

Agenda



Corporate Services Committee

Date: Wednesday, 17 February 2021

Time: 10:00

Venue: Zoom Video Conference

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

Dear Member

The Convener has directed that the powers contained in Section 43 of the Local Government in Scotland Act 2003 will be used and so Members will attend this meeting of the **Corporate Services Committee** remotely. The business is shown on the attached agenda.

Yours faithfully

JOYCE WHITE

Chief Executive

Distribution:-

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

Chief Executive
Chief Officers

Date of issue: 4 February 2021

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CORPORATE SERVICES COMMITTEE

WEDNESDAY, 17 FEBRUARY 2021

AGENDA

1 STATEMENT BY CHAIR – AUDIO STREAMING

The Chair will be heard in connection with the above.

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 MINUTES OF PREVIOUS MEETING 5 - 8

Submit for approval as a correct record, the Minutes of Meeting of the Corporate Services Committee held on 11 November 2020.

**5 MINUTES OF JOINT CONSULTATIVE FORUM – 9 - 12
3 DECEMBER 2020**

Submit for information and where necessary ratification, the Minutes of Meeting of the Joint Consultative Forum held on 3 December 2020.

6 OPEN FORUM

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

**7 CORPORATE SERVICES BUDGETARY CONTROL REPORT 15 - 43
TO 31 DECEMBER 2020 (PERIOD 9)**

Submit report by the Chief Officer - Resources advising on the performance of the Corporate Services budget for the period to 31 December 2020.

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|-----------|--|------------------|
| 8 | WRITE-OFF OF NATIONAL NON-DOMESTIC RATES | 45 - 51 |
| | <p>Submit report 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 2020/21.</p> | |
| 9 | WRITE-OFF OF MISCELLANEOUS INCOME DEBTOR ACCOUNTS – QUARTER 3, 2020/21 | 53 - 55 |
| | <p>Submit report by the Chief Officer - Resources seeking approval for the write-off of debts in respect of miscellaneous income debtor accounts, which have been deemed as irrecoverable during Quarter 3 2020/21, arising from various years and reasons.</p> | |
| 10 | STRATEGIC RISKS 2017-22 | 57 - 105 |
| | <p>Submit report by the Chief Officer – People & Technology providing an update on the strategic risks for 2017-22.</p> | |
| 11 | PEOPLE & TECHNOLOGY SPEND 2021-22 | 107 - 117 |
| | <p>Submit report by the Chief Officer – People & Technology providing a detailed breakdown of the planned People & Technology capital and revenue spend on new and existing contracts valued above £10,000 and seeking approval to procure and contract for the required goods and services.</p> | |
| 12 | FESTIVE NIGHT ZONE FUNDING | 119 - 120 |
| | <p>Submit report by the Chief Officer – Regulatory & Regeneration outlining the current position with regard to the festive Night Zone West provision, and requesting that consideration be given to the Council's funding of same.</p> | |
| 13 | WEST DUNBARTONSHIRE LEISURE TRUST BUSINESS PLAN 2021/22 | To follow |
| | <p>Submit report by the Chief Officer – Citizen, Culture & Facilities on the above.</p> | |
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CORPORATE SERVICES COMMITTEE

At a Meeting of the Corporate Services Committee held by Video Conference on Wednesday, 11 November 2020 at 2.00 p.m.

Present: Councillors Ian Dickson, Jim Brown, Diane Docherty, Caroline McAllister, David McBride, Jonathan McColl, Iain McLaren, John Mooney, Lawrence O'Neill and Martin Rooney.

Attending: Joyce White, Chief Executive; Angela Wilson, Strategic Director – Transformation & Public Service Reform; Malcolm Bennie, Strategic Lead – Communications, Culture, Communities & Facilities; Victoria Rogers, Strategic Lead – People & Technology; Stephen West, Strategic Lead – Resources; Amanda Coulthard, Performance & Strategy Manager; Arun Menon, Business Support Manager; Alison McBride, OD & Change Manager; Annabel Travers, Procurement Manager; John Anderson, General Manager, WD Leisure Trust; Adrian Gray, Business Unit Finance Partner; Peter Hessett, Strategic Lead – Regulatory; Craig Stewart and Nuala Borthwick, Committee Officers.

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

Councillor Ian Dickson in the Chair

CHAIR'S REMARKS

The Chair, Councillor Dickson, informed the Committee that at 2.05 p.m. there would be 2 minutes of silence in remembrance of those who had died in all wars.

STATEMENT BY CHAIR – AUDIO STREAMING

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

DECLARATIONS OF INTEREST

Councillor McBride declared a non-financial interest in relation to the item under the heading 'Annual Performance of West Dunbartonshire Leisure Trust for Year to 31 March 2020', being a Director of Clydebank Leisure Trust and advised that he would remain in the meeting and take part in the decision in relation to this item.

MINUTES OF PREVIOUS MEETING

The Minutes of Meetings of the Corporate Services Committee held on 9 September 2020 were submitted and approved as a correct record.

In relation to a query from Councillor Mooney concerning the item entitled, 'Grant Application', the Chief Executive and the Strategic Lead – Resources were heard in response, advising that the matter was being progressed with the HSCP's Chief Officer and Chief Financial Officer and that an update report would be provided to the Committee as soon as the process had been completed.

MINUTES OF JOINT CONSULTATIVE FORUM – 17 SEPTEMBER 2020

The Minutes of Meetings of the Joint Consultative Forum held on 17 September 2020 were submitted for information and, where necessary, ratification.

OPEN FORUM

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

COMMUNICATIONS, CULTURE, COMMUNITIES AND FACILITIES DELIVERY PLAN 2019/20 YEAR END PROGRESS REPORT AND 2020/21 DELIVERY PLAN

A report was submitted by the Strategic Lead – Communications, Culture, Communities & Facilities providing information on the final position against the 2019/20 Delivery Plan as agreed at Committee on 22 May 2019 and presenting the 2020/21 Delivery Plan.

After discussion and having heard the Strategic Lead – Communications, Culture, Communities & Facilities and the Performance & Strategy Manager in further explanation and in answer to Members' questions, the Committee agreed:-

- (1) to note the progress made on the delivery of the 2019/20 Plan; and
- (2) to note the terms of the 2020/21 Delivery Plan.

PEOPLE AND TECHNOLOGY DELIVERY PLAN 2019/20 YEAR END PROGRESS REPORT AND 2020/21 DELIVERY PLAN

A report was submitted by the Strategic Lead – People & Technology providing the final position against the 2019/20 Delivery Plan and presenting the 2020/21 Delivery Plan.

After discussion and having heard the Strategic Lead – People & Technology in further explanation and in answer to Members' questions, the Committee agreed:-

- (1) to note the progress made on the delivery of the 2019/20 Plan; and
- (2) to note the 2020/21 Delivery Plan.

REGULATORY DELIVERY PLAN 2019/20 YEAR END PROGRESS REPORT AND 2020/21 DELIVERY PLAN

A report was submitted by the Strategic Lead - Regulatory providing the final position against the 2019/20 Delivery Plan and presenting the 2020/21 Delivery Plan.

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

- (1) to note the year-end position for 2019/20; and
- (2) to note the plan for 2020/21.

RESOURCES DELIVERY PLAN 2019/20 YEAR END PROGRESS REPORT AND 2020/21 DELIVERY PLAN

A report was submitted by the Strategic Lead – Resources providing the final position against the 2019/20 Delivery Plan and presenting the 2020/21 Delivery Plan.

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

- (1) to note both the year-end position for 2019/20; and
- (2) to note the plan for 2020/21.

ANNUAL PROCUREMENT REPORT FOR 2019/20 AND THE ANNUAL PROCUREMENT STRATEGY UPDATE FOR 2020/21

A report was submitted by the Strategic Director – Transformation & Public Service Reform providing an update on the outcomes achieved relative to the Annual Procurement Strategy for 2019/20; and the Annual Procurement Strategy Update for 2020/21.

After discussion and having heard from Strategic Director – Transformation & Public Service Reform in further explanation and in answer to Members' questions, the Committee agreed:-

- (1) to note the Annual Procurement Report for 2019/20;
- (2) to note the outcomes achieved relative to the Annual Procurement Strategy for 2019/2020;
- (3) to note the Annual Procurement Strategy Update for 2020/21; and

- (4) to note that a pending report to Tendering Committee, providing an update on social benefits delivered over the last year, would thereafter be reported to a future meeting of the Corporate Services Committee.

CORPORATE SERVICES BUDGETARY CONTROL REPORT TO 30 SEPTEMBER 2020 (PERIOD 6)

A report was submitted by the Strategic Lead – Resources advising on the performance of the Corporate Services budget for the period to 30 September 2020.

The Committee agreed:-

- (1) to note that the revenue account currently showed a projected annual favourable variance of £0.362m (1.13% of the total budget) of which £0.092m was related to Covid-19;
- (2) to note that the capital account was showing a projected in-year underspend of £1.743m (51.4% of in-year budget) due to 8 projects showing projected underspends as a result of delays to these projects which had been caused by Covid-19 restrictions. The project life projection was currently showing a projected underspend of £0.340m (2.1% of project life budget); and
- (3) to note the progress on efficiencies incorporated into budgets for 2020/21.

ANNUAL PERFORMANCE OF WEST DUNBARTONSHIRE LEISURE TRUST FOR YEAR TO 31 MARCH 2020

A report was submitted by the Strategic Lead – Communications, Culture, Communities & Facilities presenting the annual performance of West Dunbartonshire Leisure Trust during the period 1 April 2019 to 31 March 2020.

After discussion and having heard from the Strategic Lead – Communications, Culture, Communities & Facilities and the General Manager, WD Leisure Trust in further explanation and in answer to Members' questions, the Committee agreed to note the contents of the report.

The meeting closed at 3:34 p.m.

JOINT CONSULTATIVE FORUM

At a Meeting of the Joint Consultative Forum held by video conference on Thursday, 3 December 2020 at 2.00 p.m.

Present: Councillors Karen Conaghan, Jim Finn, David McBride, Jonathan McColl and Iain McLaren; James Halfpenny (EIS); Claire Greer and David Scott (GMB); Claire Mackenzie (SSTA); Sean Davenport, Andy McCallion* and David Smith (UNISON); and Chris Rossi and Margaret Wood (Unite).

*Arrived later in the meeting.

Attending: Angela Wilson, Strategic Director – Transformation and Public Service Reform; Victoria Rogers, Strategic Lead – People & Technology; Malcolm Bennie, Strategic Lead – Citizen, Culture & Facilities; Jim McAloon, Strategic Lead – Regeneration; Stephen West, Strategic Lead – Resources; Laura Mason, Chief Education Officer; Claire Cusick, Senior Education Officer – Pupil Support; Amanda Coulthard, Performance & Strategy Manager; Alison McBride, Strategic People & Change Manager; Louise Hastings and Leeanne Galasso, People & Change Partners; Fiona Holland, Assistant HR Adviser; Raymond Lynch, Senior Solicitor; and Scott Kelly, Committee Officer.

Apologies: Apologies for absence were intimated on behalf of Val Jennings (UNISON) and John Wagner (GMB).

Councillor Jonathan McColl in the Chair

APPOINTMENT OF VICE CHAIR AND JOINT SECRETARY FOR THE TRADE UNION SIDE

With reference to the Minutes of Meeting of the Joint Consultative Forum held on 17 September 2020 and in terms of its constitution, Councillor McColl, Chair, invited the Trade Union Side to make nominations for appointments to the Forum, which would be effective until September 2021, and it was agreed:-

- (1) that David Smith (UNISON) and John Wagner (GMB) be appointed as joint Vice Chairs of the Forum; and
- (2) that Chris Rossi be appointed as Joint Secretary for the Trade Union Side.

DECLARATIONS OF INTEREST

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

Note: Mr McCallion entered the meeting at this point.

MINUTES OF PREVIOUS MEETING

The Minutes of Meeting of the Joint Consultative Forum held on 17 September 2020 were submitted and approved as a correct record.

VARIATION IN ORDER OF BUSINESS

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

LAUNCH OF CYCLE TO WORK SCHEME

A report was submitted by the Strategic Lead – People & Technology providing an update on progress of the Cycle to Work Scheme.

Having heard the Strategic Lead in further explanation of the report, the Forum agreed to note the contents and the confirmation that 38 applications had been received.

EMPLOYEE ENGAGEMENT ACTIVITY

A report was submitted by the Strategic Leads for Citizen, Culture & Facilities, and People & Technology providing an update on employee engagement actions being progressed through Strategic Lead Delivery Plans.

Following discussion and having heard the Performance & Strategy Manager in further explanation of the report, the Forum agreed to note that each Strategic Area was progressing specific service improvement activities through 2020/21 Delivery Plans (as reported to the service committees), in response to the results of the 2019 Employee Engagement activity.

EMPLOYMENT RELATIONS MONITORING: BI-ANNUAL UPDATE, APRIL TO SEPTEMBER 2020

A report was submitted by the Strategic Lead – People & Technology advising of progress on employment relations matters for the period 1 April to 30 September 2020 across the Council.

Having heard Ms Hastings, People & Change Partner, in further explanation of the report, the Forum agreed to note the contents of the report.

EMPLOYEE WELLBEING: BI-ANNUAL UPDATE 2020/21(COUNCIL-WIDE)

A report was submitted by the Strategic Lead – People & Technology providing a detailed analysis on Council-wide employee wellbeing and attendance for the period 1 April to 30 September 2020.

Following discussion and having heard Ms Hastings, People & Change Partner, and the Strategic Lead in further explanation of the report and in answer to Members' questions, the Forum agreed to note the annual findings for reported absence from 1 April to 30 September 2020, and in particular:-

- (1) the decrease in Council-wide sickness absence of 5,684 full time equivalent (FTE) days lost compared to the same period the previous year;
- (2) that personal stress had increased by 6% and minor illnesses had decreased by 6% compared to the previous year and as expected given the impact of the pandemic;
- (3) that absences attributed to COVID 19 isolation had not been included in sickness absence statistics as these were recorded as special leave in line with employment terms and conditions and the nationally agreed approach communicated by COSLA, and that only absences attributed to confirmed cases of notifiable disease (COVID 19) were recorded as sickness; and
- (4) that a number of services had been restructured in Quarter 1 2019 and so any historical comparisons should be considered as indicative and not an absolute figure.

TRADES UNIONS ISSUES

Trade Union Convener Facility Time (item requested by GMB)

The Forum heard from Ms Greer who expressed concern that the Trade Union Facility Agreement in operation in the Council states that there should only be three trade union conveners and that it does not clarify how facility time should be calculated and so needs to be made clearer, more transparent and have structure.

In response, the Strategic Lead – People & Technology stated:-

- (a) that the number of full-time equivalent conveners was related to the level of union membership when the agreement was reached with all signatory unions;
- (b) that in 2014 it had been agreed with the (former) GMB regional organiser that its convener would have two full days facility time per week;

- (c) that a review of the Facility Agreement was currently taking place via the Conveners' Group and that any changes would require the approval of all conveners; and
- (d) that if all conveners were to agree changes to the Agreement it would then be presented to the Corporate Services Committee for final approval, it being noted that the Committee would next meet in February 2021.

Following discussion, the Forum agreed that the up to date position in respect of possible changes to the Agreement would be reported to the next meeting of the Forum.

Scottish Social Services Council Registration Fee (item requested by GMB)

Having heard Mr Scott it was noted that this item had been withdrawn by GMB.

Overpayment Issues in HSCP (item requested by GMB)

The Forum heard from Mr Scott who stated that there had been a number of instances of employees in HSCP receiving overpayments, that these had not been picked up by auditors, that payroll processes had not been followed correctly and that employees had payments taken from them without their authorisation.

In response, the Strategic Lead – People & Technology stated:-

- (a) that payroll processes had been followed correctly in the specific case being cited and currently communicated with pay team colleagues;
- (b) that an overpayment/underpayment procedure had previously been agreed with trades unions and that this obliged employees to quickly declare an overpayment in order that steps could be taken for monies to be recovered; and
- (c) that the percentage of overpayments/underpayments was small but could occur where deadlines were missed, and that such occurrences were monitored on a monthly basis and did not demonstrate any non-compliance trends in any particular areas. There is always a margin of error to be expected in an organisation of this size.

Following discussion, the Forum agreed:-

- (1) to note that the Strategic Lead would speak with the Shared Service Manager – Audit & Fraud to check if overpayments/underpayments would form part of Internal Audit's audit plan;
- (2) to note that before matters were escalated to this Forum, agreed policies and procedures for escalation must be followed allowing an appropriate senior officer to be given an opportunity to try to resolve matters; and

- (3) to note the Strategic Lead's advice that deductions to recover overpayments were carried out in accordance with employment law.

The meeting closed at 2.45 p.m.

DRAFT

WEST DUNBARTONSHIRE COUNCIL
Report by the Chief Officer - Resources
Corporate Services Committee – 17 February 2021

**Subject: Corporate Services Budgetary Control Report to 31 December 2020
 (Period 9)**

1. Purpose

- 1.1** The purpose of this report is to advise the Committee on the performance of the Corporate Services budget for the period to 31 December 2020.

2. Recommendations

- 2.1** Members are asked to:

- i) note that the revenue account currently shows a projected annual favourable variance of £0.518m (1.61% of the total budget) of which £0.010m is covid related; and
- ii) note that the capital account is showing a projected in-year underspend of £1.872m (55.2% of in-year budget) due to 7 projects showing projected underspends as a result of delays to these projects caused by Covid 19 restrictions. The project life projection is currently showing a projected underspend of £0.340m (2.1% of project life budget).
- iii) note the progress on efficiencies incorporated into budgets for 2020/21.

3. Background

3.1 Revenue Budget

At the meeting of West Dunbartonshire Council on 4 March 2020, Members agreed the revenue estimates for 2020/21.

A total net budget of £21.135m was approved for services under the remit for Corporate Services at that time. Adjustments have been made since that date and the revised budget now under the remit of Corporate Services is £32.101m as detailed in the following table:

Description	£m
Budget Agreed March 2020	21.135
Transfer of Post to Building Services	-0.024
Redeterminations of Revenue Support Grant	0.050
Budget to cover additional Microsoft Licences	0.017
Procurement Savings	-0.009

FOM/SOM exercise	0.084
Transfer CCSF Facilities saving to MISC Services	0.130
Net adjustments re Covid	-0.552
Annual recurring variances exercise	-0.350
Transfer of budgets for other CCCF Services	11.639
Removal of Vacant Posts	-0.069
NDR Saving applied	-0.010
Additional Budget - Social Welfare Fund	0.060
	32.101

Covid 19 Related Budget Adjustments

- 3.2** The completion of an exercise to identify spend which is controllable by services (such as conference fees, purchase of tools & equipment and transport) has resulted in movement of budget worth a net £0.552m between services and the Contingency fund. This has transferred some favourable variances which were reported by services previously to the contingency fund and will alleviate some of the additional spend pressure being identified due to Covid-19.

3.3 Capital Budget

At the meeting of Council on 4 March 2020, Members also agreed the updated 10 year General Services Capital Plan for 2020/21 to 2029/30. The next three years from 2020/21 to 2022/23 have been approved in detail with the remaining 7 years being indicative at this stage. The total project life budget approved for projects that have either commenced or are due to commence in that period total for Corporate Services was £16.332m.

4. Main Issues

Revenue Budget

- 4.1** The summary report at Appendix 1 identifies a projected annual favourable variance (underspend) of £0.518m (1.61% of the total budget), offset by £0.010m due to the currently projected impact of covid, the underlying favourable variance is therefore £0.528m. (1.64%). The covid impact projection is based upon a range of assumptions as to how services will restart over the remainder of this financial year. Detailed service reports are attached as Appendix 2.
- 4.2** There are eleven projected annual variances in excess of £0.050m. Notes on these variances are highlighted and noted within Appendix 3, with additional information on action being taken to minimise or mitigate overspends where possible.
- 4.3** Although the report indicates that expenditure is favourable in comparison to that anticipated during the budget exercise, the present variance should be viewed in the knowledge that there are a number of variable factors which

could arise between now and 31 March and which could affect the year end results.

Capital Budget

- 4.4** Appendices 5 to 8 highlight 14 projects as showing an in-year underspend and 8 projects on target. The overall Corporate Services programme summary report at Appendix 5 shows that there is a projected £1.533m (9.4% of the total programmed budget) to be re-phased in future years.

There are three significant variances within the Capital Budget, these are shown in the following table. See Appendix 6 for more details.

Project	Variance £m
Glencairn House	(0.250)
Heritage Capital Fund	(0.510)
ICT Security & DR	(0.164)

5. People Implications

- 5.1** There are no people implications.

6. Financial and Procurement Implications

- 6.1** Other than the financial position noted above, there are no financial or procurement implications from this budgetary control report.
- 6.2** Agreed management adjustments for 2020/21 are monitored with current indications being that the saving of £0.143m will be achieved (see Appendix 4).

