2022/23 data available end of August 2023 when all utilities bills and waste figures are validated in advance of preparing our annual mandatory climate change report for submission to Scottish Government in November 2023.						Gillian McNamara

Action	Status	Progress	Due Date	Note	Owner
Co-ordinate, monitor and report the progress of the Council's Climate Change Action Plan for 2022/23		100%	31-Mar-2023	The Climate Change Action Plan continues to be monitored regularly and progress reported quarterly to the Recovering & Renewal Board via the Climate Change Action Group. The most recent progress report was submitted to the Recovering & Renewal Board in	Gillian McNamara

Action	Status	Progress	Due Date	Note	Owner
				December 2022. At that point, 7 actions were complete, 11 actions were progressing as planned, and 4 PI's were off-track. The year-end position will be available in August and reported to IRED.	

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
Inability to reduce carbon footprint in line with targets	The risk that the Council will be unable to achieve net zero emissions by 2045, both in relation to mitigating carbon emissions and adapting to the impacts of climate change. Net zero refers to achieving an overall balance between emissions produced and emissions taken out of the atmosphere. This target has been developed in a way that mirrors the emission reduction trajectory set by the Scottish Government in light of the Climate Emergency.			11-Apr-2023	Until all carbon emissions data becomes available in August 2023 and analysed, the risk profile will remain the same.	Gillian McNamara

Ob	Our neighbourhoods are sustainable and attractive

Performance Indicator	2021/22	2022/23						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
Percentage of private landlord applications administered and processed within 21 days	99%		99%	95%			Target met. 487 applications received during 2022/23 and 481 were processed within the 21 day target	John Stevenson

Action	Status	Progress	Due Date	Note	Owner
Provide further legal and planning support to the delivery of the new affordable housing programme		100%	31-Mar-2023	Support has been provided for the More Homes programme throughout the year, addressing changing priorities.	Alan Douglas
Promote the next phase of Queens Quay Housing		100%	31-Mar-2023	Regular meetings are taking place with the owner and development agent of the site to discuss the next housing phase for Queens Quay. The Council are investigating ways of supporting the provision and implementation of further housing on Queens Quay.	Pamela Clifford; Gillian McNamara

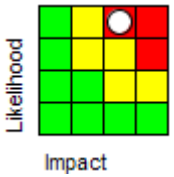
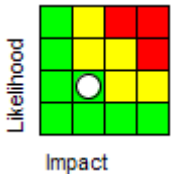
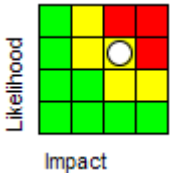
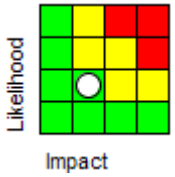
P	Our Economy

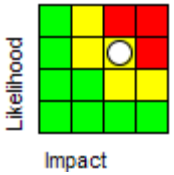
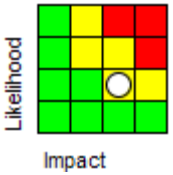
Ob	Our area has the infrastructure for sustainable and inclusive growth where businesses can flourish

Performance Indicator	2021/22	2022/23						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
Number of businesses given advice and assistance to start up through Business Gateway	201		205	200			During 2022/23, 205 business start-ups were supported through the Business Gateway service which slightly exceeded the target of 200.	Gillian Scholes
No of business gateway start-ups per 10,000 population	22.9	2022/23 data for Local Government Benchmarking Framework indicators available first quarter of 2024 following publication by the Improvement Service.						Gillian Scholes
Cost of Economic Development & Tourism per 1,000 population	154,517	2022/23 data for Local Government Benchmarking Framework indicators available first quarter of 2024 following publication by the Improvement Service.						Gillian Scholes
Proportion of properties receiving superfast broadband	98%	2022/23 data for Local Government Benchmarking Framework indicators available first quarter of 2024 following publication by the Improvement Service.						Gillian Scholes
Town Vacancy Rates	14.4%	2022/23 data available June 2023 following the annual survey.						Alan Williamson
Immediately available employment land as a % of total land allocated for employment purposes	38.95	2022/23 data available June 2023 following the annual survey.						Alan Williamson

Action	Status	Progress	Due Date	Note	Owner
Deliver key regeneration sites across West Dunbartonshire		100%	31-Mar-2023	Exxon site - Council (August 2022) and Glasgow City Region (November 2022) agreed to defer Final Business Case that unlocks capital funding for the infrastructure at the Exxon site until June 2023. Carless site - Officers are working with the Malin Group to progress the Scottish Marine Technology Park at Carless. Malin Group are creating flood storage to enable development and working towards submitting a planning application. Lomondgate site - Strathleven Regen Community Interest Company are negotiating the sale of the final sites for development at Lomondgate and considering options for a successor company.	Gillian McNamara
Explore commercial opportunities in our town centres and wider regeneration sites		100%	31-Mar-2023	Funding application submitted to the Scottish Government's Green Growth Accelerator fund in early December to expand the infrastructure and capacity of the District Heating Network. Progressing the first phase of the Artizan redevelopment. Early intervention works were approved by IRED in September 2022 with demolition of the vacant building to the rear commencing in mid-2023. A feasibility study for redevelopment is also underway.	Gillian McNamara; Magda Swider
Support Town Centre Recovery		100%	31-Mar-2023	Multi-year projects include: first phase of Alexandria Masterplan, including Smollett Fountain roadworks, which is now complete; first phase of the Clydebank Town Centre Framework, including a Levelling Up Fund funding application for the proposed transportation hub and planning for the development of the Playdrome site; and agreed first stage improvement plan for the Artizan Centre, with works soon underway.	Gillian McNamara; Magda Swider

Action	Status	Progress	Due Date	Note	Owner
Develop a new Economic Development Strategy and action plan		100%	31-Mar-2023	The Economic Development Strategy 2022/27 was approved at IRED Committee on 2 November 2022. The supporting action plan has been developed and commenced implementation 1 April.	Gillian McNamara; Gillian Scholes
Ensure regeneration sites are progressed to enable high quality development to be achieved on the ground		100%	31-Mar-2023	Support continues for the key regeneration to ensure that the best development is achieved by extensive pre application discussions, the Place and Design Panel, Elected Member Briefings and through the planning application process and discharge of conditions.	Pamela Clifford
Monitor the development of the key regeneration sites to ensure they comply with the approved consent		100%	31-Mar-2023	Monitoring key regeneration sites ensured they complied with approved consent and this will continue in 2023/24 in terms of Exxon, Carless/ Scottish Marine Technology Park, Queens Quay sites and other key development sites.	Pamela Clifford

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
Affordability of the Exxon City Deal Project	There is a risk that the affordability of delivering the City Deal Exxon project is beyond the resources being made available from Glasgow City Region City Deal.			13-Apr-2023	Risk remains unchanged. The project board is looking at savings options during the design development to mitigate rising costs.	Gillian McNamara
Failure to deliver Queens Quay Masterplan	Following completion of Council investment there is a risk the housing plot sales do not materialise in the next 3-7 years, with implications for			05-Apr-2023	Risk remains unchanged. Focus continues on landowners securing new housing developments for the site.	Pamela Clifford; Gillian McNamara

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
	the return on investment and the business case for the District Heating Network.					
Inability to meet demands of Council to progress regeneration projects within desired timescales	The number and complexity of regeneration projects is putting considerable strain on the resources available which can be exacerbated by delays out with the control of the service and when pinch points on different projects occur at roughly the same time.			05-Apr-2023	Risk remains unchanged. Individual projects continue to progress, reducing the likelihood of undesirable outcomes.	Pamela Clifford; Alan Douglas; Gillian McNamara

P	Our Council

Ob	Our workforce is resilient and skilled where digital technology supports service delivery for our residents

Action	Status	Progress	Due Date	Note	Owner
Develop and implement wellbeing, employee engagement, equality and training plans to enable capabilities, improved resilience and promotion of a diverse workforce.		100%	31-Mar-2023	Completed as planned. The following are of note: employee absence rates remain significantly lower than Council average at year-end; Be-the-best conversations conducted regularly with information linking to improved employee engagement, recognition, personal and professional development.	Management Team

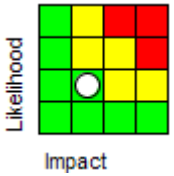
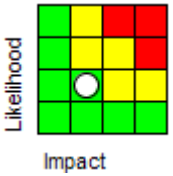
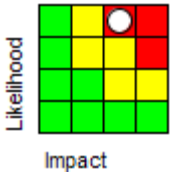
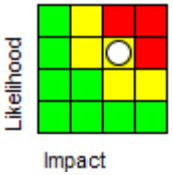
Action	Status	Progress	Due Date	Note	Owner
Develop and implement employee life cycle plans in line with the People First Strategy to attract and retain the workforce.		100%	31-Mar-2023	Completed as planned. Senior Democratic services Officer fully integrated into the Democratic Services Team successfully.	Management Team
Implement service review process including role design, use of new technology and new ways of working to add resilience, address gaps, and establish opportunities for efficiencies		100%	31-Mar-2023	Completed as planned. In relation to Planning & Building Standards Fit for Future review, actions in the Improvement Plan due in 2022/23 have been completed, including those to improve customer service and streamline electronic processes.	Management Team
Develop and implement training plans and development opportunities to improve capabilities and resilience within the workforce.		100%	31-Mar-2023	Completed as planned. The following are of note: The service demonstrates well developed leadership skills linked to succession planning and service delivery needs; collaborative and improved working practices; and participation in the 4D Quantum Programme.	Management Team

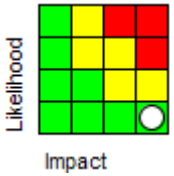
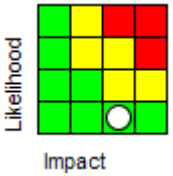
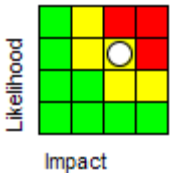
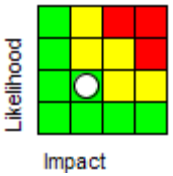
Ob	Our Council is adaptable and focused on delivering best value for our residents

Performance Indicator	2021/22	2022/23						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
Planning applications (major developments) - average number of weeks to decision	10.3	2022/23 data available end of May.						Pamela Clifford
Planning applications (householder) - average number of weeks to decision	8.5	2022/23 data available end of May.						Pamela Clifford
Planning applications (local development, excluding householder) - average number of weeks to decision	12.5	2022/23 data available end of May.						Pamela Clifford
Percentage of Environmental Health service requests from citizens first responded to within 2 working days	97%		93%	90%			Target met. Of the 3,038 service requests received , 2,813 were responded to within target	John Stevenson
Percentage of building warrant applications responded to within 20 working days	87%		92%	90%			Target met. The target for this PI was increased to reflect improving performance in previous years. However, we are still facing staffing level challenges which may impact future performance.	Judi Ferguson

Action	Status	Progress	Due Date	Note	Owner
Provide legal services to West Dunbartonshire Energy LLP in relation to heat supply agreements and network supply contracts		100%	31-Mar-2023	Support continued to be provided to the Energy LLP throughout the year.	Alan Douglas
Complete business case and seek Council capital funding for IDOX Electronic Document Management System for Planning & Business Standards		50%	31-Mar-2023	The officer leading the project was on maternity leave for a significant part of the year resulting in delay to the project. Officers met with ICT in January 2023 to review business case, identify project group and seek comments before proceeding to prepare growth bid. This action will be carried forward for completion in 2023/24.	Pamela Clifford
Provide legal advice, guidance and support on the emerging National Care Service		100%	31-Mar-2023	Legal advice has been provided on the Scottish Parliament consultation. Advice provided on an ongoing basis to the Council and Short Life Working Group. Further progress against this action in 2023/24 will depend on Parliamentary timescales.	Alan Douglas
Designate and train service data ambassadors for the Corporate Data Information Management system (MAGIC) and evaluate its use		100%	31-Mar-2023	Training was rolled out to all relevant services and evaluated.	Pamela Clifford
Implement Fit for Future improvement plan for Building Standards		100%	31-Mar-2023	Actions in the Improvement Plan due in 2022/23 have been completed, including those to improve customer service and streamline electronic processes.	Pamela Clifford
Complete the Rediscovering the Antonine Wall Project and start preparation for Phase 2: Re-imaging the Antoine Wall		100%	31-Mar-2023	The Rediscovering the Antonine Wall Project has been completed as planned and preparation for Phase 2: Re-imagining the Antoine Wall is underway for completion 2023/24.	Pamela Clifford

Action	Status	Progress	Due Date	Note	Owner
Implement the provisions of National Planning Framework 4 for West Dunbartonshire's planning policies and priorities, adopt LDP 2 and commence work on LDP3		100%	31-Mar-2023	NPF4 was adopted on 13th February 2023 and is now the statutory development plan for Scotland meaning that it is a significant material consideration in the determination of planning applications. Officers and elected members have received training on the provisions of NPF4.	Pamela Clifford
Complete the co-ordination of the refurbishment of civic areas of Clydebank Town Hall		100%	31-Mar-2023	All works have now been completed.	George Hawthorn

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
Failure to monitor and enforce regulatory areas with public risk	The Council fails to comply with statutory regulatory duties in respect of environmental health, trading standards and licensing laws			12-Apr-2023	The recruitment of two additional Environmental Health Officer posts agreed at Council on 9/3/2022 was not taken forward following the Council decision on savings options on 21 December 2022. Any impact will be monitored.	Annemarie Clelland; Michael McDougall; John Stevenson
Income for services continues to be dramatically reduced as a result of the COVID-19 pandemic and subsequent cost of living crisis.	Relates to registration, licensing, planning and building control which have been impacted as a result of the COVID-19 pandemic and the cost of living crisis.			20-Apr-2023	Income reduction, particularly in planning and building standards, continues to be an issue as a result of the economic impact of COVID-19 and the cost of living crisis.	Alan Douglas

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
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	There is a national shortage of qualified staff in Environmental Health, across Scotland. This impacts on West Dunbartonshire Council. Vacancy levels at WDC might impact on our ability to respond to emergencies.			12-Apr-2023	While interim management arrangements are still in place for the Environmental Health Manager's post, the recruitment of two additional Environmental Health Officer posts agreed at Council on 9/3/2022 was not taken forward following the Council decision on savings options on 21 December 2022. Any impact will be monitored.	John Stevenson
Inability to recruit successfully to enable performance to be maintained	There is a current issue with recruitment of qualified staff in various parts of the service.			05-Apr-2023	The recruitment of two additional Environmental Health Officer posts agreed at Council on 9/3/2022 was not taken forward following the Council decision on savings options on 21 December 2022. Any impact will be monitored.	Pamela Clifford; John Stevenson

Ob	Our residents are engaged and empowered

Performance Indicator	2021/22	2022/23					Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
Percentage of Council and Committee minutes produced within 3 clear working days of the meeting	99.25%		100%	98%			All Council and committee minutes met the timescale.	Carol-Ann Burns
% of committee agendas published within standing order timescales	100%		100%	99%			All committee agendas were published within standing order timescales.	Carol-Ann Burns

Action	Status	Progress	Due Date	Note	Owner
Plan and conduct the Scottish Local Government Elections in May 2022		100%	31-May-2022	Elections were conducted successfully with 22 members elected to serve on the new Council.	George Hawthorn
Implement the action plan to set up the new Council following the Local Government Elections		100%	31-Mar-2023	The action plan has been completed. All new members have received induction training and equipment, the new committee timetable is in place and standing orders have been reviewed.	George Hawthorn
Plan and organise the nomination process for Community Councils and where necessary hold elections to identify successful candidates		100%	31-Dec-2022	All nomination processes have been completed; no elections were required.	George Hawthorn

Action Status	
	Overdue
	Completed

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

Risk Status	
	Alert
	Warning
	OK

Appendix 2: Regulatory & Regeneration Delivery Plan 2023/24

2023/24
DELIVERY PLAN
REGULATORY & REGENERATION

Contents

1. Introduction....2
2. Performance Review....2
3. Strategic Assessment....7
4. Resources....21
Appendix 1: Action Plan....23

1. Introduction

Regulatory & Regeneration comprises a wide range of services covering legal, trading standards, licensing, records management, planning, building standards, environmental health, democratic and registration services, and economic development. It is one of eight strategic areas responsible for delivering the Council's Strategic Plan. Key actions to help achieve that are set out in this Delivery Plan, together with actions to address any performance issues and service priorities identified in the planning process.

The progress of this Plan will be monitored and managed by the management team and reported to Corporate Services Committee and Infrastructure, Regeneration & Economic Development Committee (economic development elements only) twice yearly, at mid-year and year-end.

2. Performance Review

The management team completed a detailed review of 2022/23 performance, focusing on the following:

- 2022/23 Delivery Plan year end progress;
- Local Government Benchmarking Framework comparative data;
- Association for Public Service Excellence comparative data;
- Planning Performance Framework;
- Building Standards Performance Report;
- Citizens' Panel feedback;
- Telephone Survey feedback;
- Complaints; and
- Continuous Improvement (Fit for Future reviews).

This review highlighted our key achievements in 2022/23 as well as the challenges to be addressed in 2023/24. These are summarised below.

Key Achievements in 2022/23

Listed below are some of the major achievements in each service area that were particularly challenging or unusual. All services achieve many other fantastic outcomes for the Council and its residents throughout the year which are not recorded here but are often as important.

Cross Service

- Expansion of the Queens Quay District Heating Network continued, with Clydebank Town Hall and Library now connected and the first domestic customers benefitting from low cost, low carbon energy.
- Preferred developer appointed for the Playdrome site, one of the early phases of the Clydebank Town Centre Development Framework.
- Project Board set up in partnership with the Malin Group to oversee the development of the Scottish Marine Technology Park. Malin Group using Clyde Mission funding to implement the flood mitigation works and the early phases of the quay development.
- First phases of the Levelling Up Fund programme of work in Dumbarton town centre underway.
- Successfully awarded £1.25million of Scottish Government funding to help transform a vacant site into a development of eco-friendly homes as part of stage two of the Vacant and Derelict Land Investment Programme.

Democratic & Registration Services

- Successfully conducted the local government elections, resulting in the election of eleven new councillors and a change of administration. This also involved the implementation of the new Council plan which included setting up a new committee timetable and training and equipping new elected members to enable them to fulfil their roles as councillors.
- Successfully conducted community council elections with a new member of the committee team.
- Introduced remote birth registration and an on-line application for extract certificates of death, birth, marriages and civil partnerships, making the service more accessible to the public and reducing the need to travel to the office (with the potential to reduce carbon emissions).

Legal Services & Trading Standards

- Produced and implemented a Licensing Policy for Short Term Lets within an exceedingly challenging statutory timescale.
- Identified weights and measures issues regarding food items supplied by a national retailer resulting in large scale consumer detriment across the UK. This resulted in the business being brought into compliance by the implementation of advice from West Dunbartonshire trading standards officers.
- Successfully undertook tobacco enforcement work, removing illicit tobacco from a retailer and imposing financial penalties on another. In undertaking this work, we worked with partner agencies such as Police Scotland and HMRC.

Planning, Building Standards & Environmental Health

- Excellent Building Standards Key Performance Indicators led to the Building Standards Verification Role being approved by the Scottish Government for a 6 year period.
- Development of an innovative mapping tool which seeks to measure our residents' access to critical services in accordance with the principles set out by 20 Minute Neighbourhoods. The tool is supporting multiple service areas to inform better decision making, and has been recognised at a regional and national level.
- Successful completion of the 'Rediscovering the Antonine Wall' Project with five Roman themed play parks, distance stones, murals and 2 large Roman Head Sculptures in the 5 partner local authorities areas, a refugee outreach project, Anthology of Roman stories, Magic Torch comics and a film of "Walk the Wall".
- Completed 60 inspection checks of host properties as part of the Scottish Governments Ukrainian refugee sponsorship scheme to ensure they are safe and fit for habitation.
- Reintroduced food hygiene training and successfully delivered several courses to catering and facilities management colleagues.

Economic Development

- Provided support to 205 new business start-ups and held 56 free business skills webinars with 346 attendees to support businesses during a very challenging time.
- Developed a new Economic Development Strategy for 2022 to 2027, providing a clear strategic approach to economic development and resource allocation to improve economic performance.
- Secured funding totalling £750,000 through the UK Shared Prosperity Fund to provide a range of support interventions to local businesses.
- First projects within the Alexandria Masterplan implemented.

Key Challenges in 22/23

Cross Service

- The loss, recruitment and training of key staff across Regulatory & Regeneration continued to be a challenge in 2022/23 when demands on all services continued to be high.
- The national skills shortage of qualified and experienced officers in Planning, Environmental Health, Trading Standards and Building Standards continued in 2022/23, resulting in reduced staff complements across many services and increased demands on existing and inexperienced staff. This is a challenge experienced by most local authorities and has resulted in alternative service delivery models, including the use of agency staff and initiatives being led at a national level such as Future Planners Project and Building Standards hub.

Democratic & Registration Services

- It was a very challenging year for the Leadership Support Team due to difficulties in recruiting suitable staff to fill vacancies. This placed additional pressure on a small team of staff who had to cover the gaps while fulfilling their own duties. This was partly due to a national shortage of external candidates with the relevant secretarial skills (source: recruitment agency) and partly due to the lack of suitable internal applicants able and willing to undertake the demanding tasks required of the team.

Legal Services & Trading Standards

- Reduced scope for inspection of premises by Trading Standards during and immediately post lockdown and Covid restrictions appears to have led to an increase in instances of the sale of unsafe and counterfeit goods. This was addressed as visits resumed but remains a challenge.
- The loss through retirement and delayed and non-filling of a key senior post saw a significant period of uncertainty and adjustment for staff and strain on resources as projects and contracts which had been delayed due to the impact of Covid-19 came back online.
- Increased requirement for specialist construction contracts associated with infrastructure and regeneration priorities impacted on the Contracts and Property Section's workload, changing the skills dynamic required to meet client requirements.

Planning, Building Standards & Environmental Health

- There were resource implications associated with the implementation of the development planning provisions of the Planning (Scotland) Act 2019, which introduced a new development planning system and several additional duties on local planning authorities.

- Challenging timescales to process the detailed Exxon infrastructure application and the Carless Planning In Principle application for the masterplan of the site.
- Environmental Health continued to progress work through the food inspection Covid recovery programme. There are 915 registered food businesses within West Dunbartonshire and work was undertaken on a risk based approach to target food premises inspections.
- Environmental Health worked closely with Planning colleagues and the Developers of the Exxon and Carless sites to ensure agreement regarding environmental/contaminated land issues.

Economic Development

- Delivering private sector homes at Queens Quay continued to be a challenge in 2022/23 but we meet with our commercial partner regularly to monitor and encourage development interest.
- Securing Scottish Government Heat Network funding to connect the NHS Golden Jubilee and Dalmuir/Littleholm flats to the District Heating Network has been a long and challenging process but we continue our efforts in anticipation of a positive outcome in 2023/24.
- Businesses continued to face many economic challenges in 2022/23, including rising inflation and energy costs. The business interventions approved through the UK Shared Prosperity Fund and the on-going advice and support available through Business Gateway will continue to provide assistance to help them recover and grow in the year ahead.
- Delivery of the Levelling Up Fund programme of works in Dumbarton town centre against tight funding timescales was challenging given the multi-disciplinary support required to deliver projects of this nature.

3. Strategic Assessment

The Regulatory & Regeneration management team completed a detailed strategic assessment to determine the major influences on service delivery and priorities in 2023/24 and beyond. This covered a review of local and national political priorities, new legislation and technology, Council policies, and our continued recovery from the pandemic, cost of living crisis and the financial challenges facing the Council. The key issues are outlined below.

Key Factors

Financial Challenges

The entire public sector is continuing to face significant financial challenges due to a range of factors including inflationary cost increases, rising utility costs and insufficient funding to support the delivery of front line and back office services. The Council are currently faced with an estimated cumulative funding gap in 2024/25 of £9.7m rising to £29.5m by 2027/28. We will continue to monitor the overall financial position of the Council and updates on estimated future budget gaps will be reported to Elected Members throughout 2023/24.

These challenges mean further action is required to balance our budget and protect services for residents. This will mean that within Regulatory & Regeneration, available funding will be reduced over time and we will need to reconfigure how we work, what we do, where we work, and potentially reduce the number of people employed. In this context, we will aim to continue to provide a sustainable, quality service to internal clients and the public.

Budget Sensitivity Analysis

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

In Regulatory and Regeneration there were no budgets identified as being more susceptible to fluctuations. However, on a more Council-wide basis, the Council's cost of borrowing is susceptible to fluctuations in the bank interest rate due to the level of the Council's short-term borrowing.

Economic Development Action Plan

A new Economic Development Strategy for 2022/27 was approved by IRED Committee in November 2022. It sets out the vision and priorities for delivering economic growth and improved well-being in West Dunbartonshire's communities and is aligned to the new Strategic Plan 2022/27, the Glasgow City Region Economic Strategy and the Scottish Government's National Strategy for Economic Transformation.

An action plan to deliver the strategy has been developed for implementation in 2023/24. It focuses on delivering key regeneration sites, developing the Queens Quay site, identifying and developing commercial opportunities, supporting business recovery, and supporting town centre revitalisation (details below). The action plan will be implemented throughout 2023/24 and progress monitored and reported to IRED.

Action: Produce, implement, monitor and report the progress of the 2023/24 Economic Development action plan

Deliver Key Regeneration Sites

A number of key regeneration projects, which span multiple years, will continue to be taken forward in 2023/24. These include:

- the Exxon project, with detailed design works and final business case due in 2023/24;
- Alexandria Masterplan and Clydebank Development Framework, both of which aim to develop their respective town centres;
- the Scottish Marine Technology Park (SMTP) at the Carless site which will be submitting a Planning In Permission application for the masterplan of the site which will indicate how the various parts of the site are to be remediated and developed; and
- a range of projects funded through the £20m Levelling Up fund, including the redevelopment of Glencairn House, the regeneration of the Artizan Shopping centre, and connecting Dumbarton Central to the Town Centre, all of which will have a significant impact on Dumbarton and the town centre vibrancy.

Actions: Deliver key regeneration sites across West Dunbartonshire; Ensure regenerations sites are progressed to enable high quality development to be achieved on the ground; and Monitor the development of the key regeneration sites to ensure they comply with the approved consent

Queens Quay

Infrastructure works for this 80 acre residential waterfront development were completed in 2020/21. In the year ahead, the focus on securing housing developments across the site in partnership with site owner Clydeside Regeneration Ltd. will continue. The site wide design codes, which set out a vision for the Clydebank site and ensure all new developments meet the same high standards, are complete and efforts to promote and market the plots will be critical to ensure the Council's investment sees economic as well as commercial returns. This continues to be a challenge, particularly in relation to flatted private homes which the market is finding difficult to make commercially viable.

Action: Promote the next phase of Queens Quay Housing

Deliver Key Commercial Opportunities

Identifying commercial opportunities in conjunction with the private sector will continue to be a priority. Discussions with developers who may wish to enter a partnership with the Council to achieve joint benefits from a commercial, housing and low carbon perspective will be progressed. The Regeneration Capital Fund with £12.77m has been allocated across a number of projects. The Fund's key operating principles and allocations to specific projects agreed by Committee will be progressed. Opportunities include:

- Exxon – as infrastructure works progress, the Council will consider how to promote and deliver the best uses for the site and, working with the City Region and Scottish Enterprise, will encourage developer interest in the site to meet the growth targets set out in the City Deal business case.
- NHS Golden Jubilee – our strong partnership will continue as we collaborate on the extension of the District Heating network to the hospital and explore opportunities presented by the expansion of the hospital for development and regeneration of Queen Quay and Clydebank, generally.
- Scottish Marine Technology Park – we will continue to work with the Malin Group in their ambition to deliver the Scottish Marine Technology Park at the former Carless site near Old Kilpatrick, and assist them in attracting business and funding to the site. A project board has been established to provide support and direction as the Malin Group progress the development through the planning and infrastructure implementation stages.

Action: Explore commercial opportunities in our town centres and wider regeneration sites

Supporting Business Recovery

In April 2022 the UK government launched the UK Shared Prosperity Fund, a central pillar of the UK government's Levelling Up agenda, providing funding for local investment across the UK by March 2025. A Local Investment Plan has been developed and approved by the UK Government as part of a wider Glasgow City Region Investment Plan through the Fund. The business support proposals within the Investment Plan will be available from April 2023 to support business recovery and include a Business Recovery & Growth fund, Early Stage Growth grants, Towards Net Zero Grant, Enhancing Tourism Events & Attractions Fund, Business Gateway Expert Help and Shopfront & Small Business Improvement Grants.

Action: Develop and implement business support interventions through the UK Shared Prosperity Fund

Supporting Town Centre Revitalisation

Assisting town centres to recover from the pandemic and cost of living crisis will continue to be a focus in 2023/24, with support for high street businesses a key priority and in response to community needs. We will continue to develop projects to make our town centres attractive places and take advantage of the Place-Based Investment Programme funds provided by Scottish Government.

- The approved Clydebank Development Framework includes the disposal and development of the former Playdrome site, a transport hub at Clydebank Station, improved connections between the town centre and Queens Quay, with a linear green park from Canal south to Transport Interchange, and related community-led activity, all as part of a cohesive plan for Clydebank. We will look for ways to deliver these improvements including securing funding and attracting commercial and other development interest.
- In Dumbarton, the focus for the next year and beyond will be the Levelling Up Fund programme of works including Connecting Dumbarton which will be completed during 23/24; the refurbishment and reuse of Glencairn House as library and museum and the revitalisation of the Artizan Centre.
- In Alexandria the next phase of the 2021 Masterplan will be implemented with an emphasis of place based funded projects. This will include improved walking and cycling routes, town centre building improvements and projects that directly respond to local community and business priorities

Action: Support town centre revitalisation

Climate Change Action Plan

The Council developed a Climate Change Strategy in response to the climate emergency and to provide a route map towards meeting Scotland's national net zero carbon target by 2045. This Strategy informs annual action plans, with actions devolved to relevant service areas. Progress against the 2023/24 action plan will be monitored and reported to senior management and Council on a regular basis.

Action: Co-ordinate, monitor and report the progress of the Council's Climate Change Action Plan for 2023/24

Local Heat and Energy Efficiency Strategy (LHEES)

The Council will develop a Local Heat and Energy Efficiency Strategy (LHEES) which will set out the long-term plan for heat decarbonisation and improved energy efficiency of buildings throughout the Council area. Scotland's statutory greenhouse gas emissions reduction and fuel poverty targets will be the drivers of this area-based approach. The Strategy will set out the changes needed to each sector of buildings stock, identify strategic heat decarbonisation zones and prioritise delivery areas. A Delivery Plan will accompany the LHEES, developed in partnership with key stakeholders.

Action: Develop Local Heat and Energy Efficiency Strategy

Registration Service Re-design

Re-design Registration Service in Clydebank in light of impact of savings proposals. The Council has agreed to close the Clydebank Town Centre Office and accordingly the registration office will need to transfer to another suitable location, with good public transport links, which is accessible for all. A number of alternatives will be considered before the service transfers to the new location which might require some physical alterations to be carried out.

Action: Re-design Registration Service in light of closure of the Clydebank Town Centre Office and identify suitable accommodation to relocate.

Review of Polling Places and Polling Districts

The Council is required to review its polling districts and polling places every five years and carry out a full public consultation on its proposals. The review will need to take account of the changes required to the layout of polling places as a result of the Election Act 2022 and the impact of closures by the Church of Scotland and the Council on premises currently used to conduct polls in this area.

Action: Conduct statutory review of polling places and polling districts, including a full public consultation

Review of UK Parliamentary Boundaries

A review of UK Parliamentary boundaries will take place in 2023 across the UK to ensure that constituencies contain similar numbers of eligible voters and borders are aligned with those of local government as far as possible. In the past, boundaries were reviewed every five years. However, the Parliamentary Constituencies Act 2020 increased this to every eight years from 2023 onwards.

In order to increase the electorate of the West Dunbartonshire County Constituency boundary to meet the new minimum requirements set by the Commission, it has been proposed that the boundary be expanded to include additional electors from the Glasgow City area. This will involve identifying suitable polling place(s) for additional electors from the Glasgow area and plan for general increase in electorate and postal voters.

Action: Identify suitable polling place and plan for increase in electorate and postal voters

Elections Act 2022

The Elections Act 2022 made changes to the UK electoral system in terms of the security, accessibility and transparency of elections and campaigning. It applies to UK Parliamentary elections and includes the requirement for voters to show photo ID at polling stations and additional support for people with disabilities to make voting easier. The changes introduced will need to be well planned and in place for the UK Parliamentary election in 2024.

Action: Implement the requirements of the Elections Act 2022

Legal and Planning Support to the New Affordable Housing Programme

The Council has undertaken an ambitious programme to develop hundreds of new affordable homes for rent by the end of 2023/24. This programme will make a significant contribution towards meeting currently unmet housing demand, halt population decline and promote West Dunbartonshire as a place to live. This is complemented by legal support for the Council's Buy Back Scheme, where former Council properties sold under the Right to Buy are purchased by the Council.

The New Affordable Housing Programme will continue to be supported by Legal Services in the form of contractual and conveyancing advice and support. Planning Services will continue to support the provision of quality affordable housing, adopting a place–based approach through engaging in pre application advice, with support from the Placemaking Co-ordinator and the Place and Design Panel, and identifying new opportunities with the use of 20 minute neighbourhood mapping tool.

Action: Provide further legal and planning support for the delivery of the new affordable housing programme

District Heating Network

The District Heating Network provides low carbon heating and cooling solutions to the Queens Quay regeneration site. It aims to significantly reduce fuel poverty and deprivation within some of the poorer neighbourhoods of West Dunbartonshire and, crucially, contribute to key climate change targets. As the District Heating Network matures, it is anticipated that new customer and expansion opportunities will arise.

Legal services will negotiate heat supply agreements and network expansion agreements with customers and suppliers as the expansion progresses. In particular, along with Economic Development, we would expect to progress agreements with West College Scotland, Clydebank Health & Care Centre and subject to agreement of Scottish Government funding, NHS Golden Jubilee.

