

# Agenda



## Corporate Services Committee

**Date:** Wednesday, 17 August 2022

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**Time:** 14:00

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**Format:** Hybrid Meeting

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**Contact:** Ashley MacIntyre, Committee Officer  
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Dear Member

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

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

Yours faithfully

**PETER HESSETT**

Chief Executive

Distribution:-

Councillor Daniel Lennie (Chair)  
Councillor Karen Conaghan  
Councillor Ian Dickson  
Councillor Diane Docherty  
Councillor Craig Edward  
Councillor David McBride  
Councillor James McElhill  
Councillor Michelle McGinty (Vice-Chair)  
Councillor June McKay  
Councillor Martin Rooney  
Councillor Gordon Scanlan  
Councillor Hazel Sorrell

Chief Executive  
Chief Officers

Date of issue: 4 August 2022

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## **CORPORATE SERVICES COMMITTEE**

**WEDNESDAY, 17 AUGUST 2022**

### **AGENDA**

**1 STATEMENT BY CHAIR**

**2 APOLOGIES**

**3 DECLARATIONS OF INTEREST**

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

**4 RECORDING OF VOTES**

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

**5 MINUTES OF JOINT CONSULTATIVE FORUM – 7 - 9**  
**16 JUNE 2022**

Submit for information and where necessary ratification, the Minutes of Meeting of the Joint Consultative Forum held on 16 June 2022.

**6 OPEN FORUM**

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

**7 INTERIM CHANGE TO PAY FREQUENCY 11 - 21**

Submit report by the Chief Officer – People and Technology seeking agreement of the proposed interim change to the 2-weekly payrun.

**8 RESPECT AT WORK POLICY AND PROCEDURE 23 - 49**

Submit report by the Chief Officer – People and Technology informing on the new Respect at Work Policy and Procedure, seeking approval for implementation and noting the planned approach for a Resolution Framework.

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|-----------|--|------------------|
| <b>9</b>  | <b>WDC ‘PEOPLE FIRST’ STRATEGY</b>   | <b>51 - 59</b>   |
|           | Submit report by the Chief Officer – People and Technology providing an update on the proposed ‘people’ route to support delivery of the Council’s ambitious strategic plan. |                  |
| <b>10</b> | <b>PEOPLE AND TECHNOLOGY DELIVERY PLAN 2021/22<br/>YEAR END PROGRESS REPORT</b>  | <b>61 - 73</b>   |
|           | Submit report by the Chief Officer – People and Technology presenting the year-end progress report for the 2021/22 Delivery Plan.  |                  |
| <b>11</b> | <b>REGULATORY AND REGENERATION DELIVERY PLAN<br/>2021/22 YEAR END PROGRESS</b>   | <b>75 - 95</b>   |
|           | Submit report by the Strategic Managers – Regulatory and Regeneration providing the year-end progress of the 2021/22 Delivery Plan.  |                  |
| <b>12</b> | <b>PROCUREMENT DELIVERY PLAN 2021/22 YEAR END<br/>PROGRESS</b>   | <b>97 - 106</b>  |
|           | Submit report by the Chief Officer – Supply, Distribution and Property providing the year-end progress of the 2021/22 Delivery Plan.   |                  |
| <b>13</b> | <b>CITIZEN, CULTURE AND FACILITIES DELIVERY PLAN<br/>2021/22 YEAR END PROGRESS</b>   | <b>107 - 125</b> |
|           | Submit report by the Chief Officer – Citizen, Culture and Facilities providing the year-end progress of the 2021/22 Delivery Plan.   |                  |
| <b>14</b> | <b>RESOURCES DELIVERY PLAN 2021/22 YEAR END<br/>PROGRESS</b>   | <b>127 - 143</b> |
|           | Submit report by the Chief Officer – Resources providing the year-end progress of the 2021/22 Delivery Plan.   |                  |
| <b>15</b> | <b>CORPORATE SERVICES BUDGETARY CONTROL REPORT<br/>TO 30 JUNE 2022 (PERIOD 3)</b>  | <b>145 - 170</b> |
|           | Submit report by the Chief Officer – Resources advising on the performance of the Corporate Services budget for the period to 30 June 2022.                                  |                  |

**16      UPDATE OF VOLUNTARY GRANTS 2021/22      171 - 185**

Submit report by the Chief Officer – Resources providing an update of the voluntary grants administered and awarded by West Dunbartonshire Community and Volunteering Services (WDCVS) in 2021/22 in respect of Community Chest, Playschemes, Cultural and Social Transport Support Funding Grants on behalf of the Council and information on the position regarding the Provost's Fund and the Dumbarton Common Good Fund.

**17      EXCLUSION OF PRESS AND PUBLIC      187**

The Committee is asked to consider the following resolution:-

“That under Section 50A (4) of the Local Government (Scotland) Act 1973 the press and public be excluded from the meeting for the following items of business on the grounds that it may involve the likely disclosure of exempt information as defined in Paragraphs 1 and 6 of Part 1 of Schedule 7A of the Act”.

**18      CLYDEBANK MUNICIPAL BANK      189 - 195**

Submit report by the Chief Officer – Resources regarding Clydebank Municipal Bank Limited (CMB).



## JOINT CONSULTATIVE FORUM

At a Hybrid Meeting of the Joint Consultative Forum held in the Civic Space, 16 Church Street, Dumbarton on Thursday, 16 June 2022 at 2.00 p.m.

**Present:** Councillors Jim Bollan, Karen Conaghan, Craig Edward, David McBride, Martin Rooney and Hazel Sorrell; Jim Halfpenny (EIS); David Scott and John Wagner (GMB); Claire Mackenzie (SSTA); and Chris Rossi and Margaret Wood (Unite).

**Attending:** Amanda Graham, Chief Officer – Citizen, Culture & Facilities; Laura Mason, Chief Education Officer; Laurence Slavin, Chief Officer – Resources; Angela Wilson, Chief Officer – Supply, Distribution & Property; Alison McBride, Strategic People & Change Manager; Sylvia Chatfield, Head of Mental Health, Learning Disability & Addictions, Health & Social Care Partnership (HSCP); Audrey Slater, Head of HR, HSCP; Louise Hastings and Lisa MacGregor, People & Change Partners; Nigel Ettles, Section Head – Litigation (Legal Officer); and Scott Kelly, Committee Officer.

**Apologies:** Apologies for absence were intimated on behalf of Councillor Daniel Lennie; David Smith (UNISON); Victoria Rogers, Chief Officer – People & Technology; Peter Hissett, Chief Officer – Regulatory & Regeneration; and Gail Macfarlane, Shared Head of Service – Roads & Neighbourhood.

**Mr John Wagner in the Chair**

### APPOINTMENT OF VICE CHAIR

Mr Wagner, Chair, invited the Forum to consider the appointment of the Vice Chair of the Forum, from the Management Side until September 2022, and it was agreed that Councillor David McBride be appointed.

### 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 10 March 2022 were submitted and noted. It was noted that the Minutes had been submitted to the meeting of West Dunbartonshire Council held on 23 March 2022, approved as a correct record and all decisions contained therein had been approved.

## **ADJOURNMENT**

The meeting adjourned at 2.10 p.m. in order that technical difficulties could be resolved. The meeting reconvened at 2.17 p.m. with all those listed in the sederunt present.

### **EMPLOYMENT RELATIONS MONITORING: BI-ANNUAL AND ANNUAL UPDATE 2021/22**

A report was submitted by the Chief Officer – People & Technology advising of the progress on employment relations matters for the period 1 October 2021 to 31 March 2022 and annual analysis for 2021/22 across the Council.

Having heard Ms Hastings, People & Change Partner, in explanation of the report and in answer to a Member's questions, the Forum agreed:-

- (1) that future reports should provide more clarity on the status of disciplinary cases; and
- (2) otherwise to note the contents of the report.

### **EMPLOYEE WELLBEING ANNUAL UPDATE 2021/22 (COUNCIL WIDE)**

A report was submitted by the Chief Officer – People & Technology providing detailed analysis on Council wide employee wellbeing and attendance for the period 1 April 2021 to 31 March 2022.

After discussion and having heard Ms Hastings, People & Change Partner, in explanation of the report and in answer to Members' questions, the Forum agreed:-

- (1) to note the annual findings for reported absence from 1 April 2021 to 31 March 2022, and in particular:-
  - (a) the increase in Council wide sickness absence of 34,506 full time equivalent (FTE) days lost compared to the same period the previous year;



- (b) that the proportion of absence attributed to personal stress had decreased by 6%, that mental health absences and musculoskeletal had both decreased by approximately 3% and that COVID-19 absences had increased by 9.7%; and
  - (c) that the comparisons to 2020/21 considered the full year of the COVID-19 pandemic, which had seen employees working from home and was a year where flexible working practices were widely adopted across the Council, and that this was likely to have been a significant contributing factor to the lower levels of sickness absence; and
- (2) that it would be helpful for the Forum to be provided with an overview of the processes in place for Stress Risk Assessments at a future meeting.

Note: During consideration of this item the decisions taken by the Forum in relation to the earlier items of business were reiterated for the benefit of those attending via Zoom in view of the technical difficulties which had been experienced earlier in the meeting.

### **TRADES UNION ISSUES**

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

### **DATE OF NEXT MEETING**

After discussion, the Forum agreed that its next meeting would be held as a face to face meeting on Thursday, 8 September 2022 at 2.00 p.m. in the Civic Space, Council Offices, Church Street, Dumbarton.

The meeting closed at 3.05 p.m.



## WEST DUNBARTONSHIRE COUNCIL

### Report by Chief Officer – People & Technology

**Corporate Services Committee: 17 August 2022**

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**Subject: Interim Change to Pay Frequency**

#### **1. Purpose**

- 1.1** The purpose of this report is to seek agreement of the proposed interim change to the 2-weekly payrun.

#### **2. Recommendations**

- 2.1** The Committee is asked to approve the interim change to the 2-weekly payrun which will transition employees to the 4-weekly payrun from 1 October 2022. This will initially be for a 12 month period with a review thereafter.

#### **3. Background**

- 3.1** As part of the Council's commitment to continuous improvement, a project to modernise pay processes, reduce the number of payruns, and maximise the use of the integrated HR and Payroll system was agreed with our trades unions and subsequently by the Corporate Services Committee on [13<sup>th</sup> November 2013](#).
- 3.2** The project ensured the delivery of a number of organisational benefits through the reduction and consolidation of pay cycles; facilitated the removal of duplication, eradicated manual and outdated administrative processes in services and allowed available resources to be redirected to other priorities. Crucially, the changes allowed the necessary time and effort to be focused on the significant workload associated with legislative and statutory changes including Real Time Information (RTI) which is an HMRC requirement, and Public Service Pension Reform.
- 3.3** As a direct consequence of the pandemic, the payroll team (6.8 FTE across 8 posts) has experienced significant increases in their workload through unprecedented demand arising from recruitment of extra social care workers, cleaners and teachers; the sheer volume of transactions; turnover within the team; the complexity of pay awards; the additional one-off payments to the social care and teaching workforce groups, and a myriad of other pay related matters, all of which make this interim proposal necessary. In addition to the ongoing nature of the transactional work, the team are responsible for the many statutory returns to HMRC, Strathclyde Pension Fund Office (SPFO) and Scottish Public Pensions Agency (SPPA). With the level of manual intervention required for the 2 weekly payrun, it simply cannot be sustained at

this time. Discussions have been ongoing for some months with various interventions and changes implemented to support the team. However more is required to stabilise the workload and, through agreement with our trades union colleagues, this proposal was developed.

- 3.4** The Council will also review processes across the transactional services, including system improvements and automation, however this change to pay frequency is vital to underpin and enable those improvements.

#### **4. Main Issues**

- 4.1** The current payroll setup<sup>1</sup> is as follows:

<b>Payroll ID</b>	<b>Frequency</b>	<b>Employee Group</b>	<b>Paid</b>	<b>Notes</b>
<b>4W</b>	4-weekly	Local Government Employees	Every 4 <sup>th</sup> Thursday	Paid to the Sunday after pay date (3,584 employees)
<b>2W</b>	2-weekly	Local Government Employees	Every 2 <sup>nd</sup> Tuesday	Pay date is 11 days after period end date (620 employees)
<b>10</b>	Monthly	Teachers and Local Gov.)	28 <sup>th</sup> of month	Paid for the calendar month (2,661 employees)

- 4.2** The current proposal would transition the 2-weekly paid employees to the 4-weekly payrun with effect from 1 October 2022. This would allow for a suitable period of communication and from October, would result in the eradication of pay in arrears for this group effectively being paid up to the Sunday after pay date instead of 11 days in arrears.

- 4.3** When the new payruns went live in April 2014, the movement of employees from old to new frequencies was as follows:

<b>Old Payrun</b>	<b>New Payruns</b>		
	<b>Fortnightly</b>	<b>4-weekly</b>	<b>Calendar Monthly (28<sup>th</sup>)</b>
<b>Weekly</b>	870	647	N/A
<b>Fortnightly</b>	247	41	N/A
<b>Monthly (15<sup>th</sup>)</b>	N/A	1731	1951

- 4.4** Since implementation of the revised payrun structure in April 2014, a number of employees have voluntarily moved from the fortnightly run to 4-weekly payrun and from the monthly run to 4-weekly. All new employees are paid 4-weekly.

<sup>1</sup> Excluding Councillors and VJB

- 4.5** The numbers and percentage of 2-weekly paid employees potentially affected by this proposal are outlined below, split by earnings and sex. A key observation from the figures below is the split of males and females as a percentage of total employees on 2-weekly payrun. Of the total 667 employees, 69% are females and 31% males. The overall workforce split by sex is roughly 75% female and 25% male so this group has disproportionately more males than we would expect, thereby not aligning with our workforce demographic.

Pay Type	0 - 10k	11 - 20k	21 - 30k	31 - 40k	41k +	Total
<b>Total on 2-weekly Payrun</b>	<b>226</b>	<b>255</b>	<b>175</b>	<b>11</b>	<b>0</b>	<b>667</b>
No. of Females	205	210	45	0	0	<b>460</b>
No. of Males	21	45	130	11	0	<b>207</b>
% employees that are Female of total 2-weekly paid employees	31%	31%	7%	0%	0%	<b>69%</b>
% employees that are Male of total 2-weekly paid employees	3%	7%	19%	2%	0%	<b>31%</b>

Split of 2-weekly paid employees by team:

Split by Team	No. of employees	% of total employee by sex within each category
<b>Female</b>	<b>460</b>	
Care at Home Services	197	43%
Childcare	1	0%
Communication Events & Engagement	1	0%
Early Years	1	0%
Facilities Management	204	44%
Learning Disability Service	5	1%
Primary Schools	3	1%
Residential & Care Homes	14	3%
Roads & Transportation	8	2%
Secondary Schools	2	0%
ASN	3	1%
Leisure Trust	21	5%
<b>Male</b>	<b>207</b>	
Care at Home Services	8	4%
Childcare	1	0%
Customer Services	1	0%

Split by Team	No. of employees	% of total employee by sex within each category
Facilities Management	29	14%
Fleet & Waste Services	57	28%
Greenspace	60	29%
Housing Development & Homelessness	1	0%
Housing Operations	5	2%
Learning Disability Service	1	0%
Residential & Care Homes	4	2%
Roads & Transportation	14	7%
Leisure Trust	26	13%

**4.7** Key benefits associated with the change gleaned from past experience and from payroll team feedback will include:

- Ability to pay in advance of pay period end date as opposed to 11 days in arrears;
- Ability to issue payslips earlier as significantly reduced payrun administration;
- Better use of the limited capacity with the transactional teams but especially focused on the payroll team;
- Ability to handle the vast range of statutory reporting to partners such as SPPA, SPFO, HMRC, and 3rd parties such as Credit Unions, etc timeously;
- Optimal handling of the complex multi tax-year pay awards which have been more common over the past few years for the remaining payruns;
- Optimal handling of tax year end ensuring ability to meet statutory deadlines, issue P60s, etc.;
- Optimal handling of new tax year mass update tasks, e.g. tax code uplift, pay increments, pension contribution rate re-banding, etc.;
- Reduction in errors causing additional work for both the manager and transactional teams, and greater employee satisfaction; and
- Simplified payroll processing calendar with fewer pay cycles.

**4.8** As a consequence of this proposal, the Council would be able to extend the electronic payslip facility to this group by allowing them to nominate a personal email account and securely (password protected by their National Insurance number) receive and view their own payslip at any time. This has an indirect benefit to the Council in terms of reducing the number of paper payslips issued and resulting in reductions in printing, postage and distribution costs.

**4.9** The further consolidation of the fortnightly payroll is a business necessity to significantly reduce pay run administration, improve the service provision to our employees and maximise use of technology, providing the basis for a sustainable payroll service in meeting current and future challenges. The

proposed implementation date of 1 October 2022 allows for the level of preparation, planning and consultation required and allows employees sufficient time to manage any personal financial and banking arrangements to accommodate the changes.

## 5. People Implications

- 5.1** Critical to the success of the project will be further consultation with the trade unions and effective communication with the employee groups. Whilst this proposal will clearly impact the employees on 2-weekly pay, we believe given the voluntary migration of employees from 2-weekly to 4-weekly payrun maximising the net pay received in any one period and the removal of paying in arrears are key benefits.
- 5.2** Additionally, for those in receipt of Universal Credit (UC), both 2-weekly and 4-weekly paid staff on UC are likely to have an adverse impact on their UC payments where their pay varies from the standard pay. E.g. in the financial year 2022/23, the 2-weekly paid staff will receive three fortnightly pays in June 2022 and also three fortnightly pays in December 2022 (than the standard two pays). However, the 4-weekly paid staff will only receive two 4-weekly pays in March 2023 (than the standard one). In both scenarios, their UC is likely to be impacted due to change in level of assessed income. That said, the pay is one factor in a range of factors which DWP use for assessment and it is not certain that all staff on either pay frequency will be affected the same. Therefore the true impact of moving staff from 2-weekly to 4-weekly on account of this should be minimal given there will only be one assessment period impacted with 4-weekly pay frequency and those staff currently paid fortnightly will be aware of the impact their pay frequency has on their UC entitlement.
- 5.3** This proposal will see this group receive their last 2-weekly pay on 06/10/2022 with their first 4-weekly pay on 13/10/2022. The detailed transition plan is highlighted below. Where necessary any employee who needs assistance will be directed to Working4U who will be able to assist them with the relevant support.

Pay Date	Narrative	Weeks Paid	From	To
06/10/2022	Last 2-weekly pay	2	12/09/2022	25/09/2022
13/10/2022	1st <b>Partial</b> 4-weekly pay	3	26/09/2022	16/10/2022
	<b>Total Weeks Paid</b>	<b>5</b>		
10/11/2022	1st <b>FULL</b> 4-weekly Pay	4	17/10/2022	13/11/2022

## **6. Financial and Procurement Implications**

- 6.1** The proposals outlined above are necessary to manage the level of administration experienced by the transactional teams especially Payroll and to achieve the various legislative obligations some of which, at the current time, have had to be extended. Whilst no direct cashable savings are foreseen, nor is that the intension, it will most definitely deliver time release savings, failure of which is likely to result in additional resources to be sought. This is challenging both in the delivery of the circa 12 month training programme by the team already struggling with the workload and in light of the reduction in allocated funding.

## **7 Risk Analysis**

- 7.1** Retaining the 2-weekly payrun at this time will potentially endanger the Council's ability to make accurate and appropriate payments to employees, Elected Members and partner organisations. Furthermore, statutory payments to a whole range of agencies may be delayed, inaccurate and causes further problems for employees in future, e.g. pension records not correct, tax changes not reported in a timely manner etc.

## **8. Equalities Impact Assessment (EIA)**

- 8.1** A high level Equality Impact Assessment has been carried out on the proposal to further streamline the number of pay runs. This will continue to be monitored as more detailed proposals are developed. This does show that this proposal does disproportionately affect male employees given they form the larger percentage of total 2-weekly payrun split. While this is not aligned to the overall male/female employees split for the council overall which is around 25% male and 75% female, it does not present an equalities risk.
- 8.2** The proposals will align pay processing for all employees within the organisation. It is recognised that there is likely to be an initial short-term impact on employees moving payroll and the appropriate supports will be available to mitigate this.

## **9. Consultation**

- 9.1** This proposal has been discussed previously with the Joint Trades Union and they have unanimously confirmed agreement in principle to support the payroll team and protect the delivery of a robust pay service to the entire workforce.

## **10. Strategic Assessment**

- 10.1** The proposals set out within this report will assist the Council to deliver against its strategic priority "to deliver efficient and effective frontline services



that improve the everyday lives of residents”, by contributing to the supporting outcome of being a “continuously improving Council delivering best value”.

**Victoria Rogers**

Chief Officer People & Technology

Date: 14 July 2022

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**Person to contact:** Arun Menon, Business Support Manager,  
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Email: [arun.menon@west-dunbarton.gov.uk](mailto:arun.menon@west-dunbarton.gov.uk)

**Appendix:** EIA

**Background Papers:** None

**Wards Affected:** None



<b>AssessmentNo</b>	513	<b>Owner</b>	amenon	
<b>Resource</b>	Transformation		<b>Service/Establishment</b>	People and Technology
	First Name	Surname	<b>Job title</b>	
<b>Head Officer</b>	Arun	Menon	Business Support Manager	
	(include job titles/organisation)			
<b>Members</b>	Graham Hawthorn Arun Menon			
	<i>(Please note: the word 'policy' is used as shorthand for strategy policy function or financial decision)</i>			
<b>Policy Title</b>	Interim Change to Pay Frequency			
	<b>The aim, objective, purpose and intended outcome of policy</b>			
	Implement an interim change to the 2-weekly payrun which will transition employees to the 4-weekly payrun from 1 October 2022. This will initially be for a 12 month period with a review thereafter. As a direct consequence of the pandemic, the payroll team (6.8 FTE across 8 posts) has experienced significant increases in their workload through unprecedented demand arising from recruitment of extra social care workers, cleaners and teachers; the sheer volume of transactions; turnover within the team; the complexity of pay awards; the additional one-off payments to the social care and teaching workforce groups, and a myriad of other pay related matters, all of which make this interim proposal necessary. In addition to the ongoing nature of the transactional work, the team are responsible for the many statutory returns to HMRC, Strathclyde Pension Fund Office (SPFO) and Scottish Public Pensions Agency (SPPA).			
	<b>Service/Partners/Stakeholders/service users involved in the development and/or implementation of policy.</b>			
	Joint Trade Unions and relevant members of the Corporate Services Committee			
<b>Does the proposals involve the procurement of any goods or services?</b>			<b>No</b>	
<b>If yes please confirm that you have contacted our procurement services to discuss your requirements.</b>			<b>No</b>	
<b>SCREENING</b>				
<i>You must indicate if there is any relevance to the four areas</i>				
<b>Duty to eliminate discrimination (E), advance equal opportunities (A) or foster good relations (F)</b>			<b>Yes</b>	
<b>Relevance to Human Rights (HR)</b>			<b>No</b>	
<b>Relevance to Health Impacts (H)</b>			<b>No</b>	
<b>Relevance to Social Economic Impacts (SE)</b>			<b>No</b>	
<b>Who will be affected by this policy?</b>				
All staff that are on 2-weekly Pay. This will also impact the workload for the small transactional teams but more specifically the Payroll team due to the presence of this payrun.				
<b>Who will be/has been involved in the consultation process?</b>				
Joint Trade Unions and relevant members of the Corporate Services Committee				
<b>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.</b>				
	<b>Needs</b>	<b>Evidence</b>	<b>Impact</b>	

<b>Age</b>			
<b>Cross Cutting</b>			
<b>Disability</b>			
<b>Social &amp; Economic Impact</b>			
<b>Sex</b>	Women are more more likely to be income deprived than men	More women than men will be affected by the change. An initial review of the staff impacted by this change indicates a mis-alignment with the workforce demographics which this policy will address. Of the total 667 staff, 69% are females and 31% males. The overall workforce split by sex is roughly 75% female and 25% male so this group has disproportionately more males than we would expect, thereby not aligning with our workforce demographic.	Any negative impacts can be mitigated by financial advice via the Working4U team
<b>Gender Reassign</b>			
<b>Health</b>			
<b>Human Rights</b>			
<b>Marriage &amp; Civil Partnership</b>			
<b>Pregnancy &amp; Maternity</b>			
<b>Race</b>			
<b>Religion and Belief</b>			
<b>Sexual Orientation</b>			
<b>Actions</b>			
<b>Policy has a negative impact on an equality group, but is still to be implemented, please provide justification for this.</b>			
<b>Will the impact of the policy be monitored and reported on an ongoing bases?</b>			
<b>Q7 What is your recommendation for this policy?</b>			
Introduce			
<b>Please provide a meaningful summary of how you have reached the recommendation</b>			
Female workers are more likely to be affected, measures such as financial advice to mitigate			

from the W4U team to mitigate any negative impact around household budgeting pressures are available.



**WEST DUNBARTONSHIRE COUNCIL****Report by Chief Officer – People & Technology****Corporate Services Committee: 17 August 2022**

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**Subject: Respect at Work Policy & Procedure****1. Purpose**

- 1.1** The purpose of this report is to seek approval of the new Respect at Work Policy & Procedure, and to note the planned approach for a Resolution Framework.

**2. Recommendations**

- 2.1** The Committee is asked to approve the Respect at Work Policy & Procedure (Appendix 1).

**3. Background**

- 3.1** West Dunbartonshire Council is committed to supporting its' employees and in line with the 'People First Strategy' (also before this committee) putting people and good people practice are at the heart of the organisation. The Respect at Work Policy & Procedure is a new approach but one that builds upon existing Council policy and procedures that contribute to a culture of respect at all levels thereby supporting positive working environments and consequently, an effective and productive workforce.
- 3.2** The Respect at Work Policy & Procedure builds on the zero tolerance approach to bullying, harassment, discrimination and victimisation already evidenced in existing policies such as Equalities, Equality in Employment, Code of Conduct, Discipline and Grievance. It brings the aforementioned key themes together in one place making it easier for employees to access information on raising concerns in relation to such behaviours and the processes for prompt and constructive resolution with a focus on early intervention and informal resolution.
- 3.3** The Policy is applicable to Local Government Employees, Chief Officers and Quasi-Craft workers. This policy applies to those Council-employed within the WDHSCP services.
- 3.4** The Respect at Work Policy also adopts the principal and commitment of the 'Violence and Harassment Treaty' recognising "the right of everyone to a world of work free from violence and harassment, including gender-based violence and harassment".

**3.5** A Respect at Work Toolkit for managers and employees will accompany this policy to provide further advice and guidance including effective implementation of the policy and expected standards of behaviour.

**3.6** This policy has been implemented in anticipation of further planned work in the coming months toward a 'Resolution Framework' and associated key policy reviews will inform this work.

#### **4. Main Issues**

**4.1** It is the intention of the policy that behaviours that are considered to be unacceptable in relation to mental, emotional and physical, namely bullying, harassment, discrimination and victimisation are dealt with promptly and effectively. Where it is considered appropriate, the policy provides clear links within the various formal processes to the Investigation Guidance, Disciplinary Policy at hearing and appeal stages and the Grievance Policy at appeal stage.

**4.2** The Resolution Framework will seek to review the policy base and bring together all the key policies and processes in relation to resolving employee work place concerns with the aim of providing clarity, simplifying and expediting processes, including informal resolution for the benefit of all and, where appropriate, mitigating the requirement for formal processes. Elongation of process is often a contributory factor in those who feel aggrieved so this aims for earlier resolution.

**4.3** The Respect at Work Toolkit accompanying this policy will include:

- Key information and definitions to ensure understanding of unacceptable behaviour;
- The expected standards of behaviour from all parties;
- The support mechanisms available for all employees involved in the processes; and
- Supporting template documents and information to guide managers in implementing the policy.

#### **5.0 Key change drivers**

**5.1** Whilst this policy is interlinked with other key employment policies, the Respect at Work Policy has been developed to emphasise the importance of dealing with concerns in relation to mental, emotional and physical behaviour that are considered to be unacceptable, namely bullying, harassment, discrimination and victimisation. It also provides clarity as to what is considered unacceptable behaviour and promote the processes available for early resolution. This policy also supports the Council's commitment to the 'Violence and Harassment Treaty'.

**5.2** A benchmarking exercise was undertaken which involved the review of policies from a number of other Local Authorities and policies from the NHS. Research was carried out by reviewing reports and resources provided by the



Chartered Institute of Personnel and Development (CIPD) the TUC and ACAS in relation to respect and dignity at work. These resources were reviewed objectively, the strengths and benefits identified and used as a basis for the Respect at Work Policy & Procedure.