7. Risk Analysis

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

8. Equalities Impact Assessment (EIA)

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

9. Consultation

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

10. Strategic Assessment

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

Stephen West
Chief Officer Resources

Date: 31 January 2021

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

Appendices:

- Appendix 1 - Revenue Budgetary Control 2020/21 – Summary Report
- Appendix 2 - Revenue Budgetary Control 2020/201 – Service Reports
- Appendix 3 - Analysis of Revenue Variances over £50,000
- Appendix 4 - 2020/21 Efficiencies Monitoring
- Appendix 5 - Overall Capital Programme Summary Financials
- Appendix 6 - Capital Programme – Red Status
- Appendix 7 - Capital Programme – Amber Status
- Appendix 8 - Capital Programme – Green Status

Background Papers:

Ledger output – Period 9
General Services Revenue Estimates 2020/21 – Council 4 March 2020
General Services Capital Strategy 2020/21 to 2029/30 - Council 4 March 2020

Wards Affected All Wards

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2020/21
CORPORATE SERVICES SUMMARY

APPENDIX 1

MONTH END DATE 31 December 2020

Service / Subjective Summary	Total Budget 2020/21	Spend to Date 2020/21	Forecast Spend	Variance 2020/21		Annual RAG Status	Net Variance attributable to covid	Underlying Variance excluding covid
	£000	£000	£000	£000	%		£000	£000
Audit	134	222	84	(50)	-37%	↑	(0)	(50)
Finance	1,402	1,206	1,422	20	1%	↓	(1)	21
Rent Rebates & Allowances	(231)	311	(231)	0	0%	→	0	0
Revenues & Benefits	2,059	1,817	2,065	6	0%	↓	(2)	8
Finance Service Centre	287	201	288	1	0%	↓	(0)	1
Cost of Collection of Rates	20	1,107	16	(4)	-20%	↑	0	(4)
Cost of Collection of Council Tax	(788)	(226)	(781)	7	1%	↓	0	7
Procurement	550	626	494	(56)	-10%	↑	(1)	(55)
Democratic and Registration Service	815	575	796	(19)	-2%	↑	(11)	(8)
Central Admin Support	2,416	1,638	2,300	(116)	-5%	↑	(4)	(112)
Environmental Health	692	493	674	(18)	-3%	↑	(5)	(13)
Licensing	(54)	(94)	(47)	7	13%	↓	0	7
Legal Services/Trading Standards	957	736	936	(21)	-2%	↑	(0)	(21)
Planning	584	408	638	54	9%	↓	(3)	57
Transactional Services	690	492	699	9	1%	↓	(0)	9
Human Resources (including risk)	1,225	843	1,246	21	2%	↓	(2)	23
Information Services	4,065	3,417	4,071	6	0%	↓	(1)	7
Change Support	304	185	279	(25)	-8%	↑	(1)	(24)
Communications & Marketing	313	242	303	(10)	-3%	↑	0	(10)
Citizen Services	1,351	961	1,338	(12)	-1%	↑	0	(12)
Performance & Strategy	342	240	340	(2)	-1%	↑	0	(2)
Clydebank Town Hall	445	210	344	(101)	-23%	↑	0	(101)
Office Accomodation	1,485	1,016	1,415	(70)	-5%	↑	0	(70)
Libraries	1,593	1,141	1,578	(14)	-1%	↑	26	(41)
Arts and Heritage	369	273	370	1	0%	↓	0	1
Catering Services	4,385	2,567	4,298	(87)	-2%	↑	0	(87)
Building Cleaning	1,473	1,243	1,474	2	0%	↓	0	2
Building Cleaning PPP	(292)	(267)	(309)	(17)	6%	↑	0	(17)
Facilities Assistants	1,916	1,304	1,915	(1)	0%	↑	14	(15)
Facilities Management	334	232	306	(28)	-8%	↑	0	(28)
Leisure Management	3,262	3,189	3,262	0	0%	→	0	0
Events	0	0	0	0	0%	↓	0	0
Total Net Expenditure	32,101	26,307	31,582	(518)	-1.61%	↑	10	(528)

PERIOD 31 December 2020

Service Summary	Total Budget 2020/21	YTD Spend 2020/21	Forecast Spend 2020/21	Variance 2020/21	RAG Status
All Services	£000	£000	£000	£000	%
Employee	27,489	19,246	26,745	(744)	-3% ↑
Property	1,905	1,348	2,209	304	16% ↓
Transport and Plant	194	21	143	(51)	-26% ↑
Supplies, Services and Admin	5,161	2,576	3,826	(1,335)	-26% ↑
Payments to Other Bodies	5,669	20,403	21,887	16,218	286% ↓
Other	41,490	28,394	41,490	0	0% →
Gross Expenditure	81,908	71,988	96,300	14,392	18% ↓
Income	(49,807)	(45,681)	(64,717)	(14,910)	-30% ↑
Net Expenditure	32,101	26,307	31,582	(518)	-1.61% ↑
Audit	£000	£000	£000	£000	%
Employee	410	257	354	(56)	-14% ↑
Property				0	0% →
Transport and Plant	1	-	-	(1)	-100% ↑
Supplies, Services and Admin	2	2	2	0	0% →
Payments to Other Bodies				0	0% →
Other				0	0% →
Gross Expenditure	413	259	356	(57)	-14% ↑
Income	- 279	- 37	- 272	7	3% ↓
Net Expenditure	134	222	84	(50)	-37% ↑
Finance	£000	£000	£000	£000	%
Employee	1,594	1,200	1,652	58	4% ↓
Property				0	0% →
Transport and Plant	1	0	0	(1)	-100% ↑
Supplies, Services and Admin	7	4	8	1	14% ↓
Payments to Other Bodies	2	2	2	0	0% →
Other				0	0% →
Gross Expenditure	1,604	1,206	1,662	58	4% ↓
Income	(202)	0	(240)	(38)	-19% ↑
Net Expenditure	1,402	1,206	1,422	20	1% ↓
Rent Rebates & Allowances	£000	£000	£000	£000	%
Employee				0	0% →
Property				0	0% →
Transport and Plant				0	0% →
Supplies, Services and Admin				0	0% →
Payments to Other Bodies				0	0% →
Other	41,490	28,394	41,490	0	0% →
Gross Expenditure	41,490	28,394	41,490	0	0% →
Income	- 41,721	- 28,083	- 41,721	0	0% →
Net Expenditure	- 231	311	(231)	0	0% →

PERIOD 31 December 2020

Service Summary	Total Budget 2020/21	YTD Spend 2020/21	Forecast Spend 2020/21	Variance 2020/21		RAG Status
Revenues & Benefits	£000	£000	£000	£000	%	
Employee	1,800	1,332	1,801	1	0%	↓
Property	0	0	0	0	0%	→
Transport and Plant	3	1	1	(2)	-67%	↑
Supplies, Services and Admin	27	28	40	13	48%	↓
Payments to Other Bodies	899	839	899	0	0%	→
Other				0	0%	→
Gross Expenditure	2,729	2,200	2,741	12	0%	↓
Income	(670)	(383)	(676)	(6)	-1%	↑
Net Expenditure	2,059	1,817	2,065	6	0%	↓
Finance Service Centre	£000	£000	£000	£000	%	
Employee	245	176	246	1	0%	↓
Property	0	0	0	0	0%	→
Transport and Plant	0	0	0	0	0%	→
Supplies, Services and Admin	42	25	42	0	0%	→
Payments to Other Bodies				0	0%	→
Other				0	0%	→
Gross Expenditure	287	201	288	1	0%	↓
Income	0	0	0	0	0%	→
Net Expenditure	287	201	288	1	0%	↓
Cost of Collection of Rates	£000	£000	£000	£000	%	
Employee				0	0%	→
Property				0	0%	→
Transport and Plant				0	0%	→
Supplies, Services and Admin	5	(1)	5	0	0%	→
Payments to Other Bodies	100	15,889	15,985	15,885	15885%	↓
Other				0	0%	→
Gross Expenditure	105	15,888	15,990	15,885	15129%	↓
Income	(85)	(14,781)	(15,974)	(15,889)	-18693%	↑
Net Expenditure	20	1,107	16	(4)	-20%	↑
Cost of Collection of Council Tax	£000	£000	£000	£000	%	
Employee					0%	→
Property					0%	→
Transport and Plant					0%	→
Supplies, Services and Admin	58	21	54	(4)	-7%	↑
Payments to Other Bodies	38	22	38	0	0%	→
Other					0%	→
Gross Expenditure	96	43	92	(4)	-4%	↑
Income	(884)	(269)	(873)	11	1%	↓
Net Expenditure	(788)	(226)	(781)	7	-1%	↓

PERIOD 31 December 2020

Service Summary	Total Budget 2020/21	YTD Spend 2020/21	Forecast Spend 2020/21	Variance 2020/21		RAG Status
Procurement	£000	£000	£000	£000	%	
Employee	986	626	881	(105)	-11%	↑
Property				0	0%	→
Transport and Plant	1	0	0	(1)	-100%	↑
Supplies, Services and Admin	2	0	2	0	0%	→
Payments to Other Bodies	69	0	71	2	3%	↓
Other				0	0%	→
Gross Expenditure	1,058	626	954	(104)	-10%	↑
Income	(508)	0	(460)	48	9%	↓
Net Expenditure	550	626	494	(56)	-10%	↑

Democratic and Registration Service	£000	£000	£000	£000	%	
Employee	846	610	845	(1)	0%	↑
Property	0	0	0	0	0%	→
Transport and Plant	1	1	1	0	0%	→
Supplies, Services and Admin	20	7	10	(10)	-50%	↑
Payments to Other Bodies	0	1	1	1	0%	↓
Other				0	0%	→
Gross Expenditure	867	619	857	(10)	-1%	↑
Income	(52)	(44)	(61)	(9)	-17%	↑
Net Expenditure	815	575	796	(19)	-2%	↑

Central Admin Support	£000	£000	£000	£000	%	
Employee	2,395	1,638	2,294	(101)	-4%	↑
Property	0	0	0	0	0%	→
Transport and Plant	1	0	0	(1)	-100%	↑
Supplies, Services and Admin	20	8	16	(4)	-20%	↑
Payments to Other Bodies	0	0	0	0	0%	→
Other				0	0%	→
Gross Expenditure	2,416	1,646	2,310	(106)	-4%	↑
Income	0	(8)	(10)	(10)	0%	↑
Net Expenditure	2,416	1,638	2,300	(116)	-5%	↑

Environmental Health	£000	£000	£000	£000	%	
Employee	903	632	884	(19)	-2%	↑
Property	7	3	7	0	0%	→
Transport and Plant	11	4	9	(2)	-18%	↑
Supplies, Services and Admin	17	7	15	(2)	-12%	↑
Payments to Other Bodies	78	32	78	0	0%	→
Other				0	0%	→
Gross Expenditure	1,016	678	993	-23	-2%	↑
Income	(324)	(185)	(319)	5	2%	↓
Net Expenditure	692	493	674	(18)	-3%	↑

PERIOD 31 December 2020

Service Summary	Total Budget 2020/21	YTD Spend 2020/21	Forecast Spend 2020/21	Variance 2020/21		RAG Status
Licensing	£000	£000	£000	£000	%	
Employee	270	202	282	12	4%	↓
Property				0	0%	→
Transport and Plant	1	1	1	0	0%	→
Supplies, Services and Admin	4	4	7	3	75%	↓
Payments to Other Bodies	8	0	0	(8)	-100%	↑
Other				0	0%	→
Gross Expenditure	283	207	290	7	2%	↓
Income	(337)	(301)	(337)	0	0%	→
Net Expenditure	(54)	(94)	(47)	7	-13%	↓
Legal Services/Trading Standards	£000	£000	£000	£000	%	
Employee	1,072	739	1,052	(20)	-2%	↑
Property				0	0%	→
Transport and Plant	3	1	2	(1)	-33%	↑
Supplies, Services and Admin	15	12	15	0	0%	→
Payments to Other Bodies	2	1	2	0	0%	→
Other				0	0%	→
Gross Expenditure	1,092	753	1,071	(21)	-2%	↑
Income	(135)	(17)	(135)	0	0%	→
Net Expenditure	957	736	936	(21)	-2%	↑
Planning	£000	£000	£000	£000	%	
Employee	1,154	773	1,096	(58)	-5%	↑
Property	0	0	0	0	0%	→
Transport and Plant	4	1	1	(3)	-75%	↑
Supplies, Services and Admin	24	20	36	12	50%	↓
Payments to Other Bodies	130	15	130	0	0%	→
Other				0	0%	→
Gross Expenditure	1,312	809	1,263	(49)	-4%	↑
Income	(728)	(401)	(625)	103	14%	↓
Net Expenditure	584	408	638	54	9%	↓
Transactional Services	£000	£000	£000	£000	%	
Employee	707	506	718	11	2%	↓
Property				0	0%	→
Transport and Plant	0	0	0	0	0%	→
Supplies, Services and Admin	5	5	5	0	0%	→
Payments to Other Bodies				0	0%	→
Other				0	0%	→
Gross Expenditure	712	511	723	11	2%	↓
Income	(22)	(19)	(24)	(2)	-9%	↑
Net Expenditure	690	492	699	9	1%	↓

PERIOD 31 December 2020

Service Summary	Total Budget 2020/21	YTD Spend 2020/21	Forecast Spend 2020/21	Variance 2020/21		RAG Status
	£000	£000	£000	£000	%	
Human Resources (including risk)						
Employee	959	694	981	22	2%	↓
Property	0	0	0	0	0%	→
Transport and Plant	3	1	1	(2)	-67%	↑
Supplies, Services and Admin	4	5	5	1	25%	↓
Payments to Other Bodies	259	143	259	0	0%	→
Other				0	0%	→
Gross Expenditure	1,225	843	1,246	21	2%	↓
Income				0	0%	→
Net Expenditure	1,225	843	1,246	21	2%	↓
Information Services						
Employee	2,052	1,524	2,102	50	2%	↓
Property				0	0%	→
Transport and Plant	3	1	1	(2)	-67%	↑
Supplies, Services and Admin	2,444	1,993	2,480	36	1%	↓
Payments to Other Bodies	19	9	19	0	0%	→
Other				0	0%	→
Gross Expenditure	4,518	3,527	4,602	84	2%	↓
Income	(453)	(110)	(531)	(78)	-17%	↑
Net Expenditure	4,065	3,417	4,071	6	0%	↓
Change Support						
Employee	356	222	331	(25)	-7%	↑
Property				0	0%	→
Transport and Plant	0	0	0	0	0%	→
Supplies, Services and Admin	0	0	0	0	0%	→
Payments to Other Bodies				0	0%	→
Other				0	0%	→
Gross Expenditure	356	222	331	(25)	-7%	↑
Income	(52)	(37)	(52)	0	0%	→
Net Expenditure	304	185	279	(25)	-8%	↑
Communications & Marketing						
Employee	317	259	317	0	0%	↓
Property	0	0	0	0	0%	→
Transport and Plant	0	0	0	(0)	-75%	↑
Supplies, Services and Admin	9	3	7	(2)	-23%	↑
Payments to Other Bodies	0	0	0	0	0%	→
Other	0	0	0	0	0%	→
Gross Expenditure	326	262	324	(2)	-1%	↑
Income	(14)	(20)	(21)	(8)	-56%	↑
Net Expenditure	313	242	303	(10)	-3%	↑

PERIOD 31 December 2020

Service Summary	Total Budget 2020/21	YTD Spend 2020/21	Forecast Spend 2020/21	Variance 2020/21		RAG Status
Citizen Services	£000	£000	£000	£000	%	
Employee	1,329	946	1,316	(12)	-1%	↑
Property	0	0	0	0	0%	→
Transport and Plant	1	0	0	(1)	-91%	↑
Supplies, Services and Admin	20	15	22	1	5%	↓
Payments to Other Bodies	0	1	0	0	7%	↓
Other	0	0	0	0	0%	→
Gross Expenditure	1,351	961	1,338	(12)	-1%	↑
Income	0	0	0	0	0%	→
Net Expenditure	1,351	961	1,338	(12)	-1%	↑
Performance & Strategy	£000	£000	£000	£000	%	
Employee	322	228	320	(2)	-1%	↑
Property	0	0	0	0	0%	→
Transport and Plant	1	0	0	(0)	-35%	↑
Supplies, Services and Admin	0	1	1	0	63%	↓
Payments to Other Bodies	19	12	19	0	0%	→
Other	0	0	0	0	0%	→
Gross Expenditure	342	240	340	(2)	-1%	↑
Income	0	0	0	0	0%	→
Net Expenditure	342	240	340	(2)	-1%	↑
Clydebank Town Hall	£000	£000	£000	£000	%	
Employee	251	141	192	(59)	-23%	↑
Property	162	129	147	(15)	-9%	↑
Transport and Plant	0	0	0	0	0%	→
Supplies, Services and Admin	31	4	5	(27)	-85%	↑
Payments to Other Bodies	0	0	0	0	0%	→
Other	0	0	0	0	0%	→
Gross Expenditure	445	274	344	(101)	-23%	↑
Income	0	(64)	0	0	0%	→
Net Expenditure	445	210	344	(101)	-23%	↑
Office Accomodation	£000	£000	£000	£000	%	
Employee	140	89	132	(8)	-6%	↑
Property	1,262	907	1,229	(33)	-3%	↑
Transport and Plant	0	0	0	(0)	-75%	↑
Supplies, Services and Admin	63	20	34	(29)	-46%	↑
Payments to Other Bodies	20	0	20	0	0%	→
Other	0	0	0	0	0%	→
Gross Expenditure	1,485	1,016	1,415	(70)	-5%	↑
Income	0	0	0	0	0%	→
Net Expenditure	1,485	1,016	1,415	(70)	-5%	↑

PERIOD 31 December 2020

Service Summary	Total Budget 2020/21	YTD Spend 2020/21	Forecast Spend 2020/21	Variance 2020/21	RAG Status
Libraries	£000	£000	£000	£000	%
Employee	1,196	851	1,176	(20)	-2% ↑
Property	228	170	215	(13)	-6% ↑
Transport and Plant	15	8	18	3	24% ↓
Supplies, Services and Admin	188	118	176	(12)	-6% ↑
Payments to Other Bodies	0	0	0	0	0% →
Other	0	0	0	0	0% →
Gross Expenditure	1,627	1,147	1,584	(42)	-3% ↑
Income	(34)	(6)	(6)	28	82% ↓
Net Expenditure	1,593	1,141	1,578	(14)	-1% ↑
Arts and Heritage	£000	£000	£000	£000	%
Employee	359	260	355	(4)	-1% ↑
Property	2	3	3	2	130% ↓
Transport and Plant	1	0	0	(1)	-67% ↑
Supplies, Services and Admin	17	6	13	(4)	-23% ↑
Payments to Other Bodies	32	4	33	1	3% ↓
Other	0	0	0	0	0% →
Gross Expenditure	410	274	405	(5)	-1% ↑
Income	-41	-1	-35	6	15% ↓
Net Expenditure	369	273	370	1	0% ↓
Catering Services	£000	£000	£000	£000	%
Employee	3,278	2,130	3,068	(209)	-6% ↑
Property	59	19	43	(16)	-27% ↑
Transport and Plant	140	1	105	(35)	-25% ↑
Supplies, Services and Admin	2,101	236	785	(1,317)	-63% ↑
Payments to Other Bodies	23	202	360	337	1456% ↓
Other	0	0	0	0	0% →
Gross Expenditure	5,601	2,588	4,361	(1,240)	-22% ↑
Income	(1,216)	(21)	(63)	1,153	95% ↓
Net Expenditure	4,385	2,567	4,298	(87)	-2% ↑
Building Cleaning	£000	£000	£000	£000	%
Employee	1,596	1,229	1,478	(118)	-7% ↑
Property	139	82	514	375	269% ↓
Transport and Plant	1	0	1	(0)	-47% ↑
Supplies, Services and Admin	18	18	22	4	23% ↓
Payments to Other Bodies	0	0	0	0	0% →
Other	0	0	0	0	0% →
Gross Expenditure	1,754	1,330	2,014	260	15% ↓
Income	(281)	(87)	(540)	(259)	-92% ↑
Net Expenditure	1,473	1,243	1,474	2	0% ↓

PERIOD 31 December 2020

Service Summary	Total Budget 2020/21	YTD Spend 2020/21	Forecast Spend 2020/21	Variance 2020/21	RAG Status
Building Cleaning PPP	£000	£000	£000	£000	%
Employee	658	453	653	(5)	-1% ↑
Property	36	18	24	(12)	-33% ↑
Transport and Plant	0	0	0	0	0% →
Supplies, Services and Admin	10	9	10	0	3% ↓
Payments to Other Bodies	0	0	0	0	0% →
Other	0	0	0	0	0% →
Gross Expenditure	703	480	687	(17)	-2% ↑
Income	(996)	(747)	(996)	0	0% →
Net Expenditure	(292)	(267)	(309)	(17)	6% ↑
Facilities Assistants	£000	£000	£000	£000	%
Employee	1,944	1,298	1,895	(48)	-2% ↑
Property	10	16	27	17	164% ↓
Transport and Plant	1	0	0	(1)	-76% ↑
Supplies, Services and Admin	5	6	9	4	69% ↓
Payments to Other Bodies	0	0	0	0	0% →
Other	0	0	0	0	0% →
Gross Expenditure	1,960	1,321	1,931	(29)	-1% ↑
Income	(44)	(17)	(17)	27	62% ↓
Net Expenditure	1,916	1,304	1,915	(1)	0% ↑
Facilities Management	£000	£000	£000	£000	%
Employee	353	231	324	(28)	-8% ↑
Property	0	0	0	0	0% →
Transport and Plant	1	0	1	0	11% ↓
Supplies, Services and Admin	1	0	1	0	39% ↓
Payments to Other Bodies	0	0	0	0	0% →
Other	0	0	0	0	0% →
Gross Expenditure	354	232	326	(28)	-8% ↑
Income	(20)	0	(20)	0	0% →
Net Expenditure	334	232	306	(28)	-8% ↑
Leisure Management	£000	£000	£000	£000	%
Employee	0	0	0	0	0% →
Property	0	0	0	0	0% →
Transport and Plant	0	0	0	0	0% →
Supplies, Services and Admin	0	0	0	0	0% →
Payments to Other Bodies	3,971	3,231	3,971	0	0% →
Other	0	0	0	0	0% →
Gross Expenditure	3,971	3,231	3,971	0	0% →
Income	(709)	(42)	(709)	0	0% →
Net Expenditure	3,262	3,189	3,262	0	0% →

PERIOD 31 December 2020

Service Summary	Total Budget 2020/21	YTD Spend 2020/21	Forecast Spend 2020/21	Variance 2020/21	RAG Status
Events	£000	£000	£000	£000	%
Employee	0	0	0	0	0% →
Property	0	0	0	0	0% ↓
Transport and Plant	0	0	0	0	0% →
Supplies, Services and Admin	0	0	0	0	0% →
Payments to Other Bodies	0	0	0	0	0% →
Other	0	0	0	0	0% →
Gross Expenditure	0	0	0	0	0% ↓
Income	0	0	0	0	0% →
Net Expenditure	0	0	0	0	0% ↓

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2020/2021
ANALYSIS FOR VARIANCES OVER £50,000

APPENDIX 3

PERIOD END DATE

31 December 2020

Budget Details	Variance Analysis				RAG Status
	Total Budget	Annual Spend	Variance		
	£000	£000	£000	%	
Audit	134	84	(50)	-37%	↑
Service Description	Internal audit of council services.				
Main Issues / Reason for Variance	The main reason for the favourable variance is vacancies				
Mitigating Action	None required although the service will continually monitored throughout the year.				
Anticipated Outcome	It is anticipated that the underspend will continue throughout the year				
Finance	1,402	1,422	20	1%	↓
Service Description	The service provided by this area deals with Accountancy, Capital, Treasury, Reconciliations, Cash Office and Municipal Bank				
Main Issues / Reason for Variance	Main reason for adverse variance is full turnover savings are not being achieved, however this is being offset by an increase in anticipated income.				
Mitigating Action	The position continues to be monitored by management to identify any savings which may help reduce this position				
Anticipated Outcome	An adverse variance is likely				
Cost of Collection of Rates	20	16	(4)	-20%	↑
Service Description	This service collects Non Domestic Rates from local (and some national) organisations on behalf of Scottish Government				
Main Issues / Reason for Variance	Although there is a small overall adverse variance there is a large adverse variance in Payment to Other Bodies which is the Covid 19 Business Rates Grants, however this will be offset in total by income received				
Mitigating Action	No action required				
Anticipated Outcome	Overspend is anticipated				
Procurement	550	494	(56)	-10%	↑
Service Description	This service provides a purchasing & procurement service for the Council				
Main Issues / Reason for Variance	Main reason for favourable variance is vacancies, this is being partially offset by an anticipated reduction in budgeted income.				
Mitigating Action	None required although the service will continually monitored throughout the year.				
Anticipated Outcome	Underspend is anticipated				

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

Central Admin Support	2,416	2,300	(116)	-5%	↑
Service Description	This services deals with administration functions within the Authority				
Main Issues / Reason for Variance	The main reason for the favourable variance is vacancies				
Mitigating Action	None required although the service will continually monitored throughout the year.				
Anticipated Outcome	It is anticipated that the underspend will continue throughout the year				

Planning	584	638	54	9%	↓
Service Description	This Service provides Building & Planning services				
Main Issues / Reason for Variance	There are two main reasons for the adverse variance, income is lower than budgeted due to cancelled or delayed building projects, note this is not as a direct result of Covid 19. This adverse variance is being partially offset by a favourable variance in staff costs as there are a number of vacant posts.				
Mitigating Action	No action required				
Anticipated Outcome	Overspend is anticipated				

Information Services	4,065	4,071	6	0%	↓
Service Description	This service area provides general ICT support to the Council and also supports transformational change and modernisation of working practices through technology				
Main Issues / Reason for Variance	There are three variances within this budget. Staffing is adverse due to a shortfall in achieving turnover and payments to other bodies is adverse due to increased telephony costs. These are being offset by additional income to be received for both staff costs and the increased telephony costs.				
Mitigating Action	Limited action can be taken but officers will continue to monitor the				
Anticipated Outcome	An overspend is likely				

Clydebank Town Hall	445	344	(101)	-23%	↑
Service Description	The service provides civic accommodation and facilities within Clydebank				
Main Issues / Reason for Variance	The main reason for the variance is that the vacancies held are unlikely to be filled in 20/21.				
Mitigating Action	No action can be taken at this time				
Anticipated Outcome	An underspend is anticipated.				