Action: Provide legal services to the Council and West Dunbartonshire Energy LLP in relation to heat supply agreements and network supply contracts

Legal Services Recruitment and Redesign

Legal Services will require to recruit a new Legal Services Manager and implement a new structure within the Legal Services Section reflecting the removal of one Section Head post under March 2023 Management Adjustment..

Action: Recruit Legal Services Manager and implement new structure

National Care Service

An independent review of adult social care, published in February 2021, recommended the creation of a National Care Service to deliver social care in Scotland. This was followed by a public consultation by the Scottish Government on creating a more comprehensive community health and social care service that supports people of all ages. Feedback from the consultation has informed legislation, with a National Care Service anticipated by 2026.

Legal Services will continue to provide advice, guidance and support in any arrangements associated with the transition to a national care service.

Action: Provide legal advice, guidance and support on the emerging National Care Service

West Dunbartonshire Licensing Board Statement of Licensing Policy

West Dunbartonshire Licensing Board is responsible for regulating the sale of alcohol in West Dunbartonshire. The Board must consult on and agree a new Statement of Licensing Policy (including an assessment of overprovision) by November 2023. This Policy will set out the Board's expectations when considering grant and variation applications for premises licences, for example, licensed hours and what areas of West Dunbartonshire are overprovided for in terms of licensed premises.

The Board has recently concluded a pre-consultation exercise that will inform what particular areas of its Policy will be reviewed and what localities within West Dunbartonshire are overprovided for in terms of licensed premises. Once the Board agrees areas for review and localities of overprovision, it will consult on proposals with the public and stakeholders. The new Policy will give confidence to the public and businesses by setting out what the Board's expectations are when exercising its functions.

Action: Consult and agree a new Statement of Licensing Policy

Sale of Nicotine Vapour Products (Vapes) to Underage Children

Vapes were originally introduced as a smoking cessation device, a safer alternative to traditional tobacco for adults. They carry the same age restriction for purchase as tobacco of 18 years or over. The introduction of flavoured Vapes with bright colours and child-appealing flavours has led to a growing trend of underage young people purchasing them for their own use.

In West Dunbartonshire, complaints have been received from concerned parents, teachers and local residents about shops selling Vapes to underage children. The health implications for young people are complex and still not fully known but most Vapes contain nicotine which is highly addictive. In addition, the sale of Vapes often leads to anti-social behaviour as young people gather at shops willing to sell to them, an issue that is replicated across the country.

The Council has 38 premises registered to sell Vapes and 84 selling both tobacco and Vapes. Complaints and intelligence logs will be analysed to identify premises which sell Vapes to underage children and integrity testing carried out where required. In addition, all intelligence relating to the sale of illicit tobacco will be compiled to identify premises which require action.

Action: Identify premises which sell Vapes to underage children and conduct integrity testing where required

Accurate Measurement of Goods for Sale

The accurate measurement of goods for sale is at the heart of Trading Standards work. When households are struggling with the rising cost of living, it is particularly important that they are not also suffering consumer detriment as a result of short measurement.

Short measures means consumers don’t get what they pay for, which in turn has an effect on compliant businesses, making it difficult for consumers to accurately compare prices to get the best deal. Ultimately, it leads to poor consumer confidence. West Dunbartonshire is an area of high deprivation and it’s important that we do all we can to empower consumers, ensuring a fair market place that allows them to make confident, well informed choices.

To achieve this, officers will undertake a series of routine weight checks in a variety of retail premises, sharing the results with other Scottish Authorities to build a picture of the market as a whole. Specific regard will be given to every day food items and ‘high’ value necessities such as heating fuel and petroleum.

Action: Undertake proactive weights and measures work in a variety of retail premises, with a specific focus on every day food and necessities such as heating fuel and petroleum

Scottish Marine Technology Park (SMTP)

The Scottish Marine Technology Park will provide a unique environment for world-leading innovators in the marine industry to co-locate and collaborate to reinvigorate shipbuilding and renewable industries on the banks of the River Clyde, bringing hundreds of new, high-quality jobs to the local area.

Developed by the Malin Group in partnership with West Dunbartonshire Council, the Scottish Government and the private sector, work has commenced at the site including early stage remediation works and a flood compensatory storage pond.

In order to deliver these early phases, Legal Services will negotiate a funding agreement compliant with the Subsidy Control Act 2022, which will secure the Council's agreed £2m investment and provide for the construction of vital infrastructure and the sharing of income by the site's owners.

Action: Lead on negotiation and documentation of the development agreement for Scottish Marine Technology Park

20 Minute Mapping Tool

The new 20 Minute Mapping tool that we have implemented takes advantage of rapidly evolving data technology to provide better service delivery. It provides an evidenced way of understanding our residents access to critical services using the available walking and wheeling network. As such, the tool will seek to support multiple services to inform better decision making in accordance with this key national policy. It will also play a critical part in supporting the development and delivery of a new Local Development Plan, ensuring that proposed new development supports this spatial concept and in turn our communities as well as other service areas. Beyond a focus at a local level, the tool will be used to inform research across the city region, supported by partners within Clydeplan and other local councils. The aspiration is to introduce a consistent baseline measurement of service access to ensure a clear and coherent strategy across the region.

Action: Develop the 20 minute mapping tool for use at both local and regional levels

Reimagining the Antonine Wall

This Project has brought together five local authorities with Historic Environment Scotland to increase awareness, understanding and engagement with the Antonine Wall World Heritage Site and to better connect communities and visitors to the Wall. The project has been immensely successful in raising the profile of the Wall due to the creation of new and interesting attractions in areas that were harder to understand and appreciate and had little interpretive content to attract visitors other than those with a particular interest in Roman heritage. Sculptures, distance stones, murals and play parks in particular, are helping less traditional audiences to actively engage with, explore and understand the heritage of the Wall and the Roman occupation of Scotland. The first phase of the Project was completed in March 2023, with work commencing on the second phase, 'Reimagining the Antonine Wall', which will explore regeneration, reinterpretation, access, and commercial opportunities and improved visitor offers at key locations. It will also look at properties currently on the Buildings at Risk Register and potential targeted development for the 5 partner local authority areas (West Dunbartonshire Council is the host authority for the project/s). The Project Manager will be scoping out Phase 2 in 2023/24 and identifying funding sources.

Action: Develop the Reimagining the Antonine Wall project

Shaping Places for Wellbeing Programme

The Shaping Places for Wellbeing Programme is a delivery partnership between the Improvement Service and Public Health Scotland, funded and supported by the Health Foundation and Scottish Government with the support of COSLA. Clydebank is one of 6 pilot community areas selected with the ambition of improving wellbeing and reducing inequalities. Planning and the Health & Social Care Partnership (HSCP) are working together with a Project Officer and Community Lead from the Programme and officers from Public Health Scotland. Information derived from the pilot will influence spatial policies, land use, future projects and funding allocation. The Project Officer and Community Lead are contributing to the Open Space Strategy and key Council documents such as Clydebank Development Framework and HSCP Strategic Plan.

Action: Implement the focus on health and wellbeing and reduction of inequalities outcomes in the Open Space Strategy and key Council documents

Full IDOX Electronic Document Management System

Planning and Building Standards strive to continuously improve service quality and performance and, like most Scottish local authorities, we are on a digital transformation journey to support this.

Moving in line with all other 31 local authorities, a business case is being prepared to move from our current system to full IDOX electronic document management. This involves working very closely with ICT and setting up a Project Board to progress implementation. A recent Fit for Future service review has highlighted that this will streamline our processes, save time and in turn increase our performance, bring savings and improve customer delivery and satisfaction. This will work together with the Scottish Government Digital Planning Programme.

Action: Complete business case and seek Council capital funding for IDOX Electronic Document Management System for Planning & Business Standards

New Development Planning System

Work will commence on the Council's next Local Development Plan (LDP3) in 2023/24. This will be a new style plan following the development planning provisions of the Planning (Scotland) Act 2019 coming into effect. Associated with the preparation of LDP will be the preparation of an open space strategy and play sufficiency assessment. The open space strategy process involves an audit of all relevant open spaces within the authority area, an assessment of current and future requirements, and the preparation of a strategy including policies about the development, maintenance and use of open spaces. The play sufficiency assessment is to include statements relating to the quality, quantity and accessibility of play opportunities in the planning authority area. The Planning Service will also invite and support communities to prepare local place plans, which relate to the development or use of land, and may also identify land and buildings that the community body considers to be of particular significance to the local area.

Action: Commence work on Local Development Plan 3, Open Space Strategy, Play Sufficiency Assessment and Local Place Plans.

Supporting the Homes for Ukraine Scheme

The Homes for Ukraine scheme, set up by the UK government in March 2022, allows hosts to sponsor people fleeing from the conflict by offering them accommodation. The Scottish Government's Super Sponsor Scheme, which acts alongside Homes for

Ukraine, removes the need for applicants to be matched to a host before they are permitted to travel to Scotland, with applicants matched via a public sector matching service upon arrival.

As part of the process, local authorities are required to undertake a number of checks including person checks, identity checks, safe guarding checks and property inspection checks. This work is undertaken jointly with a number of Council services, with Environmental Health responsible for inspecting host properties to ensure they meet minimum safety and habitation standards. Inspections were carried out in 60 properties in 2022/23 and this work will continue in 2023/24 as the Scottish Government launched its rebranded Offers of Accommodation Scheme in November 2022 to identify further hosts willing to accommodate refugees.

Action: Conduct property inspections of host properties identified through the Offers of Accommodation Scheme (Homes for Ukraine)

Food Law: Official Control Verification

In order to ensure consistency in the application of food law, Scottish Local Authorities developed an enhanced system for official food control interventions based on the principles of Official Control Verification (OCV). This applies to specific food manufacturing premises of which there are several within West Dunbartonshire. The OCV guidance provides a framework to ensure a methodical and consistent approach that meets the legislative requirements and secures a high level of public health protection and protects the reputation of food businesses. This new approach will be implemented in all local Approved Establishments in 2023/24.

Action: Undertake official food control inspections of six local food manufacturing premises in line with the new OCV guidance

Action Plan

The challenges identified in Section 2 and the key factors identified in Section 3 have informed Regulatory & Regeneration priorities for 2023/24. Appendix 1 sets out the action plan to address them. It also includes:

- performance indicators that will enable progress to be monitored and reported to stakeholders;
- strategic workforce actions to address workforce issues identified in the planning process; and
- strategic and/or service risks.

In relation to the latter, strategic risks represent the potential for the Council to take advantage of opportunities or fail to meet stated strategic objectives and those that require strategic leadership. Service risks relate to service delivery and represent the potential for impact on individual services, or the experience of those who work within the services, i.e. employees, partners, contractors and volunteers or service users and clients in receipt of the services provided. In identifying the relevant risks for 2023/24 and actions to mitigate them, we aim to improve or maintain the current position (i.e. the current risk score) set out in the appendix.

4. Resources

Finance

Regulatory & Regeneration has a net revenue budget of £3.196m and a capital budget of £0.079m in 2023/24. A breakdown by service area is set out below. We will make the best use of the resources available to deliver on key priority areas and secure external/match funding where this is possible.

Service Area (Figures subject to ongoing verification)	Gross Expenditure 2023/24 (£m)	Gross Income 2023/24 (£m)	Net Expenditure 2023/24 (£m)	Capital Budget 2023/24 (£m)
Democratic & Registration	0.948	0.121	0.827	0.000
Environmental Health	1.120	0.375	0.744	0.000
Licensing	0.317	0.467	-0.149	0.000
Legal Services & Trading Standards	1.030	0.191	0.839	0.033
Building & Planning	1.363	0.615	0.748	0.000
Economic Development	1.391	1.204	0.187	0.046
Total	**6.169**	**2.973**	**3.196**	**0.079**

Employees

Employee Numbers

The headcount and full time equivalent (FTE) staff in each service area (as of 31st March 2023) are as follows:

Regulatory and Regeneration	Headcount	FTE
Democratic Services	26	21.86
Economic Development	20	17.94
Legal Services	23	22.01
Planning, Building Control	44	41.80
Regulatory Management	2	2.00
TOTAL	115	105.61

Absence

The 2022/23 quarterly absence figures for Regulatory & Regeneration are shown below together with the Council average for the same periods for comparison. Absence was significantly lower that the Council average throughout 2022/23:

Absence in 2022/23	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual FTE days lost per FTE employee
Regulatory & Regeneration	1.69	1.52	1.68	0.73	5.06
COUNCIL WIDE TOTAL	3.86	3.28	4.42	4.02	14.00

Appendix 1: Action Plan

P	Our communities

Ob	Our residents health and wellbeing remains a priority

Performance Indicator	2023/24 Target	Owner
% of air quality monitoring stations complying with the national objective for nitrogen dioxide at the nearest building façades of residential properties , schools, hospitals and care homes (40ug/m3 NO2)	100%	Mark Walsh
Percentage of highest priority pest control service requests responded to within 2 working days	95%	John Stevenson
Percentage of service users (businesses) very satisfied or fairly satisfied with the service they received from environmental health	95%	Eilidh Paton
Percentage of service users (citizens) satisfied or very satisfied with the service they received from environmental health	85%	John Stevenson
Total annual redress won for consumers by Trading Standards Group (£)	N/A	Annemarie Clelland
Food Law: Percentage of food businesses in the highest risk category (1 to 6 monthly inspections by Food & Business Group) that were inspected on time	100%	Eilidh Paton
Food Law: Percentage of food businesses in the high risk category (12 monthly inspections by Food & Business Group) that were inspected on time	80%	Eilidh Paton
Number of reports of bogus/cold callers	N/A	Annemarie Clelland

Action	Due Date	Owner
Implement the focus on health and wellbeing and reduction of inequalities outcomes into the Open Space Strategy and key Council documents	31-Mar-2024	Pamela Clifford

Action	Due Date	Owner
Conduct property inspections of host properties identified through the Offers of Accommodation Scheme (Homes for Ukraine)	31-Mar-2024	John Stevenson
Undertake official food control inspections of six local food manufacturing premises in line with the new Official Control Verification guidance	31-Mar-2024	Eilidh Paton
Identify premises which sell Vapes to underage children and conduct integrity testing where required	31-Mar-2024	Annemarie Clelland
Undertake proactive weights and measures work in a variety of retail premises, with a specific focus on every day food and necessities such as heating fuel and petroleum	31-Mar-2024	Annemarie Clelland
Consult and agree a new Statement of Licensing Policy	30-Nov-2023	Michael McDougall

P	Our Environment

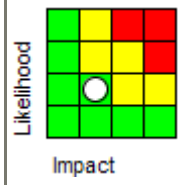
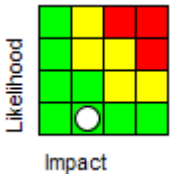
Ob	Our local environment is protected, enhanced and valued

Performance Indicator	2023/24 Target	Owner
Air Quality: PM10 Concentration	18	Mark Walsh

Ob	Our resources are used in an environmentally sustainable way

Performance Indicator	2023/24 Target	Owner
Tonnage of carbon dioxide emissions from Council operations and assets	20,495	Gillian McNamara

Action	Due Date	Owner
Co-ordinate, monitor and report the progress of the Council's Climate Change Action Plan for 2023/24	31-Mar-2024	Gillian McNamara
Develop a Local Heat and Energy Efficiency Strategy	31-Dec-2023	Gillian McNamara

Risk	Description	Current Assessment	Target Assessment	Owner
Inability to reduce carbon footprint in line with targets	The risk that the Council will be unable to achieve net zero emissions by 2045, both in relation to mitigating carbon emissions and adapting to the impacts of climate change. Net zero refers to achieving an overall balance between emissions produced and emissions taken out of the atmosphere. This target has been developed in a way that mirrors the emission reduction trajectory set by the Scottish Government in light of the Climate Emergency.			Gillian McNamara

Ob	Our neighbourhoods are sustainable and attractive

Performance Indicator	2023/24 Target	Owner
Percentage of private landlord applications administered and processed within 21 days	95%	John Stevenson

Action	Due Date	Owner
Promote the next phase of Queens Quay Housing	31-Mar-2024	Pamela Clifford; Gillian McNamara

Action	Due Date	Owner
Provide further legal and planning support in relation to the delivery of the new affordable housing programme	31-Mar-2024	Alan Douglas

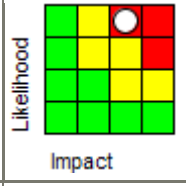
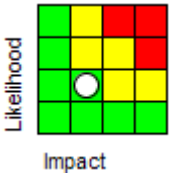
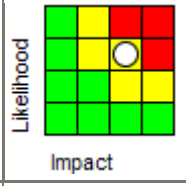
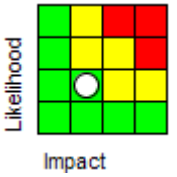
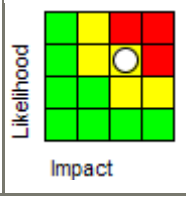
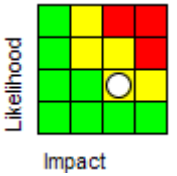
P	Our Economy

Ob	Our area has the infrastructure for sustainable and inclusive growth where businesses can flourish

Performance Indicator	2023/24 Target	Owner
Number of businesses given advice and assistance to start up through Business Gateway	200	Gillian Scholes
Number of business gateway start-ups per 10,000 population	21.98	Gillian Scholes
Proportion of properties receiving superfast broadband	100%	Gillian Scholes
Immediately available employment land as a % of total land allocated for employment purposes	40	Alan Williamson

Action	Due Date	Owner
Produce, implement, monitor and report the progress of the 2023/24 Economic Development action plan	31-Mar-2024	Gillian McNamara
Deliver key regeneration sites across West Dunbartonshire	31-Mar-2024	Gillian McNamara
Ensure regenerations sites are progressed to enable high quality development to be achieved on the ground	31-Mar-2024	Pamela Clifford
Monitor the development of the key regeneration sites to ensure they comply with the approved consent	31-Mar-2024	Pamela Clifford
Explore commercial opportunities in our town centres and wider regeneration sites	31-Mar-2024	Gillian McNamara; Magda Swider

Action	Due Date	Owner
Support town centre revitalisation	31-Mar-2024	Gillian McNamara; Magda Swider
Lead on negotiation and documentation of the development agreement for Scottish Marine Technology Park	31-Mar-2024	Alan Douglas
Develop and implement business support interventions through the UK Shared Prosperity Fund	31-Mar-2024	Gillian Scholes

Risk	Description	Current Assessment	Target Assessment	Owner
Affordability of the Exxon City Deal Project	There is a risk that the affordability of delivering the City Deal Exxon project is beyond the resources being made available from Glasgow City Region City Deal.			Gillian McNamara
Failure to deliver Queens Quay Masterplan	Following completion of Council investment there is a risk the housing plot sales do not materialise in the next 3-7 years, with implications for the return on investment and the business case for the District Heating Network.			Pamela Clifford; Gillian McNamara
Inability to meet demands of Council to progress regeneration projects within desired timescales	The number and complexity of regeneration projects is putting considerable strain on the resources available which can be exacerbated by delays out with the control of the service and when pinch points on different projects occur at roughly the same time.			Pamela Clifford; Alan Douglas; Gillian McNamara

P	Our Council

Ob	Our workforce is resilient and skilled where digital technology supports service delivery for our residents

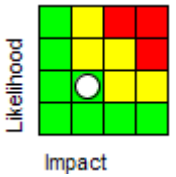
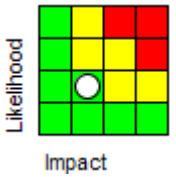
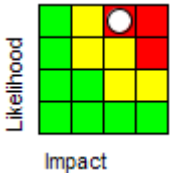
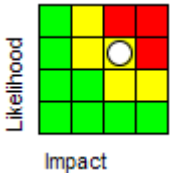
Action	Due Date	Owner
Develop and implement wellbeing, employee engagement, equality and training plans to enable capabilities, improved resilience and promotion of a diverse workforce.	31-Mar-2024	Management Team
Develop and implement employee life cycle plans in line with the People First Strategy to attract and retain the workforce.	31-Mar-2024	Management Team
Implement service review process including role design, use of new technology and new ways of working to add resilience, address gaps, and establish opportunities for efficiencies	31-Mar-2024	Management Team
Develop and implement training plans and development opportunities to improve capabilities and resilience within the workforce.	31-Mar-2024	Management Team

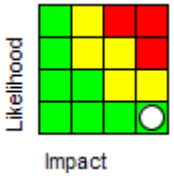
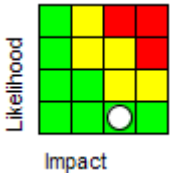
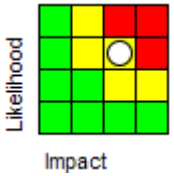
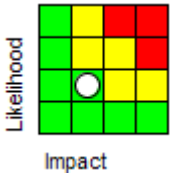
Ob	Our Council is adaptable and focused on delivering best value for our residents

Performance Indicator	2023/24 Target	Owner
Planning applications (major developments) - average number of weeks to decision	16	Pamela Clifford
Planning applications (householder) - average number of weeks to decision	8	Pamela Clifford
Planning applications (local development, excluding householder) - average number of weeks to decision	12	Pamela Clifford
Percentage of Environmental Health service requests from citizens first responded to within 2 working days	90%	John Stevenson
Percentage of building warrant applications responded to within 20 working days	85%	Judi Ferguson

Action	Due Date	Owner
Re-design the Registration Service in light of impact of savings proposals and identify suitable accommodation to relocate	31-Mar-2024	George Hawthorn

Action	Due Date	Owner
Provide legal services to the Council and West Dunbartonshire Energy LLP in relation to heat supply agreements and network supply contracts	31-Mar-2024	Alan Douglas
Provide legal advice, guidance and support on the emerging National Care Service	31-Mar-2024	Alan Douglas
Develop the 20 minute mapping tool for use at both local and regional levels	31-Mar-2024	Pamela Clifford
Develop the Reimagining the Antonine Wall project	31-Mar-2024	Pamela Clifford
Complete business case and seek Council capital funding for IDOX Electronic Document Management System for Planning & Business Standards	31-Mar-2024	Pamela Clifford
Commence work on Local Development Plan 3, Open Space Strategy, Play Sufficiency Assessment and Local Place Plans	31-Mar-2024	Pamela Clifford

Risk	Description	Current Assessment	Target Assessment	Owner
Failure to monitor and enforce regulatory areas with public risk	The Council fails to comply with statutory regulatory duties in respect of environmental health, trading standards and licensing laws			Annemarie Clelland; Michael McDougall; John Stevenson
Income for services continues to be dramatically reduced as a result of the COVID-19 pandemic and subsequent cost of living crisis.	Relates to registration, licensing, planning and building control which have been impacted as a result of the COVID-19 pandemic and the cost of living crisis.			Alan Douglas

Risk	Description	Current Assessment	Target Assessment	Owner
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	There is a national shortage of qualified staff in Environmental Health, across Scotland. This impacts on West Dunbartonshire Council. Vacancy levels at WDC might impact on our ability to respond to emergencies.			John Stevenson
Inability to recruit successfully to enable performance to be maintained	There is a current issue with recruitment of qualified staff in various parts of the service.			Pamela Clifford; John Stevenson

Ob	Our residents are engaged and empowered

Performance Indicator	2023/24 Target	Owner
Percentage of Council and Committee minutes produced within 3 clear working days of the meeting	98%	Carol-Ann Burns
Percentage of committee agendas published within standing order timescales	99%	Carol-Ann Burns

Action	Due Date	Owner
Conduct statutory review of polling places and polling districts, including full public consultation on the proposals	31-Mar-2024	George Hawthorn
Identify suitable polling place and plan for increase in electorate and postal voters following the review of UK Parliamentary boundaries	31-Mar-2024	George Hawthorn
Implement the requirements of the Elections Act 2022	31-Mar-2024	George Hawthorn

WEST DUNBARTONSHIRE COUNCIL

Report by Chief Officer - Resources

Committee: Corporate Services Committee 24 May 2023

Subject: Resources Delivery Plan 2022/23 - Year-end Progress & Resources Delivery Plan 2023/24

1 Purpose

1.1 This report sets out the year-end progress of the 2022/23 Delivery Plan and presents the new Delivery Plan for 2023/24.

2 Recommendations

2.1 It is recommended that Committee notes the progress achieved at year-end and the new plan for 2023/24.

3 Background

3.1 In line with the Strategic Planning & Performance Framework, each Chief Officer develops an annual Delivery Plan which sets out actions to help deliver the Strategic Plan and address the performance challenges and service priorities identified in the planning process. The Plan also provides an overview of services and resources, including employees and budgets, sets out the performance indicators (PIs) for monitoring progress and considers the relevant risks.

4 Main Issues

2022/23 Year-end Performance

4.1 **T**he 2022/23 Delivery Plan was presented to Corporate Services Committee on 2 November 2022 and interim progress reported on 1 February 2023.

4.2 Full details of year-end progress are set out in Appendix 1.

4.3 Of the 17 actions due to be completed by 31 March, 11 were completed as planned, two were cancelled and four are outstanding. The latter relate to the following and will be carried forward and completed in 2023/24:

- Develop and implement employee life cycle plans in line with the People First Strategy to attract and retain the workforce - 70% complete
- Maximise automation opportunities across the organisation to improve efficiency - 40% complete
- Develop and provide financial services to West Dunbartonshire Energy Limited – 25% complete
- Review reconciliations and VAT processes for automation and implement those identified as appropriate – 60% complete

4.4 Data is available for seven of the 17 PIs set out in the plan. Of these, five met or exceeded targets and two narrowly missed targets.

4.5 Four of the seven PIs improved over the previous year (as shown in the short trend column in Appendix 1) with three performing similarly over the longer term (long trend column).

4.6 The full set of PIs will be reported through the Council's annual performance reporting process once all data becomes available.

2023/24 Delivery Plan

4.7 The 2023/24 Delivery Plan is set out at Appendix 2.

4.8 Key priorities include:

- delivering sustainable, quality services within the context of significant financial challenges
- responding to the reduction in resources by reviewing and prioritising workloads
- responding to a change to the Accounting Code of Practice in relation to leasing
- supporting the development of the business case for a further extension of the district heating network across commercial and residential sites and strengthening financial processes and controls
- reviewing the capital programme's monitoring and reporting procedures
- addressing the negative impact of wider economic factors on rent arrears, Council Tax collection and corporate debt
- automating Council processes
- reviewing the Council's Support Services Model.

4.9 Implementation of the Plan will be monitored by the management team with mid-year and year-end progress reported to Corporate Services Committee around November 2023 and May 2024 respectively.

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 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 and approved.

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 plans were developed through consultation with officers from the strategic service areas.

10 Strategic Assessment

10.1 The delivery plans set out actions to support the successful delivery of the strategic priorities and objectives of the Council.

Chief Officer: **Laurence Slavin**
Service Area: **Resources**
Date: **28 April 2023**

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

Appendices: Appendix 1: Resources Delivery Plan 2022/23 - Year-end Progress
Appendix 2: Resources Delivery Plan 2023/24

Background Papers: Resources Delivery Plan 2022/23 - Corporate Services Committee, 2 November 2022
Resources Delivery Plan 2022/23 Interim Progress - Corporate Services Committee, 1 February 2023

Strategic Planning & Performance Framework 2022/27

Wards Affected: All

Appendix 1: Resources Delivery Plan 2022/23 - Year-end Progress

P	Our Economy

Ob	Our area has the infrastructure for sustainable and inclusive growth where businesses can flourish

Performance Indicator	2021/22	2022/23						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
Number of invoices paid within 30 calendar days of receipt as a percentage of all invoices paid	91.5%		88.77%	91%			Target narrowly missed due to service delays in processing invoices. This can include where suppliers have failed to provide full goods/service to the standards required and services require to delay payment until resolved. Services will be reminded of the importance of timeous processing as well as the use of our alternative processing methods such as Corporate Purchase Card to improve payment timescales.	Stella Kinloch

Ob	Our partnerships support economic development to deliver increased prosperity for our area

Performance Indicator	2021/22	2022/23						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
Time for processing applications for new Housing Benefits claims from application receipt date to the day the claim is decided	24		22	23			Targets met despite the increased workload due to the impact of cost of living on residents resulting in a significant increase in change of circumstances and discretionary hardship payments being made to assist.	Ryan Chalmers
Time for processing applications for notifications of changes of circumstances for Housing Benefits from the application receipt date to the day the claim is decided	2.9		3.1	5				Ryan Chalmers

P	Our Council

Ob	Our workforce is resilient and skilled where digital technology supports service delivery for our residents

Action	Status	Progress	Due Date	Note	Owner
Develop and implement wellbeing, employee engagement, equality and training plans to enable		100%	31-Mar-2023	Across the service, regular team meetings and 'Be-the Best conversations, have taken place throughout 2022/23 as has engagement using 'Trickle'. A new Finance Manager was appointed in March 2023 and the	Management Team

Action	Status	Progress	Due Date	Note	Owner
capabilities, improved resilience and promotion of a diverse workforce.				Resources Management Team meetings have been extended in terms of invited participants to extend employee engagement more widely. A further review will be carried out of employee engagement within Finance in 23/24 as the new Finance Manager becomes more familiar with the team and its structure. Furthermore the Chief Officer and three Service Heads met with their HR Business Partner in March 2023 to discuss further actions which will be progressed in 2023/24 to support the delivery of this action. The Chief Officer is actively supportive of fully flexible working arrangements to support the workforce to maintain a healthy work-life balance. Staff are consulted ahead of major operational and/or process related changes to explain clearly the rationale for the change.	
Develop and implement employee life cycle plans in line with the People First Strategy to attract and retain the workforce.		70%	31-Mar-2023	A review of the Finance structure was put on hold due to a new Finance Manager being appointed but not in post. The new Finance Manager started in March 2023 and the review has been rescheduled for 2023/24 to allow new appointee time to review current arrangements. Across the service, the establishment has been considered as part of activity to deliver an effective service and identify efficiencies in order to deliver a balanced 2023/24 revenue budget.	Management Team
Implement service review process including role design, use of new technology and new ways of working to add resilience, address gaps, and		0%	31-Mar-2023	This is considered in all areas of Resources on an ongoing basis. A review of the Finance structure is currently on hold following the appointment of a new Finance Manager in March 2023. Review rescheduled until 2023/24 to allow new manager time to review current arrangements.	Management Team

Action	Status	Progress	Due Date	Note	Owner
establish opportunities for efficiencies					
Develop and implement training plans and development opportunities to improve capabilities and resilience within the workforce.		100%	31-Mar-2023	This is on-going in all areas of Resources. Within Finance, the resignation of the Council's Finance Manager has provided an opportunity to reconsider the allocation of responsibilities across the Finance Team. This includes a focus on providing development opportunities, training and building resilience as we look further ahead to the possibility of multiple retirements in the next 3 to 5 years. This will be developed further in 2023/24 now that the new Finance Manager is in post. The Chief Officer and three Service Heads met with their HR Business Partner in March 2023 to discuss further actions which will be progressed in 2023/24 to support the delivery of this action.	Management Team

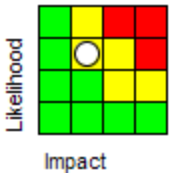
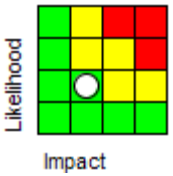
Ob	Our Council is adaptable and focused on delivering best value for our residents

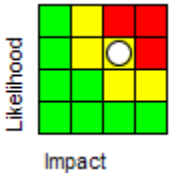
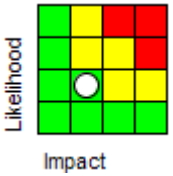
Performance Indicator	2021/22	2022/23						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
Value of outstanding sundry debt as a percentage of total that is more than 90 days old from date of invoice	76.5%	2022/23 data available in June.						Ryan Chalmers

Performance Indicator	2021/22	2022/23						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
Percentage of corporate fraud savings target achieved	114%		102%	100%			Delivered actual savings and re-billings of £255,563 against an annual target of £250,000 through the Corporate Fraud Team.	Andi Priestman
Current tenants' arrears as a percentage of total rent due %	11.16%		10.4%	11.5%			Target met despite the significant impact of the cost of living on tenants. Following the Corporate Debt policy ensures tenants are contacted as soon as arrears begin and provided with the required support and assistance to manage this. We have seen a significant increase in tenants requiring support and assistance with many long term arrangements set up for review later in 2023/24. The Cost of Living (Tenant Protection) (Scotland) Act 2022 provides protection for tenants. Unfortunately there are tenants who fail to engage and due to this and the level of arrears, court action would be the next step in our process. However, we are unable to consider this until arrears reach £2,250 which is impacting on our rent collection process and level of arrears.	Ryan Chalmers
Rent collected as a % of total rent due	98.39%	2022/23 data available in June.						Ryan Chalmers

Performance Indicator	2021/22	2022/23						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year	9.24%	2022/23 data available in June.						Ryan Chalmers
Percentage of income due from council tax received by the end of the year %	94.53%		94.83%	94.8%			Target met despite the impact of cost on living on citizens. Collection rate improved due to the £150 cost of living payments which were allocated to the accounts in April 2023 thereby reducing the payments citizens were due to make. For those citizens who did not fully pay, the collection would be improved by this payment made to their account, as it may not have been received. Council Tax collection slowed in quarter 4 of 2022/23 and unfortunately the cost of living impact it is likely to continue in 2023/24 which will continue to impact on collection rates.	Ryan Chalmers
Cost of collecting council tax per dwelling £	£5.85	2022/23 data available in June.						Ryan Chalmers
Support services as a % of total gross expenditure	3.42%	2022/23 data available in June.						Adrian Gray
Income generated as a % of total revenue budget	10.43%	2022/23 data available in June.						Laurence Slavin