## **6.0 Next Steps – Communication Plan**

- 6.1** A Respect at Work Toolkit is being developed along with supporting documents, i.e. template letters, forms etc. Additionally, the employee supports in place will be highlighted to ensure awareness for all parties involved in the process. This also helps to ensure that those who do not regularly access the Council's intranet know where to find information. It is anticipated that this work will be completed by end of October 2022.
- 6.2** Delivery of training and masterclasses on this policy and the resolution framework as a whole will be rolled out across the services by HR to achieve consistency and a good practice approach to the revised policy. It is anticipated the training will commence in Quarter 3 and will be a rolling programme from there onwards.
- 6.3** Highlighting the changes to and introducing the new policy will be achieved through workforce updates, newsfeed articles, Trickle – the Council's engagement platform and briefing notes provided for managers to share at team meetings. Wellbeing Advocates will be used as a critical communication channel. Finally, the HR team will use email signature messaging to promote the policy in all of their correspondence. TU Convenors and Representatives and Chief Officers will be asked to do the same. This will mean that any time an email is sent from those employees, the recipient will see a message at the bottom of the email promoting the policy. This action will take place immediately following implementation.
- 6.4** Promotion of the I-learn modules Equality, Diversity & Human Rights and LGBTQ+ awareness to support awareness raising is already underway.
- 6.5** It is anticipated that the implementation of this policy along with the supporting documents and communication plan will support the effective implementation of the policy, improve understanding of what is appropriate behaviour and in the event of inappropriate behaviour occurring facilitate early resolution.

## **7.0. People Implications**

- 7.1** The introduction of this policy will promote awareness in relation to appropriate behaviour and ensure effective processes are available to support employees who have raised concerns and these concerns be dealt with in an appropriate and efficient manner. The introduction of the policy reinforces the Council's zero tolerance approach with regards to any such concerns being treated seriously with appropriate action being taken in relation to behaviours which breach the standards of behaviours expected. With the focus on

effective informal resolution it is anticipated this will reduce the need for formal processes to the benefit of both the Council and its employees having a positive effect on our workplaces.

- 7.2** The policy for employees is accessible on the WDC intranet and e-learning modules in relation to equality, discrimination and Human Rights and LGBTQ+ awareness are a mandatory part of the induction process for all employees.

## **8. Financial and Procurement Implications**

- 8.1** There are no financial implications associated with the implementation of this new policy and procedure.

## **9.0. Risk Analysis**

- 9.1** Application of the new policy and procedure will mitigate against potential risks by ensuring clarity of appropriate behaviours and fair and effective management and support of employees who experience breaches of the policy, focussing on early intervention and promotion of informal resolution to mitigate formal complaints.

## **10.0 Equalities Impact Assessment (EIA)**

- 10.1** An EIA was conducted and approved on 21<sup>st</sup> July 2022 and is added as an attachment to this paper.

## **11.0 Consultation**

- 11.1** The formulation of The Respect at Work Policy was informed by feedback from HR and Trade Unions as part of ongoing discussions on the topics contained herein.
- 11.2** Trade Unions, Service Managers and HR will all be involved in the future development and consultation around the Respect at Work Toolkit and Resolution Framework.
- 11.3** This is a new policy and therefore there are no key changes to existing policy. However, it is expected that Appendix 4 of the Grievance Policy, Bullying and Harassment in the Workplace, will be removed and replaced by this policy and the accompanying toolkit. This is a technical change to the Grievance Policy and agreement will be sought from the Trade Unions.
- 11.4** Concerns in relation to bullying, harassment, discrimination and victimisation will be considered under The Respect at Work Policy in the first instance with a strong focus on supportive discussions and informal resolution rather than the Grievance Policy and Procedure. The Grievance Policy and Procedure provides an appropriate process for resolving more general workplace

concerns and dispute resolution.

## **12.0 Strategic Assessment**

- 12.1** This report directly supports the Council's People First Strategy ensuring this policy is aligned to the ethos in providing meaningful and tangible support to employees. The Respect at Work Policy & Procedure is a strategic priority for the Council.

**Victoria Rogers**  
**Chief Officer – People and Technology**  
**Date: 27 July 2022**

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**Appendices:** Appendix 1 – Respect At Work Policy & Procedure  
Appendix 2 – Equality Impact Assessment

**Background Papers:** EIA  
<file:///V:/Policy,%20Processes%20&%20Procedures/RESPECT%20AT%20WORK/EIA.html>

**Wards Affected:** None

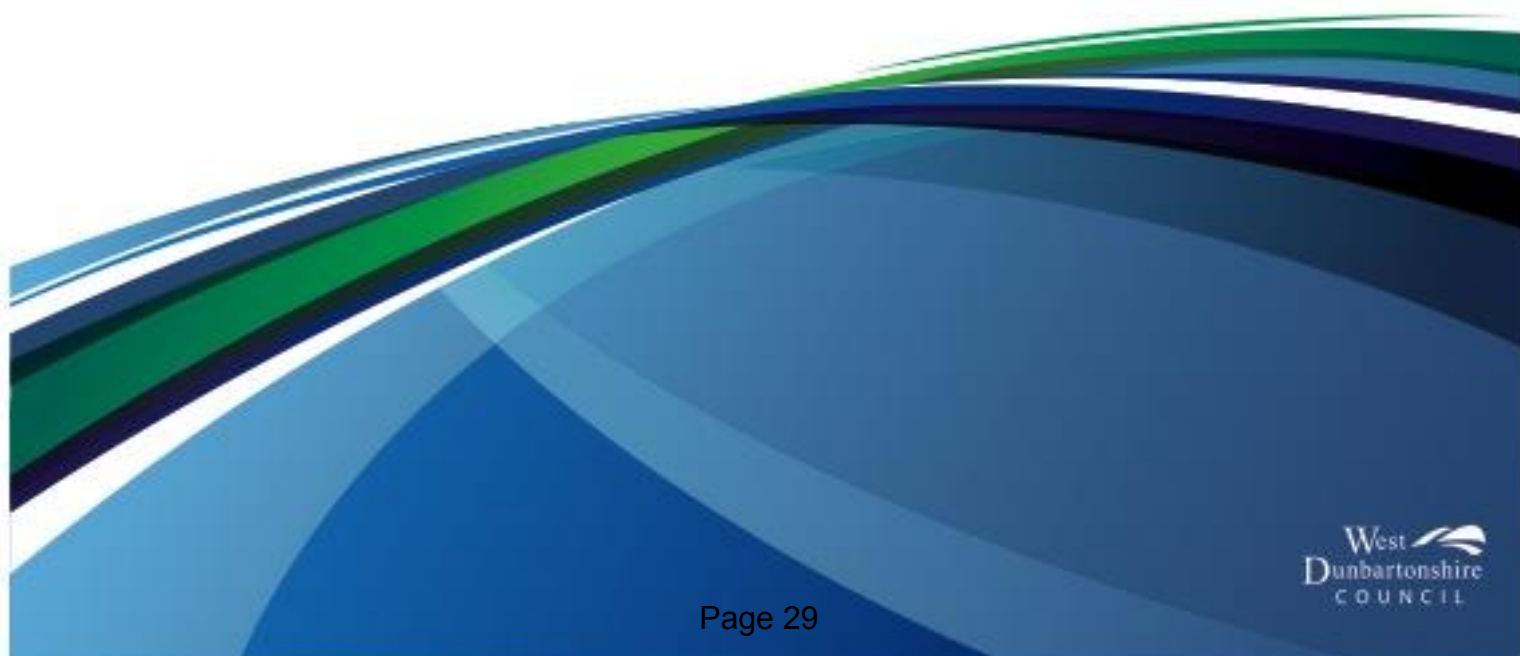


HR Employment Policy & Procedures

## Respect at Work Policy & Procedure

Implementation Date: September 2022

The behaviours outlined in the ACHIEVE Framework should be reflected in the application of this Policy.





## Document Management - Version Control

Policy Title & Reference	Respect at Work Policy and Procedure	HRP/034	
Version Number & Date	1	September 2022	
Title, Version Number & Date of Superseded Version (if applicable)			
Rationale for introduction/Driver for change	To provide employees with a standalone policy and process to raise any respect at work concerns and separating this process from all but the appeal processes of the Grievance Policy and Procedure		
Summary of Substantive Changes (if applicable)			
Summary of Technical Changes (if applicable)			
Lead Officer	Strategic People & Change Manager		
Final Trades Union Position			
Consultation & Approval Process	Committee	Date	
	Convenors		
	JCF (if applicable)		
	C. S. Committee (if applicable)		
Accompanying Documentation (incl. EIA)	Accompanying guidance for managers and employees, as well as forms and template letters  Respect at Work Toolkit  EIA		

<b>Linked Policy, Schemes and Procedures</b>	<a href="#">Equality and Diversity in Employment</a> <a href="#">Grievance Policy and Procedure</a> <a href="#">Domestic Violence and Abuse Policy</a> <a href="#">Disciplinary Policy &amp; Procedure</a> <a href="#">Communicating Effectively</a> Equally Safe at Work Violence and Harassment Treaty
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# **Respect at Work Policy**

## **1. INTRODUCTION**

- 1.1** In line with West Dunbartonshire Council's (WDC) People First Strategy, people and good people practice are at the heart of the organisation and all employees have a part to play in establishing and maintaining a culture of respect at all levels. A positive, people centred culture underpins employee wellbeing, is crucial to a positive working environment and an effective and productive workforce.
- 1.2** The Respect at Work Policy adopts the principle and commitment of the Violence and Harassment Treaty recognising "the right of everyone to a world of work free from violence and harassment, including gender-based violence and harassment".
- 1.3** Along with the implementation of the Respect at Work Policy, WDC will continue working towards the tiers identified on the Equally Safe at Work accreditation programme, which supports Scottish Local Authorities to progress gender equality in the workplace and prevent violence against women.
- 1.4** The Respect at Work Toolkit, which accompanies this policy and procedure defines the mental, emotional and physical behaviour that is considered to be unacceptable, namely bullying, harassment, discrimination and victimisation and confirms what is considered unacceptable behaviour. It is recognised these behaviours can have a significant impact on the mental and physical health of our people and can negatively impact on team morale and productivity which may bring a detrimental impact on service delivery. We will not tolerate these behaviours in our workplace or in our communities.
- 1.5** This policy and procedure sets out how to resolve any arising concerns promptly and constructively. The Respect at Work Toolkit outlines the standards of behaviour expected from everyone across the Council. The toolkit also provides information and support for employees who need to raise a concern and those who may have a concern raised against them.

## **2. SCOPE**

- 2.1** This policy and procedure applies to Local Government Employees, Chief Officers and Quasi-Craft workers.
- 2.2** We recognise that there are situations where people work across two organisations (e.g. WDC and the NHS). Both employers have complimentary policies which promote respect at work and a zero tolerance towards bullying, harassment, discrimination, victimisation and violence in the workplace.
- 2.3** The standards of this policy and procedure are also applicable to workers and contractors undertaking work for the Council and any concerns raised in

relation to their behaviour will be addressed with the employing organisation. Conversely the Council will address any concerns raised by the workers and contracting organisations in relation to its' own employees.

**2.4** The Council will ensure that good equal opportunities practice underpins the operation of this policy and it will apply to all employees irrespective of age, disability, gender re-assignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

**2.5** Matters that are already being dealt with in line with other council policies (with relevant appeals processes) will not be eligible for consideration under this policy. This policy should not be used to revisit concerns that are already being dealt with through another process with a separate complaint and appeal procedure, e.g.

- Disciplinary Policy and Procedure
- Internal Disputes Resolution Procedure
- Grievance Policy and Procedure
- Supporting Employee Performance Policy and Procedure

### **3. KEY PRINCIPLES**

**3.1** West Dunbartonshire Council is committed to:

- Promoting an environment and ethos that supports all employees enjoying and being entitled to respect at work;
- Promoting an environment that encourages and enables all employees to be responsible and accountable for their actions and behaviours;
- A zero tolerance approach to bullying, harassment, discrimination and victimisation;
- Providing a fair and consistent framework to enable employees to raise concerns regarding respect at work;
- Seeking early resolution of these concerns through joint working and the adoption of appropriate tools including mediation thereby developing enduring, productive and respectful workplace relationships;
- Adopting an approach that encourages all employee to develop self-awareness and empathy
- Investigating respect at work concerns raised by employees;
- Providing a justified outcome to employees and taking appropriate action; and
- Providing employees with the right of appeal.

### **4. APPLICATION OF POLICY AND PROCEDURE**

**4.1** This policy is aimed at resolving employee concerns at the earliest possible point related to bullying, harassment, discrimination or victimisation and may dovetail as appropriate into other Council policies e.g. Disciplinary Policy.

- 4.2** There will be times when an employee may have to be spoken to by their line manager regarding their performance or conduct. The expectation is that such conversations will be handled in a supportive way with dignity and respect. Legitimate, constructive and fair feedback will not be considered an appropriate concern that can be progressed under this policy. More information on this can be found in the accompanying toolkit.
- 4.3** This policy seeks to support employees in resolving matters informally in the first instance, where it is appropriate to do so. Situations can arise in the workplace where harm is un-intentionally caused to employees by the actions or behaviours of others and in order to secure a fair, just and restorative outcome, those concerned can often benefit from open and honest discussions to identify a mutually acceptable way forward, thereby preserving productive and respectful relationships in the workplace.
- 4.4** Regrettably there be may occasions when it is clear that harm caused by an employee's behaviours and/or actions is so significant that informal resolution is not appropriate. For instance, physically violent, threatening or bullying behaviour is explicitly deemed gross misconduct in the Disciplinary Policy. WDC has a zero tolerance approach to such behaviours. Therefore, any concerns raised of this nature would move straight to the Disciplinary Procedure.

## **5. RESPONSIBILITIES**

- 5.1** In order to ensure the fair and consistent application of the policy and procedure, all parties have responsibilities to:
- Adhere to the standards and procedure set out in the policy
  - Raise concerns quickly and seek to resolve issues informally
  - Co-operate in all attempts to resolve any matters
  - Work in partnership throughout the Respect at Work Procedure to achieve a positive outcome.
- 5.2** Human Resources (HR) will support managers by providing advice and guidance on the application of the policy.
- 5.3** Trades Unions will work within the procedures set out in the policy to provide support and guidance to their members.
- 5.4** Managers will keep a confidential file containing all relevant information. The case file should include:-
- The written respect at work concerns (and any subsequent appeal notifications)
  - Meeting Invitation Letters
  - Meeting Records (agreed and signed by the employee)
  - Investigation Reports

- Outcome Letters (including the rationale for decisions)

Managers are also responsible for implementing and monitoring any recommended outcomes and formal action plans.

- 5.5** Respect at Work concerns will be treated with the highest degree of confidentiality by everyone involved in the process. Records will be treated as confidential and kept no longer than necessary in accordance with the Data Protection Act 2018, GDPR and WDC's Retention Schedule.

## **6. SCHEME OF DELEGATION**

- 6.1** Chief Officers / HSCP Heads of Service have delegated responsibility for ensuring the consistent application of the Respect at Work procedure within their service areas. Note from time to time, a senior officer may be required to consider cases from another service area. Appendix 2 provides the Scheme of Delegation which identifies the level of Officer authorised to deal with Respect at Work Concerns at each stage.

## **7. RIGHT TO BE REPRESENTED/ACCOMPANIED AT FORMAL RESOLUTION MEETINGS**

- 7.1** Employees have the right to be accompanied at the formal resolution meeting by a companion, who may be:

- a fellow worker
- a trade union representative who has been certified by their trade union as being competent to accompany a worker
- an official employed by a trade union

- 7.2** **Every effort should be made by the employee to ensure their chosen companion is able to attend the scheduled meeting so that the meeting can take place within a reasonable timescale.** This may require the employee to seek an alternative companion. If the companion cannot attend on a proposed date, the employee can suggest an alternative date and time so long as it is reasonable and is not more than 5 working days after the original date.

- 7.3** The role of the companion is primarily to support the employee and they may address the meeting on behalf of the employee, putting forward and summing up the employee's case, and to confer with the employee during the meeting.

## **8. REVIEW AND MONITORING**

- 8.1** This Policy will be updated to incorporate any relevant legislative change or best practice as required.

## **Respect at Work Procedure**

### **1. INTRODUCTION**

- 1.1** This procedure outlines the process to be undertaken when dealing with respect at work concerns,
- 1.2** Each stage of the respect at work procedure should be dealt with within the timescales detailed at Appendix 1.

### **2. INFORMAL RESOLUTION**

- 2.1** In most cases raising matters early is more likely to lead to a positive outcome and employees are therefore encouraged to speak up and act on concerns as they arise. In the first instance informal resolution is recommended however informal resolutions rely on both parties being willing to engage in the resolution process. Employees can raise and address respect at work concerns informally in a number of ways.

#### **2.2 Face to face discussion**

We want people to feel able to raise issues informally in the first instance. Anyone who has experienced unacceptable behaviour should, where they feel able to, raise it with the other party informally at the earliest opportunity, giving specific examples of the unwanted behaviour, explaining how this has made them feel and what they would like to see change

The aim is for individuals to make it clear how this behaviour has affected them, and for both parties to agree a constructive way of working together in the future. An informal discussion can be particularly useful in cases where the other party is genuinely unaware of the effect of their behaviour. In many cases this direct and honest conversation is enough to resolve an issue.

#### **2.3 Facilitated discussion**

If employees do not feel able to approach the other party they should speak to their line manager or a HR Adviser who can arrange a facilitated discussion between both parties. In this discussion the facilitator will act in a neutral capacity - their role is to prompt both parties to discuss the issue and agree a constructive way forward. This will be a confidential discussion between those present only. The main concerns and agreed outcomes will be recorded for the understanding of the parties involved only as this remains an informal process

#### **2.4 Raising concerns in writing**

Where employees do not feel able to speak to someone face to face they can raise their concerns in writing, for example in a letter or an email. The aim of their message should be clear in terms of outlining what their concerns are, how a person's behaviour has affected them and how they would like to see this change going forward. This written message will be followed up with a facilitated discussion with a facilitator to allow both parties to talk about the concern and agree a way forward. Employees should speak to a line manager or HR to arrange this. Any facilitated discussion can only be successful where both parties are genuinely willing to engage with the process.

## **2.5 Mediation**

Mediation can be very effective when dealing with incidents of bullying and harassment. Mediation is undertaken voluntarily with both parties agreeing to participate. It is particularly useful where there are issues with a working relationship. A trained mediator will facilitate discussions and guide the participants to reach an agreed way forward e.g. to agree more productive and appropriate ways of working together in the future. Mediation can only be successful where both parties are genuinely willing to engage with the process. Either party may suggest that mediation is undertaken at any stage in the process. Where both parties agree to engage in mediation they should contact Strategic HR to arrange this.

## **3. FORMAL RESOLUTION**

**3.1** The formal resolution stage will usually be applied when either:

- An informal discussion has not resolved the issue (e.g. the other party denies behaving inappropriately, does not change their behaviour or is unwilling to engage in informal resolution options), or
- The alleged behaviour is so serious that it warrants moving straight to a formal investigation (e.g. serious persistent bullying or incidents of discrimination). Please note that incidents of physical abuse would be dealt with as a conduct issue under the Disciplinary Policy & Procedure, rather than via the Respect at Work Policy. Note that individual cases considered under the respect at work policy may also progress to disciplinary.

**3.2** Employees should raise the matter with a Line Manager (either verbally or in writing) outlining the alleged behaviour and its impact on them. If the Line Manager is the subject of the allegations, employees should raise the issue with the next level of Line Manager. Any employees who feel they cannot do this for any reason, should approach a HR Advisor.

During the formal resolution process, dependent on the nature and circumstances of the concerns raised and whether all parties are willing, it may be more conducive to revert back to the informal process.

### **3.3 Formal Resolution Meeting**

An appropriate and skilled manager (referred to as the Independent Manager) will be appointed, by a Chief Officer/(HSCP) Head of Service or other Nominated Manager, to meet with the employee(s) and carry out a formal resolution meeting, supported by a member of the Strategic HR team.

Employees are entitled to be accompanied during the formal resolution meetings. Where a situation involves a group of employees the independent manager will speak to each of the people involved. All parties will be advised that if it transpires that there is evidence to suggest that inappropriate behaviour or conduct has occurred, the matter may be taken forward under the Council's Disciplinary Policy & Procedure.

### **3.4 Formal Investigation**

An Investigation will be carried out in line with the processes set out in WDC's Fact Finding Investigations Guidance by the Independent Manager.

As part of this process there may be occasion when the Independent Manager asks to meet with an individual(s) more than once, before concluding their investigation, particularly when further allegations/information come to light. In this case they will set out the specific additional allegations in writing and invite the employee(s) to a further meeting where they have the right to be accompanied by a colleague or trade union representative and will be given every opportunity to respond to the allegations made.

Every effort will be made to complete the investigation as soon as possible after a concern has been raised. Once the investigation process is concluded, the Independent Manager will present their findings to the Chief Officer/(HSCP) Head of Service or other Nominated Officer, who will make a decision as to whether there is a disciplinary case to answer.

### **3.5 Possible Outcomes**

There are a number of possible comes to the investigation process as outlined below.

#### **3.5.1 No evidence of inappropriate behaviour:**

On reviewing the Independent Manager's investigation report and



findings, if no evidence is found of inappropriate conduct the Chief Officer/(HSCP) Head of Service or other Nominated Officer will explain this finding and the rationale for this conclusion to all parties.

### **3.5.2 Inappropriate conduct requiring action short of disciplinary**

If evidence of inappropriate conduct is apparent and where the behaviour needs to change but disciplinary action is not considered to be appropriate, the Chief Officer/(HSCP) Head of Service or other Nominated Officer will meet with the individual/s to discuss the outcomes and issue an Action Plan setting out any expectations in relation to future actions, behaviour standards and what needs to change. This will be monitored by their line manager to ensure that the issue does not recur. Any further incidences of related inappropriate behaviour are likely to lead to disciplinary action.

### **3.5.3 Evidence of inappropriate behaviour**

Following the investigation if the Chief Officer/ (HSCP) Head of Service or other Nominated Officer concludes there is evidence to suggest inappropriate behaviour has occurred and that this behaviour would normally be in breach of the Council's Code of Conduct, they will advise all parties that the process will then be taken forward under the Disciplinary Policy to be considered at a Disciplinary hearing. Full details of the Disciplinary Policy can be found [here](#).

- 3.6** The Independent Manager will meet with those involved/all parties separately to outline the findings of the investigation and where appropriate, the next stages in the process and to advise what action, if any, has been recommended to move forward, at a Formal Resolution Outcome meeting. Where an investigation involves a group of people the Independent Manager will address the behaviour of each individual separately.

The Independent Manager will then write to all parties to confirm the outcome and any actions or follow up agreed.

## **4. APPEAL**

- 4.1** The employee who raised a Respect at Work concern has a right to appeal the outcome of the formal resolution within 10 working days of receiving the outcome in writing. The purpose of the appeal is to determine whether the formal resolution stage was followed correctly, and whether the outcome was reasonable in all of the circumstances.
- 4.2** The appeal process will link to the Grievance Policy & Procedure at Stage 2. The appeal must clearly state the grounds for the appeal.
- 4.3** In respect of the employee/s about whom the concern was raised, the right of appeal in relation to the formal action plan issued will be considered through

the Disciplinary Policy & Procedure at appeal stage and should be made within 10 working days of receiving the outcome in writing. The right of appeal against formal disciplinary action is also available through the Disciplinary Policy & Procedure.

## Appendix 1

### TIMESCALES FOR RESPECT AT WORK PROCESS

It is important that, insofar as is possible, all parties should adhere to the required time-scales set out in this Respect at Work Policy and Procedure, and in particular that no party(ies) should cause there to be undue delay in any concerns being heard at any stage(s) of the procedure.

Person	Action	Timescale (working days) within:
	<b>INFORMAL PROCESS</b>	
Employee	Raise a respect at work concern informally	As soon as possible
Line Manager	Respond to informal respect at work concern	5 days
	<b>FORMAL PROCESS</b>	
Employee	Raise the respect at work concern formally	As soon as possible
Independent Manager	Formal Resolution Meeting	10 days
Independent Manager	Outcome of Formal Resolution Meeting	28 days
Independent Manager	Notification of outcome in writing	5 days
Employee	If progressing to an Appeal	As soon as possible but within 10 days
Appropriate Manager	Stage 2 Grievance Procedure <a href="https://intranet.west-dunbarton.gov.uk/people-technology/hr-online/core-employment-policies/grievance/#policy-and-procedure">https://intranet.west-dunbarton.gov.uk/people-technology/hr-online/core-employment-policies/grievance/#policy-and-procedure</a>	10 Days

## **Appendix 2**

### **SCHEME OF DELEGATION**

#### **AUTHORITY TO TAKE ACTION FOR RESPECTAT WORK RESOLUTION MEETINGS**

<b>Level of Action</b>	<b>Employees Grade 1-8 and Craft Workers</b>	<b>Section Head Grades 9-10</b>	<b>Service Managers Grades 11-12</b>
Informal	Line Manager	Line Manager	Line Manager
Formal Resolution	Line Manager's Manager or equivalent level Manager	Line Manager's Manager or equivalent level Manager	Service Manager
Appeal	Service Manager or equivalent level Manager or Chief Officer / HSCP Head of Service	Service Manager or equivalent level Manager or Chief Officer / HSCP Head of Service	Service Manager or equivalent level Manager or Chief Officer / HSCP Head of Service

This list is for illustrative purposes and levels may be changed to reflect structural arrangements.