Budget Details	Variance Analysis				
	Total Budget	Annual Spend	Variance	RAG Status	
	£000	£000	£000	%	
Office Accommodation	1,485	1,415	(70)	-5%	↑
Service Description	Provision of Shared Office Accommodation				
Main Issues / Reason for Variance	The variance is due mainly to upkeep of grounds, postage, electricity and gas being lower than budgeted.				
Mitigating Action	No action can be taken at this time				
Anticipated Outcome	An underspend is anticipated.				
Catering Services	4,385	4,298	(87)	-2%	↑
Service Description	Catering Services across WDC				
Main Issues / Reason for Variance	There has been a reduction in food purchases with the closure of schools and Early Years facilities. Take-up of meals since the reopening of the schools has been lower than normal for a number of reasons eg lower pupil numbers due to self-isolation etc				
Mitigating Action	None required although the service will be continually monitored				
Anticipated Outcome	Underspend by year-end				
Building Cleaning	1,473	1,474	2	0%	↓
Service Description	This service provides cleaning services across all council buildings				
Main Issues / Reason for Variance	Turnover not achieved				
Mitigating Action	Limited action possible. Budget will continue to be monitored.				
Anticipated Outcome	Overspend likely				

WEST DUNBARTONSHIRE COUNCIL
MONITORING OF EFFICIENCIES AND MANAGEMENT ADJUSTMENTS 2020/21

Appendix 4

Efficiency reference	Efficiency Detail	Strategic Lead Area	budgeted Amount £	Projection of Total Saved £	Projection of Total Not Saved £	Comment
MA1	Resources - streamline processes	Resources	- 80,000	- 80,000	-	Achieved
MA2	Reduce leadership support team	Regulatory	- 33,073	- 33,073	-	Achieved
MA4	Arts & Heritage restructure	Communication; Culture; Communities; Facilities	- 30,000	- 30,000	-	Achieved
			- 143,073	- 143,073	-	

MONTH END DATE

31 December 2020

PERIOD

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Project Status Analysis	Project Life Status Analysis				Current Year Project Status Analysis					
	Number of Projects at RAG Status	% Projects at RAG Status	Spend to Date £000	% Project Spend at RAG Status	Number of Projects at RAG Status	% Projects at RAG Status	Spend to Date £000	% Project Spend at RAG Status		
Red										
Projects are forecast to be overspent and/or experience material delay to completion	10	45%	390	8%	10	45%	185	27%		
Amber										
Projects are either at risk of being overspent and/or delay in completion (although this is unquantifiable at present) or the project has any issues that require to be reported at this time	5	23%	950	20%	5	23%	452	67%		
Green										
Projects are on target both in relation to overall budget and the forecast stages in the project life cycle and no issues are anticipated at this time	7	32%	3,433	72%	7	32%	40	6%		
TOTAL EXPENDITURE	22	100%	4,773	100%	22	100%	676	100%		
	Project Life Financials				Current Year Financials					
	Budget £000	Spend to Date £000	Forecast Spend £000	Forecast Variance £000	Budget £000	Spend to Date £000	Forecast Spend £000	Forecast Variance £000	Slippage £000	Over/ (Under) £000
Red										
Projects are forecast to be overspent and/or significant delay to completion	10,263	390	10,023	(240)	2,353	185	775	(1,579)	(1,339)	(240)
Amber										
Projects are either at risk of being overspent and/or delay in completion (although this is unquantifiable at present) or the project has any issues that require to be reported at this time	1,674	950	1,574	(100)	835	452	542	(294)	(194)	(100)
Green										
Projects are on target both in relation to overall budget and the forecast stages in the project life cycle and no issues are anticipated at this time	4,395	3,433	4,395	0	202	40	202	0	0	0
TOTAL EXPENDITURE	16,332	4,773	15,992	(340)	3,391	676	1,518	(1,872)	(1,533)	(340)

PERIOD END DATE

31 December 2020

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

1

Making Tax Digital

Project Life Financials	40	0	0%	40	0	0%
Current Year Financials	40	0	0%	0	(40)	-100%
Project Description	Making Tax Digital.					
Project Manager	Karen Shannon					
Lead Officer	Stephen West					
Project Lifecycle	Planned End Date	31-Mar-21	Forecast End Date	31-Oct-21		
Main Issues / Reason for Variance						
Making Tax Digital deliverables/ guidance has changed since this capital bid was submitted. Officers need to reassess WDC plans for Making Tax Digital to ensure that the Council remain compliant. Due to COVID- 19 HMRC have delayed the next stage of MTD until October 2021. Progress has been made on the digital linking of data on our excel spreadsheets in preparation of the next phase launch. Budget is therefore required to be rephased to 2021/22.						
Mitigating Action						
None required.						
Anticipated Outcome						
Making Tax Digital.						

2

Agresso development

Project Life Financials	30	0	0%	30	0	0%
Current Year Financials	30	0	0%	10	(20)	-67%
Project Description	2020/21 bid is to carry out an upgrade of Agresso which was last upgraded in 2015. Requirement					
Project Manager	Adrian Gray					
Lead Officer	Stephen West					
Project Lifecycle	Planned End Date	31-Mar-21	Forecast End Date	31-Jul-21		
Main Issues / Reason for Variance						
Project progress is taking longer than anticipated due to delays in selecting suitable consultancy provider. Part of the project work can only be completed within a limited availability window which will close at the end of January. Work would then not be possible until July 2021 at the earliest due to financial year end. It is therefore estimated at this time that only £0.010m of the budget will be spent this financial year, with £0.020m required to be rephased to 2021/22 for project completion.						
Mitigating Action						
None available at this time.						
Anticipated Outcome						
Development of Agresso system later than anticipated but within original budget.						

3

Legal Case Management System

Project Life Financials	33	0	0%	33	0	0%
Current Year Financials	33	0	0%	0	(33)	-100%
Project Description	Legal Case Management System					
Project Manager	Alan Douglas					
Lead Officer	Peter Hissett					
Project Lifecycle	Planned End Date	31-Mar-21	Forecast End Date	31-Mar-22		
Main Issues / Reason for Variance						
The project will resume following lockdown and Officers are able to access the hardware the system will run on. Tenders received have been held so Officers expect project can be completed within budget, when project is able to resume. It is therefore expected completion may not be possible in 2020/21, therefore budget is required to be rephased to 2021/22.						
Mitigating Action						
None available at this time.						
Anticipated Outcome						
New legal case management system.						

PERIOD END DATE

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PERIOD

9

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

4

ICT Security & DR						
Project Life Financials	404	19	5%	404	0	0%
Current Year Financials	404	19	5%	240	(164)	-41%
Project Description	The project is for the enhancement of security systems, server replacement and the update of corporate applications to ensure compliance with 15/16 PSN requirements, to enhance the Disaster recovery capabilities of WDC.					
Project Manager	Brian Miller/ Patricia Kerr					
Lead Officer	Victoria Rogers					
Project Lifecycle	Planned End Date	31-Mar-21	Forecast End Date	30-Jun-21		
Main Issues / Reason for Variance						
Over £0.200m committed and purchase orders raised and delivery £0.106m of switches in progress. Forecasted spend for 2020/21 still expected to be approx. £0.240m with £0.164m required to be rephased to 2021/22, however this is subject to the outcome of the annual network security test scheduled for end January. A further update will be provided for the period 10 report.						
Mitigating Action						
Reprofile this budget.						
Anticipated Outcome						
Underspend during 2020/21 with remaining budget carried to 2021/22.						

5	Internet of Things Asset Tracking - new project 2020/21						
	Project Life Financials	240	0	0%	0	(240)	-100%
	Current Year Financials	240	0	0%	0	(240)	-100%
	Project Description	Asset Tracking.					
	Project Manager	Patricia Kerr					
	Lead Officer	Victoria Rogers					
	Project Lifecycle	Planned End Date	31-Mar-21	Forecast End Date			N/A
Main Issues / Reason for Variance							
Confirmed that project will continue and with no additional financial contribution from WDC but we will continue on project to assist with product input, testing and signoff. WDC will administer the Scottish Gov funding of £0.060m. Budget no longer required as business case did not demonstrate a benefit to justify additional spend.							
Mitigating Action							
Report budget no longer required.							
Anticipated Outcome							
No spend and budget returned to capital plan.							

PERIOD END DATE

31 December 2020

PERIOD

9

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

6	Heritage Capital Fund						
	Project Life Financials	4,000	228	6%	4,000	0	0%
	Current Year Financials	940	121	13%	430	(510)	-54%
	Project Description	Heritage Capital Fund.					
	Project Manager	Sarah Christie/ Michelle Lynn					
	Lead Officer	Malcolm Bennie					
	Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date	31-Mar-23		
Main Issues / Reason for Variance							
<p>Council approved a £4m investment in Cultural assets in March 2018. In February 2019 the Cultural Committee approved a £0.330m investment in Alexandria Library, a £0.015m investment in consultancy work to scope out a museum at Clydebanks Library, and in April 2019 approved £0.252m to upgrade Clydebanks Town Hall roof and stonework and £0.060m for the Town Hall investment programme. For future years, in November 2019 Committee approved £1.408m investment at Clydebanks Town Hall, £0.575m investment in a new museum in the basement of Clydebanks Library, and £0.015m in consultancy work to scope out improvements at the Back Door Gallery. Works have been delayed during the period of COVID-19 lockdown however are resuming as restrictions are lifted. With regards to works relating to the Museum Space at Clydebanks Library, phase 1 of the project is complete and phase 2 preparatory work has now commenced. With regards to the Town Hall element, consultancy on spatial redesign of gallery spaces has now completed and next steps are being considered. With regards to Dalmeir Gallery Improvement works, consultancy on spatial redesign of the gallery space within Dalmeir Library has also now completed and next steps are being considered. Works to Alexandria Library due to commence January 2021 and awaiting confirmation of delivery date for lift - COVID restrictions has impacted on the manufacture of same. At this time it is estimated that £0.430m will be spent in 2020/21 with £0.510m required to be rephased to 2021/22.</p>							
Mitigating Action							
None available at this time.							
Anticipated Outcome							
Project to be delivered on budget and within revised timescale.							

7	Transformation of Infrastructure Libraries and Museums						
	Project Life Financials	421	143	34%	421	0	0%
	Current Year Financials	322	44	14%	44	(278)	-86%
	Project Description	To improve performance and efficiency of Council's Libraries and Cultural Services.					
	Project Manager	David Main					
	Lead Officer	Malcolm Bennie					
	Project Lifecycle	Planned End Date	31-Mar-21	Forecast End Date	30-Sep-21		
Main Issues / Reason for Variance							
COVID-19 brought unexpected challenges and delays to this project. A tender specification has been finalised with Corporate Procurement Unit (CPU) colleagues to maximise impact of acquiring replacement mobile shelving across the library network, new public PC furniture, staff desks and children's library areas. It appears highly unlikely that full spend will be achieved in 2020/21, however the tender and contract award is continuing to progress and is anticipated to complete before end of financial year 2020/21. Likely project completion and full spend is now anticipated to be achieved within the first 6 months of 2021/22.							
Mitigating Action							
None available at this time.							
Anticipated Outcome							
Project will be delivered within budget.							

PERIOD END DATE

31 December 2020

PERIOD

9

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

8	Telephone System Upgrade						
	Project Life Financials	15	0	0%	15	0	0%
	Current Year Financials	15	0	0%	0	(15)	-100%
	Project Description	To improve Housing Repairs telephone platform for incoming calls, providing improved Management Information.					
	Project Manager	Stephen Daly					
	Lead Officer	Malcolm Bennie					
	Project Lifecycle	Planned End Date	31-Mar-21	End Date	31-Mar-22		
Main Issues / Reason for Variance							
Works scoped with ICT but delayed due to COVID-19 lockdown and prioritising of support for critical services by both ICT and Citizen Services. Work will be undertaken to take this forward with ICT in 2020/21. With ongoing changes in demand and priorities as well as the need for professional external support it is anticipated this work will continue into 2021/22.							
Mitigating Action							
None required at this time.							
Anticipated Outcome							
To upgrade telephone system.							

9	Payment Card Industry Data Security Standard (PCIDSS)						
	Project Life Financials	30	0	0%	30	0	0%
	Current Year Financials	30	0	0%	0	(30)	-100%
	Project Description	Module would ensure that WDC were compliant with the current requirements of PCIDSS for card payments without the need for numerous costly workarounds.					
	Project Manager	Karen Shannon					
	Lead Officer	Stephen West					
	Project Lifecycle	Planned End Date	31-Mar-21	Forecast End Date	31-Mar-22		
Main Issues / Reason for Variance							
Before the PCIDSS module can be implemented it is necessary to perform a system upgrade to allow the module to function correctly. Other work priorities including other project work that has arisen from other service areas have delayed the progression of the PCIDSS information, including the system upgrade and as a result the budget is required to be rephased to 2021/22.							
Mitigating Action							
None at this time.							
Anticipated Outcome							
Upgraded version with PCI compliant telephone payment system.							

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

APPENDIX 6

PERIOD END DATE

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PERIOD

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

10

Glencairn House						
Project Life Financials	5,050	0	0%	5,050	0	0%
Current Year Financials	300	0	0%	50	(250)	-83%
Project Description	Re-development of Glencairn House in Dumbarton High St to a purpose built library and museum.					
Project Manager	Sarah Christie/ Michelle Lynn					
Lead Officer	Malcolm Bennie					
Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date	31-Mar-24		
Main Issues / Reason for Variance						
Due to the impact of the COVID-19 pandemic, this project has been disrupted. A Project Board has been established and Officers are currently reviewing to determine what spend may be possible in this financial year. Scope for appointment of an external architect is out for tender returns and appointment end January is likely - detailed of phased payments for this work will be confirmed at that time. At this time it is estimated that £0.050m will be spend this financial year with £0.250m required to be rephased to 2021/22.						
Mitigating Action						
None available at this time.						
Anticipated Outcome						
Re-development of Glen cairn House in Dumbarton High St to a purpose built library and museum, within budget albeit later than originally anticipated.						

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

APPENDIX 7

PERIOD END DATE

31 December 2020

PERIOD

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

1	ICT Modernisation						
	Project Life Financials	504	397	79%	504	0	0%
	Current Year Financials	504	397	79%	400	(104)	-21%
	Project Description	This budget is to facilitate ICT infrastructure and modernise working practices.					
	Project Manager	Patricia Kerr					
	Lead Officer	Victoria Rogers					
	Project Lifecycle	Planned End Date	31-Mar-21	Forecast End Date	30-Jun-21		
Main Issues / Reason for Variance							
No change from previous period. £0.045m ICT Mod retention is being held. Also holding £0.060m Scottish Exec match funding relating to Civtech Asset Tracking project pending review of the project sponsorship by Civtech. Continue to estimate that approx. £0.100m will be required to be rephased to 2021/22 which includes HSCP capital.							
Mitigating Action							
Prioritisation of projects will continue to be reviewed and if possible the projects will be accelerated.							
Anticipated Outcome							
Delay to some of the projects and associated spend.							

2

IoT Employee Resilience Support - new project 2020/21						
Project Life Financials	200	50	25%	100	(100)	-50%
Current Year Financials	200	50	25%	50	(150)	-75%
Project Description	Employee Resilience Online Support Tool.					
Project Manager	Alison McBride					
Lead Officer	Victoria Rogers					
Project Lifecycle	Planned End Date	31-Mar-21	Forecast End Date	28-Feb-22		
Main Issues / Reason for Variance						
Project underway and progressing well with full Council roll out expected in quarter 4 of this financial year. Budget allocation for this project is more than required with £0.050m required in 2020/21 and £0.050m required in 2021/22. £0.100m reported as underspend in the current financial year with £0.050m required to be rephased to 2021/22 for project completion.						
Mitigating Action						
To finalise the budget allocation for this project.						
Anticipated Outcome						
Project delayed marginally. Budget requirement is £0.050m p.a. for two years. The additional £0.100m is not required and reported as underspend.						

3	Upgrade of Clydebank Library						
	Project Life Financials	500	500	100%	500	0	0%
	Current Year Financials	1	2	128%	2	0	28%
	Project Description	Refurbishment of the existing Clydebank Library to deliver a fit for purpose modern library designed around the needs of the customer. This will protect a historic landmark and the original Carnegie library whilst offering the potential to build upon the development of a 'cultural quarter' focused around Clydebank Town Hall.					
	Project Manager	Michelle Lynn					
	Lead Officer	Malcolm Bennie					
	Project Lifecycle	Planned End Date	31-Mar-21	End Date	30-Nov-20		
	Main Issues / Reason for Variance						
	Project Complete.						
	Mitigating Action						
None required at this time.							
Anticipated Outcome							
Full refurbishment of library delivered within amended timescales.							

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

APPENDIX 7

PERIOD END DATE

31 December 2020

PERIOD

9

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

4	365 Implementation						
	Project Life Financials	200	2	1%	200	0	0%
	Current Year Financials	100	2	2%	70	(30)	-30%
	Project Description	Project services to delivery Microsoft 365 Implementation including 3rd party supplier, training, technical consultancy etc.					
	Project Manager	Dorota Piotrowicz/ Patricia Kerr					
	Lead Officer	Victoria Rogers					
	Project Lifecycle	Planned End Date	31-Mar-22	Forecast End Date	31-Mar-22		
	Main Issues / Reason for Variance						
	Aspiration is to deliver mailbox migration from April 2021 with users addressing storage and data tidy actions early in 2021 and supplier engagement procurement steps are in progress. The demand for additional features following MSTEams rollout and in support of overall digital transformation aspirations continues. The revenue implications on licensing is also under review. Project is delayed overall however aspects (MS Teams deployment) has made progress ahead of plan due to COVID-19. Project resourcing costs have still to be charged to this budget. Also additional investigation of suppliers used by other public sector organisation has helped refine the specification of requirements before engaging a supplier but has delayed the spend. It is expected that £0.070m - £0.080m will be committed during this financial year but invoicing may extend into 2021/22 depending on supplier availability.						
	Mitigating Action						
	There may need to be flexibility across the year end in terms of when services are delivered by the supplier and this will be clarified when roll out plan is agreed.						
	Anticipated Outcome						
	Project was always anticipated to be a phased implementation and therefore delivery on time and on budget over the 2 years remains the expected outcome.						
5	Education Software Licensing Refresh - new project 2020/21						
	Project Life Financials	270	2	1%	270	0	0%
	Current Year Financials	30	2	5%	20	(10)	-33%
	Project Description	End of Life Software Upgrades for Education					
	Project Manager	James Gallacher/ Patricia Kerr					
	Lead Officer	Victoria Rogers					
	Project Lifecycle	Planned End Date	31-Mar-21	Forecast End Date	31-Mar-22		
	Main Issues / Reason for Variance						
	Two education end of life (EOL) applications upgraded and payment due. it is estimated that £0.010m will be required to be rephased to 2021/22 however other applications may be identified during annual Public Services Network (PSN) due end January 2021.						
	Mitigating Action						
	None required at this time as awaiting PSN test which may revise the spend estimate.						
	Anticipated Outcome						
	Delivery of some software upgrades.						

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

APPENDIX 8

PERIOD END DATE

31 December 2020

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

1

Electronic Insurance System - claim/incident management system						
Project Life Financials	50	43	86%	50	0	0%
Current Year Financials	7	0	0%	7	0	0%
Project Description	Acquisition of a claims/incident management system supported by an electronic document management system.					
Project Manager	Karen Shannon					
Lead Officer	Stephen West					
Project Lifecycle	Planned End Date	31-Mar-21	Forecast End Date	31-Mar-21		
Main Issues / Reason for Variance						
Initial discussions have taken place with the supplier and an updated quotation has now been received (cost has remained as per initial quotation). Quotation to be reviewed and signed off. The various insurance claim forms are in the process of being reviewed, updated and will then be available online. Supplier to take matters forward with their design team.						
Mitigating Action						
None available at this time.						
Anticipated Outcome						
Upgraded Electronic Insurance System delivered on budget.						

2

Valuation Joint Board - Requisition of ICT Equipment						
Project Life Financials	3	0	0%	3	0	0%
Current Year Financials	3	0	0%	3	0	0%
Project Description	Valuation Joint Board - Requisition of ICT Equipment					
Project Manager	Gillian McNeilly/ David Thomson					
Lead Officer	Stephen West					
Project Lifecycle	Planned End Date	31-Mar-21	Forecast End Date	31-Mar-21		
Main Issues / Reason for Variance						
The purchase of laptops and PCs were delayed into 2019/20 due to issues with the approved supplier, however project has been delayed further due to resources being directed to more prioritised work. This has effected the forecast end date and works therefore rescheduled to 2020/21. It is hopeful budget can be utilised this year, with final budget spend forecast in 2020/21.						
Mitigating Action						
None available at this time.						
Anticipated Outcome						
Requisition re ICT Equipment.						

3

Replacement GIS system and upgrade to eDevelopment Planning system.						
Project Life Financials	51	51	99%	51	0	0%
Current Year Financials	26	25	99%	26	0	0%
Project Description	Replacement GIS system and upgrade to eDevelopment Planning system.					
Project Manager	Irene McKechnie/ Pamela Clifford					
Lead Officer	Peter Hissett					
Project Lifecycle	Planned End Date	31-Mar-21	Forecast End Date	30-Apr-20		
Main Issues / Reason for Variance						
Project now fully installed tested and signed off as completed with the roll out being programmed and delivered in phased stages. Full budget spend in 2020/21.						
Mitigating Action						
None Required.						
Anticipated Outcome						
GP/GIS in Planning.						

PERIOD END DATE

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9

Budget Details	Project Life Financials						
	Budget	Spend to Date		Forecast Spend	Variance		
	£000	£000	%	£000	£000	%	
4	Trading Standards Scam Prevention						
	Project Life Financials	10	8	81%	10	0	0%
	Current Year Financials	2	0	15%	2	0	0%
	Project Description	Call blocking devices to be fitted to the phones of WDC's most vulnerable residents which will block unknown numbers from connecting and limiting incoming calls to only known and trusted numbers, for vulnerable consumers who may be susceptible to hard selling techniques, scams and other frauds.					
	Project Manager	Tony Cairns/ Alan Douglas					
	Lead Officer	Peter Hessett					
	Project Lifecycle	Planned End Date	31-Mar-21	End Date	31-Mar-21		
	Main Issues / Reason for Variance						
	The local scams advice and prevention initiative will follow a model being developed nationally by the Scottish Trading Standards society and will include both online and physical materials. It is hoped that despite COVID-19 the remaining budget can still be utilised in 2020/21.						
	Mitigating Action						
	None required at this time.						
	Anticipated Outcome						
	To protect WDC's most vulnerable residents from phone calls from which they may fall victim of hard selling techniques, scams and other frauds.						
5	ICT Modernisation - New Project 2020/21						
	Project Life Financials	900	0	0%	900	0	0%
	Current Year Financials	100	0	0%	100	0	0%
	Project Description	Annual replacement of end user devices such as end of life (EOL) mobile phones.					
	Project Manager	James Gallacher/ Patricia Kerr					
	Lead Officer	Victoria Rogers					
	Project Lifecycle	Planned End Date	31-Mar-21	Forecast End Date	31-Mar-21		
	Main Issues / Reason for Variance						
	Additional orders raised for replacement mobile phone handsets. Delivery of initial batch complete and invoice received. Discussions in progress with Education regarding replacement of broken chromebooks. Full budget spend anticipated in 2020/21.						
	Mitigating Action						
	None required at this time.						
	Anticipated Outcome						
	Spend completed on time and on budget.						
6	Civic Heart Works - Refurbishment of Clydebank Town Hall						
	Project Life Financials	3,341	3,331	100%	3,341	0	0%
	Current Year Financials	24	14	59%	24	0	0%
	Project Description	Refurbishment of Clydebank Town Hall.					
	Project Manager	Michelle Lynn/Amanda Graham					
	Lead Officer	Angela Wilson					
	Project Lifecycle	Planned End Date	31-Mar-21	Forecast End Date	31-Mar-21		
	Main Issues / Reason for Variance						
	Works complete awaiting invoice for payment.						
	Mitigating Action						
	None required at this time.						
	Anticipated Outcome						
	Project to be delivered on budget.						

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

APPENDIX 8

PERIOD END DATE

31 December 2020

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Budget Details		Project Life Financials					
		Budget	Spend to Date		Forecast Spend	Variance	
		£000	£000	%	£000	£000	%
7	Alexandria Community Centre Sports Hall re-flooring						
	Project Life Financials	40	0	0%	40	0	0%
	Current Year Financials	40	0	0%	40	0	0%
	Project Description	Alexandria Community Centre Sports Hall re-flooring					
	Project Manager	John Anderson					
	Lead Officer	John Anderson					
	Project Lifecycle	Planned End Date	31-Mar-22	Forecast End Date	31-Mar-21		
	Main Issues / Reason for Variance						
	Costs are currently being identified before the selection of a contractor with works expected to be carried out and completed before the end of the financial year.						
	Mitigating Action						
	None available at this time.						
	Anticipated Outcome						
	New floor fitted in Alexandria Community Sports Hall.						

WEST DUNBARTONSHIRE COUNCIL

Report by Chief Officer - Resources

Corporate Services Committee: 17 February 2021

Subject: Write-off of National Non Domestic Rates

1. Purpose

- 1.1** The purpose of this report is to recommend for approval the write-off of debts in respect of National Non-Domestic Rates (NNDR), which have been deemed as irrecoverable during the financial year 2020/21.

2. Recommendations

- 2.1** It is recommended that the Committee approve the write-off of NNDR accounts totalling £173,915.94.