Action	Status	Progress	Due Date	Note	Owner
Review ways of decreasing corporate debt through continued improvements to debt collection processes in relation to sundry, NDR, Council Tax and rent		100%	31-Mar-2023	Reviews completed in relation to the rent collection processes between Housing and Corporate Debt, the Universal Credit/Alternative Payment Arrangements process with the Department for Work and Pensions, and the debt recovery process and the impact of cost living increases. All have resulted in improvements to systems and processes. In addition, informal benchmarking has been completed which confirmed our processes are robust, efficient and effective at collections whilst being value for money.	Ryan Chalmers
Review ways to improve rent collection rates in conjunction with Housing and W4U		100%	31-Mar-2023	The Universal Credit/Alternative Payment Arrangements process with the Department for Work and Pensions has been reviewed to ensure rental income is maximised, including automating UC payments.	Ryan Chalmers; Stefan Kristmanns
Maximise automation opportunities across the organisation to improve efficiency		40%	31-Mar-2023	The three milestones - Refunds, Pension notification and Building Services automation have had to be carried into 2023/24 due to some technical challenges and reduction in the capacity within the automation Team.	Arun Menon

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
Debt is not recovered efficiently or effectively, with inherent risk of financial loss	The processes deployed in collection of monies owed to the Council are inefficient and ineffective resulting in money not collected on time or having to be written off.			13-Apr-2023	Effectively implement the Corporate Debt Policy and ensure income maximisation in collaboration with W4U. Improvements to automation of collecting debt to be implemented.	Ryan Chalmers

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
Increase in the level of rent arrears due to the level of Welfare Reform changes and general state of economy	The Council sees an increase in its level of rent arrears due to lower disposable income and national changes to the national benefits regime and the ongoing economic position			13-Apr-2023	The risk of an increase in rent arrears is due to the current cost of living that's linked to increasing energy costs, food costs and inflation. Financial support and advice is provided to those impacted by the cost of living with arrangements being reviewed as appropriate.	Ryan Chalmers

Ob	Our residents are engaged and empowered

Performance Indicator	2021/22	2022/23						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
% of council resources directed by communities	0.11%	2022/23 data available at the end of August 2023 when it is submitted to Scottish Government.						Laurence Slavin; Clare English; Elaine Troup

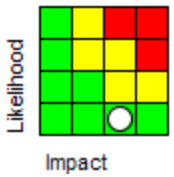
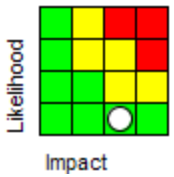
Ob	Strong financial governance and sustainable budget management (Service Objective)

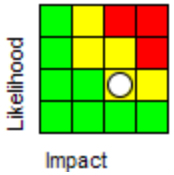
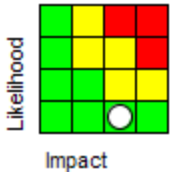
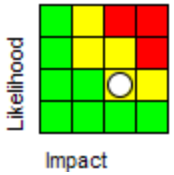
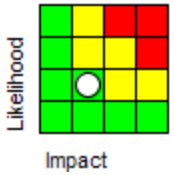
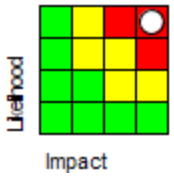
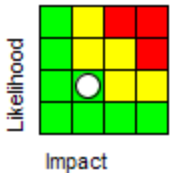
Performance Indicator	2021/22	2022/23						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
Amount of free reserves as a percentage of the prudential reserve target - HRA	100%	2022/23 data available in June.						Laurence Slavin
Amount of free reserves as a percentage of the prudential reserve target - General services	112%	2022/23 data available in June.						Laurence Slavin
Percentage variance to budget projected (General Services budget)	-0.06%	2022/23 data available in June.						Laurence Slavin
Percentage of Audit Plan completed	75%		80%	85%			Two audits have been deferred to 2023/24 audit plan and fieldwork is underway for 6 audits. Fieldwork is complete and reports being prepared for 2 audits and reports have been finalised for 9 audits.	Andi Priestman

Action	Status	Progress	Due Date	Note	Owner
Revise the Code of Good Governance		100%	31-Mar-2023	The Code of Good Governance was reviewed and updated as part of the 2021/22 Annual Governance Statement review.	Andi Priestman

Action	Status	Progress	Due Date	Note	Owner
Ensure continued compliance with the Code of Good Governance during 2022/23		100%	31-Mar-2023	The Code of Good Governance was reviewed for compliance as part of the 2021/22 Annual Governance Statement review.	Andi Priestman
Prepare and submit draft Annual Governance Statement for 2021/22 to the Audit Committee		100%	30-Jun-2022	The Draft Annual Governance Statement for 2021/22 was approved by the Audit Committee in June 2022.	Andi Priestman
Continue to improve and deliver the Assurance Statement for 2021/22 to support the Annual Governance Statement		100%	30-Jun-2022	The Annual Governance Statement was reviewed for best practice as part of the 2021/22 exercise.	Andi Priestman
Complete the Internal Audit & Corporate Fraud Plan 2021/22 and report to Audit Committee as part of the Annual Assurance Statement		100%	31-Aug-2022	The plan for 2021/22 was completed and the Internal Audit Annual Report and Assurance Statement presented to the June 2022 Audit Committee.	Andi Priestman
Implement the change to the Accounting Code of Practice in relation to leasing		25%	31-Mar-2023	The implementation date required by Scottish Government has changed and is now 2024/25. Work did commence in 2022/23, however, including briefing relevant officers on requirements, collecting information required to comply, and procuring software to use for the collation and processing of information. Work will now progress within the new timescale.	Jackie Nicol-Thomson
Develop and provide financial services to West Dunbartonshire Energy Limited		25%	31-Mar-2023	No progress has been made. Technical difficulties with Agresso server are hampering an Agresso upgrade which needs to be completed prior to any further development of the Energy Company client. Finance continue to provide financial services to the Energy Company via the council's ledger.	Adrian Gray; Laurence Slavin

Action	Status	Progress	Due Date	Note	Owner
Review reconciliations and VAT processes for automation and implement those identified as appropriate		60%	31-Mar-2023	While this is still under consideration by the reconciliation, VAT, and automation teams, there has been a reduction in the size of teams and discussions will be required in 2023/24 to determine whether further efficiencies can be delivered via automation and how they will be prioritised against competing automation projects. Any progression of this action in 2023/24 will be part of the wider automation action: Maximise automation opportunities across the organisation to improve efficiency.	Laurence Slavin; Karen Shannon
Review capital programme, monitoring and reporting		100%	31-Mar-2023	The capital programme has been reviewed and a report presented to Council on 21 December 2022. The next phase will review the monitoring and reporting arrangements. This will take place in 2023/24, led by the new Finance Manager.	Laurence Slavin
Review financial arrangements against the CIPFA financial code of practice		100%	30-Sep-2022	The Code was reviewed and passed to external audit for information.	Laurence Slavin

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
Failure to provide assurance of the system of financial controls	Either Internal Audit or External Audit is unable to provide assurances on the Council's financial control environment			13-Apr-2023	2021/22 Audit plan was completed and 2022/23 plan was approved by Audit Committee in June 2022. Regular progress reports are presented to Audit Committee at each cycle.	Andi Priestman

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
Failure to meet statutory deadlines for external returns (including HMRC) and financial statements	Finance Services failing to meet statutory deadlines resulting in lost revenue or penalty costs			15-Mar-2023	The risk assessment remains unchanged. There are a range of controls in place to ensure that the likelihood of this risk occurring remains relatively low.	Laurence Slavin
Financial projections are significantly incorrect	Financial projections for both capital and revenue are significantly incorrect resulting in insufficient reserves being held.			15-Mar-2023	Information on projections are updated on an ongoing basis. However, with the volatility of the economy, inflation and bank interest rates, the figures are changing regularly. The Council's Chief Financial Officer engages regularly with the Directors of Finance across all 32 Scottish Councils to sense check material assumptions in financial forecasts.	Laurence Slavin
Significant financial funding reductions / limitations from Scottish Government	It is expected that the Council will be faced with significant ongoing funding reductions/limited increases from the Scottish Government settlement. This is based on recent settlements, the March 2022 Resource Spending Review which states that Council funding will remain as ‘flat cash’ (at current 2022/23 levels)			15-Mar-2023	Assumptions on future Scottish Government funding are updated regularly and reported to Council periodically throughout the year. It is expected that future Scottish Government funding will be insufficient to pay for current	Laurence Slavin

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
	until 2025/26 with a £100m added in 2026/27 – the real term impact of this (taking inflation into account) for the next four years is a 7% reduction between 2022/23 and 2026/27. This coincides with a period where costs are expected to rise in relation to social care due to an aging population; inflationary increases with RPI at a level not seen since 1991; post-COVID-19 ongoing costs; increases in the cost of borrowing as interest rates increase and pay award pressures linked to inflation. The ongoing population decline of West Dunbartonshire versus the average population for the whole of Scotland leads directly to funding reductions with marginal impact on service delivery cost/need.				levels of service delivery, furthermore it is expected that future local government settlements will be a real terms reduction in local government funding.	

Action Status	
	Cancelled
	Overdue
	Completed

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

Risk Status	
	Alert
	High risk
	Warning
	OK

Appendix 2: Resources Delivery Plan 2023/24

2023/24
DELIVERY PLAN
RESOURCES

Contents

1. Introduction 2
2. Performance Review 2
3. Strategic Assessment 4
4. Resources 8
Appendix 1: Action Plan 10

1. Introduction

Resources comprises Finance, Business Support and Internal Audit & Fraud. It provides accountancy, treasury management, internal audit and fraud, and business support services to the Council and external clients including the West Dunbartonshire Leisure Trust, the Valuation Joint Board, Clydebank Property Company, charities and trusts, and West Dunbartonshire Energy Ltd. Company. In addition, it provides direct services to residents of West Dunbartonshire. It is one of eight strategic areas responsible for delivering the Council's Strategic Plan. Key actions to help achieve that are set out in this Delivery Plan, together with actions to address any performance issues and service priorities identified in the planning process.

Progress against this plan will be monitored and managed by the management team and reported to Corporate Services Committee twice yearly, at mid-year and year-end.

2. Performance Review

The Resources management team completed a detailed review of 2022/23 performance, focusing on:

- 2022/23 Delivery Plan year-end progress
- Local Government Benchmarking Framework (LGBF) comparative data
- Complaints
- Benchmarking within the Audit service.

This review highlighted our key achievements and challenges in 2022/23. These are summarised below.

Key Achievements in 2022/23

Finance

- Completed a number of audited Financial Statements within statutory deadlines, with no qualifications.
- Further progressed financial support to the District Heating Network.
- Continued to deliver service and financial returns to public sector bodies.
- Supported transformation projects within the Council, including the District Heating Network, ongoing development of revised costing models and financial reporting within Housing Maintenance Trading Account.

- Supported the roll out of the Council's Cost of Living Capital Fund.

Business Support

- Processed £2.5m in Free School Meals and hardship payments to families in need.
- Processed £1.3m in clothing grants to parents and carers of 4,497 school pupils.
- Processed £5.5m in cost of living payment to 36,768 residents providing assistance with rising energy costs.
- Processed £2.5m in discretionary housing payments to assist 3,316 vulnerable tenants with housing costs.
- Improved the rent arrears process working in partnership with Housing.
- Increased efficiency by developing and improving automation solutions to process Employee New Start, Sickness Absence, Teachers Pension Notification, Free School Meals, Clothing Grants and Discretionary Housing payments.

Internal Audit & Fraud

- Finalised the 2021/22 annual audit plan and progressed the 2022/23 audit plan.
- Delivered actual savings and re-billings of £255,563 against an annual target of £250,000 through the Corporate Fraud Team.

Key Challenges in 2022/23

Finance

- Reconciling and managing a significant number funding streams mainly due to Scottish Government priorities.
- Worked closely with all services to develop an extensive range of savings options to help deliver a balanced 2023/24 budget.
- The service operated without a Finance Manager for three months due to the resignation of the existing post holder and the need for the new post holder to serve their notice period in their previous role. This created significant pressure at a critical time as it coincided with the announcement of the Council's 2023/24 Local Government Settlement and preparation of the draft 2023/24 budget.
- Providing personal development for staff by allocating new roles to officers resulting in a significant learning curve whilst continuing to provide a quality service to customers.

Business Support

- Level of rent arrears was aggravated by the cost of living crisis.
- Collection of sundry debt was greatly impacted by cost of living crisis which is being managed in line with the Corporate Debt policy and a range of flexible measures.
- Managing levels of service delivery with the levels of budget cuts.

3. Strategic Assessment

The Resources management team completed a strategic assessment to determine the major influences on service delivery and priorities in 2023/24. The key factors are summarised below.

Key Factors

Financial Challenges

The entire public sector is continuing to face significant financial challenges due to a range of factors including inflationary cost increases, rising utility costs and insufficient funding to support the delivery of front line and back office services. The Council are currently faced with an estimated cumulative funding gap in 2024/25 of £9.7m rising to £29.5m by 2027/28. We will continue to monitor the overall financial position of the Council and updates on estimated future budget gaps will be reported to Elected Members throughout 2023/24.

These challenges mean further action is required to balance our budget and protect services for residents. This will mean that within Resources available funding will be reduced over time and we will need to reconfigure how we work, what we do, where we work, and potentially reduce the number of people employed. In this context, we will aim to continue to provide a sustainable, quality service to internal clients and the public.

Budget Sensitivity Analysis

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

Specifically within Resources there were no budgets identified as being more susceptible to fluctuations. However, on a more Council-wide basis, the Council's cost of borrowing is susceptible to fluctuations in the bank interest rate due to the level of the Council's short-term borrowing.

Reduction in Workforce

The savings options agreed to deliver the 2023/24 budget have resulted in a reduction in resources within the Accountancy, Business Support and Audit & Fraud teams. This will require a review of workloads and prioritisation of tasks and responsibilities to ensure quality services are still delivered without placing undue pressures on staff.

In 2023/24, we will review and prioritise workload within Accountancy, Business Support and Audit & Fraud. This will be carried out as part of the wider workforce planning action: Implement service review process including role design, use of new technology and new ways of working to add resilience, address gaps, and establish opportunities for efficiencies

Accounting Code of Practice – Change Regarding Leasing

There has been a change to the Code of Practice on Local Authority Accounting issued by CIPFA (the Chartered Institute of Public Finance & Accountancy) in relation to leasing, which was due to be in place for 1 April 2022 but has subsequently been delayed.

Going forward, this results in a significant change in the way leasing costs are presented within the Financial Statements and within the Treasury Management Strategy. This will require us to gather and analyse a significant amount of corporate-wide information, ensure awareness of the changes for both members and officers and change disclosures in the Financial Statements and Treasury Management Strategy.

In 2023/24, we will continue to gather and analyse information received to ensure we are prepared for the inclusion in the Financial Statements 2024/25.

West Dunbartonshire Energy Limited

The district heating network provides low carbon heating and cooling solutions to the Queens Quay regeneration site. It aims to significantly reduce fuel poverty and deprivation within some of the poorer neighbourhoods of West Dunbartonshire and, crucially, contribute to key climate change targets. West Dunbartonshire Energy Limited, established in 2021, will progress the district heating network at Queens Quay.

There are plans to extend the network across commercial and residential sites over the next few years and there are ongoing discussions with prospective customers and the Scottish Government about funding arrangements for the extensions (both capital and revenue).

In 2023/24, we will continue to support the development of the business case for a further extension of the district heating network across commercial and residential sites and we will strengthen financial processes and controls. This will include creating new financial, banking and VAT processes for West Dunbartonshire Energy Limited within the Council's financial management systems.

Review of Capital Monitoring and Reporting

The Council receives a general capital grant from the Scottish Government each year (approximately £6m). Any spend above this level not funded from other grants, is funded from borrowing. There is extensive monitoring and reporting of the Capital Programme to Council and Service Committees. Whilst it is important that robust monitoring is in place, it needs to be delivered in a way which finds a balance between transparent and effective reporting and not being excessively resource intensive. During 2023/24, we will review the approach to capital programme reporting to ensure it is efficient and effective.

Increased Corporate Debt

Wider economic factors, in particular the cost of living crisis, have impacted on the collection of rent, Council Tax and sundry debt. The Council is finding it more difficult to collect all the money it is owed resulting in increased levels of debt across a range of debt types. In 2023/24, we will:

- continue to review ways of decreasing corporate debt through continued improvements to debt collection processes in relation to sundry, NDR, Council Tax and rent
- continue to review ways to improve rent collection rates in conjunction with Housing and W4U.

Automation of Processes and Information Provision

Staff across the Council are employed in manual processes and information provision, such as processing invoices and updating transactional spreadsheets. Many such processes can be automated, providing benefits such as faster service delivery, improved quality and greater flexibility, as well as enabling staff to refocus on more complex tasks rather than repetitive tasks. In 2023/24, we will continue to pursue automation opportunities across the Council to improve efficiency.

Review of Council's Support Services Model

The Council has a support services recharge model which is designed to ensure the cost of support services is appropriately allocated to services based on usage. This model has not been reviewed for a number of years and requires to be updated to ensure services, including the Health & Social Care Partnership and Housing Revenue Account, are being charged appropriately for the services they make use of.

In 2023/24, we will review the Support Services Model.

Action Plan

The challenges identified in Section 2 and the key factors identified in Section 3 have informed Resources priorities for 2023/24. Appendix 1 sets out the action plan to address them. It also includes:

- performance indicators and targets that will enable progress to be monitored and reported to stakeholders
- strategic workforce actions to address workforce issues identified in the planning process
- strategic and/or service risks.

Strategic risks represent the potential for the Council to take advantage of opportunities or fail to meet stated strategic objectives and those that require strategic leadership. Service risks relate to service delivery and represent the potential for impact on individual services, or the experience of those who work within the services, i.e. employees, partners, contractors and volunteers or service users and clients in receipt of the services provided. In identifying the relevant risks for 2023/24 and actions to mitigate them, the aim is to improve or maintain the current position (i.e. the current risk score) set out in the appendix.

4. Resources

Finance

Resources has a net revenue budget of £5.603m and a capital budget of £0.002m in 2023/24. A breakdown by service area is set out below. We will make the best use of the resources available to deliver on key priority areas and secure external/match funding where this is possible.

Service Area (Figures subject to ongoing verification)	Gross Expenditure 2023/24 (£m)	Gross Income 2023/24 (£m)	Net Expenditure 2023/24 (£m)	Capital Budget 2023/24 (£m)
Finance	1.568	0.281	1.287	0.002
Audit & Fraud	0.380	0.303	0.077	0.000
Business Support	40.188	38.701	1.487	0.000
CAS	2.773	0.021	2.752	0.000
Total	**44.909**	**39.306**	**5.603**	**0.002**

Employees

Employee Numbers

The headcount and full time equivalent staff in each service area (as of 31st March 2023) are as follows:

Function	Headcount	FTE
Audit & Fraud	9	7.10
Business Support	184	161.15
Finance	45	35.25
TOTAL	234	203.40

Absence

The 2022/23 quarterly absence figures for Resources are shown below, together with the Council average for the same periods for comparison. The figures for Resources have been significantly lower than the Council average throughout 2022/23:

Absence in 2022/23	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual FTE days lost per FTE employee
Resources	2.05	2.00	2.63	1.72	6.83
COUNCIL WIDE TOTAL	3.86	3.28	4.42	4.02	14.00

Appendix 1: Action Plan

Please Note: All PI targets for 2023/24 are indicative until 2022/23 year-end data becomes available.

P	Our Economy

Ob	Our area has the infrastructure for sustainable and inclusive growth where businesses can flourish

Performance Indicator	2023/24 Target	Owner
Number of invoices paid within 30 calendar days of receipt as a percentage of all invoices paid	90%	Stella Kinloch

Ob	Our partnerships support economic development to deliver increased prosperity for our area

Performance Indicator	2023/24 Target	Owner
Time for processing applications for new Housing Benefits claims from application receipt date to the day the claim is decided	23	Ryan Chalmers
Time for processing applications for notifications of changes of circumstances for Housing Benefits from the application receipt date to the day the claim is decided	5	Ryan Chalmers

P	Our Council

Ob	Our workforce is resilient and skilled where digital technology supports service delivery for our residents

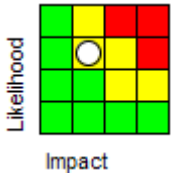
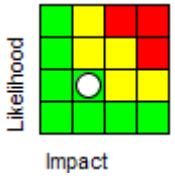
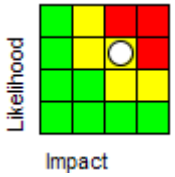
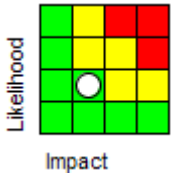
Action	Due Date	Owner
Develop and implement wellbeing, employee engagement, equality and training plans to enable capabilities, improved resilience and promotion of a diverse workforce.	31-Mar-2024	Management Team
Develop and implement employee life cycle plans in line with the People First Strategy to attract and retain the workforce.	31-Mar-2024	Management Team
Implement service review process including role design, use of new technology and new ways of working to add resilience, address gaps, and establish opportunities for efficiencies	31-Mar-2024	Management Team
Develop and implement training plans and development opportunities to improve capabilities and resilience within the workforce.	31-Mar-2024	Management Team

Ob	Our Council is adaptable and focused on delivering best value for our residents

Performance Indicator	2023/24 Target	Owner
Value of outstanding sundry debt as a percentage of total that is more than 90 days old from date of invoice	75%	Ryan Chalmers
Rent collected as a % of total rent due	98%	Ryan Chalmers
Percentage of corporate fraud savings target achieved	100%	Andi Priestman
Cost of collecting council tax per dwelling	£5.00	Ryan Chalmers
Percentage of income due from council tax received by the end of the year	94.9%	Ryan Chalmers
Current tenants' arrears as a percentage of total rent due	11.4%	Ryan Chalmers
Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year	10%	Ryan Chalmers

Performance Indicator	2023/24 Target	Owner
Income generated as a % of total revenue budget	11%	Carol Alderson

Action	Due Date	Owner
Review ways of decreasing corporate debt through continued improvements to debt collection processes in relation to sundry, NDR, Council Tax and rent	31-Mar-2024	Ryan Chalmers
Review ways to improve rent collection rates in conjunction with Housing and W4U	31-Mar-2024	Ryan Chalmers
Maximise automation opportunities across the Council	31-Mar-2024	Arun Menon

Risk	Description	Current Assessment	Target Assessment	Owner
Debt is not recovered efficiently or effectively, with inherent risk of financial loss	The processes deployed in collection of monies owed to the Council are inefficient and ineffective resulting in money not collected on time or having to be written off.			Ryan Chalmers
Increase in the level of rent arrears due to the level of Welfare Reform changes and general state of economy	The Council sees an increase in its level of rent arrears due to lower disposable income and national changes to the national benefits regime and the ongoing economic position			Ryan Chalmers

Ob	Our residents are engaged and empowered

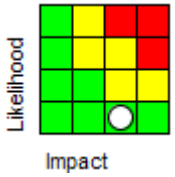
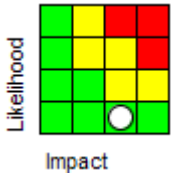
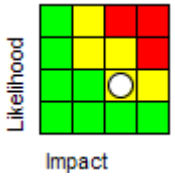
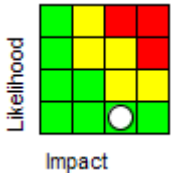
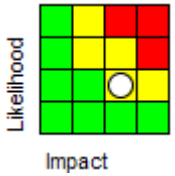
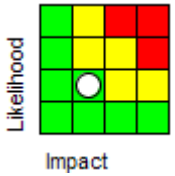
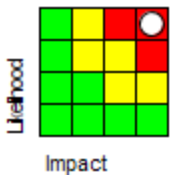
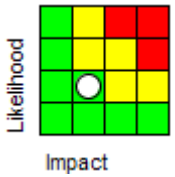
Performance Indicator	2023/24 Target	Owner
Percentage of council resources directed by communities	1%	Carol Alderson; Clare English; Elaine Troup

Ob	Strong financial governance and sustainable budget management (Service Objective)

Performance Indicator	2023/24 Target	Owner
Amount of free reserves as a percentage of the prudential reserve target - HRA	100%	Carol Alderson
Amount of free reserves as a percentage of the prudential reserve target - General services	100%	Carol Alderson
Percentage variance to budget projected (General Services budget)	0%	Carol Alderson
Percentage of Audit Plan completed	85%	Andi Priestman

Action	Due Date	Owner
Implement the change to the Accounting Code of Practice in relation to leasing	31-Mar-2024	Carol Alderson
Support the development of the business case to extend the district heating network and strengthen the financial processes and controls of West Dunbartonshire Energy Limited	31-Mar-2024	Carol Alderson
Review the current capital programme reporting procedures	31-Mar-2024	Carol Alderson
Review the Council's Support Services Model and implement any changes	31-Mar-2024	Carol Alderson
Revise the Code of Good Governance	31-Mar-2024	Andi Priestman
Ensure continued compliance with the Code of Good Governance during 2023/24	31-Mar-2024	Andi Priestman

Action	Due Date	Owner
Prepare and submit draft Annual Governance Statement for 2022/23 to the Audit Committee	30-Jun-2023	Andi Priestman
Continue to improve and deliver the Assurance Statement for 2022/23 to support the Annual Governance Statement	30-Jun-2023	Andi Priestman
Complete the Internal Audit & Corporate Fraud Plan 2022/23 and report to Audit Committee as part of the Annual Assurance Statement	31-Aug-2023	Andi Priestman

Risk	Description	Current Assessment	Target Assessment	Owner
Failure to provide assurance of the system of financial controls	Either Internal Audit or External Audit is unable to provide assurances on the Council's financial control environment			Andi Priestman
Failure to meet statutory deadlines for external returns (including HMRC) and financial statements	Finance Services failing to meet statutory deadlines resulting in lost revenue or penalty costs			Carol Alderson
Financial projections are significantly incorrect	Financial projections for both capital and revenue are significantly incorrect resulting in insufficient reserves being held.			Laurence Slavin
Significant financial funding reductions / limitations from Scottish Government	It is expected that the Council will be faced with significant ongoing funding reductions/limited increases from the Scottish Government settlement. This is based on recent settlements, the March 2022 Resource Spending Review which states that Council funding will remain as ‘flat cash’ (at current 2022/23			Laurence Slavin

Risk	Description	Current Assessment	Target Assessment	Owner
	levels) until 2025/26 with a £100m added in 2026/27 – the real term impact of this (taking inflation into account) for the next four years is a 7% reduction between 2022/23 and 2026/27. This coincides with a period where costs are expected to rise in relation to social care due to an aging population; inflationary increases with RPI at a level not seen since 1991; post-COVID-19 ongoing costs; increases in the cost of borrowing as interest rates increase and pay award pressures linked to inflation. The ongoing population decline of West Dunbartonshire versus the average population for the whole of Scotland leads directly to funding reductions with marginal impact on service delivery cost/need.			

WEST DUNBARTONSHIRE COUNCIL

Report by Chief Officer – Supply, Distribution & Property

Corporate Services Committee 24 May 2023

Subject: Supply, Distribution & Property Delivery Plan 2022/23 Corporate Procurement Unit - Year-end Progress &
Supply, Distribution & Property Delivery Plan 2023/24 Corporate Procurement Unit

1 Purpose

1.1 This report sets out the Corporate Procurement Unit (CPU) priorities of the Supply Distribution & Property (SD&P) year-end progress 2022/23 and presents the new Delivery Plan for 2023/24.

2 Recommendations

2.1 It is recommended that Committee notes the progress achieved at year-end and the new plan for 2023/24.

3 Background

3.1 In line with the Strategic Planning & Performance Framework, each Chief Officer develops an annual Delivery Plan which sets out actions to help deliver the Strategic Plan and address the performance challenges and service priorities identified in the planning process. The Plan also provides an overview of services and resources, including employees and budgets, sets out the performance indicators (PIs) for monitoring progress and considers the relevant risks.

4 Main Issues

2022/23 Year-end Performance

4.1 The 2022/23 Delivery Plan was presented to Corporate Services Committee on 2 November 2022 and interim progress reported on 1 February 2023.

4.2 Full details of year-end progress are set out in Appendix 1.

4.3 Of the eight actions due to be completed by 31 March, seven were completed as planned with one outstanding. The outstanding action relates to the following and will be carried forward and completed in 2023/24:

- Implement the Fit for Future Action Plan for Procurement– P2P Phase 1. 57% complete.

4.4 Data is available for seven of the eight PIs set out in the plan. Of these, six met or exceeded targets, and one missed target. The latter relate to the following:

- % of Contract award notices published within 30 calendar days from award letter being sent. 67% against a target of 100%.

4.5 Six of the seven PIs either improved over the previous year or sustained the high performance recorded in 2021/22 (as shown in the short trend column in Appendix 1) with five PIs performing similarly over the longer term (long trend column).

4.6 The full set of PIs will be reported through the Council's annual performance reporting process once all data becomes available.

2023/24 Delivery Plan

4.7 The 2023/24 Delivery Plan is set out at Appendix 2.

4.8 Key priorities include:

- Implement changes to the non-regulated/non-complex procurement process
- Finalise, implement and monitor new processes for Purchase to Pay
- Implement revised team structure

4.9 Implementation of the Plan will be monitored by the management team with mid-year and year-end progress reported to Corporate Services Committee around November 2023 and May 2024 respectively.

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 SD&P, 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 Screening and impact assessments will be carried out on specific activities as required.

9 Consultation

9.1 The delivery plans were developed through consultation with officers from the strategic service areas.

10 Strategic Assessment

10.1 The delivery plans set out actions to support the successful delivery of the strategic priorities and objectives of the Council.

Chief Officer: **Angela Wilson**
Service Area: **Supply, Distribution & Property**
Date: **20 April 2023**

Person to Contact: Karen Connelly
Performance & Strategy Business Partner
karen.Connelly@west-dunbarton.gov.uk

Appendices: Appendix 1: SD&P Delivery Plan 2022/23 – Corporate Procurement Unit Year-end progress
Appendix 2: SD&P Delivery Plan 2023/24 - Corporate Procurement Unit.

Background Papers: SD&P Delivery Plan 2022/23 – Corporate Procurement Unit, 2 November 2022
Strategic Planning & Performance Framework 2022/27

Wards Affected: All

Appendix 1 - SD&P (CPU) Delivery Plan Year-end Progress 22/23

P	3. Our Economy

Ob	Objective 7. Our area has the infrastructure for sustainable and inclusive growth where businesses can flourish

Performance Indicator	2021/22	2022/23						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
% of Contract & Supplier Management scorecards delivered where the Supplier at a minimum, meets the Social Benefits expectations.	96.4%		100%	95%			Target exceeded.	Annabel Travers
% of procurement spent on local small/medium-sized enterprises and SMEs who have a presence in West Dunbartonshire	43.1%	Data not available until May 2023.						Annabel Travers

Action	Status	Progress	Due Date	Note	Owner
Continue to incorporate social benefits in the contract activity.		100%	31-Mar-2023	This action has been successfully completed. Engagement Plan has been prepared and we continue to work with other services, the Supplier Development Programme and other external bodies to continue to engage with suppliers including market research questionnaires, e-workshops, implementation meetings, and "Meet the Buyer" sessions. We continue to work in partnership with other services and other external bodies, including following set processes for social benefits, market sounding, setting specific targets for social benefits in tendering opportunities and following up with suppliers on social benefits offered.	Annabel Travers

P	4. Our Council

Ob	Objective 10. Our workforce is resilient and skilled where digital technology supports service delivery for our residents

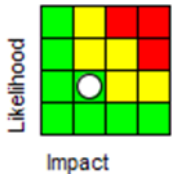
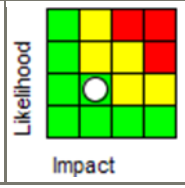
Action	Status	Progress	Due Date	Note	Owner
Develop and implement wellbeing, employee engagement, equality and training plans to enable capabilities, improved resilience and promotion of a diverse workforce.		100%	31-Mar-2023	This action has been successfully completed. We continue to utilise the Console to support better use of data to inform decisions. Weekly meetings are in place to update, consider and action opportunities and concerns. We continue to support and utilise the Employee Wellbeing Strategy, hold regular Be-the-best Conversations with officers and support working flexibly including part time and condensed hours.	Annabel Travers
Develop and implement employee life cycle plans in line with the People First Strategy to attract and retain the workforce.		100%	31-Mar-2023	This action has been successfully completed. The CPU's flexible approach means that cross skilling continues to be developed. We undertake periodic reviews of roles and profiles in line with service improvements to reflect changes in service.	Annabel Travers
Implement service review process including role design, use of new technology and new ways of working to add resilience, address gaps, and establish opportunities for efficiencies		100%	31-Mar-2023	This action has been successfully completed. Periodic reviews of roles and profiles in line with service improvements highlight efficiency's.	Annabel Travers
Develop and implement training plans and development opportunities to improve capabilities and resilience within the workforce.		100%	31-Mar-2023	This action has been successfully completed. We continue to develop leadership skills in line with the Be-the-best Conversations.	Annabel Travers

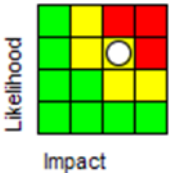
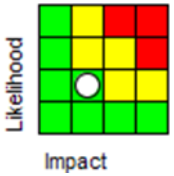
Ob	Objective 11. Our Council is adaptable and focused on delivering best value for our residents

Performance Indicator	2021/22	2022/23						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
% of Contract & Supplier Management scorecards delivered where the Supplier at a minimum, meets the Cost expectations.	85%		97.1%	95%			Target exceeded.	Annabel Travers
% of Contract & Supplier Management scorecards delivered where the Supplier at a minimum, meets the quality expectations	96.9%		97.1%	95%			Target exceeded.	Annabel Travers
% of Contract & Supplier Management scorecards delivered where the Supplier at a minimum, meets the Service expectations.	90%		97.1%	95%			Target exceeded.	Annabel Travers

Performance Indicator	2021/22	2022/23						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
% of C&SM scorecards submitted against the total number due	68%		85%	85%			Target met.	Annabel Travers
Annual Cash Savings target achieved	£732,235.06		£539,927.18	£400,000.00			Target exceeded.	Annabel Travers
% of Contract award notices published within 30 calendar days from award letter being sent	51.2%		67%	100%			Target not achieved although performance has improved from previous year. This is partly due to Corporate Procurement Unit requiring to focus on other priorities. We will continue to work to prioritise and improve performance.	Annabel Travers

Action	Status	Progress	Due Date	Note	Owner
Implement the Fit for Future Action Plan for Procurement– P2P Phase 1		57%	31-Mar-2023	This action has not progressed to completion as planned due to other priorities. The implementation plan for the Purchase to Pay (P2P) policy will be progressed and completed early in 2023/24.	Annabel Travers
Deliver procurement savings and benefits		100%	31-Mar-2023	This action has been successfully completed. We analysed historic spend, worked with partners to follow set processes, prepared and instigated market research, maximised savings and cost avoidance measures, rationalised contracts / suppliers / requirements to achieved £539,927 in savings and rebates.	Annabel Travers
Refresh the Contract and Supply Management Policy		100%	31-Mar-2023	This action has been successfully completed. The renewed Contract and Supplier Management Policy was implemented from 1 March 2023.	Annabel Travers

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
Failure to secure best value of procurement spend and ensure compliance with financial regulations	Improved procurement management process, contract strategies, planning, monitoring and reporting in collaboration with services will continue to mitigate against non-compliant procurement spend			31-Mar-2023	There are a number of actions and strategies in place to ensure and monitor best value of procurement spend and compliance. No change to risk matrix.	Annabel Travers

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
Failure to continue to achieve increased savings from procurement activity	As second or third generation revenue contracts seldom deliver the same cost savings as first generation, the contract strategies need to focus on governance, operating models, total cost of ownership, service quality and innovation			31-Mar-2023	There are a number of actions underway to increase savings from procurement spend including performance indicators to monitor progress. No change to risk matrix.	Annabel Travers

Action Status	
	Cancelled
	Overdue
	Not on track
	In Progress and on track
	Completed

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

Risk Status	
	Alert
	High risk
	Warning
	OK

	Unknown

2023/24
DELIVERY PLAN

SUPPLY, DISTRIBUTION AND PROPERTY

Corporate Procurement Unit Extract

Contents

1. Introduction 3
2. Performance Review 3
3. Strategic Assessment 5
4. Resources 7
Appendix 1: Action Plan 10

1. Introduction

Supply, Distribution and Property comprises a wide range of services covering Corporate Asset Management, Building Services, Housing Asset & Investment and the Corporate Procurement Unit (CPU). It is one of 8 strategic areas responsible for delivering the Council's Strategic Plan. Key actions to help achieve that are set out in this Delivery Plan, together with actions to address any performance issues and service priorities identified in the planning process.