**End of Document**

<b>AssessmentNo</b>	518	<b>Owner</b>	tspooner	
<b>Resource</b>	Transformation		<b>Service/Establishment</b>	People and Technology
	First Name	Surname	<b>Job title</b>	
<b>Head Officer</b>	Tara	Spooner	HR Adviser	
	(include job titles/organisation)			
<b>Members</b>	Lisa MacGregor PCP Louise Hastings PCP Leeanne Galasso PCP			
	<i>(Please note: the word 'policy' is used as shorthand for strategy policy function or financial decision)</i>			
<b>Policy Title</b>	Respect at Work Policy and Procedure			
	<b>The aim, objective, purpose and intended outcome of policy</b>			
	The Respect at Work policy and procedure sets out how to resolve any arising concerns involving bullying, harassment, discrimination, victimisation promptly and constructively. An accompanying Toolkit providing support and guidance to managers and employees will be developed as a second step.			
	<b>Service/Partners/Stakeholders/service users involved in the development and/or implementation of policy.</b>			
	SHR TUs			
<b>Does the proposals involve the procurement of any goods or services?</b>			<b>Yes</b>	
<b>If yes please confirm that you have contacted our procurement services to discuss your requirements.</b>			<b>No</b>	
<b>SCREENING</b>				
<i>You must indicate if there is any relevance to the four areas</i>				
<b>Duty to eliminate discrimination (E), advance equal opportunities (A) or foster good relations (F)</b>			<b>Yes</b>	
<b>Relevance to Human Rights (HR)</b>			<b>Yes</b>	
<b>Relevance to Health Impacts (H)</b>			<b>Yes</b>	
<b>Relevance to Social Economic Impacts (SE)</b>			<b>Yes</b>	
<b>Who will be affected by this policy?</b>				
All employees, and anyone who carries out work for the council.				
<b>Who will be/has been involved in the consultation process?</b>				
TUs, Management representatives, Strategic HR				
<b>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.</b>				
	<b>Needs</b>	<b>Evidence</b>	<b>Impact</b>	
<b>Age</b>	The council has duty of care toward all its workers, and in terms of the Public Sector Equality Duty	Employees of all ages can be subject to bullying, harassment, victimisation and discrimination in the workplace	Positive as this policy and procedure provides employees of any age with appropriate processes through which to address workplace bullying,	

			harassment, discrimination and victimisation
<b>Cross Cutting</b>	<p>Equality and Diversity in the Workplace, Code of Conduct, Grievance Policy and Procedure and the International Labour Organisation's Violence and Harassment Convention (ILO C190) 'recognises the right of everyone to a world free from harassment, including gender based harassment'.</p> <p>Also, Equality, Diversity and Human Rights training and training is mandatory which helps to raise awareness.</p>	Factors can and do combine, so a cross cutting approach is needed	<p>Positive. Training and communication will raise employee awareness. The process will follow the Councils Communicating Effectively guidance and all involved will be made aware of this guidance</p>
<b>Disability</b>	<p>People with a disability are at an increased risk of discrimination and harassment at every stage of the employment lifecycle including the recruitment stage</p>	<p>ONS in 2020 Census Outcomes for Disabled people reported that 53.8% of working age disabled people were in work compared to 80% of those without a disability</p>	<p>Positive as committing to this policy and provides employees with a disability with appropriate processes through which to address workplace bullying, harassment, victimisation and discrimination</p>
<b>Social &amp; Economic Impact</b>	<p>A potential reduction in sick pay as a more robust policy and the provision for early resolution and with good support for all employees should result in less sickness absence including absence due to work related stress</p>	<p>The impacts of bullying, harassment, victimisation and discrimination are well understood in this area, especially around employee wellbeing</p>	<p>Positive</p>
<b>Sex</b>	The council has duty	Women are more	Positive as

	of care toward all its workers, and in terms of the Public Sector Equality Duty	likely to be subject to sexism, discrimination and harassment in the workplace	committing to this policy and provides all employees with appropriate processes through which to address workplace bullying, harassment, victimisation and discrimination
<b>Gender Reassign</b>	Trans people in the UK suffer higher levels of verbal abuse and discrimination at work because of who they are.	Pink News Feb 11th 2021	Positive as committing to this policy and provides trans employees with appropriate processes through which to address workplace bullying, harassment, victimisation and discrimination
<b>Health</b>	Bullying, harassment, discrimination and victimisation impacts on physical, mental/emotional wellbeing	Physical and mental health considerations overlap	Positive as any measures adopted to reduce the risk of occurrence e.g. zero tolerance will reduce the risk to physical and mental wellbeing
<b>Human Rights</b>	Bullying, harassment, discrimination and victimisation in or outside of work is an obvious abuse of human rights	Some people are subject to harassment based on others reaction to their appearance	Positive as the policy and procedure provides all employees with appropriate processes through which to address workplace bullying, harassment, victimisation and discrimination
<b>Marriage &amp; Civil Partnership</b>	N/A		
<b>Pregnancy &amp; Maternity</b>	Cross cuts with Sex	EHRC's Pregnancy and maternity discrimination research findings	Positive as committing to this policy and provides employees who are pregnant, on maternity leave or have recently returned from maternity leave with appropriate processes through

			which to address workplace bullying, harassment, victimisation and discrimination
<b>Race</b>	The council has duty of care toward all its workers, and in terms of the Public Sector Equality Duty	"Racism Ruins Lives" Study carried out by TUC (2019) Black, Asian and Minority Ethnic employees are at a higher risk of experiencing bullying, harassment, victimisation and discrimination due to racism in the workplace	Positive as committing to this policy and provides BAME employees with appropriate processes through which to address workplace bullying, harassment, victimisation and discrimination
<b>Religion and Belief</b>	The council has duty of care toward all its workers, and in terms of the Public Sector Equality Duty	Issues such as Islamophobia and Sectarianism may result in employees being subject to bullying, harassment, victimisation or discrimination in the workplace	Positive as committing to this policy and provides employees of all faiths and no faith with appropriate processes through which to address workplace bullying, harassment, victimisation and discrimination
<b>Sexual Orientation</b>	The council has duty of care toward all its workers, and in terms of the Public Sector Equality Duty	CIPD research, 2/5 lesbian, gay and bisexual workers experience direct discrimination at work and this could take the form of violence and harassment	Positive as committing to this policy and provides LGB employees with appropriate processes through which to address workplace bullying, harassment, victimisation and discrimination

#### **Actions**

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

N/A

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

Yes

**Q7 What is your recommendation for this policy?**

Introduce

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



This policy and procedure provides all employees with appropriate processes to raise and resolve concerns with a focus on early resolution. The impact of this has been assessed as having a positive impact for employees, specifically those in protected groups. It is anticipated that BME, LGB, Trans and disabled people will be significantly impacted as everyone as they may be in more than 1 protected groups. Other positive steps being taken are e.g. training and the use of Communicating Effectively guidance



## WEST DUNBARTONSHIRE COUNCIL

### Report by Chief Officer – People & Technology

**Corporate Services Committee: 17 August 2022**

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**Subject: WDC ‘People First’ Strategy**

#### **1. Purpose**

- 1.1** To provide an update on the proposed ‘people’ route to support delivery of the Council’s ambitious strategic plan.

#### **2. Recommendations**

- 2.1** The Committee is asked to note:

The new ‘People First’ Strategy which puts people at the centre of council transformation.

#### **3. Background**

- 3.1** Since the last Strategic Plan, there have been a number of strategies implemented covering areas, such as wellbeing, workforce planning, learning and development, employee engagement and digital transformation.
- 3.2** Progress has been made across all areas, ensuring we have built strong foundations and infrastructure, such as:
- Wellbeing – This has been a key focus and has been given greater visibility to create an open and supportive culture, with great success with employees more open in both discussing and seeking help particularly with mental health. A peer network of wellbeing advocates and supporting managers has been created allowing a better understanding of areas for improvement such as adding and improving a number of supports/policies for employees, leading to improved attendance.
  - Workforce planning – Data is key and giving managers access to their team demographics was vital. To do this a console was developed allowing managers real time access to their people data, displaying the data in a user friendly way. This was designed in house and delivered helping to improve informed decision making alongside incorporating workforce planning with the service planning cycle.
  - Learning & Development – The pandemic saw a substantial increase in usage of the I-learn platform and completion of modules and this has

remained high with quality products available to all. The introduction of additional leadership development opportunities has ensured that leaders at all stages in their career have access to quality development opportunities. WDC have committed to a Trade Union Learning Agreement and the collaboration here has seen increased and TU funded opportunities for employees.

- Employee Engagement –The council wide rollout of Trickle as a key engagement tool has allowed front line employees to raise issues and access information via an App on their phone. WDC have also undertaken a workforce exercise reviewing workstyles, to ensure effective delivery whilst supporting the workforce through a pandemic.
- Digital Transformation – To introduce a holistic approach to transformation, Fit for Future Reviews were introduced. This involves taking subject matter experts into services and undertaking a critical review of all aspects using a service design approach which is putting users at the centre of the review. The review looks at various areas of the service such as HR, online presence, process improvement and data. Alongside this ongoing work to improve digital skills continues, and building capacity in using a service design approach and other supportive skills such as PM, change and LEAN skills. WDC has also undergone maturity assessments in relation to both digital and data and the findings from these are being used to inform the way forward.

**3.3** Over the last five years, the team have been building the infrastructure and growing the capacity and capability required to enable an ambitious organisation to deliver; focusing on skills, processes, supportive tools and policies. All these support a people first ethos and ensure this is role modelled council wide. Moving forward the team will focus on ensuring that our people have the opportunity to use the infrastructure detailed above to drive forward their services to maximise the opportunities and potential they can unlock. This will build and reinforce a holistic people first approach as there is overlap and similarities across the areas above.

**3.4** This paper sets out the next steps and this will involve bringing all the above strategies, detailed at para 3.1, together under one umbrella strategy ensuring a holistic strengthening of “People First” to enable a joined up, collaborative approach to progressing each of the areas, delivering business as usual whilst combining efforts, specialist knowledge and resources to deliver some focused and radical changes aligned to the employee cycle.

## **4. Main Issues**

**4.1** The new ‘People First’ Strategy rationalises a number of strategies, making them more visual and accessible to improve understanding and encourage engagement. It creates opportunities for collaboration, improved support for employees, drives digital skills adoption and

improvements across services for our citizens and employees. It looks to create space for innovation, creativity and a focus to drive, role model and encourage change that only people can deliver.

- 4.2** It is proposed that, under the new 'People First' Strategy, each area (detailed above at para 3.1) will have a clear plan and commitment on delivery of key strategic aims, which are linked to the service delivery plan for each of the strands (Appendix 1).
- 4.3** In addition, there will be an ambitious improvement cycle. Drawing on areas of expertise, collaborating to ensure there is diversity of thought and bringing together differing views/perspectives to widen the lens in order to enrich the end result. This will maximise our ability to identify otherwise missed opportunities and lead to more impactful and focused improvements, leading to better outcomes for employees, users and citizens (Appendix 2).
- 4.4** There are five areas of the employee cycle, these are recruitment, on-boarding, development, retention and recognition and one of these areas will be targeted each year, as the transformation topic. Each will have a lead manager who will ensure visibility and monitor progress. This concentrated improvement focus will enhance the day to day activity detailed in Appendix 1 and is in addition to and will strengthen the yearly progress in the areas identified.
- 4.5** There are several supporting frameworks that have been in place for many years and these will require to be updated to support the 'People First' Strategy such as:
- ACHIEVE framework;
  - People Management framework;
  - Influential Leaders Framework; and the
  - Leadership Model.
- 4.6** The above list is not exhaustive and the review will include the integration of modern leadership with digital skills. The intention is to make the aim/strategy and supporting frameworks simple, visual and easily accessible to improve understanding, further development awareness and encourage usage. Using the strategy as a reference point for ethical leadership, encouraging services as change and transformation is undertaken in their own areas, they will use the 'People First' strategy as the standard test.
- 4.7** The benefit of joining the five strategies and creating an opportunity for the subject matter experts to simplify these, combine their effort and skills simultaneously, will lead to a more focused approach and improve impact and understanding. Collaboration is essential and encouraged, removing waste and duplication and sharing best practice council wide.

## **5. People Implications**

- 5.1** The aim and intention of the new strategy is to be ambitious, helping clarify the people first culture the organisation has been building and seeks to exemplify as a major employer. In addition, it aligns similar areas and ensures impact can be maximized, with tight resource, whilst simplifying the range of supporting documents and plans to allow improved understanding and accountability thus ensuring People & Change are better equipped to deliver excellent services in the future.

## **6. Financial and Procurement Implications**

- 6.1** There are no financial or procurement implications at this stage however it should be recognised that employees who feel valued, engaged, well supported, have access to flexibility, a range of excellent supports and people centred policies demonstrate improved productivity, cope better with change, have better attendance and this has a positive impact both in attracting new recruits and retaining employees.

## **7. Risk Analysis**

- 7.1** There is a strategic risk for workforce and this is managed via the strategic risk register.

## **8. Equalities Impact Assessment (EIA)**

- 8.1** EIA completed (519), no issues identified.

## **9. Consultation**

- 9.1** While this is a new overarching strategy, it captures work already subject of consultation with stakeholders including our Trades Unions. The strategy has been shared with our Trade Unions at the Convenors meeting 28 July.

## **10. Strategic Assessment**

- 10.1** The proposals outlined in this report directly contribute to strategic priorities by ensuring that our employees have appropriate opportunities to develop their skills and knowledge, keeping up to date with current methodologies and ensuring that they are fully equipped to meet the future demands of delivering services.

**Name: Victoria Rogers**

Designation: Chief Officer, People & Technology

Date: 20<sup>th</sup> July 2022

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**Person to Contact:** Alison McBride Strategic People & Change Lead

[Alison. McBride2@west-dunbarton.gov.uk](mailto:Alison.McBride2@west-dunbarton.gov.uk)

**Appendices:** Appendix 1 – WDC Key Priorities  
Appendix 2 – People First - 5 Year Improvement Plan

**Background Papers:** N/A

**Wards Affected:** N/A





# WDC People First Priorities



## Excerpt from the People & Technology Service Plan Actions for 2021-2022

- Embed good people practice through a focus on employee well-being, sound policies and workforce planning
- Build workforce skills and support for the future across all services through innovative development programmes and bespoke interventions
- Lead in the design and support for modernised services through fit for service reviews and digital transformation



### OD

#### Support and build workforce skills

- Employee Development
- Leadership & Management Development
- I-Learning
- Coaching & Mentoring
- Elected Member Development
- Digital Skills
- Wellbeing support
- Be the Best Conversations
- Training Budget



### Change & Digital

#### Digital

- Fit for Future service review programme
- Fit for Future measurement of impact
- Data Maturity and Governance
- Data Community
- Service Design – maximising use of approach corporate wide



### Strategic HR Wellbeing

#### Employee Wellbeing

- Reporting and Governance
- Skills and Leadership development
- Engagement to raise awareness and hear employee voice
- Data analysis and trends
- Partnership Management with support providers



### Strategic HR Workforce Planning

#### Workforce Planning

- Console development
- Improved data analytics
- Automation and CI of processes
- General WFP training and awareness
- Equalities action plan
- Promotion of human centered management
- Culture change



### Strategic HR Employee Engagement

#### Build Employee Engagement Framework where people come first

- Increase usage of Trickle and effective use of trickle data to inform action
- Employee Recognition Awards
- Be the Best Conversations
- Improve people practice



# WDC People First - 5 year plan

Year 1 Spotlight on Recruitment	Year 2 Spotlight on Onboarding	Year 3 Spotlight on Development	Year 4 Spotlight on Retention	Year 5 Spotlight on Recognition
<p><b>Key Activities</b></p> <ul style="list-style-type: none"> <li>Conduct user research into recruitment;</li> <li>Refresh ACHIEVE Values and publish recruitment question bank to ensure recruiting for behaviour and values;</li> <li>Review job quality and design to reflect fair work convention;</li> <li>Digitise creation of Job Profiles;</li> <li>Analyse and improve maturity of recruitment data and data analytics;</li> <li>Develop employer branding and employee value proposition to increase engagement in talent pool, promote career opportunities, develop internal job market and attract applications from under-represented equalities groups.</li> </ul>	<p><b>Key Activities</b></p> <ul style="list-style-type: none"> <li>Conduct user research into onboarding;</li> <li>Review of Induction including redevelop APP via M365 tools, and inclusion of data skills and wellbeing;</li> <li>Review of Skills Passports, and include Service Design and Wellbeing Charter;</li> <li>Embedding human centred management, and good people management practices, linked to behaviours and values;</li> <li>WFP Training and awareness;</li> <li>Console development.</li> </ul>	<p><b>Key Activities</b></p> <ul style="list-style-type: none"> <li>Reinforce programmes/learning by linking to values</li> <li>Ensure learning adds value and is promoted for all ensuring fit for future skillsets for all employees</li> <li>Ensure learning pathways support succession planning and talent development</li> <li>Establish Innovation Hub</li> <li>Evolving culture of engagement through personal &amp; professional growth by encouraging ownership and empowerment and the opportunity for innovation through Chief Officer Groups and Innovation Hub</li> <li>Data capture - personal and professional development information</li> <li>Policy and Process influenced by data and driven by employees and services</li> </ul>	<p><b>Key Activities</b></p> <ul style="list-style-type: none"> <li>Develop supports for Career Development, including refresh of Coaching &amp; Mentoring opportunities</li> <li>Continue to build and support Digital Skills development</li> <li>Extend opportunities for development in Data Skills/analytics and Service Design</li> <li>Enable and support Peer communities to aid collaboration, communication</li> <li>Explore the role of wellbeing in high performing teams and share this learning for organisational improvement</li> <li>Explore the links between quality relationships and conversations at work with wellbeing and performance</li> <li>Improve channels for the Employee Voice to be heard and harnessed including extending use of Trickle</li> <li>Continue to develop flexible approaches to meet individual needs</li> <li>Enable others to explicitly link work initiatives with strategic direction</li> <li>Challenge working practice and influence culture change</li> <li>Research introduction of Stay interviews and analyse data along with exit interview data</li> </ul>	<p><b>Key Activities</b></p> <ul style="list-style-type: none"> <li>Learning Feedback and recognition of achievement</li> <li>Digital Badges</li> <li>Off boarding - analyse employee data, surveys, exit interviews to inform practice, reporting destinations e.g. promotion, relocation, to gauge leaver analysis</li> <li>Supported to Positive Destinations and Recommended as place to work</li> <li>Bench marking and comparing with other employers</li> </ul>

## Appendix 2



## WEST DUNBARTONSHIRE COUNCIL

### Report by Chief Officer – Victoria Rogers

#### Corporate Services Committee: 17 August 2022

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**Subject: People and Technology Delivery Plan 2021/22 year end progress report**

### **1 Purpose**

- 1.1** The purpose of this report is to present to Committee the year-end progress report for the 2021/22 Delivery Plan as agreed at Committee on 19 May 2021.

### **2 Recommendations**

- 2.1** It is recommended that Committee:
- Notes progress made on the delivery of the 2021/22 plan.

### **3 Background**

- 3.1** In line with the Strategic Planning & Performance Framework each Chief Officer develops an annual Delivery Plan which sets out actions to help deliver the Strategic Plan and address the performance challenges and service priorities identified in the planning process. The Plan also provides an overview of services and resources, including employees and budgets, sets out the performance indicators (PIs) for monitoring progress and considers the relevant risks.
- 3.2** Progress is reported to Corporate Services Committee twice yearly, at mid-year and year-end.

### **4 Main Issues**

- 4.1** The 2021/22 Delivery Plan was presented to Corporate Services Committee on 19 May 2021 and mid-year progress reported on 24 November 2021.
- 4.2** The Delivery Plan for 2021/22 was supported by an action plan of activities to be delivered over the year. Appendix 1 details the progress on delivery of this action plan.
- 4.3** Twelve of the thirteen actions have been completed in year as planned. Incomplete actions relate to the following and all will be carried forward and completed in 2022/23:  
The remaining one action:
- Develop process automations within Transactional services - 57% complete; has not been completed as planned. Technical challenges resulted in the project becoming more complex than originally

anticipated and as a result will take longer to deliver; work will therefore continue in 2022/23 to progress this to a completed status.

**4.4** Year-end values are available for all of the ten performance indicators included in the plan. Of those, seven achieved their year-end targets and three were adrift of target. Full details are set out in Appendix 1.

PIs that significantly missed target (red) are noted below:

- Sickness absence days per employee (local government)
- % of our workforce who have stated they are LGBT
- % of our workforce who are from a Black minority ethnic group

**4.5** Four performance indicators showed improvement in both the short and long term trend.

**4.6** Each service area also developed a suite of quality standards, which set out the level of service that users and stakeholders can expect to receive, and remind both the organisation and employees of the challenges and obligations they face in delivering best value services. Of the three PIs measuring quality standards, all met or exceeded targets. Performance against these standards is set out at Appendix 1.

## **5 People Implications**

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

## **6 Financial & Procurement Implications**

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

## **7 Risk Analysis**

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

## **8 Equalities Impact Assessment**

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

## **9 Consultation**

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

## **10 Strategic Assessment**

**10.1** The Delivery Plans set out actions to support the successful delivery of the strategic priorities of the Council.

**Chief Officer:** Victoria Rogers  
**Service Area:** People and Technology  
**Date:** 28 July 2022

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**Person to Contact:** Nicola Docherty  
nicola.docherty@west-dunbarton.gov.uk  
**Appendices:** Appendix 1: P&T Delivery Plan 2021/22 - Year End Progress


**Background Papers:** 2021/22 People and Technology Delivery Plan Report – Corporate Services Committee, 19 May 2021  
2021/22 People and Technology Delivery Plan Mid-year Report – Corporate Services Committee, 24 November 2021

**Wards Affected:** All


















## P&T Delivery Plan 2021/22 Year end progress report

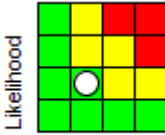
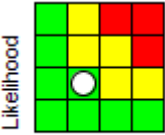
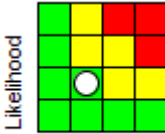
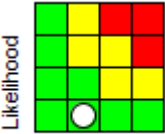
	Efficient and effective frontline services that improve the everyday lives of residents
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	A committed and skilled workforce
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Performance Indicator	2020/21	2021/22					Comments	Managed By
	Value	Value	Target	Status	Long Trend	Short Trend		
Percentage of Council employees who agree or strongly agree that in general, my morale at work is good	78%	79%	78%				Target exceeded.	Alison McBride
















Action	Status	Progress	Comment	Due Date	Managed By
Embed an organisational health and safety culture through extending organisational use of Figtree and understanding of health & safety			This action has been successfully completed. Figtree improvements are progressing well with automated reminders to managers. A communication plan to support H&S is well underway with monthly topics promoted council wide. H&S supporting ventilation plans and employees return to office.	31-Mar-2022	Alison McBride
Increase understanding of Council Fire Risk Management Strategy.			This action has been successfully completed. The Fire Risk Audit programme is back on track and up to date. Some resilience has been built into the H&S team with the graduate trainee H&S officers both completing and passing their Fire Safety qualification. The forms involved in this process have been digitised and testing is underway.	31-Mar-2022	Alison McBride
Implement actions from review of the effectiveness of Council approach to risk management			This action has been successfully completed. Strategic risks are now being managed via Pentana giving more focus, control and visibility. All risks are being reviewed regularly and linked to service planning. Further resilience has been created across the team in the management of risks with the addition of graduate H&S officer with Risk Management qualification.	31-Mar-2022	Alison McBride


Action	Status	Progress	Comment	Due Date	Managed By
Build workforce skills and support for the future across all services through innovative development programmes and bespoke interventions			This action has been successfully completed. Over the last year the delivery of the new Quantum leadership development programme has been implemented. In addition to this development in the redesign of a new leadership and management development framework has been ongoing and with agreement on the framework expected to be finalised in 22/23. Work continues to provide target support across the organisation for employees, managers and Elected members.	31-Mar-2022	Alison McBride
Embed good people practice through a focus on employee well-being, sound policies and workforce planning			This action has been successfully completed. Review of Stress Management Framework has commenced with service design principles being utilized to ensure that the employee voice is heard and duly considered. Focus groups are currently being planned and this will include engagement with Trade Unions. Occupational Health data is now also more accessible with an interactive dashboard that has been introduced, this will be used to identify any improvements required from a contract management perspective and provide a source of data to further enhance employee wellbeing data.	31-Mar-2022	Alison McBride

Risk Title & Description	Latest Note	Current Risk Matrix	Target Risk Matrix	Managed By
<p>Health and Safety of Employees and Others</p> <p>Failure to meet the Council's duty to protect the health, safety and welfare of its employees and other people who might be affected by its business, either in the provision of an effective health and safety management system or in ensuring adherence to that system as part of an embedded health and safety culture.</p>	<p>The return to work process has been successful through a number of supports such as risk assessments, RPO checklists, building protocols and a supporting webpage which have been continually updated in-line with Scottish Government guidance.</p> <p>The council's health and safety management system has proved effective in collating information in regards to incidents, health and safety work activities carried out on behalf of the services, risk assessments, hazard reporting, fire risk assessments and actions to improve health and safety across the Council and comply with legislation.</p> <p>Health and Safety Corporate Planning for 2022/23 has been undertaken to identify KPIs which will support the embedding of a health and safety culture.</p>			Victoria Rogers
<p>Ensure an appropriately resourced workforce.</p> <p>Failure to ensure that there is an appropriately resourced workforce in place to meet future organisational needs, either in effectively executing the Council's 2017-22 Workforce Plan, or in ensuring that the Plan is adapted over time if and when earlier assumed circumstances change.</p>	<p>Workforce planning has developed well alongside service delivery planning. This has been supported by better use of data in this area to inform decision making via the use of the console.</p> <p>New ACAS guidance (issued July 17) Return to Work and Hybrid Working reinforces the work WDC have undertaken to date, particularly around the workstyle exercise, employee consultation, remote working guidance, planned/ phased return and variations to contracts which all see WDC well placed in supporting the workforce. Further work to develop the approach to working flexibly has commenced.</p> <p>Despite a robust package of wellbeing resources being available, absence levels are starting to rise, with stress and MSK absences prevalent. WDC continue to provide additional access to counselling.</p>			Victoria Rogers

Risk Title & Description	Latest Note	Current Risk Matrix	Target Risk Matrix	Managed By
	Development course for mid to senior leaders has commenced in January 2022. Trickle rollout has now been completed for the whole of the organisation and will be used for employee feedback and engagement. There will be a launch of the Trade Union Learning Agreement which encourages all employees to participate in regular learning and development. WDC Fit for Future programme continues to support services.			

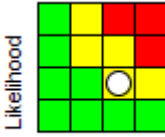
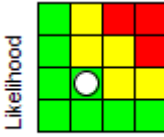
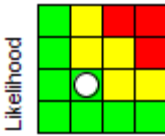
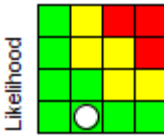
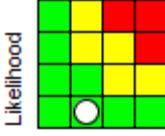
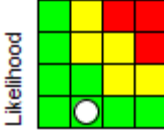
<b>Ob</b>	A continuously improving Council delivering best value
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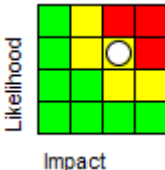
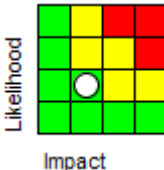
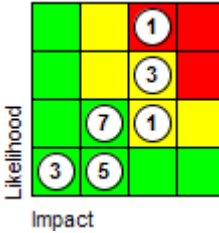
Performance Indicator	2020/21	2021/22					Comments	Managed By
	Value	Value	Target	Status	Long Trend	Short Trend		
Sickness absence days per teacher	1.84	5	5				Target met, year-end figures do not include Covid related absences in line with guidance from the LGBF programme. It is positive to note that the proportion of absences attributed to Mental Health has decreased by 5% in 21/22. Approx. 38% of Teacher absence in 2021/22 is attributed to Covid 19 related absences.	Alison McBride
Sickness absence days per employee (local government)	8.94	13.3	7				Annual target not met, year-end figures do not include Covid related absences in line with guidance from the LGBF programme. Attendance management continues to be a key focus and work continues with teams to support employees back to work.	Alison McBride
Percentage of ICT helpdesk incidents fixed with half day of being logged.	52.15%	60.11%	52%				Target exceeded.	Patricia Kerr
The percentage of the highest paid 5% employees who are women	59%	61.6%	50%				Target exceeded.	Alison McBride
Gender pay gap	2.47%	2.1%	3%				Target exceeded.	Alison McBride

Action	Status	Progress	Comment	Due Date	Managed By
Support the Councils transformation and improvement projects		<div><div>100%</div></div>	This action has been completed. Over the last year we have delivered a number of transformation and improvement projects including delivering MS team applications to all WDC employees, piloting 365 cloud email, assisting Criminal	31-Mar-2022	Patricia Kerr

Action	Status	Progress	Comment	Due Date	Managed By
			Justice service to migrate to hosted national system. Work will continue in 2022/23 to support key ICT transformational projects.		
Deliver secure and compliant infrastructure to support Council wide services	✓	<div><div>100%</div></div>	This action has been completed. Over the last year we have delivered a number of projects to ensure we have a secure and compliant ICT infrastructure to support council wide services. This includes updating the cyber security action plan as well as delivering cyber awareness seminars and replacement of user devices. Work will continue in 2022/23 to support the Council to remain secure and compliant.	31-Mar-2022	Patricia Ker
Deliver process and technology improvements to the ICT service	✓	<div><div>100%</div></div>	This action has been successfully completed. Work will continue to ensure technology improvements are made to support WDC through transformational programmes.	31-Mar-2022	Patricia Kerr
Lead in the design and support for modernised services through fit for service reviews and digital transformation	✓	<div><div>100%</div></div>	This action has been successfully completed. During 2021/22 4 Fit for Future reviews have been carried out on a number of services including the Repairs Contact Centre, Housing Operations- Allocations and Voids; Procurement and Building Standards. Action improvements plans are in place and will be monitored and reported on throughout the year. The FfF will continue to support service design through the FfF programme over the coming year starting with a review of Catering and Facilities management.	31-Mar-2022	Alison McBride













Risk Title	Latest Note	Current Risk Matrix	Target Risk Matrix	Managed By
<p>Unauthorised Access to Councils Systems</p> <p>Failure to prevent hackers gaining access to a system(s) &amp; obtains information &amp;/or amends records or transactions etc. Virus attack disabling systems &amp; destroying computer hardware, software &amp; information. Cyber Attack on Council's network exposing data and systems to external abuse and data loss</p>	Regular checks are in place to remove and update partner (eg NHS) and 3rd party user accounts. Automation of the employee termination process has helped to reduce the likelihood of this risk which could result in inappropriate access to employee and citizen personal information.	<p>Likelihood</p> <p>Impact</p>	<p>Likelihood</p> <p>Impact</p>	Patricia Kerr
<p>Systems Failure</p> <p>Capacity for a single item failure to take down a whole system. Failure of servers. Failure of host storage system.</p>	Netscaler plus Citrix storefront are the key remote access technologies and failures would impact user access to critical systems and data. Whilst they remain stable at present there is work in progress regarding future requirements and technologies to support a hybrid remote / on premise working. Citrix issues have reduced and fewer users impacted but work with the supplier to resolve the issue has not yet reached completion. Many users now have locally installed applications which provides some resilience and 365 implementation is at user testing stage which would also improve resilience for some services.	<p>Likelihood</p> <p>Impact</p>	<p>Likelihood</p> <p>Impact</p>	Patricia Kerr