3. Background

- 3.1** The NNDR is a national rate of non-domestic properties and is determined each year by the Scottish Parliament. All local authorities collect the rates and the monies collected are pooled into a national central fund. The Scottish Government allocates a grant to each authority from this fund through the Local Government Finance settlement. The Council's annual billing amount for NNDR in 2020/21 is £75.2M (including utility charges). In 2019/20 the Council collected 98.29%
- 3.2** The grant distribution formula used by the Scottish Government has regard to the amount of NNDR collectable by each local authority. The Council makes an annual return to the Scottish Government detailing the amounts collected for each year. Included in this return is a note of any amounts written off as uncollectable. As such, NNDR collected by a local authority represents a receipt of grant income. Specific debts deemed uncollectable are written off and the reduction in NNDR collected locally is compensated for in future grant settlements.
- 3.3** Financial Regulation D4 gives the Chief Officer Resources authority to write-off individual debts up to £5,000. The Chief Officer Resources is required to seek the approval of Members prior to writing off any debt in excess of £5,000.
- 3.4** A report is submitted annually to Committee seeking approval for write-off of irrecoverable debts. The write-offs are not specific to any one year but instead are the debts which have been deemed irrecoverable during 2020/21. The table below shows the distribution of the recommended write off over the years from which the debts were originally raised. Write off can be due to a

number of reasons, for example, a company has ceased trading or a review of outstanding cases has now deemed that the debt is irrecoverable.

Financial Year Debt Created	Value of write-off
2012/2013	£6,760.11
2013/2014	£13,975.50
2016/2017	£17,337.97
2017/2018	£11,555.71
2018/2019	£33,766.76
2019/2020	£90,519.89
Total	£173,915.94

- 3.5** Where a company has ceased trading through liquidation or administration the Council formally submits a claim to the trustee up to and including the date of liquidation/administration. At this stage the Council would propose this amount for write off. In such cases the Council is classed as an unsecured creditor (i.e. secured creditors are organisations such as HMRC and Banks) and in these cases it is extremely unlikely that any recovery of the outstanding monies will be received in full: generally low or nil recovery is the outcome. If such a recovery was received this would be credited to the rates account and the write off to this value reversed or reduced.

4. Main Issues

- 4.1** Debts totalling £173,915.94 are submitted for write off. Non-collection of debts and request for write off is predominately due to the businesses being liquidated, dissolved or sequestration. The following table identifies the reasons for NNDR write off in more detail.

Reason	Alexandria	Clydebank	Dumbarton	Grand Total
Administration		£63,752.04		£63,752.04
Dissolved		£54,225.02	£24,386.96	£78,611.98
Liquidation	£12,291.41			£12,291.41
Sheriff Officers ¹		£19,260.51		£19,260.51
Totals	£12,291.41	£137,237.57	£24,386.96	£173,915.94

The attached appendix provides details of the individual debts involved. Since all these are limited companies details and corresponding addresses have been provided.

- 4.2** Although the debts are treated as written off, should any circumstances change whereby debts can be collected, the Council will pursue them.

¹ Sheriff Officer advising all avenues have been exhausted and irrecoverable in collecting the rates and recommending write-off along with a brief background

5. People Implications

- 5.1** There are no people implications.

6. Financial and Procurement Implications

- 6.1** The NNDR debts written off totalling £173,915.94 will be notified to the Scottish Government NNDR pool for reimbursement. There are no Procurement implications.

7. Risk Analysis

- 7.1** The grant distribution formula adopted by the Scottish Government assumes the Council will collect NNDR liabilities. If sums deemed uncollectable are not notified to the Scottish Government, this will have an adverse effect on the Council's cash flow. Prudent financial accounting practice also requires that uncollectable debt should be written-off in a timely manner.

8. Equalities Impact Assessment

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

9. Consultation

- 9.1** Consultation has taken place with Legal Services and there are neither any issues nor concerns with the proposal.

10. Strategic Assessment

- 10.1** The write off of uncollectable NNDR debts forms part of the financial governance of the Council. Sound financial practice and budgetary control are imperative to assist with the governance of the Council and support officers of the Council in achieving the five strategic priorities.

Stephen West
Chief Officer - Resources
Date: 15/01/21

Person to Contact: Arun Menon, Business Support Manager,
Church St, Dumbarton.
Tel: 01389 737832
Email: arun.menon@west-dunbarton.gov.uk

Appendices:	Details of debts for write-off
Background Papers:	None
Wards Affected:	All Council Wards.

Appendix

West Dunbartonshire Council
NDR Write-Offs 2020/2021 - Over £5K

2012/2013 Specific Write-Off List

Reference Number	Name	Address	Balance for Write-Off	Reason
37037048081334	Ijd (Clydebank) Ltd	Cleddans Bar, 387 Kilbowie Road, Clydebank	£6,760.11	Dissolved
		Total	£6,760.11	

2013/2014 Specific Write-Off List

Reference Number	Name	Address	Balance for Write-Off	Reason
37037048081431	Ijd (Clydebank) Ltd	Cleddans Bar, 387 Kilbowie Road, Clydebank	£13,975.50	Dissolved
		Total	£13,975.50	

2016/2017 Specific Write-Off List

Reference Number	Name	Address	Balance for Write-Off	Reason
37039210131738	Details Removed due to Data Protection Act	Details Removed due to Data Protection Act	£17,337.97	Administration
		Total	£17,337.97	

2017/2018 Specific Write-Off List

Reference Number	Name	Address	Balance for Write-Off	Reason
37035525121837	Orange Retail Ltd	105 Sylvania Way Clydebank	£5,167.00	Sheriff Officer -Dissolved
37111892051834	Clyde (Sc) Ltd	Unit 4A, 588 Glasgow Road, Clydebank	£6,388.71	Dissolved
		Total	£11,555.71	

2018/2019 Specific Write-Off List

			Balance for	
Reference Number	Name	Address	Write-Off	Reason
37035266171933	Raw Clothing Ltd	33 Sylvania Way Clydebank	£12,980.85	Dissolved
37035525121934	Orange Retail Ltd	105 Sylvania Way Clydebank	£14,093.51	Sheriff Officer - Dissolved
37111892051931	Clyde (SC) Ltd	Unit 4A, 588 Glasgow Road, Clydebank	£6,692.40	Dissolved
		Total	£33,766.76	

2019/2020 Specific Write-Off List

			Balance for	
Reference Number	Name	Address	Write-Off	Reason
37035266172038	Raw Clothing Ltd	33 Sylvania Way Clydebank	£7,427.45	Dissolved
37035967032030	Lewis Home Retail Ltd	24 Sylvania Way Clydebank	£46,414.07	Administration
37084739052030	Stoneyground Limited	The Stonefield, 3 Dumbarton Road, Milton, Dumbarton	£24,386.96	Dissolved
37096583092035	Balcony On Loch Lomond Ltd	Unit 8, 80 Ben Lomond Way, Balloch	£12,291.41	Liquidation
		Total	£90,519.89	

Notes:**Administration**

Going into Administration under insolvency legislation effectively means a company is being taken under the management of a court appointed administrator – who must be a licensed insolvency practitioner - appointed by the courts, creditors, or company directors, where they are required to act in the best interest of the insolvent company.

Dissolved

Where a limited company has been dissolved or struck off it legally closes and is removed from the Register at Companies House where there are reasonable grounds to believe that no business is being carried on. Dissolution officially ends a business owner's continued responsibility for taxes, debts and other commitments.

Liquidation

The process of Liquidation is when a company is either at or near to the end of its life and the remaining assets need to be liquidated for distribution to creditors and shareholders. The role of the liquidator is to maximise the realisation of assets of the company. Once the assets have been realised and if sufficient cash has accumulated then the job of the Liquidator is agree all creditors' claims and to pay dividends accordingly.

Sheriff Officers

When the Council has exhausted our in-house arrears procedures the debt is passed to our Sheriff Officers for collection. The Sheriff Officers will attempt to collect the debt using a variety of approaches and solutions which are appropriate to each individual case. In certain cases the Sheriff Officer will submit to WDC a write-off proforma, advising all avenues have been exhausted and irrecoverable in collecting the rates and recommending write-off along with a brief background.

WEST DUNBARTONSHIRE COUNCIL**Report by Chief Officer - Resources****Corporate Services Committee: 17th February 2021**

Subject: Write-Off of Miscellaneous Income Debtor Accounts - Quarter 3, 2020/21

1. Purpose

- 1.1** The purpose of this report is to seek Committee approval for the write off of debts in respect of miscellaneous income debtor accounts, which have been deemed as irrecoverable during Quarter 3 2020/21, arising from various years and reasons as detailed in the appendix.

2. Recommendations

- 2.1** It is recommended that the Committee approve the write-off of miscellaneous income debt valued at £83,114.72.

3. Background

- 3.1** Miscellaneous income debtor accounts are issued to individuals and organisations for the use of Council services. The Council's annual billing amount for miscellaneous income debtors is £18.5m of which approximately 80% is collected in the year it is billed. In certain circumstances these debts may become uncollectable.
- 3.2** Financial Regulation D4 which gives the Strategic Lead - Resources authority to write-off individual debts up to £5,000.
- 3.3** Individual debts exceeding £5,000 can be written off only with the approval of Committee.

4. Main Issues

- 4.1** Miscellaneous debts totalling £83,114.72 are submitted for write off. Appendix 1 outlines the dates and reasons for write off.

5. People Implications

- 5.1** There are no people implications.

6. Financial & Procurement Implications

- 6.1** The value of miscellaneous income debtor accounts, being written off, can be accommodated within the Council's bad debt provision. There are no procurement implications.

7. Risk Analysis

- 7.1** If write offs are not approved this will affect the monitoring of performance against targets for performance indicators and budget monitoring.
- 7.2** If write offs are not approved the total level of debts would be overstated and by approving the write offs we are able to reflect the true debts that is collectable.

8. Equalities Impact Assessment (EIA)

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

9. Consultation

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

10. Strategic Assessment

- 10.1** The write-off of uncollectible miscellaneous income debtors accounts forms part of the financial governance of the Council. Sound financial practice and budgetary control are imperative to assist with the governance of the Council and supports officers of the Council in achieving the five strategic priorities

.....
Stephen West
Chief Officer
Date: 18th January 2021

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

Appendices: Appendix 1: Summary of Miscellaneous Income Write Off
by Year and Reasons

Background Papers: Detailed list of proposed write offs

Wards Affected: All Council wards.

Appendix 1-Summary of Miscellaneous Income Write Off by Category and Year

Year In Which The Debt Occurred	Miscellaneous Income Debtors Untraceable	Miscellaneous Income Debtors Deceased	Miscellaneous Income Debtors Unreasonable	Total
2013/14	£5,985.50		£6,234.68	£12,220.18
2014/15	£9,054.07		£5,873.72	£14,927.79
2015/16	£12,923.57			£12,923.57
2016/17			£13,692.61	£13,692.61
2017/18	£14,125.08	£15,225.49		£29,350.57
Totals	£42,088.22	£15,225.49	£25,801.01	£83,114.72

Note

Untraceable:

When all checks to locate a debtor, which include credit agency checks, have been completed and we are unable to locate the debtor, we may consider to write the debt off as untraceable.

Deceased:

When someone dies who owes debt we contact the executor of the estate and check records to determine whether any estate exists against which a claim could be made.

Unreasonable:

Where based on the individual circumstances of the debt/debtor, in these cases we may consider to write off the debt as unreasonable to recover.

WEST DUNBARTONSHIRE COUNCIL

Report by Chief Officer – People & Technology

Corporate Services Committee: 17 February 2021

Subject: Strategic Risks 2017-22

1. Purpose

1.1 To provide an update on the strategic risks for 2017-22.

2. Recommendations

2.1 It is recommended that the Committee note:

- The strategic risks as detailed at Appendix 1;
- Supplementary EU Assurance Plans as detailed in Appendices 2 and 3.

3. Background

3.1 The Council's strategic risk arrangements are now well-embedded. The appended risks were fully reviewed and added to in 2017 with re-assessment undertaken bi-annually before being reported to this committee. This report is submitted as agreed to the Corporate Services and Audit Committees on a bi-annual basis.

4. Main Issues

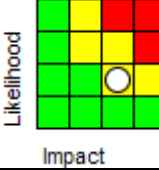

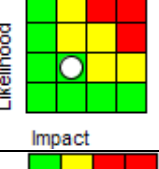
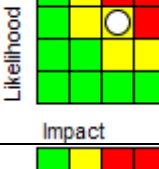
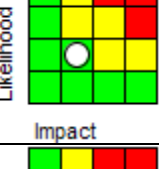
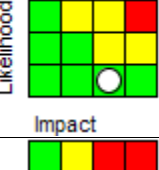
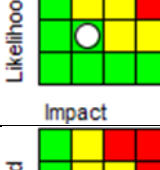
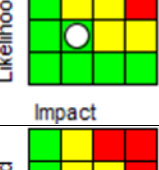
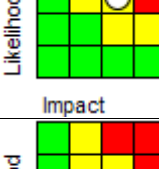


Strategic Risk

4.1 In line with the Council's Risk Management Framework, a re-assessment of the strategic risks has taken place as detailed within Appendix 1. Each risk is managed through internal controls, linked actions and associated milestones with the objective being to reduce or stabilise the level of risk through completion of linked actions over a period of time and / or ensure mitigation factors are adequate should the risks actually materialise.

4.2 Table 1 represents a risk dashboard that includes information on the original, current and target ratings for each strategic risk, as well as an assessment of the current risk status. Each strategic risk is identified and supported by more detailed information available on a "drill-down" basis in Appendix 1. Four Strategic Risks, associated actions and milestones are met, a further four are progressing as expected and likely to reach their assigned targets and SR011 and SR012 present particular challenges as set out at 4.7-4.12. As previously

reported, SR001 and SR002 are significantly off target and unlikely to reach the intended risk outcome.

Table 1 Key Strategic Risk Information

Strategic Risk	Original Risk 2017	Current Risk 2021	Target Risk 2022	Risk Status Rationale
SR 001 Financial Funding.				
SR 002 School improvements.				
SR 003 Council Assets.				
SR 004 Information Technology.				
SR 005 Partnerships.				
SR 006 Citizens and Communities.				
SR 007 Health and Safety of Employees and Others				
SR 008 Cyber Attack.				
SR 009 Early Years Agenda.				

SR 010 Resourced Workforce.				
SR 011 EU Exit				
SR 012 Pandemic COVID – 19				

Risk Methodology and Reporting

4.3 Each strategic risk is populated in Pentana in terms of the following template:

- Risk title and code;
- Description;
- Ownership;
- Potential effect;
- Measures of impact;
- Risk factors;
- Internal controls;
- Risk opportunity; and
- Linked actions.

4.4 Each risk has been scored using a “4 x 4” matrix for likelihood and impact in relation to:

- Current risk (with review dates set at pre-determined intervals); and
- Target risk (i.e. 31 March 2022 - the duration of the Strategic Plan).

The risk descriptors used in the “4 x 4” matrix are as follows:

Likelihood

<u>Score</u>	<u>Descriptor</u>
1	Unlikely
2	Likely
3	Very likely
4	Certain

Impact

<u>Score</u>	<u>Descriptor</u>
1	Minor
2	Moderate

3	Significant
4	Critical

- 4.5** For ownership, each strategic risk is “Managed By” a Chief Officer and “Assigned To” Senior Management. Strategic risks are reported on a bi-annual basis to the Performance & Monitoring Review Group and Corporate Services Committee.

Service Risk

- 4.6** Following the methodology in 4.3 to 4.4 above, each service has service owned operational risk registers in Pentana; these will be updated through the 2021/2022 service planning process.

4.7 EU Exit SR011

On the 31st December, the Transition Period concluding EU Law jurisdiction in the UK, and access to the EU Single Market ended. The new relationship is now defined by the EU-UK Trade and Cooperation Agreement. The local key risks were identified as disruption of services, workforce, and congestion at sea and air ports, concerns around the supply of medicines, all potentially impacting locally. At this time, there are no major local issues arising as a result, however due to COVID lockdowns and restrictions it is hard to measure the impact as many businesses aren't operating or not at full capacity. Therefore, the Council will continue to monitor the key risks and address any issues locally or escalate to COSLA.

- 4.8** SR011 EU no deal Exit was assessed as high risk. As a consequence of the UK-EU Trade Cooperation Agreement, this risk should now begin to stabilise once local impacts become clearer (note renamed EU Exit). There are 11 actions associated with SR011, with multiple owners, the complexity of which does not sit well within the Council's monitoring system (Pentana). To avoid duplication, the established reporting to government agencies in the form of the previously reported EU Exit plans will be utilised for reporting changes to this committee as required. SR011 is monitored by the Operational Resilience Group (ORG).

- 4.9** The Council's Resilience Groups continue to work with the Civil Contingencies Service (CCS) to act as the main driver to support and monitor the new Trade and Cooperation agreement. To compliment this, there is frequent liaison with multi-agency partners to ensure a shared understanding of risks locally, regionally and nationally. The Civil Contingencies Officer participates in regular EU Exit calls hosted by COSLA and working with other LAs to address any issues and raise concerns to Scottish Government. The Action Plans were recently cross referenced with the updated UK Planning Assumptions of reasonable worst case scenarios and is a live document allowing officers to update their respective fields if and when required. The recent report to Leaders on the progression of EU Exit (also circulated to all Elected Members and Lay Members of the Audit Committee) which has allowed the Civil

Contingencies Officer to determine how this may impact us locally. The plan continues to be updated regularly and is available to view on the Council website.

4.10 Pandemic COVID-19 – SR012

The impact of COVID has resulted in the development of a significant number of procedures, assessments and mitigation to support the various Government initiatives and reduce the risk of spreading the virus among the workforce and local community as advised by Scottish Government, Health Protection Scotland and the Health and Safety Executive.

4.11 As a result, the Council has experienced significant COVID related budget spend across all service areas. This is currently in the region of £17m and is detailed in the COVID update report to February meeting of Council.

4.12 In respect of the strategic risk and consequent operational risks, four key areas have been identified and are listed below. The response and recovery landscape remains fluid.

- Business Continuity - 3 risks (1 Amber and 2 Green);
- Communication - 2 risks (1 Amber and 1 Green);
- Finance – 2 risks (Red)
- Protection & Perception - 5 risks (5 Green); and
- Other impacts - 14 risks (7 Amber and 7 Green).

5. People Implications

5.1 There are no people implications associated with this report.

6. Financial and Procurement Implications

6.1 There are no financial and/or procurement implications.

7. Risk Analysis

7.1 Failure to progress on risk management is likely to result in the Council being criticised by External Audit for not having an integrated approach to embedding risk management within the authority with the result that a “no scrutiny required” status will not be achieved.

7.2 Progressing with risk management will demonstrate that the Council is taking ownership of risk management so that effective measures will be put in place for the management of risk. The ability to demonstrate risk ownership should benefit the Council in terms of:

- Understanding risk and its potential impact on the Council’s priorities and objectives;
- Reducing insurance premiums going forward by recognising that a mature approach to risk management will contribute to a reduction in the number

- and value of claims across a range of insurance classifications;
- Contributing towards incident prevention based upon post-incident investigation;
- Meeting statutory/regulatory requirements; and
- Ensuring better partnership working with external and internal partners.

8. Equalities Impact Assessment (EIA)

- 8.1** An equalities screening was undertaken that identified no impact on a particular protected group.

9. Consultation

- 9.1** The strategic risks have been discussed with the Chief Officers and senior management representatives on the Operational Resilience Group.

10. Strategic Assessment

- 10.1** At its meeting on 25 October 2017, the Council agreed that its five main strategic priorities for 2017 - 2022 are as follows:

- A Strong local economy and improved employment opportunities;
- Supported individuals, families and carers living independently and with dignity;
- Meaningful community engagement with active empowered and informed citizens who feel safe and engaged;
- Open, accountable and accessible local government; and
- Efficient and effective frontline services that improve the everyday lives of resident

- 10.2** The strategic risks have been identified to complement the main strategic priorities.

Name: Victoria Rogers
Designation: Chief Officer People & Technology
Date: 01/02/21

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Anna Murray, Risk & Health and Safety Graduate
 Email Anna.Murray@west-dunbarton.gov.uk


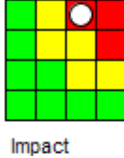
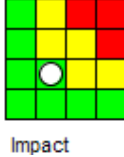
Appendices: Appendix 1: Detailed Strategic Risk List
 Appendix 2: WDC HSCP EU Exit Action Plan
 Appendix 3: WDC EU Exit Action Plan


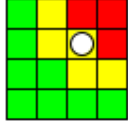
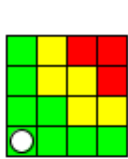


Background Papers: Report to Council on 25 October 2017 - West
Dunbartonshire Council Strategic Plan 2017-22
Risk Management Framework

Strategic Risk Report

Generated on: 29 January 2021

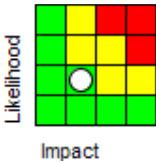
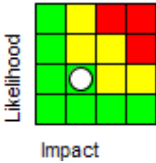
SR 001

	SR 001 Significant financial funding reductions / limitations from Scottish Government	Current Risk Matrix	Current Rating	Last Review Date
Description	<p>The Council is faced with significant ongoing funding reductions from the Scottish Government. Austerity or the financial impact of previous austerity measures is expected to continue for a number of years into the future and likely to result in funding reductions or limitations. This coincides with a period where costs are expected to rise in relation to Social Care due to an aging population and capped powers to raise funds through Council Tax. The ongoing population decline of West Dunbartonshire versus the average population for the whole of Scotland is also expected to generate ongoing funding reductions with little impact on service delivery cost/need.</p> <p>Covid-19 introduces a risk in relation to the potential net cost to the Council versus the ongoing funding support and/or financial flexibilities provided by the Scottish Government</p>		12	28-Jan-2021
Potential Effect	Shortfall in finances and therefore the Council is unable to provide all services as intended.		4	31-Mar-2022
Measures of Impact	<ul style="list-style-type: none"> - Reduction in government grant - Demographic change (population decline/growth, aging population) - Cost reduction required including cutting level and/or quality of service provision - Increased Debt (collection of Council Tax, HRA rents, etc) 	Latest Note	<p>Given the impact of covid on the UK economy, together with continuing reduction to the Scottish population living in West Dunbartonshire, it is now expected that there will be a reduction in the general funding availability from the Scottish Government in 2021/22 onwards</p>	
Risk Factors	<ul style="list-style-type: none"> - Level of government grant - Lack of time to plan for changes in the level of grant funding due to single year settlements and settlement information from Scottish Government - Welfare reform - General inflationary factors - Significant additional burdens - Capital receipts 			
Internal Controls	<ul style="list-style-type: none"> - 10 year Financial Strategy subject to regular review - Monitor and maintain General Services and Housing Revenue Account prudential targets - Reporting and monitoring of Treasury Management Strategy - Budgetary control process - Regular budgetary control and savings monitoring reports provided to CMT and Council / committees - Rigorous debt collection processes - Annual Internal Audit Plan - Work of External Auditors (external control) - Annual Governance Statement - Procurement Improvement Plan 	Managed By	Stephen West	
		Assigned To	Gillian McNeilly	
Progress of Linked Actions				
Risk Opportunity	<ul style="list-style-type: none"> - Annual exercise to identify efficiencies - Projects to implement new ways of working (e.g. commercialisation, asset management) - Enhance the reputation of the Council as an organisation which manages its finances soundly 			

