

Agenda



Corporate Services Committee

Date: Wednesday, 13 February 2019

Time: 14:00

Venue: Council Chambers,
Clydebank Town Hall, Dumbarton Road, Clydebank

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

Dear Member

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

Yours faithfully

JOYCE WHITE

Chief Executive

Distribution:-

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

Chief Executive

Strategic Director - Transformation & Public Service Reform

Strategic Director - Regeneration, Environment & Growth

Chief Officer - West Dunbartonshire Health & Social Care Partnership

Date of issue: 31 January 2019

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CORPORATE SERVICES COMMITTEE

WEDNESDAY, 13 FEBRUARY 2019

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 - 10

Submit for approval as a correct record the Minutes of Meeting of the Corporate Services Committee held on 21 November 2018.

5 MINUTES OF JOINT CONSULTATIVE FORUM - 11 - 16 6 DECEMBER 2018

Submit for information and where necessary ratification, the Minutes of Meeting of the Joint Consultative Forum held on 6 December 2018.

6 OPEN FORUM

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

7 ICT UPDATE AND CONTRACT SPEND 2019-20 17 - 24

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

8	STRATEGIC RISKS 2017-22	25 - 30
	Submit report by the Strategic Lead – People & Technology providing an update on the strategic risks for 2017-22.	
9	REVIEW OF SOCIAL MEDIA POLICY	31 - 50
	Submit report by the Strategic Lead – People & Technology providing an update on the review of the social media policy and the subsequent changes made.	
10	OPTIONS FOR A NEW COMMUNITY CENTRE AT SKYPOINT TO INCLUDE A NEW FAIFLEY LIBRARY	51 - 54
	Submit report by the Strategic Lead – Communications, Culture & Communities following up on a request by the Corporate Services Committee to bring forward options for a new Community Centre at Skypoint to include a new Faifley Library.	
11	BRITISH SIGN LANGUAGE ACTION PLAN 2018-2024	55 - 78
	Submit report by the Strategic Lead – Communications, Culture & Communities presenting the British Sign Language Action Plan 2018-2024, as required by the British Sign Language (Scotland) Act 2015.	
12	CORPORATE SERVICES BUDGETARY CONTROL REPORT TO 31 DECEMBER 2018 (PERIOD 9)	79 - 96
	Submit report by the Strategic Director of Transformation and Public Sector Reform on the performance of the Corporate Services budget for the period to 31 December 2018.	
13	WRITE-OFF OF NATIONAL NON-DOMESTIC RATES	97 - 106
	Submit report by the Strategic Lead – 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 2018/19.	
14	HOUSING BENEFIT PERFORMANCE AUDIT	107 - 124
	Submit report by the Strategic Lead – Resources providing information on a report issued by Audit Scotland on their Housing Benefit Performance Audit.	

CORPORATE SERVICES COMMITTEE

At a Meeting of the Corporate Services Committee held in the Civic Space, Council Offices, 16 Church Street, Dumbarton on Wednesday, 21 November 2018 at 2.00 p.m.

- Present:** Councillors Jim Brown, Diane Docherty, Caroline McAllister, David McBride, Jonathan McColl, Iain McLaren, John Mooney, Lawrence O'Neill and Martin Rooney.
- Attending:** Angela Wilson, Strategic Director – Transformation and Public Service Reform; Peter Hissett, Strategic Lead – Regulatory; Stephen West, Strategic Lead – Resources; Malcolm Bennie, Strategic Lead – Communications, Culture & Communities; Victoria Rogers, Strategic Lead – People and Technology; Arun Menon, Business Support Manager; Patricia Kerr, ICT Manager; Stephen Daly, Citizen and Digital Services Manager; Brian Miller, Section Head, ICT Infrastructure; Ryan Chalmers, Section Head (Revenues & Benefits); Geraldine Lyden, HR Business Partner; Louise Hastings, HR Business Partner; Christine McCaffary, Senior Democratic Services Officer and Craig Stewart, Committee Officer.
- Apologies:** Apologies for absence was intimated on behalf of Councillors Ian Dickson, Jim Finn and Daniel Lennie.

Councillor Iain McLaren in the Chair

STATEMENT BY CHAIR – AUDIO STREAMING

Councillor McLaren, Chair, read out a statement in connection with audio streaming. It was noted that the meeting was being recorded as one of the test recordings for the audio streaming pilot, and would be made available to Members to listen back to. After hearing the Legal Officer and the Senior Democratic Services Officer, it was also noted that it was anticipated that the full Council Meeting on 28 November would be audio streamed live and would be available on the Committee Management Information System (CMiS) section of the Council's website.

DECLARATIONS OF INTEREST

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

MINUTES OF PREVIOUS MEETING

The Minutes of Meeting of the Corporate Services Committee held on 22 August 2018 were submitted and approved as a correct record.

MINUTES OF JOINT CONSULTATIVE FORUM - 13 SEPTEMBER 2018

The Minutes of Meeting of the Joint Consultative Forum held on 13 September 2018 were submitted and all decisions contained therein were approved.

OPEN FORUM

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

COMMUNICATIONS, CULTURE & COMMUNITIES DELIVERY PLAN 2018/19: MID-YEAR PROGRESS

A report was submitted by the Strategic Lead - Communications, Culture & Communities setting out the progress to date in delivery of the actions detailed within the Communications, Culture & Communities Delivery Plan 2018/19 for those services which are delegated to the Corporate Services Committee, these being 'Performance and Strategy', 'Libraries' and 'Citizen Services'.

After discussion and having heard the Strategic Lead and the Citizen and Digital Services Manager in further explanation and in answer to Members' questions, the Committee agreed to note the contents of the report and the progress achieved at mid-year.

PEOPLE AND TECHNOLOGY DELIVERY PLAN 2018/19: MID-YEAR PROGRESS REPORT

A report was submitted the Strategic Lead - People and Technology setting out the progress to date in delivery of the actions detailed within the People and Technology Delivery Plan 2018/19.

After discussion and having heard the Strategic Lead in further explanation and in answer to Members' questions, the Committee agreed to note the contents of the report and the progress achieved at mid-year.

REGULATORY DELIVERY PLAN 2018/19: MID-YEAR PROGRESS

A report was submitted by the Strategic Lead - Regulatory setting out the mid-year progress of the Regulatory Delivery Plan 2018/19.

After discussion and having heard the Strategic Lead in further explanation and in answer to Members' questions, the Committee agreed to note the contents of the report and the progress achieved at mid-year.

RESOURCES DELIVERY PLAN 2018/19: MID-YEAR PROGRESS

A report was submitted by the Strategic Lead - Resources setting out the mid-year progress of the Resources Delivery Plan 2018/19.

After discussion and having heard the Strategic Lead and the Section Head (Revenues & Benefits) in further explanation and in answer to Members' questions, the Committee agreed to note the contents of the report and the progress achieved at mid-year.

CORPORATE SERVICES BUDGETARY CONTROL REPORT TO 31 OCTOBER 2018 (PERIOD 7)

A report was submitted by the Strategic Lead - Resources advising on the performance of the Corporate Services budget for the period to 31 October 2018.

The Committee agreed:-

- (1) to note that the revenue account currently showed a projected annual favourable variance of £0.186m (0.89%) of the total budget); and
- (2) to note that the capital projects being reported to this Committee were projecting to underspend by £0.057m in 2018/19 and an overspend of £0.013m over the project life, and an in-year slippage of £0.069m.

TENDER FOR OFF-SITE PRINT AND POSTING SERVICE FOR ANNUAL COUNCIL TAX BILLING

A report was submitted by the Strategic Lead - Resources seeking approval to procure the provision of an off-site print and posting service for annual Council Tax billing including the merging of relevant benefit letters.

After discussion and having heard the Strategic Lead and the Section Head (Revenues & Benefits) in further explanation of the report and in answer to Members' questions, the Committee agreed to approve the procurement of an off-site print and posting service for annual Council Tax billing, including merging of relevant benefit letters, noting that the outcome of the process would be reported to a future meeting of the Tendering Committee.

REVIEW OF SWITCH POLICY

A report was submitted by the Strategic Lead - People and Technology providing an update on the review of the SWITCH policy and the subsequent changes made.

After discussion and having heard Ms Lyden, HR Business Partner in further explanation of the report and in answer to Members' questions, the Committee agreed to approve the revised SWITCH policy and Organisational Change procedure (as detailed in Appendices 1 and 2 to the report).

WORKFORCE MONITORING REPORT (1 APRIL – 30 SEPTEMBER 2018)

A report was submitted by the Strategic Lead - People and Technology providing workforce monitoring information relating to the period April to September 2018.

After discussion and having heard Ms Lyden, HR Business Partner in further explanation of the report and in answer to Members' questions, the Committee agreed to note the content of the report.

WORKING WELL TOGETHER – ATTENDANCE MANAGEMENT BI-ANNUAL RESULTS: 1 APRIL – 30 SEPTEMBER 2018

A report was submitted by the Strategic Lead - People and Technology providing detailed analysis on the attendance performance for the first 6 month period in 2018/19.

After discussion and having heard Ms Hastings, HR Business Partner and the Strategic Lead in further explanation of the report and in answer to Members' questions, the Committee agreed to note:-

- (1) the reduction in sickness absence of 68.38 FTE days lost (approximately 3.6%) compared to the same period last year for the service areas outlined in Appendices 3 to 10 to the report;
- (2) the reduction in Council wide sickness absence of 1171.04 FTE days lost (approx. 5%) compared to the same period last year as outlined in Appendices 1 and 2 to the report; and
- (3) that, as a result of the previously advised adjustment to the FTE aspect of the absence calculation from April 2018, any historical comparisons made throughout this report should be considered as an approximate indicator of performance and not an absolute comparison.

TENDER FOR THE PROVISION OF OCCUPATIONAL HEALTH AND COUNSELLING SERVICES

A report was submitted by the Strategic Lead - People and Technology seeking approval to commence a tendering process for Occupational Health and Counselling Services.

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

- (1) to approve an open tender exercise in line with European legislation and Council Standing Orders involving issuing an ITT (Invitation to Tender) to be advertised in the Official Journal of the European Union (OJEU) and Public Contracts Scotland Tender to obtain provision of an Occupational Health, Counselling and Physiotherapy Service for West Dunbartonshire Council, as a single provision or as individual services, and that the contract/s should be for an initial 2 year period with a further two potential consecutive 12 month periods; and
- (2) to note that, following the outcome of this process, a report would be submitted to a future meeting of the Tendering Committee, seeking approval to appoint a successful tenderer/s, and to delegate authority to the Strategic Director – Transformation and Public Service Reform to give consideration, at the end of the fixed contract period, to extending the contract/s for further additional 12 month periods, taking the maximum term to 4 years.

LOCAL GOVERNMENT PENSION SCHEME (SCOTLAND) SALARY SACRIFICE SHARED COST AVCs

A report was submitted by the Strategic Lead - People and Technology providing details of the amendment to Section R17 (1) of the Council's Discretions Policy Statement (Appendix 1) to allow shared cost AVCs (SCAVC) by way of salary sacrifice.

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

- (1) to approve the amendment to (R17 (1)) of the West Dunbartonshire Council discretions policy statement to allow SCAVC's by way of salary sacrifice; and
- (2) to note the intention to communicate the benefits of such a scheme to all eligible employees to maximise uptake.

COST BENEFIT ANALYSIS – PREVENTATIVE MONITORING & ALERTING

A report was submitted by the Strategic Lead - People and Technology providing an update on a cost benefit analysis that was undertaken with regard to an early warning system for monitoring potential system failures.

After discussion and having heard the Section Head, ICT Infrastructure in further explanation of the report, the Committee agreed:-

- (1) to note the work undertaken and the changes already implemented to maximise the utilisation of existing monitoring systems and process improvements across the Councils ICT Network;
- (2) to note plans to continue monitoring and reviewing requirements for additional monitoring tools, as required; and
- (3) to note that no further investment would be made at this time.

The meeting closed at 3.20 p.m.

JOINT CONSULTATIVE FORUM

At a Meeting of the Joint Consultative Forum held in the 'The Bridge' Meeting Room, Council Offices, 16 Church Street, Dumbarton on Thursday, 6 December 2018 at 2.05 p.m.

Present: Councillors Karen Conaghan, Ian Dickson, David McBride and Jonathan McColl; James Halfpenny (EIS); David Scott and John Wagner (GMB); Claire Mackenzie (SSTA); Sean Davenport, Val Jennings, Andy McCallion, Susan Shannon and David Smith (UNISON); and James Docherty and Charlie McDonald (Unite).

Attending: Angela Wilson, Strategic Director - Transformation & Public Service Reform; Victoria Rogers, Strategic Lead - People and Technology; Jim McAloon, Strategic Lead - Regulatory; Alison McBride, Organisational Development & Change Manager; Stephen Brooks, Working4U Manager; Paul Darroch, Education Officer; Louise Hastings, HR Business Partner; Raymond Lynch, Senior Solicitor; and Scott Kelly, Committee Officer.

Apologies: Apologies for absence were intimated on behalf of Councillor Jim Finn; Richard Cairns, Strategic Director - Regeneration, Environment & Growth; Malcolm Bennie, Strategic Lead - Communications, Culture & Communities; Ronnie Dinnie - Strategic Lead - Environment & Neighbourhood; Julie Lusk - Head of Mental Health, Addictions and Learning Disability; and Claire Cusick, Senior Education Officer - Pupil Support.

Councillor Jonathan McColl in the Chair

CHAIR'S REMARKS

Before commencing with the business of the meeting, Councillor McColl, Chair, informed those present that this would be the last meeting of the Forum which Mr McDonald would be attending in view of his fixed term appointment at Unite headquarters. On behalf of the Forum, Councillor McColl thanked Mr McDonald for his service and input to the Forum.

APPOINTMENT OF JOINT SECRETARY FOR THE TRADE UNION SIDE

With reference to the Minutes of Meeting of the Joint Consultative Forum held on 13 September 2018 and in terms of its constitution, Councillor McColl, Chair, invited the Trade Union Side to nominate a Joint Secretary.

After discussion it was agreed that Andy McCallion (UNISON) be appointed and it was noted that his appointment would be effective until June 2019.

DECLARATIONS OF INTEREST

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

MINUTES OF PREVIOUS MEETING

The Minutes of Meeting of the Joint Consultative Forum held on 13 September 2018 were submitted and approved as a correct record.

With reference to the item under the heading 'Trades Unions Issues – Reasons for Vacancies Not Being Filled', Councillor McColl, Chair, made reference to a UNISON overwork campaign and stated that he would allow this matter to be raised later in the meeting when 'Trades Unions Issues' were being considered.

PRESENTATION ON MODERN APPRENTICESHIP PROGRAMME

Stephen Brooks, Working4U Manager, gave a presentation on the Council's Modern Apprenticeship Programme.

The main points covered in the presentation were:-

- An overview of the work undertaken by the Working4U section which has a service agreement with Skills Development Scotland (SDS) to deliver the Modern Apprenticeships Programme.
- The engagement that Working4U carries out with local public and private sector employers.
- The support which Working4U provides to apprentices in relation to additional learning needs such as literacy and numeracy, and welfare benefits advice.
- The verification process for ensuring that apprentices develop the necessary skills.
- That 44 new apprentices had been taken on this year and that there were currently 90.
- The destinations of apprentices on conclusion of their apprenticeships and that 60% continued to be employed by the Council.

Following discussion and having heard Mr Brooks in answer to Members' questions, the Forum agreed:-

- (1) to note that the Working4U team was limited in the verification work it was qualified to carry out and that it was therefore reliant on external support to verify the skills of particular kinds of apprentices, notably those employed in construction and plumbing; and

- (2) that it would be helpful if Mr Brooks was able to provide information on: (i) the numbers starting and completing apprenticeships each year; (ii) the numbers of former apprentices currently in employment; and (iii) the numbers in other destinations, it being noted that the section was only obliged to keep records for six months after the completion of an apprenticeship.

Councillor McColl, Chair, thanked Mr Brooks for his informative presentation.

PRESENTATION ON MENTAL HEALTH IN THE WORKPLACE

A presentation was given by Alison McBride, Organisational Development & Change Manager, on the work being undertaken by the Council in partnership with the Headtorch organisation in relation to mental health in the workplace.

The main points covered in the presentation were:-

- That Headtorch had developed a mental health training programme in collaboration with the Psychology Department at the University of Glasgow which aimed to improve interactions with people who had mental health issues, increase empathy and reduce stigma.
- That every line manager employed by the Council would be put through the programme which comprised of online learning and group discussions.

Following discussion, the Forum agreed:-

- (1) to note the work being carried out by UNISON in relation to mental health first aid awareness; and
- (2) that it would be helpful if updates could periodically be provided to future meetings of the Forum on the roll-out of the Headtorch training.

Councillor McColl, Chair, thanked Mrs McBride for her informative presentation.

EMPLOYMENT RELATIONS MONITORING: APRIL TO SEPTEMBER 2018

A report was submitted by the Strategic Lead - People and Technology advising of progress on employment relations matters and analysis for the period 1 April to 30 September 2018.

After discussion and having heard the HR Business Partner in further explanation of the report and the Strategic Lead - People and Technology in answer to Members' questions, the Forum agreed:-

- (1) to note the concern expressed by Mr McDonald at the increase in the number of disciplinary cases in the period;

- (2) to note the terms of the discussion which had taken place in relation to the time taken for investigations to be concluded, it being acknowledged that sufficient time was required to be given to the investigation of complex cases;
- (3) to note that in the past there had been issues with the time taken for appeal procedures to be concluded;
- (4) to note that the Strategic Lead - People and Technology had invited the Trades Unions to provide her with details of any instances where they felt that a disciplinary case had been concluded before other avenues had been exhausted; and
- (5) otherwise to note the contents of the report.

Note: Councillor Conaghan and Mr Halfpenny left the meeting during consideration of this item.

WORKING WELL TOGETHER – ATTENDANCE MANAGEMENT: APRIL TO SEPTEMBER 2018 RESULTS

A report was submitted by the Strategic Lead - People and Technology providing a detailed analysis on the attendance performance from April to September 2018. It was noted that a revised version of the report had been issued in advance of the meeting.

After discussion and having heard the HR Business Partner and the Strategic Lead - People and Technology in further explanation of the report and in answer to Members' questions, the Forum agreed:-

- (1) to note that information concerning health promotions and campaigns was made available to staff via the intranet and that regular bulletins were provided to all managers;
- (2) to note that consideration was being given to the possibility of future such bulletins being sent directly to all staff who used email with managers being requested to print bulletins for employees without email access;
- (3) to note the request from the Strategic Lead - People and Technology that Trades Unions conveners assist with the distribution of bulletins by forwarding them to their branch members; and
- (4) otherwise to note the contents of the report which showed a decrease of 5.9%, from an average of 5.07 FTE days lost per employee for the period April to September 2017 to an average of 4.78 FTE days lost per employee for the period April to September 2018, which equated to a decrease of 1,171.04 FTE days lost as outlined in Appendices 1 and 2 to the report.

TRADES UNIONS ISSUES

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

As mentioned earlier in these Minutes, Councillor McColl, Chair, offered representatives from UNISON the opportunity to address the Forum in relation to their overwork campaign.