The progress of this Plan will be monitored and managed by the management team and reported to Corporate Services Committee twice yearly, at mid-year and year-end for the Corporate Procurement Unit (CPU), Infrastructure, Regeneration and Economic Development Committee for Corporate Asset Management and Housing and Communities Committee for Building Services and Housing Asset & Investment.

2. Performance Review

The Supply, Distribution and Property management team completed a detailed review of 2022/23 performance, focusing on the following:

- 2022/23 Delivery Plan year end progress;
- Local Government Benchmarking Framework (LGBF) comparative data;
- Association for Public Service Excellence (APSE)
- Scottish Housing Network (SHN)
- Complaints
- Continuous Improvement (Fit for Future reviews)

This review highlighted our key achievements in 2022/23 as well as the challenges to be addressed in 2023/24. These are summarised below.

Key Achievements in 2022/23

Listed below are some of the major achievements in each service area. All services achieved many other outcomes throughout the year which are not recorded here but are as important.

Corporate Procurement Unit

- Continuing to ensure the Councils spend is compliant.
- Delivered annual performance procurement savings of £539,927.

- Collaborated with partners to make a positive contribution to sustainability through procurement decisions.
- Collaborated with partners and suppliers to deliver and increase local social and community benefits.
- Delivered a renewed Contract and Supplier Management Policy.

Key Challenges from 2022/23

Cross Service

Workforce

- The turnover coupled with the time taken to replace, recruit and train employees across Supply Distribution and Property continued to be a challenge in 2022-23.
- The national skills shortage of qualified and experienced officers in Procurement, resulted in reduced workforce numbers and increased demands on existing teams.

Capital Projects

- Increasing issues relating to supply of labour and materials, due to increased energy, transport and raw material costs, impacted on supply chains, and third parties and our ability to carry out works within budget and on time.

Corporate Procurement Unit

- There have been some delays in the procurement process due to dependencies on some service areas due to competing priorities or resource challenges.
- The team has experienced some rework and inefficiencies due to systems which currently are not automated.

Strategic Assessment

The management team completed a strategic assessment to determine the major influences on service delivery and priorities in 2023/24. These are summarised below.

Financial Challenges
The entire public sector is continuing to face significant financial challenges due to a range of factors including inflationary cost increases, rising utility costs and insufficient funding to support the delivery of front line and back office services. The Council are currently faced with an estimated cumulative funding gap in 2024/25 of £9.7m rising to £29.5m by 2027/28. We will continue to monitor the overall financial position of the Council and updates on estimated future budget gaps will be reported to Elected Members throughout 2023/24.

These challenges mean further action is required to balance our budget and protect services for residents. This will mean that within the Service available funding will be reduced over time and we will need to reconfigure how we work and what we do, where we work, and potentially reduce the number of people employed.

Budget Sensitivity Analysis

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

Within this service, budgets which have been identified as being more susceptible to fluctuations include:

- **Capital Plan and Operational Plan** - Nationally there has been a significant inflation in cost of building supplies and materials and in some cases shortfall in supplies. For some projects this may need to increased costs or slippage in delivery of the operational and capital projects.

Corporate Procurement Unit Action Plan

CPU – Improvement Plan
Following the Fit for Future review an action plan is being progressed to address key findings over a 3 year period, 2021/2024. This includes streamlining the customer experience, improving on line guidance and forms, improving process and procedural documents, user training and

service engagement together with team resilience and communication. The final milestone in Phase 1 of the action plan 2022/23, implementation of the Purchase to pay Policy, has been delayed until early 2023/24

Changes to Procurement Process
Following agreement at the Council Meeting in March 2023, CPU will progress a review of the service to deliver savings whilst streamlining processes. Non regulated procurement under £2m works and non-complex procurement for low contractual risk projects Services will administer these projects utilising framework agreement direct awards using the QuickQuote portal thus removing the need for market research, contract strategies, mini competitions, scorecards, monitoring activity and certain KPIs for those contracts.

Purchase to Pay (P2P)
Following agreement at the Council Meeting in March 2023, CPU will complete the review of purchase to pay administration procedures to deliver savings, reducing the need for CPU support and allowing services to fully undertake purchase to pay (P2P) activities. Services will utilise the updated guidance for a fully self-service P2P process including processing purchase orders (PO), approving PO, receipting items and approving the invoices.

Reduction in Workforce
The savings options agreed to deliver the 2023/24 budget mean a reduction in resources within CPU. In line with the changes to procurement and P2P, this will require a review of workloads and re prioritisation of tasks and responsibilities to ensure quality services are still delivered.

Council Wide Climate Change Strategy
The Council has developed a Climate Change Strategy in response to Scotland's climate emergency and to provide a route map towards meeting Scotland's national net zero carbon target by 2045. This Strategy has informed the development of a Climate Change Action Plan for 2022/23 to ensure environmental actions are devolved to relevant service areas and climate change action is mainstreamed across council policies, operations and the wider public. Progress against the actions assigned to SD&P will be monitored.

Continuous Improvement
To support continuous improvement, the Council has an established programme of Fit for Future service reviews. Using a range of tools, that encapsulates service design, maturity assessments and employee engagement, information is gathered and reviewed to identify improvements and to ensure our services are efficient and that we make best use of our resources.

Action Plan
The challenges identified in Section 2 and the key factors identified in Section 3 have informed SD&P priorities for 2023/2024. Appendix 1 sets out the action plan to address them. It also includes:

- performance indicators and targets that will enable progress to be monitored and reported to stakeholders;
- strategic workforce actions; and
- strategic and/or service risks

The Council has identified risks at both a strategic and service level. Strategic risks represent the potential for the Council to take advantage of opportunities or fail to meet stated strategic objectives and those that require strategic leadership; while service risks relate to service delivery and represent the potential for impact on individual services, or the experience of those who work within the services, i.e. employees, partners, contractors and volunteers or service users and clients in receipt of the services provided. In identifying the relevant risks for 2023/2024 and actions to mitigate them, the aim is to improve or maintain the current position (i.e. the current risk score) set out in the appendix.

3. Resources

Finance

Supply Distribution and Property has a net revenue budget of £1.51m credit and a capital budget of £5.898 in 2023/2024. A breakdown by service area is set out below. We will make the best use of the resources available to deliver on key priority areas and secure external/match funding where this is possible.

Service Area	Gross Expenditure 2023/24 (£m)	Gross Income 2023/24 (£m)	Net Expenditure 2023/24 (£m)	Capital Budget 2023/24 (£m)
Consultancy Services	1.009	-0.784	0.225	
Corporate Assets	3.011	-5.331	-2.320	
Capital Investment Team	0.219	-0.224	-0.005	1.72
Private Sector Housing Grant	0.527	-0.446	0.081	
Corporate Asset Maintenance	3.300	-3.300	0	4.18

Housing Asset Maintenance & Investment	0.446	-0.396	0.050	
CPU	0.666	-0.500	0.166	
HMTA	20.053	-20.928	-0.875	
Office Accommodation	1.482	-0.314	1.168	
Total	30.713	-32.223	-1.51	**5.898**

Employees

Employee Numbers (data to be confirmed)

The headcount and full time equivalent staff in each service area (as of 31st March 2023) are as follows:

Service Area	Headcount	FTE
Corporate Asset Management	40	36.97
Housing Asset & Investment	12	10.40
Maintenance & Repairs	360	348.36
CPU	16	15.54
TOTAL	428	411.27

Absence in 2022/23

The quarterly absence statistics for Supply Distribution and Property are shown below together with the Council average for the same periods for comparison. The figures have been higher that the Council average throughout 2022/2023:

Absence in 2021/22	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual FTE days lost per FTE employee
Supply, Distribution & Property	3.96	4.56	4.94	4.00	16.52
COUNCIL WIDE TOTAL	3.86	3.28	4.42	4.02	14.00

Appendix 1: Action Plan

P	3. Our Economy

Ob	Objective 7. Our area has the infrastructure for sustainable and inclusive growth where businesses can flourish

Performance Indicator	Target 23-24	Owner
% of Contract & Supplier Management scorecards delivered where the Supplier at a minimum, meets the Social Benefits expectations.	100%	Annabel Travers
% of procurement spent on local small/medium-sized enterprises and SMEs who have a presence in West Dunbartonshire	36%	Annabel Travers

P	4. Our Council

Ob	Objective 10. Our workforce is resilient and skilled where digital technology supports service delivery for our residents

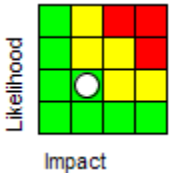
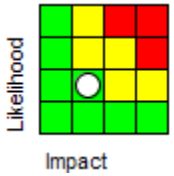
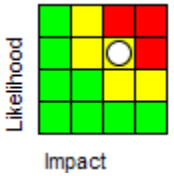
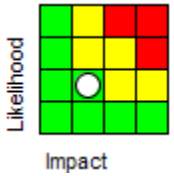
Action	Due Date	Owner
Develop and implement wellbeing, employee engagement, equality and learning and development plans to enable capabilities, improve resilience and promotion of a diverse workforce	31-Mar-2024	Annabel Travers

Action	Due Date	Owner
Develop and implement employee life cycle plans in line with the People First Strategy to attract and retain the workforce.	31-Mar-2024	Annabel Travers
Implement service review process including role design, use of new technology and new ways of working to add resilience, address gaps, and establish opportunities for efficiencies	31-Mar-2024	Annabel Travers
Develop and implement learning and development opportunities to improve capabilities and resilience within the workforce.	31-Mar-2024	Annabel Travers

Ob	Objective 11. Our Council is adaptable and focused on delivering best value for our residents

Performance Indicator	Target 23-24	Owner
% of Contract & Supplier Management scorecards delivered where the Supplier at a minimum, meets the Cost expectations.	95%	Annabel Travers
% of Contract & Supplier Management scorecards delivered where the Supplier at a minimum, meets the quality expectations	95%	Annabel Travers
% of Contract & Supplier Management scorecards delivered where the Supplier at a minimum, meets the Service expectations.	95%	Annabel Travers
Annual Cash Savings target achieved	£400,000	Annabel Travers
% of Contract award notices published within 30 calendar days from award letter being sent	100%	Annabel Travers

Action	Due Date	Owner
Implement the Fit for Future Action Plan for Procurement including new P2P processes	31-Mar-2024	Annabel Travers
Implement changes to the non-regulated/non-complex procurement process	31-Mar-2024	Annabel Travers
Implement revised Team structure	31-Mar-2024	Annabel Travers

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

WEST DUNBARTONSHIRE COUNCIL

Report by Chief Officer - Resources

Corporate Services Committee: 24 May 2023

Subject: Debt Management Partners

1. Purpose

1.1 To seek approval to commence a tendering exercise during 2023 for Debt Management Partners to assist with the Council's overall debt recovery processes.

2. Recommendations

2.1 Members are asked to agree:

i) that a tender exercise in line with the Public Contracts (Scotland) Regulations 2015 and Council Standing Orders will be undertaken to procure Debt Management Partners for the provision of: Debt Management services and Sheriff Officer services ; and

ii) That subject to the successful tender being in line with budget and otherwise in line with the tender requirements, the Chief Officer: Regulatory and Regeneration may, after consultation with the Chief Officer: Resources, award the contract on the basis of the most economically advantageous tender for an initial 3 year period with further two potential 12-month periods at the sole discretion of the Council.

3. Background

3.1 After the last tendering exercise, Walker Love were appointed as the Council's Debt Management Partners and Sheriff Officers for an initial 3 year contract period to be extended thereafter for 2 one year extensions at the Council's discretion, which have been exercised. The current contract will expire on 31st March 2024.

3.2 Our current debt partner uses various strategies to recover outstanding arrears for Council Tax, Non Domestic Rates (NDR), Former Tenant Rent Arrears & Sundry debts. These include:

- Debt Profiling
- Lettering & Telephony
- Customer Visits
- Earnings/Bank Arrestment
- Attachments (commercial premises for NDR)

- Bankruptcies (Profiled/highly selective by WDC & Debt Partner)

3.3 A summary of activities undertaken with our Debt Partner during the financial year 2022/23 is highlighted below:

- 6.095 Council Tax and NDR debt cases totalling £6.83M passed
- 5,111 Charge for Payments/Debt Advisor visits
- 1,005 earning arrestment's lodged
- 2,706 bank arrestment's
- Various diligences in respect of rent arrears & decrees for sundry debts

3.5 In 22/23, joint working with our Debt Management Partners secured revenue of approximately £2.16M towards Council Tax, NDR, Former Tenant Rent Arrears & Sundry debts,

3.6 The current contract is based on zero percentage commission on all debt types, however, one percentage commission is payable on the amount of Council Tax debt collected above £1,000,000. The commission is only paid on the amount of Council Tax collected above this amount by the Debt Management Partners and Council Tax collection figures are included in the total collected figure at 3.5. The collection and commission for 2022/23 has still to be finalised due to year end reconciliations, however this is expected to be approx. £8K.

4. Main Issues

4.1 The practice of the Council is to seek to maximise the recovery of corporate debts using specialist in-house staff in the Corporate Debt Team within the Revenues and Benefits section. The Council requires the services of a Debt Management Partner to compliment the internal debt recovery services; and Sheriff Officers to enforce execution of certain diligences. The volume of work passed to our agents will be contained within any approved budgets.

4.2 It is proposed that this contract will be split into 2 distinct lots:

- Debt Management Partners and recovery activities;
- Enforcement and diligence services (Sheriff Officer's duties)

The Council's in house Corporate Debt Team will control and monitor the process throughout. Suppliers will be invited to apply to provide the requested services and it is possible for the Debt Management Partners to also undertake the Sheriff Officer role.

4.3 The contract duration would be for 3 years commencing on 1st April 2024. The Council reserves the right at it's discretion to extend the contract on an annual basis for a maximum additional period of 2 years.

4.4 Invitations to tender (ITT) will be submitted after advertising our requirements and responses evaluated. The successful bids will be presented to members at a future Tendering Committee meeting for approval.

5. People Implications

5.1 There are no personnel issues.

6. Financial and Procurement Implications

Financial

6.1 The Council's ability to deliver services which meet the needs of the citizens and current financial restraints experienced by the Council depends heavily of the success in collecting revenues. Debt Management Partners contribute significantly to the overall income stream and cash flows.

6.2 The cost of debt management, in house including our debt management partners, is expected to be contained within existing budgetary provision for these services. However, should the percentage rate increase from the current zero percent, this will be offset against the income collected by the Debt Management Partners.

Procurement

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

6.4 The Debt Management Partners will contribute to delivery of the Council strategic priorities through efficient and effective frontline services that improve the everyday lives of residents. Further opportunities to maximise the positive social, economical and environmental impact for West Dunbartonshire through the contract will also be explored, e.g. through the use of Community Benefit Clauses.

7. Risk Analysis

7.1 The provision of debt management and Sheriff Officer services will provide the Council with the resources and legal means to take reasonable steps to recover corporate debts.

8. Equalities Impact Assessment (EIA)

8.1 The proposal has been screened and Impact Assessed as it was identified as relevant to equalities. The current impact assessment builds on that carried out in 2018, when the service was last out for tender. The process identified no likely differential impacts, either negative or positive.

8.2 From an equalities perspective the proposal is therefore acceptable, and would continue to help us provide accessible and fair services.

9. Strategic Environmental Assessment (SEA)

9.1 There is no requirement to carry out a SEA

10. Consultation

10.1 The tendering process will be undertaken with the guidance and assistance of staff in Corporate Procurement together with our legal services.

11. Strategic Assessment

11.1 The practice of employing Debt Management Partners will support the Council's strategic policy of improving economic growth.

11.2 In the wider context it will ensure best value in improving overall debt collection rates and contribute to sound financial management in the current difficult economic times.

Name Laurence Slavin
Chief Officer - Resources

Date 17 April 2023

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

Appendices: None

Background Papers: EIA screening

Wards Affected: All council Wards.

WEST DUNBARTONSHIRE COUNCIL

Report by Chief Officer - Resources

Corporate Services Committee: 24 May 2023

Subject: Tender for Off-Site Print and Posting Service for Annual Council Tax Billing

1. Purpose

1.1 The purpose of this report is to seek Committee approval to procure the provision of an off-site print and posting service for annual Council Tax billing, including the merging of relevant benefit letters.

2. Recommendations

2.1 Members are asked to agree:

i) that a tender exercise in line with the Public Contracts (Scotland) Regulations 2015 and Council Standing Orders will be undertaken to procure off-site print and posting service for annual Council Tax billing; and

ii) That subject to the successful tender being in line with budget and otherwise in line with the tender requirements, the Chief Officer: Regulatory and Regeneration may, after consultation with the Chief Officer: Resources, award the contract on the basis of the most economically advantageous tender for an initial 3 year period with further two potential 12-month periods at the sole discretion of the Council.

3. Background

3.1 The Council is required to issue annual Council Tax notices to all households by the 17th March 2024 to comply with Council Tax Regulations.

3.2 Previously, this process was carried out internally. However, due to restrictions on the capacity and capability of printing and enveloping machines we were unable to merge the Council Tax notice and Housing Benefit award letters which resulted in households receiving multiple mailings from the Council and multiple postage and enveloping costs.

3.3 Following a review of the processes for issuing Council Tax notices in 2011, it was determined that an off-site print and posting service for annual Council Tax billing would be the most efficient method.

3.4 After the last tendering exercise, CFH Docmail Ltd were appointed for an initial 3 year contract period to be extended thereafter for 2 one year extensions at the Council's discretion, which have been exercised. The current contract will expire on 31st January 2024.

4. Main Issues

4.1 As stated above, the Council is required to issue annual Council Tax notices to households by 17 March 2024. However the following tasks need to be completed prior to that:

- Setting of the Council Tax charge for 2024/25;
- Testing of system following the Council Tax charge being set;
- Testing of the output files; and
- Reviewing of the templates of each notice type.

4.2 Due to the tight timescale between the setting of the Council Tax charge and the final posting date to meet the 17 March 2024 deadline, it is imperative that we have in place a service provider who can be meet our requirements, whilst also being able to manage any issues that may occur due to the Council's tight turnaround requirement.

4.3 The scope of work is to merge various Council Tax payment files with related Housing Benefit notification letters and envelope with related inserts as required. The team will have the below approximate volumes of documents to produce, print and post during the annual billing exercise:

- 45,600 Council Tax Notices; and
- 8,000 Housing Benefit notification letters.

4.4 The Revenues and Benefits Service and Citizen Services promote the Council's My Account service which allows residents to self-serve and sign up to online billing, therefore reducing requirement to print and post notices. This is also promoted during the annual billing exercise with information and links to this however take up rates have been low.

4.5 Revenues and Benefits will discuss to Corporate Communications with a view of completing take up campaigns during 2023/24 to increase online billing to reduce costs. The Council are required to issue Council Tax notices and Housing Benefit award letters and the sign up to My Account has to be optional.

5. Options Appraisal

5.1 The option of completing this work internally was fully considered. However, due to the costs involved in purchasing the equipment, the software required along with the cost of materials, and reduction in internal capacity, the option to continue this service being provided externally provides better value for the Council as the majority of cost relate to postage.

6. People Implications

6.1 There are no people implications.

7. Financial & Procurement Implications

7.1 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 an off-site print and posting service for annual Council Tax billing, including merging of relevant benefit letters will be produced by the Corporate Procurement Unit in close consultation with Revenues and Benefits officers. The contract strategy shall include but may not be limited to; contract scope, service forward plan, the market, procurement model and routes – including existing delivery vehicles, roles and responsibilities, risks, issues and opportunities and ongoing contract management.

7.2 The cost of the previous contract was approx. £30,000 and it is our expectation that factoring for the increase in postage costs, the overall annual costs will be higher.

8. Risk Analysis

8.1 There is a risk that if approval is not given, we could fail to meet the deadline for Council Tax notices being issued and would also have increased printing and postage costs due to documents not being merged.

9. Equalities Impact Assessment (EIA)

9.1 None.

10. Consultation

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

11. Strategic Assessment

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

……

Laurence Slavin
Chief Officer - Resources

Date: **20 April 2023**

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

Appendices: None

Background Papers: None

Wards Affected: All Council wards.

WEST DUNBARTONSHIRE COUNCIL

Report by Chief Officer – People & Technology

Corporate Services Committee: 24 May 2023

Subject: Council Workforce Plan 2022-2027 Update & Annual Action Plans 2022/23

1. Purpose

1.1 The purpose of this report is to provide an update on the Council's workforce planning activity for 2022/23.

2. Recommendations

2.1 The Committee is asked to:

- Note progress during 2022/23 in delivering against the Council Workforce Plan within the People First Strategy and 5 year plan;
- Note the workforce profile as at 31st March 2023 and key changes; and
- Note progress within the Workforce Plans for each service.

3. Background

3.1 The revised Workforce Planning Strategy and Framework 2022 - 2027 was agreed at Corporate Services Committee on 1st February 2023, reflecting the 5 year People First Strategy and incorporating the Council's Strategic Planning Framework.

3.2 The Council Workforce Plan is subject to monitoring and evaluation to ensure that it remains effective in delivering required outcomes and responsive to any changes in circumstances, which subsequently arise. This report contains 2 sections and associated appendices:

- The progress and achievements made over the last year (Appendix 1);
- The current workforce profile and monitoring, examining any changes (Appendix 2).

3.3 A review of the workforce information provided in Appendix 2 and the Bi-annual Workforce monitoring report (previously reported to Corporate Service Committee) was undertaken to streamline reports and ensure all relevant information is reported in one place. Therefore, going forward the workforce profile and monitoring report will be reported within Appendix 2 of this report annually and provided for information at PMRG.

3.4 Progress updates will continue to be submitted to Corporate Services Committee on an annual basis, outlining progress to date and actions for the year ahead. The progress update at Service Level (Appendix 1) is attached.

3.5 Service annual action plans are scoped under the four Priorities outlined at 4.1 for each Chief Officer Area and are submitted to the relevant Committee as part of the Delivery Planning process. Separate delivery reports are tabled at this committee.

3.6 Whilst separate planning processes exist in relation to West Dunbartonshire Health & Social Care Partnership (HSCP), appropriate alignment is in place to ensure that Council employees working within HSCP are included and benefit from all Council Wide initiatives and actions.

4. Main Issues

4.1 The attached (Appendix 1) updates on the annual action plans at Chief Officer Service level for 2022/23 under the 4 Priorities:

Priority 1. Our People (Workforce Profile): Ensure resilience and engagement of the workforce;

Priority 2. Recruitment & Retention: Current and predicted future workforce gaps are addressed and core skill sets retained;

Priority 3. Structure & Roles: Service structures and delivery model/s are stable, fit for purpose and future requirements;

Priority 4. Skills & Capabilities: Current and future skills gaps and capabilities are addressed**.**

4.2 Key Achievements

4.2.1 Key achievements over 2022/23 for workforce planning within the context of the People First Strategy are outlined in the sections below.

4.3 Workforce Planning Strategy & Framework

4.3.1 During 2022/23, efforts were concentrated around reviewing and implementing the revised Council's Workforce Planning Framework with the creation of the Workforce Planning Strategy and Framework 2022 -2027. The revised Framework and Strategy is based on existing good practice and best practice guides ensuring links to Council Strategies and to the People First Strategy and Employee Life Cycle.

4.3.2 The Council wide plan previously assigned a number of actions to all Service areas. As the Council entered the new 5 year strategic planning phase, this year saw Services scoping the actions from the Council wide plan relevant to their service areas, which required particular strategic focus to directly meet the needs of their Service and delivery plans.

4.3.3 The planning for 2023/24 further defines these actions to provide focus on the needs of the service and ensure key elements of the People First Strategy are reflected and incorporated into service plans with People and Change working closely with management teams to implement and progress. Development of information feeding channels to ensure the above and that Service level

outcomes in turn influence People First activity to meet service requirements continues.

4.3.4 Embedding the new Strategy and Framework across the Council has been undertaken with the development of Chief Officer Information packs at key stages and discussions taking place in management meetings to support workforce planning activity and reporting requirements at Service level. Further support mechanisms are in progress including the development of a manager Toolkit to support the implementation of the Framework and Strategy. It is expected this will be continually developed with additional tools and guidance over the 5 year planning period to support manager needs

4.4 Priority 1. Our People (Workforce Profile): Ensure resilience and engagement of the workforce

Equalities

4.4.1 This year has seen the revision of the Council's equality action plan bringing the priorities in line with the People First Strategy and employee life cycle with years 1 and 2 concentrating on recruitment and on-boarding and methods to increase the diversity of our workforce.

4.4.2 Recognising the importance of diversity and inclusion, and of a workforce which is reflective of our communities, focus has been given to actions to support this. It was previously recognised that the Black, Asian and Minority ethnic profile is an area of focus for the Council's equality outcome to 'attract more diverse talent'.

4.4.3 In order to further understand the makeup of our workforce another data verification exercise was undertaken encouraging employees to provide their equality information to enable more accurate analysis of the workforce profile. This was provided in both paper format and electronically. It is expected the outcomes will support and inform the development of policy, future actions and supports to remove any barriers to employment. This exercise is expected to continue at key points in the future.

4.4.4 Progress has also been made around a Respect at Work Policy and supporting Toolkits for both managers and employees and this will feed into the forthcoming Resolution Framework.

4.4.5 Focus has been given this year to progressing the Equally Safe at Work (ESAW) programme, an innovative employer accreditation programme to address sex inequality and violence against women and girls aiming to support employers in reviewing workplace culture and ensuring that policies and practices are enhanced to address the barriers that women face at work. The 'Development' stage commenced in 2022 with the Chief Executive and Leader of the Council making pledges of support, a cross service working group being established with Councillor representation for achievement of the criteria, an employee survey launched to gauge current levels of

understanding and a focus group undertaken in relation to experiences. The developmental stage will continue into 2023/24.

4.4.6 The Council has held the Armed Forces Gold Award for actions in support of Armed Forces, reservists and their family members since 2019. A report was submitted to Council in October 2022 following an exercise to collate and review the activity which services are undertaking in support of the award with a view to consider improvements. These actions to further support this community are being considered within our People First Strategy and equalities work.

4.4.7 At its meeting held on 22nd December 2022, Council considered a report on an Equality Review of the Council's Terms and Conditions. This report identified equality concerns around overtime, contractual overtime, public holiday entitlement, shift allowance, incremental progression and the provision of group life. It was agreed that the Chief Officer, People & Technology would consult with trade union colleagues on the range of proposals to address the inequalities and the outcome will be presented to a future Council Committee.

Wellbeing

4.4.8 With a revised approach to supporting employee wellbeing implemented in 2019/20, the focus through 2020 - 2022 had been to consolidate the key changes made to the infrastructure of the Employee Wellbeing Group and the associated communication channels thereby realising the benefits brought by these changes. With the infrastructure embedded, work was undertaken throughout 2022/23 to use data in order to identify areas for improvement. As well as key statistics provided through absence information, this included qualitative data from focus groups and feedback received through our communication channels.

4.4.9 A number of improvements were made to the way in which we collate information on work related stress such as capturing the number of people who report work related stress whilst still at work and the type of stressors under Health and Safety Executive standards. This has enhanced understanding of the improvements that need to be made to the forms used by employees as well as identifying improvements that can be made to the way in which we support people experiencing stress, particularly personal stress given this is consistently one of the top 3 reasons for sickness absence Council wide.

Employee Engagement

4.4.10 Research has shown where a workforce is highly engaged it tends to be more productive, with reduced absence and employee turnover. Through the 'People First' Strategy, the Council has committed to developing and improving employee engagement by building on existing good practice. The Council already has a number of initiatives to support employee engagement including Trickle, 1-2-1 (Be the Best) conversations to support

workforce development, recognising success and value through employee recognition awards and the traditional biennial employee survey, which has now been replaced by Trickle.

4.4.11 The Council's main tool for employee engagement is a digital platform called Trickle, available via the website or App which enables inclusivity as it is accessible to the whole workforce, including front line employees and those working from home. Trickle was initially rolled out to a small group of services in 2020 with Council wide roll out completed in 2022. This has enabled the workforce, including front line employees, to raise issues and access information via the App on their phone. This was fundamental in supporting the workforce through the pandemic by having a platform to directly communicate with the workforce and providing the opportunity for employees to ask questions or raise concerns digitally. Recognising the benefits of this employee engagement tool, our aim is to improve the level of engagement with Trickle across existing and new users. To support this aim, a re-launch took place from September 2022 and this has shown an increase in the number of users experiencing trickle from 1316 to 1827.

4.4.12 Demonstrating that the Council values employees and celebrates success is an essential component of employee engagement. There are many activities currently underway to support this, including our Recognition Awards, use of the intranet, MS Teams praise functionality and Trickle fist bump function. As part of this engagement programme of work, we will seek to maximise these opportunities to embed the 'People First' ethos.

Work Styles/Flexibility

4.4.13 Following the pandemic which saw a number of roles shift to remote working, over 2022/23 support has been provided to return employees back to an office environment whilst still allowing the flexibility of remote working. Maximising use of our IT and digital systems has allowed for a hybrid approach to undertaking work and meetings to suit both individuals and the needs of the service.

4.4.14 Monitoring the changing working environments continues as employees are supported to work from various locations, more flexibly whilst balancing their work and personal commitments. This is considered essential not only in supporting employee's wellbeing but also key to improved productivity and recruitment and retention. This year has seen assessment of Council offices being undertaken with a survey of Church Street in 2022, which included availability of space due to remote/hybrid working arrangements with outcomes informing plans and changes for the consolidation of offices and facilitating future savings in relation to office rationalisation. Availability of space due to remote working will also allow various teams across the council to locate in the same building facilitating cross-functional working and easier access to relevant supports.

Policy

4.4.15 Progress has been made around the Council's employee policy base with the updating of policies and terms and conditions to incorporate the pay settlement agreement and additional days leave as well as the introduction of new policy. A Pregnancy Loss Scheme was introduced in February 2023 supporting all employees of the Council by providing guidance and a compassionate responses to those who experience pregnancy complementing employee wellbeing and our people First Strategy.

4.4.16 A Respect at Work Policy was completed with further work providing supporting toolkits required before roll out which is expected in the coming year. This will support our equality agenda. Scoping has also commenced in relation to the introduction of a Resolution Framework which will simplify the policy base for employees and managers who raise concerns with a focus on early intervention, informal (where appropriate) and effective resolution of concerns.

4.4.17 Progress has also been made around a Violence against Women Policy in support of the Equally Safe at Work developmental stage programme and is expected in the summer 2023. In addition drafting has commenced around a flexible/hybrid working policy to reflect the current workstyles and culture of the Council. A review of the policy timetable for the revision and drafting of policies was commenced this year for undertaking in the coming months and years.

4.5 Priority 2. Recruitment & Retention: Current and predicted future workforce gaps are addressed and core skill sets retained

Year 1 People First – Employee Life Cycle - Recruitment

4.5.1 The People First Strategy in relation to the employee life cycle commenced with a focus this year on recruitment with the intention being to create a positive inspiring, informative and seamless journey from application to appointment, attract the right candidates, aid retention and in turn support the workforce planning and equalities agendas. A full review of the recruitment processes and systems was undertaken including in-depth processes mapping, collation and analysis of relevant data sources and user feedback including recruiting managers and employees recently joining Council leading to key findings being established.

4.5.2 The finding were collated into 'show and tell' sessions for the People and Change Teams leading to the development of a number of work streams incorporating process and policy review, talent management, job quality and workforce planning initiatives, equalities actions and engagement to bring about improvements to the recruitment process for services. These work streams have commenced and will be undertaken alongside the scoping and analysis relating to year 2 with a focus on on-boarding.