Risk Title	Latest Note	Current Risk Matrix	Target Risk Matrix	Managed By
<p>Network security problems</p> <p>Managing the network results in security problems, information leakage, failure of network &amp; poor performance, service provision etc. This includes communication lines between offices &amp; departments.</p>	<p>Continued demand for hybrid (remote and on premise) working. The impact of a network failure resulting in users not being able to access critical systems and data remains significant and ICT focus on network availability is high.</p>	 <p>Likelihood</p> <p>Impact</p>	 <p>Likelihood</p> <p>Impact</p>	Patricia Kerr
<p>Workforce Management System not fit for purpose</p> <p>There is a risk that the WMS system is not fit-for-purpose thereby requiring manual workarounds restricting the level of automation impacting on efficiencies</p>	<p>This risk continues to be live and relevant and despite various discussions with the system provider there are little options within our control to influence the situation. This is down to the challenge in moving to a new Workforce Management System (WMS) - both on account of cost and impact on the day to day operations - which all solution providers are well aware of. Hence officers will continue to monitor and manage the risk to reduce any impact on the council.</p>	 <p>Likelihood</p> <p>Impact</p>	 <p>Likelihood</p> <p>Impact</p>	Victoria Rogers
<p>Information Technology</p> <p>Failure to keep pace with changing technology environment during periods of austerity and supplier rather than business led change</p>	<p>Recent approved revenue and capital budget plans (March 2022) continue to demonstrate through investment the importance of ICT to service delivery which mitigate this risk. With regard to the following risk identified by HSCP '<i>Failure to maintain a secure information management network; there is a risk for the HSCP that the confidentiality of information is not protected from unauthorised disclosures or losses. Failure to maintain a secure information management network; there is a risk for the HSCP if this is unmanaged of breaches as a result of a GDPR breach; power/system failure; cyber-attack; lack of shared IT/recording platforms; as such being unable to manage and deliver services. Inability to provide service</i>'. HSCP responsibility is to manage the data and information aspects of their risk whilst ICT are responsible for monitoring and managing the risk associated with the physical ICT infrastructure through P&amp;T risks. Replacement infrastructure has been put in place to accommodate the decommissioning of the Clydebank Health Centre (Kilbowie Road) and further work is planned in 2022-23. A new network design for the new Health Centre has been put in place though partnership working of NHS IT and WDC ICT staff which delivers secure ways of working for users of NHS and WDC devices in the same building. Similarly, ICT continue to work with other partner organisations such as LT &amp; VJB to improve infrastructure, reduce risk and understand implications of their hybrid remote working practices.</p>	 <p>Likelihood</p> <p>Impact</p>	 <p>Likelihood</p> <p>Impact</p>	Victoria Rogers




Risk Title	Latest Note	Current Risk Matrix	Target Risk Matrix	Managed By
<p>Threat of Cyber-attack</p> <p>Data, systems and/or infrastructure are impacted as result of security attacks which are increasing in number at a time when this threat is already placing demands on resources to deliver increased levels of security controls.</p>	<p>Although attacks happen daily, each presents differently. To date WDC have not had a targeted attack which would pose a higher risk to WDC. Increased monitoring, awareness of current threat landscape and use of vulnerability management and other technologies help to mitigate. We continue to follow NCSC guidance and implement additional tools and fixes as identified. Work continues to align cyber defenses with emerging risk through user engagement and awareness sessions, process changes and continued investment in security tools. New Vulnerability Management software has been deployed as well as new processes for</p> <ul style="list-style-type: none"> <li>• updating both off network and on network devices; and</li> <li>• remote accessing of devices.</li> </ul> <p>Investment in cyber defense and remote support technologies has continued at pace with new remote management/deployment software, remote access software, threat management and traffic analysis software have been procured during 2021-22 and will go live 2022/23.</p> <p>Increased security monitoring and management reporting has been put in place due to the current geo-political situation and will continue throughout this FY. Actions have been taken to reduce some of the risk by restricting remote access to Great Britain. Work continues to examine the potential impacts of hybrid working on the security design with proof of concepts due in 2022-23. Resourcing of security will continue to be examined as part of normal ICT service design management processes.</p>			<p>James Gallacher; Patricia Kerr; Brian Miller</p>
<p>Pandemic (COVID)</p> <p>The Council is faced with significant ongoing demands with disruption to service delivery, increasing PPE and workforce pressures as a result of Covid 19 and subsequent local and national outbreaks. This involves both responding to the crisis and from services returning to a new normality based on Response, Recovery and Renew guidance produced by Scottish and National Government. NB. Financial risk is also reflected in SR001</p>	<p>As of May 2022, all covid-19 restrictions have been lifted in Scotland. However, covid-19 still remains a concern for public health so sensible precautions and actions to reduce the risk of transmission have been adopted.</p> <p>Adequate ventilation, good cleaning procedures and physical distancing of at least 1 metre is still being promoted and employees who wish to continue to wear masks or take part in the Distance Aware scheme are being supported by their line managers. In consultation with the Trade Unions, the covid-19 risk assessments (with an exception of HSCP and Education) are being replaced with guidance and updated building protocols for services to adopt. New rules around covid-19 absences have been circulated and are being implemented. The four sub-risks; Workforce, Service Delivery, Public Uncertainty, and Protection have all reduced significantly and will continue to be monitored closely following the lift in restrictions.</p>			<p>Victoria Rogers</p>




	Open, accountable and accessible local government
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	Equity of access for all residents
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Performance Indicator	2020/21	2021/22					Comments	Managed By
	Value	Value	Target	Status	Long Trend	Short Trend		
% of our workforce who have declared a disability	2.71%	2.71%	2.1%				Target exceeded.	Alison McBride
% of our workforce who have stated they are LGBT	2.38%	0.54%	2.5%				The Annual Equalities Report for 2021/22 highlighted that 0.54% had disclosed that they are LGBT and increased from the disclosure rate from the previous Annual Equalities Report for (2020/21). It is positive to note that whilst the target has been missed, the disclosure rate via the annual equalities report has increased in 2021/22. Previous data and targets were sourced from the biennial employee survey, however it has been agreed, moving forward, the data will be collected from our HR Console. Work continues to promote disclosure of employee equalities data to ensure we are able to support our workforce and that they are reflective of our communities.	Alison McBride
% of our workforce who are from a Black minority ethnic group	0.34%	0.34%	0.5%				The % of our workforce who are from a Black minority ethnic group has remained static compared to 2020/21, work will continue to improve upon this position.	Alison McBride
Disability pay gap	6.06%	5.9%	10%				Target exceeded.	Alison McBride

Action	Status	Progress	Comment	Due Date	Managed By
Continue to implement HR Payroll Transformation including manual processes, development of WMS, better integration with WMS & greater self service		<div><div>100%</div></div>	This action has been successfully completed. A range of WMS developments have been implemented to improve functionality, key ones being the online timesheet, iConnect, system upgrades and automations linked to the workforce management system (WMS). This action will continue to 2022/23 with new milestones.	31-Mar-2022	Arun Menon
Implement statutory Payroll changes		<div><div>100%</div></div>	This action has been successfully completed.	31-Mar-2022	Arun Menon
Undertake annual Payroll Audit		<div><div>100%</div></div>	This action has been successfully completed.	31-Oct-2021	Arun Menon
Develop process automations within Transactional Services		<div><div>57%</div></div>	The employee new start automation is now live following extensive testing. There has been delays to the Sickness absence automation which is now moving into 2022/23 and will be reflected in the new year delivery plan. Variation to the current post has been replaced with a range of other automation which will deliver greater benefits to the transactional teams such as calculation of annual leave and updating of line manager changes within the system. Of the 7 milestones only 4 were achieved due to the delays outlined above. Three milestones relate to the sickness absence automation which has been delayed and will be completed in first quarter of 2022/23.	31-Mar-2022	Arun Menon

Quality Standards	2021/22			Latest Note	Managed By
	Status	Value	Target		
% of absence data, policies and supports discussed at the relevant management team meeting.		100%	100%	Target met	Alison McBride
% of identified High Risk properties that are annually inspected in accordance with the enforcement inspection policy of Scottish Fire & Rescue		100%	100%	Target met	Alison McBride
% programmes /courses reviewed annually.		100%	100%	Target met	Alison McBride

Action Status	
	Overdue; Neglected
	Check Progress
	Completed



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



## WEST DUNBARTONSHIRE COUNCIL

### Report by Service Managers – Regulatory & Regeneration

**Corporate Services Committee 17 August 2022**

#### **Subject: Regulatory & Regeneration Delivery Plan 2021/22 Year-end Progress**

#### **1 Purpose**

- 1.1** This report provides members with the year-end progress of the 2021/22 Delivery Plan as agreed at Committee on 19 May 2021.

#### **2 Recommendations**

- 2.1** It is recommended that Committee:
- Notes progress made on the delivery of the 2021/22 plan.

#### **3 Background**

- 3.1** In line with the Strategic Planning & Performance Framework each Chief Officer develops an annual Delivery Plan which sets out actions to help deliver the Strategic Plan and address the performance challenges and service priorities identified in the planning process. The Plan also provides an overview of services and resources, including employees and budgets, sets out the performance indicators (PIs) for monitoring progress and considers the relevant risks.
- 3.2** Progress is reported to Corporate Services Committee twice yearly, at mid-year and year-end and the Economic Development elements of the Plan are also reported separately to Infrastructure, Regeneration and Economic Development Committee.

#### **4 Main Issues**

- 4.1** The 2021/22 Delivery Plan was presented to Corporate Services Committee on 19 May 2021 and mid-year progress reported on 24 November 2021.
- 4.2** The Delivery Plan for 2021/22 was supported by an action plan of activities to be delivered over the year. Appendix 1 details the progress of this action plan.
- 4.3** Of the 18 actions set out in the plan, 16 were completed as planned. Incomplete actions relate to the following and both will be carried forward and completed in 2022/23:
- Designate and train service data ambassadors for the Corporate Data Information Management System (MAGIC) system – 50% complete; and
  - Co-ordinate the refurbishment of civic areas of Clydebank Town Hall – 90% complete.

- 4.4** Year-end values are available for 25 of the 32 PIs set out in the plan. Of these, 2 are classed as 'data only' where it is inappropriate to set targets. So, while year-end data is available for these PIs, neither generates a status. Of the remaining 23, 16 met or exceeded targets, 3 narrowly missed targets and 4 were further adrift of targets. Full details are set out in Appendix 1.

PIs that significantly missed target (red) are noted below, the first two of which were impacted by the pandemic:

- Town vacancy rates;
- Food Law: Percentage of food businesses in the high risk category (12 monthly inspections by Food & Business Group) that were inspected on time;
- Planning applications (householder): Average number of weeks to decision; and
- Average number of weeks to deliver a commercial planning application decision.

- 4.5** Nineteen of the 25 PIs either improved over the previous year or sustained the high performance recorded in 2020/21 with 18 PIs performing similarly over the longer term.

- 4.6** Quality standards were set out in the 2021/22 Delivery Plan to help define what service users can expect to receive and remind both the organisation and employees of the challenges and obligations they face in delivering best value services. Of the 14 PIs measuring quality standards, 10 met or exceeded targets, 2 narrowly missed targets and 2 were further adrift of the targets set for the year. Full details are set out in Appendix 2.

## **5 People Implications**

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

## **6 Financial & Procurement Implications**

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

## **7 Risk Analysis**

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

## **8 Equalities Impact Assessment**

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

## **9 Consultation**

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

## **10 Strategic Assessment**

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

**Service Managers:** Pamela Clifford, Alan Douglas, George Hawthorn, Gillian McNamara,  
**Service Area:** Regulatory & Regeneration  
**Date:** 3 August 2022

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**Person to Contact:** Lynn Henderson  
[lynn.henderson@west-dunbarton.gov.uk](mailto:lynn.henderson@west-dunbarton.gov.uk)

**Appendices:** Appendices 1 & 2: Regulatory & Regeneration Delivery Plan 2021/22 - Year-end Progress; Quality Standards – Year-end Progress

**Background Papers:** 2021/22 Regulatory & Regeneration Delivery Plan Report – Corporate Services Committee, 19 May 2021  
2021/22 Regulatory & Regeneration Delivery Plan Mid-year Report – Corporate Services Committee, 24 November 2021







**Wards Affected:** All









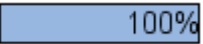






## Appendix 1: Regulatory & Regeneration Delivery Plan 2020/21 - Year-end Progress

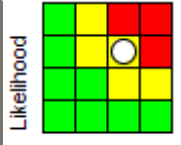
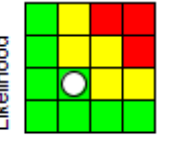
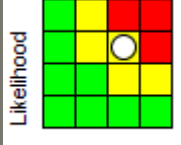
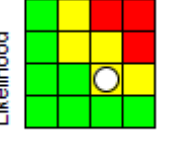
	A strong local economy and improved job opportunities
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	A growing economy
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Performance Indicator	2020/21	2021/22						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
Number of businesses given advice and assistance to start up through Business Gateway	200		201	200			During 2021/22, 201 business start-ups were supported through the Business Gateway service which slightly exceeded the target of 200.	Gillian Scholes
No of business gateway start-ups per 10,000 population	22.3		Not yet available	21.98			2021/22 data for this Local Government Benchmarking Framework indicator will be available in the first quarter of 2023 following publication by the Improvement Service.	Gillian Scholes
Cost of Economic Development & Tourism per 1,000 population	155,060		Not yet available	150,000			2021/22 data for Local Government Benchmarking Framework cost indicators will be available in the first quarter of 2023 following publication by the Improvement Service.	Gillian Scholes
Proportion of properties receiving superfast broadband	98.4%		Not yet available	100%			Data will be available from the 2022 Ofcom Connected Nations Report which has yet to be published.	Gillian Scholes
Town Vacancy Rates	15.67%		16.58%	11.4%			A survey of ground floor town centre commercial units (excluding pubs, cinemas and amusements) was undertaken in June 2022. Vacancy rates were higher than the target owing to shop/business closures during the pandemic and the downturn in town centre activity being experienced nationwide, but also some managed vacancies related to town centre regeneration. Individual town centre vacancy rates were: Alexandria, 17.86%; Clydebank, 14.04%; and Dumbarton 19.33%.	Alan Williamson

Performance Indicator	2020/21	2021/22						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
Immediately available employment land as a % of total land allocated for employment purposes	40		38.95	42.5			The 2021/22 figure is based on survey work undertaken in May/June 2022 and correlates with the 2021/22 SLAED indicator return. The figure is below target, however future targets will be based upon a national average figure.	Alan Williamson

Action	Status	Progress	Due Date	Note	Owner
Ensure key regeneration sites are progressed to enable high quality development to be achieved on the ground			31-Mar-2022	Planning & Building Standards continue to support the key regeneration sites. The Queens Quay Health and Care Centre is now operational; the affordable housing development is scheduled for occupation in late 2022; and we are supporting the discharge of conditions on the planning permission in principle on the Exxon development.	Pamela Clifford
Monitor the development of the key regeneration sites to ensure they comply with the approved consent			31-Mar-2022	Completed as planned for 2021/22.	Pamela Clifford
Deliver key regeneration sites across West Dunbartonshire			31-Mar-2022	Actions completed for this period. As the new Economic Development Strategy is developed, details of actions will be set out in that plan.	Gillian McNamara; Pamela Clifford
Explore commercial opportunities in our town centres			31-Mar-2022	Artizan Centre acquisition completed March 2022.	Gillian McNamara
Deliver the Town Centre Recovery Plan			31-Mar-2022	A number of different interventions have been delivered, including 'Loves Local', Loves Local gift cards, and town centre COVID adaption grants.	Gillian McNamara






















Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
Failure to deliver Queens Quay Masterplan	Following completion of Council investment there is a risk the housing plot sales do not materialise in the next 3-7 years.	 Likelihood Impact	 Likelihood Impact	13-Apr-2022	Focus continues on landowners securing new housing developments for the site.	Gillian McNamara; Pamela Clifford
Inability to meet demands of Council to progress regeneration projects within desired timescales	The number and complexity of regeneration projects is putting considerable strain on the resources available which can be exacerbated by delays out with the control of the service	 Likelihood Impact	 Likelihood Impact	13-Apr-2022	Individual projects continue to progress, reducing the likelihood of undesirable outcomes.	Pamela Clifford; Alan Douglas; Gillian McNamara















Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
	and when pinch points on different projects occur at roughly the same time.					





	Supported individuals, families and carers living independently and with dignity
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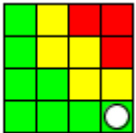
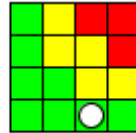
	Improved wellbeing
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Performance Indicator	2020/21	2021/22					Note	Owner
	Value	Status	Value	Target	Short Trend	Long Trend		
Air Quality: PM10 Concentration	9		8.7	18			The value is well within the national target of 18ug (micrograms) and both the short and long trends are improving.	Mark Walsh
% of air quality monitoring stations complying with the national objective for nitrogen dioxide at the nearest building façades of residential properties , schools, hospitals and care homes (40ug/m3 NO2 )	100%		100%	100%			Target met with all 33 monitoring stations complying with the national objective.	Mark Walsh
Percentage of highest priority pest control service requests responded to within 2 working days	98%		98%	95%			Target met. Of the 1,523 service requests received, 1493 were responded to within target.	John Stevenson
Percentage of service users (businesses) very satisfied or fairly satisfied with the service they received from environmental health	100%		100%	95%			Target met.	Eilidh Paton
Percentage of service users (citizens) satisfied or very satisfied with the service they received from environmental health	90%		92.3%	85%			Target met. Of the 442 service users surveyed during the year, 408 were satisfied or very satisfied with the service they received.	John Stevenson
Percentage of businesses and activities regulated by environmental health who are substantially compliant with legislative requirements	94%		95%	75%			Target met. 1,148 businesses and other non-commercial establishments were inspected during the year and 1,095 were found to be substantially compliant with legislative requirements.	John Stevenson
Total annual redress won for consumers by Trading Standards Group (£)	£5,030.00		£15,509.50	N/A			Value of redress is up from previous year. Most consumer advice is dealt with in the first instance by our partner Consumer	Annemarie Clelland

Performance Indicator	2020/21	2021/22						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
							Advice Scotland. In general, only the more complex complaints or those involving criminal allegations come to Trading Standards.	
Food Law: Percentage of food businesses in the highest risk category (1 to 6 monthly inspections by Food & Business Group) that were inspected on time	100%		100%	100%			Inspections were suspended due to COVID-19 until October 2021. We have achieved full compliance since the inspection programme restarted.	Eilidh Paton
Food Law: Percentage of food businesses in the high risk category (12 monthly inspections by Food & Business Group) that were inspected on time	100%		56%	100%			The suspension of programmed food safety inspections from mid-March 2020 until 1 October 2021 resulted in a backlog. With between 70 to 80 inspections due per month, this had a significant impact on Environmental Health staff resources in 2021/22 which will continue in 2022/23. A number of factors exacerbated this including the increased demands of the new Food Law Rating Scheme, in terms of frequency and scope of intervention, and a deficit of 2.89 Full Time Equivalent posts within the Food Business Group over the period. The latter is being addressed via recruitment and should have a positive impact on performance.	Eilidh Paton
Percentage of service users satisfied or very satisfied with the service they received from trading standards	100%	N/A	N/A	80%	N/A	N/A	Feedback was received from only a handful of service users which was too few to inform this PI. We will review the way in which we gather feedback to inform how we do this in future.	Annemarie Clelland
Percentage of businesses satisfied or very satisfied with the service they received from trading standards	100%	N/A	N/A	80%	N/A	N/A	None of the 19 businesses that received business advice provided feedback. We will review the way in which we gather feedback to inform how we do this in future.	Annemarie Clelland
Cost of trading standards per 1,000 population £	£3,498.00		Not yet available	£3,227.00			2021/22 data for Local Government Benchmarking Framework cost indicators will be available in the first quarter of 2023 following publication by the Improvement Service.	Annemarie Clelland




Performance Indicator	2020/21	2021/22						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
Cost of environmental health per 1,000 population £	£12,497.00		£9,808.00	£14,968.00			This is a draft figure based on 2020 Mid-Year Estimate of population rather than Mid-Year Estimate 2021 which has not yet been published. However, it is unlikely to change significantly. The decrease in cost over previous year is due to staff turnover savings. Final 2021/22 data for this Local Government Benchmarking Framework cost indicator will be available in the first quarter of 2023 following publication by the Improvement Service.	John Stevenson
Number of reports of bogus/cold callers	14		59	N/A			The high figure is in part due to projects being run throughout the year to raise awareness and install call blocking equipment on the phones of vulnerable people.	Annemarie Clelland



Action	Status	Progress	Due Date	Note	Owner
Work with Public Health Scotland to ensure the whole system approach is supported with effective strategy, policy, collaborative working and effective targeting of resources in public health priority areas			31-Mar-2022	Engaged with Public Health Scotland during the year re the pandemic response.	Environmental Health Team
Work with national and regional stakeholders to mitigate the further effects of EU exit on food trade including imports			31-Mar-2022	Worked in partnership with Food Standards Scotland and Scottish Government to develop Food Import controls for which local authorities are responsible for implementing.	Environmental Health Team
Implement a restart of Food Law interventions and any changes to Service Planning and Administration and Enforcement Sanctions as a result of changes to or new code/s of practice from Food Standards Scotland			31-Mar-2022	Food Law safety inspections recommenced 1 October 2021. While this action has been completed, the suspension of the programme for 18 months from mid-March 2020 resulted in a backlog. With between 70 to 80 inspections due per month, this had a significant impact on Environmental Health staff resources in 2021/22 which will continue in 2022/23. A number of factors exacerbated this including the increased demands of the new Food Law Rating Scheme the frequency and scope of interventions, and a deficit of 2.89 Full Time Equivalent posts within the Food Business Group over the period (recruitment ongoing). That said, since the inspection programme restarted, we have prioritised those in the highest risk category with full compliance achieved.	Environmental Health Team


Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
Post EU exit risk for Environmental Health	<p>WD is a port health authority. It does not have status as a Designated Point of Entry / Border Control Post for food imports. Border Control Posts are targeted for development in Scotland in advance of the end of the transition period covering imports in 2021 including inland control areas. An Environmental Health presence will be required for these control areas. The lack of food import physical and regulatory infrastructure and regulatory capacity could negatively affect the food market and bring a heightened food fraud risk.</p> <p>Environmental Health is responsible for food law inspection and food import and export controls. The national need and infrastructure to support business is encompassed in national work streams and scoping to ensure national needs are met, including expanding EH resource, logistics and infrastructure. WDC Environmental Health is engaged with work streams and contingency planning. There could be significant impact / disruption to statutory service provision (Food Law, Health and Safety and Public Health Protection) in dealing with import demands.</p>	<p>Likelihood</p>  <p>Impact</p>	<p>Likelihood</p>  <p>Impact</p>	13-May-2022	The majority of EU Exit risks were addressed in terms of export services being agreed and transition period for unfettered food import. Import food controls, taking into account the Northern Ireland protocol, are being developed in partnership with Food Standards Scotland and Scottish Government.	Pamela Clifford; John Stevenson





More affordable and suitable housing options

Performance Indicator	2020/21	2021/22						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
Percentage of private landlord applications administered and processed within 21 days	99%		99%	95%			Target met. Of the 540 registrations received for approval, 535 were administered and processed within the 21 days target.	John Stevenson

Action	Status	Progress	Due Date	Note	Owner
Provide further legal assistance in the negotiation and completion of the requisite legal agreements in relation to the new affordable housing programme		<div><div>100%</div></div>	31-Mar-2022	Year-end review confirmed support was provided as required to the new housing programme.	Alan Douglas
Ensure the next phase of Queens Quay Housing is delivered		<div><div>100%</div></div>	31-Mar-2022	While there have been delays experienced with private developer securing private housing, all actions within Council control have been completed.	Gillian McNamara


	Meaningful engagement with active, empowered and informed citizens who feel safe and engaged
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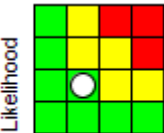
	Fully consulted and involved citizens who are able to make full use of the Community Empowerment Act
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Performance Indicator	2020/21	2021/22						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
Average score for respondents who state they feel a sense of control and influence in relation to Council decision-making and service delivery	5.4		5.4	5.4	<div><div></div></div>	<div><div></div></div>	This indicator is sourced from the Place Standard survey work that is undertaken by the Council. It covers the physical elements of a place, e.g. buildings, spaces, transport links, as well as the social aspects, including whether people feel they have a say in decision making. The most recent data relates to 2019/20, as the survey is not taken annually. Each indicator in the Place Standard is marked out of 7, so an average respondent score of 5.4 can be considered reasonable.	Alan Williamson

	Open, accountable and accessible local government
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	Equity of access for all residents
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Performance Indicator	2020/21	2021/22						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
% of committee agendas published within standing order timescales	100%		100%	99%	<div><div></div></div>	<div><div></div></div>	Target met.	George Hawthorn; Christine McCaffary




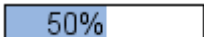








Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
Failure to organise elections well, particularly during the COVID-19 pandemic, resulting in reputational damage to the Council.	COVID-19 Additional risks associated with spread of infection, availability of suitable premises, and availability of experienced polling staff will increase risk of election being poorly run. Election risk register will highlight and record the various mitigations to reduce risk.			25-May-2022	Measures were developed to mitigate the risk of infection for all election processes for the Scottish Parliamentary Election in May 2021 and implemented for the local government election in May 2022. That election was organised and implemented successfully. This is no longer a risk going forward to 22/23.	George Hawthorn

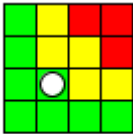
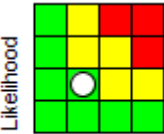
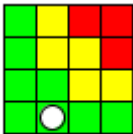

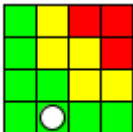

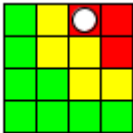
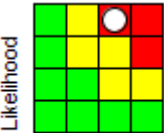
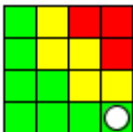

	Efficient and effective frontline services that improve the everyday lives of residents
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	A continuously improving Council delivering best value
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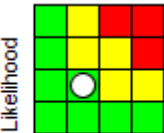
Performance Indicator	2020/21	2021/22						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
Planning applications (major developments) - average number of weeks to decision	11.2	✔️	10.3	20	⬆️	⬆️	Target well exceeded and is well above the Scottish national average for major developments	Pamela Clifford
Planning applications (householder) - average number of weeks to decision	9.5	🛑	8.5	7	⬆️	⬆️	While the target was missed, performance has improved over the short and long terms. Staff resources, workload balancing and vacancies within the team during a substantial part of the year resulted in some applications exceeding the target. The focus for the year ahead will be reducing the overall time taken to issue decisions as staffing levels have now improved.	Pamela Clifford
Planning applications (local development, excluding householder) - average number of weeks to decision	12.7	⚠️	12.5	12	⬆️	⬆️	While the target was narrowly missed, performance has continued to improve year-on-year.	Pamela Clifford
Percentage of Environmental Health service requests from citizens first responded to within 2 working days	97%	✔️	97%	90%	▬	⬆️	Target met. Of the 3,422 service requests received, 3,307 were responded to within target.	John Stevenson
Percentage of building warrant applications responded to within 20 working days	82%	✔️	87%	80%	⬆️	⬆️	Target exceeded and performance continues to improve year-on-year.	Judi Ferguson

Performance Indicator	2020/21	2021/22						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
Overall time taken to issue building warrant (weeks)	15.1		16	16			Target met.	Judi Ferguson
Cost per planning application	£6,625.00		Not yet available	£4,800.00			2021/22 data for this Local Government Benchmarking Framework indicator will be available in the first quarter of 2023 following publication by the Improvement Service.	Pamela Clifford
Average time taken to deliver a commercial planning application decision	10.37		13	8.5			Target missed, largely due to a legacy application in the first quarter of 2021/22.	Pamela Clifford

Action	Status	Progress	Due Date	Note	Owner
Support the establishment of the West Dunbartonshire Energy LLP Strategic and Management Board through the development of rules surrounding the interaction of members, as well as providing day to day legal advice			31-Mar-2022	Year-end review confirmed support was provided as required.	Alan Douglas
Designate and train service data ambassadors for the Corporate Data Information Management System (MAGIC) system			31-Mar-2022	While this action was started and some progress made, it was on hold for several months due to long term absence. It was recommenced in early 2022 and will be carried over to 2022/23.	Alan Williamson
Assess the implications of the new measures being introduced by the Scottish Government in relation to the Planning Act (Scotland) 2019			31-Mar-2022	This has been assessed and appropriate action taken to ensure compliance.	Alan Williamson
Co-ordinate the refurbishment of civic areas of Clydebank Town Hall			31-Aug-2021	The majority of works have now been completed, leaving only the woodwork in the chamber and the toilet/kitchen area to be completed. It is anticipated that remaining works will be completed by August 2022.	George Hawthorn
Co-ordinate the organisation of remaining civic events to commemorate the 80th Anniversary of the Clydebank Blitz			31-Mar-2022	All planned events have now been completed	George Hawthorn
Organise and implement the Scottish Parliamentary Election			30-Jun-2021	Scottish Parliamentary Election organised and implemented successfully.	George Hawthorn




Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
Failure to monitor and enforce regulatory areas with public risk	The Council fails to comply with statutory regulatory duties in respect of environmental health, trading standards and licensing laws	 Likelihood Impact	 Likelihood Impact	27-Apr-2022	This continues to be a risk together with COVID recovery. Approval was however granted at the Council budget meeting on 9/3/2022 for the recruitment of an additional two Environmental Health Officer posts and recruitment is underway.	John Stevenson
COVID-19 impact on Regulatory & Regeneration Service Delivery	Regulatory & Regeneration is faced with significant delivery demands in relation to moving services online, disruption, reduction and quality.	 Likelihood Impact	 Likelihood Impact	28-Apr-2022	While the move to home working was largely successful there was a natural drop in efficiency in some areas which was impossible to completely remove. As access to the office has increased this issue has receded. As the economy opens up some services are experiencing additional pressure.	Regulatory and Regeneration Managers
COVID-19 impact on Regulatory & Regeneration Workforce	Regulatory & Regeneration is faced with significant workforce demands in relation to absence, reduction, recruitment and wellbeing.	 Likelihood Impact	 Likelihood Impact	28-Apr-2022	The principle risk here continues to relate to significant staff being absent either due to COVID or self-isolation particularly in front line services where working from home is not as suitable. Appropriate safety measures are in place (processes have been risk assessed) to minimise the likelihood of this happening. As a result, the risk score remains low.	Regulatory and Regeneration Managers
Income for services continues to be dramatically reduced as a result of the COVID-19 pandemic	Relates to registration, licensing, planning and building standards which have been impacted as a result of the COVID-19 pandemic	 Likelihood Impact	 Likelihood Impact	28-Apr-2022	Income reduction as a result of the economic impact of COVID remains an issue.	Regulatory and Regeneration Managers
Failure to adequately respond to an emergency situation such as a multiple fatality workplace accident, outbreak of food borne communicable disease, a major public health incident or pandemic	There is a national shortage of qualified staff in Environmental Health, across Scotland. This impacts on West Dunbartonshire Council. Vacancy levels at WDC might impact on our ability to respond to emergencies.	 Likelihood Impact	 Likelihood Impact	27-Apr-2022	Although the Service Co-ordinator and two Environmental Health Officer vacant posts were filled towards the end of 2021, the sudden and tragic death of the Manager of Environmental Health created additional challenges for the Service. Interim arrangements have been made to cover the vacant Manager's post but this has created further vacancies within the Service and increased work roles. The approval of the two new additional Environmental Health	John Stevenson



Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
					Officer posts should help assist in covering any additional service demands.	
Inability to recruit successfully to enable performance to be maintained	There is a current issue with recruitment of qualified staff in various parts of the service.	 Likelihood Impact	 Likelihood Impact	13-May-2022	Two vacancies in Environmental Health are now being filled and vacancies in Planning are being filled or out for advert. In addition, Building Standards has introduced a new service delivery model and new staffing.	Pamela Clifford

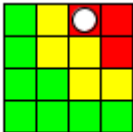
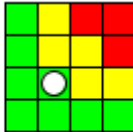




Sustainable & attractive local communities





Performance Indicator	2020/21	2021/22						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
Tonnage of carbon dioxide emissions from Council operations and assets	23,635		24,022	22,803			<p>The Council's carbon footprint in 21/22 was 24,022 tonnes of CO<sub>2</sub>e, just missing the target of 22,803. Stricter carbon reduction targets set by the Climate Change Strategy mean that annual reductions will be more challenging to achieve net zero by 2045. However, it should be expected that there will be fluctuations on our carbon reduction journey towards 2045. There were significant challenges to meeting the target relating to the following:</p> <p><b>COVID 19 Pandemic</b> - The pandemic had an unprecedented impact on our Council operations and residents. More staff work remotely and as a result we have had to add carbon emissions from homeworking to the Council's overall carbon footprint. Emissions relating to energy, waste and travel have also increased because, like the whole world, West Dunbartonshire is 'bouncing back' from the pandemic.</p> <p><b>Waste Streams</b> - Waste and recycling make up almost 52% of the Council's carbon footprint. Waste levels, particularly from residents, have been increasing since 2012/13, with the highest recorded emissions occurring in 2021/22. Since waste</p>	Adam Armour - Florence




Performance Indicator	2020/21	2021/22						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
							<p>is the largest proportion of Council emissions, improvements to emissions from other sources do not have as much of an impact on our carbon footprint.</p> <p><b>Heating</b> – Heating makes up about 20% of the Council's carbon footprint. Whilst carbon emissions for heating have decreased slightly, the benefits of our energy efficiency interventions have been impacted by ventilation requirements in schools as a result of the pandemic. Heating will work harder and go on for longer as a result of windows and doors having to be open across all of our schools.</p> <p>We will continue to implement the actions set out in the Climate Change Strategy Action Plan for 2022/23.</p>	




Action	Status	Progress	Due Date	Note	Owner
Ensure Council has positioned the Energy Centre to showcase best practice at COP26	✓	<div><div>100%</div></div>	31-Mar-2022	Energy Centre successfully showcased at COP26.	Gillian McNamara
Develop a Climate Change Action plan to support the implementation of the Climate Change Strategy and ensure it is devolved and mainstreamed	✓	<div><div>100%</div></div>	31-Mar-2022	<p>Action Plan officially signed-off on 27 October 2021. Now complete.</p> <p>Next steps are to integrate initial actions into Pentana and allocate KPIs, etc.</p>	Gillian McNamara




Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
Affordability of the Exxon City Deal Project	There is a risk that the affordability of delivering the City Deal Exxon project is beyond the resources being made available from Glasgow City Region City Deal.	<div> <div>Likelihood</div>  <div>Impact</div> </div>	<div> <div>Likelihood</div>  <div>Impact</div> </div>	13-Apr-2022	The project board continues to monitor budget challenges including inflation and BREXIT challenges which are likely to impact affordability.	Gillian McNamara

Action Status	
	Overdue
	Completed

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
















Risk Status	
	Alert
	Warning
	OK




Long Term Trends	
	Improving
	No Change
	Declining

Short Term Trends	
	Improving
	No Change
	Declining



























## Appendix 2: Quality Standards 2021/22 - Year-end Progress











QS PIs Democratic & Registration								
Performance Indicator	2020/21	2021/22						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
Percentage of Council and Committee minutes produced within 3 clear working days of the meeting	100%		99.25%	98%			Target met. A slight delay in producing some minutes has occurred due to additional pressure on team due to numbers needed to cover hybrid meetings.	Christine McCaffary
Percentage of all committee actions uploaded onto Pentana within 3 clear working days of the draft minute being approved	100%		99.5%	98%			Target met.	Christine McCaffary
% of committee agendas published within standing order timescales	100%		100%	99%			Target met.	George Hawthorn; Christine McCaffary
QS PIs Legal (including Trading Standards)								
Performance Indicator	2020/21	2021/22						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
Percentage of consumer complaints first responded to within two working days	97.7%		85%	95%			While the target was missed, performance remains high. The loss of a number of officers coupled with investigations and higher priority matters impacted on our ability to respond within the current target of two working days. Through the recruitment of new staff members in the coming year we should be in a better position to meet this target going forward.	Annemarie Clelland
Percentage of business advice requests first responded to within two working days	96.5%		100%	95%			Target exceeded. This figure includes our standard business advice and advice to businesses on trading safely during the pandemic. It was and remains important that businesses can access reliable and timely advice.	Annemarie Clelland

Performance Indicator	2020/21	2021/22						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
PS4biii: Percentage of trading standards business advice requests that were dealt with within 14 days	96.5%		98%	100%			While the target was narrowly missed, the value remains very high. The speed at which Government advice and legislation changed during the pandemic meant that for more complex queries advice had to be sought.	Annemarie Clelland

QS PIs Planning & Building Standards (including Environmental Health)

Performance Indicator	2020/21	2021/22						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
Percentage of highest priority pest control service requests responded to within 2 working days	98%		98%	95%			Target met. Of the 1,523 service requests received, 1493 were responded to within target.	John Stevenson
Planning applications (householder) - average number of weeks to decision	9.5		8.5	7			While the target was missed, performance has improved over the short and long terms. Staff resources, workload balancing and vacancies within the team during a substantial part of the year resulted in some applications exceeding the target. The focus for the year ahead will be reducing the overall time taken to issue decisions as staffing levels have now improved.	Pamela Clifford
Percentage of Environmental Health service requests from citizens first responded to within 2 working days	97%		97%	90%			Target met. Of the 3,422 service requests received, 3,307 were responded to within target.	John Stevenson
Percentage of high priority planning enforcement breaches responded to within 5 working days	100%		100%	100%			Target met.	Pamela Clifford
Percentage of building warrant applications responded to within 20 working days	82%		87%	80%			Target exceeded and performance continues to improve year-on-year.	Judi Ferguson
Percentage of private landlord applications administered and processed within 21 days	99%		99%	95%			Target met. Of the 540 registrations received for approval, 535 were administered and processed within the 21 days target.	John Stevenson
Food Law: Percentage of food businesses in the highest risk category (1 to 6 monthly inspections)	100%		100%	100%			Inspections were suspended due to COVID until October 2021. We have achieved full compliance since the inspection programme restarted.	Eilidh Paton

Performance Indicator	2020/21	2021/22						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
by Food & Business Group) that were inspected on time								
Food Law: Percentage of food businesses in the high risk category (12 monthly inspections by Food & Business Group) that were inspected on time	100%		56%	100%			The suspension of programmed food safety inspections from mid-March 2020 until 1 October 2021 resulted in a backlog. With between 70 to 80 inspections due per month, this had a significant impact on Environmental Health staff resources in 2021/22 which will continue in 2022/23. A number of factors exacerbated this including the increased demands of the new Food Law Rating Scheme, in terms of frequency and scope of intervention, and a deficit of 2.89 Full Time Equivalent posts within the Food Business Group over the period. The latter s is being addressed via recruitment and should have a positive impact on performance.	Eilidh Paton

PI Status		Long Term Trends		Short Term Trends	
	Significantly Missed Target		Improving		Improving
	Narrowly Missed Target		No Change		No Change
	Met or Exceeded Target		Declining		Declining
	Data Only				





## WEST DUNBARTONSHIRE COUNCIL

### Report by Chief Officer – Supply, Distribution and Property

**Corporate Services Committee: 17 August 2022**

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**Subject: Procurement Delivery Plan 2021/22 Year End progress**

#### **1 Purpose**

- 1.1** This report provides members with the year-end progress of the 2021/22 Delivery Plan.

#### **2 Recommendations**

- 2.1** It is recommended that Committee:
- Notes progress made on the delivery of the 2021/22 plan.

#### **3 Background**

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

#### **4. Main Issues**

- 4.1** The 2021/22 Delivery Plan was presented to Corporate Services Committee on 19 May 2021 and mid-year progress reported on 24 November 2021.
- 4.2** The Delivery Plan for 2021/22 was supported by an action plan of activities to be delivered over the year. Appendix 1 details the progress on delivery of this action plan.
- 4.3** All four actions have been completed in year as planned.
- 4.4** Year end values are available for seven of the nine PIs set out in the plan. Four met or exceeded targets (green) and two narrowly missed targets (amber) and one was further adrift of targets (red). The latter relates to the following;
- Percentage of C&SM scorecards submitted against the total number due

- 4.5** One performance indicator showed improvement in both the short and long term trend and one showed improvement in the short trend.
- 4.6** Each service area also developed a suite of quality standards, which set out the level of service that users and stakeholders can expect to receive, and remind both the organisation and employees of the challenges and obligations they face in delivering best value services. Of the three PIs measuring quality standards, one narrowly missed target (amber), and two were further adrift of the targets (red). Full details are set out in Appendix 1.

## **5 People Implications**

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

## **6 Financial & Procurement Implications**

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

## **7 Risk Analysis**

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

## **8 Equalities Impact Assessment**

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

## **9 Consultation**

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

## **10 Strategic Assessment**

- 10.1** The Delivery Plans set out actions to support the successful delivery of the strategic priorities of the Council.

**Chief Officer:** Angela Wilson  
**Service Area:** Supply, Distribution and Property

**Date:** 17 August 2022

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**Person to Contact:** Karen Connelly  
karen.Connelly@west-dunbarton.gov.uk

**Appendices:** Appendix 1 :CPU Delivery Plan 2021/22 - Year-end Progress and Quality Standards.

**Background Papers:** 2021/22 CPU Delivery Plan Report – Corporate Services Committee, 19 May 2021  
2021/22 CPU Delivery Plan Mid-year Report – Corporate Services Committee, 24 November 2021




**Wards Affected:** All




## Appendix 1: SD&P (CPU) Year End Delivery Plan 2021/22




	1. A strong local economy and improved job opportunities
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	A growing economy
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Performance Indicator	2020/21	2021/22						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
% of procurement spent on local small/medium-sized enterprises and SMEs who have a presence in West Dunbartonshire	33.33%		43.1%	36%			Significant improvement in performance from FY2020/21. The increase is due to ongoing work to update suppliers' post codes.	Annabel Travers
% of procurement spent on local enterprises (assessed by LGBF)	10%		Data not available	14%			Based on the LGBF comparative data. Expected Feb 2023	Annabel Travers

Action	Status	Progress	Due Date	Note	Owner
Improving access to the Council's contracts		<div><div>100%</div></div>	31-Mar-2022	Action completed successfully. We have provided updated guidance for local businesses, coordinated and presented at a Supplier Development Programme event and actively participated in Meet the Buyer events.	Annabel Travers




	Increased employment and training opportunities
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Performance Indicator	2020/21	2021/22						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
% of Contract & Supplier Management scorecards delivered where the Supplier at a minimum, meets the Social Benefits expectations.	N/A (new measure 21/22)		96.4%	95%			Target met.	Annabel Travers

Action	Status	Progress	Due Date	Note	Owner
Deliver procurement savings and benefits			31-Mar-2022	Action complete. Mainstreaming of key activities and engagement established.	Annabel Travers













	4. Open, accountable and accessible local government
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	Equity of access for all residents
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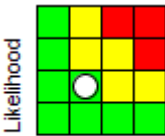
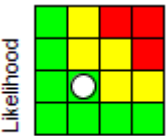
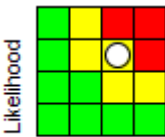
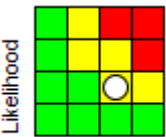
Performance Indicator	2020/21	2021/22						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
% of contracts that are compliant	98%		Data not yet available	100%			Data collection process is underway.	Annabel Travers
Annual Cash Savings target achieved	£1,023,594.00		£732,235.06	£600,000.00			Target exceeded.	Annabel Travers



	5. Efficient and effective frontline services that improve the everyday lives of residents
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<b>Ob</b>	A continuously improving Council delivering best value
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Performance Indicator	2020/21	2021/22						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
% of Contract & Supplier Management scorecards delivered where the Supplier at a minimum, meets the Cost expectations.	N/A (new measure 21/22)		85%	95%			Target not met due to covid-19, Brexit and issues with global supply effecting costs, supply and delivery.	Annabel Travers
% of Contract & Supplier Management scorecards delivered where the Supplier at a minimum, meets the quality expectations	N/A (new measure 21/22)		96.9%	95%			Target met.	Annabel Travers
% of Contract & Supplier Management scorecards delivered where the Supplier at a minimum, meets the Service expectations.	N/A (new measure 21/22)		90%	95%			Target not met due to covid-19, Brexit and issues with global supply effecting costs, supply, service and delivery.	Annabel Travers
% of C&SM scorecards submitted against the total number due	75%		68%	85%			Target not met. Actions to improve are underway.	Annabel Travers

Action	Status	Progress	Due Date	Note	Owner
Embed procurement sustainability			31-Mar-2022	Ongoing. The Corporate Procurement Unit continues to promote and embed procurement sustainability measures.	Annabel Travers
Maximise procurement efficiency and collaboration			31-Mar-2022	Action completed successfully. This approach is included in every contract strategy we develop in consultation and agreement with each service.	Annabel Travers




Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
Failure to secure best value of procurement spend and ensure compliance with financial regulations	Improved procurement management process, contract strategies, planning, monitoring and reporting in collaboration with services will continue to mitigate against non-compliant procurement spend	 Likelihood Impact	 Likelihood Impact	23-May-2022	No change to risk assessment. There are a number of actions and strategies in place to ensure and monitor best value of procurement spend and compliance.	Annabel Travers
Failure to continue to achieve increased savings from procurement activity	As second or third generation revenue contracts seldom deliver the same cost savings as first generation, the contract strategies need to focus on governance, operating models, total cost of ownership, service quality and innovation	 Likelihood Impact	 Likelihood Impact	23-May-2022	No change to risk assessment. There are a number of actions underway to increase savings from procurement spend including performance indicators to monitor progress.	Annabel Travers

Action Status	
	Overdue
	Completed

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







Risk Status	
	Alert















	High Risk
	Warning
	OK

## Appendix 2: Quality Standards - Year-end Progress

	Quality Standards
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Performance Indicator	2020/21	2021/22						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
% meetings held within 10 working days of procurement request form or equivalent information	N/A (new measure 21/22)		54.2%	100%			Target not met. This is partly due to service/corporate procurement unit's availability, priorities of the service/CPU and staff leaving.	Annabel Travers
% of procurement/tender responses carried out within 5 working weeks of procurement /tender returns	N/A (new measure 21/22)		89.4%	100%			Target not met. This is partly due to service/corporate procurement unit's availability, priorities of the service/CPU, staff leaving and re-prioritisation of work	Annabel Travers

Performance Indicator	2020/21	2021/22						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
% of Contract award notices published within 30 calendar days from award letter being sent	N/A (new measure 21/22)		51.2%	100%			Target not met. This is partly due to service/corporate procurement unit's availability, priorities of the service/CPU, staff leaving and re-prioritisation of work.	Annabel Travers

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

## WEST DUNBARTONSHIRE COUNCIL

### Report by Chief Officer – Citizen, Culture & Facilities

**Corporate Services Committee: 17 August 2022**

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**Subject: Citizen, Culture & Facilities Delivery Plan 2021/22 Year End progress**

#### **1 Purpose**

- 1.1** This report provides members with the year-end progress of the 2021/22 Delivery Plan.

#### **2 Recommendations**

- 2.1** It is recommended that Committee:
- Notes progress made on the delivery of the 2021/22 plan.

#### **3 Background**

- 3.1** In line with the Strategic Planning & Performance Framework each Chief Officer develops an annual Delivery Plan which sets out actions to help deliver the Strategic Plan and address the performance challenges and service priorities identified in the planning process. The Plan also provides an overview of services and resources, including employees and budgets, sets out the performance indicators (PIs) for monitoring progress and considers the relevant risks.
- 3.2** Progress is reported to this Committee twice yearly, at mid-year and year-end. The progress at year end includes the Delivery Plan for Culture which was reported separately to the Culture Committee at mid year.

#### **4. Main Issues**

- 4.1** The 2021/22 Delivery Plan was presented to Corporate Services Committee on 19 May 2021 and mid-year progress reported on 24 November 2021.
- 4.2** The Delivery Plan for 2021/22 was supported by an action plan of activities to be delivered over the year. Appendix 1 details the progress on delivery of this action plan.
- 4.3** 18 of the 25 actions have been completed in year as planned. Covid-19 continued to impact on services and delivery during 2021/22 and the remaining seven actions have not been completed as planned as a result of the pandemic and will be carried forward and completed in 2022/23:
- Deliver the SLIC funded Pass It On schools project – 75% complete;
  - Develop and launch an innovative heritage strategy, reflecting the investment in the cultural offering for the area – 75% complete;

- Develop the strategic vision and work plan for Titan crane to ensure it becomes a key heritage attraction for the area – 66% complete;
- Successfully deliver the £421k capital investment across the branch network and finalise the branding improvements at all branches- 60% complete;
- Deliver the employee training and engagement programme funded by SLIC – 25% complete;
- Progress investment projects in Alexandria library, Clydebanks museum and Dalmeir gallery – 66% complete and
- Review the management structure of Libraries – 50% complete.

**4.4** Year end values are available for 12 of the 18 PIs set out in the plan. Eight met or exceeded targets (green), two narrowly missed targets (amber) and two were further adrift of targets (red). The latter relate to the following, which were impacted by the pandemic:

- Percentage of citizens who agree the Council listen to community views when designing and delivering services.
- Percentage of Local Government Benchmarking Framework performance indicators prioritised by the council that have improved locally.

**4.5** Four performance indicators showed improvement in both the short and long term trend, three showed improvement in the short trend and three showed improvement in the long trend.

**4.6** Each service area also developed a suite of quality standards, which set out the level of service that users and stakeholders can expect to receive, and remind both the organisation and employees of the challenges and obligations they face in delivering best value services. Of the nine PIs measuring quality standards, seven exceeded targets (green) and two were further adrift of the targets (red). Full details are set out in Appendix 2.

## **5 People Implications**

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

## **6 Financial & Procurement Implications**

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

## **7 Risk Analysis**

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

## **8 Equalities Impact Assessment**

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

## **9 Consultation**

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

## **10 Strategic Assessment**

**10.1** The Delivery Plans set out actions to support the successful delivery of the strategic priorities of the Council.

**Chief Officer:** Amanda Graham  
**Service Area:** Citizen, Culture & Facilities  
**Date:** 17 August 2022

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

**Appendices:** Appendix 1: CCF Delivery Plan 2021/22 - Year-end Progress;  
Appendix 2: CCF Quality Standards 2021/22 - Year-end Progress

**Background Papers:** 2021/22 CCF Delivery Plan Report – Corporate Services Committee, 19 May 2021  
2021/22 CCF Delivery Plan Mid-year Report – Corporate Services Committee, 24 November 2021  
2021/22 Culture Delivery Plan Mid-year Report – Culture Committee,



**Wards Affected:** All



## Appendix 1: CCF Delivery Plan 2021/22 Year-end Progress

	1. A strong local economy and improved job opportunities
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	Increased skills for life & learning
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Action	Status	Progress	Due Date	Note	Owner
Identify and implement agreed actions from digital skills assessment		<div><div>100%</div></div>	31-Mar-2022	Action completed successfully. Survey completed and devices purchased and rolled out to Facilities Assistants.	Lynda Dinnie
Deliver the SLIC funded Pass It On schools project		<div><div>75%</div></div>	31-Mar-2022	This action was delayed owing to Covid-19, but will now complete in June 2022 in line with the academic year. Action carried over to 22-23.	David Main


	2. Supported individuals, families and carers living independently and with dignity
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	Improved wellbeing
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Performance Indicator	2020/21	2021/22						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
Percentage of Primary School pupils present and registered who took free meals (Table 8 Scottish Gov Figs)	No data available		No data available				This information is provided as part of the Scottish Government's annual survey which takes place in February each year with results being published between June and September each year. The survey did not take place in February 2021 therefore no data was available for this year.	Lynda Dinnie
Percentage of Secondary School pupils present and registered who took free meals (Table 14 Scottish Gov figs)	No data available		No data available				This information is provided as part of the Scottish Government's annual survey which takes place in February each year with results being published between June and September each year. The survey did not take place in February 2021 therefore no data was available for this year.	Lynda Dinnie



Action	Status	Progress	Due Date	Note	Owner
Implement the Scottish government new free school meal plan for P4-P7 pupils		<div><div>100%</div></div>	31-Mar-2022	Action completed successfully. Free school meals are in place for all P4-P7 pupils.	Lynda Dinnie
Deliver the Connecting Scotland project: providing internet access and support to 100 local digitally excluded families		<div><div>100%</div></div>	31-Mar-2022	All work on this project has now completed.	David Main

	3. Meaningful engagement with active, empowered and informed citizens who feel safe and engaged
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	Fully consulted and involved citizens who are able to make full use of the Community Empowerment Act
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Action	Status	Progress	Due Date	Note	Owner
Review Community Planning arrangements to create a long-term sustainable model for WDC		<div><div>100%</div></div>	31-Mar-2022	This action is complete. A partnership arrangement for Community Planning is in place with Argyle & Bute Council with regular governance meetings in place.	Amanda Graham
Engage with under-represented groups to select and acquire relevant library materials		<div><div>100%</div></div>	31-Mar-2022	Libraries engaged with a number of local groups from under-represented communities. Participation was mixed, with many focus group members simply confirming current stock selections were suitable. Some recommendations and suggestions were made however and these items were acquired during Q4 2021/22.	David Main


Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
Partnerships	The Council fails to engage adequately with partnership bodies			27-Apr-2022	No change to risk assessment. Whilst the Community Planning Partnership is now being managed under a shared service agreement, it is well established with strong partnership working arrangements in place reducing likelihood of this risk being realised.	Amanda Graham







	Strong and active communities
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Performance Indicator	2020/21	2021/22						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
Total number of visits to council funded and part funded museums and heritage centres (in person) per 1,000 population	7.94		15.3	7.9			The targets for this measure have been adjusted as the service continues to reopen following the pandemic restrictions.	Sarah Christie
Number of visits to council funded or part funded museums (virtual ) per 1,000 population	2,063.05		2,904.86	2,347.38			There has been continued improvement in this area and the team is focussed on growing service provision.	Sarah Christie

Performance Indicator	2020/21	2021/22						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
Number of library visits (in person) per 1,000 population	0		912.83	851.65			The targets for this measure are under review as the service continues to reopen following the pandemic restrictions.	David Main
No of visits to libraries (virtual visits) per 1,000 population	3,344.28		3,038.26	2,894.65			Performance has shown a sustained increased usage of digital library services since we changed our online offer.	David Main

Action	Status	Progress	Due Date	Note	Owner
Progress the development of Glencairn House as an inspiring cultural hub		<div><div>100%</div></div>	31-Mar-2022	Action completed successfully. Stage two design work complete with development of detailed design solutions, planning application progressed. Next stage will progress into 22-23.	Sarah Christie
Develop and launch an innovative heritage strategy, reflecting the investment in the cultural offering for the area		<div><div>75%</div></div>	31-Mar-2022	Taking cognisance of wider sector priorities, the draft heritage strategy will align to the new Council Strategic Plan 2022/27 and will launch during 2022. Particular focus will be given to how heritage and arts can continue to support the Covid recovery, capitalising on recent and ongoing investment in the cultural offering across West Dunbartonshire. Action will be carried forward to 22/23.	Sarah Christie
Establish a creative cultural programme to be delivered across West Dunbartonshire's Arts & Heritage venues		<div><div>100%</div></div>	31-Mar-2022	Action completed successfully. Various in-person Arts Development activities programmed and delivered, taking cognisance of Covid recovery. Full programme to launch alongside Alexandria Heritage Centre opening in June 20223.	Sarah Christie
Develop the strategic vision and work plan for Titan crane to ensure it becomes a key heritage attraction for the area		<div><div>66%</div></div>	31-Mar-2022	The relaunch of the Titan Crane as a key heritage attraction in Clydebank has been delayed to enable necessary maintenance works to progress during 2022/23. Officers will align the strategic vision for the Crane to the new Council Strategic Plan 2022/27 and continue to deliver a responsive work plan focused on raising the profile of the Crane as a key asset within the newly developed public realm at Queens Quay. Action will be carried forward to 22/23	Sarah Christie
Ensure library buildings continue to be fit for purpose in a post-pandemic operating environment		<div><div>100%</div></div>	31-Mar-2022	Library management have been involved in planning work on new premises at Glencairn House and Faifley Campus, as well as ongoing improvement projects for Alexandria Library and Dalmuir Library. The refurbishment projects of Alexandria and Clydebank Library are now in their final stages of completion, following a series of unforeseen delays.	David Main

Action	Status	Progress	Due Date	Note	Owner
Successfully deliver the £421k capital investment across the branch network and finalise the branding improvements at all branches.		<div><div>60%</div></div>	31-Mar-2022	Capital funds have been allocated across the library estate. Clydebank Library furniture installation is complete. Alexandria Library furniture installation is awaiting some final building work. Dalmuir Library furniture installation will take place once the refurbishment project is completed by colleagues in Asset Management. Action carried forward to 22-23.	David Main

Performance Indicator	2020/21	2021/22						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
% of residents who feel the Council communicates well with them	75%		74%	78%			Marginally missed target. Communication continues to be a key priority. Over the last year communications have been issued across a range of channels including social media, the Council website, media releases and Housing News as well as specific tailored communications.	Nicola Docherty
Residents satisfaction with Council services overall	89%		88%	93%			Target narrowly missed but short and longer term trends are positive. Performance improved over the year on an increased target from 85% in 19/21 to 93% 21/22.	Nicola Docherty

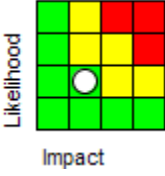
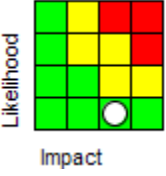
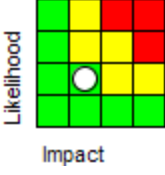
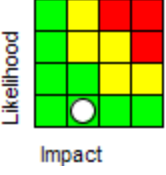
	4. Open, accountable and accessible local government
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	Equity of access for all residents
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Performance Indicator	2020/21	2021/22						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
Percentage of complaints received by the Council that are resolved at Stage 1	87.25%	✓	91.33%	90%	↑	↑	Target met.	Stephen Daly
Percentage of citizens who are satisfied with the Council website	87%	✓	89%	85%	↑	↓	Target exceeds for this year: satisfaction with the council website has remained largely static over the last five years.	Stephen Daly
Cost per visit to libraries	£5.88		Not yet available	£2.08			Based on the LGBF comparative data will be published for 2021/22 in February 2023.	David Main
Cost per museum visit £	£0.30			£3.49				Sarah Christie
% of adults satisfied with libraries	85%		Not yet available	88%			Based on the LGBF comparative data from the Scottish Household survey will be published for 2021/22 in February 2023. However local data from the telephone survey shows a value of 95% which is above this target.	David Main
% of adults satisfied with museums and galleries	69.2%		Not yet available	81%			Based on the LGBF comparative data from the Scottish Household survey will be published for 2021/22 in February 2023. However local data from the telephone survey shows a value of 90% which is above this target.	Sarah Christie
No. of transactions undertaken online	43,032	✓	57,543	27,687	↑	↑	Performance has exceeded target. Work continues to improve and develop online transaction and performance has as a result continued to increase.	Stephen Daly
% of residents who report satisfaction with Council publications, reports and documents	97%	✓	93%	75%	↓	↑	Target exceeded, representing significant progress made over the last two years to improve resident satisfaction with Council publications.	Amanda Graham


Action	Status	Progress	Due Date	Note	Owner
Ensure Compliance with Web accessibility regulations	✓	100%	31-Mar-2022	This action is complete. Monitoring of ongoing compliance in in place.	Stephen Daly
Identify and address barriers to accessing library services, with specific focus on groups identified in the Equality Outcomes Report 2021-2025	✓	100%	31-Mar-2022	The service engaged with a number of focus groups during February 2022, but these conversations did not successfully identify barriers to access. Participants were comfortable with the measures in place and reported no discernible barriers. The	David Main




Action	Status	Progress	Due Date	Note	Owner
				service will now liaise with partners in other library services to identify areas to improve accessibility.	