The Forum heard from Ms Jennings and Mr Smith who advised that as part of the campaign UNISON members would be surveyed on their experiences of being overworked and would be reminded of the supports that the union could provide to them.

Following discussion, the Forum agreed:-.

- (1) to note the position in respect of the campaign;
- (2) to note, with reference to the Minutes of Meeting of the Forum held on 13 September 2018, that a report would be submitted to the next meeting of the Forum which would analyse any correlation between sickness absence due to work-related stress and vacancies not having been filled; and
- (3) to note, in relation to a point raised by Mr Smith: (i) that particular concerns relating to overwork should be raised with managers in the first instance; (ii) that an opportunity also existed for such matters to be discussed at joint consultative committees; and (iii) that Mr Smith had been invited to advise the Strategic Lead - People and Technology whether the matters he had referred to had been raised in these ways.

The meeting closed at 3.50 p.m.

WEST DUNBARTONSHIRE COUNCIL

Report by Strategic Lead – People & Technology

Corporate Services Committee: 13 February 2019

Subject: ICT Update and Contract Spend 2019-20

1. Purpose

- 1.1** The purpose of this report is to provide the Committee with a detailed breakdown of the planned Information and Communication Technology (ICT) capital and revenue spend on new and existing contracts in excess of £50,000 and seek approval to procure and contract for the required goods and services.

2. Recommendations

- 2.1** The Committee is asked to:

- 2.1.1** note the ICT Revenue and Capital spend detail included in this report, including the anticipated procurement method. The projects to deliver this spend will be included in the 2019-20 ICT Operational Plan which is currently under development;
- 2.1.2** delegate authority to the Corporate Procurement Manager in consultation with the Strategic Lead – People and Technology to instruct the award of contracts for the planned revenue and capital spend detailed in this report to suppliers providing the most economically advantageous offer to the Council for all spend purchased from existing National Framework agreements; and
- 2.1.3** note that spend not on National Framework agreements and, where the value is in excess of £50,000, will be submitted to the Tendering Committee for approval.

3. Background

Capital

- 3.1** In line with the ICT Asset Management Plan 2017-22 agreed at Corporate Services Committee in August 2017, the Council continues to make a substantial commitment to improving the ICT infrastructure and processes to support service delivery through capital investment.
- 3.2** Table 1 below shows the Capital plan as agreed by Council on 5 March 2018 and includes recurring capital budget for ICT.

Table 1 – ICT 2-Year Capital Plan

Capital allocation	2019/20	2020/21
ICT Core Infrastructure (including Security & Resilience)	£200,000	£482,000
ICT Modernisation / Infrastructure (£575k in total)		
• ICT Modernisation / Infrastructure ICT	£420,000	£625,000
• ICT Modernisation / Infrastructure HSCP	£155,000	£155,000
Total	£775,000	£1,107,000

3.3 Subject to the Capital Plan being approved, Table 2 below shows the proposed re profiling of the agreed ICT capital which is included in the Council's 2019 Capital plan report. The proposal is to:

- 3.3.1** include an additional £160,000 for replacement of audio visual equipment in schools;
- 3.3.2** include an additional £123,240 for ICT resources to support a range of corporate projects for example rebuild and refurbishment projects and new technologies and developments to support service transformation; and
- 3.3.3** re-profile the ICT Core Infrastructure more evenly across financial years.

Table 2 - Planned ICT Capital Spend 2019/20

Description	Estimated Capital	Estimated Revenue Impact (Year 2)	Planned Procurement Route
ICT Core Infrastructure (Security & Resilience) £390k			
<ul style="list-style-type: none"> Servers & Infrastructure Security compliance works and solutions Resourcing 	£390,000	£30,000	Existing Contract / Tender / Framework
ICT Mod / Infrastructure £575k			
<ul style="list-style-type: none"> Device replacement 	£300,000	£20,000 *	Existing Contract / Tender / Framework
<ul style="list-style-type: none"> ICT Service Modernisation 	£120,000	£10,000 *	Tender / Framework
<ul style="list-style-type: none"> ICT Modernisation / Infrastructure HSCP 	£155,000	£15,000 *	Existing Contract / Tender / Framework
Audio Visual(AV) Modernisation Education £160k	£160,000	£15,000 *	Framework / Tender
Resources to Support a range of Corporate projects £123,240	£123,240		
Total	£1,248,240	£90,000	

* The revenue estimates identified in Table 2 will be included in future budget setting processes as they are dependant on the outcome of each procurement and whether revenue spend can be off set by decommissioned systems and infrastructure. They are included here for indicative purposes only.

- 3.4** The scope for each project will include some spend flexibility in each area and allows for spend on smaller value works and the appropriate procurement route will be selected.
- 3.5** The investment projects for ICT capital spend as detailed in Table 2 above includes the procurement route options and the potential year 2 revenue implications for each project. The revenue impact of technology spend (estimated as £90,000) will form part of ongoing revenue planning process in future years based on the actual spend.

Revenue

- 3.6** In addition to the planned Capital spend outlined above, the Council has annual ICT 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), security and application licenses. The detail included in Appendix 1 of this report lists estimated spend over £10,000 per system service.
- 3.7** In addition to ICT revenue budget there are some ICT related budgets within service areas, mainly for printing and telephony.
- 3.8** 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 ICT spend such as licensing to deliver improved and/or collaborative approaches. The aim is to secure better contracts, and deliver cashable and non-cashable benefits and improved supplier management practices and monitoring.

4. Main Issues

Procurement

- 4.1** Consideration will be given to multi-year contracts where recurring capital / revenue has been approved and where this would deliver efficiencies and the authority sought in Paragraph 2.1 includes the option to enter into such multi-year arrangements including beyond the second year for those items listed in Section 3 and the appendix to this report.
- 4.2** The procurement strategies for each of the revenue and capital projects will be developed on a project by project basis and will include consideration of market testing of existing collaborative framework agreements, running mini competitions as well as full tender processes.
- 4.3** In the event that the proposed re-profiled ICT Capital plan which seeks to continue the ICT capital investment agreed in March 2018 is not approved by

Council on 27 March 2019, an amended ICT spend plan will be submitted for approval.

Increased Demand for Technology to Improve Service Delivery

- 4.4** There is an overall increase in the use of technology across the Council to deliver services. Consequently there are an increased number of devices and systems requiring support. To date there has been no increase in the ICT resourcing levels to deliver the support demands. While a small number of short-term temporary appointments have been made for specific project-related tasks, the ratio of devices per Support Analyst will be closely monitored to ensure sustainability of expected service levels.
- 4.5** In addition to monitoring the need for additional resource to support the growing IT estate, there will be a related increase in the financial resources needed for
- 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.
- 4.6** In addition to the above, the Council has an ambitious Digital Strategy and established close links with the National Digital Office. In this respect, it is reasonable to expect that new technologies will be required to continue to deliver more digitally enabled services to our citizens and workforce.

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. Improvements made during 2018 are proving to be successful with an increase in service availability. For example, in December the HR system was identified as unavailable during the 7am daily checks and the issue fixed by 7.30 am with no impact to users. In addition a change was subsequently made to prevent the issue recurring.
- 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. It is expected that ICT employees will gain knowledge and skills during the project to ensure

they can deliver the on-going operational services.

6. Financial and Procurement Implications

- 6.1** Revenue budget currently exists for all licenses and maintenance spend identified in the Appendix and this is included within the draft revenue budget for 2019/20 (subject to Council approval in March 2019). However many suppliers apply inflationary increases and these are captured as future revenue burdens.
- 6.2** ICT 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 and also so that related savings and spend can be identified and planned for appropriately in future budget processes.
- 6.3** The cost estimates for capital spend are based on high level research and may vary but will remain within the capital plan due for approval by Council in March 2019 as outlined in Table 2. The projects specified can be scaled up or down.
- 6.4** All procurement activity carried out by the Council in excess of £50,000 is subject to contract strategy. The contract strategy shall include but not be limited to; options appraisals, contract scope, service forward plan, 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.
 - 6.4.2** Where a purchase is required, options as to type of equipment or license, e.g. most suitable device for primary school versus high school versus corporate use will be reviewed. 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** 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.

- 6.4.5** 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.
- 6.5** The tendering and contracting process will continue to identify potential future revenue implications for new capital contracts and where required these will be included as burdens in future ICT revenue budget estimates. An indicative value has been included in Table 2 above however as many of the purchases are for replacement technology, it is anticipated that the current revenue spend on maintenance will off-set some of this.
- 6.6** The ICT contracts will contribute to delivery of the Council's strategic priorities through the development of a robust contract strategy which will explore the inclusion of possible community benefits which improve economic growth and employability. Further opportunities to maximise the positive social, economic and environmental impact for West Dunbartonshire Council through the contracts will also be explored.

7. Risk Analysis

- 7.1** There is a risk that the capital project actual costs may exceed the capital project estimates as detailed in Table 2. This risk can be mitigated by a range of procurement strategy options being explored as well as building scalability into the tender for example reducing the number of devices being replaced or specification of the device. Ongoing regular Budgetary Control reporting will provide information on any significant adverse variance in cost and mitigating actions available.

8. Equalities Impact Assessment (EIA)

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

9. Environmental Sustainability

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

10. Consultation

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

11. Strategic Assessment

- 11.1** High quality IT equipment and services contribute to the Council's strategic priority of delivering fit for purpose estate and facilities and delivers a positive response to employee feedback in the annual ICT Customer Satisfaction Survey.
- 11.2** The planned capital spend on improved security, resilience and mobility ensure that a fit for purpose ICT environment supports all of the Council service areas to deliver on their strategic objectives.

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Date: 10th January 2019

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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 per System

Product	Cost
Wide Area Network	£270,000
Citrix	£170,300
Microsoft Corporate Enterprise Agreement	£87,300
Social Work System	£86,700
Education MIS	£81,300
Revenue & Benefits	£63,600
Local Area Network	£63,300
Microsoft Academic Enterprise Agreement	£55,400
Various - Server Maintenance	£48,300
RentSense License	£45,000
Library Management Software	£38,400
Finance Management	£34,000
Job Costing Interface	£28,500
Planning & Building Standards	£26,800
Cloud 2-factor Authentication Service	£24,800
Corporate Arrears System	£23,400
Profile Management	£23,400
Housing Management	£22,600
Asset Management	£22,000
Wireless	£21,300
CRM	£21,200
Local Area Network - School	£21,000
WDM Annual Licence Charge	£21,000
HR System	£19,300
Care Monitoring 2000	£19,000
Environmental Services	£17,800
Education Gateway	£17,600
Messaging Gateway	£16,200
Email and data Management	£15,500
Local Government Digital Transformation	£15,000
Election Management	£14,500
Housing Benefits and Allocations	£14,500
Performance Management System	£14,300
VMware Support Services	£13,800
Vehicle Management System	£13,500
Firewall Support	£13,400
Non Domestic Rates	£11,900

WEST DUNBARTONSHIRE COUNCIL

Report by Strategic Lead – People & Technology

Corporate Services Committee: 13th February 2019

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; and
- The next steps to further develop risks, aligned with the delivery plans.

3. Background

3.1 Since the Council first developed and published strategic risks in 2008, they have been incrementally refined in line with strategic plans. The appended risks were reviewed in 2017 and are re-assessed bi-annually before being reported to this committee.

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.

Table 1 Key Strategic Risk Information

Strategic Risk	Original Risk 2017	Current Risk 2019	Target Risk 2022	Risk Status Rationale
SR 001 Financial Funding.	 Likelihood Impact	 Likelihood Impact	 Likelihood Impact	
SR 002 School improvements.	 Likelihood Impact	 Likelihood Impact	 Likelihood Impact	
SR 003 Council Assets.	 Likelihood Impact	 Likelihood Impact	 Likelihood Impact	
SR 004 Information Technology.	 Likelihood Impact	 Likelihood Impact	 Likelihood Impact	
SR 005 Partnerships.	 Likelihood Impact	 Likelihood Impact	 Likelihood Impact	
SR 006 Citizens and Communities.	 Likelihood Impact	 Likelihood Impact	 Likelihood Impact	
SR 007 Health and Safety of Employees and Others	 Likelihood Impact	 Likelihood Impact	 Likelihood Impact	
SR 008 Cyber Attack.	 Likelihood Impact	 Likelihood Impact	 Likelihood Impact	
SR 009 Early Years Agenda.	 Likelihood Impact	 Likelihood Impact	 Likelihood Impact	
SR 010 Resourced Workforce.	 Likelihood Impact	 Likelihood Impact	 Likelihood Impact	

Risk Methodology and Reporting

4.3 Each strategic risk is now 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 Strategic Lead and “Assigned To” a Service Manager. Strategic risks are reported on a bi-annual basis to the Performance & Monitoring Review Group and Corporate Services Committee.

Service Risk

- 4.6 The Section Head – Risk and Health & Safety has completed a series of meetings with strategic leads within REG to provide guidance and assistance in identifying service owned, operational risks (following the methodology in 4.3 to 4.4 above) and developing corresponding risk registers on Pentana.
- 4.7 A fundamental benefit exists in developing and managing service risks, namely that the identification and consequent mitigating actions serve to protect the organisation by ensuring that appropriate considerations have been made to minimise or remove any risk.
- 4.8 The Section Head – Risk and Health & Safety is currently exploring the risks associated with Britain's exit from the EU and potential impact on services. The appropriateness of a further strategic risk has yet to be confirmed.

Strategic Risk Management Training

- 4.9 As reported to committee in August 2018, a strategic risk management session was delivered to the Strategic Leadership Group. This session was developed in conjunction with the Council's third party insurance/risk administrator, Gallagher Basset, at no cost to the Council and. included an overview of strategic risk management; considered risks from a strategic management perspective; offered an opportunity to discuss roles and responsibilities as strategic managers; and explored the Council risk management methodology.
- 4.10 A commitment has also been made to deliver a similar session, through Gallagher Basset, to members of Community Planning West Dunbartonshire. This will be built into the 2019/20 schedule for the partnership. A more tailored session will be delivered for procurement shortly after March 2019.

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 Strategic Leads and Directors.

10. Strategic Assessment

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

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

- 10.2** The strategic risks in 4.1 have been identified to complement the main strategic priorities.

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Appendices: Appendix 1: Detailed Strategic Risk List

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

WEST DUNBARTONSHIRE COUNCIL**Report by Strategic Lead – People & Technology****Corporate Services Committee: 13th February 2019**

Subject: Review of social media policy**1. Purpose**

- 1.1** The purpose of this report is to update the committee on the review of the social media policy and the subsequent changes made.

2. Recommendations

- 2.1** The Committee is asked to approve the revised social media policy (as detailed in Appendix 1).

3. Background

- 3.1** West Dunbartonshire Council is committed to ensuring good practice in relation to equality and diversity obligations on social media platforms for employees. The Council provides employees with clear guidance on expected standards of behaviour when using social media and the social media policy, implemented in August 2013 supports this aim.
- 3.2** Since the introduction of the social media policy, these practices have been used to protect employees and the council from being exposed to or posting defamatory/negative comments on social media platforms.
- 3.3** As a result of an agreed motion to Council in October 2018, the policy was reviewed in conjunction with Trades Union colleagues.

4. Main Issues

- 4.1** Since the introduction of the policy, there have been changes to how social media impacts daily living and the appropriate access and use of these platforms in organisations, especially those in the public domain. As with any policy review, technical changes have been made to reflect this.
- 4.2** As part of the review, amendments were made in agreement with Trade Union colleagues to support effective joint understanding as part of this process.
- 4.3** There has also been an effort made to provide more clarity in areas of the policy where this was felt to be required. Examples have been provided in section 10.6 and 12.5 which expand on the terminology and the separate

social media guidance document has now been incorporated into the policy, which is sections 10, 11 and 12.

- 4.4** Additional sections 12.11 and 12.12 have been added to provide clarity on the position of Trade Unions and Elected members on social media. Previously, there was no mention of the additional dimension to the Trades Union role as compared to employees and their additional political voice has been explicitly included. These paragraphs derived from what is already established in the Code of Conduct and Standards Commissions Scotland – Councillors' Code of Conduct, and these are referenced to within the additional sections.
- 4.5** It was agreed that the policy would also benefit from further guidance in section 12.5 in relation to private/personal use of social media. Additional examples are now included to clarify situations especially where the policy is referenced in investigation and/or disciplinary matters. The revised policy provides reasonable examples of this practice and clearly details what is expected of all parties.
- 4.6** It is anticipated that this additional information added to the policy will further support how it's managed within the organisation and ensure that all parties are aware of their responsibilities, encouraging a best practice approach and to help minimise conduct issues.

5. People Implications

- 5.1** The establishment of a clear framework for social media use is critical for the promotion and maintenance of effective employee relations and for the reputation of the Council.
- 5.2** The policy for employees is accessible on the intranet and is a mandatory part of the induction e-learning module and skills passport. Legislation associated with the policy i.e. Data Protection is an annual refresher e-learn course which is sent out to the workforce by e-mail.

6. Financial and Procurement Implications

- 6.1** There are no financial implications associated with revision of this policy and procedure.

7. Risk Analysis

- 7.1** Application of the revised policy and practice will mitigate against potential risks by ensuring the fair and effective management of employees affected and without clear guidance for employees on the use of Social media inconsistencies in practice will occur across departments.

8. Equalities Impact Assessment (EIA)

- 8.1** The original equalities impact assessment conducted in 2013 has been reviewed and updated. In 2013, research showed younger employees (22-35 age group) use social media more and consequently there may have been an indirect impact on the age characteristic for this reason. However, this risk has decreased since the first EIA was conducted as research from 2018 now shows that this age group has expanded to (16-44) covering more of the workforce.

9. Consultation

- 9.1** The changes to the social media policy have been discussed fully with the Joint Trade Unions. The changes were discussed at the Convenors meetings on the 13th November 2018 and 14th January 2019 and subsequently agreed.

10. Strategic Assessment

- 10.1** The social media policy aims to ensure that the responsibilities of stakeholders with regards to social media are observed fairly and consistently in accordance with current legislation and best practice.