	SR 002 Failure to implement broad-ranging school improvement to raise attainment and achievement	Current Risk Matrix	Current Rating	Last Review Date
Description	This risk concerns the delivery of excellence and equity for our young people to support them to attain and achieve at the highest level. In particular, it is aimed at bridging the attainment gap and breaking the cycle of disadvantage. This also includes the focus on intervention at early years to improve life chances at all points on the learning journey. A key driver is the Council's participation in the Scottish Attainment Challenge which will be delivered over 4-years from 2015. Year 3 commenced in April 2017 and will bring together the workstreams to deliver a self improving school system programme.		9	28-Jan-2021
Potential Effect	The national expectation for education would not be delivered. Improved outcomes for young people would not be attained and achieved. The Council would fail to meet the needs of individual learners. The Service would fail to bridge the attainment gap and break the cycle of disadvantage. The Council would fail in its legal duty for the education of young people within West Dunbartonshire. There would be reputational damage to the service and the wider Council. There would be a lack of income generation from external funding sources.		1	31-Mar-2022
Measures of Impact	Examination results - HMIE inspection reports - validation reports - stakeholder feedback - local learning community attainment data - control group model - small test of change model - risk matrix model - bespoke model of intervention for young people and families at early stages to improve on attendance/lateness; social and emotional health; supports for mental health issues; parenting/behaviour management skills and early linguistic & cognitive development - pre/post intervention assessment - increased expectation of raising attainment being the responsibility of all - school to school collaboration with locally initiated bottom-up enquiry - higher level of STEM subject uptake in secondary schools - increased numbers of learners entering STEM related career pathways - standardised literacy and numeracy tests	Latest Note	<p>National data collection cancelled for session 2019/20 due to COVID. Project implementation delayed due to COVID. A revised equity plan under development as part of the Education Recovery Plan.</p> <p>Impact analysis of lockdown on school attainment and achievement conducted September to November. On going uncertainty regarding pupil / staff absence is predicted to impact on achievement of targets.</p>	
Risk Factors	Staff resources - adequate funding for projects - workforce development - effective leadership - accurate and timely data collection - accurate and timely reporting - effective communication with partners and external agencies - disrupted learning - staff absence - pupil absence - adapted model of delivery to ensure safety - limiting curriculum flexibility - learning style flexibility - impact of COVID on social and emotional wellbeing - risk to funding streams			
Internal Controls	Raising Attainment Strategy Project management by Service Manager Raising Attainment Project Board (led by Chief Education Officer) Termly progress reports submitted as part of Educational Service committee reports Relevant CPD programme to support education staff Meetings between WDC and Education Scotland/HMIE BGE Attainment and Performance Data School Improvement Literacy, Numeracy and HWB Steering Group National Improvement Framework (NIF) Education Recovery Plan	Managed By	Laura Mason	
		Assigned To	Julie McGrogan	
Progress of Linked Actions	E/1920DP/02DEI Develop and Deliver Educational Improvement Across West Dunbartonshire			Andrew Brown; Julie McGrogan
Risk Opportunity	Improved attainment - improved attendance - reduced exclusions - reduced violent incidents - reduction requirement for targeted support over time - reduction requirement for specialist placements over time - improved learning & community engagement - children/pupils at risk identified earlier			


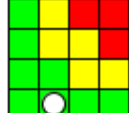
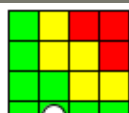
	and more effectively - more empowered community providing self-sustaining peer support - increase in the percentage and range of positive destinations over time - increased access to digital learning resources
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SR 003

✓	SR 003 Councils Assets	Current Risk Matrix	Current Rating	Last Review Date
Description	Risk: That the Council's assets and facilities are not fully fit for purpose with consequent adverse impact on our ability to deliver efficient and effective services. Assets included in this assessment are; the Council's property portfolio, housing stock, roads and lighting, fleet and open space		4	22-Jan-2021
Potential Effect	<ul style="list-style-type: none"> - Assets are not utilised in the most effective and efficient manner - Service cannot be properly delivered to the satisfaction of service users - Service users seek alternative service provision - Increase in reactive maintenance costs - Roads assets in poor conditions - Assets fail to meet relevant standards 		4	31-Mar-2022
Measures of Impact	<ul style="list-style-type: none"> - Condition surveys - Suitability surveys - Road Condition SPI - Customer perceptions of service delivery - Investment levels in upkeep and improvement of asset base and facilities - Staff satisfaction - Operating costs and savings 	Latest Note	January 2021 Update, although budgets and asset management plans remain in place for management of Council Assets, it should be noted that COVID has impacted early year progress on programmes but not to the extent that would adversely affect the risk. Further COVID disruptions have inhibited full delivery of programmes that manage/invest in the assets.	
Risk Factors	<ul style="list-style-type: none"> - Adequacy of funding available to improve asset base - Adequacy of staff resources allocated to the area of asset management - Council buildings deemed to be unfit for existing purpose - Economic conditions may reduce level of potential capital receipts from surplus property sales - Over one third of the road network is in need of repair and the current long term capital funding only sustains a steady state condition of the road network - Increased public liability claims due to poor condition of roads network 			
Internal Controls	<ul style="list-style-type: none"> - Corporate Asset Management Strategy (scheduled refresh in 2nd half of 2021/22 year) - Schools Estate Strategy - Capital Investment Team - Existence of Asset Management Group with meetings held on a regular basis - Property Asset Management Plan - HRA Capital Investment Programme (refreshed and delivered annually) - Capital plan - Roads and Lighting Asset Implementation Plan - Fleet Asset Implementation - Open Space Asset Implementation Plan - Detailed asset database that shows relevant information on a property by property basis - Sustainability Policy - Housing Improvement Board - Housing Improvement Plan - Housing Asset Management Strategy 	Managed By	Angela Wilson	
		Assigned To	Craig Jardine; Michelle Lynn; Gail Macfarlane; Alan Young	
Progress of Linked Actions				
Risk	- Enhance reputation of Council by being able to improve Council			

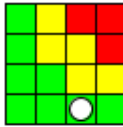
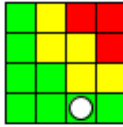
Opportunity	<ul style="list-style-type: none"> -Estate, assets and service delivery (e.g. new school buildings, operational building upgrades, office and depot rationalisation projects, housing investment programme to meet SHQS/EESH, roads upgrade programme, vehicle replacement programme, greenspace upgrade projects) - Enhance employee "feel good" factor by providing modern office accommodation equipped with up to date IT facilities - Secure external funding for development of assets (e.g. EC, lottery, Historic and Environment Scotland) - Prioritised Building Upgrade Plan - The continued implementation of the energy efficient street lighting project will both improve the asset and reduce costs significantly through reduced maintenance, energy consumption and carbon output. - The effect of these energy efficiencies has demonstrated that significant savings and environmental benefit can be achieved through the utilisation of developing technology.
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SR 004

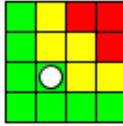
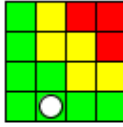
	SR 004 Information Technology	Current Risk Matrix	Current Rating	Last Review Date
Description	Failure to keep pace with changing technology environment during periods of austerity and supplier rather than business led change	 Likelihood Impact	2	23-Dec-2020
Potential Effect	A lack of consistent, sufficiently robust planning in respect of ICT arrangements is likely to result in the Council being ill prepared to meet future demands in key service areas and lacking the capacity to respond effectively to changing need.	 Likelihood Impact	2	31-Mar-2022
Measures of Impact	<ul style="list-style-type: none"> - Degree of compliance with security controls to prevent data loss through poor o/s patching, cyber attack, firewall configurations etc - Extent of wireless connections in the Council network – all schools and refurbished Office accommodation complete - Number of ICT Help Desk calls resolved within half day - exceeding target of 35%. Target was increased. - Extent of functionality development in key Council systems (i.e. lack of development beyond base system leading to ineffective management information) – several channel shift projects delivered and more are in progress Workforce mgnt self service, increased volume of web and intranet traffic, streamlined financial and purchasing processes, document management. - Fit for purpose Council website, delivering information and services to a significant percentage of the Council's customers. - Provide efficient desktop services to meet changing workforce flexibility and property rationalisation requirements. Thin client deployment complete in corporate estate and started in Education. 5-year Device replacement programme in place. - Implementation of mobile and flexible working, enabling a downsizing of required office accommodation through enabling people to work more efficiently and to adopt a more flexible policy towards office accommodation and desk provision. Bridge St, Aurora, CTCO, Municipal, Church St complete. - Broadband speed in the Council area - WDC has 2nd highest broadband speeds in Scotland. Investigating funding options for fibre network. 	Latest Note	Dec 20. Continued investment in change and technology projects such as 365 to further enhance the digital capabilities within WDC.	
Risk Factors	Insufficient resourcing of ICT developments so that benefits and opportunities identified are not realised			

	<ul style="list-style-type: none">- poor network security controls implemented. lack of intrusion detections alerts, failure to respond to audit / PSN test findings and recommendations, insufficient resources allocated to security tasks. Service redesigned and resources aligned to security tasks and improved monitoring processes and tools implemented.- Poor project and programme change management arrangements.- Poor quality of mobile communication provision.- Poor uptake on channel shift			
Internal Controls	<ul style="list-style-type: none">- Capital programme established for technology refresh projects- Information & Communication Technology (ICT) Policy- Governance structures such as ICT Steering Board, Education ICT Steering Board, Digital Transformation Board in place to support integrated planning and decision making in relation to ICT- Use of both internal IT resources from across the Council and skilled specialist advisers in key areas- Fit for purpose data centre (with remote back up site). New shared data centre went live in Dec 2014 and new WDC data centre live January 2018. WDC and EDC are taking a lead role on data centre sharing across Scotland	Managed By	Victoria Rogers	
		Assigned To	James Gallacher; Patricia Kerr; Brian Miller	
Progress of Linked Actions	P&T/2021/ICT/01 Deliver a secure and resilient IT Infrastructure		<div><div>75%</div></div>	Patricia Kerr; Victoria Rogers
	P&T/2021/ICT/02 Technologies to Support ICT Service Delivery Improvements		<div><div>40%</div></div>	Patricia Kerr; Victoria Rogers
	P&T/2021/ICT/03 Process Changes to Support ICT Service Delivery Improvements		<div><div>60%</div></div>	Patricia Kerr; Victoria Rogers
Risk Opportunity	<ul style="list-style-type: none">-COVID-19 has increased the number of users and services working remotely. several manual processes amended and driving process reviews across the Council.- rapid deployment of conferencing technologies has helped drive demand and give visibility to importance and suitability of digital technologies and processes- annual network penetration tests- Annual PSN compliance audit- Annual External Audit on ICT Controls- Continued investment and Modernisation of ICT infrastructure and its focus on network security and resilience.- Provide 21st century state of the art technology for employees and service users- Rationalise IT systems- Use of innovative IT linked service delivery models to effect change- Provide Council employees with secure access to email and supporting systems at times and locations of choiceIncreased use of mobile devices eg tablet devices and mobile phones.- Provide self service style systems to employees and the local community			

SR 005


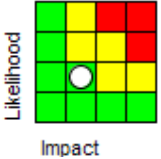
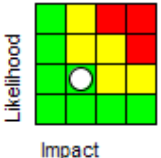
✓	SR 005 Partnerships	Current Risk Matrix	Current Rating	Last Review Date
Description	The Council fails to engage adequately with partnership bodies	 Likelihood Impact	3	08-Jan-2021
Potential Effect	failure of partnership impacts on Councils obligations under Community Empowerment Act	 Likelihood Impact	3	31-Mar-2022
Measures of Impact	partnership response to COVID19 Successful delivery of LOIP and supporting plans positive partnership inspections	Latest Note	Community planning partnership is well established with strong partnership working arrangements in place, reducing likelihood of this risk being realised	
Risk Factors	<ul style="list-style-type: none"> -COVID19 response is agency specific and leads to gaps and missed opportunities - inability to deliver improved outcomes which require strong partnership activity - Council's reputation is adversely affected through a failed partnership arrangement 			
Internal Controls	<ul style="list-style-type: none"> - Robust partnership arrangements through community planning partnership - Align the Council's strategic plan with the Local Outcome Improvement Plan (LOIP) - Ensure that partners have signed up to deliver on the outcomes and targets set in the LOIP - Develop data sharing protocols with partner agencies - Participate in reform agenda as it impacts on Council area 	Managed By	Amanda Coulthard	
		Assigned To	Amanda Coulthard	
Progress of Linked Actions				
Risk Opportunity	- Position West Dunbartonshire as a modernising Council			


SR 006


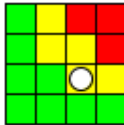
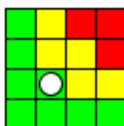
✓	SR 006 citizens and communities	Current Risk Matrix	Current Rating	Last Review Date
Description	The risk is that the Council does not establish or maintain positive communications with local residents and the communities it represents	 Likelihood Impact	4	08-Jan-2021
Potential Effect	<ul style="list-style-type: none"> - Tensions develop with citizens and local community groups -reputational damage to council services -lack of trust in service provision 	 Likelihood Impact	2	31-Mar-2022
Measures of	- informed and engaged citizens participating in consultation	Latest Note	strong communication and	








Impact	activity - telephone survey monthly, quarterly and annual measures - increased social media engagement and reach		engagement in place through the engaging communities framework	
Risk Factors	pace of change in response to COVID19 means services may not be communicating fully and effectively citizens may be suffering from information overwhelm and not engage in the high volume of updates being shared by services Services are having to change and update plans in response to new information - meaning it can be difficult to keep up with current position and ensure the message is shared Lack of appropriate staff development / skills may be lacking to support new model of service delivery inequity of engagement across the partnership on key local issues council seen as unresponsive to community if feedback from engagement not acted upon apathy within communities leads to little or no engagement some community groups feel their voices are not being heard			
Internal Controls	<ul style="list-style-type: none"> - Ensure robust mechanisms for public feedback (Embedding the Strategic Engagement Framework) - Annual budget consultation events - Citizens Panel - Open Forum questions at Council meetings - continue to deliver 4 issues of housing news each year - delivery of effective communications and public information through social media - use of telephone survey 	Managed By	Malcolm Bennie	
		Assigned To	Amanda Coulthard; Amanda Graham	
Progress of Linked Actions				
Risk Opportunity	citizens are more comfortable with the digital platform as a result of the enforced cessation of face to face services - this presents an opportunity to modernise communication Community Empowerment Act participation requests asset transfer			

SR 007


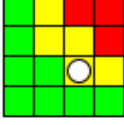
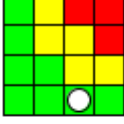
	SR 007 Health and Safety of Employees and Others	Current Risk Matrix	Current Rating	Last Review Date
Description	Failure to meet the Council's duty to protect the health, safety and welfare of its employees and other people who might be affected by its business, either in the provision of an effective health and safety management system or in ensuring adherence to that system as part of an embedded health and safety culture.	 Likelihood Impact	4	28-Jan-2021
Potential Effect	Risk of an employee, service user, pupil (young person) or member of the public being seriously / fatally injured by fault of the Council. There are various risks associated with the outcome: reputational risk regarding negative publicity; financial risk in terms of claims management compensation to the injured party; risk of prosecution by the HSE resulting in a fine or, , Strategic Leads/Directors / Chief Executive being subject to criminal charges.	 Likelihood Impact	4	31-Mar-2022
Measures of Impact	Time and cost associated with in-house/HSE investigation. Service delivery impact in terms of injury-related absence and potentially enforced cessation of work activities. Impact of legal proceedings, in terms of costs, potential reputational damage and, worst case, risk of criminal charges.	Latest Note	Target Risk was reviewed and given current pandemic no change.	
Risk Factors	Resources, robust policies and practices, adequate H&S strategy.			



Internal Controls	<ul style="list-style-type: none"> • Council has in place a robust H&S policy and strategy (and separate Fire Risk Management Strategy) that includes service specific health and safety plans, duties and responsibilities for Strategic Directors, Strategic Leads, managers and employees. • Adequate H&S resources in place to fulfil statutory obligations in terms of the Health and Safety at Work etc. Act and the Management of Health and Safety at Work Regulations. • Embedded H&S culture that discusses H&S issues at a top level and cascades throughout the organisation through the health and safety committee system. • Monthly reports to PaMG on organisational safety performance. • Each link H&S Officer attends Service Strategic Lead meeting to report on service safety performance • Services have H&S committees at Service and Directorate level. • Workplace inspection and audit programme. • Service risk profiling. • H&S training needs analysis for every employee group. • Toolbox talks take place at directorate level. • The Council has in place a Trade Union Health and Safety Partnership Agreement. • Council promotes health and safety training for TUs to diploma level. 	Managed By	Victoria Rogers	
		Assigned To	John Duffy; Alison McBride	
Progress of Linked Actions	P&T/2021/H&S/01 Embed an organisational health and safety culture through extending organisational use of Figtree and understanding of health & safety		<div><div>100%</div></div>	Alison McBride
Risk Opportunity	Demonstrate to committees, elected members, Trade Unions, employees, the community and other external partners of robust H&S culture.			


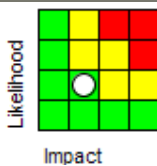
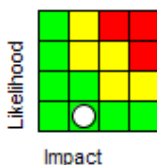
	SR 008 Threat of Cyber-attack	Current Risk Matrix	Current Rating	Last Review Date
Description	Data, systems and/or infrastructure are impacted as result of security attacks which are increasing in number at a time when this threat is already placing demands on resources to deliver increased levels of security controls.	 Likelihood Impact	6	19-Jan-2021
Potential Effect	<ul style="list-style-type: none"> • Disruption of Services impacting service delivery to citizens • Loss of Data • Staff and Citizen data loss with the potential for misuse such as identity fraud • Mis-information being delivered to the public via WDC communication channels • Potential for significant fines currently under the Data Protection Act and from May 2018 under the provisions of the General Data Protection Regulations • Reputational damage • Redirection of resources to deal with the effects of an attack and away from BAU work 	 Likelihood Impact	4	31-Mar-2022
Measures of Impact	<ul style="list-style-type: none"> • Recorded attempts from external sources to breach council cyber defences • Recorded cyber related incidents in the Cyber incident log • Quantity of breaches/incidents reported to the Information Commissioners Office • Fines levied for breaches 	Latest Note	Jan 21. Threats and attacks continue regularly. Continuing to raise awareness with ICT and Council wide. Cyber audit took place in 2020 providing opportunity to continuously improve processes and documentation.	
Risk Factors	<ul style="list-style-type: none"> • Inappropriate Cyber defences at the perimeter of the council networks • Inappropriate delivery of security patches to desktop and server estates • Compliance with security standards such as PSN, PCI, Public Sector Action Plan on Cyber resilience for Scotland • Continually changing threat landscape • Maintaining relevant skill sets among staff group/cost of securing expert resources 			
Internal Controls	<ul style="list-style-type: none"> • Implementation of internal Policies on Patching and hardware/software hardening and expanded during COVID to patch thin build devices remotely. • Annual PSN compliance audit including a comprehensive IT Health Check • Governance structure in place, ICT Steering Board consisting of senior management and relevant stakeholders meeting bi-monthly or as required in response to incidents/events • Programme of Internal and External ICT audits • PCI working group • Information Security/Data Protection forum • Multiple layers of Cyber defences; Network Segregation • Rolling programme of security awareness sessions • Interagency and cross Council working groups and sharing. • National Digital Office / Scottish Government Public Sector Security programme and guidance 	Managed By	James Gallacher; Patricia Kerr; Brian Miller	
			Assigned To	Iain Kerr



Progress of Linked Actions	CS/IAAP/519 1. Underlying Technical Controls required to facilitate automatic failover to DR site still to be configured/tested		<div><div>100%</div></div>	Patricia Kerr
	CS/IAAP/520 2. DR Plans for the main telephony delivery systems have yet to be implemented/tested		<div><div>100%</div></div>	Patricia Kerr
	CS/IAAP/521 3. Systems without parallel DR arrangements are not fully tested		<div><div>100%</div></div>	Patricia Kerr
	CS/IAAP/525 7. Lack of formal DR testing schedule at primary DR site		<div><div>100%</div></div>	Patricia Kerr
	P&T/2021/ICT/01 Deliver a secure and resilient IT Infrastructure		<div><div>75%</div></div>	Patricia Kerr; Victoria Rogers
	P&T/2021/ICT/02 Technologies to Support ICT Service Delivery Improvements		<div><div>40%</div></div>	Patricia Kerr; Victoria Rogers
	P&T/2021/ICT/03 Process Changes to Support ICT Service Delivery Improvements		<div><div>60%</div></div>	Patricia Kerr; Victoria Rogers
Risk Opportunity	<ul style="list-style-type: none"> • Increase Cyber resilience and awareness for staff, members and citizens • Contribute to Scottish Government Public Sector Action Plan on Cyber resilience for Scotland • Upskill staff to address current and emerging threats • Increased staff awareness across Council 			


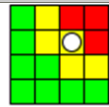
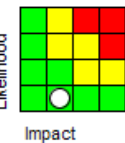
SR 009

	SR 009 Failure to deliver the Early Years Agenda	Current Risk Matrix	Current Rating	Last Review Date
Description	This risk concerns an increase in entitled hours which the Scottish Government is planning to provide for early years children, from 600 to 1140 hours by 2020. In project management terms this is a complex piece of work of products, demanding timescales and dependencies across its duration. The timescales for delivery will be revised by the Scottish Government due to the closure of ELC's and impact of COVID-19.	 Likelihood Impact	6	29-Jan-2021
Potential Effect	Reputational damage Failure to meet the Scottish Governments delivery plan to increase free ELC hours Children would not receive the best start in life Failure to meet our statutory duties Partner providers may be adversely affected	 Likelihood Impact	3	31-Mar-2022
Measures of Impact	Care Inspectorate standards Key project milestones Scottish Government requirements Parental expectations Key personnel positions	Latest Note	The risk of not completing the building programme puts 1140 hours for all 3 and 4 year olds at risk, the Scottish Government has recently reinstated the entitlement of 1140 hours for all 3 and 4 yr olds which all LA's have to ensure is in place for August 2021.	
Risk Factors	Maintaining level of Scottish Government investment Availability of contractors within project timescales Recruitment of suitable staffing for centres Creation of flexible delivery model Staff engagement with the Early Years Strategy Quality of communication with parents and staff Successful transition to new delivery model Impact of closure due to COVID-19 will delay some projects Funding flexibility will delay some project until April 2021			

Internal Controls	Reports to Education Services Committee Early Learning and Childcare Strategy 2016 - 20 Care Inspectorate Children and Young Peoples Act (S) 2014 Education Governance Board Revised implementation plan for recovery Revised DLO building programme of works for outstanding projects Early Years Implementation Board Financial reports - budget monitoring and review Inter departmental working Partnership SLA's Workforce Development Change Board updates Reports to Scottish Government Improvement Service	Managed By	Laura Mason	
		Assigned To	Kathy Morrison	
Progress of Linked Actions	E/1920DP/11EYS Deliver the Early Years Strategy			Kathy Morrison
Risk Opportunity	Parents and children will receive a more flexible childcare service Greater opportunities to tackle the impacts of inequalities on the very young and vulnerable children Improvement in quality assessment and moderation and interactive play-based methodologies across the Early Level Accessible provision will play a vital role in reducing the poverty related attainment gap through high quality early learning and childcare Opportunities for professional learning to meet the standard required			


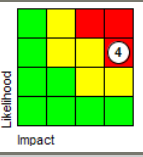
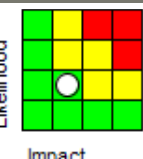
SR 010				
	SR 010 Ensure an appropriately resourced workforce.	Current Risk Matrix	Current Rating	Last Review Date
Description	Failure to ensure that there is an appropriately resourced workforce in place to meet future organisational needs, either in effectively executing the Council's 2017-22 Workforce Plan, or in ensuring that the Plan is adapted over time if and when earlier assumed circumstances change.		4	28-Jan-2021
		Target Risk Matrix	Target Rating	Target Date
Potential Effect	<ul style="list-style-type: none"> - Low staff morale - Inability to deliver services effectively - Reduced level of service - Lack of improvement or increase in staff absences - Council underachieves as an organisation - Employee conflict 		2	31-Mar-2022
Measures of Impact	<ul style="list-style-type: none"> - Access to and participation of employees in learning and development activities - Absence rate and trends - Employee turnover - Grievance, discipline and other monitoring information - Employee survey results and associated actions - Reports from external scrutiny bodies and award bodies - Benchmarking with appropriate comparators 	Latest Note	Workforce planning has developed well alongside service delivery planning. This has been supported by better use of data in this area to inform decision making via the use of the console and the wellbeing dashboards. The workforce were surveyed around home working to ensure we are supporting and ensuring the	
Risk Factors	<ul style="list-style-type: none"> - Lack of appropriate development / shortage of skills may pose a risk to new models of service delivery - Lack of capability to deliver - Workforce unable to adapt to change 			


			resources required are in place to support service delivery. This has ensured wellbeing resources have maintained a holistic approach in supporting the workforce. In addition a number of workforce planning activities around work style and isolation monitoring during Covid has allowed us to operate a volunteer supply list to priority areas requiring additional support.			
Internal Controls	<ul style="list-style-type: none">- HR processes designed to meet service delivery needs- Develop new structures to reflect strategic priorities and aligned to Future Operation Model (FOM)- Align workforce plan to the Council's strategic planning processes (i.e. have the right people available at the right time with the right skills to fulfil properly all of the Council's strategic priorities)- Periodic review of pay arrangements in accordance with EHRC guidance (currently every 3 years)- Incorporation of succession planning into workforce planning framework- Identify training programmes to reskill staff as identified by training needs analysis- Effective use of SWITCH to support alternative careers- Flexible HR policies, in particular recruitment & selection, learning & development (including elearning), continuous improvement / development flexible working, attendance management, employee wellbeing related polices- Effective use of Occupational Health Service- Robust Be the Best Conversations process- Effective leadership and management behaviours and practice	Managed By	Victoria Rogers			
		Assigned To	Alison McBride			
Progress of Linked Actions	P&T/1920/SHR/02 Review and relaunch the Council's Employee Wellbeing Strategy.		<div><div>100%</div></div>	Alison McBride		
	P&T/1920/SHR/04 Continue to embed the Council's Strategic Workforce Planning Framework with a particular focus on the impact of digital skills		<div><div>100%</div></div>	Alison McBride		
Risk Opportunity	<ul style="list-style-type: none">- Identity previously unknown skills and talents in the workforce- Realise the potential of staff					