Job Evaluation

4.5.3. In the second half of the year, the job evaluation processes were paused to undertake a thorough review of the current Job Evaluation policy, procedure and practice for consistency and recommendations for improvement. This has been completed and has resulted in the review of Job Evaluation policy and procedure which will be out for consultation shortly. The proposed changes are in line with the agreed Scottish Joint Council for Local Government Employees Job Evaluation Scheme and Practice Manual 3rd Edition.

4.5.4 Further work has also commenced to ensure all data relating to job evaluation is robust and fit for purpose. This essential work will lead to improved job design and compliance with the Strategic Operating Model (SOM) and provide structured governance moving forward to any proposed changes in line with the Workforce Plan.

4.6 Priority 3. Structure & Roles: Service structures and delivery model/s are stable, fit for purpose and future requirements

Budget Savings

4.6.1 Following the announcement of the budget savings to be made in December 2022 and March 2023, priority was directed to supporting services across the Council to make the relevant savings. Services have been reviewing and explore opportunities to deliver services differently and more effectively whilst making the required savings. Focus for workforce planning in these areas therefore shifted to current structures and functions making longer-term workforce planning difficult at this time due to uncertainty around future resources.

4.6.2 This has seen intensive work across various areas including the undertaking of our Organisational Change Policy and Service design processes, review of supporting documents and employee engagement information to support the varying and often complex circumstances within different services areas. The People and Change Team have focused on the streamlining and automation of various processes ensuring where required a council wide view is taken. This has included streamlining the Council's Switch processes to ensure transparency and effectiveness of matching people to roles in preparation of increased numbers requiring support.

4.6.3 The use of data and automation of processes has been developed to effectively support with the Voluntary Severance and Voluntary Early Retirement programme required to deliver savings options for efficient and effective decision making. This in turn also led has led to the development of processes and data requirements for employee pensions establishing systems and data channels between the Council and Strathclyde Pension Fund.

4.6.4 As affected services prepared to enter the formal consultation period, the effective use of our workforce console and data has been imperative to inform and fully understand the implications of proposals for service delivery and the workforce and ensure accurate notification of the potential impacts. Focus has also been on developing employee engagement supports at this time with promotion of our current support mechanisms and the introduction of PACE (Partnerships Action for Continuing Employment) support, the Scottish Government's initiative dedicated to helping people with advice and support when faced with the possibility of redundancy.

Fit for Future (FfF) Service reviews

4.6.5 To date, 7 reviews have been completed to date:

- FfF1 – Waste Services
- FfF2 – Working 4 U
- FfF3 – Repairs Contact Centre
- FfF4 – Procurement
- FfF5 – Building Standards
- FfF6 – Housing Voids & Allocations
- FfF7 – Facilities Management & Catering.

Information & Data

4.6.6 Service level workforce Plans are embedded within Service Delivery plans and therefore work has concentrated on the development of the workforce planning portal within the Council's performance management system 'Pentana'. The development of dashboards has now provided accessibility for Chief Officers to oversee both service and Council activity, record and monitor actions and facilitate the reporting process. Review of this facility will continue to ensure maximum usage and improvements incorporated.

4.6.7 The workforce planning console continues to be the key source of workforce information for managers using real time data. It is recognised that further development of the Workforce Planning Console is required and work has commenced this year in relation to the scoping of possibilities and requirements around workforce projections, establishment/finance data, exit and equality data. Managers continue to be supported and encouraged to use the console to inform decisions.

4.6.8 An exercise has commenced to align data held with the Human Resource Management System and finance budget for the establishment within services to ensure alignment and clarity bring one set of data. This has also enabled review of structures against the Strategic Operating Model (SOM), anomalies to be rectified and will prompt recommendations for structure improvements. This in turn will support service review processes, the possibility of cross service working and bring improvements to the workforce planning console data analysis and reporting.

4.6.9 Data and analytics have played a key role in considering future resources and supports within the People & Change function with a review being undertaken of the workload and support the Human Resources Team provides informing recommendations to ensure effective resourcing for key Council projects and initiatives to facilitate our People First Strategy and cultural changes required.

4.6.10 Surveys, self-evaluation, service design and quality improvement exercises also continue to provide beneficial insight into areas for enhancement and have informed associated action plans. From the workforce planning update in Appendix 1 examples can be found of services using the digital platforms such as trickle surveys and communication strategies to inform their workforce planning activity. These insights were also used to inform the People First Strategy Year 1 Recruitment review and key findings will be used to inform future actions plans with examples being wellbeing, equality and the Equally Safe at Work Programme.

4.6.11 As part of Workforce Planning managers are reviewing service delivery structures and roles alongside digital solutions as part of change management and service re-design processes, project support and implementation, training and development opportunities and requirements and automation of process and forms.

4.7 Priority 4. Skills & Capabilities: Current and future skills gaps and capabilities are addressed**.**

Learning & Development

4.7.1 The evolution of learning and development programmes over the pandemic and looking into the future has radically altered our approach to delivery, as well as the demand for learning opportunities. We have seen an unprecedented increase in online learning, both from the number of design requests for new modules, as well as the actual usage of the Ilearn platform. Corporate programmes are now being offered as a blend of both virtual and face to face sessions, as is most relevant to aims of the programme and the needs of the delegates.

4.7.2 This year the ACHIEVE Framework relaunched with updated Values and behavioural expectations, alongside a new Leadership Framework with updated expectations for all leaders/managers. Work will continue in 2023/24 to further communicate and embed this framework ensuring the consistent application. A new Development Framework has also been introduced, outlining the many opportunities for all employees at all career stages.

Digital Skills

4.7.3 Digital Skills development remains a priority for the council. The new Digital Skills Support Framework, which launched in April is designed to ensure that all employees across all services have access to someone who can support

them in their digital skills with the introduction of digital champions. There are a variety of different support resources available including courses through West College Scotland, online learning modules and dedicated intranet pages.

4.8 The current workforce profile

4.8.1 The workforce profile as at 31/3/23 is attached in Appendix 2, with comparisons made against the previous year and commentary on trends. The main observations are detailed below:

4.8.2 When compared to the same period last year, there has been a headcount reduction of 43 across the council. This change is mainly accounted for by a further reduction in fixed term contracts and a small number of permanent contracts however, there was an increase of 8 apprenticeships this year from the previous year and it has been noted the casual/supply pool headcount has increased also. Reviewing the comparison data the overall workforce has steadily declined with the bulk of the reductions in Roads and Neighbourhood, Citizen, Culture and Facilities and Education Services, the removal of the Vaccination centres from the People & Technology establishment also impacted with these being return to Health & Social Care Partnership (HSCP) until the summer 2023.

4.8.3 Whilst the percentage reductions have been across permanent and fixed term contracts the percentage of permanent contracts has increased slightly from by 0.51% to 90.69% with the same reflected in the reduction of temporary contracts. In addition the percentage of apprenticeships has increased marginally indicating workforce planning and development of future key talent pools continues, which is a positive development, providing security and stability in times of uncertainty. This is however likely to change in the future as monitoring of the workforce is indicating further reductions in headcount of both permanent and temporary contracts.

4.8.4 The percentage split of permanent and temporary contracts has remained largely unchanged with the same reflected in the overall sex profile with a static overall split of 26.2% male and 73.4.% female.

4.8.5 Turnover has remain static at 13.2% from last year to this with the main turnover being in Citizen, Culture and facilities, Education and Community Health Care. Turnover has significantly increased from previous years and - although the pandemic and turnover in vaccination centres contributed has contributed to this future budget savings are also expected to impact.

4.8.6 This year has seen a reduction in the sickness absence figure from 14.55 full time equivalent work days lost per employee to 14.00. Although the same reasons of minor illness, personal stress and acute medical conditions remain the highest with front line employees having the highest levels of sickness it is thought the effects of the Pandemic are still being felt.,Employee wellbeing

and engagement supports will continue to be developed and deployed for future positive impacts.

4.8.7 This year the data showed that there is a further increase in the percentage of employees working past the age of 65 (4.3% to 5.2%) showing a continued trend of stead increase over the last 4 years, supporting the national profile of employees choosing to work longer for various reasons.

4.9 Workforce Planning Actions for 2023/24

4.9.1 Key areas for progression and continued development are outlined in the sections below. It is noted however that many of these areas are interdependent contributing to the People First Strategy as a whole.

4.10 Priority 1. Our People (Workforce Profile): Ensure resilience and engagement of the workforce

Equalities

4.10.1 With the Equalities Plan being re-aligned to the People First Strategy, work will continue to focus on inclusion and diversity within the Council and in particular the Black, Asian and Minority Ethnic (BAME) profile which has been identified as an area of focus. To ensure there are no barriers to entering employment for BAME and other groups as set out in the Equalities Mainstreaming report, this year will see a recruitment audit being undertaken, focus on advertising, application and assessment, use of data for monitoring and insights and an Equal Pay Audit.

4.10.2 The verification exercise to further understand the composition of the workforce undertaken in 2022/23 will be used as a basis to inform future action this year. It is anticipated that an extension of this exercise will be undertaken to encourage further reporting to better understand the makeup of our workforce, increasing equalities information to inform Workforce Planning and policy development.

4.10.3 Focus will be given to the rolling out of the Respect at Work Policy in relation to Bullying, Harassment, Discrimination and Victimisation and the development of a Resolution Framework for early intervention and effective resolution of employee and manager concerns. Further developments around equality based policy are being consider around neurodiversity and gender transition.

4.10.4 The Equalities agenda will focus on the Equally Safe at Work (ESAW) programme to complete the developmental level by July 2023. Focus will be on the drafting and implementation of a Violence Against Women policy and planned training in relation to applying a gender based lenses for the working group. Other criteria are also being progressed in relation to analysis of data around the gender pay gap and a final survey to assess cultural change around this programme and preparing from the Bronze level.

4.10.5 The Council's re-submission to re-validate the Armed Forces Gold Award will be due in March 2024 therefore work will progress this year in relation to the supports and actions currently in place as well as considering further supports in line with our People First Strategy and equalities work including encouraging the recruitment and retention of Armed Forces Reservists and their family members.

Wellbeing

4.10.6 Now integrated into the organisational priorities, the Employee Wellbeing Strategy continues to focus on priority areas, responding to the needs of the organisation. There will be regular progress reports to PMRG and JCF including monitoring the impact of the resulting actions. A focus on supporting employee financial wellbeing will continue into 2023/24 as well as implementing the remaining actions from the review of the stress management framework.

4.10.7 To support this work and continuing into 2023/24, the number of mental health first aiders is being increased throughout the Council as well as new digital tools being explored to make the reporting and recording of stressors a more user friendly process. Additionally, there will be continued focus on financial wellbeing with the Wellbeing Roundups, further promotion of Salary Finance and the implementation of a new employee benefits platform that will also see employees having increased access to services that support their financial wellbeing.

Employee Engagement

4.10.8 As the Council is facing significant financial challenges it is crucial that we continue to support employee engagement and ensure all employees have a platform where their voices can be heard and that they are fully aware of where supports can be accessed and in times of change feel supported and valued. Therefore continued support of employees in a virtual environment using MS Teams, trickle, webinars, on line training, surveys, employee forums and support to ensure that employees feel engaged, supported and valued will continue. Peer support groups/communities have been developed to allow for collaboration and networking e.g. wellbeing advocates and MS Teams ambassadors. Considerations are also being given to equalities networks and peer support group requirements.

4.10.9 The established communication frameworks for national and local messages to be shared will remain and there will be an increased focus on further embedding the one-to-one/Be The Best Conversations in areas where we have feedback that these could be improved.

4.10.10 To compliment this and to provide further insight into levels of employee engagement, additional data sources will also be considered, in particular information from Exit Surveys to inform an action plan for improvement.

This further supports the Council's commitment to the principles of the Fairwork Convention, in particular ensuring that employees have a voice

Work Styles/Flexibility

4.10.11 The organisational culture and environment continues to evolve in relation to moving to offices of the future and focus will continue around wellbeing, working from home, employee engagement and promotion of flexible working styles to ensure this continues to be successful during times of innovation and change. As a forward thinking, innovative and creative council, we will continue to promote agile working where possible and support employees and managers across all services to embrace and embed the various flexible working options. More office based employees are now working remotely and all employees have the opportunity for more flexible styles of working with some employees choosing to return to the office more often. Future policy development will support this, in particular the flexible/hybrid working policy and policy reviews will be reflective of the new working styles. It is anticipated that flexibility of working styles will also support our agenda for diversity and inclusion as flexibility will open up a wider pool of potential talent.

Policy

4.10.12 A number of policy development have been outlined within the various sections of this report. In addition to these efforts will concentrate on the supporting of the budget saving processes and subsequent service review process with the development of an organisational change policy framework which will see all the relevant policy base and supporting information under one policy framework.

4.10.13 Following on from the introduction of the Pregnancy Loss scheme focus will also be given to auditing and reviewing where required the surrounding family friendly policies to ensure these reflect the provisions of the Pregnancy Loss scheme.

4.11 Priority 2. Recruitment & Retention: Current and predicted future workforce gaps are addressed and core skill sets retained

Year 1 People First – Employee Life Cycle – Recruitment

4.11.1 Commenced Year 1 in 2022/23, the 5 year People First Plan will continue to focusing on key improvements of the Employee Life Cycle with spotlights on the following:

- Year 1 – Recruitment
- Year 2 – On Boarding
- Year 3 – Development
- Year 4 – Retention
- Year 5 – Recognition

4.11.2 Whilst Year 1 plans are in action and will continue through 2023/24 around recruitment, running concurrently will be the scoping and analysis of data and processes around all aspect of 'Onboarding' for new employees entering the Council's employment.

4.11.3 The aim is to bring efficiencies around processes for smooth transition into our employment, improvements around positive first experiences of integrating a new employee into the organisation and demonstrating our positive culture whilst at the same time incorporating the aspects of the Fair Work Convention to ensure we are an employer of choice. Focus will be around automation of systems and processes and close collaboration will be required with our IT service for capabilities in this area. This will be paired with development work, embedding and continuing to improve the exit interview process providing insights into the environment within services. Trends and feedback from this work will identify and inform future actions.

Workforce Planning and Job Evaluation

4.11.4 Focus will continue around workforce planning to facilitate the achievement of the People First Strategy. Efforts will be concentrated on supporting the internal recruitment market, particularly to assist the budget savings, supporting and developing employees into new roles and making better use of succession planning.

4.11.5 Workforce planning will continue to ensure Skills and recruitment gaps are forecast and identified timely and service plans reflect how these gaps can be filled. Work will concentrate on the review of job quality, role profiles and recruitment practices following the scoping of year 1 improvements through the various work streams identified. This will encompass review of key talent pools and hard to recruit posts at Service level for targeted initiatives for recruitment and retention. Consideration will also be given to promoting careers within the Council for future workforce requirements.

4.11.6 Following the implementation of The Workforce Planning Strategy and further efforts will be made around embedding the strategy and developing tools and supports to ensure its effectiveness. A Workforce planning toolkit is under development and is expected to be rolled out this year and development of training and awareness of workforce planning processes, including better data usage being developed for managers. Development of the Workforce Planning Console will feature within this.

4.12 Priority 3. Structure & Roles: Service structures and delivery model/s are stable, fit for purpose and future requirements

Budget Savings

4.12.1 Priority will be given to supporting services over 2023/24 and beyond to implement the required budget savings, review structure and service delivery

requirements and methods in line with our Organisational Change processes. Focus will be given to a supporting employee's wellbeing and engagement during this time.

Fit for Future (FfF) Service reviews and Information and Data

4.12.2 The approach to Fit for Future is itself under review and the programme will continue across services supporting and promoting better use of data, improved decision making and better people practices, fully utilising existing systems and technologies to improve service delivery and improving services for our citizens. Priority is currently being given to the implementation of Office 365 within Services.

4.12.3 The further rollout of O365 continues with users moving over to a cloud platform. The introduction of MS365 will bring many opportunities and access to tools that services will require support with to ensure they can maximise benefits from the available applications. A Centre of Excellence will be set up to ensure safe and good practice and ensure the maximisation of this exciting and innovative tool.

4.12.4 Service managers are reviewing workforce plans, structures and digital solutions to support service delivery and these are supported by the People & Change team in a number of ways such as change management, project support, training, automated forms, service design, employment advice and recruitment.

4.12.5 Continuous improvement initiatives, such as Lean/Six Sigma, service design, coaching and mentoring and leadership development will continue through the year ahead as core organisational deliverables. Services will continue to promote and engage in cross organisational working, and explore the opportunities that this provides, including the potential for retraining of employees into other areas, this is will be particularly relevant due to the budget savings options as services will be reviewing how they deliver, resources available and facilitating the effective redeployment of employees. Service Workforce Planning will be critical in supporting these considerations.

4.13 Priority 4. Skills & Capabilities: Current and future skills gaps and capabilities are addressed**.**

Learning and Development and Digital Skills

4.13.1 The focus on digital literacy and skills will continue with Excel and Outlook courses provided by West College Scotland continuing funded through the apprenticeship levy and Flexible Workforce Development Fund for ongoing support of improved data usage, understanding and promoting new and efficient ways of working. Focus will also be around the Digital Skills Support Framework ensuring every employee has access to digital skills support and information.

5. People Implications

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

6. Financial and Procurement Implications

6.1 There are no additional financial or procurement implications associated with this report. There are funding streams associated with the initiatives mentioned in this report but these are already secured.

7. Risk Analysis

7.1 A robust approach to workforce planning ensures that the Council identifies current and future needs and identifies potential risks to the council at an early stage. This proactive approach allows strategies and policies to be developed that ensure the continued delivery of best value services.

8. Equalities Impact Assessment (EIA)

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

9. Consultation

9.1 The Strategic Leadership Group have been involved in the development of the plan through preparation of the Delivery Plans and this report and associated appendices have been provided to the relevant trade unions on 3rd May 2023.

10. Strategic Assessment

10.1 The contents of this report and the workforce planning process supports the Council's aim to make the best use of both financial and human resources resulting in a positive impact upon service provision.

Victoria Rogers
Chief Officer - People & Technology
Date: 3rd May 2023

Person to Contact:	Lisa MacGregor, People and Change Partner 16 Church Street, Dumbarton Tel: 07949800801 Email: Lisa.MacGregor@west-dunbarton.gov.uk
Appendices:	Appendix 1 – Council Workforce Plan Progress update 2022/23 Appendix 2 – Workforce Profile and Monitoring 31st March 2023
Background Papers:	Council Workforce Plan 2017-2022: Update & Annual Action Plan 2021/22 Strategic Lead Area Workforce Plans (as part of Service Delivery Plans) 2022-2027 The Workforce Planning Strategy and Framework 2022 – 2027
Wards Affected:	None

Appendix 1: Workforce Planning 22-23 Strategic Actions Overview

31st March 2023

1. Our People (Workforce Profile) Strategy Develop and implement wellbeing, employee engagement, equality and training plans to enable capabilities, improved resilience and promotion of a diverse workforce.			
Service	**Progress**	**Key Actions**	**Exceptions**
Citizens, Culture and Facilities – Amanda Graham, Chief Officer	100%	• 93 employee registered as Trickle Users, 3 Trickle Champions identified and 5 Wellbeing Advocates who represent the service; • Across the service team meetings are carried out as well as Be the Best 1-2-1 meetings to ensure employees feel supported.	
Education Learning and Attainment – Laura Mason, Chief Officer	100%	• Continue development of Career Long Professional Learning (CLPL) programme reflecting current needs of workforce post pandemic including digital learning and technologies, wellbeing and mental health supports. Programmes reviewed and updated to reflect needs identified and evaluations received. Diverse professional learning programme produced and being undertaken; • System of highlighting and sharing opportunities to engage and promote wellbeing initiatives is in place and used across the service.	
Housing & Employability – Peter Barry, Chief Officer	100%	• Communities Staff encouraged to continue their professional development including Community Learning and Development Leaders training; • Staff completed Equality Impact Assessment training in 2022	

		and relevant teams developing skills to support the inclusion of actions within their delivery plans in Working 4 You; • Staff encouraged to engage with the Trickle platform. 2 Trickle champions in Housing Operations and starting to do mood sense around team newsletter, initially to generate interest from teams with view to wider roll out on other subject areas; • Be The Best conversations linked to discussions around well-being in Housing; • Continued to improve and develop employee engagement – regular team meetings, with guest speakers for information on other services roles/ functions in Housing; • Development sessions held for 2022 and staff survey completed November 2022 to inform service development and key areas for teams. Further joint development sessions planned for spring 2023 with Housing Operations and Building Services to focus on repairs giving teams opportunity to jointly discuss challenges and ideas for service development; • Staff survey carried out to identify staff interested in complementing skills sets and place themselves in the position to deliver training in Working 4 You team; • Initial contact with trainers to provide relevant qualifications for multiple employability teams, identified employees who wish to undertake, contact with Scottish Qualifications Authority (SQA) for approval, sectors identified and relevant evidence gathered to present to SQA in the Working 4 You Team. Implementation training plan in place with staff identified who require upskilling to deliver future priority areas; • Support Implementation of Equally Safe at Work (Development Stage) programme working in partnership to	

		gather evidence for accreditation for first submission in May 23.	
People & Technology – Victoria Rogers, Chief Officer	100%	• Expansion of Mental health first aider group training; • Further work underway to support employee financial planning. Additional Scottish Government monies received to support employee resilience with webinars planned for workforce; • Equality action plan re-prioritised in line with People First Strategy. Actions relating to data verification and Equally Safe at work have commenced. Plan linked to the People First Strategy year 1 work; Actions to develop the workforce planning console being scoped for development and roll-out.	
Regulatory & Regeneration, Alan Douglas, Chief Officer	100%	• Employee absence rates remain significantly lower than Council average at year-end; • Be-the-best conversations conducted regularly with information linking to improved employee engagement, recognition, personal and professional development.	
Resources, Laurence Slavin, Chief Officer	100%	• Across the service, regular team meetings and 'Be-the Best conversations, have taken place throughout 2022/23 as has engagement for using the 'Trickle' Platform; • Resources Management Team meetings have been extended in terms of invited participants to extend employee engagement more widely; • Regular Workforce planning meetings to progress in 2023/24 to support the delivery of actions; • Staff consultation taken place ahead of major operational and/or process related changes.	
Roads & Neighbourhood, Gail McFarlane, Chief Officer	100%	• The service have developed and implemented a	

.		communications strategy covering all levels of employee engagement. Employee meetings are in place and managers at varying levels regularly meet with Trade Union representatives and delegates across the service; • Toolbox talks and face to face meetings are in place for requests and actions to be taken forward; • Be the Best Discussions in place throughout service to ensure we are supporting, encouraging and challenging the service and identifying opportunities for training and upskilling; • Employees encouraged to attend training events run by external organisations such as SCOTS and share knowledge with wider team; • Fit for the future structural review underway identifying single points of failure in addition to the addressing the aging demographic and recruitment difficulties. This will shape actions required including reviewing the 'growing our own' strategy with the retention of apprentices in the service where possible.	
Supply Distribution & Property, Angela Wilson, Chief Officer	100%	• Service areas have regular 1-2-1 for teams and training requirements discussed. Statutory training needs are included in the annual training plan completed via the Councils' iLearn platform or face to face; • Building Services is continuing to focus on employee wellbeing actions included setting challenging targets to reduce high absence levels; • Planning for 2023/24 and future years incorporates priority to progress actions to support the workforce demographics.	

Case Study:

Roads & Neighbourhood Services – Waste Services

Waste services implemented a communication strategy to cover all levels of engagement to ensure regular employee and management meetings which involve the sharing of information and a joint approach to discussing service issues and improvements that may arise throughout the normal operation of our service. Toolbox talks and face to face meetings are in place and requests for actions taken forward ensuring all information is passed on timeously.

One of the areas that the service struggle with and which was recognised as an issue nationally is the shortage of Large Goods Vehicle (LGV) drivers, these are the drivers of our refuse collection vehicles and any shortage has the potential to impact on service delivery. Through our communication strategy and staff representatives it was identified that there was a willingness for some existing collection staff to undertake on training as LGV drivers to support succession planning and their progression within the service. Through discussion and engagement with the teams, the service then undertook to identify individuals to undertake this training, agreeing a set of criteria for the selection process with the staff involved.

As a result a list of potential employees who would undertake the training was identified and funding found within the service to enable this. Staff were advised that the training would be paid for and time would be given to attend with agreement in place to clawback any funding should they leave the employment of West Dunbartonshire Council within a certain timescale. Although no additional payment would be made for anyone passing the course their skills can be called upon and they would be paid the appropriate rate while driving at that level and adding to their experience. This was communicated and accepted by all those that signed up. The scheme has proven popular and will be repeated to allow other staff the opportunity.

Training commenced on a rota basis in 2022 and to date we now have 3 new drivers qualified with more to undertake training. Our key success factors are:

- Ensures that we are able to provide continuity of services, meeting some of our resilience requirements;
- Assists with succession planning with the development of a driver talent pool;
- The use of the communication strategy implemented allowed us to demonstrate to staff that we listen and act when there is a solid business case for doing so.

2. Recruitment & Retention Strategy Develop and implement employee life cycle plans in line with the People First Strategy to attract and retain the workforce			
Service	**Progress**	**Key Actions**	**Exceptions**
Citizens, Culture and Facilities – Amanda Graham, Chief Officer	100%	• Review of the working patterns of hard to fill vacancies within Facilities Management, including hours offered and flexible working is progressing to identify changes that will improve recruitment and retention. Changes required will be progressed in 2023/24.	
Education Learning and Attainment – Laura Mason, Chief Officer	100%	• Continue to support the engagement and involvement of the Early Years workforce through Early Years Implementation Group; • Continued roll out of opportunities for secondment and work experience in Additional Support Needs (ASN) and specialist settings. System now established to offer opportunities; • Proactive engagement with potential talent pools has taken place to increase profile of West Dunbartonshire as an employer of choice. A review and revision of assessment centres has taken place and leadership pathways have been aligned to ensure that opportunities for promotion are supported within the service	
Housing & Employability – Peter Barry, Chief Officer	100%	• Succession planning by expanding opportunities for job shadowing as part of staff development and future staff retention planning in Housing; • All advisors in Working for You are registered with Money Advice and regularly attend training on updates with MATRICS with a blended learning to update learning approaches and allow advisers to progress their training	

		and development; • All staff are Debt Arrangement Scheme accredited. Any new staff would be qualified and offered relevant Continued Professional Development for their role in the Working 4 You Team; • Improving cancer journey ilearn module developed and launched. Employees encouraged to access McMillian learning zone; • Community Learning and Development (CLD) competences accreditation and promote registration with CLD Standards Council in Working 4 You Team; • Reinstated the joint Professional Learning and Development halted during COVID-19 pandemic, including Science, Technical, Engineering Mathematics (STEM) Personal Learning and Development; • CLD participating in the Winter Learning Festival as part of the West Alliance including offering STEM learning in relation to climate change with Staff, part time tutors and partners are encouraged to attend.	
People & Technology - Victoria Rogers, Chief Officer	100%	• Year 1 of employee life cycle plans in line with the People First Strategy to attract and retain the workforce plan has been started, priorities and lead officers agreed; • Progress has been made in relation to scoping of development needs and opportunities to bridge any gaps within the Human Resources Team building on a one team approach; • ICT are liaising with Working 4U to review apprenticeship opportunities with a view to attracting new employees; • ICT are working collaboratively with People & Change team to review and improve employee on-boarding by April 23.	

Regulatory & Regeneration, Alan Douglas, Chief Officer	100%	• Senior Democratic services Officer fully integrated into the Democratic Services Team successfully; • Officers previous in acting up positions successful in achieving promotion within the service ensuring resilience; • Continued full participation and leadership of Project Boards ensure that our employees' skills are shared and benefit from the skills and experience of others.	
Resources, Laurence Slavin, Chief Officer	70%	• Across the service, the establishment has been considered as part of activity to deliver an effective service and identify efficiencies in order to deliver a balanced 2023/24 revenue budget.	A review of the Finance structure has been put on hold due to a new Finance Manager being appointed and commenced in March 2023. The review has been rescheduled for 2023/24 to allow time to review current arrangements.
Roads & Neighbourhood, Gail McFarlane, Chief Officer	100%	• Training and development offered where appropriate within the service, for example Driver HGV training in waste will increase resilience and opportunities not only in waste but potentially for winter gritting in future; • Health & Safety (H&S) training and development in Grounds has been shared across other service areas and simplified our response and approach to H&S; • Engagement with external services to ensure mechanics are trained in emerging technology. Reviewing services (led by Fit for Future) and ensuring that the service is aligned to meet future service requirements (Route optimisation).	

Supply Distribution & Property, Angela Wilson, Chief Officer	100%	• Review of workforce is undertaken in consideration of current workload demands and gaps. Phase 1 of the review of building services is completed and phase 2 will be implemented within the next quarter. Role profiles are being reviewed and will be job evaluated.	

Case Study:

People & Technology – Health and Safety

It was recognised that the Health and Safety team had an average age demographic of 59 years with retirement of some employees being possible over the next 5-10 years. Previous recruitment exercises had also proven difficult with little response and suitable candidates with experience to fill the council's requirement for a Health and Safety Officer (Grade 8). The demand for such roles during and following the Covid 19 Pandemic has increased which is also thought to have added to recruitment difficulties.
The team had previously delivered the service by having expertise in lead areas but due to reductions and recruitment difficulties within the team, the team were having to move to covering all aspects of health and safety with a more generic approach to ensure service delivery. In order to secure future requirements around recruitment and retention in the service it was necessary to consider the development of a talent pool and succession planning for progression within the team.

In order to ensure a future talent pool could be established a two year graduate training programme was created, initially recruiting two recent graduates at Grade 5. During the two year programme the graduates were exposed and trained in all aspects of health and safety including areas such as fire safety, noise and construction. The graduates were mentored by the experienced members of the team, by shadowing and being supported to undertake key aspects of role such as audits and accident investigation.

Following this 2 year graduate programme some members of the team decided to retire as predicted and due to the development of this programme and creation of this talent pool the graduates were equipped with the experience and knowledge for successful appointment to fill the Grade 8 roles. This has been so successful we have moved into a further graduate training programme and currently have a new graduate being developed. Our success factors are:

- Creation of future talent pool from which to recruit from;
- Development of opportunities for graduates;
- Succession planning of key skills and requirements;
- Positive impact on age demographic of the team mitigating the risk of loss of experience and skills within future years.

3. Structure & Roles
Strategy
Implement service review process including role design, use of new technology and new ways of working to add resilience, address gaps, and establish opportunities for efficiencies

Service	Progress	Notes	Exceptions
Citizens, Culture and Facilities – Amanda Graham, Chief Officer	100%	• Action successfully completed. Review of Management structure in Facilities Management complete and implementation complete. Across the service reviews of processes are regularly carried out to identify efficiencies.	
Education Learning and Attainment – Laura Mason, Chief Officer	100%	• Continue Implementation of a range of leadership models to support the development and opportunities available to employees in Early Learning Centres.	Support service redesign reflecting management adjustments and changes, further work to complete outreach team transferring and clerical review
Housing & Employability – Peter Barry, Chief Officer	100%	• Communities' team are adopting the Scottish Approach to Service design in key areas of their work. This will simplify work streams, allow for collaboration with partners and establish opportunities for efficiencies; • Advice Pro Management Information system continues to be developed in line with Community Learning and Development/HMIE audit requirements. This approach will continue during and post restructure with Working 4 You Youth Learning and the additional team requirement to support the Community Planning function for West Dunbartonshire; • New mobile app working group established and 4 Housing Officers undertaking pilot on 28 day estate work for	

		testing to feedback any improvements/issues prior to wider roll; • Housing stock availability/turnover tool is in test environment, positive feedback obtained and in process of releasing tool to staff in order to support housing options discussions with tenants and applicants upon contact for assistance. Work underway to adapt tool to sit alongside online application form, which will support information for applicants at point of completing online housing application; • Development of online housing application form underway which will allow ability to upload verification documents at point of application linking to Integrated Housing Management System data; • Walk process reviews started for Arrears and Anti Social Behaviour (ASB) service for recommendations and improvements identified to be carried forward into new financial year; • Working groups to implement Fit for Future recommendations. Void dashboard now in place for Housing Operations and Building Services staff to use to monitor and progress voids. Caretaking/waste working group continues to review operational processes and address issues; • Establish funding requirements to maintain continuity of funded services – Detailed exercise carried out to establish service delivery needs and staffing requirements. Negotiated with Scottish and UK government and know scale of funding available and await grant award letters for Working 4 You;	

People & Technology – Victoria Rogers, Chief Officer	100%	• Fit for Future continues to support services and technology will be employed to support year 1 People First plans; • Microsoft 365 currently being deployed to service areas and will continue over the coming months with Centre of excellence will be setup to ensure maximise use and benefits of the 365 solution; • SOM project commenced to align HR and Finance digitally in one system will identify gaps and establish opportunities for improvement; • Fresh service system review undertaken and improvement put in place to improve the system. Plan to publish the system externally to allow easier reporting of incidents/requests; • Device Updates – review of technology to improve update process with remote feature implemented to allow employees to update devices from home; • Church Street ICT Performance – review of issues undertaken and various technology changes implemented. Plans underway to replace existing wireless hardware with new technology to ensure performance is fit for purpose; • ICT Structure changes – Supervisor layer extended to address gaps and provide development opportunities for existing employees; • Review of structure, roles and development opportunities to support recruitment and retention in ICT. Due to continuing sector recruitment challenges especially in public sector, ICT engaged with West Scotland College to discuss a new approach to recruitment, and to enable opportunity for computing graduates with little or no experience to apply for Grade 3 positions within WDC ICT service. The aim of this approach is to develop and equip	

		graduates with the skills and experience required to deliver the role and also be ready to progress to 1st line analyst posts after a 2-year period. This exercise is being completed alongside a redesign of ICT structure and a review of resources to identify what skills and support model the ICT service requires moving forward, this is to ensure we can deliver new technology, support hybrid working and meet service demand and expectation; • P&T cross team working planned to increase collaboration across the service.	
Regulatory & Regeneration, Alan Douglas, Chief Officer	100%	• Planning & Building Standards Fit for Future review, actions in the Improvement Plan due in 2022/23 completed, including those to improve customer service and streamline electronic processes; • Involvement in Local and National development of Digital and Spatial Planning.	
Resources, Laurence Slavin, Chief Officer	On Hold	• Considered in all areas of Resources on an ongoing basis.	A review of the Finance structure is currently on hold following the appointment of a new Finance Manager. Review rescheduled for 2023/24.
Roads & Neighbourhood, Gail McFarlane, Chief Officer	100%	• Fit for Future review has identified opportunities and will lead to service improvements; • Data management and gathering has improved allowing more informed choices and the ability to identify areas of concern or those requiring support; • Service redesign facilitated by investment in Capital such as the Salt Dome will ensure resilience and improves our overall flexibility and responsiveness; • A structure review is underway to identify skills gaps,	

		opportunities for upskilling, single point dependencies and training needs. This will be continued into 23/24	
Supply Distribution & Property, Angela Wilson, Chief Officer	100%	• Housing Assets and Investment and Building Services - Continue to review service delivery and utilise flexible, remote/mobile work styles for service resilience, utilising IT equipment solutions. New technologies including the Integrated Housing Management System continue to be developed resulting in-service improvements. • A condensed working hours pilot will be carried out to improve efficiency, resilience and staff satisfaction levels.	