Victoria Rogers
Strategic Lead – People and Technology
Date: 24/01/2019

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Appendices: Appendix 1 – Social Media Policy

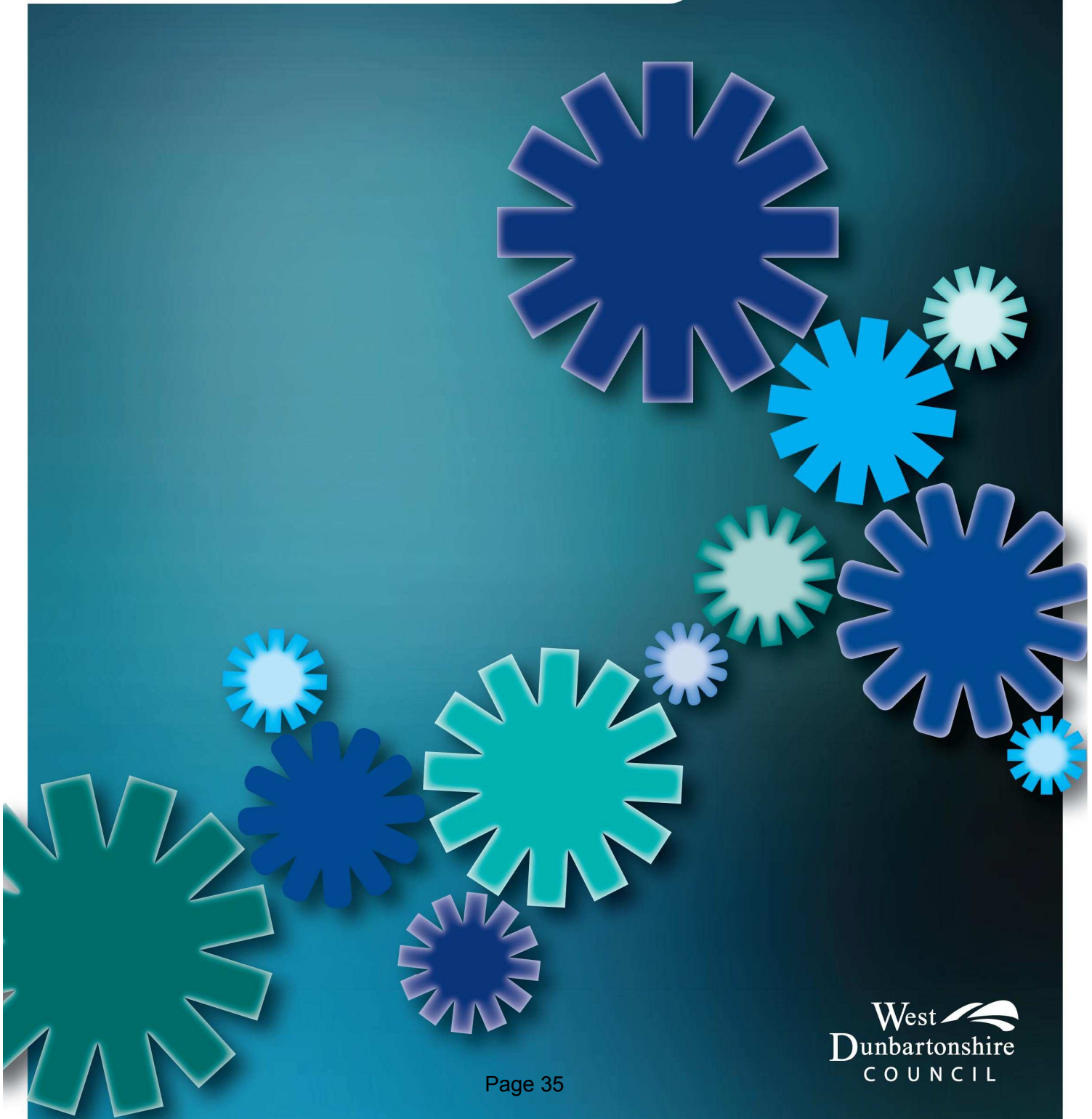
Background Papers: EIA

Wards Affected: None

HR EMPLOYMENT POLICY AND PROCEDURES

Social Media Policy & Guidance

Implementation Date: 14th August 2013



PEOPLE & TECHNOLOGY

Quick Reference - Associated Documents and Version Control

Title	Social Media Policy
Version	2.0
Committee approval date:	13 th February 2019
Review Date:	18 th October 2018
Date reported to JCF:	
Consultation with trades unions:	13 th November 2018 and 14 th January 2019
Supersedes Version	Not applicable
Driver for change	Ensure best practice to protect the organisation and employees in the use of social media applications
Legislative Context	



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1. INTRODUCTION

- 1.1** This policy has been developed to outline the standards of conduct expected of employees when using social media applications, either on behalf of or as an employee of West Dunbartonshire Council (the Council).
- 1.2** The use of social media can help support dialogue between the Council, and its citizens, partner agencies and members of the communities. Such dialogue in the workplace can help the Council to engage with others and help communicate information quickly where an emergency arises, and be an invaluable source of professional information. Consequently, using social media creates new responsibilities for employers and individuals

2. SCOPE

- 2.1** This policy applies to all employees of West Dunbartonshire Council (the Council) including, Local Government Employees, Craft Workers, Teaching Staff, and Chief Officers.
- 2.2** The Council will ensure that good equal opportunities practice underpins the operation of this policy and the policy will apply to all employees irrespective of age; disability; sex; gender re-assignment; race; religion or belief; sexual orientation; marriage and civil partnership; and pregnancy and maternity.

3. DEFINITIONS

- 3.1** Social media is the use of web-based and mobile technologies where users can easily participate in, share and create content. Social Media includes the various online technology tools that enable people to communicate easily via the internet to share information and resources. Social media include, but are not limited to, blogs; wikis; RSS feeds; social networking sites.

4. KEY PRINCIPLES

- 4.1** The purpose of this Policy is to:
- Provide clear guidelines on the expected standards of conduct by employees when using social media.
 - Ensure employees are aware of their responsibility to comply with the expected standards of conduct.
 - Outline to employees the impact that not following the expected standards can have on their employment.

5. EXPECTED STANDARDS OF CONDUCT

Employees using Social Media on behalf of West Dunbartonshire Council

- 5.1** Employees must follow the agreed authorisation procedures and will be subject to management supervision.
- 5.2** Employees must ensure that all passwords and login details are not shared with any other employees, other than those authorised to use them, in line with the Corporate Information and Communication Technology Acceptable Use and Security Policy.

Personal use of Social Media

- 5.3** There are a number of documents which clearly detail the standards of conduct expected from employees which also relate to the use of social media. These documents are detailed below, and copies can be obtained from the intranet or via your line manager:

- Code of Conduct
- Teachers code of conduct on professionalism
- SSSC - Using Social Media
- Equal Opportunities Policy
- Equality & Diversity in Employment policy
- Corporate Information and Communication Technology Acceptable Use and Security Policy.

- 5.4** All employees should be aware that their conduct on social media applications could impact on their employment. This can include disciplinary action for misconduct, including dismissal where this constitutes gross misconduct.
- 5.5** Employees should be aware that where there is a serious breach of the Council's Social Media policy or a serious breach of professional conduct, the Council may be obligated to report this to the Police or other external bodies including the relevant professional body.

6. LEGISLATIVE CONTEXT

- 6.1** All users should be aware that information they share through social media applications are subject to copyright, the common law of confidentiality, Data Protection and Freedom of Information legislation, the Safeguarding of Vulnerable Groups Act 2006 and other appropriate legislation.

7. APPLICATION OF POLICY AND PROCEDURE

- 7.1** The Social Media Employee Guidance have been developed to support this policy and detail the expected standards of conduct.

8. RESPONSIBILITIES

8.1 The Council will:

- Provide clear guidelines on the expected standards of conduct by employees when using social media on behalf of the Council and as an employee of the Council.
- Ensure employees are aware of their responsibility to comply with the expected standards of conduct.
- Outline to employees the impact that not following the expected standards of conduct can have on their employment.
- Make appropriate social media access available to employees as required in their work capacity in line with the Corporate Information and Communication Technology Acceptable Use and Security Policy;

8.2 Managers will:

- Ensure employees are aware of their responsibility in relation to the guidance and any associated procedures or codes of practice.
- Familiarise themselves with the appropriate policies in regard to the use of social media and the standard of conduct expected;
- Outline to employees the impact that not following the expected standards can have on their employment.
- Keep authorised use of social media on behalf of the Council under general review and ensuring access rights are removed where appropriate.
- Authorise the use of social media applications for business purposes and monitoring the content of such applications within their service.

8.3 Employees will:

- Demonstrate expected standards of behaviour in their use of social media;
- Maintain their awareness of the appropriate policies in regard to the use of social media and standards of conduct expected;
- Be aware of the impact that not following the expected standards can have on their employment.

8.4 ICT will:

- Ensure compliance with the Corporate Information and Communication Technology Acceptable Use and Security Policy by authorised users of the Council's social media applications.

8.5 Corporate Communications will:

- Support employees in making effective use of social media for approved Council business.

8.6 Human Resources will:

- Provide guidance, advice and support to managers and employees where necessary.
- Review and monitor the Social Media Policy.

9. SOCIAL MEDIA REPORTING PROCEDURE

- 9.1** The procedure has been developed to support the Social Media Policy and outline how to raise and manage concerns when it is suspected that an employee has breached expected standards of conduct.
- 9.2** Employees should report any concerns as soon as possible using the appropriate reporting route. An employee is not expected to carry out any personal investigations to gather evidence.
- 9.3** An employee should provide as much information about the matter including; the nature of the concern, any relevant background information; the employees involved.
- 9.4** The manager receiving the complaint will take a record of the details. A template for recording concerns is available at Appendix A.
- 9.5** The manager will consider the complaint and follow procedure as specified in the relevant policy. Guidance on the appropriate policy is available from HR.
- 9.6** When an employee does not feel confident about raising a concern with their line manager, or they suspect the concern implicates the Line Manager in some way, the concern can be raised at a more senior level.
- 9.7** Where a concern is in relation to the use of Social Media on behalf of the Council, this should be raised directly with Corporate Communications or ICT.
- 9.8** Employees can also raise concerns with Internal Audit.
- 9.9** An employee will not be penalised in any way, where an allegation is made in good faith. Where a concern is considered to be raised frivolously, maliciously or for personal gain, this will be a disciplinary matter and will be progressed in line with the appropriate disciplinary policy.

10. EMPLOYEE GUIDELINES - INTRODUCTION

Professional Standards of Conduct

- 10.1** All employees should be aware that their conduct on social media sites can have an impact on their employment
- 10.2** Employees should also be aware of the professional standards expected of them. Many professions will have a code of professionalism and employees should familiarise themselves with the Code of Conduct expected by West Dunbartonshire Council.
- 10.3** Serious breaches of professional conduct will be reported to the relevant professional body who may consider taking further action.

Personal Liability

- 10.4** Employees with social media accounts are agreeing to information being published on public domain regardless of privacy settings. Employees should be aware that they are legally responsible for anything they write or present online. Once something is posted online the author has to assume that it remains in the public domain forever and that they remain responsible for it.
- 10.5** You should be aware of your association with West Dunbartonshire Council when using social media, including professional networking. If you identify yourself as a West Dunbartonshire Council employee (e.g. on Linked In) you should ensure that your profile and any related content are consistent with how you would wish to present yourself to colleagues and professional contacts.
- 10.6** Even if you do not directly identify yourself as a West Dunbartonshire Council employee when using social media for personal purposes, you should be aware that content you post on social media websites might in some circumstances still be construed as relevant to your employment at West Dunbartonshire Council. For example, updating your work bio on your personal profile page to 'Job title at WDC', however, this is not exhaustive of the types of ways to identify you as an employee on social media platforms.

Acceptable Use of Council IT Facilities

- 10.7** Employees must ensure that they comply with the Corporate Information and Communication Acceptable Use and Security policy when using Council IT facilities.

11. EMPLOYEE GUIDELINES – WHEN USING SOCIAL MEDIA APPLICATIONS ON BEHALF OF WEST DUNBARTONSHIRE COUNCIL

Professional Use

11.1 The Council's reputation is made up in a large part by the behaviour of its employees, and what you publish reflects on how West Dunbartonshire Council is perceived. Social media should be used in a way that adds value to the Council's business. If it helps our employees, our citizens or our partners to do their jobs and solve problems; if it enhances the Council's services, processes and policies; if it creates a sense of community; or if it helps to promote the council's aims and values, then it is adding value.

11.2 Employees using social media in the workplace have a responsibility to use this in an appropriate manner. Employees who are required to post updates to Social Media sites as part of their job should do so in a professional manner which is consistent with the Council's Code of Conduct and ICT Security Policy.

11.3 Business use of Social Media sites such as Facebook, Twitter, Flickr etc. will be permitted at the discretion of Corporate Communications, provided a business case can be made, and aligns to our corporate guidelines and our overall communications strategy. Key points are:

- social media should be used as part of the overall communications mix and not as a stand alone activity.
- The Council's website is the pivotal digital channel for on-line services, information and transactions. Any engagement and promotional activity through social media must link to up to date, accessible web pages.
- You must be prepared to commit sufficient time and resources to monitor and update social media sites frequently.
- Use of social media must be carefully managed to minimise risk to systems and information security.

11.4 Access to use social media at work is restricted by our IT security systems. Permissions are managed by ICT with;

- Any requests to view/read Social Media should be directed to the ICT service desk in the first instance.
- Any requests to create/author/develop Social media sites/pages must be directed via corporate communications in the first instance, the initial point of contact will be Amanda.Graham@west-dunbarton.gov.uk.

11.5 Employees should be aware that as well as being personally responsible for anything they post, when acting in the course of their work duties; Employees should:

- Apply for and be registered on the approved business social media user list held by the communications team and not use any social media tool for Council business unless they have received appropriate training.
- Follow copyright and GDPR/Data Protection laws. For the Council's, as well as the employee's protection, it is critical that employees stay within the legal framework and be aware that libel, defamation, copyright and data protection laws apply.
- Ask permission to publish or report on conversations that you take part in at work.
- Be aware that content on social media websites may be subject to Freedom of Information requests.
- Remember that if they break the law using social media (for example by posting something defamatory), you will be personally responsible. You may also be subject to the Council's Disciplinary Procedure.
- Employees must inform the Communications Team if they have identified information that is inaccurate or could damage the reputation of the Council.
- Be prepared for a two-way conversation. And be aware that people are entitled to their views. You must make sure that what you say is factual and avoid becoming involved in unnecessary or unproductive arguments.

11.6 If a conversation turns and becomes offensive in terms or language or sentiment, employees should handle this swiftly and with sensitivity, remove the comment and make sure you inform your audience exactly why you have done this. A few sentences should suffice, along the lines of: "This comment was removed because the content was offensive. Comments are welcomed but please respect the views of everyone who comes here."

11.7 If you make a mistake, be up front about your error and correct it quickly. If you choose to modify an earlier post, make it clear that you have done so.

11.8 Remember that there are consequences to what you publish. If you are about to publish something that makes you uncomfortable, review the suggestions in this document. If you're still uncertain, discuss it with your manager or with the Communications team.

11.9 Take extra care when developing the use of social media which is likely to involve or promote the activities of children or young people.

Key points are:

- Check your plans with teachers, parent groups, youth workers
- Get permission from parents or carers before publishing any videos or photographs of young people
- Avoid identifying individuals
- Do not use full names
- Check your pages frequently, delete any appropriate content and deal with any suspicious activity immediately.

12. EMPLOYEE GUIDELINES – WHEN USING SOCIAL MEDIA APPLICATIONS AS AN EMPLOYEE OF WEST DUNBARTONSHIRE COUNCIL

Personal Use

12.1 The Council respects their employees' rights to personal use of social media out with the workplace. We recognise that our employees have the right to express themselves freely when using Social Media. However, employees should be aware that actions that affect their work performance, the work of others, or adversely affect the Council, may become a matter for the Council. This could result in disciplinary action for misconduct, up to and including dismissal where it constitutes gross misconduct, in accordance with the relevant disciplinary policy.

12.2 When communicating, posting or agreeing to comments electronically, employees should consider the impact this may have on their employment or their colleagues.

12.3 Expectations of employee behaviour when interacting with social media are no different from the expectations of their behaviour when using other methods of communication, such as face-to-face or on the telephone.

12.4 When employees identify themselves as employees of West Dunbartonshire Council they are expected to act in a manner which does not bring the Council into disrepute and act in a way that is consistent with the Council's Code of Conduct, Policies and Values.

Considering the following points may help avoid any conflict between your personal use of social media and your employment with the Council:

12.5 Employees are advised not to:

- Post comments which are bigoted, hateful or that may be considered discriminatory or anything that may be considered as bullying, harassment

or otherwise unacceptable under the terms of the Code of Conduct and Equality and Diversity in Employment policy.

- Post or distribute images, videos or messages that may bring the Council into disrepute for example anything that might be considered indecent, pornographic, obscene or illegal.
- Post or send confidential information which may breach GDPR/Data Protection Act 1998.
- Add clients or pupils as friends on personal social networking sites. Teachers should refer to the General Teaching Council's guidance on Social Media for further information.
- Engage in inappropriate personal communication with young people and/or protected adults in known receipt of services from the Council.
- Post any content which it would be professionally inappropriate for young people and/or protected adults to know or see or accessible to young people and/or protected adults.
- Use the Council's logo on personal web pages.
- Post expressions of anger or abuse against another employee
- Publish untrue statements about another person which could damage their reputation or working relationships.
- Communicate or distribute derogatory or defamatory material about any individual or the Council and its partners.
- Send an offensive email from a home email account to an employee of an important customer.
- Post comments on a personal blog that could seriously damage the council's reputation or derogatory content that identifies fellow colleagues. i.e. using social media as a platform to express concerns over internal grievances and processes, use of language, posting of insensitive remarks that breach Equality and Diversity.
- Post statements that discriminate against or harass, or incite violence or hatred against other persons or groups particularly by reference to their race, religion, belief, gender or sexual orientation and anything relevant and protected by the Equalities Act 2010.
- Claim to represent the views of the Council unless authorised to do so; only those employees who are authorised to communicate with the media may do so.
- Transmit confidential or sensitive information relating to individuals or any aspect of the Council's business over internet, social media sites or via e-mail (other than by Council approved, secure systems for external email)

12.6 It is recognised that as a citizen, an employee is entitled to express views about the Council. This does not include making use of any information gained through working for the Council. However, in their work capacity, employees should not criticise the Council either through the media, at a public meeting or in any written communication with members of the public.

12.7 Employees working with young people and/or protected adults must follow the expected standards of conduct with regards to their professional codes of

conduct when using social media. Employees should familiarize themselves with the Code of Conduct expected by West Dunbartonshire Council.

12.8 Employees should not write or report on conversations, meetings or matters that are meant to be private or internal to West Dunbartonshire Council.

12.9 Unauthorised disclosure of confidential information could constitute misconduct/gross-misconduct in accordance with the appropriate disciplinary policy.

12.10 Using the internet to make negative or derogatory comments about West Dunbartonshire Council, its officers or members could also result in disciplinary action and potentially legal action on a collective or individual basis. The council will not accept liability for any actions arising out of your personal use of social networking sites.

12.11 Trade union representatives have a particular role that is not one shared by other employees of the council as described in provision 10.4 of the council's code of conduct. This recognises their right to engage with the media (including social media) in communicating the views of their trade union, including political statements in relation to the Council and its activities. However, with this additional right, trade union representatives have a responsibility to act in a way which does not breach equality and diversity obligations, and which is respectful of individual employees and elected members.

12.12 Elected members have separate responsibilities to employees of the council and their use of social media is covered by the Standards Commission Scotland – Councillors' code of conduct. It is an elected member's personal responsibility to comply with these and review regularly.

12.13 It is advised that any content for social media platforms which can be seen to place the organisation at serious risk for reputational damage i.e. breaching confidentiality by disclosing sensitive/confidential internal information/data, use of language, posting of insensitive remarks that breach Equality and Diversity, posting untrue/allegations about employees/members, should be escalated to the Strategic Lead of People & Technology for resolution in the first instance.