	SR 011 EU Exit	Current Risk Matrix	Current Rating	Last Review Date
Description	<p>The Council has continued to proactively prepare for EU Exit, working alongside key partners and officers. Overtime, there may be service disruption, finance pressure, economic impacts. This has yet to be realised due to the ongoing lockdowns and restrictions presented by COVID-19. The true impact of leaving the EU will not be resultant instantly therefore a true reflection of its impact may require to be measured over an extended period of time.</p>		9	27-Jan-2021
		Target Risk Matrix	Target Rating	Target Date
Potential Effect	<p>There are a host of potential impacts that may be a direct result of EU Exit. UK Government put together a document outlining the Reasonable Worst-Case Scenario (RWCS). This set of planning assumptions outlined key risks taking into account the likelihood and impact. This allowed West Dunbartonshire Council to take cognisance of local risks and ensure mitigating actions were put in place to minimise any impact.</p> <p>On the back of the RWCS two EU Exit Action Plans were created. Once for Council risks and the other for risks that affect the HSCP. These action plans are live documents and regularly update and reported to the Audit Committee and Corporate Service Committee.</p> <p>For further information on the potential effect please refer to WD HSCP EU Exit Assurance Plan & WDC EU Exit Action Plan.</p>		2	31-Mar-2022
Measures of Impact	The measure of impact is detailed in both EU Exit Assurance Plans	Latest Note		
Risk Factors	Financial Workforce Goods, services & supply chains Community Regulation Insurance Education Global Pandemic			
Internal Controls	<p>All internal controls are managed through both EU Exit Assurance Action Plans. In addition, the Council's Resilience Groups continue to work with the Civil Contingencies Service (CCS) to act as the main driver to support and monitor the new Trade and Cooperation agreement. To compliment this, there is frequent liaison with multi-agency partners to ensure a shared understanding of risks locally, regionally and nationally. The Civil Contingencies Officer participates in regular EU Exit calls hosted by COSLA and working with other LAs to address any issues and raise concerns to Scottish Government. The Action Plans were recently cross referenced with the updated UK Planning Assumptions of reasonable worst case scenarios and is a live document allowing officers to update their respective fields if and when required. The recent report to Leaders on the progression of EU Exit (also circulated to all Elected Members and Lay Members of the Audit Committee) which has allowed the Civil Contingencies Officer to determine how this may impact us locally.</p>	Managed By	Victoria Rogers	
		Assigned To	Operational Resilience Group	






Progress of Linked Actions	SR011-1 Finance	✓	100%	
	SR011-2 Regeneration	✓	100%	
	SR011-3 Procurement	✓	100%	
	SR011-4 Legal & Environmental Health	✓	100%	
	SR011-5 P&T impact of EU nationals employed by WDC	✓	100%	
	SR011-6 Insurance	✓	100%	
	SR011-7 Communications	✓	100%	
	SR011-8 Resilience	✓	100%	
	SR011-9 Education	✓	100%	
	SR011-10 Workforce Planning	✓	100%	
	SR011 – 11 Citizens/Communities	✓	100%	
Risk Opportunity				

SR 012

	 SR 012 COVID – Significant Service and Workforce Disruption	Current Risk Matrix	Current Rating	Last Review Date
Description	<p>The Council is faced with significant ongoing demands with disruption to service delivery, increasing PPE and workforce pressures as a result of Covid 19 and subsequent local and national outbreaks.</p> <p>This involves both responding to the crisis and from services returning to a new normality based on Response, Recovery and Renew guidance produced by Scottish and National Government.</p> <p>NB. Financial risk is also reflected in SR001</p>		12	27-Jan-2021
		Target Risk Matrix	Target Rating	Target Date
Potential Effect	<p>Reduced service delivery, disruption to service provision, demand for increased workforce in many areas, increased financial pressures and difficulty in responding effectively to demands from employees, Trade Unions and the wider public.</p>		4	31-Mar-2022
Measures of Impact	<p>Reduction in government funding Reduction in revenue and income Service reductions or closures/reducing quality/limiting quantity Reduction in WDC/WDLT workforce Increased debt owed to the Council Reputational damage to WDLT and Council due to reduced delivery/quality of services</p>	Latest Note	<p>Scoring of SR012 Covid 19 is still marked at 12. While the likelihood has reduced given that the mass vaccination programme is now being rolled out, the impact is still high due to the new strain of the virus, increased numbers following festive period, impact on health services and resourcing vaccination centres.</p>	

Risk Factors	<p>Level of government funding for COVID 19</p> <p>Second wave of COVID-19</p> <p>Local outbreaks, non compliance resulting in further restrictions or local lockdown</p> <p>Workforce reduction/absence/recruitment difficulties/wellbeing impacted/additional PPE requirements/difficulty with supply chain/increased costs</p> <p>Concerns from Elected Members/employees/Trade Unions about provision/ safety of service/facilities</p> <p>Additional hardware/software to cope with prolonged remote working</p> <p>Significant additional burden in Capital receipts</p>			
Internal Controls	<p>10 year Financial Strategy as referred within SR001</p> <p>Powers delegated to council officers to speed up critical decision making during pandemic</p> <p>Business continuity plans – organisational and service specific</p> <p>SRG/SRRG established as a key decision making body guided by strategic council aims. Decisions noted and reported periodically to full Council.</p> <p>Regular sharing of information and guidance to officers and managers in relation to COVID-19 via exception reporting and situation (SITREP) reporting to ORG/SRG</p> <p>ORG established as an operational delivery body to ensure consistent messages and SRG decisions implemented, governance and compliance managed via SRRG.</p> <p>Dedicated Intranet page established; acting as a vehicle for sharing current information and best practice.</p> <p>WDC officers/councillors are actively participating in national forums to update SG as to WDC's position and stay updated on national advice</p> <p>Regular Workforce updates issued to ensure clarity of message and provide clear advice</p> <p>WDC/WDLT management to undertake reviews to find efficiencies to reduce costs and improve sustainability opportunities for savings and greater sustainability.</p> <p>Additional forums for collective consultation and information sharing established with trade unions.</p>	<p>Managed By</p> <p>Victoria Rogers</p> <p>Assigned To</p> <p>John Duffy; Alison McBride</p>		
Sub-Risks Description	Sub-Risks Measures of Impact/Internal Controls	Sub-Risks Traffic Light Icon		Sub-Risks Managed By
Workforce	<p>The Council is faced with significant workforce demands in relation to absence, reduction, recruitment and wellbeing.</p> <p>Employees absence as a result of self-isolation, infection or caring requirements. Workforce reductions - due to insufficient funding, employees leaving due to caring requirements and anxiety. Recruitment issues caused by insufficient funding, demand in certain areas and skills. Wellbeing with employees working for an extended period at home, mental health, DSE and ongoing supports.</p> <p>Business Continuity Plans reflect employees absences of up to 30% in determining how critical services will be delivered such diverting non critical roles to support key roles. Volunteer process in place to allow managers to apply for support and have volunteers identified and matched. To reduce the loss of key worker the council have promoted flexible working arrangements, providing childcare facilities and access to health supports.</p> <p>National and Government schemes being accessed such as DWP Kickstart to supplement the local vaccination centres.</p> <p>WDC are working with NHS Greater Glasgow and Clyde in the roll out of mass vaccination for COVID-19.</p> <p>A multi-disciplinary oversight group has been set up to provide leadership to develop and monitor the delivery of West Dunbartonshire's Mass Vaccination Plan. This is being supported by a delivery group which will deliver operational and logistical implementation aspects of the plan. National schemes being accessed such as DWP Kickstart to supplement the local vaccination centres.</p>			All relevant managers/O RG members

	<p>A cross-team approach has been agreed to supporting the operation of 3 mass vaccination centres (Alexandria Community Centre, The Hub Clydebank and The Concorde, Dumbarton) within West Dunbartonshire. WDC are also exploring options with voluntary organisations to complement the SRworkforce to embed in medium to longer term resilience.</p> <p>Recruitment processes reviewed with online process developed with Disclosure Scotland and SSSC.</p> <p>Wellbeing strategy in place with a focus on Mental Health supports, OH provider has delivered bespoke supports and i-learn has been expanded to support additional needs of the workforce. Significant internal demand on OH supports increasing costs substantially – little evidence of use of national supports for social care workers.</p>			
Service Delivery	<p>The Council is faced with significant delivery demands in relation to moving services online, disruption, reduction and quality.</p> <p>Services are disrupted as a result of employees absence, increased demand or lack of equipment/supplies. Reduction & quality are impacted due to insufficient funding leading to reduced numbers of employees and impacting on quality of service delivery.</p> <p>The Council have moved where possible to meet the needs of citizens via a more digital delivery method. Transformation projects will be reviewed in light of the developments made in this area.</p> <p>Business Continuity Plans identify critical activities and the minimum resources required to deliver critical activities – these were updated within the last 12 months.</p>			All relevant managers/O RG members
Protection	<p>The Council is faced with significant demands for protection in relation to additional and constant changing legislation and guidelines, PPE requirements, supply chain, cost of PPE and ensuring workforce safety.</p> <p>WDC officers are actively participating in national forums to stay updated on national advice and ensure this is cascaded council wide. Officers from across the organisation review the SG COVID website daily to capture any changes.</p> <p>PPE demands continue and supply chain issues could impact upon our ability to purchase key equipment or resources, or affect any areas where we are reliant on a contractor. Business Continuity Plans consider supplier dependencies, including potential alternative suppliers.</p> <p>WDC have an established Risk assessment process to ensure safe practices for work.</p>			All relevant managers/O RG members
Public uncertainty	<p>The Council is faced with significant demands around public uncertainty and leads to additional burdens upon services, seeking information, advice and support.</p> <p>Council continue to work with key stakeholders and citizens to ensure clarity of information as services recommence, ensuring this is shared with members of the public via social media/Council website, alongside FAQs being made available where necessary.</p> <p>Information on updated Government advice is distributed through these channels regularly, and as soon as possible after Govt announcements, Requests made via the contact centre to reduce burden on services.</p>			All relevant managers/O RG members
Risk Opportunity	<p>Enhance reputation of Council by being able to provide confidence clear guidance and supports</p> <p>Continue to build on digital service delivery via Digital Board plans.</p> <p>Continue with estate, assets and service delivery</p> <p>Enhance employees "feeling valued" by providing good conditions, wellbeing opportunities and supports</p> <p>Secure external funding for assisting in the delivery of council aims</p>			

Risk Status	
	Alert
	High Risk
	Warning
	OK
	Unknown

West Dunbartonshire HSCP
EU- Exit Assurance Action Plan – January 2021

Background: The themes of Issues/Risks identified below are based on the updated UK and Scottish Planning assumptions (September 2020). On the 31st December, the Transition Period concluding EU Law jurisdiction in the UK and access to the EU Single Market ended. The new relationship is now will be defined by the EU-UK Trade and Cooperation Agreement (TCA).

The undernoted risks were identified and mitigating action was put in place to minimise any disruption. The Civil Contingencies Officer reached out to the contributing officers at the beginning of January (2021) to determine if there were any initial or future concerns as a result of the UKs departure from the EU. At this time, the risks and mitigating actions remain unchanged. The document will remain live and will be regularly reviewed and updated, if required.

Contributing Officers – Jen Watt, Civil Contingencies Officer (CCS); Lynda Dinnie, Facilities Manager; Audrey Slater, Head of People and Change; Julie Slavin, Chief Financial Officer (HSCP); Sylvia Chatfield, Head of Mental Health, Learning Disability and Addictions, Jo Gibson, Head of Community Health and Care Services and Jonathan Hinds, Head of Children's Health, Care & Criminal Justice.

Travel, Freight & Borders – Jen Watt – January 2021			
Broad Risk	WD HSCP Impact	Action/Mitigation	Comments Updated – Jen Watt Jan 2021
Transport	- Key medicines/equipment and PPE may be delayed.	<p>Continue the positive dialogue with GPs and Pharmaceutical colleagues that have been in place.</p> <p>Ongoing talks to Government and NHS about how EU Exit might affect medicine supplies, equipment and PPE in the short medium and long term.</p> <p>A Serious Short Protocol would be introduced in the case of a serious shortage and is only one tool that can be used to manage shortages. The Govt has well established processes for managing shortages in collaboration with manufacturers and suppliers, clinicians, NHS and</p>	<p>We will continue to liaise with NHS colleagues to obtain early notification of issues nationally and monitor.</p> <p>The formation of a senior Pharmacy Incident Response Team has been identified to address urgent and emerging issues with medicines supply.</p>

		the Medicines and Healthcare Products Regulatory Agency,	
Disruption to Service – Jen Watt, Lynda Dinnie, Julie Slavin - January 2021			
Broad Risk	WD HSCP Impact	Action/Mitigation	Comments Update - Jen Watt/ Lynda Dinnie October 2019 Julie Slavin January 2021
Reduction, delay or stoppage in supply of medicines and medical supplies specially, radiopharmaceuticals, blood products, medical devices and clinical consumables. It is anticipated that any disruption will occur during the first three months after the end of the transition period.	<ul style="list-style-type: none"> - While this issue is being coordinated nationally by the NHS, there is potential impact on Care Homes, Care at Home and Healthcare - A shortage of some medicines were been reported but not necessarily attributable to EU-Exit. 	<p>Continue the positive dialogue with GPs and Pharmaceutical colleagues that have been in place.</p> <p>Pharmacy teams are constantly reviewing and updating local processes for managing medicine shortages.</p> <p>Incontinence Care products are hosted across Glasgow Greater and Clyde (GGC) so any additional cost would be picked up by the host.</p> <p>Hand Hygiene Products – Care Homes and Home Care Teams estimate that 6K per month is spent on aprons, bibs and gloves, pressure care products and protective clothing. PPE should be procured through BAU routes however, NSS Hub arrangements will remain in place until March 2021 However, and this is only for HSCP internal services. Current costs have inflated due to COVID-19 and the need for additional PPE.</p>	<p>NHS have nationally provided updates as follows: Pharmacy team have reviewed & updated local processes for managing medicines shortages including assessing whether additional people resource is required.</p> <p>There were a number of drugs in short supply – including anti-depressants which led to significant increases in price/item. Over the last few months, supply has improved and the price has began to reduce, however it is still above the budgeted price.</p> <p>SG has established a Scottish Medicine Shortage Response Group which will review evidence and intelligence, recommend action, and instigate escalation to the UK Medicines Shortage Group, of which SG is a member.</p> <p>The supply of PPE is stable and stock regularly replenished through supplies from NSS to local hubs. This arrangement is in place until the end of March 2021.</p>

Reduction of Clinical Consumables	<ul style="list-style-type: none"> - Insufficient Incontinence Care Products, Hand Hygiene Products, Aprons, Bibs gloves, moving handling products etc 	Moving and Handling products – this type of equipment is purchased through Equipu contracts – Glasgow are the lead host authority therefore would be responsible for any additional costs. Reduction in activity due to COVID-19 restrictions and backlog in assessments.	
Certain types of fresh food supply may decrease / prices of certain foods may increase	<ul style="list-style-type: none"> - Potential additional costs for services that purchase / supply food - Impacts on food provision at care homes and children homes. Possible food increase of 15% to 20% due to tariff changes, sterling depreciation and boarder disruption. 		<p>Facilities Services maintain a very limited stock of tinned and dried food that is maintained year round, in case of single premise emergencies – while this is not EU Exit specific, it could be utilised in the event of a localised issue being experienced. It has recently been suggested that Care Homes and children's houses should hold their own emergency stock items. School Food Legislation is very strict and the types of products which Facilities Services hold are unlikely to benefit in the HSCP setting.</p> <p>WDC has continued to monitor this and in line with Govt and CoSLA recommendations, there is no intention to stockpile beyond this contingency as storage capacity and freezer space prohibits this.</p> <p>In addition, if we started to see local shortages catering managers and cooks have their own procurement cards,</p>

			which they presently use to purchase provisions via Scot Exel Suppliers however, the cards can also be used elsewhere if necessary.
Care Home Closures	<ul style="list-style-type: none"> - Commissioned care being handed back to HSCPs 	<p>Central Procurement contacted all external providers of care services – Care homes, Home Care and Supporting Living to complete a template, which covered workforce and supply chain.</p> <p>Surveys were also sent to Care homes to review their EU-Exit preparedness.</p>	<p>The response was only around 20%. However, those who did reply did not highlight any immediate risks to workforce, as those employed are mainly British Nationals. Although, concern about the availability of fresh food and medicines was highlighted.</p> <p>The most immediate risk to external care home providers is related to the impacts of Covid-19 on reduced occupancy levels and staff absence. This is monitored on a daily basis and HSCP support provided where appropriate and regular sustainability payments have been made (in line with CoSLA guidance) since October 2020.</p>
Workforce – Audrey Slater HR Lead HSCP – January 2021			
Broad Risk	WDC HSCP Impact	Action/Mitigation	Comments
Loss of employees – both highly skilled and lower skilled / entry level	<ul style="list-style-type: none"> - Impact on Care for People. Agency Employees - Potential risk if contracts are subcontracted companies employing EU nations - Increased pressure on unpaid carers - Potential Failures of external 	<p>Signposting of key information / support in relation to EU Workers within the Council</p> <p>https://www.gov.scot/brexit/</p>	<p>90% of Care at Home is delivered by Council Workforce with no immediate concerns around EU Nationals as this is predominately comprised of local residents who are UK citizen. In addition, WDC does not have reliable figures for the numbers of EU nationals living and working in West Dunbartonshire. WD HSCP has deemed this risk as LOW.</p> <p>The Council itself invests in apprenticeships training and</p>

	<p>providers delivering Care at Home due to employees shortages</p> <ul style="list-style-type: none"> - The impact of EU withdrawal may result in a loss of skilled labour in key sectors. Whilst construction is one obvious area of risk where skilled labour is already tight, West Dunbartonshire also has a significant Healthcare workforce in the Golden Jubilee Hospital which is due to expand as an NHS centre of excellence. 		<p>works closely with local colleges to increase the number of apprenticeships in specific areas of predicted demand. However, these actions will not be of sufficient scale and will not address short term shocks to labour supply. Shocks can also be expected in Health and Social Care and Hospitality.</p> <p>The loss of EU workers will inevitably drive up demand for labour, and the current labour pool in the City Region cannot easily and quickly replace these people. As a consequence one can anticipate pressures on the supply and costs of skilled and indeed unskilled labour. This may be low currently but could rise in years to come</p> <p>Based on extrapolation from the work of the Fraser of Allander there could be between 2000 to 4000 EU nationals living in West Dunbartonshire, However, it is considered that this figure is unlikely to be representative of WD area. It is more likely that the majority of them are employed/reside elsewhere in the City Region.</p>
Concurrent Risks – Julie Slavin and Jen Watt – January 2021			
Broad Risk	WD HSCP Impact	Action/Mitigation	Comments
Seasonal Flu	<ul style="list-style-type: none"> - If there is an impact on the procurement to the flu vaccination this could have impact on the well-being of our most vulnerable in society 	Continued engagement with Scottish Government Health Resilience Unit, NHS Boards and Health and Social Care Partnerships.	<p><u>Seasonal Vaccination Programme</u></p> <p>Vaccines for the Seasonal Programme as procured by NHS Scotland National Procurement. Flu immunisation programme complete with WDHSCP having the highest uptake of the vaccine across NHSGGC for staff and approx. 70% of over 65s.</p> <p><u>Childhood Vaccination Programme</u></p> <p>Vaccines for the Childhood Programme are procured by Public Health England (PHE) on behalf of the UK countries.</p>

Disruptive Weather	<ul style="list-style-type: none"> - Potential for unprecedented weather conditions which leads to reduction of employees, putting pressures on services to deliver 	Business Continuity Plans in place. Resilience Structures currently in place for COVID-19 and can flex accordingly.	<p>PHE have confirmed they do not anticipate any delays to the vaccine for the children's flu programme as a result of EU Exit.</p> <p>Deliveries will be routed direct to the UK from the US.</p> <p>Mass Vaccination Plan in place for the delivery of vaccines within WDC.</p> <p>Regular weather monitoring in place by CCS and Roads Service.</p>
Global Pandemic (COVID 19)	<ul style="list-style-type: none"> - The ability to respond to two concurrent issues ensuring our workforce remain safe and well. - The residents of WDC becoming unwell putting additional pressure on NHS GGC and local care at home teams. 	Business Continuity Plans in place. Resilience Structures currently in place for COVID-19 and can flex accordingly.	
Other Impacts – Julie Slavin Finance Lead HSCP –January 2021			
Broad Risk	WD HSCP Impact	Action/Mitigation	Comments
Significant impact on support for older/disabled people/those with mental health issues	<ul style="list-style-type: none"> - At present there may be many older people that do not require any services from the HSCP – however if there are medicine or food shortages this may impact their wellbeing and subsequently 	Continue to monitor	<p>The short supply of certain anti-depressants has stabilised, although the price remains above previous year's rates.</p> <p>To respond to the Covid-19 pandemic the HSCP quickly mobilised services to provide support remotely or face to</p>

<p>Increase in unscheduled care and delayed discharge</p> <p>Social care providers willing but unable to meet requirements</p> <p>Children and families Social Work Section 12 payment</p>	<p>require support from HSCP. The same could also be said from those with addictions and mental health issues. – Supplies have stabilised.</p> <p>- Overtime we may see an increase due to increase food costs and inflation putting pressure on HSCP to fund those falling below the breadline.</p> <p>.</p>	<p>Continue to monitor</p> <p>Continue to monitor</p> <p>Continue to monitor</p>	<p>face after appropriate risk assessment. Also new pathways into mental health and addiction services funded by the Scottish Government through Local Mobilisation Plans.</p> <p>For those who are not known/open to services at this stage; referrals through the “Duty Team” allow access to HSCP services/support. This promotes the positive dialogue with GPs and Pharmaceutical colleagues.</p> <p>There was some concern that externally commissioned services of older people’s residential and nursing care and other social support could be impacted if EU nationals returned home. Local external providers did not highlight this as a risk and this is still the case. The impact of Covid-19 restrictions re community based services and respite, coupled with disruption when both service users and support workers requiring to isolate either through actual positive result and being identified as a close contact.</p> <p>PPE requirements are met through regular deliveries by NSS to local HSCP hubs. Section 12 payments continue to be used to support families in distress and this includes support for food costs and other essentials. No notable variation in need or demand to date and this continues to be monitored by finance and social work managers.</p>
<p>Adult Social Care - consider loss or shortage of workers who provide routine services</p>	<p>The impact on the adult social care workforce is expected to be minimal in West Dunbartonshire, as this workforce is predominantly comprised of local residents who are UK citizens. No impact at this time.</p>	<p>Continue to monitor. Transferring employees within the HSCP who have received appropriate training to pressure points. This is not as a result of EU Exit.</p>	<p>Risk low</p>

Business Continuity – Jen Watt – January 2021

Broad risk	WD Impact(s)	Action	Comments
Assess impact of EU-Exit on Business Continuity Plans	<p>Potential disruption to services</p> <ul style="list-style-type: none"> - Food - Medicines - Employees 	<p>WDC have undertaken a full review of all Business Continuity Arrangements</p> <p>National Coordination Centre Stood up. The NCC structure is based on an all risk-approach. Daily reports are produced to give an oversight of the most pertinent risks facing Scotland. E.g. Weather, Health Board Capacity, EU Exit, COVID-19.</p> <p>Continued engagement with CoSLA and Scottish Government</p> <p>Dialling into COSLA teleconferences</p> <p>Concurrent Risk Workshop for key officers was held on the 17th November via MS Teams</p> <p>Resilience Structures in place: Local Response Management Team (LRMT), Strategic</p>	<p>Business Continuity planning remains an operational focus. Any changes will be reflected into the respective Business Continuity Plans.</p> <p>CoSLA requested LAs to complete a questionnaire to provide information relating to resilience structures, additional structures and areas of risk. This was complete and returned to CoSLA.</p> <p>CoSLA reinstated EU Exit calls; the Civil Contingencies Officer regularly dials into these meetings, to discuss any arising issues and requests from Scottish Government and CoSLA. A brief synopsis of the call is circulated to the contributing officers for information and consideration.</p>

Business Continuity – Jen Watt – January 2021			
Broad risk	WD Impact(s)	Action	Comments
		Resilience Group (SRG), Operational Resilience Group (ORG) and Resilience Group (RG)	

West Dunbartonshire Council
EU- Exit Assurance Action Plan – January 2021

Appendix 3

Background: The themes of Issues/Risks identified below are based on the updated UK and Scottish Planning assumptions (September 2020). On the 31st December, the Transition Period concluding EU Law jurisdiction in the UK and access to the EU Single Market ended. The new relationship is now will be defined by the EU-UK Trade and Cooperation Agreement (TCA).