Case Study:

People & Technology - ICT

Due to an ageing workforce and IT sector recruitment challenges the ICT service has been analysing our workforce and planning the steps required to ensure we could meet current and future employee needs. This meant determining the most efficient and effective methods to recruit and retain new IT talent. This required us to develop and implement an action plan to ensure we were succession planning for the future and extending our talent pool to ensure we have the right people, with the right skills, in the right areas.

Our initial analysis found that there was a gap in terms of skillset between the roles of Modern Apprentice and 1st line Support Analyst areas. This gap meant at the end of a 2 year modern apprenticeship we were losing our young apprentices (that we had trained and invested in) to other organisations. Therefore to solve this issue, bridge the gap and retain our young talent we introduced lower Grade 3 posts of Service Desk Assistant and ICT Support Administrator. These posts enabled our apprentices (following a recruitment exercise) to expand their knowledge and skills and equip them with the skillset and experience to prepare them for the next phase of their West Dunbartonshire Coucil IT journey. We have seen some excellent progress in this area with one modern apprentice progressing into a Grade 3 post and recently being successful in gaining a Grade 5 Analyst role following the 3 year development period.

Although this solved the issue in terms of skillset gaps and progression opportunities, it did not solve the issue of recruitment challenges, which had worsened since the COVID-19 pandemic. Therefore, the second step was to review our approach to recruitment as we knew there was real talent in the market that were faced with lack of opportunities following completion of their IT college course. Our aim was to provide candidates who had an IT qualification but no experience, or some experience but no IT qualification an opportunity to work for us. We therefore entered into discussions with West College Scotland and formed a partnership to offer graduates a route into the IT sector and work for West Dunbartonshire's largest employer. By reviewing vacant posts that we had been struggling to fill, and available staffing budget and decided to reduce

the volume of available Grade 5 roles available to allow us to recruit at Grade 3 roles for graduates with those with no experience. This has been a successful with the recruitment of a graduate from West College Scotland who completed a Cyber Security course and has now been given a fantastic opportunity in the ICT security team.

Initial discussions with the Working 4U team have taken place to discuss apprenticeships on offer to make them more current and attractive to young people and use upskilling funds to add a 3 year HNC option to the existing 2 year Modern Apprentice, receiving a base IT qualification of HNC minimum and hands on workplace experience. Attended Career Fayres across West Dunbartonshire education to show case the opportunities in our ICT and to get young people thinking about a career with the Council in IT has also taken place. Our success factors are:

- Opportunities to graduates with no IT experience;
- A full progression route in ICT from Modern Apprentice to Grade 12 Service Manager;
- Continuous monitoring, evaluating and revising our approach around succession planning will ensure we continue to attract and retain IT talent in West Dunbartonshire Council and develop a fit for future workforce.

4. Skills & Capabilities
Strategy
Develop and implement training plans and development opportunities to improve capabilities and resilience within the workforce.

Service	Progress	Notes	Exceptions
Citizens, Culture and Facilities - Amanda Graham, Chief Officer	100%	• Digital Lead identified and 3 Digital champs also identified and taking part in support sessions. Additionally 3 Trickle Champions represent the service.	
Education Learning and Attainment - Laura Mason, Chief Officer	100%	• Continued implementation of leadership and management development framework in Early Years. The opportunity through the collaborative working is impacting the quality at our Early Learning Centres outcomes for children and improved skills of practitioners.	
Housing & Employability - Peter Barry, Chief Officer	100%	• Training matrix for Assistant Housing Officers (AHO's)	

		and Housing Officers completed and job shadowing underway in ward teams for AHOs for up-skilling; • Quarterly in house training for (ASB) Anti-Social Behaviour and Neighbourhood Teams covering all aspects of operational delivery and legislation; • External Maybel Training for ASB Teams completed as refresher for existing staff and essential training for new staff; • Ongoing online training for Caretaking teams progressing on identified essential courses for role; • Universal Credit/Rents training and MAPPA training provided for Housing Officers/Assistant Housing Officers; • Review participation in mandatory and elective learning, with emphasis on annual review of Equality, Diversity and Human Rights, Child and Adult Protection, Equality Impact Assessment, Data protection and Information Security; • Communities' team will be involved in a review of the Community Learning and Development (CLD) competencies with Working 4 You colleagues. Registration of CLD standards council will be promoted. Working practice continues to be developed to ensure compliance with CLD/HMIE audit requirements.	
People & Technology – Victoria Rogers, Chief Officer	100%	• Corporate budget being focussed on supporting digital skills and M365 skills particularly on the supporting of the technical/security element; • Scoping of development opportunities to bridge any skills gaps with HR Team; • ICT teams across service also attending training in technical areas such as Telephony technology and Cyber	

		Security to ensure skills gaps are filled, resilience built in and development opportunities provided. Continuous review of training is in place to ensure we are equipping employees with right skills to implement and support new technology; • Technical training for 365 has been undertaken and will continue in the coming months. ESI training platform from Microsoft promoted and employees registering for free accredited technical courses; • Microsoft partnership training carried out for Digital Team; • Internal ICT development opportunities created to improve resilience and ensure skillsets such as line and project management are developed.	
Regulatory & Regeneration, Alan Douglas, Chief Officer	100%	• The service demonstrates well developed leadership skills linked to succession planning and service delivery needs; collaborative and improved working practices; and participation in the 4D Quantum Programme.	
Resources, Laurence Slavin, Chief Officer	100%	• This is on-going in all areas of Resources with opportunities to reconsider the allocation of responsibilities across the Finance Team; • Focus on providing development opportunities, training and building resilience as we look further ahead at the workforce demographics acknowledging the possibility of multiple retirements in the next 3 to 5 years; • Workforce demographics will be further reviewed in 2023/24 now that the new Finance Manager is in post as part of the workforce planning process to support the delivery of this action.	
Roads & Neighbourhood, Gail McFarlane, Chief Officer	100%	• Training needs and future service requirements are identified through the ongoing dialogue and	

		engagement with staff along with the services strategic objectives. There is limited scope in this area given the relative repetitive and manual nature of the works; • Training has been provided to increase resilience across the workforce, but opportunities exist to make this more fluid External and internal opportunities to upskill are encouraged such as attendance at Continued Professional Development events; • Mentoring and upskilling being implemented where appropriate.	
Supply Distribution & Property, Angela Wilson, Chief Officer	100%	• Housing Assets and investment and Building Standards undertaking statutory training as planned with discussions on training needs considered where appropriate; • Scheduled or cyclical training is carried out via iLearn portal or face to face; • Consultations are ongoing with Trade Unions and the workforce with a view of the introduction of general skilling and multi-skilling.	

Case Study:

Housing and Employability – Housing Services

Following the impact of Covid 19 Pandemic the Service aimed to work towards service recovery at pre-pandemic performance levels and also wished to address feedback from staff in relation to areas of improvement that could be made in terms of communication, staff involvement in service development and training to allow the continued development of staff.

In order to address the on-going development of the team development sessions were introduced also as part of our commitment to engage with staff. These took place during summer 2022 along with involving them in service development areas. Initial development sessions were around engaging with staff on how we would move back to a generic housing service following our temporary service delivery model of specialist functions in response to Covid for better understanding and knowledge of how the service would work. The success of these has led to further Development session being arranged for May 2023 jointly with Housing Operations and Building Services to review how

we can improve our service for tenants jointly, supporting cross functional working and developing the knowledge base. Further development sessions will be undertaken later in the year.

In addition, a staff survey was undertaken for Housing Officers and Assistant Housing Officers in the autumn of 2022 which asked about key areas of learning and development needed. This included asking what was working and what improvements that could be made in terms of communication methods, service model and engagement with service development. From the outputs of this a Training matrix were designed for the roles and has been shared with staff and linked to Be The Best conversations to review individuals learning and development requirements against the skills matrix. These conversations are ongoing and also enhanced to incorporate focus on well-being and support. Job shadowing is part of the training matrix areas, tailored to meet individual needs. Our success factors are:

- The establishment of development sessions for improved working practices and knowledge sharing which will become cross departmental;
- Teams who are more engaged with service development, change and their own learning and development;
- The establishment of a clear training matrix which allows for progression from Assistant Housing Officer to Housing Officer with the team being involved in their own and others development in terms of shadowing opportunities also support succession planning within the service.

Appendix 2 – Workforce Profile and Monitoring Report – 31st March 2023

This appendix provides information on the workforce demographic, allowing for monitoring of trends and consideration of workforce impacts and includes Headcount, contract status, grade, sex and gender profiles, length of service, new starts, turnover and leavers and analysis of employees released through early retirement and voluntary severance. Also includes is information relating to redeployment through the SWITCH process and sickness absence.

1. Headcount

Table 1.1 below relates to the year-end workforce profile as at 31st March 2023 and examines changes in that profile over time.

Table 1.1

Headcount							
	Apprentice	Fixed-Term	Permanent	Total		Casual	Invigilators
Citizen Culture & Facilities	2	28	637	667		10	0
Education	9	102	974	1085		50	53
Housing & Employability	3	65	279	347		3	0
People & Technology	1	12	97	110		0	0
Regulatory & Regeneration	1	11	103	115		4	0
Resources	0	16	222	238		0	0
Roads & Neighbourhood	13	22	333	368		41	0
Supply, Distribution & Property	33	8	387	428		0	0
Chief Exec Office	**62**	**264**	**3032**	**3358**		**108**	**53**
Child Health Care & Criminal Justice	0	19	243	262		15	0
Community Health & Care	0	21	950	971		64	0
Finance & Resources	0	1	5	6		0	0
Mental Health Addiction & Learning Disabilities	0	14	142	156		0	0
Strategy, Planning & Health Improvement	0	1	31	32		0	0
Health & Social Care Partnership	**0**	**56**	**1371**	**1427**		**79**	**0**
Strategic Management	**0**	**0**	**12**	**12**		**0**	**0**
Local Government Employees Total	**62**	**320**	**4415**	**4797**		**187**	**53**
Education (Teachers)	0	165	911	1076		321	0
Council Wide Total	**62**	**485**	**5326**	**5873**		**508**	**53**

When compared to the same period last year the headcount has decreased by 43 overall. This is due to reductions of 9 permanent contracts and 42 fixed term contracts but an increase of 8 apprenticeships. The casual/supply pool headcount has increased by 129.

Table 1.2 shows this year's figures compared to the last 4 years and illustrates a reduction in apprenticeship roles over 2019 – 2022 however 2023 has seen an increase in figures. It also captures the steady decline in the workforce of 1% across both fixed term and permanent headcount this year.

Table 1.2 Headcount Variance

Overall Headcount Variance 31/03/2019 - 31/03/2023	Apprentices			Fixed Term			Permanent			Total	
	No.	% of Total	Yrly Var	No.	% of Total	Yrly Var	No.	% of Total	Yrly Var	No.	Yrly Var
31/03/2019	74	1.29%	4%	579	10.10%	18%	5081	88.61%	-1%	5734	1%
31/03/2020	89	1.52%	20%	581	9.90%	0	5201	88.59%	2%	5871	2%
31/03/2021	73	1.23%	-18%	552	9.29%	-5%	5318	89.48%	2%	5943	1%
31/03/2022	54	0.91%	-7%	527	8.91%	-1%	5335	90.18%	1%	5916	-1%
31/03/2023	62	1.06%	1%	485	8.26%	-1%	5326	90.69%	-1%	5873	-1%

Table 1.3 below provides more information on the variance across all services with the comparison data illustrating the steady reduction of the workforce. Notably Roads and Neighbourhood and Citizen, Culture & Facilities have seen a shift in their demographic. Citizen, Culture & Facilities have seen a significant reduction in temporary contracts with the ending of additional temporary cleaner contracts for Covid 19 whilst Roads and Neighbourhood have seen a reduction in permanent contracts as a result of turnover and delaying recruitment due to budget savings. Figures have also been affected by the removal of the vaccination centres. They have both retained their significant apprenticeship allocation, with the majority of other areas reducing their allocation at this snap shot in time.

Table 1.3 Variance across services (in headcount)

2023 compared to 2022	Apprentice		Fixed Term		Permanent		Total	
Citizen Culture & Facilities	2	1	28	-32	637	3	667	-28
Education	9	1	102	-2	974	16	1085	15
Housing & Employability	3	3	65	-3	279	4	347	4
People & Technology	1	1	12	6	97	-3	110	4
Regulatory & Regeneration	1	1	11	0	103	-3	115	-2
Resources	0	0	16	1	222	-2	238	-1
Roads & Neighbourhood	13	-2	22	-1	333	-16	368	-19
Supply, Distribution & Property	33	4	8	-1	387	6	428	9
Vaccination Centre	0	0	0	-10	0	-2	0	-12
Chief Exec Office	**62**	**9**	**264**	**-42**	**3032**	**3**	**3358**	**-30**
Child Health Care & Criminal Justice	0	0	19	-1	243	-4	262	-5
Community Health & Care	0	0	21	8	950	-5	971	3
Finance & Resources	0	0	1	0	5	1	6	1
Mental Health Addiction & Learning Disabilities	0	-1	14	0	142	0	156	-1
Strategy, Planning & Health Improvement	0	0	1	0	31	7	32	7
Health & Social Care Partnership	**0**	**-1**	**56**	**7**	**1371**	**-1**	**1427**	**5**
Strategic Management	**0**	**0**	**0**	**0**	**12**	**-1**	**12**	**-1**
Local Government Employees Total	**62**	**8**	**320**	**-35**	**4415**	**1**	**4797**	**-26**
Education (Teachers)	0	0	165	-7	911	-10	1076	-17
Council Wide Total	**62**	**8**	**485**	**-42**	**5326**	**-9**	**5873**	**-43**

Table 1.4 Casual variance

Table 1.4 shows the casual variance headcount compared to last year and shows an increase of 129 casuals registered for work with the Council. Invigilators were previously reported in this category but have been separated as they are not covered by any bargaining group (Local Government or Teachers) and their pay is reclaimed by WDC and fully paid by SQA.

2023 compared to 2022	Casual		Invigilators	
	2023	Variance	2023	Variance
Citizen Culture & Facilities	10	1	0	0
Education	50	11	53	11
Housing & Employability	3	1	0	0
People & Technology	0	0	0	0
Regulatory & Regeneration	4	0	0	0
Resources	0	0	0	0
Roads & Neighbourhood	41	4	0	0
Supply, Distribution & Property	0	0	0	0
Vaccination Centre	0	-7	0	0
Chief Exec Office	**108**	**10**	**53**	**11**
Child Health Care & Criminal Justice	15	-2	0	0
Community Health & Care	64	24	0	0
Finance & Resources	0	0	0	0
Mental Health Addiction & Learning Disabilities	0	0	0	0
Strategy, Planning & Health Improvement	0	0	0	0
Health & Social Care Partnership	**79**	**22**	**0**	**0**
Strategic Management	**0**	**0**	**0**	**0**
Local Government Employees Total	**187**	**32**	**53**	**11**
Education (Teachers)	321	97	0	0
Council Wide Total	**508**	**129**	**53**	**11**

2. Full time Equivalent

Table 2.1

	Apprentice	Fixed-Term	Permanent	Total
Citizen Culture & Facilities	2.00	18.92	411.26	432.18
Education	9.00	77.71	789.28	875.99
Housing & Employability	1.90	56.44	267.39	325.73
People & Technology	1.00	10.57	91.02	102.59
Regulatory & Regeneration	1.00	10.00	94.61	105.61
Resources	0.00	14.50	193.09	207.59
Roads & Neighbourhood	13.00	21.27	294.26	328.53
Supply, Distribution & Property	33.00	8.00	370.78	411.78
Vaccination Centre	0.00	0.00	0.00	0.00
Chief Exec Office	**60.90**	**217.41**	**2511.69**	**2790.00**
Child Health Care & Criminal Justice	0.00	17.64	218.36	236.00
Community Health & Care	0.00	12.02	708.57	720.59
Finance & Resources	0.00	1.00	4.80	5.80
Mental Health Addiction & Learning Disabilities	0.00	9.59	114.41	124.00
Strategy, Planning & Health Improvement	0.00	0.73	28.31	29.04
Health & Social Care Partnership	**0.00**	**40.98**	**1074.45**	**1115.43**
Strategic Management	**0.00**	**0.00**	**12.00**	**12.00**
Local Government Employees Total	**60.90**	**258.39**	**3598.14**	**3917.43**
Education (Teachers)	0.00	155.47	835.20	990.67
Council Wide Total	**60.90**	**413.86**	**4433.34**	**4908.10**

Table 2.2 Overall FTE Variance

Trends indicate a continuing reduction in fixed term contracts even allowing for the seasonable contracts. This is reflective of the reduction in temporary contracts for Citizen, Culture and Facilities of additional Covid 19 cleaners.

Overall Headcount Variance 31/03/2019 - 31/03/2023	Apprentices			Fixed Term			Permanent			Total	
	No.	% of Total	Yrly Var	No.	% of Total	Yrly Var	No.	% of Total	Yrly Var	No.	Yrly Var
31/03/2019	74	1.29%	30%	464	8.09%	8%	4191	73.09%	1%	5734	21%
31/03/2020	88	1.50%	16%	503	8.57%	8%	4343	73.97%	3%	5871	2%
31/03/2021	73	1.47%	-21%	464	9.31%	-9%	4441	89.22%	2%	4977	-18%
31/03/2022	54	1.09%	-35%	439	8.88%	-6%	4453	90.03%	0%	4947	-1%
31/03/2023	61	1.24%	11%	414	8.43%	-6%	4433	90.33%	0%	4908	-1%

This year the growth is balanced at -1% across both FTE and Headcount demonstrating a very slight decrease in both headcount and working hours.

3. Fixed Term Contracts

There are 485 employees working on a fixed term basis and 125 of these hold fixed term contracts which have a duration exceeding 2 years (relevant for various employment rights). This is a reduction from the previous year. The table below illustrates the location of these employees and compares to last year.

Table 3.1

	2022	2023
Citizen Culture & Facilities	4	3
Education	28	18
Housing & Employability	23	25
People & Technology	0	0
Regulatory & Regeneration	4	5
Resources	4	1
Roads & Neighbourhood	20	17
Supply, Distribution & Property	21	15
Chief Exec Office	**104**	**84**
Child Health Care & Criminal Justice	9	10
Community Health & Care	3	3
Finance & Resources	1	1
Mental Health Addiction & Learning Disabilities	5	0
Strategy, Planning & Health Improvement	0	3
Health & Social Care Partnership	**18**	**17**
Strategic Management	**0**	**0**
Local Government Employees Total	**122**	**101**
Education (Teachers)	12	24
Council Wide Total	**134**	**125**

4. Full time / Part time Split

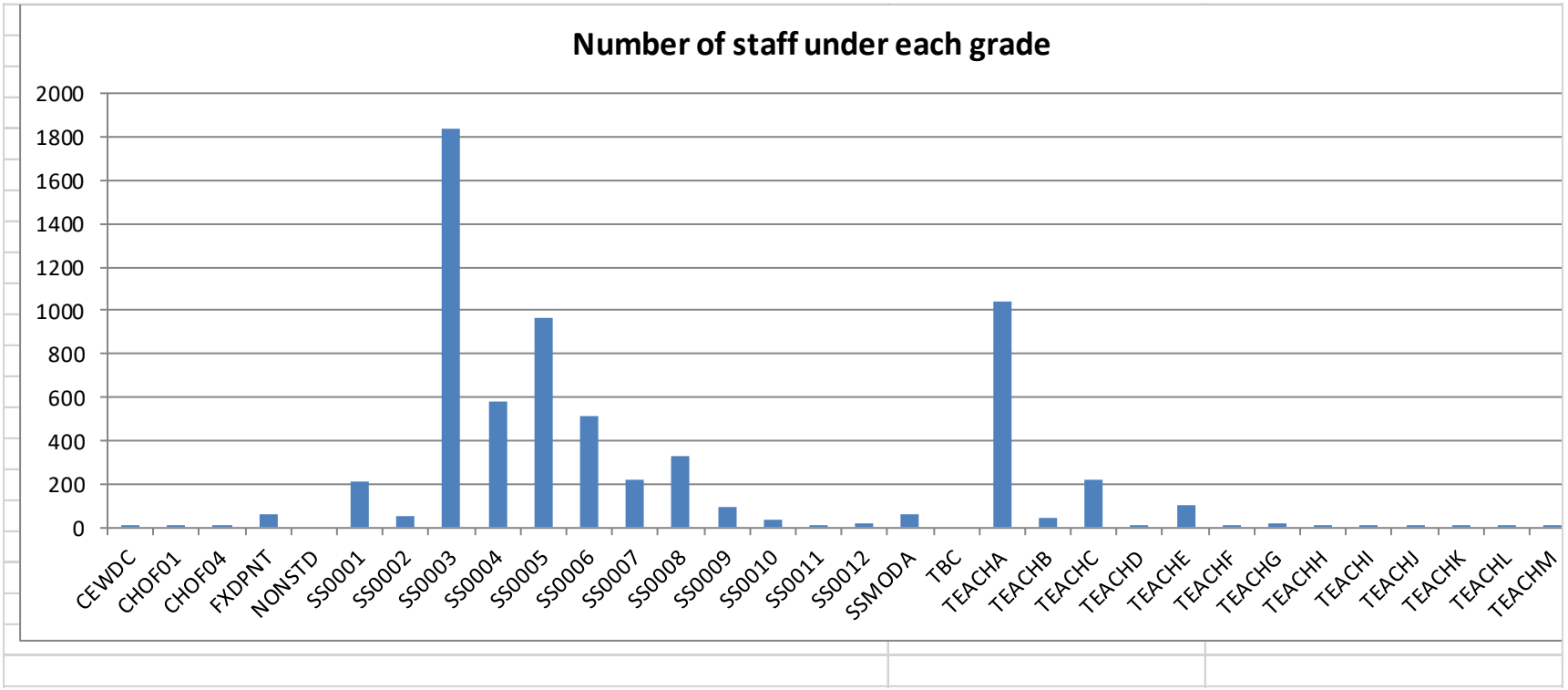
Table 4.1

	Full-Time	Part-Time
Citizen Culture & Facilities	151	516
Education	413	672
Housing & Employability	286	61
People & Technology	90	20
Regulatory & Regeneration	88	27
Resources	144	94
Roads & Neighbourhood	283	85
Supply, Distribution & Property	375	53
Chief Exec Office	**1830**	**1528**
Child Health Care & Criminal Justice	200	62
Community Health & Care	186	785
Finance & Resources	5	1
Mental Health Addiction & Learning Disabilities	72	84
Strategy, Planning & Health Improvement	23	9
Health & Social Care Partnership	**486**	**941**
Strategic Management	**12**	**0**
Local Government Employees Total	**2328**	**2469**
Education (Teachers)	785	291
Council Wide Total	**3113**	**2760**

The number of full time contracts has reduced this year by 47 and the number of part time contracts has increased by 4 reflective of the drop in headcount. The percentage of part time contracts has therefore marginally increased by 0.1% this year with 47% of the workforce remaining term time, sessional or reduced working hours and 53% working a full time contract the same as the previous year.

5. Grade Profile

Table 5.1



As shown above the most prominent grade amongst Local Government Employees remains Grade 3, followed by Grade 5. For teachers the most prominent grade remains a Main Grade Teacher.

6. Sex Profile

Table 6.1

	Female		Male	
	Headcount	Percentage	Headcount	Percentage
Citizen Culture & Facilities	573	84.6%	104	15.4%
Education	1100	92.6%	88	7.4%
Housing & Employability	207	59.1%	143	40.9%
People & Technology	53	48.2%	57	51.8%
Regulatory & Regeneration	75	63.0%	44	37.0%
Resources	203	85.3%	35	14.7%
Roads & Neighbourhood	30	2.5%	379	31.9%
Supply, Distribution & Property	61	17.4%	367	104.9%
Chief Exec Office	**2302**	65.4%	**1217**	34.6%
Child Health Care & Criminal Justice	215	77.6%	62	22.4%
Community Health & Care	941	90.9%	94	9.1%
Finance & Resources	6	100.0%	0	0.0%
Mental Health Addiction & Learning Disabilities	104	66.7%	52	33.3%
Strategy, Planning & Health Improvement	28	87.5%	4	12.5%
Health & Social Care Partnership	**1294**	85.9%	**212**	14.1%
Strategic Management	**8**	66.7%	**4**	33.3%
Local Government Employees Total	**3604**	**71.6%**	**1433**	**28.4%**
Education (Teachers)	1103	79.0%	294	21.0%
Council Wide Total	**4707**	**73.2%**	**1727**	**26.8%**

The sex profile remains consistent with 73.2% of the workforce female and 26.8% male. There are no significant changes across the workforce with female predominance in Education and HSCP and male predominance in Roads and Neighbourhood and Supply Distribution and Property.

7. Age Profile

Table 7.1

	16-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65+
Citizen Culture & Facilities	0.9%	2.1%	5.6%	9.5%	10.2%	10.3%	9.0%	12.4%	17.6%	16.4%	6.1%
Education	0.8%	4.5%	8.5%	9.7%	12.2%	12.4%	12.1%	11.8%	13.8%	9.1%	5.1%
Housing & Employability	0.0%	3.4%	5.1%	8.0%	10.6%	14.9%	9.7%	18.9%	18.3%	8.6%	2.6%
People & Technology	0.9%	8.2%	6.4%	7.3%	4.5%	8.2%	11.8%	14.5%	24.5%	10.9%	2.7%
Regulatory & Regeneration	0.0%	1.7%	1.7%	10.1%	14.3%	11.8%	13.4%	17.6%	16.8%	10.1%	2.5%
Resources	0.0%	3.4%	5.9%	5.5%	11.3%	14.3%	13.4%	17.2%	16.8%	9.7%	2.5%
Roads & Neighbourhood	1.7%	5.1%	6.6%	3.9%	6.4%	11.2%	6.8%	14.4%	17.1%	17.1%	9.5%
Supply, Distribution & Property	3.0%	7.0%	7.0%	8.9%	8.4%	9.1%	8.2%	12.4%	17.3%	12.1%	6.5%
Chief Exec Office	**1.1%**	**4.3%**	**6.7%**	**8.4%**	**10.3%**	**11.7%**	**10.3%**	**13.6%**	**16.4%**	**11.9%**	**5.4%**
Child Health Care & Criminal Justice	0.0%	2.9%	5.1%	9.4%	11.9%	13.0%	13.4%	13.0%	14.8%	11.6%	5.1%
Community Health & Care	0.6%	3.6%	6.0%	8.9%	7.5%	8.7%	8.8%	14.2%	18.6%	16.1%	7.1%
Finance & Resources	0.0%	0.0%	0.0%	0.0%	16.7%	0.0%	16.7%	33.3%	33.3%	0.0%	0.0%
Mental Health Addiction & Learning Disabilities	0.6%	0.6%	3.8%	9.6%	9.0%	14.7%	14.1%	10.3%	19.9%	11.5%	5.8%
Strategy, Planning & Health Improvement	0.0%	0.0%	0.0%	0.0%	15.6%	25.0%	25.0%	12.5%	3.1%	18.8%	0.0%
Health & Social Care Partnership	**0.5%**	**3.1%**	**5.4%**	**8.8%**	**8.7%**	**10.4%**	**10.6%**	**13.6%**	**17.7%**	**14.8%**	**6.4%**
Strategic Management	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**8.3%**	**16.7%**	**33.3%**	**33.3%**	**8.3%**	**0.0%**
Local Government Employees Total	**0.9%**	**3.9%**	**6.3%**	**8.5%**	**9.8%**	**11.3%**	**10.4%**	**13.7%**	**16.9%**	**12.7%**	**5.7%**
Education (Teachers)	0.0%	3.7%	14.6%	16.5%	15.0%	15.2%	8.7%	9.7%	8.2%	4.7%	3.7%
Council Wide Total	**0.7%**	**3.9%**	**8.1%**	**10.2%**	**10.9%**	**12.1%**	**10.0%**	**12.8%**	**15.0%**	**11.0%**	**5.2%**

The distribution curve for the age demographic across the council remains consistent with previous years. The highest proportion of people are in the 50-54 and 55-59 age group. There has been a slight increase in the 16-19 age group consistent with the increase in modern apprenticeships and the percentage of employees working past 65 across the council has seen also see a further increases compared to last year. Housing and Employability has seen the most notable change in the last year with a decrease of just under 4% in the over 65 category to 2.6%.

8. Length of Service

Table 8.1

	Less than 1 year		1 to 9 years		10 or more years	
	Headcount	Percentage	Headcount	Percentage	Headcount	Percentage
Citizen Culture & Facilities	72	10.6%	270	39.9%	335	49.5%
Education	147	12.4%	560	47.1%	481	40.5%
Housing & Employability	32	9.1%	141	40.3%	177	50.6%
People & Technology	21	19.1%	39	35.5%	50	45.5%
Regulatory & Regeneration	10	8.4%	49	41.2%	60	50.4%
Resources	15	6.3%	63	26.5%	160	67.2%
Roads & Neighbourhood	33	8.1%	139	34.0%	237	57.9%
Supply, Distribution & Property	31	7.2%	177	41.4%	220	51.4%
Chief Exec Office	**361**	**10.3%**	**1438**	**40.9%**	**1720**	**48.9%**
Child Health Care & Criminal Justice	24	8.7%	93	33.6%	160	57.8%
Community Health & Care	135	13.0%	449	43.4%	451	43.6%
Finance & Resources	1	16.7%	1	16.7%	4	66.7%
Mental Health Addiction & Learning Disabilities	14	9.0%	56	35.9%	86	55.1%
Strategy, Planning & Health Improvement	6	18.8%	6	18.8%	20	62.5%
Health & Social Care Partnership	**180**	**12.0%**	**605**	**40.2%**	**721**	**47.9%**
Strategic Management	**0**	**0.0%**	**6**	**50.0%**	**6**	**50.0%**
Local Government Employees Total	**541**	**10.7%**	**2049**	**40.7%**	**2447**	**48.6%**
Education (Teachers)	158	11.3%	693	49.6%	546	39.1%
Council Wide Total	**699**	**10.9%**	**2742**	**42.6%**	**2993**	**46.5%**

The distribution of Length of service remains consistent with the highest percentage serving 10 years or more however this category has decreased by 5.6% and 1-9 years by 3.7% from the previous year indicative of the reduction in temporary and permanent contracts. Less than 1 year's service has increased by 1.9% indicative of turnover and increases in Apprenticeship contracts.

* Above data pertains to West Dunbartonshire Council service only (excluding continuous service with any public authority to which the redundancy Payments Modification Order (Local Government) 1983 (as amended applies).

9. New Start

Table 9.1

	Apprentice	Fixed-Term	Permanent	Total
Citizen Culture & Facilities	2	16	53	71
Education	6	42	67	115
Housing & Employability	3	13	15	31
People & Technology	1	7	13	21
Regulatory & Regeneration	1	2	7	10
Resources	0	8	7	15
Roads & Neighbourhood	9	1	13	23
Supply, Distribution & Property	13	1	17	31
Chief Exec Office	**35**	**90**	**192**	**317**
Child Health Care & Criminal Justice	0	7	15	22
Community Health & Care	0	5	122	127
Finance & Resources	0	0	1	1
Mental Health Addiction & Learning Disabilities	0	4	10	14
Strategy, Planning & Health Improvement	0	0	6	6
Health & Social Care Partnership	**0**	**16**	**154**	**170**
Strategic Management	**0**	**0**	**0**	**0**
Local Government Employees Total	**35**	**106**	**346**	**487**
Education (Teachers)	0	57	16	73
Council Wide Total	**35**	**163**	**362**	**560**

560 new employees joined the council in 202/23 which is an increase of 25 from last year and is also higher than the previous years (2017/18, 2018/19 and 2020/21) which saw 487, 486 and 482 respectively. The table below shows this information by service and contract type.