13. MONITORING

13.1 ICT and Corporate Communications will monitor the use of West Dunbartonshire Council's social media accounts and content.

13.2 The policy will be reviewed in line with any related new or amendments to legislation as required.



Private and Confidential

Social Media

Record of Concern

Employee Name (Employee raising the concern)	
Job Title	
Strategic Area	
Phone Number	

Details of concerns Raised	
Date concern raised	

Response	Supporting Evidence
Investigation Approved	
No further Action required	

Line Manager's Signature		Date	
Employee's Signature		Date	

WEST DUNBARTONSHIRE COUNCIL

Report by Strategic Lead for Communications, Culture and Communities

Corporate Services Committee: 13 February 2019

Subject: Options for a new Community Centre at Skypoint to include a new Faifley Library

1. Purpose

- 1.1** This purpose of this report is to follow up on a request by the Corporate Services Committee to bring forward options for a new Community Centre at Skypoint to include a new Faifley Library.

2. Recommendations

- 2.1** It is recommended that Corporate Services Committee:

- notes the report and the proposal to include aspirations for the new library and community centre into wider asset management plans for the Clydebank area
- agrees that when this project is developed by officers it will go to IRED Committee for approval and be delivered by Asset Management

3. Background

- 3.1** At the November 2017 Corporate Services Committee Councillors approved a motion that noted the below average use of the existing Faifley Library on the Edinbarnet Campus. Committee stated their belief that the awkward location of the library was to blame for the disparity in user numbers and resolved that the Council must address this.
- 3.2** It was the view of the Committee that the Skypoint CE Centre provided a more suitable location. It was also their view that the building had fallen into disrepair. It is important to clarify that while it is accepted by officers that the appearance of the Skypoint CE is dated, it is currently a Condition B building and will form part of Asset Management's rolling Building Upgrade Programme in 2020/21.
- 3.3** Committee went on to agree that officers bring forward to the relevant Committee, options for a new CE Centre on the Skypoint site that will include space for a new Faifley Library; and this should be timed to allow the relevant revenue and capital provisions to be agreed by Council for the 2019/20 financial year.

- 3.4 The Strategic Lead for Communications, Culture and Communities and the Strategic Lead for Environment and Neighbourhood have been reviewing options since this decision.

4. Main Issues

- 4.1 The existing Skypoint Centre has a long-standing tenant in place called Spark of Genius. They have operated a school at the site since October 2015 and their space has been carefully designed to suit the needs of up to 45 primary and secondary pupils aged 10-18 years with a variety of complex educational social, emotional and behavioural needs. The organisation has invested significantly in a range of fixed improvements such as a dedicated ICT Suite, learning zones, large bright modern classrooms, an on-site games hall and fully equipped woodwork department. Relocating this tenant to a new Skypoint Centre building with a similar set up is likely lead to significant costs to the Council for no additional benefit.
- 4.2 More importantly, discussions with the Council's Asset Management service , highlighted the need to consider the Skypoint project as part of a wider bid for money for a campus development within the Faifley area. This team has the professional responsibility for managing all the Council's existing facilities, investing in new ones and bidding for any future funding from Scottish Futures Trust for new builds, in a way that is sustainable and maximises benefits to the Council.
- 4.4 Scottish Futures Trust, which is the infrastructure delivery company owned by the Scottish government, has given advice on future funding criteria. This outlines the importance of creating diverse community hubs that maximise Council services on a single site. This means that future bids for funding which include a mix of co-located services such as leisure facilities, schools, libraries, community centres, and nurseries will qualify for external funding.
- 4.5 Officers from Asset Management are currently reviewing all Council buildings and sites to determine how best to shape the Council's assets in future. The ambition would be to develop plans that maximise external funding and create sustainable venues that save the Council funds. It is the view of this team and the Strategic Lead for Communications, Culture and Communities that progressing with the proposal outlined by Corporate Services could have a negative impact on this wider aspiration
- 4.6 It is therefore recommended that the aspiration agreed by Corporate Services Committee for a new Skypoint centre should be incorporated into future plans for asset management in Clydebank.

5. People Implications

- 5.1 In respect of the proposal, there are no significant people implications from this report other than the resources required by various services to take this project forward.

6. Financial and Procurement Implications

- 6.1** While there would be financial and procurement implications with any new library and community centre in Faifley, this report does not in itself have any financial impact on the Council.

7. Risk Analysis

- 7.1** There is a risk that if the Council does not pursue a community campus model then it will exclude itself from significant future funding via the Scottish Government.
- 7.2** There is a risk that by including the aspiration for the community centre and library into a broader asset management plan that the proposal will take several years to be delivered. This is mitigated by the fact officers are currently considering future plans and that the benefits in securing the funding will far outweigh a short-term delay.

8. Equalities Impact Assessment (EIA)

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

9. Consultation

- 9.1** Internally the project has been considered by Libraries and Culture, Environmental Services, Assets, Finance and Procurement.

10. Strategic Assessment

- 10.1** A strong community campus proposal would support the following Council strategic priorities:
- A strong local economy and improved employment opportunities
 - Meaningful community engagement with active empowered and informed citizens who feel safe and engaged
 - Efficient and effective frontline services that improve the everyday lives of residents

Name	Malcolm Bennie
Designation	Strategic Lead for CCC
Date:	21 January 2019

Person to Contact: Malcolm Bennie, Strategic Lead for CCC, Council Offices, 16 Church Street, Dumbarton, G82 1QL, telephone:

01389 737 187, email: Malcolm.bennie@west-dunbarton.gov.uk

Wards Affected: Ward 4 - Kilpatrick

WEST DUNBARTONSHIRE COUNCIL**Report by Strategic Lead – Communications, Culture & Communities****Corporate Services Committee: 13 February 2019**

British Sign Language Action Plan 2018-2024**1. Purpose**

- 1.1** The purpose of this report is to present the West Dunbartonshire Council British Sign Language Action Plan 2018-2024, as required by the British Sign Language (Scotland) Act 2015.

2. Recommendations

- 2.1** Members are asked to endorse the content of the West Dunbartonshire Council British Sign Language (BSL) Action Plan 2018-2024

3. Background

- 3.1** The British Sign Language (Scotland) Act 2015 requires Scottish Government and public authorities, such as Councils and NHS Boards, to produce BSL Action Plans, reviewed every six years. Scottish Government published their first [National BSL Action Plan in October 2017](#), detailing their own commitments alongside the general direction for local plans.
- 3.2** The national aspiration, described in the Scottish Government action plan, is to ensure that BSL users (those individuals whose first or preferred language is BSL) are able to be fully involved in daily and public life as active, healthy citizens able to make informed choices about all aspects of their lives.

4. Main Issues

- 4.1** In line with the BSL (Scotland) Act 2015 and the guidance provided by Scottish Government, work has been underway since early 2018 to develop a West Dunbartonshire BSL action plan. To support this, a local BSL working group was established, involving key officers from across the Council and West Dunbartonshire Leisure Trust, including a BSL learner.

- 4.2** The West Dunbartonshire plan has been developed to align to the template provided by the Scottish Government for Local Authority plans. It sets out current provision and proposed actions in relation to:
- General access across all our services
 - Family Support, Early Learning and Childcare
 - School Education
 - Training, Work and Social Security
 - Health (including social care), Mental Health and Wellbeing
 - Culture and the Arts
 - Justice
 - Democracy
- 4.3** While the majority of commitments made relate directly to services provided by Council, additional commitments have been made around signposting and improved partnership working specific to both health and justice.
- 4.4** The content of the plan aligns very clearly to our legal obligations under the Equality Act 2010, specifically in relation to making services accessible to all and ensuring equity of access to employment opportunities. This alignment also extends to the commitments made through the Equality Outcomes and Mainstreaming Report 2017-2021, with development of the BSL action plan reported through the Equality and Diversity Working Group along with updates on Equality Outcomes.
- 4.5** The BSL action plan supports delivery of two specific Equality Outcomes for the Council:
- Increase participation of underrepresented groups
 - Increase diversity of the Council workforce
- 4.6** The BSL action plan for West Dunbartonshire has been developed through consultation with BSL users and learners from the area. An initial consultation draft of the plan was published on the Council website, and a focus group held to gather feedback. This informed the final version of the plan attached as appendix one to this report. Along with the text version of the action plan, videos of each section have been developed and will be published on the Council website.

5. People Implications

- 5.1** There are no direct people implications associated with this report.

6. Financial and Procurement Implications

- 6.1** Recurring external funding of £5,000 per year will be supplied from Scottish Government to help with the implementation of the action plan. It must be noted that this fund should not be used to provide reasonable adjustments for BSL users, as this is something we should already be doing.
- 6.2** Commitments made within the plan should be delivered within the existing budgets of the services responsible.

7. Risk Analysis

- 7.1** The British Sign Language (Scotland) Act sets out the national commitments for delivery. Failure to develop and action plan and implement appropriate actions would not be compliant with the legislation.
- 7.2** It is important that the work to support the BSL plan is integrated with other work on equalities and human rights to gain as much benefit as possible. This can be done by services ensure that such work is clearly represented in their plans, and performance reporting and management.

8. Equalities Impact Assessment (EIA)

- 8.1** The proposed plan is relevant to equalities and therefore has been impacted assessed. The plan identifies areas of action that are likely to have a range of positive effects for Deaf people with a variety of different characteristics. The impact assessment is attached as appendix two to this report.

9. Environmental Sustainability

- 9.1** The proposals in this report represent a qualifying plan, programme, policy or strategy for consideration for SEA. However, it has been determined by officers that the proposals are unlikely to have significant environmental effects. The proposal is therefore exempt from the SEA process and can be pre-screened out. A determination to this effect has been made to the Scottish Government Gateway. An SEA has not been undertaken.

10. Consultation

- 10.1** A BSL working group was formed which included one profoundly deaf person who is a BSL learner. The group also included officers from across a variety of Council services, such as housing, education, HR and citizen services as well as West Dunbartonshire Leisure and West Dunbartonshire health & Social Care Partnership.
- 10.2** A joint consultation session was carried out with NHS Greater Glasgow & Clyde in early September to inform content of the action plan. Further engagement was held to review the draft action plan in BSL video, with participants broadly agreeing with its aims.

10.3 An online survey was also carried out, linking to the Council's BSL and English versions of our draft plan. As well as accessing services, respondents saw employment and educational opportunities as priorities.

10.4 Updates on BSL plan progress have been taken to the Council's Equality and Diversity Working Group throughout its development.

11. Strategic Assessment

11.1 The West Dunbartonshire BSL Action Plan 2018-2024, in line with the national ambitions, supports:

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

Malcolm Bennie

Strategic Lead – Communications, Culture & Communities

15 January 2019

Person to Contact: Amanda Coulthard
Performance and Strategy Manager
Amanda.Coulthard@west-dunbarton.gov.uk

Appendices: **Appendix 1:** West Dunbartonshire BSL Action Plan 2018-2024 (English Version)
Appendix 2: Equality Impact Assessment

Background Papers: None

Wards Affected: All wards

West Dunbartonshire Council

British Sign Language Plan 2018-2024

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Introduction

We are delighted to present our BSL Action Plan covering the period from 2018-2024. We want BSL users (those individuals whose first or preferred language is BSL) to be fully involved in daily and public life as active, healthy citizens able to make informed choices about all aspects of life.

When we say BSL users, this covers all people whose first or preferred language is BSL. This included people who receive the language in tactile form due to sight loss.

We understand and value BSL as a language in its own right, which enables our D/deaf and Deafblind citizens to fully engage in our communities as active citizens. We want to ensure that West Dunbartonshire is a great place to live, work and visit for everyone.

After consultation with BSL users in West Dunbartonshire in August and September 2018, we have developed this action plan.

Our plan focuses on what we can deliver in West Dunbartonshire to support the ten long-term goals of the national BSL plan, in the context of the [West Dunbartonshire Plan for Place 2017-2027](#) and the [Council Strategic Plan 2017-2022](#). Our plan also aligns with the West Dunbartonshire [Equality Outcomes and Mainstream Report for 2017-2021](#).

We will ensure our information provision and work takes account of BSL users, including staff training and Equality Impact Assessments. We are committed to protecting and supporting BSL, and will ensure that internal guidance sets our corporate standards for communication with all residents and stakeholders.

Contact

For further information please contact the lead officer for this plan:

Ricardo Rea Ricardo.rea@west-dunbarton.gov.uk or 01389 737198

British Sign Language (BSL) users can contact us via [contactSCOTLAND-BSL](#)

Executive Summary

West Dunbartonshire Council wants to ensure our area is a great place to live, work and visit for BSL users; ensuring opportunities are available for full and active participation of all citizens.

To do this, over the period of this plan, we will implement a range of actions as described throughout the remainder of this document.

These actions are designed to deliver on longer term outcome improvements which:

- build understanding between BSL users and non BSL users
- increase understanding of the specific needs of BSL users
- better equip staff and services to meet any, and all, specific needs
- Increase participation of BSL users in important process that will involve and effect people across west Dunbartonshire
- better meet the needs or BSL users in terms of education learning, and attainment
- build the diversity of our workforce to make it as representative as possible of the people it serves

This plan was developed based on engagement and consultation with BSL users in West Dunbartonshire.

Our Action Areas

1. Across all services

We are committed to the long term aspiration of the National BSL action plan that, across the public sector, information and services will be accessible to BSL users. This includes improving access to information and services, including the accessibility of the Council website, for BSL users.

By 2024, we will:

- 1.1 Analyse existing evidence we have about BSL users in our organisation; identify and fill key information gaps so that we can establish baselines and measure our progress
- 1.2 Ensure all Council consultations take account of preferred communications methods
- 1.3 Ensure service monitoring activity takes account of communication preferences of citizens
- 1.4 Create a specific BSL information and contacts on the Council website
- 1.5 Promote use of the 'Contact Scotland BSL' service across relevant services and to citizens
- 1.6 Ensure that all relevant employees have access to appropriate BSL awareness training
- 1.7 Raise the profile of and awareness of the Council's 'Communicating Effectively' guidance
- 1.8 Ensure that customer services training includes content on needs of D/deaf and deafblind citizens

2. Family Support and Learning

We want to ensure that all of our children and young people, and their families, receive the information and support they require at the right time. This aspiration ensures that we are Getting it Right for Every Child in West Dunbartonshire.

By 2024, we will:

- 2.1 Provide early years staff with information about BSL and Deaf culture, and about resources that are available in BSL, so that they can meet the needs of families with a D/deaf or Deafblind child
- 2.2 Develop BSL resources and advice within key programmes such as 'BookBug' to ensure that parents can be supported to interact with their child during this critical developmental phase



3. School Education

We want to ensure that all children and young people who use BSL will get the support they need at all stages of their learning, so that they can reach their full potential and that parents who use BSL will have the same opportunities as other parents to be fully involved in their child's education. We will also work to ensure that more pupils will be able to learn BSL at school.

By 2024, we will:

- 3.1 Develop parental engagement and ensure family learning are key features of the Inclusion Fund
- 3.2 Carry out a staff survey with teaching and support staff and share findings with the Scottish Government
- 3.3 Identify actions to use skills and knowledge we have among staff to increase the overall breadth and depth of knowledge
- 3.4 Progress Education Scotland guidance on engagement with parents/carers who use BSL
- 3.5 Explore opportunities to support learning of BSL in schools for hearing pupils as part of the 1+2 Programme including sharing best practice and guidance

4. Training, Work and Social Security

We are committed to ensuring BSL users are supported to develop the skills they need to become valued members of the Scottish workforce, so that they can fulfil their potential, and improve Scotland's economic performance.



By 2024, we will:

- 4.1 Signpost pupils and students to a wide range of information, advice and guidance in BSL about their career and learning choices and the transition process.
- 4.2 Promote Foundation Apprenticeships for school children who use BSL.
- 4.3 Work with partners, including SDS who deliver employment services, and with employer groups already supporting employability to help signpost them to specific advice on the needs of BSL users.
- 4.4 Make full use of myjobscotland to raise awareness of the supports available to encourage BSL users into employment.
- 4.5 Improve the understanding of reasonable adjustments for BSL users throughout the organisation to enable BSL users to access the supports and opportunities available to all employees
- 4.6 Develop accessible BSL training in line with the workforce profile

5. Health (including social care), Mental Health and Wellbeing

We are committed to ensuring that BSL users in West Dunbartonshire will have access to the information and services they need to live active, healthy lives, and to make informed choices at every stage of their lives

By 2024, we will:

- 5.1 Signpost BSL users to health and social care information produced in in BSL by NHS Health Scotland and NHS24
- 5.2 Develop complementary information in BSL about local provision, as appropriate.
- 5.3 Ensure that any local work to tackle social isolation explicitly considers the needs of BSL users, in partnership with our community planning partners
- 5.4 Provide public protection information in BSL on our website
- 5.5 Produce video guides to major leisure centres, these will be spoken in English, sub titled in English and signed in BSL
- 5.6 Run leisure facility induction days for users with specific needs
- 5.7 Build awareness of activities on offer through increased linkages with wider community organisations and BSL users



6. Culture and the Arts

We will ensure that BSL users have full access to the cultural life of West Dunbartonshire, an equal opportunity to enjoy and contribute to culture and the arts, and are encouraged to share BSL and Deaf Culture with our wider community.

By 2024, we will:

- 6.1 Enable BSL users to take part in culture and the arts as participants, audience members and professionals
- 6.2 Improve accessibility to council and West Dunbartonshire Leisure premises
- 6.3 Improve the understanding of staff at these locations on Deaf awareness
- 6.4 Ensure supports are on offer through core services to promote career opportunities in culture and arts
- 6.5 Produce and publish increased information about the area in both English and BSL video
- 6.6 Explore opportunities for theatre access, and signed/subtitled performances
- 6.7 produce mobile library service displays for use at different venues across West Dunbartonshire



7. Justice

While there are no specific actions from the national plan in relation to justice which have a direct implications for local authorities, our work on Community Justice through Community Planning West Dunbartonshire is relevant in helping to contribute to ensuring BSL users have fair and equal access to the civil, criminal and juvenile justice systems in Scotland.



By 2024, we will:

- 7.1 Take account of advice developed by BSL-led Justice Advisory group, to support and meet the needs of BSL users
- 7.2 Through Community Planning West Dunbartonshire, take steps to make Community Justice accessible to all including BSL Users
- 7.3 Ensure that partnership services take account of any potential impact on BSL users

8: Democracy

We will ensure that BSL users have opportunity to be fully involved in democratic and public life in West Dunbartonshire as active and informed citizens, as voters, and as elected politicians.



By 2024, we will:

- 8.1 Promote the 'Access to Elected Office Fund' locally, which can meet the additional costs of BSL users wishing to stand for selection or election
- 8.2 Explore opportunities for local BSL users who are interested to take part in Political shadowing schemes, hustings, and Scottish Youth parliament events

How we will keep you informed on progress

- By information on the Councils website and social media channels
- You can also agree to be emailed directly if you wish

Please contact engagement@west-dunbarton.gov.uk if you want to continue to be involved with the Council as we further develop/implement the actions in our plan.

This document is also available in other languages, large print and audio format on request.