The undernoted risks were identified and mitigating action was put in place to minimise any disruption. The Civil Contingencies Officer reached out to the contributing officers at the beginning of January (2021) to determine if there were any initial or future concerns as a result of the UKs departure from the EU. At this time, the risks and mitigating actions remain unchanged. The document will remain live and will be regularly reviewed and updated, if required.

Contributing Officers – Jen Watt, Civil Contingencies Officer; Martin Keeley, Environmental Health Manager; Stella Kinloch, Section Head Transactional Services; Derek McLean, Procurement Business Partner; Cameron Taylor, WDLT Health and Safety Co-ordinator; Stephen Brooks, Working4U Manager; Kenny Lang, Joint Services Fleet and Waste Manager; Lynda Dinnie, Facilities Manager; Alison McBride, Strategic People and Change Manager, Patricia Kerr ICT Manager and Michael McGuinness, Economic Development Manager.

Border Disruption – Martin Keeley and Stella Kinloch – January 2021

Broad Risk	Action	Comments
Congestion at sea ports & airports through delayed processes with potential impacts to: <ul style="list-style-type: none"> - Ports / Airports - Warehouse distribution centres - Motorway / Trunk Road network - Rail Network 	- Funding case to Scottish Government has been submitted through COSLA for LA Environmental Health resources nationally to support the delivery of services related to hub export sites and imports through Border Control Posts and in-land check points. Resource allocation will depend on the need to engage	<p>WDC EH Manager is linked in through the Scottish Food Enforcement Liaison Committee to work with groups looking at EU Exit implications. While the position is being led nationally, by DEFRA. The risk-based system developed by the Scottish Food Enforcement Liaison Committee has been accepted for use on a UK basis. WDC EH Manager is linked to the various groups involved (including APHA, Scottish Government, Food Standards Scotland and Food Authorities (Local Authorities) and Port Health Working Groups (Imports and Exports).</p> <p>Scottish Government is aware of potential bottlenecks in the delivery of the system, with Local Authorities potentially having to resource hubs for delivery of the system. Food Standards Scotland has recruited temporary staff to assist with delivery at hubs. This is being monitored.</p> <p>Through a change in the EH undergraduate education system, funded training (placement) for trainee Environmental Health Officers is now available to LAs.</p>

Border Disruption – Martin Keeley and Stella Kinloch – January 2021

Broad Risk	Action	Comments
	<p>in food import controls and / or enhanced export certification work to support the Scottish food sector. Food Standards Scotland are assisting with resource for export hub delivery and LA mutual aid provision is a consideration</p> <ul style="list-style-type: none"> - Requirement to directly deliver controls or the requirement to assist other food authorities in these matters (Regional / National Hubs for food export certification or port health controls for food import) - Signposting of Scottish Government EU Exit website providing information on passports / personal travel https://www.gov.scot/br 	<p>The likelihood of WDC becoming a port authority for food is unknown. The demand for an establishment of an export hub(s) in WDC also unknown. This is still the case.</p> <p>Information on DPEs and BIPs related to the EU are given here along with a Brexit reference. https://ec.europa.eu/food/safety/official_controls/legislation/imports/animal_en https://ec.europa.eu/food/safety/official_controls/legislation/imports/non-animal_en https://ec.europa.eu/food/animals/vet-border-control/bip_en</p> <p>Network Rail have produced a Risk Management Document, saved along with other EU Exit materials; providing reassurance that measures will be taken to ensure network operation.</p>

Border Disruption – Martin Keeley and Stella Kinloch – January 2021

Broad Risk	Action	Comments
	<u>exit/</u>	
Return of UK Nationals, currently in residence within other EU countries.	<ul style="list-style-type: none"> - Consider remit and membership of previous multi-disciplinary Syrian Refugee working group – as risks are similar. 	<p>Existing arrangements for the impact areas are in place and could cope with the numbers returning to local area.</p> <p>At this time, there is no indication that this poses a risk to WDC.</p>

Disruption to Service – Martin Keeley, Derek McLean, Cameron Taylor, Stephen Brooks, Kenny Lang and Lynda Dinnie – January 2021

Broad Risk	WD Impact	Action	Comments
Reduction, delay or stoppage in supply of medicines and medical supplies.			Please see bespoke HSCP Action Plan.
Reduction, delay or stoppage in movement, holding of animals and supply of veterinary medicines / supplies	-Concerns with regards to livestock welfare and disposal	Continued engagement with APHA and DEFRA	APHA and DEFRA look after the animal movements and it is under vet control for medicines etc. for farm animals. This continues to be monitored.
Reduction, delay or stoppage in supplies of other consumables	<ul style="list-style-type: none"> - Impacts on capital or infrastructure projects, e.g. new school at Renton - Impacts on other services provided through other 	<p>Services to consider supply and projects in line with significant assurance work carried out by Procurement. Supply, etc, which is continually monitored.</p> <p>Continued engagement with</p>	<p>Considerable work carried out by Scotland Excel to provide assurances. The Corporate Procurement Unit (CPU) sent out a supplier / provider questionnaire however, of the suppliers / providers that did respond, those responses were generic. The CPU also sent out questionnaires to the Council's service areas to ascertain contingency plans should a supplier / provider not meet the specification / delivery due to Brexit.</p> <p>REG and Legal to check on existing and future contracts in terms of where</p>

Disruption to Service – Martin Keeley, Derek McLean, Cameron Taylor, Stephen Brooks, Kenny Lang and Lynda Dinnie – January 2021

Broad Risk	WD Impact	Action	Comments
	<p>nations, e.g. software</p> <ul style="list-style-type: none"> - Impact to Chemicals (Leisure Trust) - Impact to construction industry due to import of raw material and construction products - Polyaluminium Chloride (PAC) – supplier: Brenntag UK -Calcium Hypochlorite (HTH) – supplier: Brenntag UK -Carbon Dioxide – supplier: Air Products UK 	<p>Facilities Manager re school and care home provisions. Refer to Broad Risk: <i>Certain types of fresh food may decrease /prices of certain foods many increase</i></p> <p>Check on existing and future contracts in terms of where the risk lies. (service led)</p> <p>Continued engagement with supply chain for critical contracts to ensure early visibility of import issues</p> <p>WD Leisure continuing to monitor</p> <p>WD Leisure continuing to monitor</p> <p>WD Leisure continuing to monitor</p>	<p>the risk lies.</p> <p>THE CPU will continue to monitor the supply chain and liaise with suppliers to ensure minimal disruption.</p> <p>Scottish Water / UK Water Suppliers have provided written assurance that their supply will be maintained.</p> <p>Hydrochloric acid is one of the main components of PAC. It has been advised that Scottish Water will be prioritised if shortages become critical.</p> <p>WD Leisure has now discontinued its CO2 contract and solely uses sodium bisulphate for pH control. No disruption to supply is anticipated.</p>
Impact upon low income groups as a	- Potential welfare requirements	Engagement with Working 4U/Communities Teams to	Risk of additional costs due to welfare needs of the public. This continues to be a risk. Due to the current restrictions and lockdowns, we have not yet seen

Disruption to Service – Martin Keeley, Derek McLean, Cameron Taylor, Stephen Brooks, Kenny Lang and Lynda Dinnie – January 2021

Broad Risk	WD Impact	Action	Comments
<p>result of lack of supply of foods or price increase of fuel, food, etc</p>	<p>(including Welfare Fund) enhanced</p> <ul style="list-style-type: none"> - Potential impacts upon foodbank/food provision capacity 	<p>gauge how foodbanks may be affected / can be linked in with</p> <p>Consideration on messaging with regards to the type of supplies foodbanks need</p> <p>Consider the level of social welfare funding available against potential need (W4U - include consideration of fuel poverty)</p> <p>Continued engagement with local food banks</p>	<p>the true impact of EU Exit. Once businesses reopen then we will begin to see what sectors have been adversely affected. This may result in business closing down, resulting in job losses which in turn puts pressure on WDC to respond and provide welfare.</p> <p>WDC has continued provide funding to support two local foodbank charities. The food banks have built strong a relationship with the Council. As such, this will enable regular monitoring of potential impacts or shortages and allow concerns to be raised using appropriate and recognised channels.</p> <p>Regular campaigns to encourage donations to West Dunbartonshire Community Foodbanks is ongoing. Activity on the Intranet to encourage officers to donate and highlighting thanks for those who have donated to keep the project relevant.</p> <p>Foodbanks continue to have sufficient stock supplies and money to purchase stock if it was to run low. They have highlighted that their social media campaigns have typically led to upsurge in donations, which continues to be the case. The group has contact with the Communities Team with regards community budgeting grants.</p> <p>Working 4U liaise with local organisations (foodbanks and third sector organisations) providing access to low cost cafes and support for 'food on a budget' for people with limited resources. However, restrictions introduced as a result of Covid-19 has reduced the number of community-based cafes and lunch clubs.</p> <p>The aim is to work with key organisations to develop an action plan that will include action to:</p> <ul style="list-style-type: none"> • Raise awareness of the need for services; • promote availability of food and services;

Disruption to Service – Martin Keeley, Derek McLean, Cameron Taylor, Stephen Brooks, Kenny Lang and Lynda Dinnie – January 2021			
Broad Risk	WD Impact	Action	Comments
			<ul style="list-style-type: none"> maintain/increase supplies of food and donations to the organisations (from individuals, local business, public and third sector organisations; Support access to additional funds for the provision of food. <p>Covid-19 Food insecurity Group was established to address emergency food demands. This infrastructure will remain intact for the near future and will be used to extend support to those affected by the impact of EU Exit/Covid 19.</p>
Fuel Supply Disruption	<ul style="list-style-type: none"> Potential requests for Council Resources Potential impact on Council reserves 	Roads / Transportation to consider ensuring Council reserves are at optimal levels and processes in the event of requests from partner agencies	<p>As part of planning for a no deal, the UK and Scottish Government assumptions suggested there would not be an impact on fuel levels, etc.</p> <p>A Trade and Cooperation Deal has been agreed therefore, there are no immediate concerns. However, we will continue to monitor.</p>
Increased unemployment as a result of economic disruption	<ul style="list-style-type: none"> Greater number of people in receipt of benefits with additional knock-on demand for support services. Including welfare/debt advice, employability support and discretionary welfare payments 	<p>Working 4U will work with strategic partners to ensure information about access to services is widely available</p> <p>Continued review of services to ensure increasing areas of demand are addressed</p>	<p>Working 4U will coordinate efforts of service providers through joint working with strategic partners in:</p> <ul style="list-style-type: none"> The West Dunbartonshire Information and Advice Partnership The local strategic employability group
Certain types of fresh food may decrease /prices of certain foods may increase	<ul style="list-style-type: none"> Potential additional costs for services/that purchase/supply foods to increase by up to 20% due to 	<p>Short term: Consider earmarking additional resource, or consider use of prudential reserve if required</p> <p>Long term: Consider building</p>	<p>WDC 20-21 budget for supply of food to Education and HSCP is set. Risk of additional costs.</p> <p>The risk of cost increases arising from EU-Exit has been advised to Council in the budget preparation reports since October 2018. The budget report advises that any price variations will be reported and that it is expected that</p>

Disruption to Service – Martin Keeley, Derek McLean, Cameron Taylor, Stephen Brooks, Kenny Lang and Lynda Dinnie – January 2021			
Broad Risk	WD Impact	Action	Comments
	<p>tariff changes, sterling depreciation and boarder disruption</p> <ul style="list-style-type: none"> - Impacts on food provision at schools, care homes, etc 	in additional costs into the long term finance strategy based on evidence post- EU Exit	<p>the Council would manage such price variations should they arise through ongoing budgetary control and, if necessary, use of free reserves. This will continue to be monitored. We have not yet seen any arising costs.</p> <p>Facilities Management maintain a very limited stock of tinned and dried food that is maintained year round, in case of single premise emergencies – while this is not EU Exit specific, it could be utilised in the event of a localised issue being experienced.</p> <p>In line with Scottish Government and CoSLA advice, there is no intention to stock pile beyond this contingency as storage capacity as freezer space prohibits this. In addition, nursery and school meals are produced in line with national legislation which details nutrient requirements. Most meals are therefore produced using fresh fruit, vegetables and other produce which has an extremely limited shelf-life and is not suitable for stock-piling.</p> <p>In addition, considerable work has been undertaken by Scotland Excel to engage with suppliers in an effort to ensure a robust supply chain where at all possible.</p> <p>If we started to see local shortages catering managers and cooks have their own procurement cards, which they presently use to purchase provisions via Scot Exel Suppliers however, the cards can also be used elsewhere if necessary.</p>

Information & Data Sharing – Stella Kinloch January 2021			
Broad Risk	WDC Impact(s)	Action	Comments
Disrupt in flow of	- Delay in PVGs,	Seek information / assurance /	Scottish Government Update in relation to PVGs is as follows:

Information & Data Sharing – Stella Kinloch January 2021			
Broad Risk	WDC Impact(s)	Action	Comments
personal data due to legal requirements affecting law enforcement / intelligence sharing between UK & EU	significant impact on teaching & care staff - SSSC registration requirements	guidance from Scottish Government	<p>“Disclosure Scotland currently uses arrangements under the Directive and Council Decision to request information from 12 Member States for nationals of those Member States to work in childcare positions in Scotland. If the UK should leave, the EU without a deal then the arrangements will end.</p> <p>In the short-term, recruiting organisations will have to make use of certificates of good conduct provided by the individual. Disclosure Scotland is not involved in that process. PVG disclosure requests will rely on information held in UK records only, and will be handled in line with the 14-day service level target”.</p>

Demonstrations & Disorder – Local Police Division – January 2021			
Broad Risk	WDC Impact(s)	Action	Comments
Increase in protests in relation to: EU Exit - Irish / Northern Irish tension - Economic Instability	- Increased license requests - Lack of Police / Partner resourcing to events	Ensure awareness with relevant Leads / Officers for this.	<p>Police Scotland were planning for the potential increase for demand for public order policing for demonstrations and protests in relation to EU Exit – nothing transpired.</p> <p>Continued local engagement through West Dunbartonshire & Argyll and Bute Local Resilience Partnership.</p>

Workforce – Stella Kinloch/Jen Watt – January 2021

Broad Risk	WDC Impact(s)	Action	Comments
<p>Loss of staff – both highly skilled and lower skilled / entry level</p>	<p>- Impact on Care for People, Agency workers</p> <p>- Significant concern in Education regarding supply teachers, learning assistants, probationer allocations and officers with language skills</p> <p>-Potential risk if contracts are subcontracted companies employing EU-nationals</p>	<p>Signposting of key information / support in relation to EU Workers within the Council https://www.gov.scot/brexit/</p> <p>Education is revising processes with regards recruitment to reflect guidance and in relation to engagement with universities on earlier allocation of probationers</p>	<p>EU Nationals have already been identified within the organisation, letters have been issued. Managers have access to a Right to Work report within HR21. A key element will be to offer continued engagement with all affected parties.</p> <p>Noting right to work at point of engagement is the evidence requirement. There is no requirement to insist on Settled Status for any EU employees – identifying those of EU origin maybe seen, as discriminatory therefore no further action is required by WDC. WMS records providing country of origin remain up to date. HR Assistance remains available to all employees who may require assistance with the application process.</p> <p>REG to consult with existing contractors to seek assurance of continued project plans or the contingencies they have in place.</p> <p>WDC HR has identified 31 employees with contractual obligation whose origin is EU or EEA.</p> <p>A full review of all employee roles and impact on each service area has been undertaken and there is a low risk to service delivery, as there are no unique or difficult to fill positions identified, nor one single service impacted significantly should EU nationals return to country of origin.</p> <p>HR Connect Section Head continues to monitor for any change notifications.</p> <p>Low numbers of employees were identified as EU nationals – support to apply for EUSS made available via HR Connect for advice and guidance.</p> <p>Discretionary funds etc are in place however, the citizen or employee will need to make a claim for EUSS as these are safety nets until the person meets the requirements. COSLA has raised concerns regarding the impact of COVID-19 restrictions on people's ability to access support with their EUSS applications this is particularly relevant for vulnerable groups. COSLA has</p>

Workforce – Stella Kinloch/Jen Watt – January 2021			
Broad Risk	WDC Impact(s)	Action	Comments
Access to benefits Consider impact of loss of benefits arising from circumstances where low income groups and vulnerable people may be more affected by removal of EUSS on 30 June 2021.	<ul style="list-style-type: none"> - In terms of Workforce approx. less than 30 employees require EUSS. - Impact to UC maybe the most severe flag with no recourse to public funds. 	Communications via HR Workforce to Managers and Employees direct via online comms. Link to Working 4U to ensure West Dunbartonshire wide comms highlights support and impacts on Benefits where EUSS is not in place by June 2021.	<p>raised concerns with UK Govt and asked that Home Secretary to consider extending the EUSS deadline.</p> <p>The Council will continue to support and offer assistance to aid citizens and employees to complete their status application.</p>

Economic Instability – Michael McGuinness – January 2021			
Broad risk	WD Impact(s)	Action	Comments
Provision of information to Local businesses	<ul style="list-style-type: none"> - Potential impact that the local business community will seek sources of information to allow them to adapt, following Brexit and use up limited resources of Business Support delivering Covid grants. 	Communications and the web team need to be ready to respond proactively to any messages that the wider Council needs to issue following Brexit. Promotion of good sources of information for local businesses to adapt to the new environment will be provided.	<p>Governments guidance has been provided regarding the transition phase: https://www.gov.uk/transition https://www.prepareforbrexit.scot/ https://www.gov.scot/brexit/</p> <p>There are also number of online tools to support the Business community as part of the transition from Europe. The Scottish Chamber, FSB, Business Gateway and Scottish Enterprise provide a range of tools and guidance support https://www.scottishchambers.org.uk/press-releases/prepare-for-brexit/ https://www.fsb.org.uk/campaign/uktransition.html https://www.bgateway.com/support-to-prepare-your-business-for-brexit https://www.scottish-enterprise.com/support-for-businesses/trading-after-brexit</p>
The likelihood of an	<ul style="list-style-type: none"> - This presents a 	Working 4U will work with	See above and page 5/6 relating to Increased unemployment as a result of


Economic Instability – Michael McGuinness – January 2021			
Broad risk	WD Impact(s)	Action	Comments
economic crisis has increased and will have major impacts on disposable incomes and employability. The increased likelihood means that an economic is now more likely to occur concurrently with other risks	risk to our workforce, our communities and local economy. This will affect our vulnerable communities and hinder local economic growth. This clearly presents a challenge for WD due to the already high rates of deprivation and unemployment. There is also a risk that individuals may require additional support as a result of EU Exit putting more pressure on the local authority.	<p>strategic partners to ensure information about access to services is widely available</p> <p>Continued review of services to ensure increasing areas of demand are addressed</p>	economic disruption

Business Continuity – Jen Watt – January 2021			
Broad risk	WD Impact(s)	Action	Comments
Assess impact of EU-Exit on Business Continuity Plans	Potential disruption to services <ul style="list-style-type: none"> - Food - Medicines - Staff 	WDC have undertaken a full review of all Business Continuity Arrangements Continuing to engage with CoSLA and Scottish Government Dialling into COSLA teleconferences Concurrent Risk Workshop for key officers was held on the 17 th November via MS Teams	Business Continuity planning remains an operational focus. Any changes will be reflected into the respective Business Continuity Plans. CoSLA requested LAs to complete a questionnaire to provide information relating to resilience structures, additional structures and areas of risk. This was complete and returned to CoSLA. CoSLA reinstated EU Exit calls; the Civil Contingencies Officer regularly dials into these meetings, to discuss any arising issues and requests from Scottish Government and CoSLA. A brief synopsis of the call is circulated to the contributing officers for information and consideration.
Notable risk of disruptive concurrent event (Disruptive Weather, COVID-19, local incident). Covid-19 has not reduced the risk from pandemic influenza, a novel emerging infectious disease and coordinated industrial action.	Many of our officers have worked tirelessly through this pandemic without much leave to date. This may lead to key officers being on leave (as required for wellbeing) as we prepare for the months ahead. Given the likelihood that we will be required to respond to multiple	WDC have produced a suite of Business Continuity Plans and an Essential Service_Key worker List Resilience Structures in place. Strategic and Operational Resilience Groups and Resilience Group.	SRG and ORG discussing allocation of leave, staggering leave for key roles and ensuring business continuity arrangements are robust. The National Coordination Centre (NCC) is live. The purpose of the NCC is to: <ul style="list-style-type: none"> • Address issues that cannot be managed at a local level that overwhelms local capabilities; • Identify potential trends e.g. shortages • All risk model Daily reports are produced to give an oversight of the most pertinent risks facing Scotland. E.g. Weather, Health Board Capacity, EU Exit, COVID-19.

Business Continuity – Jen Watt – January 2021			
Broad risk	WD Impact(s)	Action	Comments
	disruptive events at the same time, this puts significant pressure on our resilience structures and our ability to respond.		