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
Failure to effectively manage and learn from complaints	There is a risk of damage to the Council's reputation. If complaints are not handled effectively, there can be an adverse effect on the public perception of the Council which can lead to a lack of trust in the services provided.			20-Apr-2022	Risk reconsidered as part of the yearly planning process. No change to perception of risk.	Stephen Daly
Citizens and communities	The risk is that the Council does not establish or maintain positive communications with local residents and the communities it represents			27-Apr-2022	We continue to promote and ensure strong communications and engagement through the Engaging Communities Framework. As well as gathering resident feedback, we ensure that key information is communicated through a variety of media channels including online, social media and publications such as Housing News.	Amanda Graham




	5. Efficient and effective frontline services that improve the everyday lives of residents
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	A committed and skilled workforce
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Action	Status	Progress	Due Date	Note	Owner
Review Town Hall arrangements		<div><div>100%</div></div>	31-Mar-2022	Action completed successfully. Restructure developed and progressed. Consultation complete. Managers working on implementation.	Amanda Graham

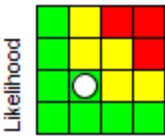
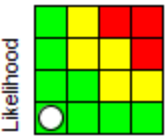
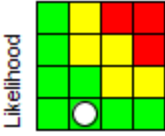
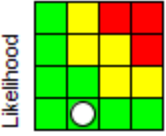


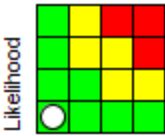
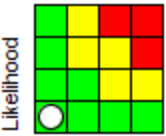
Action	Status	Progress	Due Date	Note	Owner
Provide FM support to Early Years 1140 Expansion programme		<div><div>100%</div></div>	31-Mar-2022	Early Years expansion programme now completed with all relevant support required from FM now in place.	Lynda Dinnie
Undertake planning, recruitment and procurement in readiness for expansion of Free School Meals to primary school pupils in P4-P7		<div><div>100%</div></div>	31-Mar-2022	Action complete. Free meals to P4 and P5 is complete. Preparatory work has also been completed for rollout of P6 & P7 which expected commence in 22-23	Lynda Dinnie
Deliver the employee training and engagement programme funded by SLIC		<div><div>25%</div></div>	31-Mar-2022	This action has not been possible to progress during the various Covid-19 restrictions. Work will now commence in 2022/23.	David Main




	A continuously improving Council delivering best value
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Performance Indicator	2020/21	2021/22						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
Percentage of citizens who agree the Council listen to community views when designing and delivering services	67%		66%	90%			Target not met. Overall performance is marginally lower than previous year, with an improvement seen in Q4. As a result of Covid -19 Council has been restricted in the methods of consultation. However there have been in excess of 20 consultations carried out remotely including consultations on Council Strategy, local improvement schemes and service delivery. In recognition of the feedback received there will be focus on making sure communities are aware of the opportunities to provide feedback and inform service design.	Amanda Graham

Action	Status	Progress	Due Date	Note	Owner
Progress investment projects in Alexandria library, Clydebank museum and Dalmeir gallery		<div><div>66%</div></div>	31-Mar-2022	Progress across capital projects continues, working to revised timelines that reflect the impact of the Covid 19 pandemic and associated issues. It is anticipated that the new heritage space within Alexandria Library will launch in summer 2022. Detailed design of the new museum in Clydebank Library is progressing, with installation of the new exhibition space anticipated by end	Sarah Christie



Action	Status	Progress	Due Date	Note	Owner
				2022. Plans to redevelop the Dalmair Gallery within Dalmair Library will be progressed during 2022/23.	
Explore and develop FM Partnership working opportunities with Argyll & Bute Council		<div><div>100%</div></div>	31-Mar-2022	Action complete. Formal partnership working is not being considered further.	Lynda Dinnie
Review the management structure of Libraries		<div><div>50%</div></div>	31-Mar-2022	Although some progress has been made on creating new Role Profiles, this action was delayed owing to Covid-19 and will now complete in 2022/23.	David Main
Complete the integration of One Stop Shop delivery into the Library service.		<div><div>100%</div></div>	31-Mar-2022	As services continue to emerge and develop new ways of working following the pandemic, the integration of former One Stop Shop services to the public through Libraries will continue to evolve and monitored for improvement opportunities.	David Main
Explore and develop P&S Partnership opportunities for additional income generation		<div><div>100%</div></div>	31-Mar-2022	This action has been completed successfully. During 2021/22 the Performance & Strategy team led on two projects to support external organisations to implement a performance management system and provided Equalities training to a further three external partners, all of which generated additional income for the Council. In 2022/23 we will continue to lead on the two performance monitoring system implementation projects and will continue to explore other opportunities for income generation.	Nicola Docherty
Participate in early data verification to inform delivery of the 2021 Census for Scotland		<div><div>100%</div></div>	31-Mar-2022	This action has been completed. To date we have supported the national Census team with the preparatory work of coordinating the release of the 2022 census. This included identifying support hubs and strategic communications. We anticipate the data release to be around 24 months after the close of the survey in March 2022. The P&S team will prepare for the release of the data and programme of activity to promote the use of the data over the coming years.	Nicola Docherty
Undertake planning and preparation of new Council Strategic Plan 2022-2027		<div><div>100%</div></div>	31-Mar-2022	Preparation of the new Council Strategic Plan 2022-27 has been undertaken, a report on the strategic assessment and planning framework has been prepared for the senior management team performance review group for May. Following the Local Government elections in May a full consultation on the Strategic plan will commence and a final proposal will be presented to committee for approval.	Nicola Docherty










Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
COVID-19 impact on CCF Workforce	The Council is faced with significant workforce demands in relation to absence, reduction, recruitment and wellbeing.	 Likelihood Impact	 Likelihood Impact	27-Apr-2022	CCF employees are either at home or in work environments that have been risk assessed to maximise safety with adequate protocols in place.  No change to Risk Matrix.	Amanda Graham
COVID-19 impact on CCF Service Delivery	The Council is faced with significant delivery demands in relation to moving services online, disruption, reduction and quality.	 Likelihood Impact	 Likelihood Impact	27-Apr-2022	CF services have continued to provide essential services throughout the pandemic. Remote working is established where required and protocols are in place to ensure front line services continue with regular monitoring in place. No change to Risk Matrix	Amanda Graham
COVID-19 impact on CCF Protection	The Council is faced with significant demands for protection in relation to additional and constant changing legislation and guidelines, PPE requirements, supply chain, cost of PPE and ensuring workforce safety.	 Likelihood Impact	 Likelihood Impact	27-Apr-2022	CCF services have established and safe work arrangements and there are no known issues with the supply chain for PPE where required. No change to Risk Matrix.	Amanda Graham
Public Uncertainty	The Council is faced with significant demands around public uncertainty and leads to additional burdens upon services, seeking information, advice and support.	 Likelihood Impact	 Likelihood Impact	27-Apr-2022	CF services have established a consistent level of service. No change to Risk matrix.	Amanda Graham





Performance Indicator	2020/21	2021/22						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
% of Local Government Benchmarking Framework performance indicators prioritised by the council that have improved locally	75%		50%	75%			Target was not achieved for 2020/21. This equates to improvement in 6 of the 12 PIs over time (2016/17-2020/21). The impact of Covid has had an impact on a number of the PIs as it has been affected service delivery due to government restrictions as well as a shift in priorities during the immediate months of the pandemic. It was anticipated	Amanda Graham



Performance Indicator	2020/21	2021/22						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
							that performance in 2020/21 would be affected, and for four of the PIs that didn't show improvement overall in the last year, they had been showing improvement in previous years suggesting that the pandemic affected the final performance overall.	

Action Status	
	Overdue
	Completed




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

Risk Status	
	Alert
	High Risk
	Warning
	OK









## Appendix 2: Quality Standards - Year-end Progress

	Communications, Offices & Townhall
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Performance Indicator	2020/21	2021/22						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
% of press enquiries responded to within deadline as a proportion of all press enquiries	100%		100%	99%			Target met.	Amanda Graham

	Digital & Citizens services
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Performance Indicator	2020/21	2021/22						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
% of telephone calls answered within 2 minute as a proportion of all calls answered.	47%		62%	90%			In 2020/21 there was a reduction in the number of calls received while performance has also gone down. This was due in large part to Covid measures, initially services restricted to essential and Crisis Support only. As we progressed through the year the majority of staff across the Council continued to work from home. Both measures impacted greatly across the Council. The Contact Centre call handle times were longer and transfers to other services were via email or online referral rather than quicker calls transfers.	Stephen Daly
% of stage 1 complaints responded to within 5 working days.	63.67%		45.39%	100%			2021/22 saw a reduction in number of complaints responded to within 5 working	Stephen Daly







Performance Indicator	2020/21	2021/22						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
							days. The impact of the pandemic on services and ways of working presented a challenge in most areas of the Council. This presented challenges in both scheduling and completing works. This then impacted on resolving complaints and in meeting the 5 day timescale. Citizen Relations have begun work with services to look at complaints management and how we can work together to improve responses and timescales	

	Leisure & Facilities Management
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Performance Indicator	2020/21	2021/22						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
% of pupil medical dietary requests met	100%		100%	100%			Target met.	Lynda Dinnie










	Libraries & Cultural Services
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Performance Indicator	2020/21	2021/22						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
% of local history enquires responded to within 3 working days as a proportion of all enquiries received	100%		100%	100%			Target met.	Sarah Christie

Performance Indicator	2020/21	2021/22						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
% of requests responded within 10 days as a proportion of requests received	62%		94%	90%			Target exceeded.	David Main
% of requests responded within 5 days as a proportion of requests received	42%		77%	75%			Target exceeded.	David Main

	Performance & Strategy
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Performance Indicator	2020/21	2021/22						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
% of EIA requests responded to within 3 working days as a proportion of all requests received.	100%		100%	100%			Target met	Nicola Docherty
% of new CP members received and responded to within 3 working days as a proportion of new CP members.	100%		100%	100%			Target met	Nicola Docherty

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



## WEST DUNBARTONSHIRE COUNCIL

### Report by Chief Officer - Resources

#### Corporate Services Committee 17 August 2022

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#### **Subject: Resources Delivery Plan 2021/22 Year-end Progress**

#### **1 Purpose**

- 1.1** This report provides members with the year-end progress of the 2021/22 Delivery Plan as agreed at Committee on 19 May 2021.

#### **2 Recommendations**

- 2.1** It is recommended that Committee:
- Notes progress made on the delivery of the 2021/22 plan.

#### **3 Background**

- 3.1** In line with the Strategic Planning & Performance Framework each Chief Officer develops an annual Delivery Plan which sets out actions to help deliver the Strategic Plan and address the performance challenges and service priorities identified in the planning process. The Plan also provides an overview of services and resources, including employees and budgets, sets out the performance indicators (PIs) for monitoring progress and considers the relevant risks.
- 3.2** Progress is reported to Corporate Services Committee twice yearly, at mid-year and year-end.

#### **4 Main Issues**

- 4.1** The 2021/22 Delivery Plan was presented to Corporate Services Committee on 19 May 2021 and mid-year progress reported on 24 November 2021.
- 4.2** The Delivery Plan for 2021/22 was supported by an action plan of activities to be delivered over the year. Appendix 1 details the progress on delivery of this action plan.
- 4.3** Of the 19 actions due by year-end, 14 were completed as planned. A further action to survey staff was cancelled as this was superseded by a corporate engagement approach. Incomplete actions relate to the following and all will be carried forward and completed in 2022/23:
- Deliver the Internal Audit & Corporate Fraud plan for 2021/22 – 75% complete;
  - Provide finance services to the new West Dunbartonshire Energy Ltd company – 83% complete;
  - Increase levels of process automation across the Council to improve efficiency – 80% complete;

- Continue the development of Agresso reporting functionality to maximise automation for annual national returns – 75% complete; and
- Develop Finance leadership, governance and controls across the Council – 75% complete.

**4.4** Year-end values are available for 21 of the 23 PIs set out in the plan. Of these, 3 are classed as 'data only' where it is inappropriate to set targets. So, while year-end data is available for these PIs, none generate a status. Of the remaining 18, 13 met or exceeded targets, 3 narrowly missed targets and 2 were further adrift of targets. Full details are set out in Appendix 1. PIs that significantly missed target (red) are noted below:

- Value of outstanding sundry debt as a percentage of total that is more than 90 days old from date of invoice; and
- Cost of collecting council tax per dwelling.

**4.5** Fifteen of the 21 PIs either improved over the previous year or sustained the high performance recorded in 2020/21, with 13 PIs performing similarly over the longer term.

**4.6** Quality standards were set out in the 2021/22 Delivery Plan to help define what service users can expect to receive, and remind both the organisation and employees of the challenges and obligations they face in delivering best value services. Of the 15 PIs measuring quality standards, 8 met or exceeded targets, 4 narrowly missed targets, and 3 were further adrift of the targets. Full details are set out in Appendix 2.

## **5 People Implications**

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

## **6 Financial & Procurement Implications**

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

## **7 Risk Analysis**

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

## **8 Equalities Impact Assessment**

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

## **9 Consultation**



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

## **10 Strategic Assessment**

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

**Chief Officer:** Laurence Slavin  
**Service Area:** Resources  
**Date:** 15 July 2022

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**Person to Contact:** Lynn Henderson  
[lynn.henderson@west-dunbarton.gov.uk](mailto:lynn.henderson@west-dunbarton.gov.uk)

**Appendices:** Appendix 1 & 2: Resources Delivery Plan 2021/22 - Year-end Progress;

**Background Papers:** 2021/22 Resources Delivery Plan Report – Corporate Services Committee, 19 May 2021  
2021/22 Resources Delivery Plan Mid-year Report – Corporate Services Committee, 24 November 2021







**Wards Affected:** All




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

	Supported individuals, families and carers living independently and with dignity
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	More affordable and suitable housing options
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Performance Indicator	2020/21	2021/22						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
Time (days) for processing applications for new Housing Benefits claims from the date of receipt of the application to the day on which the claim is decided	18		24	24			Target met despite the increase in caseload and changes in reported circumstances which impacts the volume of work received by the section.	Ryan Chalmers
Time (days) for processing applications for notifications of changes of circumstances for Housing Benefits from the date of receipt of the application to the day on which the claim is decided	3		2.9	5			Target met and performance has improved despite the increase number of changes actioned by the section.	Ryan Chalmers






















	Meaningful engagement with active, empowered and informed citizens who feel safe and engaged
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	Strong and active communities
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Performance Indicator	2020/21	2021/22						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
% of council resources directed by communities	1.07%		Not yet available	1%			This will be available at the end of August 2022 when the data is submitted to Scottish Government.	Clare English; Gillian McNeilly; Elaine Troup


	Open, accountable and accessible local government
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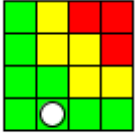
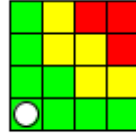
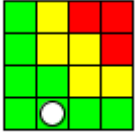
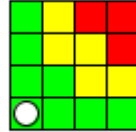
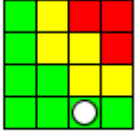
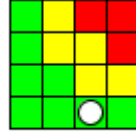
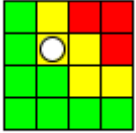
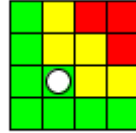
	Strong financial governance and sustainable budget management (Service Objective)
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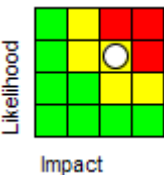
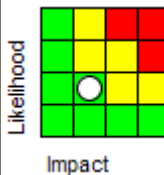
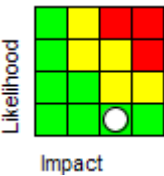
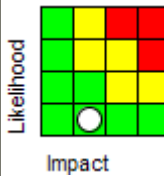
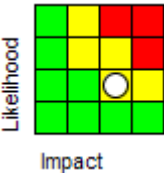
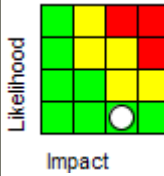
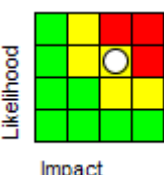
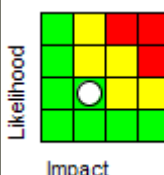
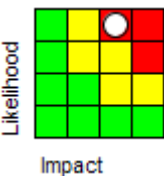
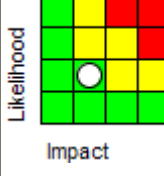
Performance Indicator	2020/21	2021/22						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
Amount of free reserves as a percentage of the prudential reserve target - HRA	100%		100%	100%			Target met. Value is draft until audit of financial statements is complete towards the end of the calendar year.	Gillian McNeilly
Amount of free reserves as a percentage of the prudential reserve target - General services	111%		112%	100%			Target met. Value is draft until audit of financial statements is complete towards the end of the calendar year.	Gillian McNeilly
Value of outstanding sundry debt as a percentage of total that is more than 90 days old from date of invoice	61.8%		76.5%	64%			Target not met. This is due to increased collection of newer debts, reduction in total debts outstanding and many older debts are on arrangements which take longer to fully recover. The overall debt outstanding has reduced from approximately £13.1m to £7.6m, and collection of new debts has improved resulting in significantly lower debts outstanding less than 90 days old. Early collection of new debts impacts on this PI along with older debts on long term arrangements for repayment.	Ryan Chalmers
Rent collected as a % of total rent due	98.88%		98.39%	98%			Target met despite the continued impact of COVID-19 on tenants. Significant support was provided from sections to assist many tenants moving to long term arrangements.	Ryan Chalmers
Percentage variance to budget projected (General Services budget)	-0.26%		-0.06%	0%			Target met with actual spend slightly below budget. Value is draft until audit of financial statements is complete towards the end of the calendar year.	Gillian McNeilly
Percentage of Audit Plan completed	70%		75%	85%			Target missed. Fieldwork was completed for 12 of 16 reviews. Completion of 2021/22 was impacted by resourcing issues during the year and completion of carry forward from the 2020/21 audit plan which were completed in 2021/22. The final 4 reviews for 2021/22 will be carried forward to 2022/23 audit plan and targeted to be completed by September 2022.	Andi Priestman
Percentage of corporate fraud savings target achieved	183%		114%	100%			The team achieved corporate fraud savings of £284,883 against an annual target of £250,000.	Andi Priestman

Performance Indicator	2020/21	2021/22						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
Support services as a % of total gross expenditure	3.76%		3.42%	3.87%			Target met. Value is draft until audit of financial statements is complete towards the end of the calendar year.	Adrian Gray
Cost of collecting council tax per dwelling £	£6.84		£5.85	£5.00			Cost of collection has improved from 2020/21 however costs are still impacted by COVID-19 recovery process and additional support/assistance provided to tax payers during and following the pandemic.	Ryan Chalmers
Total useable reserves as a % of council annual budgeted revenue	6.5%		6.45%	N/A as data only PI			The calculation of the PI does not take account of the extent that useable reserves are earmarked for specific purposes.	Gillian McNeilly
Uncommitted General Fund Balance as a % of council annual budgeted net revenue	2.19%		1.38%	1.28%			Value is draft until audit of financial statements is complete towards the end of the calendar year.	Gillian McNeilly
Ratio of Financing Costs to Net Revenue Stream - General Fund	4.07		3.28	N/A as data only PI			Value is draft until audit of financial statements is complete towards the end of the calendar year.	Gillian McNeilly
Ratio of Financing Costs to Net Revenue Stream - Housing Revenue Account	23.59		23.55	N/A as data only PI			Value is draft until audit of financial statements is complete towards the end of the calendar year.	Gillian McNeilly
Actual outturn as a percentage of budgeted expenditure	99.74%		99.94%	100%			Target met. Value is draft until audit of financial statements is complete towards the end of the calendar year.	Gillian McNeilly
Current tenants' arrears as a percentage of total rent due %	11.9%		11.16%	13%			Targets met; a good achievement given the continued impact COVID-19 had on our tenants and also the increased cost of living. The cost of living is expected to increase significantly in 2022/23 and processes are in place to support tenants and provide assistance. However, this is likely to impact on performance.	Ryan Chalmers
Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year	10.35%		9.24%	10.35%				Ryan Chalmers
Action	Status	Progress		Due Date	Note		Owner	
Review ways of decreasing corporate debt through continued improvements to debt collection processes in relation to sundry, NDR, Council Tax and rent				31-Mar-2022	Recovery of debts has been impacted by COVID-19. However, a review of all processes within Corporate Debt was carried out to streamline to maximise recovery and reduce costs of contact.		Ryan Chalmers	

Action	Status	Progress	Due Date	Note	Owner
				<p>We have reviewed process for recovery of Council Tax debt with our debt partners, improving the interface between systems to allow earlier contact.</p> <p>System improvements have been implemented with our Corporate Arrears Recovery System to allow bulk requests for DWP for debt recoveries which has resulted in increased recoveries.</p>	
Continue to review ways to improve rent collection rates in conjunction with Housing and W4U	✓	<div><div>100%</div></div>	31-Mar-2022	Following a review of the process, the role of managing arrears within Housing changed from generic to specialised which has seen an improvement in terms of case management and escalation of cases. This change has been extended to September 2022 and the process will be reviewed at the end of the first quarter in 2022.	Ryan Chalmers
Ensure continued compliance with the Code of Good Governance	✓	<div><div>100%</div></div>	31-Mar-2022	Completed as part of the annual review of Annual Governance Statement 2021 and reported to Audit Committee 16 June 2021.	Andi Priestman
Submit draft Annual Governance Statement to the Audit Committee for 20/21 Plan	✓	<div><div>100%</div></div>	30-Jun-2021	Annual Governance Statement submitted to Audit Committee 16 June 2021.	Andi Priestman
Continue to improve and deliver the Assurance Statement to support the Annual Governance Statement	✓	<div><div>100%</div></div>	31-Mar-2022	Presentation given to PMRG and attended CO SMT meetings to provide advice and support on the process.	Andi Priestman
Deliver Internal Audit & Corporate Fraud plan for 2021/22	⛔	<div><div>75%</div></div>	31-Mar-2022	12 of 16 reviews completed with the final 4 carried over to the 22/23 plan. Regular progress updates reported to Audit Committee (latest June 2022) together with the Internal Audit Annual Assurance Statement for 2021/22, setting out the completion status of the 2021/22 Audit and Fraud Plan.	Andi Priestman
Complete Internal Audit & Corporate Fraud plan for 2020/21	✓	<div><div>100%</div></div>	31-Aug-2021	The 2020/21 audit plan is now complete.	Andi Priestman
Review and update the long term finance strategy	✓	<div><div>100%</div></div>	31-Mar-2022	An update on the Long Term Finance Strategy was reported to Council 27 October 2021 and the budget was set 9 March 2022.	Laurence Slavin
Provide timely and accurate budgetary control reporting for Council and associated bodies	✓	<div><div>100%</div></div>	31-Mar-2022	All budgetary control reports for Council and associated bodies prepared and provided as planned.	Gillian McNeilly
Report agreed savings options and management adjustments through the budgetary control process	✓	<div><div>100%</div></div>	31-Mar-2022	All reports prepared and submitted as planned.	Gillian McNeilly
Provide timely and accurate financial statements for the Council and associated bodies	✓	<div><div>100%</div></div>	31-Mar-2022	The audits of the draft Statements are progressing as planned, with some Statements now finalised for the West Dunbartonshire Leisure Trust and Clydebank Property Company.	Gillian McNeilly
Provide finance services to the new West Dunbartonshire Energy Ltd company	⛔	<div><div>83%</div></div>	31-Mar-2022	Five of the six milestones were completed as planned. The final milestone has been delayed due to issues with the Agresso upgrade project which have had a knock on effect on this project. The revised completion date is	Adrian Gray; Gillian McNeilly; Jackie Nicol-

Action	Status	Progress	Due Date	Note	Owner
				30 September 2022 and this will be carried over to the 22/23 delivery plan.	Thomson; Karen Shannon
Upgrade payments received governance processes and IT systems		<div><div>100%</div></div>	31-Mar-2022	The upgrade to the cash receipting system was implemented in January 2022. The service will continue to review on an ongoing basis to continually improve and enhance options available in respect of payments made to the Council.	Karen Shannon

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
COVID-19 impact on Resources Service Delivery	Resources SLA is faced with significant delivery demands in relation to moving services online, disruption, reduction and quality.	<div> <div>Likelihood</div>  <div>Impact</div> </div>	<div> <div>Likelihood</div>  <div>Impact</div> </div>	20-Apr-2022	Based on experience throughout the pandemic, the likelihood of COVID-19 impacting significantly on service delivery and workforce is low, whilst recognising that if it did happen then there would be some level of disruption. Appropriate contingency plans are in place to allow the vast majority of tasks to be completed remotely should another significant lockdown event occur.	Laurence Slavin
COVID-19 impact on Resources Workforce	Resources SLA is faced with significant workforce demands in relation to absence, reduction, recruitment and wellbeing.	<div> <div>Likelihood</div>  <div>Impact</div> </div>	<div> <div>Likelihood</div>  <div>Impact</div> </div>	20-Apr-2022		Laurence Slavin
Failure to provide assurance of the system of financial controls	Either Internal Audit or External Audit is unable to provide assurances on the Council's financial control environment	<div> <div>Likelihood</div>  <div>Impact</div> </div>	<div> <div>Likelihood</div>  <div>Impact</div> </div>	14-Apr-2022	New plan for 2022/23 presented to Audit Committee in June.	Andi Priestman
Debt is not recovered efficiently or effectively, with inherent risk of financial loss	The processes deployed in collection of monies owed to the council are inefficient and ineffective resulting in money not collected on time or having to be written off	<div> <div>Likelihood</div>  <div>Impact</div> </div>	<div> <div>Likelihood</div>  <div>Impact</div> </div>	29-Apr-2022	Effectively implement the Corporate Debt Policy, ensure income maximisation in collaboration with W4U. Improvements to automation of collecting debt to be considered and implemented.	Ryan Chalmers



Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
Increase in the level of rent arrears due to the level of Welfare Reform changes and general state of economy	The Council sees an increase in its level of rent arrears due to lower disposable income and national changes to the national benefits regime and the ongoing economic position			29-Apr-2022	Arrears have decreased however risk of increase due to current cost of living linked to energy and food cost increasing and inflation.	Ryan Chalmers
National delays in implementing Welfare Reform changes; ineffective ICT systems or processes e.g. with the DWP affecting delivery of Welfare Reform changes	Issues with system supporting delivery of Welfare Reform changes affects service delivery			29-Apr-2022	No change in risk	Ryan Chalmers
Failure to meet statutory deadlines for external returns (including HMRC) and financial statements	Finance Services failing to meet statutory deadlines resulting in lost revenue or penalty costs			20-May-2022	The risk assessment at year-end remains unchanged. There are a range of controls in place to ensure that the likelihood of this risk occurring remains low.	Gillian McNeilly
Financial projections are significantly incorrect	Financial projections for both capital and revenue are significantly incorrect for various reasons – including unexpected costs – resulting in insufficient reserves being held			20-May-2022	The risk assessment at year-end remains unchanged. In general, many factors that influence this risk are out with our control, including Scottish Government funding. Future projections of cost continue to be difficult to predict in key areas where cost pressures are increasing nationally, for example, utility costs, inflationary impacts, and pressures on supply chains. These are continually monitored and projections updated.	Gillian McNeilly
Significant financial funding reductions / limitations from Scottish Government	It is expected that the Council will be faced with significant ongoing funding reductions/limited increases from the Scottish Government settlement. This is based on recent settlements and ongoing projected population change with West Dunbartonshire. This coincides with a period where costs are expected to rise in			20-May-2022	As reported to the Council on 9 March 2022 the Scottish Parliament Information Centre (SPICE) analysis of the UK Budget highlighted that the total (unadjusted) Scottish block grant will increase from £36.7 billion (excluding COVID funding) in 2021/22 to £41.8 billion by 2024/25. This is a 2.4% real terms increase over the period	Gillian McNeilly












Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
	<p>relation to social care due to an aging population; inflationary increases with RPI at a level not seen since 1991; post-COVID-19 ongoing costs; likely increased cost of borrowing as interest rates increase and pay award pressures linked to inflation. The ongoing population decline of West Dunbartonshire versus the average population for the whole of Scotland leads directly to funding reductions with marginal impact on service delivery cost/need. Pay awards and other inflationary pressures are expected to continue to be higher than any settlement position.</p> <p>COVID-19 introduces a risk in relation to the potential net cost to the Council versus the ongoing funding support and/or financial flexibilities provided by the Scottish Government, though this is anticipated to be fully funded.</p>				<p>of the Spending Review. However this increase is front loaded with a 7.7% real terms increase in 2022/23 (10.6% cash terms increase) followed by small percentage real term reductions in the following two years. Despite the 10.6% cash increase in the Scotland Block Grant in 2022/23, the Council's general revenue grant in 2022/23 was virtually flat cash. As a flat cash allocation has occurred in the year where the Scotland Block Grant has increased significantly, and future year cash increases are far lower, it is almost certain there will be reductions to Local Government funding in future years.</p>	




	Efficient and effective frontline services that improve the everyday lives of residents
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	A committed and skilled workforce
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Action	Status	Progress	Due Date	Note	Owner
Continue to develop staff within Finance services to ensure they have the appropriate training and knowledge to support service needs and transformational projects within the Council		<div><div>100%</div></div>	31-Mar-2022	Specific staff training is ongoing as accounting developments are announced, with planned training completed.	Gillian McNeilly
Carry out a survey of employees in relation to 121s, team meetings and communication		<div><div>60%</div></div>	31-Mar-2022	Surveys are now undertaken in different ways, linked to the corporate approach to staff surveys. Furthermore communications with Resources staff is now being carried out in a different way than in previous years. Consequently this action has been discontinued.	Laurence Slavin











	A continuously improving Council delivering best value
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Performance Indicator	2020/21	2021/22						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
Number of service user feedback processes undertaken and evaluated	5		12	3			Internal Audit seeks feedback from services following each audit and this is embedded in their audit process. In 2022/23, 12 surveys were carried out and the feedback used to improve the process.	Laurence Slavin
Percentage of income due from council tax received by the end of the year %	94.18%		94.53%	93.5%			Target met and improved on collection rate in 21/22 due to close working with debt partners. It is positive that collection has improved given the continued impact that COVID-19 had in 2021/22 on the ability of people to pay council tax. The Council continued to allow eased payment terms and follow up processes to assist residents impacted, provided key financial support and assistance during the year and would expect payments to be caught-up in future years.	Ryan Chalmers
Number of invoices paid within 30 calendar days of receipt as a percentage of all invoices paid	91.37%		91.5%	93%			Target narrowly missed due to delays from services in sending invoices for processing. We will continue to communicate to services the importance of processing invoices on time.	Stella Kinloch
Income generated as a % of total revenue budget	11.11%		Not yet available	13%			This will be available at the end of August.	Gillian McNeilly

Action	Status	Progress	Due Date	Note	Owner
Use benchmarking data to evaluate service delivery and performance within Internal Audit & Fraud		<div><div>100%</div></div>	31-Mar-2022	Participated with other councils involved in the benchmarking process throughout the year.	Andi Priestman
Increase levels of process automation across the Council to improve efficiency		<div><div>80%</div></div>	31-Mar-2022	New and improved automations were delivered throughout the year. There were some delays due to technical challenges which were reported to both the Digital Board and the Automation Board. This impacted the Sickness Absence automation which will now be carried into 2022/23 for delivery by end of August 2022 and will form part of the wider pipeline of automations.	Arun Menon
Continue the development of Agresso reporting functionality to maximise automation for annual national returns (e.g. LFR, WGA, POBE, Financial Statements)		<div><div>75%</div></div>	31-Mar-2022	Planned work is ongoing in two areas, Valuation Joint Board and West Dunbartonshire Energy Company. Both slipped due to external factors out with our control and will be continued in 2022/23.	Gillian McNeilly

Action	Status	Progress	Due Date	Note	Owner
Develop Finance leadership, governance and controls across the Council		<div><div>75%</div></div>	31-Mar-2022	Work is ongoing in specific areas due to staffing vacancies. This action will be continued into 2022/23.	Gillian McNeilly
Implement appropriate levels of service satisfaction surveys		<div><div>100%</div></div>	31-Mar-2022	Surveys were undertaken with Internal Audit and feedback used to inform improvement.	Laurence Slavin

Action Status	
	Overdue
	Completed
	Cancelled










PI Status		Long Term Trends		Short Term Trends	
	Significantly Missed Target		Improving		Improving
	Narrowly Missed Target		No Change		No Change
	Met or Exceeded Target		Declining		Declining
	Data Only				

Risk Status	
	Alert
	Warning
	OK


















## Appendix 2: Quality Standards - Year-end Progress

	Business Support
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Performance Indicator	2020/21	2021/22						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
Time (days) for processing applications for new Housing Benefits claims from the date of receipt of the application to the day on which the claim is decided	18		24	24			Target met despite the increase in caseload and changes in reported circumstances which impacts the volume of work being received by the section.	Ryan Chalmers
Time (days) for processing applications for notifications of changes of circumstances for Housing Benefits from the date of receipt of the application to the day on which the claim is decided	3		2.9	5			Target met and performance has improved despite the increase in number of changes being actioned by the section.	Ryan Chalmers
Number of invoices paid within 30 calendar days of receipt as a percentage of all invoices paid	91.37%		91.5%	93%			Target narrowly missed due to delays from services in sending invoices for processing. We will continue to communicate to services the importance of processing invoices on time.	Stella Kinloch






















	Finance
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Performance Indicator	2020/21	2021/22						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
Number of errors within VAT returns submitted to HMRC	2		1	0			Following standard sample checking processes within the Council, one voluntary disclosure was made.	Gillian McNeilly; Karen Shannon
Percentage of weekly treasury summaries issued within 5 working days of week end	100%		100%	100%			All reports were delivered within the timescale agreed.	Gillian McNeilly; Jackie Nicol-Thomson
Percentage of new insurance claims dealt with within 5 working days	96.2%		99.5%	100%			The target was narrowly missed with only 1 claim from 200 not meeting the 5 working day target.	Karen Shannon
Percentage of reconciliations signed off by the end of the following period	83.65%		68.4%	100%			There was a drop in the PI mainly due to job rotation/training to increase resilience within	Gillian McNeilly; Karen Shannon

Performance Indicator	2020/21	2021/22						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
							the team as per an Audit recommendation. We will continue to aim to meet the target.	
Percentage of budgetary control reports completed by due dates	100%		92%	100%			All reports were submitted by required dates with the exception of the year-end report which was due to Council in June but will now go in August together with the draft financial statements.	Gillian McNeilly



#### Internal Audit & Fraud

Performance Indicator	2020/21	2021/22						Owner
	Value	Status	Value	Target	Short Trend	Long Trend	Note	
Percentage of draft audit reports issued within 21 days of fieldwork completion	100%		100%	90%			Target met with all draft reports issued within the timescale.	Andi Priestman
Percentage of final audit reports issued within 14 days of issue of draft report	84.6%		83.3%	100%			While target was missed, some final reports were issued just outside the agreed service standard but delay was not excessive.	Andi Priestman
Level of full compliance with the Public Sector Internal Audit Standards (PSIAS)	92%		95%	90%			Target met. Annual Review of PSIAS has confirmed a high level of general conformance to the requirements. An external assessment will be carried out in 2022/23.	Andi Priestman
Percentage of respondents who rate the overall quality of internal audits as satisfactory or above	100%		100%	100%			Target met. Feedback forms received are analysed on an ongoing basis to inform continuous improvement.	Andi Priestman
Percentage of audits completed on time and within budget	73.7%		83%	85%			Target narrowly missed. Improved position from 20/21 in terms of adherence to budgets and service standards.	Andi Priestman
Percentage of agreed Red and Amber rated internal audit action plans followed up	100%		100%	100%			Target met.	Andi Priestman
Number of training hours undertaken to support CPD requirements	100		100	100			Target met. All staff undertake relevant CPD courses as required by professional bodies.	Andi Priestman

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





**WEST DUNBARTONSHIRE COUNCIL**  
**Report by the Chief Officer – Resources**  
**Corporate Services Committee – 17 August 2022**

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**Subject: Corporate Services Budgetary Control Report to 30 June 2022  
 (Period 03)**

**1. Purpose**

- 1.1** The purpose of this report is to advise the Committee on the performance of the Corporate Services budget for the period to 30 June 2022.

**2. Recommendations**

- 2.1** Members are asked to:

- i) note that the revenue account currently shows a projected annual favourable variance of -£0.314m (-0.93% of the total budget) and
- ii) note that the capital account is showing a projected in-year underspend of -£0.655m (-10.1% of in-year budget) due to 2 projects showing projected underspends as a result of delays to these projects with explanations for delays detailed in Appendix 6. The project life projection is currently showing a projected underspend of £-0.096m (-1.0% of project life budget).

**3. Background**

**3.1** Revenue Budget

At the meeting of West Dunbartonshire Council on 9 March 2022, Members agreed the revenue estimates for 2022/23.

A total net budget of £33.919m was approved for services under the remit for Corporate Services at that time.

**3.2** Capital Budget

At the meeting of Council on 9 March 2022, Members also agreed the updated 10 year General Services Capital Plan for 2022/2023 to 2031/32. The next three years from 2022/23 to 2024/25 have been approved in detail with the remaining 7 years being indicative at this stage. The total project life budget approved for projects that have either commenced or are due to commence in that period total for Corporate Services was £10.080m.

**4. Main Issues**

Revenue Budget

- 4.1** The summary report at Appendix 1 identifies a projected annual favourable variance (underspend) of -£0.314m (-0.93% of the total budget). Detailed service reports are attached as Appendix 2.
- 4.2** There are nine projected annual variances in excess of £0.050m. Notes on these variances are highlighted and noted within Appendix 3, with additional information on action being taken to minimise or mitigate overspends where possible.
- 4.3** Although the report indicates that expenditure is favourable in comparison to that anticipated during the budget exercise, the present variance should be viewed in the knowledge that there are a number of variable factors which could arise between now and 31 March 2023 and which could affect the year end results.

#### Capital Budget

- 4.4** Appendices 4 to 6 highlight 2 projects as showing an in-year underspend and 18 projects on target. The overall Corporate Services programme summary report at Appendix 5 shows that there is a projected £0.655m (10.1% of the total programmed budget) to be re-phased in future years.

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

<b>Project</b>	<b>Variance £m</b>
ICT Security & DR	-0.197
ICT Modernisation	-0.472

## **5. People Implications**

- 5.1** There are no people implications.

## **6. Financial and Procurement Implications**

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

## **7. Risk Analysis**

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

## **8. Equalities Impact Assessment (EIA)**

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

## **9. Consultation**

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

## **10. Strategic Assessment**

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

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**Laurence Slavin**  
**Chief Officer Resources**

**Date: 31 July 2022**

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**Person to Contact:** Adrian Gray, Finance Business Partner  
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**Appendices:**

- Appendix 1 - Revenue Budgetary Control 2022/23 – Summary Report
- Appendix 2 - Revenue Budgetary Control 2022/23 – Service Reports
- Appendix 3 - Analysis of Revenue Variances over £50,000
- Appendix 4 - Overall Capital Programme Summary Financials
- Appendix 5 - Capital Programme – Red Status
- Appendix 6 - Capital Programme – Green Status

### **Background Papers:**

Ledger output – Period 03  
General Services Revenue Estimates 2022/23 – Council 9 March 2022  
General Services Capital Strategy 2021/22 to 2030/31 - Council 9 March 2022

**Wards Affected** All Wards



WEST DUNBARTONSHIRE COUNCIL  
REVENUE BUDGETARY CONTROL 2022/23  
CORPORATE SERVICES SUMMARY

PERIOD END DATE 30 June 2022

Service / Subjective Summary	Total Budget 2022/23	Spend to Date 2022/23	Forecast Spend	Variance 2022/23	Annual RAG Status	Net Variance attributable to covid	Underlying Variance excluding covid
	£000	£000	£000	£000	%	£000	£000
Audit	131	94	107	(24)	-18%	0	(24)
Finance	1,398	401	1,423	25	2%	0	25
Rent Rebates & Allowances	(341)	1,322	(341)	0	0%	0	0
Revenues & Benefits	2,168	765	2,210	42	2%	0	42
Finance Service Centre	304	65	312	8	2%	0	8
Cost of Collection of Rates	19	(17)	10	(9)	-48%	0	(9)
Cost of Collection of Council Tax	(790)	(69)	(790)	0	0%	0	0
Central Admin Support	2,633	652	2,635	2	0%	0	2
Procurement	482	192	479	(3)	-1%	0	(3)
Democratic and Registration Service	787	180	772	(15)	-2%	0	(15)
Environmental Health	791	163	749	(42)	-5%	0	(42)
Licensing	(97)	(5)	(124)	(27)	-27%	0	(27)
Legal Services/Trading Standards	934	218	801	(133)	-14%	0	(133)
Planning	482	68	538	56	12%	0	56
Transactional Services	719	185	726	7	1%	0	7
Human Resources (including risk)	1,327	281	1,288	(39)	-3%	0	(39)
Information Services	4,529	1,828	4,423	(106)	-2%	0	(106)
Change Support	567	99	497	(70)	-12%	0	(70)
Communications & Marketing	333	75	333	0	0%	0	0
Citizen Services	1,285	323	1,301	16	1%	3	13
Performance & Strategy	357	60	357	(0)	0%	0	(0)
Clydebank Town Hall	458	13	459	1	0%	0	1
Office Accommodation	1,275	99	1,278	3	0%	0	3
Libraries	1,811	378	1,806	(5)	0%	0	(5)
Arts and Heritage	371	63	369	(1)	0%	0	(1)
Catering Services	4,454	840	4,520	66	1%	0	66
Building Cleaning	1,703	594	1,637	(67)	-4%	0	(67)
Building Cleaning PPP	(331)	(98)	(331)	0	0%	0	0
Facilities Assistants	2,100	501	2,103	3	0%	0	3
Facilities Management	396	94	397	0	0%	0	0
Leisure Management	3,574	1,765	3,574	0	0%	0	0
Events	89	88	88	(0)	-1%	0	(0)
<b>Total Net Expenditure</b>	<b>33,919</b>	<b>11,216</b>	<b>33,605</b>	<b>(314)</b>	<b>-0.93%</b>	<b>3</b>	<b>(317)</b>



WEST DUNBARTONSHIRE COUNCIL  
REVENUE BUDGETARY CONTROL 2022/23  
CORPORATE SERVICES COMMITTEE DETAIL

PERIOD END DATE 30 June 2022

Service Summary	Total Budget 2022/23	YTD Spend 2022/23	Forecast Spend 2022/23	Variance 2022/23	RAG Status
<b>All Services</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>
Employee	29,273	6,621	28,803	(470)	(2%) ↑
Property	2,108	198	2,110	2	0% ↓
Transport and Plant	167	13	159	(8)	(5%) ↑
Supplies, Services and Admin	5,658	1,628	5,654	(4)	(0%) ↑
Payments to Other Bodies	6,283	2,442	6,564	281	4% ↓
Other	36,747	9,030	36,747	0	0% →
<b>Gross Expenditure</b>	<b>80,236</b>	<b>19,932</b>	<b>80,036</b>	<b>(200)</b>	<b>(0%)</b> ↑
<b>Income</b>	<b>(46,317)</b>	<b>(8,716)</b>	<b>(46,431)</b>	<b>(115)</b>	<b>(0%)</b> ↑
<b>Net Expenditure</b>	<b>33,919</b>	<b>11,216</b>	<b>33,605</b>	<b>(314)</b>	<b>(1%)</b> ↑
<b>Audit</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>
Employee	429	92	404	(25)	(6%) ↑
Property			0	0	0% →
Transport and Plant	1	0	0	(1)	(100%) ↑
Supplies, Services and Admin	2	2	3	1	88% ↓
Payments to Other Bodies			0	0	0% →
Other			0	0	0% →
<b>Gross Expenditure</b>	<b>432</b>	<b>94</b>	<b>407</b>	<b>(25)</b>	<b>(6%)</b> ↑
<b>Income</b>	<b>(300)</b>	<b>0</b>	<b>(300)</b>	<b>0</b>	<b>0%</b> ↓
<b>Net Expenditure</b>	<b>131</b>	<b>94</b>	<b>107</b>	<b>(24)</b>	<b>(18%)</b> ↑
<b>Finance</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>
Employee	1,617	395	1,674	57	4% ↓
Property			0	0	0% →
Transport and Plant	0	0	0	0	0% →
Supplies, Services and Admin	34	6	33	(1)	(3%) ↑
Payments to Other Bodies	2	0	2	0	0% →
Other			0	0	0% →
<b>Gross Expenditure</b>	<b>1,653</b>	<b>401</b>	<b>1,709</b>	<b>56</b>	<b>3%</b> ↓
<b>Income</b>	<b>(255)</b>	<b>0</b>	<b>(286)</b>	<b>(31)</b>	<b>(12%)</b> ↑
<b>Net Expenditure</b>	<b>1,398</b>	<b>401</b>	<b>1,423</b>	<b>25</b>	<b>2%</b> ↓
<b>Rent Rebates &amp; Allowances</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>
Employee			0	0	0% →
Property			0	0	0% →
Transport and Plant			0	0	0% →
Supplies, Services and Admin			0	0	0% →
Payments to Other Bodies			0	0	0% →
Other	36,747	9,030	36,747	0	0% →
<b>Gross Expenditure</b>	<b>36,747</b>	<b>9,030</b>	<b>36,747</b>	<b>0</b>	<b>0%</b> →
<b>Income</b>	<b>(37,088)</b>	<b>(7,708)</b>	<b>(37,088)</b>	<b>0</b>	<b>0%</b> →
<b>Net Expenditure</b>	<b>(341)</b>	<b>1,322</b>	<b>(341)</b>	<b>0</b>	<b>0%</b> →
<b>Revenues &amp; Benefits</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>
Employee	1,803	447	1,835	33	2% ↓
Property			0	0	0% →
Transport and Plant	2	0	1	(1)	(50%) ↑
Supplies, Services and Admin	32	2	32	(0)	(1%) ↑
Payments to Other Bodies	966	464	1,186	220	23% ↓
Other			0	0	0% →
<b>Gross Expenditure</b>	<b>2,803</b>	<b>913</b>	<b>3,054</b>	<b>251</b>	<b>9%</b> ↓
<b>Income</b>	<b>(635)</b>	<b>(148)</b>	<b>(844)</b>	<b>(209)</b>	<b>(33%)</b> ↑
<b>Net Expenditure</b>	<b>2,168</b>	<b>765</b>	<b>2,210</b>	<b>42</b>	<b>2%</b> ↓

WEST DUNBARTONSHIRE COUNCIL  
REVENUE BUDGETARY CONTROL 2022/23  
CORPORATE SERVICES COMMITTEE DETAIL

PERIOD END DATE 30 June 2022

Service Summary	Total Budget 2022/23	YTD Spend 2022/23	Forecast Spend 2022/23	Variance 2022/23	RAG Status
<b>Finance Service Centre</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>
Employee	259	64	267	8	3%
Property	0	0	0	0	0%
Transport and Plant	0	0	0	0	0%
Supplies, Services and Admin	45	1	45	(0)	(0%)
Payments to Other Bodies				0	0%
Other				0	0%
<b>Gross Expenditure</b>	<b>304</b>	<b>65</b>	<b>312</b>	<b>8</b>	<b>2%</b>
<b>Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
<b>Net Expenditure</b>	<b>304</b>	<b>65</b>	<b>312</b>	<b>8</b>	<b>2%</b>
<b>Cost of Collection of Rates</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>
Employee				0	0%
Property				0	0%
Transport and Plant				0	0%
Supplies, Services and Admin	4	0	5	1	14%
Payments to Other Bodies	100	15	122	22	22%
Other				0	0%
<b>Gross Expenditure</b>	<b>104</b>	<b>15</b>	<b>127</b>	<b>23</b>	<b>22%</b>
<b>Income</b>	<b>(85)</b>	<b>(32)</b>	<b>(117)</b>	<b>(32)</b>	<b>(38%)</b>
<b>Net Expenditure</b>	<b>19</b>	<b>(17)</b>	<b>10</b>	<b>(9)</b>	<b>(48%)</b>
<b>Cost of Collection of Council Tax</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>
Employee				0	0%
Property				0	0%
Transport and Plant				0	0%
Supplies, Services and Admin	69	13	69	0	0%
Payments to Other Bodies	33	7	33	0	0%
Other				0	0%
<b>Gross Expenditure</b>	<b>102</b>	<b>20</b>	<b>102</b>	<b>0</b>	<b>0%</b>
<b>Income</b>	<b>(892)</b>	<b>(89)</b>	<b>(892)</b>	<b>0</b>	<b>0%</b>
<b>Net Expenditure</b>	<b>(790)</b>	<b>(69)</b>	<b>(790)</b>	<b>0</b>	<b>0%</b>
<b>Procurement</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>
Employee	905	195	905	0	0%
Property	0	0	0	0	0%
Transport and Plant	0	0	0	0	0%
Supplies, Services and Admin	3	1	3	1	19%
Payments to Other Bodies	74	0	73	(1)	(1%)
Other	0	0	0	0	0%
<b>Gross Expenditure</b>	<b>982</b>	<b>196</b>	<b>982</b>	<b>(0)</b>	<b>(0%)</b>
<b>Income</b>	<b>(500)</b>	<b>(3)</b>	<b>(503)</b>	<b>(3)</b>	<b>(1%)</b>
<b>Net Expenditure</b>	<b>482</b>	<b>192</b>	<b>479</b>	<b>(3)</b>	<b>(1%)</b>
<b>Democratic and Registration Service</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>
Employee	894	206	859	(35)	(4%)
Property	0	0	0	0	0%
Transport and Plant	1	0	2	1	100%
Supplies, Services and Admin	11	5	8	(3)	(27%)
Payments to Other Bodies				0	0%
Other				0	0%
<b>Gross Expenditure</b>	<b>905</b>	<b>211</b>	<b>869</b>	<b>(36)</b>	<b>(4%)</b>
<b>Income</b>	<b>(119)</b>	<b>(31)</b>	<b>(97)</b>	<b>22</b>	<b>18%</b>
<b>Net Expenditure</b>	<b>787</b>	<b>180</b>	<b>772</b>	<b>(15)</b>	<b>(2%)</b>



WEST DUNBARTONSHIRE COUNCIL  
REVENUE BUDGETARY CONTROL 2022/23  
CORPORATE SERVICES COMMITTEE DETAIL

PERIOD END DATE 30 June 2022

Service Summary	Total Budget 2022/23	YTD Spend 2022/23	Forecast Spend 2022/23	Variance 2022/23	RAG Status
<b>Central Admin Support</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>
Employee	2,564	579	2,537	(27)	(1%) ↑
Property	0	0	0	0	0% →
Transport and Plant	1	0	1	1	100% ↓
Supplies, Services and Admin	13	3	12	(1)	(4%) ↑
Payments to Other Bodies	69	73	109	40	58% ↓
Other				0	0% →
<b>Gross Expenditure</b>	<b>2,646</b>	<b>655</b>	<b>2,659</b>	<b>13</b>	<b>0%</b> ↓
<b>Income</b>	<b>(13)</b>	<b>(3)</b>	<b>(24)</b>	<b>(11)</b>	<b>(85%)</b> ↑
<b>Net Expenditure</b>	<b>2,633</b>	<b>652</b>	<b>2,635</b>	<b>2</b>	<b>0%</b> ↓
<b>Environmental Health</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>
Employee	1,079	217	989	(90)	(8%) ↑
Property	7	1	7	0	0% →
Transport and Plant	12	2	11	(1)	(8%) ↑
Supplies, Services and Admin	23	6	22	(1)	(4%) ↑
Payments to Other Bodies	78	17	78	1	1% ↓
Other				0	0% →
<b>Gross Expenditure</b>	<b>1,198</b>	<b>243</b>	<b>1,107</b>	<b>(91)</b>	<b>(8%)</b> ↑
<b>Income</b>	<b>(407)</b>	<b>(80)</b>	<b>(358)</b>	<b>49</b>	<b>12%</b> ↓
<b>Net Expenditure</b>	<b>791</b>	<b>163</b>	<b>749</b>	<b>(42)</b>	<b>(5%)</b> ↑
<b>Licensing</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>
Employee	283	53	257	(26)	(9%) ↑
Property				0	0% →
Transport and Plant	1	0	1	0	43% ↓
Supplies, Services and Admin	7	1	6	(1)	(10%) ↑
Payments to Other Bodies	10	0	10	0	4% ↓
Other				0	0% →
<b>Gross Expenditure</b>	<b>300</b>	<b>54</b>	<b>274</b>	<b>(26)</b>	<b>(9%)</b> ↑
<b>Income</b>	<b>(397)</b>	<b>(59)</b>	<b>(398)</b>	<b>(1)</b>	<b>(0%)</b> ↑
<b>Net Expenditure</b>	<b>(97)</b>	<b>(5)</b>	<b>(124)</b>	<b>(27)</b>	<b>27%</b> ↑
<b>Legal Services/Trading Standards</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>
Employee	1,091	223	1,009	(82)	(8%) ↑
Property				0	0% →
Transport and Plant	4	0	3	(1)	(25%) ↑
Supplies, Services and Admin	18	2	18	0	0% →
Payments to Other Bodies	2	0	0	(2)	(100%) ↑
Other				0	0% →
<b>Gross Expenditure</b>	<b>1,115</b>	<b>225</b>	<b>1,030</b>	<b>(85)</b>	<b>(8%)</b> ↑
<b>Income</b>	<b>(181)</b>	<b>(7)</b>	<b>(229)</b>	<b>(48)</b>	<b>(27%)</b> ↑
<b>Net Expenditure</b>	<b>934</b>	<b>218</b>	<b>801</b>	<b>(133)</b>	<b>(14%)</b> ↑
<b>Planning</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>
Employee	1,171	239	1,076	(95)	(8%) ↑
Property				0	0% →
Transport and Plant	5	0	2	(3)	(60%) ↑
Supplies, Services and Admin	23	2	20	(3)	(13%) ↑
Payments to Other Bodies	130	(44)	130	1	0% ↓
Other				0	0% →
<b>Gross Expenditure</b>	<b>1,328</b>	<b>197</b>	<b>1,228</b>	<b>(100)</b>	<b>(8%)</b> ↑
<b>Income</b>	<b>(846)</b>	<b>(129)</b>	<b>(690)</b>	<b>156</b>	<b>18%</b> ↓
<b>Net Expenditure</b>	<b>482</b>	<b>68</b>	<b>538</b>	<b>56</b>	<b>12%</b> ↓