Arabic

هذه الوثيقة متاحة أيضا بلغات أخرى والأحرف الطباعية الكبيرة وبطريقة سمعية عند الطلب.

Hindi

अनुरोध पर यह दस्तावेज़ अन्य भाषाओं में, बड़े अक्षरों की छपाई और सुनने वाले माध्यम पर भी उपलब्ध है

Punjabi

ਇਹ ਦਸਤਾਵੇਜ਼ ਹੋਰ ਭਾਸ਼ਾਵਾਂ ਵਿਚ, ਵੱਡੇ ਅੱਖਰਾਂ ਵਿਚ ਅਤੇ ਆਡੀਓ ਟੇਪ 'ਤੇ ਰਿਕਾਰਡ ਹੋਇਆ ਵੀ ਮੰਗ ਕੇ ਲਿਆ ਜਾ ਸਕਦਾ ਹੈ।

Urdu

درخواست پر یہ دستاویز دیگر زبانوں میں، بڑے حروف کی چھپائی اور سننے والے ذرائع پر بھی میسر ہے۔

Chinese (Cantonese)

本文件也可應要求，製作成其他語文或特大字體版本，也可製作成錄音帶。

Polish

Dokument ten jest na życzenie udostępniany także w innych wersjach językowych, w dużym druku lub w formacie audio.



British Sign Language

BSL users can contact us via [contactSCOTLAND-BSL](#), the on-line British Sign Language interpreting service.

Find out more on the [contactSCOTLAND](#) website

✉ **West Dunbartonshire Council, 16 Church Street, Dumbarton, G82 1QL**

💻 **engagement@west-dunbarton.gov.uk**

AssessmentNo	40	Owner	rrea	Appendix 2	
Resource	Transformation		Service/Establishment	Communications, Culture and Communities	
	First Name	Surname	Job title		
Head Officer	Ricardo	Rea	Performance and Strategy Officer		
	(include job titles/organisation)				
Members					
	<i>(Please note: the word 'policy' is used as shorthand for strategy policy function or financial decision)</i>				
Policy Title	BSL Action Plan for West Dunbartonshire Council 2018-2024				
	The aim, objective,purpose and intended out come of policy				
	Service/Partners/Stakeholders/service users involved in the development and/or implementation of policy.				
Does the proposals involve the procurement of any goods or services?				Yes	
If yes please confirm that you have contacted our procurement services to discuss your requirements.				Yes	
SCREENING					
<i>You must indicate if there is any relevance to the four areas</i>					
Duty to eliminate discrimination (E), advance equal opportunities (A) or foster good relations (F)				Yes	
Relevance to Human Rights (HR)				Yes	
Relevance to Health Impacts (H)				Yes	
Relevance to Social Economic Impacts (SE)				Yes	
Who will be affected by this policy?					
Deaf people, BSL users, WDC staff, citizens of West Dunbartonshire, parents and cares of Deaf people including					
Who will be/has been involved in the consultation process?					
WDHSCP, WD Access for All, Education and Attainment, West Dunbartonshire Equality Forum, Roads, Skills Development Scotland.A BSL working groups has been formed which includes one profoundly deaf person who is a BSL learner. A joint consultation was carried out with NHSGGC on 05/09/2018 at which 10 members of the deaf gave feedback on NHS services and more generally on other services. A follow up meeting with some of the same group of people was held on 26/09/2018; the draft WD plan in BSL video was reviewed by participants, who broadly agreed with its aims. The largest amount of feedback was on ensuring that council services were as accessible as possible to Deaf people. We made a commitment to reviewing possible communication methods such as text messages.An online survey was also carried out, linking to the Council's BSL and English versions of our draft plan. As well as accessing services, respondents saw employment and educational opportunities as priorities. Feedback from all the consultation work has been feedback Council services via the working group. A commitment was made to meet with Deaf people from WD again after the plan has been finalised and published, to report on progress.Updates on BSL plan progress have be taken to the Council's Equality and Diversity Working Group every three months during development					
Please outline any particular need/barriers which equality groups may have in relation to this policy list evidence you are using to support this and whether there is any negative impact on particular groups.					

	Needs	Evidence	Impact	
Age	BSL support or provision in schools is an ambition of the draft list that will be	Much hearing loss is due to degenrative conditions, but it does not follow that	There is postive effctcs in terms of younger people in terms of	

	presented to the Scottish Government	everyone who has hearing loss uses BSL. Some people who have become deaf during their lives have learned BSL however.	employment support and access. It is unclear what effect changes will have on people over retirement age but it is hoped that there will be opportunities to tackle social isolation to some extent.	
Cross Cutting	The plan sits in the context of the Scottish Governments aspirations: Plans to integrate sign language into everyday life	50 People reported being Deaf BSL users to the 2011 Census, this is nearly twice as many people as identified in a 2001 Survey. Another 150 identified as using BSL at home.	A range of customer services training online and face to face for Council staff is being designed to ensure that deaf people can access services more seamlessly. There are unlikely to be negative effects on any protected group. Positive impacts are likely for BSL users, and there may be positive effects in terms of good relations between Deaf BSL users and hearing people, through more understanding and contact	
Disability	BSL Strategy is required from October 2018 This needs to start influencing the content of other processes	There is no BSL support or Provision in WDC Schools We do have some support for sign supported English	The Draft Access Strategy has been updated in line with Council Equality Outcomes for 2017-2021. The BSL strategy has also been highlighted to Access group in Education to ensure that proper consideration is given ahead of and beyond October 2018	
Social & Economic Impact	Deaf and hard of hearing want to work and participate as much as other people, employment and training is a major area of focus in the Scottish Governments National Action Plan	Deaf and hard of hearing people are more likely to be unemployed. Help through Access to work is now restricted to 1.5 national average wage. claims that this is having a disproportionate effect on deaf people BBC news item	Potential positive effects however this needs to be seen in the light of cap on Access to Work	

		http://www.bbc.co.uk/news/uk-41722225		
Gender	Cross cuts with other Protected characteristics, Deaf people may find it especially difficult to access services	The majority of BSL users in all of the age groups were female , except for people aged 3 to 15 years, where there was a slightly higher number of males. Women are more likely to suffer domestic abuse than men	It is hoped that an improvement to the accessibility of Council services would benefit all BSL users. It is possible that this may benefit some women at some times, for example in terms of domestic abuse, but this would also benefit men	
Gender Reassign	Communication would be especially critical in some circumstances, e.g. if someone had changed gender and was contacting the council about this	No numerical evidence available here. There are recognised issues for both some trans gender people and Deaf people, this combination, may lead to an increased chance of isolation	any impact here would cross cut with gender and sexual orientation, but there is nothing specific to this PC	
Health	The health needs of Deaf people are as wide as any other groups. Evidence suggests that social isolation is a particular problem however.	Evidence suggests that Deaf people have higher prevalence rates of obesity, high blood pressure, mental health issues, and depression compared to the general population, but they have lower prevalence rates of cardiovascular disease, high cholesterol and chronic obstructive pulmonary disease and are less likely to smoke and drink alcohol. This is inline with information from the 2011 census .	Reduced social isolation and increased opportunities to participate in civil society and sport are likely to have positive impacts on both mental and physical health	
Human Rights	The Convention on the Rights of Persons with Disabilities (CRPD) sets out what human rights mean in the context of disability. The first human rights treaty of the twenty-first century, it represents a major step towards realising the right of disabled people to be	Human rights and equality issues cross cut. Therefore elements listed under the equality characteristics are relevant here, so they are wide ranging, but include access to health, employment, information and justice	The overall ambitions of the actions plan if realised will help people enjoy their human rights	

	<p>treated as full and equal citizens. By ratifying the CRPD in 2009, the UK is committed to promoting and protecting the full enjoyment of human rights by disabled people and ensuring they have full equality under the law. The Convention covers a wide range of areas including:</p> <ul style="list-style-type: none"> • health • education • employment • access to justice • personal security • independent living • access to information 			
Marriage & Civil Partnership	Any needs here would cross cut with gender and sexual orientation	Any evidence here would cross cut with gender and sexual orientation	any impact here would cross cut with gender and sexual orientation, but there is nothing specific to this PC	
Pregnancy & Maternity	The council is working has identified a range of actions on tackling child poverty, and being able to communicate with Deaf women in terms of providing advice and services is vital	Deaf awareness across most services area could be improved including W4U services. W4U staff are able and will be encouraged to attend providing accessible services training	Any impact here would cross cut with gender and sexual orientation, but there is nothing specific to this PC	
Race	Not everyone who is deaf or hard of hearing uses BSL. Data is not available at the Council level that will give data on ethnicity and BSL use	We estimate that 50 people in the WD area are Deaf BSL users based on 2011 census data. There are another 200 people who report using BSL but are not deaf. Some people use sign supported English, other people use other systems e.g. Irish Sign Language.	It is hoped that an improvement to the accessibility of Council services would benefit all BSL users, but no differential impact is expected for characteristic	
Religion and Belief	Cross cuts with other Protected characteristics, Deaf people may find it	No data available from census at WD level	It is hoped that an improvement to the accessibility of Council services	

	especailly difficult to access services		would benefit all BSL users, but no differential impact is expect for characteristic
Sexual Orientation	Cross cuts with other Protected characteristics, Deaf people may find it especailly difficult to access services	There are are recognised issues for both some LGB people and Deaf people, this combination, may lead to an increased chance of isolation	It is hoped that an improvement to the accessibility of Council servcies would benefit all BSL users, but no differential impact is expect for characteristic

Actions

Issue Description	Action Description	Actioner Name	Due Date
Alert HSPC to potentail implications for them	Ric to take feedback from HSCP meeting 12th April and feed into WDC EIA and SCEn feedback Wendy informed of ongoing work, she will highlight to HSCP meeting 12th April	ricardo.rea@west-dunbarton.gov.uk	20-Apr-2017
Education implications need to be scoped	Add to Accessibility Strategy Group meeting agenda on 13th June 2017 Gave verbal update to Access Group, passed copy of SCEN response to national draft to access group chair, Claire Cusack for Information	ricardo.rea@west-dunbarton.gov.uk	08-Jun-2017
EDWG needs to have awareness of this as an upcoming area of work This is aseptically important as there will be new members of this working group form June 2017	Update EDWG, building on original information item to EDWG consider producing briefing noted between meetings EDWG updated on 27 10 2017	ricardo.rea@west-dunbarton.gov.uk	31-Oct-2017

Policy has a negative impact on an equality group, but is still to be implemented, please provide justification for this.

No potential negative impacts have been identified for any protected group, or in terms of Human Rights, Health or social economic impacts

Will the impact of the policy be monitored and reported on an ongoing bases?

Both Council servcies and the Council as an employer will be expected to monitoring by equality and diversity in a widening and depeening way: using these systems will help us judge progress, for example in housing services and employment. Progress on all equality issues is reported on a 3 month basis to the Council's Equality and Diversity Working Group. We will also provdie an update on BSL work in our Equality Mainstreaming Report updates in April 2019 and 2021. The BSL plan has a particular relevance to two of our equality outcomes for 2017-2021, on increasing particiaption of under represented groups, and on increasing the diversity of the Council workforce.

Q7 What is you recommendation for this policy?

Please provide a meaningful summary of how you have reached the recommendation

The proposed BSL Action Plan is highly relevant in terms of equalities and therefore has been impacted assessed. The plan identifies areas of action that are likely to have a range of positive effects for Deaf people with a variety of different characteristics. There is also potential for building good relations between groups, and building social inclusion. The plan also helps the Council protect Deaf people's Human Rights, and should have positive effect in terms of health and Social/Economic impacts. No potential negative impacts have been identified for any protected group, in terms of Human Rights, Health or Social/Economic impacts. Some steps to support these positive impacts are already underway, such as staff training on providing accessible services, and updated guidance. The BSL plan has a particular relevance to two of our equality outcomes for 2017-2021, on increasing participation of under-represented groups, and on increasing the diversity of the Council workforce.

WEST DUNBARTONSHIRE COUNCIL

Report by the Strategic Director of Transformation and Public Sector Reform Corporate Services Committee – 13 February 2019

Subject: Corporate Services Budgetary Control Report to 31 December 2018 (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 2018.

2. Recommendations

- 2.1** Members are asked to:

- i) note that the revenue account currently shows a projected annual favourable variance of £0.319m (1.55% of the total budget); and
- ii) note that the capital projects being reported to this Committee are projecting to underspend by £0.087m in 2018/19 and an overspend of £0.013m over the project life, and an in-year slippage of £0.492m.

3. Background

Revenue

- 3.1** At the meeting of West Dunbartonshire Council on 5 March 2018, Members agreed the revenue estimates for 2018/2019, including a total net Corporate Services budget of £18.719m. Budget transfers have taken place increasing the budget to £20.635m as detailed below.

	£m
Budget agreed March 2018	18.719
Education Resource Centre from Education	0.010
Property costs from One Stop Shop to Homeless	(0.058)
Centrally held CAS budgets	0.992
Printing budgets to central budget	0.129
Software budgets to central budget	0.028
Recurring Variances	(0.025)
Non-Domestic Rates Budget from central budget	0.016
Information Workers budget to Housing & Employability	(0.116)
Office Accommodation budget from Asset Management	1.292
Music Services budget to Education	(0.468)
Information Workers budget to Housing & Employability	(0.024)
Library book fund from Education	0.010
Office Accommodation saving to Central Repairs budget	0.130
	<u>20.635</u>

Capital

- 3.2** At the meeting of Council on 5 March 2018, Members also agreed the updated 10 year General Services Capital Plan. The three years from 2018/19 to 2020/21 have been approved in detail with the remaining five years from 2021/22 to 2025/26 being indicative at this stage.

4. Main Issues

Revenue

- 4.1** The summary report at Appendix 1 identifies a projected annual favourable variance (underspend) of £0.319m (1.55% of the total budget). Detailed service reports are attached as Appendix 2.
- 4.2** Notes on the projected annual variances in excess of £0.050m are highlighted and noted within Appendix 3, with additional information on action being taken to minimise or mitigate overspends where possible.
- 4.3** Although the report indicates that expenditure is favourable in comparison to that anticipated during the budget exercise, the present variance should be viewed in the knowledge that there are a number of variable factors which could arise between now and 31 March and which could affect the year end results.
- 4.4** Agreed savings and management adjustments for 2018/19 are monitored with current indications showing that of the total target being monitored (£0.174m), the majority of actions are currently on target to be achieved. (see Appendix 4). It should be noted that any variances are included within the service information and variances identified within this report.

Capital

- 4.5** The overall Corporate Services programme summary report at Appendix 5 shows that planned expenditure and resource is projected to show a favourable variance of £0.087m in the current year and an adverse variance of £0.013m for the project life. In addition to the underspend noted above, there is a projected project slippage within 2018/19 of £0.492m. Further details are noted in appendices 6 and 7.
- 4.6** From the analysis within the appendices it can be seen that there are two projects with material slippage, these are listed as follows:

Project Name	Slippage (£m)
Transformation Infrastructure – Libraries & Museums	0.221
ICT Modernisation	0.276

5. Option Appraisal

- 5.1** No option appraisal was required for this report.

6. People Implications

6.1 There are no people implications.

7. Financial and Procurement Implications

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

8. Risk Analysis

8.1 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

9. Equalities Impact Assessment (EIA)

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

10. Consultation

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

11. Strategic Assessment

11.1 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.

Angela Wilson

Strategic Director of Transformation and Public Sector Reform

Date: 28 January 2019

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Council Offices, 16 Church Street, Dumbarton
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E-mail: jackie.allison@west-dunbarton.gov.uk

Appendices:

Appendix 1 -	Revenue Budgetary Control 2018/19 – Summary Report
Appendix 2 -	Revenue Budgetary Control 2018/19 – Service Reports
Appendix 3 -	Analysis of Revenue Variances over £50,000

- Appendix 4 - 2017/18 Efficiencies and Management Adjustments Monitoring
- Appendix 5 - Overall Capital Programme Summary Financials
- Appendix 6 - Capital Programme – Red Status
- Appendix 7 - Capital Programme – Green Status

Background Papers: Ledger output – Period 9
General Services Revenue Estimates 2018/19
General Services Capital Plan 2019/20 to 2025/26 - Council
5 March 2018

Wards Affected All Wards

WEST DUNBARTONSHIRE COUNCIL
 REVENUE BUDGETARY CONTROL 2018/19
 CORPORATE SERVICES SUMMARY

APPENDIX 1

MONTH END DATE 31 December 2018

Service / Subjective Summary	Total Budget 2018/19	Spend to Date 2018/19	Forecast Spend	Variance 2018/19	Annual RAG Status
	£000	£000	£000	£000	%
Audit	203	296	201	(2)	-1% ↑
Finance	1,422	1,224	1,444	22	2% ↓
Rent Rebates & Allowances	21	7,736	21	0	0% →
Revenues & Benefits	2,117	1,705	2,085	(32)	-2% ↑
Finance Business Centre	305	189	286	(19)	-6% ↑
Cost of Collection of Rates	18	11	25	7	39% ↓
Cost of Collection of Council Tax	(771)	(209)	(761)	10	1% ↓
Procurement	597	734	610	13	2% ↓
Democratic and Registration Service	663	483	653	(10)	-2% ↑
Central Admin Support	2,450	1,761	2,430	(20)	-1% ↑
Environmental Health/ Trading Standards	716	490	707	(9)	-1% ↑
Licensing	(175)	(167)	(182)	(7)	-4% ↑
Legal Services	894	711	858	(36)	-4% ↑
Planning	524	211	407	(117)	-22% ↑
Transactional Services	650	484	681	31	5% ↓
Human Resources (including risk)	1,202	814	1,167	(35)	-3% ↑
Information Services	3,642	3,116	3,644	2	0% ↓
Change Support	362	250	361	(1)	0% ↑
Communications & Marketing	365	258	354	(11)	-3% ↑
Citizen Services	1,240	857	1,186	(54)	-4% ↑
Performance & Strategy	318	213	314	(4)	-1% ↑
Clydebank Town Hall	296	241	257	(39)	-13% ↑
Office Accommodation	1,421	924	1,463	42	3% ↓
Libraries	1,689	1,093	1,647	(42)	-2% ↑
Arts and Heritage	466	372	458	(8)	-2% →
Total Net Expenditure	20,635	23,797	20,316	(319)	-1.55% ↑