10. Turnover

Table 10.1

	Staff at 1 April 2022	Staff at 1 April 2023	Average	Leavers in Last 12 Months	Turnover %
Citizen Culture & Facilities	704	677	691	164	23.8%
Education	1151	1188	1170	151	12.9%
Housing & Employability	345	350	348	37	10.6%
People & Technology	106	110	108	18	16.7%
Regulatory & Regeneration	121	119	120	14	11.7%
Resources	239	238	239	17	7.1%
Roads & Neighbourhood	424	409	417	44	10.6%
Supply, Distribution & Property	419	428	424	29	6.8%
Chief Exec Office	**3509**	**3519**	**3514**	**474**	**13.5%**
Child Health Care & Criminal Justice	284	277	281	33	11.8%
Community Health & Care	1027	1035	1031	162	15.7%
Finance & Resources	5	6	6	0	0.0%
Mental Health Addiction & Learning Disabilities	157	156	157	22	14.1%
Strategy, Planning & Health Improvement	25	32	29	2	7.0%
Health & Social Care Partnership	**1498**	**1506**	**1502**	**219**	**14.6%**
Strategic Management	**13**	**12**	**13**	**2**	**16.0%**
Local Government Employees Total	**5020**	**5037**	**5028.5**	**695**	**13.8%**
Education (Teachers)	1337	1397	1367	160	11.7%
Council Wide Total	**6357**	**6434**	**6396**	**855**	**13.4%**

The information above presents crude turnover (i.e. based on all leavers) and shows turn over to be stable from 2021/22 remaining at 13.4%. In previous years' the turn over figure was lower at 8.6 and 8.7% between 2016-18, this reduced to 8% in 18/19 and further reduced to 7.9% in 19/20 to raise again to 8.3% in 2020/21. It would appear that turnover was exceptionally high in 21/22 and this has remained at this level. The leaver's information in section 11 outlines that the vast majority of leavers were resignations with an increase in age retirals also.

11. Leavers

The numbers of leavers has increased again to 855 from 795 employees leaving the organisation in 2022 compared also to 490 in 2021, 457 in 2020 and 475 in 2019. Due to number of reasons for leaving the table has been split in to two parts.

This section will also detail employees who have accepted Early Retirement –Efficiencies / Redundancy, Flexible Retirement and Retirement between 55 – 59 years of age during the reporting period.

Table 11.1

	Death in Service	Dismissal - End of Cont	Dismissal - Ill Heath	Dismissal - Summary	Dismissal - With Notice	Employee Not Started	Redundancy	Resignation	Retiral - Age	Retiral - Efficiency	Retiral - Ill Health	Retiral on Option (60+)	Severance - Efficiency
Citizen Culture & Facilities	0	43	*	*	*	*	*	72	20	*	5	*	*
Education	*	7	0	0	0	*	0	80	28	0	5	8	0
Housing & Employability	*	*	*	*	0	*	0	22	*	0	0	0	0
People & Technology	0	*	0	0	0	0	0	15	*	0	*	0	0
Regulatory & Regeneration	0	*	0	0	0	0	0	10	*	0	0	*	0
Resources	0	*	*	0	0	0	0	11	*	0	0	0	0
Roads & Neighbourhood	*	*	*	0	0	*	0	20	6	0	*	*	0
Supply, Distribution & Property	0	*	*	0	*	0	0	17	*	0	*	*	0
Chief Exec Office	**3**	**59**	**7**	**2**	**3**	**8**	**1**	**247**	**67**	**1**	**15**	**14**	**1**
Child Health Care & Criminal Justice	*	0	*	0	1	0	0	18	*	0	*	*	0
Community Health & Care	*	0	7	*	*	*	0	87	20	0	12	*	0
Finance & Resources	0	0	0	0	0	0	0	0	0	0	0	0	0
Mental Health Addiction & Learning Disabilities	0	0	0	*	0	0	0	19	*	0	0	0	0
Strategy, Planning & Health Improvement	0	0	0	0	0	1	0	*	0	0	0	0	0
Health & Social Care Partnership	**3**	**0**	**8**	**4**	**5**	**2**	**0**	**125**	**24**	**0**	**13**	**4**	**0**
Strategic Management	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**2**	**0**	**0**	**0**	**0**
Local Government Employees Total	**6**	**59**	**15**	**6**	**8**	**10**	**1**	**372**	**93**	**1**	**28**	**18**	**1**
Education (Teachers)	*	*	0	0	0	*	0	65	21	0	*	*	0
Council Wide Total	**7**	**61**	**15**	**6**	**8**	**11**	**1**	**437**	**114**	**1**	**29**	**21**	**1**

	Teacher - End Fixed Term	Teacher - Ill Health	Teacher - Other	Teacher - Retiremen	Teacher - Retiremen	Teacher - Vol	Unused Casual	Total
Citizen Culture & Facilities	0	0	0	0	0	0	0	164
Education	*	0	0	0	0	0	11	151
Housing & Employability	0	0	0	0	0	0	3	37
People & Technology	0	0	0	0	0	0	0	18
Regulatory & Regeneration	0	0	0	0	0	0	0	14
Resources	0	0	0	0	0	0	0	17
Roads & Neighbourhood	0	0	0	0	0	0	7	44
Supply, Distribution & Property	0	0	0	0	0	0	0	29
Chief Exec Office	**1**	**0**	**0**	**0**	**0**	**0**	**21**	**474**
Child Health Care & Criminal Justice	0	0	0	0	0	0	8	33
Community Health & Care	0	0	0	0	0	0	16	162
Finance & Resources	0	0	0	0	0	0	0	0
Mental Health Addiction & Learning Disabilities	0	0	0	0	0	0	0	22
Strategy, Planning & Health Improvement	0	0	0	0	0	0	0	2
Health & Social Care Partnership	**0**	**0**	**0**	**0**	**0**	**0**	**24**	**219**
Strategic Management	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**2**
Local Government Employees Total	**1**	**0**	**0**	**0**	**0**	**0**	**45**	**695**
Education (Teachers)	53	0	1	0	*	6	*	160
Council Wide Total	**54**	**0**	**1**	**0**	**2**	**6**	**47**	**855**

* Figures of under 5 have been removed and replaced with a * due to the possible identification of individuals.

Table 11.2 Voluntary Early Retirement and Voluntary Severance (VS/VER - Efficiency/Redundancy)

VER/VS	01/04 - 30/09	01/10 - 31/03	Annual Council Wide Total
31/03/2019	12	2	14
31/03/2020	4	3	7
31/03/2021	1	1	2
31/03/2022	0	0	0
31/03/2023	0	9	9

There had been a decline in employees being released through VER/VS between March 2020 and 2022 with an increase in March 2022 - 23. However, with the level of agreed savings options with people implications, the next period is expected to demonstrate a significant increase in early release numbers.

Table 11.3 Retirements 55-59

55-59 Retirement	01/04 - 30/09	01/10 - 31/03	Annual Council Wide Total
31/03/2019	1	6	7
31/03/2020	6	1	7
31/03/2021	3	4	7
31/03/2022	0	5	5
31/03/2023	6	4	10

The Local Government Pension Scheme allows scheme members to retire from age 55 without employer consent. The terms of this provision allow members to access their pension benefits with an actuarial reduction applied (to compensate the fund for the member taking their benefits early) with no consequential costs for the council. There has been an increase of 50% between last year and the current period.

Table 11.4 Flexible Retirement

Flexible Retirement	01/04 - 30/09	01/10 - 31/03	Annual Council Wide Total
31/03/2019	20	20	40
31/03/2020	9	23	32
31/03/2021	30	15	45
31/03/2022	10	28	38
31/03/2023	19	26	45

Flexible retirement is available to members of the Local Government Pension Scheme, excluding teachers. The approval of those employees granted flexible retirement is monitored by the Chief Officer, People and Technology and the Chief Officer, Resources. Every effort is being made to support flexible retirement requests where possible and services regularly revisit applications with a view to release.

The table above shows the number of flexible retirements released in the period for this year and previous four reporting periods for comparison purposes. There has been a continued uptake for flexible retirement with this year's figure showing the same high as 2021 indicative of the flexible work-life balance culture promoted.

There are currently 27 Flexible Retirement requests at various stages in the process currently being progressed and will be reported in future reports.

It is anticipated that Flexible Retirement will continue to be a popular option for employees who wish to work in a reduced capacity and access their pension whilst enabling the Council to retain their skills and experience.

12. SWITCH (Redeployment)

Redeployment is monitored and delivered centrally by Strategic HR. Employees are added to the SWITCH register for a number of different reasons:-

- Through organisational change employees may be displaced or placed in lower graded posts;
- Due to ill-health they may become unable to continue in their substantive post;
- Through Job Evaluation where a post is evaluated lower than the current grade;
- Or where an employee is coming to the end of a fixed term contract and has more than 2 years' service.

To support employees to return to their previous rate of pay all employees who have been matched but remain on pay protection are also retained on the register. Table 12.1 below details the number of employees who were on the redeployment register at the start of the reporting period (01/04/2022), the number who joined the register up to 30/09/2022, 6 monthly, and 31/03/2023, annually, and the number who remain on the register at the end of the reporting period (31/03/2023).

Table 12.1 SWITCH

Reason	Number of employees on the register at the start of the period (1/04/2022)	Number of employees added during the period	Number of Employees removed during the period	Number of employees on the register at end of the period (30/09/2022)	Number of employees added during the period	Number of Employees removed during the period	Number of employees on the register at end of the period (31/03/2023
Ill Health (Capability)	0	0	0	0	0	0	0
Ill Health (Disability)	1	0	1	0	0	0	0
Organisational change	9	1	4	6	30	6	30
Incapability another process	1	0	0	1	0	1	0
TOTALS	**11**	**1**	**5**	**7**	**30**	**7**	**30**
Pay protection	***9**	**3**	**1**	**11**	**0**	**11**	**0**

There has been a significant increase in the number of employees being added to the Redeployment (SWITCH) Register between 1st October 2022 and 31st March 2023. This is due to the Council's current Savings position with the level of agreed savings options having people implications.

13. Apprentices

Table 13.1

	Level 2	Level 3	Total
Citizen Culture & Facilities	0	2	2
Education	0	9	9
Housing & Employability	0	3	3
People & Technology	0	1	1
Regulatory & Regeneration	0	1	1
Resources	0	0	0
Roads & Neighbourhood	7	6	13
Supply, Distribution & Property	0	33	33
Chief Exec Office	**7**	**55**	**62**
Child Health Care & Criminal Justice	0	0	0
Community Health & Care	0	0	0
Finance & Resources	0	0	0
Mental Health Addiction & Learning Disabilities	0	0	0
Strategy, Planning & Health Improvement	0	0	0
Health & Social Care Partnership	**0**	**0**	**0**
Strategic Management	**0**	**0**	**0**
Local Government Employees Total	**7**	**55**	**62**
Education (Teachers)	0	0	0
Council Wide Total	**7**	**55**	**62**

The number of apprenticeships supported by the council across both level 2 and level 3 has increased from 54 last year with the main increase in Supply, Distribution and Property and new apprentices in People and Technology. This impact of COVID and budget implications saw a reduction in apprentices recruited by departments in previous years.

14. Sickness Absence

From 1st April 2022 to 31st March 2023, there was a decrease in Council wide sickness absence of 3566.18 FTE days lost compared to 2021/22 with 14 FTE work days lost per employee being reported from 14.55 in 2021/22. Following on from the impact of the Pandemic, which is still being felt the highest absence still remains in the front line employee areas. Implementation of employee engagement and wellbeing practices still continue and hope to bring further improvements.

Table 14.1

Department	FTE Employees	Absence Reasons														Total Working Days Lost	FTE Days Lost	Total FTE Days Lost by FTE Employees
		Minor Illness	Back Pain	Musculo-skeletal Injuries	Stress - Personal	Recurring Medical Conditions	Non Work Related Accident / Injuries	Work Related Accidents / Injuries	Mental Health	Acute Medical Conditions	Pregnancy Related Absence	Drink or Drug Related Condition	Stress - Work Related	Notifiable Disease (Confirmed)	Long Covid			
Citizen Culture & Facilities	436.96	4431.6	695.1	1132.7	2233.6	776.5	163.0	145.3	1253.2	1954.7	114.9	0.0	339.1	260.0	986.4	14486.1	6,545.46	14.98
Education (Support Staff)	353.52	6847.0	201.9	633.2	2961.1	1456.4	490.3	127.5	1254.9	2700.3	251.0	0.0	772.4	501.7	529.1	18726.8	12,336.13	14.24
Housing & Employability	414.81	977.9	21.9	131.6	1007.2	498.7	161.1	0.0	403.8	1098.2	71.0	0.0	508.2	36.3	94.9	5010.7	3,975.69	12.20
People & Technology	2,808.37	95.5	7.4	0.0	60.0	15.0	0.0	5.0	249.1	58.6	4.0	0.0	0.0	10.0	0.0	504.7	405.78	4.23
Regulatory & Regeneration	236.82	220.4	0.0	0.0	56.1	1.0	0.0	0.0	0.0	375.6	0.0	0.0	62.6	16.9	0.0	732.5	537.03	5.06
Resources	710.08	718.5	48.6	261.4	234.9	60.6	80.6	0.0	137.2	441.4	3.5	2.0	60.3	37.7	0.0	2086.6	1,425.88	6.83
Roads & Neighbourhood	5.74	1167.1	250.0	784.0	354.6	804.4	666.4	107.1	513.7	969.9	0.0	35.7	93.6	122.1	89.7	5958.4	4,898.86	13.86
Supply Distribution & Property	414.81	2215.5	586.6	1036.1	1140.2	142.7	132.9	406.6	493.9	1311.6	0.0	0.0	110.4	142.3	0.0	7718.6	6,854.36	16.52
Chief Exec Office Total	**2,808.37**	**16673.4**	**1811.4**	**3979.0**	**8047.7**	**3755.3**	**1694.3**	**791.5**	**4305.8**	**8910.3**	**444.3**	**37.7**	**1946.6**	**1126.9**	**1700.1**	**55224.4**	**36,979.19**	**13.17**
Child Healthcare & Criminal Justice	236.82	1169.3	21.7	304.0	688.6	189.4	197.0	16.3	242.6	614.9	69.1	0.0	341.9	213.7	52.9	4121.3	3,216.72	13.58
Community Health & Care	710.08	9023.5	1911.3	4053.5	4630.9	1299.6	496.3	266.7	1036.1	4078.3	157.9	85.0	644.6	615.3	1675.3	29974.5	18,916.49	26.64
Finance & Resources	5.74	0.0	0.0	0.0	0.0	0.0	17.1	0.0	0.0	74.4	0.0	0.0	0.0	0.0	0.0	91.6	87.50	15.25
Mental Health, Addiction & Learning Disabilities	123.46	582.4	18.1	559.3	327.0	183.4	39.3	111.9	119.7	500.7	5.7	0.0	372.7	93.8	164.7	3078.8	2,002.86	16.22
Strategy, Planning & Health Improvement	25.95	85.3	0.0	0.0	30.5	21.2	1.0	0.0	145.7	3.0	0.0	0.0	0.0	12.6	0.0	299.3	280.99	10.83
Health & Social Care Partnership	**1,102.05**	**10860.5**	**1951.1**	**4916.8**	**5677.0**	**1693.7**	**750.7**	**394.9**	**1544.1**	**5271.4**	**232.7**	**85.0**	**1359.2**	**935.5**	**1892.8**	**37565.4**	**24,504.56**	**22.24**
Strategic Management	12.23	9.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	9.0	9.00	0.74
Strategic Management	**12.23**	**9.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**9.0**	**9.00**	**0.74**
Local Government Employees Total	**3,922.65**	**27542.9**	**3762.5**	**8895.8**	**13724.7**	**5449.0**	**2445.0**	**1186.4**	**5849.9**	**14181.7**	**677.1**	**122.7**	**3305.8**	**2062.4**	**3593.0**	**92798.8**	**61,492.75**	**15.68**
Education (Teachers)	**903.60**	**3087.6**	**55.0**	**288.2**	**1582.8**	**464.1**	**96.6**	**59.6**	**592.8**	**1454.7**	**214.9**	**0.0**	**372.4**	**384.4**	**159.3**	**8812.3**	**6,096.90**	**6.75**
Council-Wide Total	**4,826.25**	**30630.5**	**3817.5**	**9184.0**	**15307.5**	**5913.1**	**2541.5**	**1246.0**	**6442.7**	**15636.4**	**891.9**	**122.7**	**3678.2**	**2446.8**	**3752.2**	**101611.1**	**67,589.65**	**14.00**

The table below illustrates the reasons for absence distribution across the year and Minor Illness is the highest category of absence followed by personal stress and acute medical conditions. Full details and analysis of sickness absence is covered in the wellbeing report submitted to committee.

Table 14.2

Absence Reason	Working Days Lost	Percentage of Lost Days
Minor Illness	30,630.5	30.14%
Back Pain	3,817.5	3.76%
Musculo-skeletal Injuries	9,184.0	9.04%
Stress	15,307.5	15.06%
Recurring Medical Conditions	5,913.1	5.82%
Non Work Related Accidents / Injuries	2,541.5	2.50%
Work Related Accidents / Injuries	1,246.0	1.23%
Mental Health	6,442.7	6.34%
Acute Medical Conditions	15,636.4	15.39%
Pregnancy Related Absence	891.9	0.88%
Drink or Drug Related Condition	122.7	0.12%
Stress - Work Related	3,678.2	3.62%
Notifiable Disease (Confirmed)	2,446.8	2.41%
Long Covid	3,752.2	3.69%
TOTAL	**101,611.1**	**96%**

WEST DUNBARTONSHIRE COUNCIL

Report by Chief Officers – Citizen, Culture and Facilities; People & Technology

Corporate Services Committee: 24 May 2023

Subject: Equality Outcomes & Mainstreaming 2021-25 Progress Report 2021 2023

1 Purpose

1.1 The purpose of this report is:

- To update on progress towards delivery of the Equality Outcomes for the organisation.

2 Recommendations

2.1 It is recommended the Committee notes progress to date in delivery of the Equality Outcomes.

3 Background

3.1 Since 2013, the Scottish Government has required public bodies to develop and publish a set of Equality Outcomes which support delivery of the Public Sector Equality Duty under the Equality Act 2010. The law requires that all public bodies under this duty publish a set of Equality Outcomes at least every 4 years.

3.2 As in previous years, to ensure compliance, the draft report is scheduled to be published by 28 April 2023 and the content confirmed formally at the Corporate Services Committee on 24 May 2023.

3.3 The Equality Outcomes (Appendix 1) adopted by Council in May 2021 cover key issues for the organisation, such as workforce diversity, and inequity of educational outcomes. The Equality & Diversity Working Group (EDWG) reviews progress on delivery of these outcomes and any areas of concern at each quarterly meeting, with a scorecard developed (Appendix 2) to inform discussion on both actions and performance indicators.

3.4 Delivery of the outcomes and supporting activity are managed through a range of measures such as service plans, corporate strategies and the EDWG. The overall position and progress monitored through the EDWG, which is remitted to develop, agree and progress the Corporate Equalities Strategy.

3.5 Council services have been fully involved in the development of the report, and have provided advice and evidence of progress in emerging action areas.

3.6 Local Authorities are able to alter Equality Outcomes during the four-year life of reports - although this has rarely happened in the last two four-year periods. The Scottish Government has acknowledged that circumstances around the pandemic may mean priorities change as impacts become clearer.

3.7 As public bodies, Local Authorities, Education Authorities and Licensing Boards are all required to produce at least two Equality Outcomes and Mainstreaming Reports. The report is structured to reflect these requirements but also to demonstrate how, in practice, our work and agendas overlap.

4 Main Issues

4.1 The Scottish Government has clearly stated it considers Equality and Human Rights of even greater importance as a result of the pandemic. Evidence shows that disadvantaged groups, for example women, those with severe disabilities, and people from Black Minority Ethnic backgrounds are likely to be disproportionately impacted by the pandemic. In addition, young adults, and families and children already in poverty may be more negatively affected.

4.2 The set of Outcomes and Mainstreaming priorities for 2021-25 address, employment diversity; occupation segregation; community empowerment; educational attainment; involvement in Licensing processes and ensuring licensing contributes to safer communities. It is important that focus is maintained in these areas.

4.3 Appendix 1, details progress made on the 2021-2025 Equality Outcomes and mainstreaming report. The pandemic has brought some areas into sharper focus, for example the need for increased digital inclusion, but has made progress in other areas.

4.4 During the first two years of the plan positive progress was made across all areas. There were advances in increasing the participation of under-represented groups, for example digitally via the West Dunbartonshire Equality Forum (WDEF).

4.5 Reducing occupational segregation remains a challenge: positive partnership working is underway which focuses on the role of education and community in changing commonly held views on gender traditional roles; this work is evolving and is a key component of meaningful impact. Within the workplace, continuing investment in addressing the three main causes of occupational segregation including:

- Strong support of flexible working being applicable to ALL roles resulted in recognition among the awards for Top 10 Flexible Employers;
- Support for carers' through dedicated paid and unpaid leave
- Guaranteed interviews for parents returning to the workplace after a period of time out also help to retain these valuable employees.

4.6 In terms of mainstreaming equality, increasing digital inclusion and accessibility will remain a priority. This links to wider work underway in the

organisation around empowerment of our citizens and the commitments in the Council's Digital Strategy.

4.7 Appendix 2, details the progress to date on the actions and performance indicators within the four year scorecard.

4.8 Of the 27 actions to date, 14 have been completed and a further seven are in progress. The remaining six action are due to commence in the coming year and it is anticipated that all actions will be completed within the timeframe of the 2021-2025 Equalities Outcomes and Mainstreaming plan.

4.9 Of the 26 performance indicators set out in the plan, the latest data shows 14 have targets set, for the latest year data. Of these, 12 exceeded or met target, and 2 significantly missed target. A further 12 performance indicators are data only and are noted in appendix 2. The performance indicators that significantly missed target relate to the following:

- % of our workforce who have stated they are LGBT
- % of our workforce who are from a Black minority ethnic group

For both these performance indicators, measuring performance is dependent upon self-declaration of protected characteristics, wide ranging work is underway via a further data verification exercise to increase disclosure of these protected characteristics by employees, and thus make the data more comprehensive.

5 People Implications

5.1 There are no people implications resulting directly from this report. Work to implement the plan will be carried out by the services themselves as part of regular activity.

6 Financial & Procurement Implications

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

7 Risk Analysis

7.1 Failure to have a coherent approach to equality supported by strong leadership would undermine the efforts to reduce inequalities and to 'build back better', address the cost of living crisis and tackle child poverty. The equalities perspectives add value to other work, and help meet the Public Sector Equality Duty supporting the Council's legal compliance.

8 Equalities Impact Assessment (EIA)

8.1 EIA 707: The update for 21-23 gives an opportunity to assess the potential impacts identified in 2021 detailed in EIA 294 against actually impacts. A positive impact from 2021-23, has been a more highly developed use of

Equality Impact Assessments, that has supported equality mainstreaming, decision and policy making. The equalities agenda has also demonstrably affected the shape of the new Council's Strategic Plan for 2022 to 2027.

9 Consultation

9.1 All service areas have been involved in development of the report and participate in the EDWG. Protected groups have were involved through the WDEF in identifying areas of focus for the 2021-25 report, and the forum meet regularly during 21-23. The results of Citizen's Panel and Strategic Plan Surveys carried out during 2022 showed that the core element of our approach to equalities underpin the priorities reported by respondents.

10 Strategic Assessment

10.1 Equality is a key underpinning principle in delivering the strategic vision and mission of the Council, and sustainable and inclusive COVID recovery.

10.2 It directly responds to the Strategic Priority to provide open, accountable & accessible local government in West Dunbartonshire.

10.3 The proposals benefit all the people of West Dunbartonshire, by supporting equality and fairness for all, through advancing the public sector equality duty, including eliminating discrimination, advancing equality of opportunity and fostering good relations between groups.

Amanda Graham
Chief Officer, Citizen, Culture and Facilities

Victoria Roger
Chief Officer, People and Technology

Date:
21 April 2023

Person to Contact:	Ricardo Rea Ricardo.rea@west-dunbarton.gov.uk
Appendices:	Appendix 1: 2021-25 Equality Outcome monitoring progress report 2021-23 Appendix 2: 2021-2025 Scorecard Report 2021-23
Background Papers:	2021-2025 Equality Outcomes & Mainstreaming Report
Wards Affected:	All wards

West Dunbartonshire Council
Equality Outcomes and Mainstreaming
Update Report 2021-2023

Contents

Executive summary 3
West Dunbartonshire Council Equality Statement 2021-25 4
Council Equality Outcomes and Mainstreaming 5
Equality Mainstreaming at the Council 5
Council Equality Outcomes 8
Outcome 1. Increasing participation of BAME people, disabled people and young people in Community Empowerment and Capacity Building, and Community Budgeting in West Dunbartonshire 8
Outcome 2. Better meeting the accommodation needs of Gypsy /Travellers travelling through and staying in West Dunbartonshire 9
Outcome 3. The Council aims to attract more diverse talent by reviewing our policies and practices to ensure that there are no barriers to entering employment for these groups. 9
Outcome 4. Reducing occupational segregation within predominantly male/female roles 11
Outcome 5. Reducing the Disability Pay Gap 11
Education Equality Outcomes and Mainstreaming 12
Education Mainstreaming – Developing Inclusiveness of our schools 12
Education Equality Outcomes 13
Outcome 1. Young women, disabled and black and minority ethnic young people are supported and leave school with positive destinations. 13
Outcome 2. Raise Attainment in Male pupils in Literacy and Numeracy 13
Outcome 3. Raise Attainment in BAME pupils in Literacy and Numeracy 14
Licencing Equality Outcomes and Mainstreaming 16
Outcome 1. Working with licence holders, partners and other Council services, to ensure inclusive and safety behaviour and environments on and around licenced premises, supporting community safety priorities 16
Outcome 2. Widening participation in shaping services among under-represented groups 16
Appendix 1. 16
Table 1. Employment Application success rates by protected group 16
Table 2. Horizontal Occupational Segregation – Sex 17
Table 3. Vertical Occupational Segregation – Sex 17

DRAFT

Executive summary

In the foreword to our Equality Outcomes Report for 2021-2025 in April 2021 we noted that:

‘In the current environment, ensuring equality and protecting human rights and fairness is more important than ever. The COVID 19 pandemic has brought into sharper focus pre-existing and persistent inequalities especially for younger people, black minority ethnic people, severely disabled people, and women.’

Since that time we have also faced a cost of living crisis that has impacted heavily on the same groups, and additional funding and resources constraints on public services, including the Council’s at a time of increased demands.

Within this context we have set out the progress made on Council, Education and Licensing Board Equality Outcomes, on equality mainstreaming, and equality work by West Dunbartonshire Leisure Trust. We also highlight progress on areas relevant to our British Sign Language action plan for 2018-2024.

The extra challenges since 2020 have highlighted the need for ever improving understanding of how factors interact to affect people and communities, which is an ‘intersectional’ appreciation taking into account multiple discrimination and disadvantage, for instance around Child Poverty. This have been reflected by increased information sharing, and increased activity in relation to equality impact assessment as a tool for fairness and allocating resources efficiently. There is growing recognition that services need to change and adapt for todays and tomorrows challenges.

Whilst setting out progress over the last two years in the body of the report, we also note the challenges that remain for the final two years of the plan, in terms of mainstreaming equalities and achieving our equality outcomes.

We are aware that the Public Sector Equality Duty in Scotland is likely to be revised by 2025, and that some United Nations Conventions may be directly incorporated into Scottish Law before then; these changes will impose new duties on us, and we are working to develop our practice to reflect this.

Cllr. June McKay, Chair of Equality and Diversity Working Group

West Dunbartonshire Council Equality Statement 2021-25

The Council is committed to fulfilling the three key elements of the general equality duty as defined in the Equality Act 2010:-

- Eliminating discrimination, harassment and victimisation
- Advancing equality of opportunity between people who share a protected characteristic and those who do not
- Fostering good relations between people who share a protected characteristic and those who do not, this include tacking prejudice and building understanding.

The protected characteristics are –

- Age
- Disability
- Gender reassignment
- Pregnancy and maternity
- Race, this includes ethnicity, colour and national origin
- Religion or belief
- Sex
- Sexual orientation
- Marriage/civil partnership (for which only the first duty applies)

Everyone has 'protected characteristics', but it is the treatment individuals and groups receive, the level of autonomy they have, and the positive or negative outcomes for them, that are our focus. Therefore we will:

- Remove or minimise disadvantages experienced by people due to their protected characteristics
- Meet the needs of people from protected groups where these are different from the needs of other people
- Encourage people with protected characteristics to participate in public life or in other activities where their participation is disproportionately low.

As well as being legal requirements, these steps contribute to fairer, more efficient and more effective services and improved outcomes for all. Therefore we will:-

- Take effective action on equality
- Make the right decisions, first time around
- Develop better policies and practices, based on evidence
- Be transparent, accessible and accountable

Equality Mainstreaming at the Council

Leadership

Our Elected Members and senior management team have responsibility for championing and promoting equality and diversity within the Council and externally. They engage and listen to the views of our local communities, allowing them to take a more collective approach to addressing inequalities. Following Local Government elections in May 2022, we provided an induction session on Equality and Human rights for members, covering historical and emerging issues, as well as the importance of Equality impact Assessment.

West Dunbartonshire Council Strategic Plan 22-27

The new Strategic Plan was informed by our 2021-2025 Equality report, placing equality and at the core of what we do as a Council, is a commitment to 'Support our Communities to Thrive'.
The strategic priorities we have adopted are focused on improving the lives of the people of West Dunbartonshire, by promoting equality for all.

Co-ordination and scrutiny - Equality and Diversity Working Group

The Council's Equality and Diversity Working Group (EDWG), chaired by an Elected Member, incorporates elected members and Council officers from across services, and colleagues from West Dunbartonshire Leisure Trust and West Dunbartonshire Health and Social Care Partnership. The EDWG meets quarterly and is a key vehicle for ensuring strategic implementation and coordination of plans and work. The group monitors delivery of the Equality Outcomes, and mainstreaming.

Accessible information

We continue to update our organisational 'Communicating Effectively' guidance regularly, most recently in June 2022 to reflect changing circumstances and learning, for example on web based communication. The guidance is wide ranging covering interpreting, translation, use of plain English, planning accessible meetings and events and related considerations.

Training and development

All new staff are required to complete foundational equalities training when they join the council. This covers both the Public Sector Equality Duty (PSED) and the Human Rights Act.

All relevant offices are also required to complete training on equality impact assessment (EIA), which in line with our approach covers the PSED, Human Rights, Health and Socio-economic impacts including those covered by the Fairer Scotland Duty.

To address gender-based violence, we participated in the Equally Safe in Practice training pilot with Scottish Women's Aid that comprised three e-learning modules; Together for Gender Equality, Understanding Domestic Abuse and Understanding Sexual Violence. We will be rolling out two of the sessions, Together for Gender Equality and Understanding Domestic Violence, across the Council in due course and will continue to address this with our Community Planning partners.

During 2021-22 training continued to be delivered via E learning modules, webinars, and in 2022-223 we reintroduced in person sessions in line with Covid-19 guidance.

We continue to ensure E learning courses are regularly updated; this was done during 2022 and will be done again in 2023. Webinars and face to face sessions are continuously developed.

Number of participants on Equality and Diversity training:

2020/21	2021/22	2022/23
596	742	404

Feedback from participants has been overwhelmingly positive, noting that content and delivery meets the aims set, as well as being interesting and engaging.

We also provide a specific E-Learning module on LGBT equality; over the last two years, more than 600 people completed this module. Employees and staff can also access an external E-learning course on Deaf awareness, which has been promoted widely, and access a course created by West Dunbartonshire Leisure Trust.

Equality Impact Assessment (EIA)
We continuously develop our approach to equality impact assessment, ensuring training materials, briefings and guidance are up to date, for example on the new Statutory Guidance publish on the Fairer Scotland Duty in October 2021. We have explored how Equalities and Human rights legislation, and the interplay of United Nations Convention on the Rights of the Child (UNCRC) either incorporated into Scots Law or otherwise interact and can inform practice and we have worked to ensure that assessments inform all relevant decisions including on budget options.

An equalities informed approach to supporting communities during the COVID-19 pandemic
During the vaccination phase we proactively produced translated materials to be used at vaccination centres and made sure staff were aware of the Language line service. We also:

- Produced a BSL video that could be run at centres, and displayed posters with a QR code that people could scan to see the video.
- Worked with through our housing team to provide information to Gypsy/Travellers on our Dennystoun Forge site.
- Pushed information out on testing and vaccination through the West Dunbartonshire Equality Forum.
- Ensured Impact Assessments were carried out during lockdown and as part of planning for restarting face to face services.

Period poverty

In line with the Period Products (Free Provision) (Scotland) Act 2021, West Dunbartonshire Council is committed to end the stigma around period poverty; over the last two years we have prepared our Statement of provision and developed a PickUpMyPeriod Locator App which contains information on the availability of products throughout the community.

DRAFT

West Dunbartonshire Leisure Trust (WDLT)
WDLT provides a wide range of services on behalf of the Council, it is not required to have its own equality outcomes as it is covered by public sector equality duty. Over the last two years the WDLT have been proactive in advancing access to sport for all.

Access (orientation) Videos

As part of the WDC's British Sign Language Action Plan and to support the efforts to make services accessible for the local community the WDLT produced Access Videos for all three major leisure centres. The WDLT worked with the local community to produce videos to provide all user groups with a visual guide how to access and use the leisure centre facilities/services. The visual image (video) is supported by English spoken voice over, subtitles and British Sign Language interpreter. The Access Videos were launch in West Dunbartonshire Leisure Trust webpage on July 2022. View the videos at Accessibility - Leisure for all | West Dunbartonshire Council (west-dunbarton.gov.uk)

Disability Sports Finder website

The WDLT has worked hard over the years with local disability community to improve access to local services provided by WDLT or the third sector organisations. One of the initiatives to support this work has being the creation of the Disability Sports Finder website Disability Sports Finder. The website is a user friendly platform developed in partnership with East Dunbartonshire and Inverclyde Councils, where the local disability community can easily access information regarding physical activity sessions in the community, allowing those with a disability the opportunity to be involved in physical activity designed specifically for their needs. The website also provides a platform for the organisations involved to improve partnership working and volunteer recruitment. Analysis shows that the website has been well used.

Equal Pay Statement, Employee data and pay gap information

We have a dedicated web page that is updated with annual employment data when it is has been updated and audited as well as information on the Council's Equal Pay Statement.

Adult Learning

Members of Working4U's adult learning class have been taking sign language classes. The group learned over 40 signs including; basic conversation, numbers, food, drink and animals – and now hope to use their skills to help people in the community who are hearing impaired. The classes were run in partnership with Unity Empowerment West, which provides day services to adults with additional support needs. A short video showcasing the work of the group and featuring some of the useful signs they learned can be viewed at shorturl.at/JPSTW.