Other Considerations - Stephen West, Vicky-Jane Hastings and Patricia Kerr – January 2021			
Broad Risk	WDC Impact(s)	Action	Comments
EU Funds / Grants	- Ongoing projects, planned projects or staffing that are reliant on EU funding, either directly or indirectly through the Scottish Government	Both the UK and Scottish Government have provided written reassurance that ESF will be continued in current form until 2023	Under the UK Withdrawal Agreement Bill, the UK will continue to participate in programmes funded under the current 2014-2020 Multiannual Financial Framework (MFF) until their closure. As described in Articles 137 and 138 of the Agreement. This applies to all ESF,ERDF & ETC projects signed by end of 2020 with funding ending in 2023.
Impact on the European Structural Fund	- Impact on outstanding allocations of structural funding committed by Managing Authorities under the 2014-2020 programmes	The previous UK treasury Guarantee was no longer required, following the UK Withdrawal Agreement Bill being approved, the previous guidance was withdrawn)	https://www.gov.uk/government/publications/continued-uk-participation-in-eu-programmes/eu-funded-programmes-under-the-withdrawal-agreement https://www.gov.uk/government/publications/new-withdrawal-agreement-and-political-declaration Hilary Pearce Head of European Structural Funds and State Aid Division is fully engaging with other Managing Authority heads across the UK and in relevant UKG departments to ensure her and her team are kept up to date with developments

Other Considerations - Stephen West, Vicky-Jane Hastings and Patricia Kerr – January 2021

Broad Risk	WDC Impact(s)	Action	Comments
			<p>The most recent letter providing clarification was issued by Hilary Pearce on the 27th January 2020:</p>  <p>20200127 - Letter - HP to Lead Partners -</p>
Other Financial Considerations	<p>-Impact of any fluctuations in the currency rate to expenditure.</p> <p>-Impact on future economic growth</p> <p>Impact on any regeneration projects and plans</p>	<p>Ensure council services purchasing though currency exchange remain within budget</p>	<p><u>Revenue spend</u></p> <p>Our transactions are in UK Sterling Pounds (£) but there may be an increase in the cost due to market fluctuations. WDC are subjected annually to an approx. 3% increase for many ICT systems. The actual increase is built into the budget each year, however due to exchange rate fluctuations there is a lack of certainty and this can lead to an overspend.</p> <p>See comments below re reports to Council on the budget-setting process and approach to managing this financial risk.</p> <p><u>Capital spend (ICT)</u></p> <p>Again WDC transactions are in £ and there may be an increase in the cost if the market does fluctuate. For capital projects, WDC approach is to adjust the volumes to remain within budget as device prices change every 6 months on the frameworks anyway. WDC have in the past asked for capital funding approval to be accelerated from future years where we have an urgent requirement and have no budget left. Costs will be monitored and any variations reported through normal budgetary control processes, which highlight reasons for cost increases. This remains valid- Jan 2021 and several suppliers have advised of delivery lead time delays.</p>
Expenditure	<p>- Impact of increasing inflation – costs to the council (excluding food):</p> <p>e.g. Energy costs; care agency costs</p>	<p>Monitor increases in costs of those identified as high risk/ high volume</p> <p>Monitor overall position through budgetary control</p>	<p>Energy bought in advance – short term risk minimal; however could have a longer term impact.</p> <p>The risk of cost increases arising from Brexit has been advised to Council in budget preparation reports since October 2018 and will continue to be advised. The final budget report each year advises that any price variations</p>

Other Considerations - Stephen West, Vicky-Jane Hastings and Patricia Kerr – January 2021

Broad Risk	WDC Impact(s)	Action	Comments
		<p>process</p> <p>SHORT TERM: consider earmarking additional resources at the year-end for the risk; or consider use of prudential reserve if required short term.</p> <p>LONGER TERM: consider building-in additional costs into the long term finance strategy based on evidence post-Brexit</p>	will be reported and that it was expected that Council would manage such price variations should they arise through ongoing budgetary control and, if necessary, use of free reserves.
Funding Support	- Impact to Council of chancellor revisiting the budget and affecting local government funding settlements	Monitor ongoing Brexit discussions and potential impact on the councils finances & the wider implications of the Scottish economy	Continue to monitor now a deal has been agreed.
Capital Receipts	- Capital Receipts do not materialise or are lower than anticipated	<p>Longer term vision on capital programme for both income and expenditure levels</p> <p>Regular Strategic Asset Management Group updates feeding through to the capital budgetary control report (to both Council and CMT)</p> <p>Capital Disposal Strategy with longer term vision to allow</p>	Capital receipt opportunities are regularly considered at SAMG and PAMG. The Council will continue to monitor the housing market to monitor and react to any impact.

Other Considerations - Stephen West, Vicky-Jane Hastings and Patricia Kerr – January 2021

Broad Risk	WDC Impact(s)	Action	Comments
		<p>movement in the assets due sold and timing of those assets</p> <p>Capital programme being monitored by CMT, Council and Committees on a regular basis</p> <p>Early identification of possible issues to allow action to reduce spend or identify further surplus assets for possible disposal to minimise shortfall.</p>	

WEST DUNBARTONSHIRE COUNCIL

Report by Chief Officer – People & Technology

Corporate Services Committee: 17 February 2021

Subject: People & Technology Spend 2021-22

1. Purpose

- 1.1** The purpose of this report is to provide the Committee with a detailed breakdown of the planned People & Technology (P&T) capital and revenue spend on new and existing contracts valued above £10,000 and seek approval to procure and contract for the required goods and services.

2. Recommendations

- 2.1** The Committee is asked to:

- 2.1.1** note the revenue and capital spend detail included in this report. The projects to deliver this spend will be included in the 2021-22 People and Technology Delivery Plan currently in development and scheduled for May's meeting of this committee;
- 2.1.2** where the contract award is less than £50,000, delegate authority to the Procurement Manager in consultation with the Chief Officer – People and Technology to instruct the award of contracts for the planned revenue and capital spend detailed in this report to suppliers providing the most economically advantageous offer to the Council for all spend purchased from National Framework agreements;
- 2.1.3** approve the revenue spend included in this report including approval to explore and secure multi-year contracts, Framework Agreements and Dynamic Purchasing Systems beyond the term of approved budgets where efficiencies and savings can be achieved;
- 2.1.4** approve the projects specified in Section 3 of this report; and
- 2.1.5** note that spend where the value of the contract is valued above £50,000 will be submitted to the Tendering Committee for approval.

3. Background

Revenue

- 3.1** The Council has an annual P&T revenue spend of approximately £1,800,000 covering a range of goods and services for example corporate and service

applications, telephony lines and licenses, network connectivity (wide area network, local area network, wireless network), as well as security and application licenses. The detail included in Appendix 1 of this report lists estimated spend over £10,000 per managed system.

- 3.2** The ICT team is continuing to work with Corporate Procurement Unit (CPU) to refine the commodity strategy. The breakdown includes:
 - 3.2.1** Corporate line of business applications for the management of processes such as Finance, Housing, Performance and Purchasing. Although the annual maintenance budget for these systems sits with the ICT team, the responsibility for the systems and associated contracting lies with the system owners within the service areas. The system owners are responsible for granting system access and permissions, data management and security compliance, coordinating upgrades, verifying license requirements and ensuring the systems continue to meet service needs;
 - 3.2.2** Infrastructure hardware commodity includes servers, switches, wireless access points, security infrastructure, cabling, cisco phone infrastructure, storage and multi function printers and scanners;
 - 3.2.3** Education curriculum software commodity is the responsibility of Education, Learning & Attainment with support from the ICT team. The software may be subject, sector or establishment based;
 - 3.2.4** The end user hardware commodity includes all PCs, thin clients, laptops, mobile phones (MOB) and chromebooks across the Council;
 - 3.2.5** The Corporate licenses commodity includes products such as Adobe and Microsoft, security technologies for scanning, protection and encryption, as well as device, application and policy management technologies. The technology is managed by the ICT team on behalf of the Council however licenses can also be purchased by service areas; and
 - 3.2.6** Network commodity includes telephony, CCTV and network lines. Responsibility for this commodity is dispersed across Council services.
- 3.3** As outlined above, the budget and contracting responsibility for commodities such as curriculum software, telephony, CCTV and end user device purchasing is service led.
- 3.4** While many of the annual maintenance and license payments and arrangements have been in place for several years, the category management approach to procurement continues to provide the opportunity to examine spend to deliver improved and/or collaborative approaches. The aim is to secure better contracts, and deliver cashable and non-cashable benefits as well as improved supplier management practices and monitoring.

- 3.5** A solution is being discussed with CPU regarding the Multi Function Device (MFD) contract which expires in Q1 2021-22. The replacement national framework agreement is not yet available due to COVID-19 pandemic. Additionally, print and scanning requirements for remote based employees compared to on premise employee differs greatly and more time is needed to analyse this changing requirement to ensure any new MFD contract is based on the new business requirement. Discussions with CPU are in progress with a view to extending the lease on specific devices by calling off against the current Scottish Government Office Equipment Framework Agreement, rationalising the device lease end dates within the current MFD contract.
- 3.6** The issue highlighted at 3.5 is likely to arise for some other ICT contracts. An assessment will be made on a per contract basis to consider the business impact of changing technology during the pandemic. An example is the grid token multifactor authentication system contract which is due to expire in June 2021, and the Mail Filtering System which is also due to expire in June 2021. It is the intention to enter into single year below £50,000 contracts for each to continue the service until future long term solutions are scoped out.
- 3.7** WDC utilise the Scottish Wide Area Network (SWAN) Framework agreement for several infrastructure components. The agreement expires in 2023 and includes a 3 year extension option to 2026. The NHS are the lead for the SWAN Framework and have established a project team to start the procurement exercise for the replacement contract with a view to transitioning from 2023. The procurement is expected to take 24 to 36 months. WDC as a SWAN member are contributing to the discussions regarding the procurement approach, procurement cost assessment, project governance etc. The procurement stage will incur a cost for all SWAN members who wish to take part and this has been included within the proposed ICT capital plan projects detailed in Table 3 below. A decision milestone on whether each organisation wishes to opt in / opt out of the procurement is expected to take place in quarter 1 2021-22. The ICT Steering Board in consultation with Procurement Manager will be asked to make this decision on behalf of WDC with a view to committing WDC to the spend on the procurement process.

Capital

- 3.8** In line with the ICT Asset Management Plan 2017-22 agreed at Corporate Services Committee in August 2017, the Council continues to make a substantial commitment to improving and securing the ICT infrastructure and processes to support and innovate service delivery through capital investment.
- 3.9** Table 1 below is an excerpt from the Capital plan as agreed by Council in March 2020 and includes the following recurring capital budget for ICT:

Table 1 – Existing Agreed ICT 2-Year Capital Plan

Capital allocation	2021/22	2022/23
ICT Core Infrastructure (including Security & Resilience)	£402,000	£1,000,000
ICT Modernisation / Infrastructure	£753,000	£755,000
ICT Modernisation	£100,000	£100,000
Internet of Things Asset Tracking	£240,000	
IoT Employee Resilience Support	£200,000	
Education Software Licensing Refresh	£30,000	£30,000
365 Implementation	£100,000	
Total	£1,825,000	£1,885,000

3.10 Table 2 below includes some proposed adjustments to the capital plan and these will be included in the Council's 2021/22 Capital plan report which will be considered by Council in March 2021. The proposal is to:

- Return £240,000 to the capital plan as the business case for Internet of Things (IoT) asset tracking was not justified;
- Return £100,000 to the capital plan for IoT Employee Resilience Support as there was an error in the original capital bid - £100,000 was required in total over 2 years rather than £100,000 each year; and
- Re-profile the ICT Core Infrastructure Security & Resilience budget as included within Table 2 below.

Table 2 – Proposed Re-profiled capital

Capital allocation					2021/22	2022/23
ICT Core Infrastructure (inc Security & Resilience)					£1,100,000	£460,000
	20-21	21-22	22-23	Total		
Current profile	£390,000	£402,000	£1,000,000	£1,792,000		
New profile	£232,000	£1,100,000	£460,000	£1,792,000		
ICT Modernisation / Infrastructure					£753,000	£755,000
ICT Modernisation – New					£100,000	£100,000
Internet of Things Asset Tracking					£0	
IoT Employee Resilience Support (year 2)					£50,000	
Education Software Licensing Refresh					£30,000	£30,000
365 Implementation (year 2)					£100,000	
Total					£2,133,000	£1,345,000

3.11 The scope for each project will include some spend flexibility, allowing for spend on smaller value works and the appropriate procurement route will be selected.

3.12 Where possible and where opportunities arise officers aim to secure match funding from external sources.

- 3.13** The investment projects for P&T capital spend are detailed in table 3 below. P&T will liaise with CPU to ensure the correct procurement route is utilised for each spend project.
- 3.14** Some of the ICT capital spend may have a revenue implication and this will be managed through future revenue planning and based on the actual spend.

Table 3 – Proposed Projects ICT Capital Spend 2021-22

Description	Estimated Capital
ICT Core Infrastructure (Security & Resilience)	£1,100,000
1. Switch replacement - phase 2 replacing end of life (EOL) network switches	£550,000
2. Capacity plan network infrastructure and additional bandwidth	£50,000
3. Future of SWAN (wide area network) – procurement stage	£50,000
4. Security compliance linked to issues identified during annual network penetration testing	£60,000
5. Storage requirements including Infrastructure Architecture Review aligned / interdependencies to cloud and 365 rollout approach	£300,000
6. Security Resourcing - Security partner – multi year consultancy services to ensure specialist skills available when required eg forensic investigations	£30,000 pa
7. Internal ICT resource recharges	£60,000
ICT Mod / Infrastructure	£753,000
1. Device replacement	£375,000
2. ICT Modernisation / Infrastructure HSCP	£155,000
3. Resources to Support a range of Corporate projects	£123,000
4. Service Improvement projects	£100,000
Education Software Applications (pa)	£30,000
Office 365 (year 2 - 21-22)	£100,000
IoT Employee Wellbeing (year 2 - 21-22)	£50,000
ICT Modernisation – New – MOB and Chromebook replacement (pa)	£100,000
Total	£2,133,000

4. Main Issues

Procurement

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

- 4.2** The contract strategies for each of the revenue and capital projects will continue to be developed on a project by project basis and will include consideration of market testing of existing collaborative framework agreements, running mini competitions, direct awards as well as full tender processes.
- 4.3** In the event that the proposed re-profiled ICT Capital plan outlined in table 2 is not approved in full by Council in March 2021, the People and Technology spend plan will be adjusted to align with the approval given.
- 4.4** The tendering and contracting process will continue to identify potential future revenue implications for new contracts. Where required these will be included as savings/burdens in future ICT revenue budget estimates taking into account current revenue spend to off-set the financial impact.

Increased Demand for Technology to Improve Service Delivery

- 4.5** There continues to be a significant increase in the number of devices and systems requiring support. To date there has been no increase in the ICT employee resourcing levels to meet the support demands. While a small number of short-term temporary appointments have been used for specific project-related tasks, the ratio of devices per Support Analyst will continue to be closely monitored to ensure sustainability of current and expected service levels.
- 4.6** The increase mentioned in 4.5 above and the financial resources included in section 3 of this report relate to items such as;
- licenses;
 - mobility;
 - security where emerging threats and changes in the security landscape may require additional investment;
 - system resilience where ongoing discussions with services to review their business continuity and resilience requirements may result in increased demand in this area; and
 - device replacement.
- 4.7** The Council has an ambitious Digital Strategy and established close links with the National Digital Office. The continued investment in technology highlighted in this report will help deliver the strategy and more digitally enabled services to our citizens and workforce.
- 4.8** The Scottish Government's Civtech process has delivered a forum to support procurement and technology innovation and West Dunbartonshire Council is completing year 2 of an employee wellbeing engagement pilot. The Council is also involved in the asset tracking project by contributing resources to product testing and supporting the project governance.

5. People Implications

- 5.1** Existing framework agreements will be used where best value can be demonstrated as this will reduce both project timescales and staffing resource requirements.
- 5.2** The ICT team has an established review and service/improvement process to ensure resources are allocated to the highest priority work.
- 5.3** Some of the identified projects are expected to include design, implementation, skills transfer and project consultancy services, as specialist knowledge is required when introducing new technologies for example forensic security analysis, the introduction of 365 and sharing locations with NHS. It is expected that ICT employees will gain knowledge and skills during these projects to ensure they can deliver the on-going operational services.

6. Financial and Procurement Implications

- 6.1** Revenue budget currently exists for all licenses and maintenance spend identified in the Appendix. This is included within the draft revenue budget for 2021-22 (subject to Council approval in March 2021). However many suppliers apply inflationary increases and these will be captured as future revenue burdens.
- 6.2** The ICT and CPU teams work with services when introducing new IT systems so that technology, procurement and security issues can be identified during the procurement and evaluation stages and prior to contract signing. This early engagement approach also helps identify potential savings and spend opportunities so that these can be included future budget processes.
- 6.3** The cost estimates for capital spend are based on high level research and may vary but will remain within the capital plan due for approval by Council in March 2021 as outlined in Table 2. The projects specified in Table 3 can be scaled up or down.
- 6.4** All procurement activity carried out by the Council for spend valued above £50,000 is subject to contract strategy. The contract strategy shall include but not be limited to; options appraisals, contract scope, service forward plan, market condition, procurement model and routes – including existing delivery vehicles, roles and responsibilities, risks, issues and opportunities and on-going contract management. Some of the options considered include for example:
 - 6.4.1** Do nothing – for many IT components this option is not viable because of the security implications. For example, non-replacement of end of life devices would result in unsupported equipment which would then put Council at risk of virus and malware attacks. However based on risk assessment of the issue, a decision may be taken to 'do nothing' for a period of time.

- 6.4.2** Where a purchase is required, options as to type of equipment or license will be reviewed, e.g. most suitable device for primary school versus high school versus corporate use. In the case of licenses, options such as, perpetual versus subscription licensing will be considered and is often dependant on the product and supplier.
- 6.4.3** Multi year, single year, full year or part year license and support is considered and whether there is an option to decommission part of a system.
- 6.4.4** Increasingly ICT Suppliers are offering hosted/cloud services rather than on premise solutions. ICT continue to work with Finance colleagues to assess the longer term financial implication of purchasing ICT as a service for example hosting/cloud services which changes the sustainability of the current revenue budget.

7. Risk Analysis

- 7.1** There is a risk that the capital project actual costs may exceed the capital project estimates as detailed in Table 3. This risk will be mitigated by a range of contract strategy options being explored as well as building scalability into the tender for example reducing the number of devices being replaced or specification of the device. Ongoing regular Budgetary Control reporting will provide information on any significant adverse variance in cost and mitigating actions available.

8. Equalities Impact Assessment (EIA)

- 8.1** A screening has been carried out and there is no impact on any particular group for majority of the technology spend plans.
- 8.2** The annual device replacement project will continue to include delivery of specialist IT equipment/adaptations for employees and pupils with additional needs as required. This will also apply where public access devices are being replaced. The procurement process will be carried out in line with the Council's procurement and equality guidance, and implementation planning will consider equality issues.

9. Environmental Sustainability

- 9.1** Contract strategies for individual projects will consider a range of sustainability issues including the environmental implications of ICT equipment and services. Decisions on equipment specifications will take account of the need to minimise energy consumption, reduce CO2 emissions and minimise waste at the end of the life cycle.

10. Consultation

- 10.1** Legal, CPU, Education and the Section 95 Officer have been consulted on the content of this paper. It was not necessary to consult with our Trades Union

colleagues on this report. However, the Council's digital strategy and activity is regularly discussed with the Convenors group.

11. Strategic Assessment

- 11.1** High quality IT equipment and services contribute to the Council's strategic priority of delivering fit for purpose estate and facilities and delivers a positive response to employee feedback in the annual ICT Customer Satisfaction Survey.
- 11.2** The planned capital spend on improved security, resilience and mobility ensure that a fit for purpose ICT environment supports all of the Council service areas to deliver on their strategic objectives.
- 11.3** The ICT contracts will contribute to delivery of the Council's strategic priorities through the development of robust contract strategies which will explore the inclusion of possible community benefits which improve economic growth and employability. Further opportunities to maximise the positive social, economic and environmental impact for West Dunbartonshire Council through the contracts will also be explored.

Name: Victoria Rogers
Designation: Chief Officer - People and Technology
Date: 29th January 2021

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Appendix: ICT Estimated Revenue Spend over £10,000 per System

Background papers: ICT Asset Management Plan

Wards Affected: All

Appendix 1 – Estimated Revenue Spend over £10,000 (based on 2020-21)

Product	Commodity Category	Cost
Microsoft Enterprise Agreements	Corporate Licensing	£332,400
Wide Area Network	Network	£305,400
Citrix	Corporate Licensing	£195,000
Housing Management (transition)	Line of Business System	£160,000
Education MIS	Line of Business System	£92,400
Social Work Case Management	Line of Business System	£87,300
Local Area Network	Network	£71,000
Automation Software	Line of Business System	£70,000
Revenue & Benefits	Line of Business System	£67,500
Telephone Lines	Network	£65,000
Server Maintenance	Hardware Infrastructure	£55,000
Rent Arrears Management	Line of Business System	£47,500
Water Management	Line of Business System	£46,500
Leisure Management	Line of Business System	£45,500
Job Costing	Line of Business System	£43,500
Library Management Software	Line of Business System	£42,200
Energy Management	Line of Business System	£36,000
Finance Management	Line of Business System	£35,400
Firewall Support	Hardware Infrastructure	£33,400
Planning & Building Standards	Line of Business System	£28,000
Roads – Lighting Management	Line of Business System	£27,500
Asset Management	Line of Business System	£23,600
Corporate Arrears System	Line of Business System	£23,400
Security Filtering Management	Hardware Infrastructure	£23,120
2-factor Authentication Service	Corporate Licensing	£23,100
User Account Personalisation	Corporate Licensing	£22,500
Backup Management	Hardware Infrastructure	£21,600
Wireless	Network	£21,300
Care Monitoring Scheduling	Line of Business System	£21,150
Construction Standards Management	Line of Business System	£21,000
Workforce Management	Line of Business System	£20,400
Education Gateway	Line of Business System	£19,700
Environmental Services	Line of Business System	£18,800
Service Desk	Line of Business System	£17,500
Education Teaching Materials	Line of Business System	£15,600
Election Management	Line of Business System	£15,500
Housing Benefits and Allocations	Line of Business System	£15,400
Performance Management System	Line of Business System	£15,100
Local Government Digital Transformation	Corporate Licensing	£15,000
Vehicle Management System	Line of Business System	£14,300
Virtual Server Environment Support	Hardware Infrastructure	£14,000

Product (cont)	Commodity Category	Cost
Employability Case Management	Line of Business System	£13,900
Online Forms	Line of Business System	£13,500
Data Domain Management	Hardware Infrastructure	£13,500
Business Property Rates	Line of Business System	£12,600
Document Management	Line of Business System	£12,240
Contact Centre	Line of Business System	£11,625
User Access Auditing (ADAuditPlus)	Corporate Licensing	£11,300
MOB Device Management	Corporate Licensing	£10,900
Device Security Management AntiVirus	Hardware Infrastructure	£10,000
Oracle Database Management	Corporate Licensing	£10,000

WEST DUNBARTONSHIRE COUNCIL

Report by Chief Officer – Regulatory & Regeneration

Corporate Services Committee: 17 February 2021

Subject: Festive Night Zone Funding

1. Purpose

- 1.1** The purpose of this report is to outline the current position with regard to the festive Night Zone West (“NZW”) provision, and for the Committee to consider the position with regard to funding of it by the Council.

2. Recommendation

- 2.1** It is recommended that the Council’s funding for the festive Night Zone West scheme be removed.

3. Background

- 3.1** NZW is a safety initiative designed to keep local people safe during the festive season. This included taxi marshals on duty in Clydebank, Dumbarton and Alexandria. In 2016/2017 Scottish Government community funding was cut which had the result that there would be no Taxi Marshals that year. Instead funding was secured from the Licensing budget which paid for Police Officers overtime to allow for an additional Police presence in the main town centre areas of West Dunbartonshire. Thereafter a joint growth bid was lodged by Licensing and Communities and as a result £12,000 was allocated to NZW.

4. Main Issues

- 4.1** In recent years there has been great difficulties (despite involved and repeated efforts of officers), in obtaining taxi marshal stewards, and a decision was taken by the Licensing Board on 26 March 2019 in consultation with the Licensing Forum that this fund be offered to Police Scotland to finance Police Officer overtime during the festive period. This funding was not allocated over the festive period in 2020-2021 due to COVID restrictions on licensed premises in Tier 4, and the position with regard to the night time economy in general.
- 4.2** It is recommended that the funding now be withdrawn given the current financial climate and it being used to fund another public body, albeit to undertake additional work at the request of the Council.

5. People Implications

- 5.1** If the recommendation is approved, then this would allow Council officers increased time and resources to focus on Licensing related enforcement and guidance matters.

6. Financial and Procurement Implications

- 6.1** Although, this report relates to a funding matter, there are no further financial or procurement considerations relevant to this report.

7. Risk Analysis

- 7.1** Members should consider that a removal of funding would mean that the continued provision of the NZW taxi marshal scheme is in question.

8. Equalities Impact Assessment (EIA)

- 8.1** An EIA screening has been prepared for this report. This reported no adverse equality impacts.

9. Consultation

- 9.1** The Chief Officer of Finance has been consulted in connection with the terms of this report.

10. Strategic Assessment

NZW contributed to the strategic aim of citizens who feel safe and engaged.

Name: Peter Hissett

Designation: Chief Officer – Regulatory & Regeneration.

Date: 26 January 2021.

Person to Contact:	Raymond Lynch, Section Head (Licensing) Municipal Buildings, College Street, Dumbarton, G82 1NR 01389 737818. raymond.lynch@west-dunbarton.gov.uk .
Appendices:	None.
Background Papers:	Equality Impact Assessment Screening- Festive NZW.
Wards Affected:	Primarily wards: 1. Lomond. 2. Leven. 3. Dumbarton. 5. Clydebank Central 6. Clydebank Waterfront.