PERIOD 31 December 2018

Service Summary	Total Budget 2018/19	YTD Spend 2018/19	Forecast Spend 2018/19	Variance 2018/19	RAG Status
All Services	£000	£000	£000	£000	%
Employee	18,662	13,258	18,478	(163)	-1%
Property	1,588	1,071	1,658	(7)	0%
Transport and Plant	78	43	65	(13)	-17%
Supplies, Services and Admin	2,888	2,381	3,021	147	5%
Payments to Other Bodies	49,602	35,284	49,591	(11)	0%
Other	0	0	0	0	0%
Gross Expenditure	72,819	52,037	72,813	(48)	0%
Income	(52,650)	(28,612)	(52,955)	(305)	-1%
Net Expenditure	20,169	23,425	19,858	(353)	-2%
Audit	£000	£000	£000	£000	%
Employee	427	299	423	(4)	-1%
Property	0	0	0	0	0%
Transport and Plant	1	1	1	0	0%
Supplies, Services and Admin	2	4	5	3	150%
Payments to Other Bodies	8	10	10	2	25%
Other	0	0	0	0	0%
Gross Expenditure	438	314	439	1	0%
Income	(235)	(18)	(238)	(3)	-1%
Net Expenditure	203	296	201	(2)	-1%
Finance	£000	£000	£000	£000	%
Employee	1,597	1,214	1,648	51	3%
Property	0	0	0	0	0%
Transport and Plant	1	1	1	0	0%
Supplies, Services and Admin	10	7	9	(1)	-10%
Payments to Other Bodies	2	2	2	0	0%
Other	0	0	0	0	0%
Gross Expenditure	1,610	1,224	1,660	50	3%
Income	(188)	0	(216)	(28)	-15%
Net Expenditure	1,422	1,224	1,444	22	2%
Rent Rebates & Allowances	£000	£000	£000	£000	%
Employee	0	0	0	0	0%
Property	0	0	0	0	0%
Transport and Plant	0	0	0	0	0%
Supplies, Services and Admin	0	0	0	0	0%
Payments to Other Bodies	47,970	34,236	47,970	0	0%
Other	0	0	0	0	0%
Gross Expenditure	47,970	34,236	47,970	0	0%
Income	(47,949)	(26,500)	(47,949)	0	0%
Net Expenditure	21	7,736	21	0	0%
Revenues & Benefits	£000	£000	£000	£000	%
Employee	1,932	1,382	1,904	(28)	-1%
Property	0	0	0	0	0%
Transport and Plant	7	6	9	2	21%
Supplies, Services and Admin	31	43	51	20	62%
Payments to Other Bodies	838	661	838	(0)	0%
Other	0	0	0	0	0%
Gross Expenditure	2,809	2,092	2,802	(7)	0%
Income	(692)	(387)	(717)	(25)	-4%
Net Expenditure	2,117	1,705	2,085	(32)	-2%

PERIOD 31 December 2018

Service Summary	Total Budget 2018/19	YTD Spend 2018/19	Forecast Spend 2018/19	Variance 2018/19		RAG Status
Finance Business Centre	£000	£000	£000	£000	%	
Employee	254	168	234	(20)	-8%	↑
Property	0	0	0	0	0%	→
Transport and Plant	0	0	0	0	0%	→
Supplies, Services and Admin	51	21	52	1	2%	↓
Payments to Other Bodies	0	0	0	0	0%	→
Other	0	0	0	0	0%	→
Gross Expenditure	305	189	286	(19)	-6%	↑
Income	0	0	0	0	0%	→
Net Expenditure	305	189	286	(19)	-6%	↑
Cost of Collection of Rates	£000	£000	£000	£000	%	
Employee	0	0	0	0	0%	→
Property	0	0	0	0	0%	→
Transport and Plant	0	0	0	0	0%	→
Supplies, Services and Admin	9	11	12	3	33%	↓
Payments to Other Bodies	94	0	98	4	4%	↓
Other	0	0	0	0	0%	→
Gross Expenditure	103	11	110	7	7%	↓
Income	(85)	0	(85)	0	0%	→
Net Expenditure	18	11	25	7	39%	↓
Cost of Collection of Council Tax	£000	£000	£000	£000	%	
Employee	0	0	0	0	0%	→
Property	0	0	0	0	0%	→
Transport and Plant	0	0	0	0	0%	→
Supplies, Services and Admin	74	40	85	11	15%	↓
Payments to Other Bodies	39	28	38	(1)	-3%	↑
Other	0	0	0	0	0%	→
Gross Expenditure	113	68	123	10	9%	↓
Income	(884)	(277)	(884)	0	0%	→
Net Expenditure	(771)	(209)	(761)	10	-1%	↓
Procurement	£000	£000	£000	£000	%	
Employee	949	698	972	23	2%	↓
Property	0	0	0	0	0%	→
Transport and Plant	1	0	0	(1)	-100%	↑
Supplies, Services and Admin	14	2	6	(8)	-57%	↑
Payments to Other Bodies	69	68	68	(1)	-1%	↑
Other	0	0	0	0	0%	→
Gross Expenditure	1,033	768	1,046	13	1%	↓
Income	(436)	(34)	(436)	0	0%	→
Net Expenditure	597	734	610	13	2%	↓
Democratic and Registration Service	£000	£000	£000	£000	%	
Employee	769	550	759	(10)	-1%	↑
Property	0	0	0	0	0%	→
Transport and Plant	2	1	2	0	0%	→
Supplies, Services and Admin	10	9	13	3	30%	↓
Payments to Other Bodies	0	0	0	0	0%	→
Other	0	0	0	0	0%	→
Gross Expenditure	781	560	774	(7)	-1%	↑
Income	(118)	(77)	(121)	(3)	-3%	↑
Net Expenditure	663	483	653	(10)	-2%	↑

PERIOD 31 December 2018

Service Summary	Total Budget 2018/19	YTD Spend 2018/19	Forecast Spend 2018/19	Variance 2018/19		RAG Status
Central Admin Support	£000	£000	£000	£000	%	
Employee	2,424	1,742	2,404	(20)	-1%	↑
Property	0	0	0	0	0%	→
Transport and Plant	2	1	2	0	0%	→
Supplies, Services and Admin	24	18	24	0	0%	→
Payments to Other Bodies	0	0	0	0	0%	→
Other	0	0	0	0	0%	→
Gross Expenditure	2,450	1,761	2,430	(20)	-1%	↑
Income	0	0	0	0	0%	→
Net Expenditure	2,450	1,761	2,430	(20)	-1%	↑
Environmental Health/ Trading Standards	£000	£000	£000	£000	%	
Employee	814	603	843	29	4%	↓
Property	9	6	9	0	0%	→
Transport and Plant	17	8	12	(5)	-29%	↑
Supplies, Services and Admin	29	11	28	(1)	-3%	↑
Payments to Other Bodies	78	41	83	5	6%	↓
Other	0	0	0	0	0%	→
Gross Expenditure	947	669	975	28	3%	↓
Income	(231)	(179)	(268)	(37)	-16%	↑
Net Expenditure	716	490	707	(9)	-1%	↑
Licensing	£000	£000	£000	£000	%	
Employee	189	141	196	7	4%	↓
Property	0	0	0	0	0%	→
Transport and Plant	1	0	0	(1)	-100%	↑
Supplies, Services and Admin	5	10	12	7	140%	↓
Payments to Other Bodies	8	0	8	0	0%	→
Other	0	0	0	0	0%	→
Gross Expenditure	203	151	216	13	6%	↓
Income	(378)	(318)	(398)	(20)	-5%	↑
Net Expenditure	(175)	(167)	(182)	(7)	4%	↑
Legal Services	£000	£000	£000	£000	%	
Employee	1,050	724	1,013	(37)	-4%	↑
Property	0	0	0	0	0%	→
Transport and Plant	5	2	3	(2)	-40%	↑
Supplies, Services and Admin	18	8	19	1	6%	↓
Payments to Other Bodies	2	1	4	2	100%	↓
Other	0	0	0	0	0%	→
Gross Expenditure	1,075	735	1,039	(36)	-3%	↑
Income	(181)	24	181	0	0%	→
Net Expenditure	894	711	858	(36)	-4%	↑
Planning	£000	£000	£000	£000	%	
Employee	948	666	953	5	1%	↓
Property	0	0	0	0	0%	→
Transport and Plant	6	2	3	(3)	-50%	↑
Supplies, Services and Admin	35	32	54	19	54%	↓
Payments to Other Bodies	167	52	167	0	0%	→
Other	0	0	0	0	0%	→
Gross Expenditure	1,156	752	1,177	21	2%	↓
Income	(632)	(541)	(770)	(138)	-22%	↑
Net Expenditure	524	211	407	(117)	-22%	↑

PERIOD 31 December 2018

Service Summary	Total Budget 2018/19	YTD Spend 2018/19	Forecast Spend 2018/19	Variance 2018/19	RAG Status
Transactional Services	£000	£000	£000	£000	%
Employee	663	495	694	31	5%
Property	0	0	0	0	0%
Transport and Plant	0	0	0	0	0%
Supplies, Services and Admin	9	4	9	0	0%
Payments to Other Bodies	0	0	0	0	0%
Other	0	0	0	0	0%
Gross Expenditure	672	499	703	31	5%
Income	(22)	(15)	(22)	0	0%
Net Expenditure	650	484	681	31	5%
Human Resources (including risk)	£000	£000	£000	£000	%
Employee	919	642	902	(17)	-2%
Property	0	0	0	0	0%
Transport and Plant	3	2	3	0	0%
Supplies, Services and Admin	4	4	5	1	25%
Payments to Other Bodies	276	166	257	(19)	-7%
Other	0	0	0	0	0%
Gross Expenditure	1,202	814	1,167	(35)	-3%
Income	0	0	0	0	0%
Net Expenditure	1,202	814	1,167	(35)	-3%
Information Services	£000	£000	£000	£000	%
Employee	1,868	1,320	1,845	(23)	-1%
Property	0	0	0	0	0%
Transport and Plant	4	2	3	(1)	-25%
Supplies, Services and Admin	2,107	1,875	2,134	27	1%
Payments to Other Bodies	11	5	11	0	0%
Other	0	0	0	0	0%
Gross Expenditure	3,990	3,202	3,993	3	0%
Income	(348)	(86)	(349)	(1)	0%
Net Expenditure	3,642	3,116	3,644	2	0%
Change Support	£000	£000	£000	£000	%
Employee	365	264	401	36	10%
Property	0	0	0	0	0%
Transport and Plant	1	0	0	(1)	-100%
Supplies, Services and Admin	0	1	1	1	0%
Payments to Other Bodies	0	0	0	0	0%
Other	0	0	0	0	0%
Gross Expenditure	366	265	402	36	10%
Income	(4)	(15)	(41)	(37)	-925%
Net Expenditure	362	250	361	(1)	0%

PERIOD 31 December 2018

Service Summary	Total Budget 2018/19	YTD Spend 2018/19	Forecast Spend 2018/19	Variance 2018/19	RAG Status
Communications & Marketing	£000	£000	£000	£000	%
Employee	342	254	352	10	3%
Property	0	0	0	0	0%
Transport and Plant	1	0	1	0	0%
Supplies, Services and Admin	22	8	20	(2)	-9%
Payments to Other Bodies	3	0	0	(3)	-100%
Other	0	0	0	0	0%
Gross Expenditure	368	262	373	5	1%
Income	(3)	(4)	(19)	(16)	-533%
Net Expenditure	365	258	354	(11)	-3%
Citizen Services	£000	£000	£000	£000	%
Employee	1,220	832	1,160	(60)	-5%
Property	4	2	0	(4)	-100%
Transport and Plant	2	5	7	5	250%
Supplies, Services and Admin	13	18	19	6	46%
Payments to Other Bodies	1	0	0	(1)	-100%
Other	0	0	0	0	0%
Gross Expenditure	1,240	857	1,186	(54)	-4%
Income	0	0	0	0	0%
Net Expenditure	1,240	857	1,186	(54)	-4%
Performance & Strategy	£000	£000	£000	£000	%
Employee	284	200	283	(1)	0%
Property	0	0	0	0	0%
Transport and Plant	1	0	0	(1)	-100%
Supplies, Services and Admin	17	0	15	(2)	-12%
Payments to Other Bodies	16	13	16	0	0%
Other	0	0	0	0	0%
Gross Expenditure	318	213	314	(4)	-1%
Income	0	0	0	0	0%
Net Expenditure	318	213	314	(4)	-1%
Clydebank Town Hall	£000	£000	£000	£000	%
Employee	291	171	245	(46)	-16%
Property	156	143	165	9	6%
Transport and Plant	0	0	0	0	0%
Supplies, Services and Admin	57	38	60	3	5%
Payments to Other Bodies	0	0	0	0	0%
Other	0	0	0	0	0%
Gross Expenditure	504	352	470	(34)	-7%
Income	(208)	(111)	(213)	(5)	-2%
Net Expenditure	296	241	257	(39)	-13%
Office Accommodation	£000	£000	£000	£000	%
Employee	149	89	128	(21)	-14%
Property	1,149	780	1,226	77	7%
Transport and Plant	1	0	1	0	0%
Supplies, Services and Admin	102	55	88	(14)	-14%
Payments to Other Bodies	20	0	20	0	0%
Other	0	0	0	0	0%
Gross Expenditure	1,421	924	1,463	42	3%
Income	0	0	0	0	0%
Net Expenditure	1,421	924	1,463	42	3%

PERIOD 31 December 2018

Service Summary	Total Budget 2018/19	YTD Spend 2018/19	Forecast Spend 2018/19	Variance 2018/19	RAG Status
Libraries	£000	£000	£000	£000	%
Employee	1,208	804	1,119	(89)	-7% ↑
Property	270	140	258	(12)	-4% ↑
Transport and Plant	22	12	17	(5)	-23% ↑
Supplies, Services and Admin	245	162	300	55	22% ↓
Payments to Other Bodies	0	1	1	1	0% ↓
Other	0	0	0	0	0% →
Gross Expenditure	1,745	1,119	1,695	(50)	-3% ↑
Income	(56)	(26)	(48)	8	14% ↓
Net Expenditure	1,689	1,093	1,647	(42)	-2% ↑
Arts & Heritage	£000	£000	£000	£000	%
Employee	451	390	428	(23)	-5% ↑
Property	19	0	17	(2)	-11% ↑
Transport and Plant	2	1	1	(1)	-50% ↑
Supplies, Services and Admin	22	18	29	7	32% ↓
Payments to Other Bodies	70	28	65	(5)	-7% ↑
Other	0	0	0	0	0% →
Gross Expenditure	564	437	540	(24)	-4% ↑
Income	(98)	(65)	(82)	16	16% ↓
Net Expenditure	466	372	458	(8)	-2% ↑

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2018/2019
ANALYSIS FOR VARIANCES OVER £50,000

APPENDIX 3

YEAR END DATE

31 December 2018

Budget Details	Variance Analysis				
	Total Budget	Annual Spend	Variance	RAG Status	
	£000	£000	£000	%	
Finance	1,422	1,444	22	2%	↓
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				
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				
Planning	524	407	(117)	-22%	↑
Service Description	This Service provides Building & Planning services				
Main Issues / Reason for Variance	The main reason for the favourable variance is income is higher than budgeted this year. This is a demand led budget and can fluctuate throughout the year.				
Mitigating Action	No action required				
Anticipated Outcome	Underspend is anticipated				
Citizen Services	1,240	1,186	(54)	-4%	↑
Service Description	This service includes one stop shops and the contact centre				
Main Issues / Reason for Variance	The main reason for the variance is that there are currently vacancies sitting within the structure. The service is nearing the end of the bedding-in period of it's restructure. The restructure and also the adoption of additional functions such as Council Tax and Repairs has had an impact upon the service delivery.				
Mitigating Action	Impact on service delivery due to the vacancies held is monitored and action taken where appropriate				
Anticipated Outcome	Underspend is likely to be achieved				
Libraries	1,689	1,647	(42)	-2%	↑
Service Description	This service includes the provision of Library, Culture and Museums				
Main Issues / Reason for Variance	The Libraries service is completing the rebranding of all its branches, installing a more robust public wifi network, and updating its book collection. These one-off costs are offset by a favourable variance on employee costs as a result of employee turnover.				
Mitigating Action	Income and expenditure will continue to be monitored.				
Anticipated Outcome	It is anticipated that overall position will be favourable.				

WEST DUNBARTONSHIRE COUNCIL
MONITORING OF EFFICIENCIES AND MANAGEMENT ADJUSTMENTS 2018/19

Appendix 4

Efficiency reference	Efficiency Detail	budgeted Amount £	Projection of Total Saved £	Projection of Total Not Saved £	Comment
SO29	Transfer cash payments by residents to the Post Office and PayPoint shops and stores.	7,500	7,500	-	
SO31	Increase Food Export Certificate Charges	25,000	25,000	-	
SO34	Review grants to voluntary organisations	50,000	50,000	-	
SO35	Reduce funding to strategic partner organisations	24,000	30,710	(6,710)	Saving allocation agreed at Committee higher than budgeted
MA	Remove post in legal	29,296	29,296	-	
MA	Training budget provision	10,000	10,000	-	
MA	Reduce post payroll	11,182	11,182	-	
MA	Charge IJB for internal audit work	10,000	10,000	-	
		166,978	173,688	(6,710)	

WEST DUNBARTONSHIRE COUNCIL
GENERAL SERVICES CAPITAL PROGRAMME
OVERALL PROGRAMME SUMMARY

APPENDIX 5

MONTH END DATE 31 December 2018

PERIOD 9

Project Status Analysis	Project Life Status Analysis				Current Year Project Status Analysis					
	Number of Projects at RAG Status	% Projects at RAG Status	Spend to Date £000	% Project Spend at RAG Status	Number of Projects at RAG Status	% Projects at RAG Status	Spend to Date £000	% Project Spend at RAG Status		
Red										
Projects are forecast to be overspent and/or experience material delay to completion	1	5%	0	0%	1	5%	0	0%		
Amber										
Projects are either at risk of being overspent and/or delay in completion (although this is unquantifiable at present) or the project has any issues that require to be reported at this time	0	0%	0	0%	0	0%	0	0%		
Green										
Projects are on target both in relation to overall budget and the forecast stages in the project life cycle and no issues are anticipated at this time	20	95%	4,921	100%	20	95%	727	100%		
TOTAL EXPENDITURE	21	100%	4,921	100%	21	100%	727	100%		
	Project Life Financials				Current Year Financials					
	Budget £000	Spend to Date £000	Forecast Spend £000	Forecast Variance £000	Budget £000	Spend to Date £000	Forecast Spend £000	Forecast Variance £000	Re-Phasing £000	Over/ (Under) £000
Red										
Projects are forecast to be overspent and/or significant delay to completion	421	0	421	0	421	0	200	(221)	(221)	0
Amber										
Projects are either at risk of being overspent and/or delay in completion (although this is unquantifiable at present) or the project has any issues that require to be reported at this time	0	0	0	0	0	0	0	0	0	0
Green										
Projects are on target both in relation to overall budget and the forecast stages in the project life cycle and no issues are anticipated at this time	10,192	4,921	10,205	13	1,998	727	1,639	(359)	(271)	(87)
TOTAL EXPENDITURE	10,613	4,921	10,626	13	2,419	727	1,839	(580)	(492)	(87)

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

APPENDIX 6

MONTH END DATE

31 December 2018

PERIOD

9

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

1	Transformation of Infrastructure Libraries and Museums						
	Project Life Financials	421	0	0%	421	0	0%
	Current Year Financials	421	0	0%	200	(221)	-52%
	Project Description	To improve performance and efficiency of Council's Libraries and Cultural Services.					
	Project Lifecycle	Planned End Date	31-Mar-19	Forecast End Date	31-Mar-20		
	Main Issues / Reason for Variance						
	The capital project to transform the infrastructure of Libraries and Museums has slipped due to unplanned absences in the senior management team, and competing priorities within other Council teams supporting this project. Officers are disappointed the investment is not being made as planned but are committed to delivering this project successfully in 2019/20.						
Mitigating Action							
None available at this time.							
Anticipated Outcome							
Project will be delivered although will be later than originally planned.							