Neighbourhood Network meetings make tenants' voices heard

Tenant participation staff work with volunteers from Neighbourhood Networks to help improve services for people with additional support needs. Neighbourhood Networks support people to live active, healthy lives and be fully involved in their local community. Meetings began in September 2022 and take place three times a year, discussions have taken place on how best to make improvements including the ease

of using the repairs service, knowing who to contact for housing-related issues and reviewing the tenant handbook to ensure information is easy to read and understand. The meetings allow the Council to gather more diverse views while giving a space for Neighbourhood Network members to make their voices heard.

Council Equality Outcomes

Outcome 1. Increasing participation of BAME people, disabled people and young people in Community Empowerment and Capacity Building, and Community Budgeting in West Dunbartonshire

Children and young people

School Meals

In 2022 we carried out a high school food survey with S1 to S6 pupils, with over 440 results disaggregated by protected group. We have used this information to inform meal planning and service design.

This followed a similar survey in 2021 of primary school pupils and their parents, with over 2000 responses.

Planet Youth

Clydebank High School is participating in the innovative positive lifestyle project. Young people are at the heart of this approach. As well as inviting them to share their experiences and opinions in the surveys, the partnership will ensure that young people's voices are heard loud and clear in the design and development of any proposed solutions, which may include:

- Helping young people get involved in positive, confidence-building activities, like sport, music and art.
- Stopping or delaying them taking part in ‘risky’ behaviours like drinking alcohol or smoking.
- Helping families to spend more time together – having meals, talking and doing activities and
- Bringing children and their families closer together with their school and the wider community.

Digital Inclusion

To tackle digital exclusion for care experienced young people, the Through Care and After Care team have been providing devices and phones to young people, and more recently have secured three Connecting Scotland Grant awards to provide devices and Wi-Fi access to care experienced young people.

We continue to provide community based training to aid digital training through our Library and Adult learning Services, which is open to all ages.

BAME people and Disabled people

Review of Community Councils Scheme of establishment

We reviewed the scheme during 2021-22, and took the opportunity to expand involvement in Community Councils and community anchor organisations.
We set up a Stronger Voices group, with representatives groups and forums including West Dunbartonshire Equality Forum, the Community Alliance, and the Community Councils forum to coproduce the finalised scheme.

We support groups to share and pool information and experience.

Equality groups overall

During lockdown, contact through the West Dunbartonshire Equality Form, facilitated by the Council and involving equality groups across West Dunbartonshire, was key to maintaining relationships and sharing information.

BSL users

There has been considerable progress in terms of increasing information provision via BSL video content on the Council's services on our website and promoting this directly to BSL users, and through British Deaf Association Scotland.
We added information on COVID- 19, and actively promote this content to BSL users. We also encouraged BSL users to suggest content they would like to see.

During 2023-2025 we will expand the width and depth of information available in BSL video.

Health and well being

Improving and sustaining health and wellbeing is a strategic priority of the Council. During the last two years we have closely worked with the West Dunbartonshire Alcohol and Drugs Partnership, Substance Use Prevention Group to support to ensure a cross cutting equalities perspective, on long standing issues, alcohol, drugs and smoking and emerging issues, such as vaping which especially impact on young people. Vaping has been identified as a focus area for prevention and cessation work in future.

Outcome 2. Better meeting the accommodation needs of Gypsy /Travellers travelling through and staying in West Dunbartonshire

Satisfaction with the Council as landlord at the site continues to be high at 92%. We continue to engage positively with the Dennystoun Forge residents, including discussions on forming a Tenants and Residents Organisation (TRO) for the site.

We have worked with the community of Dennystoun Forge on developing proposals to the Scottish Government accommodation fund, in the hope that funding will be made available for investment and development of the site.

Outcome 3. The Council aims to attract more diverse talent by reviewing our policies and practices to ensure that there are no barriers to entering employment for these groups.

Gathering and using workforce profile data

Our HR records are fully populated for age and sex due to the simplicity of gathering this information however a significant number of employees do not or choose not to provide information on other protected characteristics.

A campaign was launched at the end of 2021 to encourage employees to supply equalities data and this campaign reached most of our computer users.

A further verification exercise began in January 2023 and early indications are positive. Joint communication with the Trade Unions, utilising the 'What's it got to do with you?!' leaflet from Stonewall aims to increase the number of employees disclosing protected characteristics.

Information reporting and progress

We produce an equalities and employment report annually which is used to track progress on increasing diversity.
Appendix 1, Table 1 highlights data from an analysis exercise carried out on recruitment and selection. It shows the number of applicants in each grouping, along with the proportion of those successful in securing a post:

Ethnicity

The number of BAME applicants has decreased by 23% from 2020/21 and although the success rate of that group has increased by 1.57% white candidates are still twice as likely in securing a role as BAME applicants. We are committed to increasing representation from BAME groups.

We are aware that driving change effectively requires understanding, for example Close the Gap highlighted that migrant BAME women have fewer informal networks such as friends and family who can help with childcare. Our commitment to flexible working from day one of employment supports to attracting and retain employees from these groups.

The workforce profile shows an under representation of Black Asian and Minority Ethnic employees in comparison to the Council working age demographic which is currently 1.6%. In formulating this outcome we have taken into account the Race Equality, Employment and Skills: Making Progress? Report from the Scottish Parliament Equality and Human Rights Committee.

Disability

The number of applications from disabled individuals remains low and has decreased by 115 on the 2020/21 year. However, the percentage of applicants who identify as disabled and are successful in securing a post has increased. The Council continues to support disabled applicants into employment through its commitment to guarantee interviews for disabled applicants who meet the essential criteria for the role applied for and the use of reasonable adjustments both at the application stage and once appointed to a post. The Council's commitment to flexible working has also removed some barriers for applicants.

A full recruitment audit will be carried out later in 2023, information will be collated on the numbers of candidates and their success rate at each stage of the recruitment process i.e. shortlisting for interview and a statement will published, as part of our People First Strategy looking at the whole employment cycle.

Outcome 4. Reducing occupational segregation within predominantly male/female roles

The Council identifies from its current Equalities annual report, and from horizontal and vertical segregation analysis, that there are roles that are predominantly occupied by either males or females.

Progress
Appendix 1, Tables 2 & 3 highlights data from an analysis exercise carried out on both vertical and horizontal occupational segregation based on the sex profile of the workforce.

The split by sex across each grade is generally reflective of the workforce profile. Any significant changes to percentage are as a result of changes concerning a small number of employees in each group which has a greater impact on the percentage difference. The most significant change to note is at Local Government Grade 10 which shows an increase of 6% in female employees. Employees on teaching grades remain predominantly female and those on the lower Local Government grades remain predominantly female. This is consistent with national trends.

The sex profile of apprentices continues to be predominantly male with a decrease of 3% in 2021/22 in female apprentices. Female apprentices are congregated in mostly Early Years roles while male apprentices occupy Greenspace and Trades/Craft roles. As part of the Council's commitment to reduce occupational segregation, work continues in schools and through the Working 4U team to encourage young people into all types of roles. Appendix 1, Table 2 highlights Horizontal Occupational Segregation by Sex

The sex profile across each strategic area remains fairly static across both years.

The gender split across the occupations is reflective of national trends with females occupying a higher number of teaching, Early Years, administrative, cleaning, catering and care roles.

A gendered approach

We are working to achieve the Equally Safe at Work accreditation: This is an employer programme developed by 'Close the Gap', Scotland's national policy and advocacy body working on women's labour market equality, to address gender inequality and violence against women. Accreditation involves publication of an Equal Pay statement including horizontal and vertical occupational segregation information. The statement will contain a strategy and actions to help reduce occupational segregation.

Anticipated challenges are budget savings resulting in a reduced workforce which could impact on progress of diversification within certain occupations as vacancies become more limited. These constraints may impact on the resources available to undertake key aspects of this work.

Outcome 5. Reducing the Disability Pay Gap

The table shows data from an analysis exercise carried out on disability pay gaps for our workforce.

2020/21			2021/22		
Identified as disabled Hourly rate	Identified as not disabled Hourly Rate	Pay Gap	Identified as disabled Hourly rate	Identified as not disabled Hourly Rate	Pay Gap
£15.17	**£16.15**	**-6.06 %**	**£15.74**	**£14.84**	**+6.06%**

The disability pay gap has moved from a negative to a positive. Disabled people are represented across the majority of grades and this suggests that there are no significant barriers to disabled individuals accessing professional level roles. However, only 1.48% of employees disclosed a disability. This decrease in disclosure rates will have influenced this figure. A reduction in the 'not known' rates would provide more meaningful data.

As part of the Employee Wellbeing Group, guidance has been developed to support managers support disabled people to enter and remain in employment. The use of disability passports is promoted.

The Council will continue to develop its practice, and we remain a disability confident employer.

As part on the 4 Year People and Technologies Equalities Plan, we aim to implement a Neurodiversity Policy in 2024.

Education Equality Outcomes and Mainstreaming

Education Mainstreaming – Developing Inclusiveness of our schools

School improvement visits, standards and quality reports and professional dialogue inform that almost all establishments are delivering a range of Rights Based learning approaches. These include: Single Steps Learning, Visible Learning, Improving our Classrooms and CIRCLE approaches. In addition a range of pupil forums across settings and the service, such as Young Ambassadors, Young Leaders of Learning and Pupil Councils ensure the voices of children and young people are at the heart of our work. In addition, all schools are developing approaches to Pupil Voice, Getting it Right for Every Child (GIRFEC) planning and individualisation and choice.

Mentors in Violence Prevention (MVP) peer education programme gives young people the chance to explore and challenge the attitudes, beliefs and cultural norms that underpin gender-based violence, bullying behaviour and other forms of violence. It focuses on developing a positive and inclusive culture to proactively prevent and challenge all types of bullying and abusive behaviour. It also supports the national drivers of Curriculum for Excellence (CfE), GIRFEC and Equally Safe. Following COVID- 19, MVP school Mentor Support Teams have been re-established in all five mainstream high schools and staff have participated in MVP training led by Education Scotland.

Primary and secondary schools are teaching about Black History and celebrating diversity. Similarly our school libraries promote both Black History Month and LGBT History month through book displays and activities.

Education Equality Outcomes

Outcome 1. Young women, disabled and black and minority ethnic young people are supported and leave school with positive destinations.

Schools are at the heart of post-16 transition planning, we facilitate the process to help young people make and take up effective post-16 learning choices.

This involves a range of partners and agreed approaches, building on existing good practice and established relationships. Local practice highlights the significant benefits of having a dedicated team in school, with key partners actively supporting individual young people to achieve positive destinations through weekly Joint Action Team Meetings, outreach service and targeted personal development programme and 121 coaching.

All Head Teachers have undertaken professional learning related to these outcomes and the tracking, monitoring and targeted interventions required to improve transitions to positive destinations.

Specialist and mainstream transition guidance and good practice had been developed and shared, and is being implemented in Early 2023.

School based projects support Science Technology Engineering and Mathematics (STEM) as part of the curriculum offered.

Positive destinations data from School Leaver Destination Report

Initial Positive Destination	2020/21	2021/22
Overall	91%	95.1%
ASN	87.8%	92.3%
Non ASN	93.5%	98%
Female	93%	97%
Male	89%	93.4%
White Ethnic Groups	91%	95%
BAME Groups	93.6%	100%

Outcome 2. Raise Attainment in Male pupils in Literacy and Numeracy

In general, females perform better than males in literacy, while male performance is similar to, or better than, females in numeracy. Plans for the coming session will continue to address issues raised. There has been some progress on narrowing the gap between female and male attainment in numeracy and literacy.

Literacy

Since 2018 pupil % Achievement of Curriculum for Excellence (CfE) Levels (ACEL) literacy attainment average has increased for females by 3% and for males by 6% percentage points (pp) which means the gap between males and females has decreased by 3 % to 9 percentage points (pp) in 2022.

Sex	2018	2021	2022
Females	76%	69%	79%
Males	64%	56%	70%

There was a drop of 7% between 2018 and 2021 for females, and this drop was reflected for males (8% drop in 2021) and is a result of the impact of Covid-19 on achievement. In 2022 compared to 2021, there was a 10% increase in ACEL achievement for female pupils, however the increase was greater for male pupils at 14%.

Numeracy
There was a 3% increase in female pupils' numeracy attainment between 2018 and 2022 and 7% for males.

Sex	2018	2021	2022
Females	77%	73%	80%
Males	75%	71%	82%

Male and female pupils' results dropped by 4% from 2018 to 2021 however a 7% increase was recorded in 2022 for females and an 11% increase from 2021 to 2022 for males.

* No ACEL attainment was taken in 2020 due to Covid-19 school closures

Outcome 3. Raise Attainment in BAME pupils in Literacy and Numeracy

Literacy
Since 2018 BAME pupil % ACEL literacy attainment average has fallen by 6%
This compares to an increase of 5% (White - Scottish / British) and 4 % (White – other).

BAME ACEL Attainment

	2018	2021	2022
All BAME pupils	71%	61%	65%.

There was a drop of 10% between 2018 and 2021 for BAME, however, this drop is reflected in all ethnic groups and is a result of the impact of Covid-19 on achievement.

In 2022 compared to 2021, there was a 4% increase in ACEL achievement for BAME pupils, however the increase was greater for other ethnic groups at 12% (White - Scottish / British) and 15% (White - Other).

Numeracy
There has been no change to BAME pupil numeracy attainment between 2018 and 2022.

Ethnicities	2018	2021	2022
BAME	78%	68%	78%
White Scottish/British	76%	72%	81%
White Other	71%	63%	80%

BAME pupils' results dropped by 10% from 2018 to 2021 however a 10% increase was recorded in 2022.

We have had a significant increase in enrolment of pupils where English is an Additional Language (EAL). This will have an impact on attainment and we are addressing this with the expansion of our EAL service and suite of professional learning for staff.

* No ACEL attainment was taken in 2020 due to Covid-19 school closures

DRAFT

Licencing Equality Outcomes and Mainstreaming

Licensing Equality Mainstreaming - Consultation and information sharing

During 2021-23, consultations were undertaken on licensing of Sexual Entertainment Venues, and alcohol licensing, and ensured targeting of all stakeholders, including equality groups through the West Dunbartonshire Equality Forum. We have contributed to joint working and information sharing across related agendas, for example substance use and harm reduction, and have close contact with the Alcohol and Drugs Partnership.

Licensing Equality Outcomes

Outcome 1. Working with licence holders, partners and other Council services, to ensure inclusive and safety behaviour and environments on and around licenced premises, supporting community safety priorities.

Licensing Standards Officers have worked with Police and members of the licensed trade to either restart or support the continuation of the Pubwatch scheme across West Dunbartonshire.

Further, Licensing Standard Officers have carried out pro-active visits to off-sales type premises to make sure that these premises comply with the terms of their licence.

Outcome 2. Widening participation in shaping services among under-represented groups

The Licensing Forum's membership includes young people that are members of the Scottish Youth Parliament. Officers are working to facilitate their attendance at meetings. Further work will be carried out to increase the participation of a wider audience when the licensing board is consulting on its new policy.

Appendix 1.

Table 1. Employment Application success rates by protected group

	2020/21			2021/22		
Protected group	No. of applicants in groups 20/21	No of applicants successful in gaining employment in group 20/21	Success rate of groups 20/21	No. of applicants in groups 21/22	No of applicants successful in gaining employment in group 21/22	Success rate of groups 21/22
Female	7372	394	5.34%	5369	540	10.05%
Male	1986	103	5.19%	1351	135	9.99%
BAME	498	13	2.61%	382	16	4.18%

	2020/21			2021/22		
White	8693	479	5.51%	6237	614	9.84%
LGB	404	19	4.7%	293	26	8.87%
Heterosexual	8572	456	5.32%	6160	584	4.61%
Disabled	469	21	4.48%	354	29	8.19%
Non-disabled	8843	474	5.36%	6279	593	9.44%
Other faiths	351	12	3.42%	340	11	3.23%
Christian faiths	4151	221	5.32%	4273	294	6.88%

Table 2. Horizontal Occupational Segregation – Sex

Strategic Teams	2020/21		2021/22	
	% Female	% Male	% Female	% Male
Chief Executive incl. Chief Officers	54	46	55	45
Council Employees (excl. teaching and HSCP)	64	36	66	34
Teaching	81	19	81	19
Health and Social Care Partnership	86	14	86	14

Table 3. Vertical Occupational Segregation – Sex

	2020/21		2021/22	
Grade	% Female	% Male	% Female	% Male
Chief Officer	54	46	54	46
Principal Educational Psychologist	100	0	100	0
Education Support Officer	78	22	87.5	12.5
Educational Psychologist	88	13	83	17
Head /Depute Head Teacher	80	20	82	18
Music Instructor	32	68	32	68
Senior Educational Psychologist	78	22	67	33
Principal Teacher	73	27	77	23
Education Officer	67	33	71	29
Teacher Main Grade	83	17	79	21
Apprentice	21	79	18	82
Grade 1	89	11	89	11
Grade 2	74	26	82	18

Grade 3	84	16	83	17
Grade 4	72	28	67	33
Grade 5	53	47	52	48
Grade 6	69	31	63	37
Grade 7	60	40	58	42
Grade 8	72	28	72	28
Grade 9	58	42	55	45
Grade 10	45	55	51	49
Grade 11	25	75	33	67
Grade 12	50	50	43	57

DRAFT

This document can be made available electronically, in large print, Braille, audiotape, and in a variety of community languages. Please contact Corporate Communications on 01389 737524 Email Communications@west-dunbarton.gov.uk

Arabic

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

Hindi

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

Punjabi

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

Urdu

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

Chinese (Cantonese)

本文件也可應要求，製作成其他語文或特大字體版本，也可製作成錄音帶。

Polish

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

British Sign Language

BSL users can contact us via contactSCOTLAND-BSL, the on-line British Sign Language interpreting service.

Find out more on the contactSCOTLAND website

West Dunbartonshire Council, Council Offices, 16 Church Street Dumbarton, G82 1QL

Equalities Outcome Monitoring Progress report 2021-2023

P	Continually Improve Council Service Accessibility

Performance Indicator	2021/22			2022/23					Notes	Owner
	Status	Target	Value	Status	Target	Value	Short Trend	Long Trend		
No. of EIAs supported	✓	24	126	✓	24	171	⇧	⇧	There was a 30% increase in the number of EIAs compared to last year, largely driven by an increased number of budget proposals to be reviewed	Ricardo Rea
% of older (65+) residents who have access to the internet in some form (home, phone, libraries, OSS etc)	✓	60%	71%	✓	60%	74%	⇧	⇧	WDC telephone survey results over the last year indicate some steady progress in this area in terms of over 65's. Nationally research by AGE UK has noted that the digital divide in terms of age is still an issue and that the pandemic has not resulted in a sea change.	Ricardo Rea

Title	Status	Progress	Due Date	Comment	Owner
Connecting Scotland programme roll out		33%	31-Aug-2024	Service users who received Connecting Scotland devices are continuing to receive support if they require this. W4U also have a number of devices and MIFI available to support digitally excluded young people through NOLB funding.	Clare English
Local and national equalities assessments of impact of Covid19 on housing and homelessness risk for particular groups		100%	31-Dec-2021	The Scottish Government updated their Ending Homelessness Together action plan in October 2020 and incorporated the recommendations made by the Homelessness and Rough Sleeping Action Group (HARSAG) which was reconvened due to the Covid-19 pandemic. HARSAG made a total of 105 recommendations, some of these are being actioned by the Scottish Government, some by local authorities and some are "asks" of the Westminster Government. The implementation of the HARSAG recommendations is monitored and regular updates are provided to the Housing and Communities Committee. This action is part of the wider HARSAG recommendations and is directed to the Scottish Government. The key aspect in implementing this action was the inclusion of equalities characteristics in the main homelessness statistics publication in June 2021. Other related actions taken include: +Someone with gender expertise appointed to the Homelessness Prevention and Strategy Group and an invite to a new member with expertise on the housing and homelessness concerns of people from minority ethnic communities. +The commissioning research to better understand those people who are homeless, at imminent risk of homelessness or who face housing insecurity but do not appear in Scotland’s official figures.	Stefan Kristmanns; Joanne Sutherland

Title	Status	Progress	Due Date	Comment	Owner
				+Gender competency training organised for policy makers in the homelessness unit. Within West Dunbartonshire our Rapid Rehousing Transition Plan is supported by an equality impact assessment and a gendered analysis of homelessness was carried out in June 2021.	

LO	Council Equality Outcomes 01 - Increase participation of BME people, disabled people and young people in Community Empowerment and Capacity Building, and Community Budgeting in West Dunbartonshire.

Performance Indicator	2021/22					2022/23			Notes	Owner
	Status	Target	Value	Short Trend	Long Trend	Status	Target	Value		
No. of residents involved in community budgeting		450	1163			Data not available until mid-May			Phase 5 of Community Budgeting was successfully completed through a digital public vote. This process saw over 1000 people engaged in the process, either through the focus groups, survey, as applicants or in casting a vote.	Elaine Troup

Title	Status	Progress	Due Date	Comment	Owner
Explore more opportunities through participative		100%	31-Mar-2022	This work is being complemented by consideration of how Community Budgeting could become more sustainable and	Elaine Troup

Title	Status	Progress	Due Date	Comment	Owner
processes such as community budgeting				embedded within the community. This will involve progress of the 'Community Soup' model of PB that was trialled in West Dunbartonshire back in 2019.	
Engage directly with Community Equality Groups on CB and PB		100%	31-Mar-2023	Communities Team engagement with Equality Groups through West Dunbartonhsire Equality Forum during 2022-23	Elaine Troup

LO	Council Equality Outcomes 02 - Better meet accommodation needs of Gypsy/Travellers travelling through and staying in West Dunbartonshire.

Performance Indicator	2021/22					2022/23			Notes	Owner
	Status	Target	Value	Short Trend	Long Trend	Status	Target	Value		
% of gypsies/travellers satisfied with the landlord's management of the site		90%	91.67 %	-	-	Data not available until June			We continue to engage positively with the Dennystoun Forge residents, including discussions on forming a Tenants and Residents Organisation (TRO) for the site.	John Kerr

Title	Status	Progress	Due Date	Comment	Owner
Submit bid for funding for Dennystoun Forge site improvements		100%	30-Dec-2022	Whilst the bid was unsuccessful, another is being worked up in consultation with residents.	Jamie Dockery

Title	Status	Progress	Due Date	Comment	Owner
Subject to funding bid approval, carry out improvement works at Dennystoun Forge		100%	28-Mar-2024	Tenant Participation is in consultation with site residents over priorities for a £32K HRA Capital Budget allocation for the financial year 2023/24.	Jamie Dockery

LO	Council Equality Outcomes 03 - The Council aims to attract more diverse talent by reviewing our policies and practices to ensure that there are no barriers to entering employment for these groups

Performance Indicator	2021/22					2022/23			Notes	Owner
	Status	Target	Value	Short Trend	Long Trend	Status	Target	Value		
% of our workforce who have declared a disability		2.1%	2.71 %			Data not available until mid-May			Target and work continues to encourage employees to disclose disability.	Tara Spooner
% of our workforce who have stated they are LGBT		2.5%	0.54 %			Data not available until mid-May			Latest data shows target not met. To improve performance a new data verification exercise commenced January 2023, results will be collated by May 2023.	Tara Spooner
% of our workforce who are from a Black minority ethnic group		0.5%	0.34 %			Data not available until mid-May			Latest data shows target not met. To improve performance a new data verification exercise commenced January 2023, results will be collated by May 2023.	Tara Spooner

Title	Status	Progress	Due Date	Comment	Owner
Include unpaid time off/utilisation of annual leave for religious holidays in special leave policy		100%	01-Dec-2021	This action was the result of b a recruitment and selection audit undertaken in 2020 which highlighted that more needs to be done to attract diverse talent. Unpaid time off/utilisation of leave was added to the special leave policy after agreement from the unions and uploaded to the intranet in November 2021. Equality review of terms and conditions proposes increased flexibility in leave to reflect other religions and beliefs.	Tara Spooner
Sign up for Race at Work Charter		0%	23-Jun-2023	Following the completion of the revised equalities plan we will be able to sign up to Race at Worker Charter by June 2023.	Tara Spooner
Working with services to attract diverse candidates		20%	31-Oct-2023	Recruitment practices including training for managers are currently being reviewed in line with the People First Strategy with the aim for this to be completed by October 2023	Tara Spooner
Neurodiversity guidance for managers		0%	28-Mar-2024	Will add to the Wellbeing Agenda in line with the review of the Equalities Plan and Policy Development Plan with the aim of completion by March 2024	Tara Spooner
Transgender guidance for managers		0%	28-Mar-2024	This action will commence following the review in line with the review of the Equalities Plan.	Tara Spooner

LO	Council Equality Outcomes 04 - The Council will aim within the next four years to reduce occupational segregation within predominantly male/female roles

Performance Indicator	2021/22					2022/23			Notes	Owner
	Status	Target	Value	Short Trend	Long Trend	Status	Target	Value		
Gender pay gap		3%	2.15 %			Data not available until mid-May			Latest data shows target met. Full equal pay audit to be completed by May 2023, in line with Equally Safe at Work Accreditation requirements.	Tara Spooner

Title	Status	Progress	Due Date	Comment	Owner
Review of recruitment procedures		0%	31-Oct-2023	Recruitment processes are currently being reviewed in line with the 5 year plan work, with aim for a full audit to be completed by October 23	Tara Spooner

LO	Council Equality Outcomes 05 - Reduce the Disability Pay Gap

Performance Indicator	2021/22					2022/23			Notes	Owner
	Status	Target	Value	Short Trend	Long Trend	Status	Target	Value		
Disability pay gap		10%	5.9%			Data not available until mid-May			Latest data shows target met. Work will be carried to ensure that employees are encouraged to complete data on HR21, through the data verification exercise.	Tara Spooner

Title	Status	Progress	Due Date	Comment	Owner
Reasonable adjustment guidance for managers		0%	28-Mar-2024	Will now be completed in March 2024 in line with the review of the Equalities Plan	Tara Spooner
Managers induction training to be updated to include positive action, inclusion and information on disability confident		0%	31-Oct-2023	Recruitment practices including training for managers are currently being reviewed in line with the 5 year employee lifecycle improvement plan with the aim for this to be completed by Oct 2023.	Tara Spooner

P	Council Workforce Equality Outcomes

Title	Status	Progress	Due Date	Comment	Owner
Participate in Equally safe at Work accreditation		50%	31-Dec-2023	Contact has been made by Close the gap for the next cohort of Equally Safe at Work training.	Tara Spooner
Participate in Equally Safe in Practice Pilot		100%	31 – March-2022	This action has been successfully completed. The pilot training identified a participant group with whom all modules have been tested.	Tara Spooner
Data verification exercise		75%	31-May-2023	The data exercise is ongoing and likely to complete by summer 2023.	Tara Spooner
Annual Equalities Report		100%	16-Sep-2022	The Annual Employment Equalities report was completed in July 2022 and presented to the JCF for noting in September 2022.	Tara Spooner

LO	Education Equality Outcomes 01- Young women, disabled and black minority ethnic young people are supported and leave school with positive destinations

Performance Indicator	2021/22					2022/23			Notes	Owner
	Status	Target	Value	Short Trend	Long Trend	Status	Target	Value		
% pass rate(A-C) for females in Higher computing science, design and manufacture and Physics Higher			86.11 %			Data available in August			Latest data shows a decline from the previous year, we will continue to monitor performance in this area.	Andrew Brown
Uptake of Technical Subjects (Computing Science, Craft & Design, Design Technology) for females from BGE to Senior Phase			n/a	n/a	n/a	Data available in August			Statistic are under development, due to the need to take into account varying uptake across establishments	Andrew Brown
Percentage of male students undertaking Foundation Apprenticeships in 'Children & Young People' and 'Health and Social Care'			3.45 %			Data available in August			Latest data shows improvement in both the short and long term trends.	Andrew Brown
% of schools taking part in STEM Challenges		100%	100%				100%	100%	All of our establishments well planned curricular programmes ensuring all of our children are able to access STEM experiences. These are monitored and evaluated through our school improvement processes.	Julie McGrogan

Performance Indicator	2021/22					2022/23			Notes	Owner
	Status	Target	Value	Short Trend	Long Trend	Status	Target	Value		
Percentage of female students undertaking Foundation Apprenticeships in 'Engineering'			14.2 %			Data yet not available			Latest available data shows improvement in both the short and long term trends.	Andrew Brown

Title	Status	Progress	Due Date	Comment	Owner
Transition support for disabled, ASN and BME pupils		100%	31-May-2023	Specialist and mainstream transition guidance and good practice developed and shared. Now being implemented in terms 3 and 4.	Claire Cusick
STEM promotion in schools		100%	02-May-2022	This action has been successfully completed via School based projects as part of curriculum offer.	Claire Cusick

LO	Education Equality Outcomes 02 - Raise Attainment in Male pupils in Literacy and Numeracy

Performance Indicator	2021/22					2022/23			Notes	Owner
	Status	Target	Value	Short Trend	Long Trend	Status	Target	Value		
% difference between male and female pupils attaining national levels in literacy in Secondary school			9.3%	-	-	Data will be available in August after the end of the academic year			Plans for the coming session will continue to address issues raised.	Julie McGrogan
% difference between male and female pupils attaining national levels in literacy in Primary school			8.6%	↑	↑	Data will be available in August after the end of the academic year			There has been some progress on narrowing the gap between female and male attainment in literacy.	Julie McGrogan
% difference between male and female pupils attaining national levels in Numeracy in Secondary school			1.3%	-	-	Data will be available in August after the end of the academic year			Plans for the coming session will continue to address issues raised.	Julie McGrogan

Performance Indicator	2021/22					2022/23			Notes	Owner
	Status	Target	Value	Short Trend	Long Trend	Status	Target	Value		
% difference between male and female pupils attaining national levels in numeracy in Primary school			-4.3%			Data will be available in August after the end of the academic year			Plans for the coming session will continue to address issues raised	Julie McGrogan

Title	Status	Progress	Due Date	Comment	Owner
Deliver the raising attainment agenda		100%	30-Aug-2024	All schools are successfully delivering the raising attainment agenda though improved learning and teaching approaches and targeted interventions	Julie McGrogan

LO	Education Equality Outcomes 03 - Raise Attainment in BME pupils in Literacy and Numeracy

Performance Indicator	2021/22					2022/23			Notes	Owner
	Status	Target	Value	Short Trend	Long Trend	Status	Target	Value		
% of BME pupils attaining national levels in literacy in Primary School			61.2 %			Data not yet available			This is a data only PI. Latest data shows improvement in both short and long terms.	Julie McGrogan
% of BME pupils attaining national levels in numeracy in Primary School			72.7 %			Data not yet available			This is a data only PI. Latest data shows improvement in both short and long terms.	Julie
% of BME pupils attaining national levels in literacy in Secondary School			78.4 %			Data not yet available			This is a data only PI. Latest data shows no change since previous year.	McGrogan
% of BME pupils attaining national levels in numeracy in Secondary School			94.6 %			Data not yet available			This is a data only PI. Latest data shows no change since previous year.	Julie

P	Education Mainstreaming Area - Developing Inclusiveness of our schools

Performance Indicator	2021/22					2022/23			Notes	Owner
	Status	Target	Value	Short Trend	Long Trend	Status	Target	Value		
Number of schools participating in rights based education		90	100			Data not yet available			Latest data shows target met	Claire Cusick
Number of mentors in 'Mentors in Violence Prevention' programme		20	30			Data not yet available			Latest data shows target met	Claire Cusick
Number of schools / centres participating in Black History and Black Lives Matter activities		70	100			Data not yet available			Latest data shows target met	Claire Cusick
Number of parental engagement opportunities for parents of pupils with ASN		14	14			Data not yet available			Latest data shows target was met and short and long trends are showing improvement over time.	Claire Cusick

Title	Status	Progress	Due Date	Comment	Owner
Develop skills of staff in planning and delivering rights based learning		100%	28-May-2023	All school have an identified UNCRC champion a range of professional learning support and resources has been established to support the staff in delivering and uphold the rights of the child	Claire Cusick

Title	Status	Progress	Due Date	Comment	Owner
Develop skills of staff in supporting and developing inclusive practices		100%	30-Jun-2022	This action has been successfully completed, via a range of staff training sessions.	Claire Cusick

LO	Licensing Equality Outcomes 01- We will work with license holders, partners and other Council services, to ensure inclusive and safety behaviour and environments on and around licensed premises, supporting community safety priorities

Title	Status	Progress	Due Date	Comment	Owner
Ensure inspection routine supports equalities objectives		25%	31-Dec-2023	Plans in progress to return to non covid focused inspections which will better protect those using licensed services.	Lawrence Knighton; Michael McDougall
Encourage and facilitate Pubwatch groups to restart and strengthen.		50%	28Aug-2023	Mixed results have been achieved. All bar one Pubwatch group have been restarted. The one group that has not been restarted is close to restarting and it is hoped that it will hold its first meeting this or next month.	Lawrence Knighton; Michael McDougall

LO	Licensing Equality Outcomes 02 - Widen participation in shaping services among underrepresented groups

Title	Status	Progress	Due Date	Comment	Owner
Contribute to the development of robust local Licensing Policy 2023 (i.e. evidence gathering to influence development of Licensing Board Policy Statement and Overprovision Policy)		100%	31-Mar-2023	Health related alcohol harm evidence to support licensing overprovision statement has been submitted.	Christine Anderson
Increase participation by underrepresented groups in the Licensing Forum		50%	14-Nov-2023	Members of the Scottish Youth Parliament have joined the membership of the Licensing Forum. Further work will be done to increase participation by underrepresented groups in the Licensing Forum.	Lawrence Knighton; Michael McDougall

Action Status	
	Overdue
	Not on track
	In Progress and on track
	Completed

PI Status	Long Term Trends	Short Term Trends

	Target significantly missed
	Target narrowly missed
	Target met or exceeded
	Data Only

	Improving
	No change
	Getting worse

	Improving
	No change
	Getting worse