WEST DUNBARTONSHIRE COUNCIL
GENERAL SERVICES CAPITAL PROGRAMME

APPENDIX 7

ANALYSIS OF PROJECTS AT GREEN ALERT STATUS WHERE CURRENT YEAR VARIANCE IS OVER £0.050M

MONTH END DATE

31 December 2018

PERIOD

9

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

1	ICT Modernisation						
	Project Life Financials	1,265	284	22%	1,265	0	0%
	Current Year Financials	1,265	284	22%	989	(276)	-22%
	Project Description	This budget is to facilitate ICT infrastructure and modernise working practices.					
	Project Lifecycle	Planned End Date	31-Mar-18	Forecast End Date	30-Jun-19		
Main Issues / Reason for Variance							
£0.276m rephasing is related to retention for ICT Modernisation which is being held until the final resilience test is completed successfully (this was anticipated in quarter 4 of 2018/19, but has now been delayed due to supplier availability has been rephased to 2019/20). Device replacement for Primary Schools has commenced in October. Replacement for end of life telephony was raised in October and implementation commenced. Project manager for upgrade to Windows 10 commenced in October 2018 with spend phased until the end of March 2019. Slippage into 2019/20 is aligned to expectation that some of the spend will span the financial year end due to project interdependencies.							
Mitigating Action							
The ability to mitigate is limited as retentions held until resilience test is successfully completed.							
Anticipated Outcome							
To update ICT systems within budget albeit later than first anticipated.							

**WEST DUNBARTONSHIRE COUNCIL
GENERAL SERVICES CAPITAL PROGRAMME**

APPENDIX 7

ANALYSIS OF PROJECTS AT GREEN ALERT STATUS WHERE CURRENT YEAR VARIANCE IS OVER £0.050M

MONTH END DATE

31 December 2018

PERIOD

9

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

2 Office Rationalisation						
Project Life Financials	21,702	21,246	98%	21,702	(0)	0%
Current Year Financials	418	355	85%	518	100	24%
Project Description	Delivery of office rationalisation programme.					
Project Lifecycle	Planned End Date	22-Dec-18	Forecast End Date	30-Sep-19		
Main Issues / Reason for Variance						
New Dumbarton Office has been opened to staff from 21 May 2018. Historic Environment Scotland (HES) have contacted the Council regarding the remaining £0.050m of the Historic Environment Scotland Grant due and all documentation has been submitted, grant monies will be received this financial year. Defect works for Bridge Street commenced in September 2018, are now complete, and final payment will be made this financial year. Contractor was awarded following the December 2018 Tender Committee to carry out the demolition for Garshake. A programme for relocating the sub station at Garshake is in discussion with Scottish Power with demolition anticipated to commence mid-end January with a 32 week programme. The proposed archive location at Auchnacraig has not been deemed as suitable by Information Management representatives and Estates are preparing an options paper which may require additional funding.						
Mitigating Action						
None required at this time.						
Anticipated Outcome						
Project delivered later than anticipated.						

WEST DUNBARTONSHIRE COUNCIL

Report by Strategic Lead - Resources

Corporate Services Committee: 14 February 2019

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 2018/19.

2. Recommendations

- 2.1** It is recommended that the Committee approve the write-off of NNDR accounts totalling £674,392.21.

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 2018/19 is £81.2M (including utility charges). In 2017/18 the Council collected 98.36%. At 31 December 2018, 92% NNDR was collected which is likely to increase until 31 March 2019.
- 3.2** The grant distribution formula used by the Scottish Government has regard to the amount of NNDR collectable by each local authority. The Council makes an annual return to the Scottish Government detailing the amounts collected for each year. Included in this return is a note of any amounts written off as uncollectable. As such, NNDR collected by a local authority represents a receipt of grant income. Specific debts deemed uncollectable are written off and the reduction in NNDR collected locally is compensated for in future grant settlements.
- 3.3** Financial Regulation D4 gives the Strategic Lead Resources authority to write-off individual debts up to £5,000. The Strategic Lead Resources is required to seek the approval of Members prior to writing off any debt in excess of £5,000.
- 3.4** A report is submitted annually to Committee seeking approval for write-off of irrecoverable debts. The write-offs are not specific to any one year but instead are the debts which have been deemed irrecoverable during 2018/19. 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	£9,900.00
2013/2014	£8,126.68
2014/2015	£27,994.56
2015/2016	£96,922.73
2016/2017	£345,573.40
2017/2018	£179,043.84
2018/2019	£6,831.00
Total	£674,392.21

- 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 £674,392.21 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
Dissolved	£28,795.32	£270,984.01	£40,298.62	£340,077.95
Liquidation		£28,519.70	£6,800.98	£35,320.68
Sheriff Officers ¹	£26,367.00	£198,853.22	£73,773.36	£298,993.58
Totals	£55,162.32	£498,356.93	£120,872.96	£674,392.21

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

- 4.3** On 22 August 2018, the Corporate Services Committee agreed to publicise the businesses that have not paid their NDR in line with The Non-Domestic Rating (Collection and Enforcement) Regulations. Following this approval, officers created a project plan for its implementation, in line with legislation around NDR recovery. The committee decision not only received positive headlines in local press but also contact from a number of other Local Authorities who are very interested in following West Dunbartonshire Council's approach in NDR recovery.
- 4.4** The Revenues and Benefits team is currently working with Corporate Communications in creating both social media releases and also update on the WDC website to publicise non-payers. This will be enhanced by a further social media release being issued week commencing 14 January 2019 to further promote the practice in a final attempt to encourage engagement from non-payers. Week commencing 28 January 2019, the Council plan to issue a release on social media highlighting the nonpayers with a link to our website, including key contact points within our NDR team who can provide assistance to any businesses. Work is underway with our debt management partners to finalise a list of non-payers to ensure this includes only businesses that have failed to contact either ourselves or them after numerous attempts and our proposed action.

5. People Implications

- 5.1** There are no people implications.

6. Financial and Procurement Implications

- 6.1** The NNDR debts written off totalling £674,392.21 will be notified to the Scottish Government NNDR pool for reimbursement. There are no Procurement implications.

7. Risk Analysis

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

8. Equalities Impact Assessment

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

9. Consultation

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

10. Strategic Assessment

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

Stephen West
Strategic Lead - Resources
Date: 08/01/19

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: Details of debts for write-off

2012/2013 Specific Write-Off List as at 31/03/2019

			Balance for	
Reference Number	Name	Address	Write-Off	Reason
37002082131338	Sji Management	Burgh Bar, 117 High Street, Dumbarton	£9,900.00	Dissolved
		Total	£9,900.00	

2013/2014 Specific Write-Off List as at 31/03/2019

			Balance for	
Reference Number	Name	Address	Write-Off	Reason
37033204101430	Singers Ph Limited	Singers, 68 Dumbarton Road, Clydebank	£8,126.68	Dissolved
		Total	£8,126.68	

2014/2015 Specific Write-Off List as at 31/03/2019

			Balance for	
Reference Number	Name	Address	Write-Off	Reason
37035347081537	Greetings World (Uk) Ltd	55 Sylvania Way, Clydebank	£27,994.56	Dissolved
		Total	£27,994.56	

2015/2016 Specific Write-Off List as at 31/03/2019

			Balance for	
Reference	Name	Address	Write-Off	Reason

Number				
37002082151637	Ceader Limited	Burgh Bar, 117 High Street, Dumbarton	£6,064.78	Dissolved
37003348081635	The Waterside Bar Diner Ltd	Waterside Inn, 1 Riverside Lane, Dumbarton	£8,224.23	Sheriff Officers - Dissolved
37023845071630	Cathbeach Ltd	40 Balloch Road, Alexandria	£10,006.96	Dissolved
37033204121632	Miller Inns Ltd	Singers, 68 Dumbarton Road, Clydebank	£8,171.37	Dissolved
37035347081634	Greetings World (Uk) Ltd	55 Sylvania Way, Clydebank	£8,899.06	Dissolved
37035347091638	Ms (Scot) Ltd	55 Sylvania Way, Clydebank	£26,819.20	Dissolved
37035371091638	Far East Retail Ltd	61 Sylvania Way, Clydebank	£14,519.86	Sheriff Officers - Dissolved
37038540061636	Hardgate Trading Limited	580 Kilbowie Road, Hardgate	£6,400.91	Dissolved
37039504031636	Big Blue Self Storage Co Ltd	Unit 2a, 223 Dumbarton Road, Old Kilpatrick	£7,816.36	Dissolved
		Total	£96,922.73	

2016/2017 Specific Write-Off List as at 31/03/2019

			Balance for	
Reference Number	Name	Address	Write-Off	Reason
37002694041732	Citrec Ltd	42 High Street, Dumbarton	£7,006.90	Sheriff Officers - Dissolved
37003348081732	The Waterside Bar Diner Ltd	Waterside Inn, 1 Riverside Lane, Dumbarton	£11,100.20	Sheriff Officers - Dissolved
37023845101738	Pmr1 Trading Ltd	40 Balloch Road, Alexandria	£26,367.00	Sheriff Officers - Dissolved
37032003041733	S & H (Cable Depot Road) Limited	6 Cable Depot Road, Clydebank	£14,907.20	Sheriff Officers - Dissolved
37034936071734	Jorson Ltd	The Atlantis, 260 Kilbowie Road, Clydebank	£9,742.92	Sheriff Officers - Dissolved
37035193151737	Z&K Ltd	3 Sylvania Way, Clydebank	£17,758.33	Dissolved

37035266151731	Tanta Fashion Ltd	33 Sylvania Way, Clydebank	£25,255.76	Sheriff Officers - Dissolved
37035347091735	Ms (Scot) Ltd	55 Sylvania Way, Clydebank	£9,332.59	Dissolved
37035347111733	Heavenly Cards Ltd	55 Sylvania Way, Clydebank	£27,693.41	Sheriff Officers - Dissolved
37035371091735	Far East Retail Ltd	61 Sylvania Way, Clydebank	£26,439.24	Sheriff Officers - Dissolved
37035371101738	Card Trade Ltd	61 Sylvania Way, Clydebank	£13,111.26	Dissolved
37035452161735	Style 4 U (Scotland) Ltd	89 Sylvania Way, Clydebank	£21,025.97	Sheriff Officers - Dissolved
37035525111736	Instyle Retail Ltd	105 Sylvania Way, Clydebank	£19,641.91	Sheriff Officers - Dissolved
37035851081738	Highfleet Import Export Ltd	52 Sylvania Way, Clydebank	£6,993.28	Dissolved
37035851101736	Citrec Ltd	52 Sylvania Way, Clydebank	£21,056.72	Dissolved
37035878081736	World Of Candles Ltd	50 Sylvania Way, Clydebank	£25,129.73	Dissolved
37038540061733	Hardgate Trading Limited	580 Kilbowie Road, Hardgate	£22,299.75	Dissolved
37039504031733	Big Blue Self Storage Co Ltd	Unit 2a, 223 Dumbarton Road, Old Kilpatrick B3 & Ec Erskine House, 1 North Avenue, Clydebank	£5,390.55	Dissolved
37095447131738	E & L Consultancy Ltd	5 Rothesay Dock, Clydebank	£21,598.50	Liquidation
37101196011731	Ccd Marine Ltd	3rd Floor, 15 Meadowbank Street, Dumbarton	£6,921.20	Liquidation
37116967011732	Your Radio Limited		£6,800.98	Liquidation
		Total	£345,573.40	

2017/2018 Specific Write-Off List as at 31/03/2019

			Balance for	
Reference Number	Name	Address	Write-Off	Reason
37002694041838	Citrec Ltd	42 High Street, Dumbarton	£6,253.43	Sheriff Officers - Dissolved

37003348081838	The Waterside Bar Diner Ltd	Waterside Inn, 1 Riverside Lane, Dumbarton	£5,623.72	Sheriff Officers - Dissolved
37006487121834	Hlh Venues Ltd	Dumbuck Hotel, 11a Dumbuck, Milton, Dumbarton	£28,733.88	Sheriff Officers - Dissolved
37029452071831	Mountblow Taverns Ltd	Mountblow Bar, 832 Dumbarton Road, Clydebank	£11,878.44	Sheriff Officers - Dissolved
37034936071831	Jorson Ltd	The Atlantis, 260 Kilbowie Road, Clydebank	£9,380.58	Sheriff Officers - Dissolved
37035053051836	Shelly Scot Ltd	Casa Italia, 1 Montrose Street, Clydebank	£10,415.61	Dissolved
37035193151834	Z&K Ltd	3 Sylvania Way, Clydebank	£7,815.39	Dissolved
37035266151837	Tanta Fashion Ltd	33 Sylvania Way, Clydebank	£10,486.53	Sheriff Officers - Dissolved
37035266161832	Finest Clothing Ltd	33 Sylvania Way, Clydebank	£6,301.12	Dissolved
37035320071835	Bella Mani Salons (Clydebank) Ltd	51 Sylvania Way, Clydebank	£5,953.63	Dissolved
37035371101835	Card Trade Ltd	61 Sylvania Way, Clydebank	£8,544.27	Dissolved
37035525111833	Instyle Retail Ltd	105 Sylvania Way, Clydebank	£7,881.40	Sheriff Officers - Dissolved
37035851101833	Citrec Ltd	52 Sylvania Way, Clydebank	£7,052.11	Dissolved
37035878081833	World Of Candles Ltd	50 Sylvania Way, Clydebank	£9,546.85	Dissolved
37038540061830	Hardgate Trading Ltd	580 Kilbowie Road, Hardgate	£13,261.59	Dissolved
37088378121835	Dumbarton Car Repair Limited	Unit 0026 Broadmeadow Business Park, 2 Birch Road, Dumbarton	£11,126.93	Dissolved
37096583071834	Leannan Limited	Unit 8, 80 Ben Lomond Way, Balloch, Alexandria	£18,788.36	Dissolved
Total			£179,043.84	

2018/2019 Specific Write-Off List as at 31/03/2019

			Balance for	
Reference Number	Name	Address	Write-Off	Reason

37006487121931	Hlh Venues Ltd	Dumbuck Hotel, 11a Dumbuck, Milton, Dumbarton	£6,831.00	Sheriff Officers - Dissolved
		Total	£6,831.00	

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 Strategic Lead - Resources

Corporate Services Committee: 13th February 2019

Subject: Housing Benefit Performance Audit

1. Purpose

- 1.1** The purpose of this report is to provide Committee with information on a report issued by Audit Scotland on their Housing Benefit Performance Audit.

2. Recommendations

- 2.1** It is recommended that the Committee note content of the Audit Scotland Housing Benefit Performance Audit Report and points noted below.

3. Background

- 3.1** Audit Scotland carry out Housing Benefit Performance audits each Autumn with the main objective to help Council's improve their Housing Benefit service but to also hold Councils to account for any failing service.
- 3.2** The report provides 6 key messages for Councils which includes details on the outcomes of the 2017/18 risk assessments carried out by Audit Scotland.
- 3.3** Audit Scotland carried out a performance review on West Dunbartonshire Council's benefit service and provided a risk assessment report in June 2018. A report was submitted to Corporate Services Committee on 22 August 2018 providing a copy of the report and also an action plan to address the risks identified.

4. Main Issues

- 4.1** The report highlights the roll out of Universal Credit (UC) continuing across Scotland and the impact this has on benefit services. UC full service rolled out in West Dunbartonshire on the 28 November 2018 and the resources within the service are sufficient to meet the needs of the existing Housing Benefit caseload.
- 4.2** The report also provides information on 2 new services being provided by the Department for Work and Pensions (DWP) for Council's to help improve processing performance and debt recovery, which are –
- The Verify Earning and Pensions (VEP) Service, and
 - The Debt Service

The full detail on each service is provided in points 17 to 22 of the report and our benefits service is fully utilising both services.

- 4.3** Having access to the VEP service has allowed the Housing Benefit service up-to-date information on income which has reduced the claimant contact required and also reduced or avoided overpayments of Housing Benefit.
- 4.4** As part of our work with the DWP's Debt Service, the Council received matched cases which are being processed by the Overpayments section to maximise recovery of Housing Benefit overpayments.
- 4.5** The report also provides an update on the wider welfare reforms with the introduction of the Social Security (Scotland) Act 2018, with the new Scottish social security agency, Social Security Scotland, being operational from September 2018.

5. People Implications

- 5.1** There are no people implications.

6. Financial and Procurement Implications

- 6.1** There is a financial risk that without utilising the DWP's Debt Service, the Council would not be maximising our recovery of overpayments of Housing Benefit.
- 6.2** With the introduction of UC and the migration of citizens to UC we will face challenges in not having the ability to recover from ongoing Housing Benefit however with the use of VEPS and other data matches, the team will be proactive and have regular claim reviews to reduce any potential overpayments being created. However it should be noted, at present there is no timetable in place for the migration of existing claimants to UC.
- 6.3** There are no procurement implications.

7. Risk Analysis

- 7.1** There is a risk that without sufficient resources within the Housing Benefits service that there could be a decrease in the service being provided to the claimants however we have in place appropriate measures to manage this.

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 Legal Services and Finance have been consulted in relation to this report and have advised no issues with the contents of the report.

10. Strategic Assessment

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

Stephen West
Strategic Lead – Resources
Transformation and Public Service Reform

Date: 11th January 2019

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

Appendices: Audit Scotland Housing Benefit Performance Report

Background Papers: Housing Benefit Performance Audit Committee Paper –
22nd August 2018
Audit Scotland Risk Assessment Report
Housing Benefit Action Plan

Wards Affected: All council Wards

Housing Benefit Performance audit

Annual update

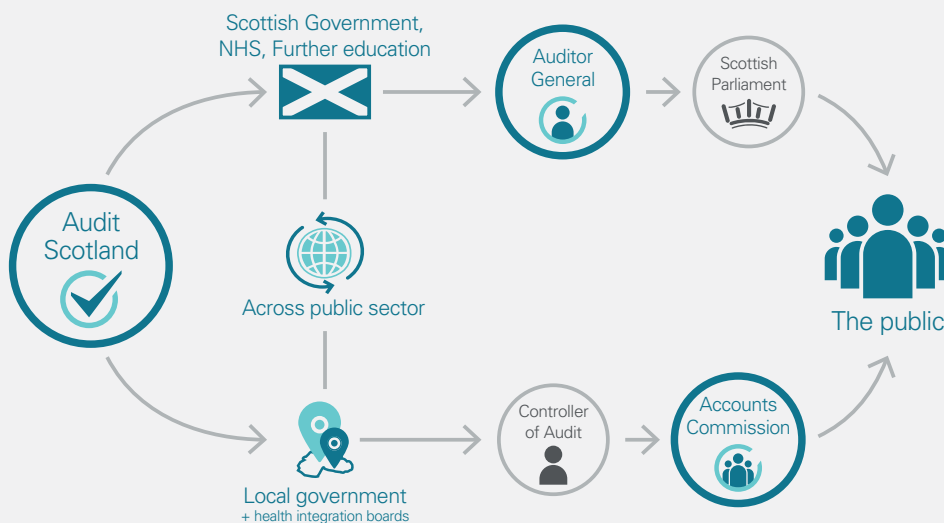


2018

Who we are

The Auditor General, the Accounts Commission and Audit Scotland work together to deliver public audit in Scotland:

- **Audit Scotland** is governed by a board, consisting of the Auditor General, the chair of the Accounts Commission, a non-executive board chair, and two non-executive members appointed by the Scottish Commission for Public Audit, a commission of the Scottish Parliament.
- The **Auditor General** is an independent crown appointment, made on the recommendation of the Scottish Parliament, to audit the Scottish Government, NHS and other bodies and report to Parliament on their financial health and performance.
- The **Accounts Commission** is an independent public body appointed by Scottish ministers to hold local government to account. The Controller of Audit is an independent post established by statute, with powers to report directly to the Commission on the audit of local government.



About us

Our vision is to be a world-class audit organisation that improves the use of public money.

Through our work for the Auditor General and the Accounts Commission, we provide independent assurance to the people of Scotland that public money is spent properly and provides value. We aim to achieve this by:

- carrying out relevant and timely audits of the way the public sector manages and spends money
- reporting our findings and conclusions in public
- identifying risks, making clear and relevant recommendations.

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Key messages

- 1** During 2017/18, we issued reports to five councils which identified a total of 24 risks to continuous improvement, all of which were accepted. We found that 78 per cent of risks identified during our risk assessments in previous years had been either fully or partially addressed (80 per cent in 2016/17).
- 2** We risk assess all councils every Autumn, and then update this assessment each quarter. The assessment is based on a range of factors, including the DWP's most recent published speed of processing performance statistics, and allows us to select councils for a more individual in-depth risk assessment and report. This approach ensures that councils not performing well, or where performance has significantly declined, are prioritised for an audit.
- 3** The roll-out of Universal Credit (UC) Full Service (UCFC) continues across Scotland and is having an impact on council benefit services. Councils are significantly re-structuring benefit services, and the reducing housing benefit caseload and budget pressures are leading to less full-time benefit service employees. In all five councils visited, we reported that the level of resources might not be sufficient to maintain or improve on previous claims processing performance levels.
- 4** The DWP has introduced two new services for councils which should lead to improved processing performance and debt recovery. The Verify Earning and Pensions service allows council to verify earnings and pensions information from claimants using real-time information from Her Majesty's Revenue and Customs (HMRC). The Debt Service project allows councils to match housing benefit debtors to employment and pension data from HMRC. It is too early to determine the impact of these services on council performance.
- 5** The social security landscape across Scotland continues to change. The new Scottish social security agency became operational in September 2018. Significant decisions are still to be made about the local presence of the agency across Scotland.

- 6** At UK level, the roll out of UCFC remains the most significant change to the social security landscape. In June 2018 the National Audit Office (NAO) concluded that UC is not delivering value for money and it is uncertain that it ever will. The NAO also considered the impact of the roll out of UC on local organisations that help administer the new system. It found that UC was creating additional costs for local authorities, particularly due to the processing of housing benefit stop notices and the impact of rent arrears which can take significant time to be recovered. The Scottish Government has introduced flexibilities for Scottish UC recipients so that they have a choice about how they can receive their benefit payments.
-

Background

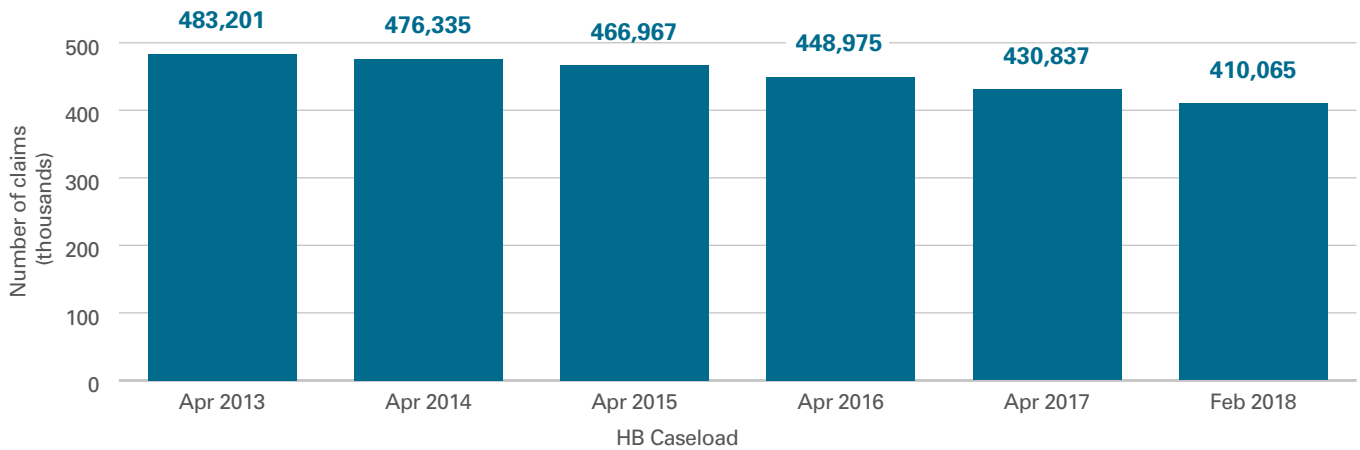
1. During 2017/18, approximately 18 per cent of Scottish households received financial support to help pay their rent in the form of means tested Housing Benefit (HB). Scottish councils paid out £1.63 billion in HB awards in 2017/18 (£1.74 billion in 2016/17), a reduction in spend of 6.3 per cent.
2. In 2017/18, Scottish councils received £22.8 million (£25.2 million in 2016/17) in funding from the DWP to deliver HB services. This 9.5 per cent reduction in funding in 2017/18 is due to DWP assumed efficiency savings.
3. On 23 March 2016, Musselburgh Job Centre, which serves East Lothian Council, was the first Job Centre in Scotland to deliver UCFS, which provides customers with an online UC account to manage their claim, report changes, send messages to their work coach, and find support. Further rollouts of UCFS have since taken place and the DWP expects a full rollout across the UK to be completed by December 2018 for all new HB claims, with the migration of the remaining working age HB claimants to UCFS to be completed by 2023.
4. The continued rollout of UCFS during 2018/19 will result in reduced HB caseloads in councils as fewer new HB claims are received. Working age claimants will start to move to UCFS with councils typically retaining claimants of pension age, some complex cases, and contribution-based Jobseekers and Employment and Support Allowance claimants.
5. The HB caseload has fallen from a high of 483,201 in 2013 to 410,065 at February 2018, as shown in [\(Exhibit 1, page 7\)](#). This represents a 15 per cent decrease in the number of claims during this period. [\(Exhibit 2, page 7\)](#) shows that claim numbers continued to fall during 2017/18 with a reduction of 4.8 per cent between April 2017 and February 2018.

Housing benefit performance audit

6. The main objective of the benefit performance audit is to help councils improve their benefit service, but it also holds councils to account for any failing service. The audit has two phases:
 - a risk assessment phase that identifies risks to continuous improvement
 - a focused audit phase that examines the service, or parts of it in more detail, if a council is unable or unwilling to address key risks identified in phase one.

Exhibit 1

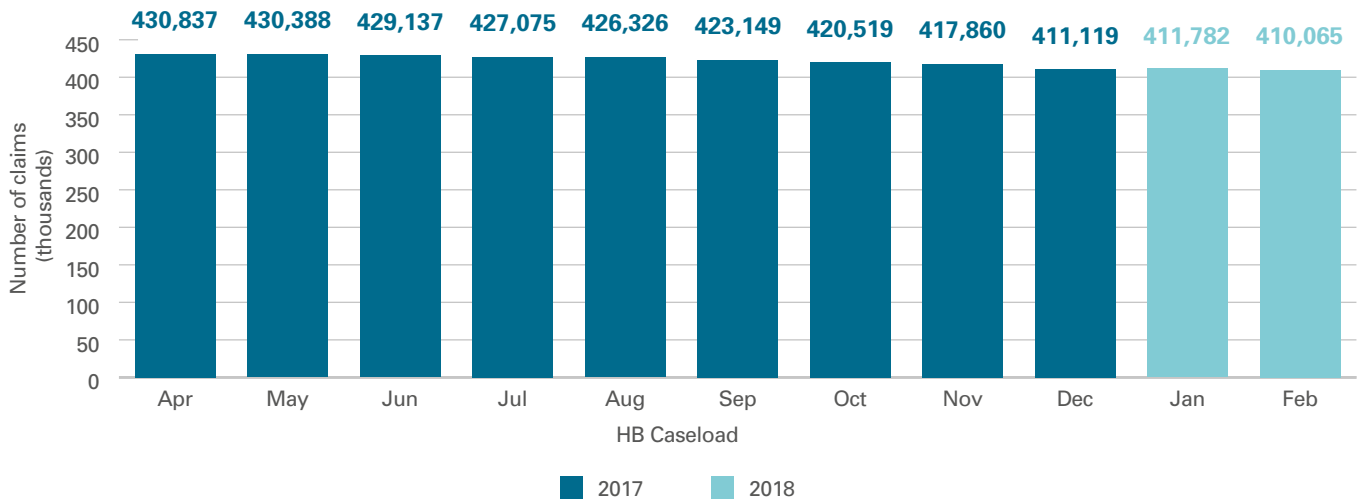
Changes to Scottish HB caseload 2013 to 2018



Source: DWP

Exhibit 2

Changes to Scottish HB caseload April 2017 to February 2018



Source: DWP

7. Risk assessment reports are provided to council Chief Executives who are invited to prepare an improvement plan detailing the actions, responsible persons and associated timescales, to address the identified risks. When a focused audit is required, the Controller of Audit prepares a report for the Accounts Commission. These reports are also copied to the DWP and published on the Audit Scotland website to provide transparency and assurances over how councils are performing.

Work carried out in 2017/18

8. We risk assess all councils every Autumn, and then update this assessment each quarter. The assessment is based on a range of factors, including the DWP's most recent published speed of processing performance statistics, and allows us to select councils for a more individual in-depth risk assessment and report. This approach ensures that councils not performing well, or where performance has significantly declined, are prioritised for an audit.

9. We issued individual risk assessment reports to five council Chief Executives during 2017/18 (eight in 2016/17). No focused audits were carried out as we didn't identify any significant concerns from the initial risk assessments. The five councils were:

- Stirling
- East Dunbartonshire
- Scottish Borders
- Moray
- Comhairle nan Eilean Siar

10. Each of the five councils developed an improvement plan to address the points raised. On receipt and review of council improvement plans, we requested further updates in respect of speed of processing performance from four of the councils (East Dunbartonshire; Scottish Borders; Moray; Comhairle nan Eilean Siar). We received progress reports from all four councils and, based on the updated performance information, we were satisfied with the improvements made in each council.

Outcomes of the 2017/18 risk assessments

11. Audit Scotland identified 24 risks to continuous improvement (18 in 2016/17) in the five risk assessments completed in 2017/18. Our work identified that 78 per cent (18 out of 23) of previously agreed actions had been fully or partially implemented (80 per cent in 2016/17).

12. Improvement actions were received from all councils visited. Analysis of the risks identified shows that:

- 100 per cent (100 per cent in 2016/17) of the identified risks were fully accepted by councils
- 26 per cent (6 out of 23) of agreed risks from previous risk assessments were carried forward (20 per cent in 2016/17).

13. The outstanding risks relate to:

- Accuracy
- Interventions
- Overpayments.

14. Councils have cited workforce numbers and reducing budget as reasons why not all agreed actions have been fully implemented. UCFS continues to roll out across councils, and we found that each of the five councils that we risk assessed had undertaken significant internal restructures to refocus the benefit service as UCFS is implemented. As our risk assessment is completed each quarter we continue to monitor all councils' performance for improvements or significant risks.

15. As UCFS is being implemented, benefit services have been planning for caseload reductions in conjunction with year on year reductions in funding from the DWP, and wider pressures on council budgets. There has been an impact on the level of full-time benefit service employees available to manage the transition, with councils increasing their use of outsourcing and employing temporary staff on fixed-term or rolling contracts. In all five councils audited, we reported that the level of resources might not be sufficient to maintain or improve on previous claims processing performance levels.

16. During 2017/18 Audit Scotland has identified weaknesses in the following key areas:

- Business planning and performance reporting - in four councils (Stirling/Moray/East Dunbartonshire/Scottish Borders) we found that the benefit service was not formally reporting its performance to elected members. This means that there was limited assurance that, where performance was below expectations, the service was being challenged to improve. We also considered that an opportunity was being missed to raise the profile of the service, and for elected members to recognise good performance. The Accounts Commission view formal reporting to elected members of the performance of the benefit service as an important part of the assurance and scrutiny of the service.
- Accuracy – the levels of accuracy in two councils (Stirling/Scottish Borders) were in decline. One council (Stirling) was not routinely analysing the outcomes from its management checks to help identify trends and patterns of error that could help improve accuracy rates.
- Interventions – in three councils (East Dunbartonshire/Comhairle Nan Eilean Siar/Scottish Borders) we found that, although interventions outcomes were recorded, the level of detail was not sufficient to allow the council to determine the effectiveness of its approach in financial terms, or the effectiveness of each intervention campaign. This information could help ensure that future activity is informed, risk-based, and cost effective.

Changes to housing benefit verification and debt recovery

DWP Verify Earnings and Pensions (VEP) Service

17. The VEP service was rolled out to all councils between April and November 2017 and enables council staff to verify claimant/partner earnings and pensions information in real-time from HMRC's payment system in respect of new claim assessments, change of circumstances and reviews.

18. The DWP has now developed an alerts service that has been rolling out across the UK since May 2018. This will use HMRC payment data to trigger an alert to councils as and when there are certain changes to a customer's earnings/pension information during the life of an HB claim. There are two alert categories:

- 'Start' alerts – this will alert a council that a claimant/partner has new employment earnings or non-state pension
- 'Fluctuating' alerts – this will alert a council that a claimant/partner's employment earnings or non-state pension has changed.

19. There are a number of potential benefits to councils and customers from this service. It provides councils with access to up to date and accurate information that might not have been provided by the customer/partner at the time of their new claim. Where the customer/partner has a current claim and has failed to notify the council that their earnings/pension amount has changed, this information will be alerted to councils automatically. Therefore, in taking prompt action to process an alert, it should provide councils with an opportunity to:

- deliver improvements in claims processing times
- reduce the potential for an avoidable overpayment/underpayment.

DWP HB Debt Recovery Project

20. The HB Debt Service project commenced in April 2018 and provides councils with the opportunity to match outstanding HB debtors to real-time information on HMRC's employment and pension data. Since April, the DWP advise that 25 councils in Scotland are using the service with approximately 10,200 cases sent for matching.


21. Councils can send up to 1,200 outstanding debtor files to the DWP for matching each month and, although it is too early to say how successful this service has been for Scottish councils, it should lead to improved collection and recovery performance.

22. The DWP reported that, during the pilot stages of the project, it worked with 46 councils (one in Scotland) that submitted 11,300 records in respect of HB debts raised in 2013-14 where no recovery had taken place. Of these cases, 65 per cent were matched and returned to councils with up-to-date employed, self-employed or pension data.

Move to Universal Credit

23. Once HB claimants move onto UC it may be more difficult for councils to recover any outstanding overpayments of HB from claimants. This is because one of the most effective and commonly used methods for recovering overpaid HB is through regular deductions from ongoing HB.

24. Following the migration to UC, councils will no longer have this option. Councils can apply to have previous HB debt recovered from UC, but HB debt would be ranked along with other potential debts the claimant may have and is considered a low priority debt.

25. In October 2017, the Scottish Government introduced two flexibilities to how Scottish UC claimants can choose to receive their payments, under powers devolved through the Scotland Act 2016. The Universal Credit Scottish Choices allow claimants to request twice monthly payments (instead of monthly) and to request that the housing element of their entitlement is paid directly to their landlord. The Scottish Government anticipates that offering direct payments to landlords will help to prevent rent arrears. [Scottish Government data](#)  for the period 4 October 2017 to 21 December 2017 shows that around 17 per cent of new UC applicants in Scotland, who were offered the choices, requested direct payments to their landlord.

Wider welfare reform


26. In March 2018, the Accounts Commission considered a paper on the changing social security landscape. This provided an overview of changes to the social security system at the UK level and of the powers being devolved to Scotland. Also, in March 2018, the Audit General for Scotland (AGS) reported on the Scottish Government's implementation of the devolved social security powers, concluding that good early progress was being made but that a significant amount of work remained.

27. The Social Security (Scotland) Act received Royal Assent in June 2018. The Scottish Government is continuing to plan and implement the devolved powers on a phased approach. It is yet to take decisions on and set out plans in a number of important areas which may have implications for local authorities. This includes how it intends to deliver on its commitment to provide a local presence as part of the new social security agency. In December 2017, the Scottish Government and COSLA signed a delivery agreement setting out guiding principles with the aim of ensuring social security services are delivered in a consistent way across Scotland. The Scottish Government is currently exploring potential local delivery models.

28. The new Scottish social security agency, Social Security Scotland, became operational from the start of September 2018. This coincided with the launch of the Carers Allowance Supplement. The size and complexity of the agency will increase significantly as it becomes fully established to deliver the full range of devolved benefits.

29. Audit Scotland is the appointed auditor for Social Security Scotland and the payments that it administers. The AGS will also appoint the auditor for the Scottish Commission on Social Security, which was established under the Social Security (Scotland) Act 2018.

30. Audit Scotland has set up a new social security audit team that will be responsible for all our financial and performance audit work on social security, including our existing housing benefit performance audit work. By establishing a single, cross-organisational team, we will be able to effectively identify and examine issues of audit interest across the social security landscape. We will continue to review our resource needs for this work and build additional capacity as more social security benefits are devolved through to 2021.

31. At the UK level, the roll out of UC remains the most significant change to the social security landscape. In June 2018, the [National Audit Office \(NAO\)](#)  reported on the progress being made by the DWP to implement UC. The NAO concluded that UC is not delivering value for money and it is uncertain that it ever will. It reports that implementation of UC has taken significantly longer than planned and it may cost more to administer than the package of benefits it is

replacing. It also found that, due to a lack of data, the DWP is unable to evidence that UC is achieving the stated aim of increasing employment.

32. The NAO looked at the experience of UC claimants. It found that claimants and organisations representing them report hardship because of moving onto UC. It also found delays to claimants being paid in full and on time, mainly due to the DWP having difficulties in verifying claimant details. The NAO also reports on the challenges some claimants face in accessing and successfully using the digital application systems.

33. The NAO also considered the impact of the roll out of UC on local organisations that help administer the new system. It found that UC was creating additional costs for local authorities, particularly due to the processing of housing benefit stop notices and the impact of rent arrears which can take significant time to be recovered. It also found that there were additional demands on local authorities due to their role in providing local support services on behalf of the DWP. The NAO also reported that some local authorities claim that the funding provided by the DWP does not cover the costs of providing these services.

Housing Benefit Performance audit

Annual update 2018

This report is available in PDF and RTF formats,
along with a podcast summary at:

www.audit-scotland.gov.uk 

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