WEST DUNBARTONSHIRE COUNCIL  
REVENUE BUDGETARY CONTROL 2022/23  
CORPORATE SERVICES COMMITTEE DETAIL

PERIOD END DATE 30 June 2022

Service Summary	Total Budget 2022/23	YTD Spend 2022/23	Forecast Spend 2022/23	Variance 2022/23	RAG Status
<b>Transactional Services</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>
Employee	788	179	795	8	1%
Property				0	0%
Transport and Plant	0	0	0	(0)	(100%)
Supplies, Services and Admin	5	1	5	(0)	(7%)
Payments to Other Bodies				0	0%
Other				0	0%
<b>Gross Expenditure</b>	<b>793</b>	<b>179</b>	<b>800</b>	<b>7</b>	<b>1%</b>
<b>Income</b>	<b>(74)</b>	<b>6</b>	<b>(74)</b>	<b>0</b>	<b>0%</b>
<b>Net Expenditure</b>	<b>719</b>	<b>185</b>	<b>726</b>	<b>7</b>	<b>1%</b>
<b>Human Resources (including risk)</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>
Employee	1,058	232	1,020	(38)	(4%)
Property	0	0	0	0	0%
Transport and Plant	2	0	1	(1)	(50%)
Supplies, Services and Admin	5	0	5	0	0%
Payments to Other Bodies	262	49	262	0	0%
Other				0	0%
<b>Gross Expenditure</b>	<b>1,327</b>	<b>281</b>	<b>1,288</b>	<b>(39)</b>	<b>(3%)</b>
<b>Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
<b>Net Expenditure</b>	<b>1,327</b>	<b>281</b>	<b>1,288</b>	<b>(39)</b>	<b>(3%)</b>
<b>Information Services</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>
Employee	2,110	476	2,041	(69)	(3%)
Property				0	0%
Transport and Plant	3	0	2	(1)	(33%)
Supplies, Services and Admin	2,827	1,438	2,791	(36)	(1%)
Payments to Other Bodies	19	2	19	0	0%
Other				0	0%
<b>Gross Expenditure</b>	<b>4,959</b>	<b>1,916</b>	<b>4,853</b>	<b>(106)</b>	<b>(2%)</b>
<b>Income</b>	<b>(430)</b>	<b>(88)</b>	<b>(430)</b>	<b>0</b>	<b>0%</b>
<b>Net Expenditure</b>	<b>4,529</b>	<b>1,828</b>	<b>4,423</b>	<b>(106)</b>	<b>(2%)</b>
<b>Change Support</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>
Employee	621	111	551	(70)	(11%)
Property				0	0%
Transport and Plant	0	0	0	(0)	(100%)
Supplies, Services and Admin	0	1	1	0	25%
Payments to Other Bodies				0	0%
Other				0	0%
<b>Gross Expenditure</b>	<b>621</b>	<b>111</b>	<b>551</b>	<b>(70)</b>	<b>(11%)</b>
<b>Income</b>	<b>(55)</b>	<b>(12)</b>	<b>(54)</b>	<b>1</b>	<b>1%</b>
<b>Net Expenditure</b>	<b>567</b>	<b>99</b>	<b>497</b>	<b>(70)</b>	<b>(12%)</b>
<b>Communications &amp; Marketing</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>
Employee	340	73	340	0	0%
Property	0	0	0	0	0%
Transport and Plant	1	0	1	0	0%
Supplies, Services and Admin	14	1	15	0	3%
Payments to Other Bodies	0	0	0	0	0%
Other	0	0	0	0	0%
<b>Gross Expenditure</b>	<b>354</b>	<b>75</b>	<b>355</b>	<b>0</b>	<b>0%</b>
<b>Income</b>	<b>(22)</b>	<b>0</b>	<b>(22)</b>	<b>0</b>	<b>0%</b>
<b>Net Expenditure</b>	<b>333</b>	<b>75</b>	<b>333</b>	<b>0</b>	<b>0%</b>

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Service Summary	Total Budget 2022/23	YTD Spend 2022/23	Forecast Spend 2022/23	Variance 2022/23	RAG Status
<b>Citizen Services</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>
Employee	1,263	322	1,279	16	1%
Property	0	0	0	0	0%
Transport and Plant	0	0	0	0	0%
Supplies, Services and Admin	21	0	21	0	1%
Payments to Other Bodies	0	0	0	0	0%
Other	0	0	0	0	0%
<b>Gross Expenditure</b>	<b>1,285</b>	<b>323</b>	<b>1,301</b>	<b>16</b>	<b>1%</b>
<b>Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
<b>Net Expenditure</b>	<b>1,285</b>	<b>323</b>	<b>1,301</b>	<b>16</b>	<b>1%</b>
<b>Performance &amp; Strategy</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>
Employee	332	60	331	(0)	(0%)
Property	0	0	0	0	0%
Transport and Plant	1	0	1	0	0%
Supplies, Services and Admin	3	0	3	0	0%
Payments to Other Bodies	22	(0)	22	0	0%
Other	0	0	0	0	0%
<b>Gross Expenditure</b>	<b>357</b>	<b>60</b>	<b>357</b>	<b>(0)</b>	<b>(0%)</b>
<b>Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
<b>Net Expenditure</b>	<b>357</b>	<b>60</b>	<b>357</b>	<b>(0)</b>	<b>(0%)</b>
<b>Clydebank Town Hall</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>
Employee	242	29	242	1	0%
Property	219	12	219	0	0%
Transport and Plant	0	0	0	0	0%
Supplies, Services and Admin	51	8	51	0	0%
Payments to Other Bodies	0	0	0	0	0%
Other	0	0	0	0	0%
<b>Gross Expenditure</b>	<b>511</b>	<b>49</b>	<b>512</b>	<b>1</b>	<b>0%</b>
<b>Income</b>	<b>(53)</b>	<b>(36)</b>	<b>(53)</b>	<b>0</b>	<b>0%</b>
<b>Net Expenditure</b>	<b>458</b>	<b>13</b>	<b>459</b>	<b>1</b>	<b>0%</b>
<b>Office Accomodation</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>
Employee	95	20	97	2	2%
Property	1,306	79	1,307	1	0%
Transport and Plant	1	0	1	0	0%
Supplies, Services and Admin	54	(0)	54	0	0%
Payments to Other Bodies	20	(0)	20	(0)	(0%)
Other	0	0	0	0	0%
<b>Gross Expenditure</b>	<b>1,475</b>	<b>99</b>	<b>1,478</b>	<b>3</b>	<b>0%</b>
<b>Income</b>	<b>(200)</b>	<b>0</b>	<b>(200)</b>	<b>0</b>	<b>0%</b>
<b>Net Expenditure</b>	<b>1,275</b>	<b>99</b>	<b>1,278</b>	<b>3</b>	<b>0%</b>

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Service Summary	Total Budget 2022/23	YTD Spend 2022/23	Forecast Spend 2022/23	Variance 2022/23	RAG Status
<b>Libraries</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>
Employee	1,308	283	1,308	0	0%
Property	264	22	264	0	0%
Transport and Plant	16	2	16	0	1%
Supplies, Services and Admin	248	80	250	1	1%
Payments to Other Bodies	0	0	0	0	0%
Other	0	0	0	0	0%
<b>Gross Expenditure</b>	<b>1,836</b>	<b>387</b>	<b>1,838</b>	<b>2</b>	<b>0%</b>
<b>Income</b>	<b>(25)</b>	<b>(9)</b>	<b>(32)</b>	<b>(7)</b>	<b>(29%)</b>
<b>Net Expenditure</b>	<b>1,811</b>	<b>378</b>	<b>1,806</b>	<b>(5)</b>	<b>(0%)</b>
<b>Arts and Heritage</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>
Employee	358	61	356	(1)	(0%)
Property	3	0	3	0	0%
Transport and Plant	0	0	0	0	0%
Supplies, Services and Admin	35	2	35	0	0%
Payments to Other Bodies	43	1	43	0	0%
Other	0	0	0	0	0%
<b>Gross Expenditure</b>	<b>439</b>	<b>63</b>	<b>438</b>	<b>(1)</b>	<b>(0%)</b>
<b>Income</b>	<b>(69)</b>	<b>0</b>	<b>(69)</b>	<b>0</b>	<b>0%</b>
<b>Net Expenditure</b>	<b>371</b>	<b>63</b>	<b>369</b>	<b>(1)</b>	<b>(0%)</b>
<b>Catering Services</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>
Employee	3,573	782	3,601	28	1%
Property	70	(0)	70	0	0%
Transport and Plant	111	9	111	0	0%
Supplies, Services and Admin	1,982	42	2,019	37	2%
Payments to Other Bodies	29	6	29	0	0%
Other	0	0	0	0	0%
<b>Gross Expenditure</b>	<b>5,763</b>	<b>840</b>	<b>5,829</b>	<b>66</b>	<b>1%</b>
<b>Income</b>	<b>(1,309)</b>	<b>0</b>	<b>(1,309)</b>	<b>0</b>	<b>0%</b>
<b>Net Expenditure</b>	<b>4,454</b>	<b>840</b>	<b>4,520</b>	<b>66</b>	<b>1%</b>
<b>Building Cleaning</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>
Employee	1,866	551	1,799	(67)	(4%)
Property	164	49	165	0	0%
Transport and Plant	2	0	2	0	0%
Supplies, Services and Admin	21	5	21	0	0%
Payments to Other Bodies	0	0	0	0	0%
Other	0	0	0	0	0%
<b>Gross Expenditure</b>	<b>2,053</b>	<b>605</b>	<b>1,986</b>	<b>(67)</b>	<b>(3%)</b>
<b>Income</b>	<b>(349)</b>	<b>(11)</b>	<b>(349)</b>	<b>(0)</b>	<b>(0%)</b>
<b>Net Expenditure</b>	<b>1,703</b>	<b>594</b>	<b>1,637</b>	<b>(67)</b>	<b>(4%)</b>

WEST DUNBARTONSHIRE COUNCIL  
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Service Summary	Total Budget 2022/23	YTD Spend 2022/23	Forecast Spend 2022/23	Variance 2022/23	RAG Status
<b>Building Cleaning PPP</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>
Employee	692	150	692	0	0%
Property	42	20	42	0	0%
Transport and Plant	0	0	0	0	0%
Supplies, Services and Admin	12	0	12	0	0%
Payments to Other Bodies	0	0	0	0	0%
Other	0	0	0	0	0%
<b>Gross Expenditure</b>	<b>746</b>	<b>171</b>	<b>746</b>	<b>0</b>	<b>0%</b>
<b>Income</b>	<b>(1,077)</b>	<b>(269)</b>	<b>(1,077)</b>	<b>0</b>	<b>0%</b>
<b>Net Expenditure</b>	<b>(331)</b>	<b>(98)</b>	<b>(331)</b>	<b>0</b>	<b>0%</b>
<b>Facilities Assistants</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>
Employee	2,125	490	2,126	1	0%
Property	31	10	33	2	5%
Transport and Plant	1	0	1	0	0%
Supplies, Services and Admin	13	1	13	0	0%
Payments to Other Bodies	0	0	0	0	0%
Other	0	0	0	0	0%
<b>Gross Expenditure</b>	<b>2,171</b>	<b>501</b>	<b>2,173</b>	<b>3</b>	<b>0%</b>
<b>Income</b>	<b>(71)</b>	<b>(0)</b>	<b>(71)</b>	<b>(0)</b>	<b>(0%)</b>
<b>Net Expenditure</b>	<b>2,100</b>	<b>501</b>	<b>2,103</b>	<b>3</b>	<b>0%</b>
<b>Facilities Management</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>
Employee	411	92	411	0	0%
Property	0	0	0	0	0%
Transport and Plant	2	0	2	0	0%
Supplies, Services and Admin	3	2	3	0	5%
Payments to Other Bodies	0	0	0	0	0%
Other	0	0	0	0	0%
<b>Gross Expenditure</b>	<b>416</b>	<b>94</b>	<b>417</b>	<b>0</b>	<b>0%</b>
<b>Income</b>	<b>(20)</b>	<b>0</b>	<b>(20)</b>	<b>0</b>	<b>0%</b>
<b>Net Expenditure</b>	<b>396</b>	<b>94</b>	<b>397</b>	<b>0</b>	<b>0%</b>
<b>Leisure Management</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>
Employee	0	0	0	0	0%
Property	0	6	0	0	0%
Transport and Plant	0	0	0	0	0%
Supplies, Services and Admin	0	0	0	0	0%
Payments to Other Bodies	4,332	1,758	4,332	0	0%
Other	0	0	0	0	0%
<b>Gross Expenditure</b>	<b>4,332</b>	<b>1,765</b>	<b>4,332</b>	<b>0</b>	<b>0%</b>
<b>Income</b>	<b>(758)</b>	<b>0</b>	<b>(758)</b>	<b>0</b>	<b>0%</b>
<b>Net Expenditure</b>	<b>3,574</b>	<b>1,765</b>	<b>3,574</b>	<b>0</b>	<b>0%</b>

WEST DUNBARTONSHIRE COUNCIL  
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Service Summary	Total Budget 2022/23	YTD Spend 2022/23	Forecast Spend 2022/23	Variance 2022/23	RAG Status
<b>Events</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>
Employee	0	0	0	0	0%
Property	2	(1)	1	(1)	(39%)
Transport and Plant	0	0	0	0	0%
Supplies, Services and Admin	80	3	80	0	0%
Payments to Other Bodies	93	94	94	0	0%
Other	0	0	0	0	0%
<b>Gross Expenditure</b>	<b>176</b>	<b>96</b>	<b>175</b>	<b>(0)</b>	<b>(0%)</b>
<b>Income</b>	<b>(87)</b>	<b>(8)</b>	<b>(87)</b>	<b>0</b>	<b>0%</b>
<b>Net Expenditure</b>	<b>89</b>	<b>88</b>	<b>88</b>	<b>(0)</b>	<b>(1%)</b>

**WEST DUNBARTONSHIRE COUNCIL**  
**REVENUE BUDGETARY CONTROL 2022/2023**  
**ANALYSIS FOR VARIANCES OVER £50,000**

PERIOD END DATE

30 June 2022

Budget Details	Variance Analysis				RAG Status
	Total Budget	Annual Spend	Variance		
	£000	£000	£000	%	
Finance	1,398	1,423	25	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, however this is being offset by an increase in anticipated income.				
Mitigating Action	The position continues to be monitored by management to identify any savings which may help reduce this position				
Anticipated Outcome	An adverse variance is likely				
Revenues & Benefits	2,168	2,210	42	2%	↓
Service Description	The service provided by this area deal with benefits, council tax and debt recovery.				
Main Issues / Reason for Variance	Additional Covid-19 self-isolation grants are being paid by this service with the cost being offset by additional funding.				
Mitigating Action	No action is possible at this time.				
Anticipated Outcome	Overspend is anticipated				
Environmental Health	791	749	(42)	-5%	↑
Service Description	The 3 Groups within this service (Food and Business Group, Environmental Pollution Group and Community Health Protection Group) are responsible for all aspects of Environmental Health work.				
Main Issues / Reason for Variance	The main reason for the favourable variance is reduced employee costs due to vacancies however this is partially offset by a reduction in expected income.				
Mitigating Action	No action can be taken at this time				
Anticipated Outcome	Underspend is anticipated				
Legal Services/Trading Standards	934	801	(133)	-14%	↑
Service Description	This services provides legal advice to the Council				
Main Issues / Reason for Variance	The main reason for the favourable variance is vacancies and additional income received.				
Mitigating Action	No action can be taken at this time				
Anticipated Outcome	Underspend is anticipated				

Budget Details	Variance Analysis				
	Total Budget	Annual Spend	Variance	RAG Status	
	£000	£000	£000	%	
Planning	482	538	56	12%	↓
Service Description	This Service provides Building & Planning services				
Main Issues / Reason for Variance	The main reason for the adverse variance is that income is lower than budgeted due to cancelled or delayed building projects and Employee costs are favourable due to staff vacancies.				
Mitigating Action	No action can be taken at this time				
Anticipated Outcome	Overspend is anticipated				
Information Services	4,529	4,423	(106)	-2%	↑
Service Description	This service area provides general ICT support to the Council and also supports transformational change and modernisation of working practices through technology				
Main Issues / Reason for Variance	There are two variances within this budget. Supplies and Services is favourable due to computer licence costs projected to cost less than budgeted. Favourable staffing costs due to vacancies are also contributing to the overall favourable position.				
Mitigating Action	None required at this point.				
Anticipated Outcome	Underspend is projected.				
Change Support	567	497	(70)	-12%	↑
Service Description	This Service enables transformational change and development, it also has the Central Training Budget for the Council.				
Main Issues / Reason for Variance	Employee costs are favourable due to vacancies.				
Mitigating Action	None required				
Anticipated Outcome	An underspend is anticipated				
Catering Services	4,454	4,520	66	1%	↓
Service Description	Catering Services across WDC				
Main Issues / Reason for Variance	Main reason for the variance are a one off charge for the early termination charges for contract for vending machines and a higher level of overtime than predicted				
Mitigating Action	A review of the overtime position going forward is underway				
Anticipated Outcome	Overspend is anticipated				
Building Cleaning	1,703	1,637	(67)	-4%	↑
Service Description	This service provides cleaning services across all council buildings				
Main Issues / Reason for Variance	The reason for the favourable variance is the number of ongoing vacancies				
Mitigating Action	None required at present				
Anticipated Outcome	Underspend likely				



WEST DUNBARTONSHIRE COUNCIL  
GENERAL SERVICES CAPITAL PROGRAMME - CORPORATE SERVICES COMMITTEE  
OVERALL PROGRAMME SUMMARY

MONTH END DATE

30 June 2022

PERIOD

3

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	4	20%	45	2%	4	20%	3	1%		
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	16	80%	2,017	98%	16	80%	310	99%		
TOTAL EXPENDITURE	20	100%	2,062	100%	20	100%	314	100%		
	Project Life Financials				Current Year Financials					
	Budget £000	Spend to Date £000	Forecast Spend £000	Forecast Variance £000	Budget £000	Spend to Date £000	Forecast Spend £000	Forecast Variance £000	Slippage £000	Over/ (Under) £000
Red										
Projects are forecast to be overspent and/or significant delay to completion	421	45	421	(0)	36	3	49	13	13	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	9,659	2,017	9,563	(96)	6,448	310	5,780	(668)	(668)	0
TOTAL EXPENDITURE	10,080	2,062	9,984	(96)	6,484	314	5,830	(655)	(655)	



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

PERIOD END DATE

30 June 2022

PERIOD

3

Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%
Valuation Joint Board - Requisition of ICT Equipment						
Project Life Financials	9	0	0%	9	0	0%
Current Year Financials	3	0	0%	0	(3)	-100%
Project Description	Requisition ICT Equipment.					
Project Manager	David Thomson					
Chief Officer	David Thomson					
Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date	31-Mar-23		
Main Issues / Reason for Variance						
This budget remains unspent and is likely to be carried forward into FY 23/24.						
Mitigating Action						
None available at this time.						
Anticipated Outcome						
Requisition of ICT Equipment.						

Valuation Joint Board - ICT Refresh FY 22/23						
Project Life Financials	0	3	0%	0	0	0%
Current Year Financials	0	3	0%	3	3	0%
Project Description	Replacement of laptops, monitors and other ICT equipment.					
Project Manager	David Thomson					
Chief Officer	David Thomson					
Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date	31-Mar-23		
Main Issues / Reason for Variance						
Replacement of laptops, monitors and other ICT equipment. No further spend anticipated.						
Mitigating Action						
None available at this time.						
Anticipated Outcome						
Replacement of laptops and ICT equipment						

Legal Case Management System						
Project Life Financials	33	0	0%	33	0	0%
Current Year Financials	33	0	0%	0	(33)	-100%
Project Description	Legal Case Management System					
Project Manager	Alan Douglas					
Chief Officer	Peter Hissett					
Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date	31-Mar-24		
Main Issues / Reason for Variance						
Budget has been rephased from 2021/22. The project could not proceed as originally planned as Officers are required to access the office and hardware the system will run on and COVID-19 restrictions have prevented this. The project will have to go back out to tender following the upgrade to Microsoft 365. The project will not be completed in this financial year.						
Mitigating Action						
Legal to discuss impact of Microsoft 365 with ICT.						
Anticipated Outcome						
Project to be completed in 2023/24.						

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

PERIOD END DATE

30 June 2022

PERIOD

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Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
Development of Workforce Management System						
Project Life Financials	379	42	11%	379	(0)	0%
Current Year Financials	0	0	0%	46	46	0%
Project Description	Project to develop the Workforce Management System.					
Project Manager	Arun Menon					
Chief Officer	Victoria Rogers					
Project Lifecycle	Planned End Date	31-Mar-30	Forecast End Date	31-Mar-30		
Main Issues / Reason for Variance						
Annual staff cost recharge of £0.046m is expected this financial year.						
Mitigating Action						
None required.						
Anticipated Outcome						
Development of Workforce Management System.						

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

PERIOD END DATE

30 June 2022

PERIOD

3

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

1

Payment Card Industry Data Security Standard (PCIDSS)

Project Life Financials	30	0	0%	30	0	0%
Current Year Financials	30	0	0%	30	0	0%
Project Description	Module would ensure that WDC were compliant with the current requirements of PCIDSS for card payments without the need for numerous costly workarounds					
Project Manager	Karen Shannon					
Chief Officer	Laurence Slavin					
Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date	31-Mar-23		
Main Issues / Reason for Variance						
Budget rephased to 2022-23 as version upgrade of the Council's cash receipting system is required beforehand and is currently underway.						
Mitigating Action						
None required at this time.						
Anticipated Outcome						
Upgraded version with PCI compliant telephone payment system.						

2

Electronic Insurance System

Project Life Financials	50	43	86%	51	1	1%
Current Year Financials	7	0	0%	8	1	10%
Project Description	Acquisition of a claims/incident management system supported by an electronic document management system.					
Project Manager	Karen Shannon					
Chief Officer	Laurence Slavin					
Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date	31-Mar-23		
Main Issues / Reason for Variance						
The various claim forms and departmental reports have been reviewed and updated and the relevant online request forms were submitted to the Digital Sub-Group to be converted to Online Achieve Forms. The various claim forms and departmental reports have now been converted to Online Achieve Forms and are in the process of being tested. Once complete, the supplier will take matters forward with their design team. An anticipated timeline for completion of the project, taking into account the various stages i.e. development, testing, going live etc. will be drawn up in conjunction with the supplier at that time. Budget spend anticipated in 2022/23.						
Mitigating Action						
None required at this time.						
Anticipated Outcome						
Upgraded Electronic Insurance System.						

3

Enhancements to Cash Receipting System

Project Life Financials	40	5	12%	40	(0)	0%
Current Year Financials	35	0	0%	35	0	0%
Project Description	To enhance the cash receipting system in the way payments are made and allocated to back office by increasing the level of security that is required for online payments made by customers					
Project Manager	Karen Shannon					
Chief Officer	Laurence Slavin					
Project Lifecycle	Planned End Date	30-Sep-23	Forecast End Date	30-Sep-23		
Main Issues / Reason for Variance						
Budget rephased to 2022-23 as this is a number of mini projects and the first part is the version upgrade which is actively progressing. After this upgrade we can move onto other enhancements which are anticipated to finish in September 2023.						
Mitigating Action						
None required at this time.						
Anticipated Outcome						
Enhancements to the cash receipting system including PCI compliant telephone payment system.						

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

PERIOD END DATE

30 June 2022

PERIOD

3

4

Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%
<b>Agresso development</b>						
Project Life Financials	60	5	8%	60	0	0%
Current Year Financials	25	0	0%	25	0	0%
Project Description	The purpose of this project is to carry out an upgrade of the Agresso Finance System which was last upgraded in 2015. The requirement to upgrade is to maintain a level of support available from Unit 4 who have advised that support for older versions of the system is being reduced.					
Project Manager	Adrian Gray					
Chief Officer	Laurence Slavin					
Project Lifecycle	Planned End Date	31-Mar-22	Forecast End Date	31-Oct-22		
<b>Main Issues / Reason for Variance</b>						
Delays in completion of required data cleansing prior to the upgrade have caused the start of the upgrade to be deemed too close to the financial year end to risk disruption to preparation of the draft final accounts. The upgrade will be delayed until October 2022.						
<b>Mitigating Action</b>						
None possible at this time.						
<b>Anticipated Outcome</b>						
Development of Agresso system later than originally anticipated but within original budget.						

5

<b>IFRS 16 Database</b>						
Project Life Financials	5	0	0%	5	0	0%
Current Year Financials	5	0	0%	5	0	0%
Project Description	This is a system which will ensure that WDC has the correct level of information and adheres to correct reporting of IFRS16 - Leasing.					
Project Manager	Jackie Nicol Thomson					
Chief Officer	Laurence Slavin					
Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date	31-Mar-23		
<b>Main Issues / Reason for Variance</b>						
The purchase of software to allow new accounting treatment of leases to be appropriately reported is on track. Full spend anticipated FY 22/23.						
<b>Mitigating Action</b>						
None required						
<b>Anticipated Outcome</b>						
Purchase of software for accounting for leases.						

6

<b>Solicitor Project Support for Capital Projects</b>						
Project Life Financials	53	13	25%	53	0	0%
Current Year Financials	33	0	0%	33	0	0%
Project Description	Solicitor costs to directly support capital projects					
Project Manager	Alan Douglas					
Chief Officer	Peter Hissett					
Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date	31-Mar-24		
<b>Main Issues / Reason for Variance</b>						
Trainee solicitor in place. Budget will be fully spent.						
<b>Mitigating Action</b>						
None required at this time.						
<b>Anticipated Outcome</b>						
Solicitor support for Capital Projects, with full budget spend anticipated.						

**WEST DUNBARTONSHIRE COUNCIL  
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Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%
7 Re -imagine Antonine Wall						
Project Life Financials	30	0	0%	30	0	0%
Current Year Financials	10	0	0%	10	0	0%
Project Description	Council's capital contribution towards the multi-partner (five local authorities and Historic Environment Scotland) Rediscovering the Antonine Wall project which is also funded by the Heritage Lottery Fund.					
Project Manager	Pamela Clifford					
Chief Officer	Peter Hessest					
Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date	31-Mar-23		
Main Issues / Reason for Variance						
Council's capital contribution towards the multi-partner (five local authorities and Historic Environment Scotland) Rediscovering the Antonine Wall project will be paid by the end of the financial year.						
Mitigating Action						
None Required.						
Anticipated Outcome						
Preservation of Historic Site.						
8 Telephone System Upgrade						
Project Life Financials	15	4	24%	15	0	0%
Current Year Financials	11	0	0%	11	0	0%
Project Description	To improve Housing Repairs telephone platform for incoming calls, providing improved Management Information.					
Project Manager	Stephen Daly					
Chief Officer	Amanda Graham					
Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date	31-Mar-23		
Main Issues / Reason for Variance						
Improvements to Contact Centre telephony were completed as scheduled during 2021/2022. Further works have been scoped and agreed for improvement to Housing telephony, benefiting both residents and the Council. A review of the out of hours service is currently being undertaken including work to upgrade telephony. Any works will also incur professional fees for necessary scripting works. We are also exploring call recording technology across all the Contact Centre telephony. It is anticipated these projects will be completed during the financial year 2022/2023.						
Mitigating Action						
None required.						
Anticipated Outcome						
Review of service requirements & telephony functionality will inform works to improve citizen experience.						
9 Transformation of Infrastructure Libraries and Museums						
Project Life Financials	421	232	55%	421	(0)	0%
Current Year Financials	91	3	3%	91	(0)	0%
Project Description	To improve performance and efficiency of Council's Libraries and Cultural Services.					
Project Manager	David Main					
Chief Officer	Amanda Graham					
Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date	31-Mar-24		
Main Issues / Reason for Variance						
Work is underway to progress furniture replacement at Dumbarton, Duntocher and Parkhall libraries during 2022/2023. Budget of £0.1m has been rephased to next financial year for Dalmuir library as work is currently scheduled for 2023/2024.						
Mitigating Action						
None required.						
Anticipated Outcome						
Project carried forward to align with Asset Management programme.						

**WEST DUNBARTONSHIRE COUNCIL  
GENERAL SERVICES CAPITAL PROGRAMME  
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Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%

10	Heritage Capital Fund							
	Project Life Financials		3,987	1,187	30%	4,000	13	0%
	Current Year Financials		1,662	0	0%	1,662	0	0%
	Project Description		Heritage Capital Fund.					
	Project Manager		Sarah Christie/Michelle Lynn					
	Chief Officer		Amanda Graham					
	Project Lifecycle		Planned End Date		31-Mar-23	Forecast End Date		31-Mar-23
	Main Issues / Reason for Variance							
	The original projected spend has been affected by internal and external delays due to the Covid 19 recovery, a reduction in the scope of the Clydebank Town Hall project, a change in the delivery date for the Clydebank Museum at Clydebank Library during the contract award stage, while the new Dalmuir Library and Gallery had to be rescheduled for approval in August 2021. Officers are now making progress to get projects back on track, projects will still be delivered in full, and a review of optimism bias will be undertaken in the projections for 2022/23.							
	Mitigating Action							
None available at this time.								
Anticipated Outcome								
Project to be delivered on budget and within revised timescale.								

11	Glencairn House						
	Project Life Financials	1,700	26	2%	1,590	(110)	-6%
	Current Year Financials	1,590	26	2%	1,590	0	0%
	Project Description	Re-development of Glencairn House in Dumbarton High St to a purpose built library and museum.					
	Project Manager	Michelle Lynn/ Sarah Christie					
	Chief Officer	Amanda Graham					
	Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date	31-Mar-24		
	Main Issues / Reason for Variance						
	Project in design phase and planning application will be submitted August 2022.						
	Mitigating Action						
None available at this time.							
Anticipated Outcome							
Re-development of Glencairn House in Dumbarton High Street to a purpose built library and museum, within budget albeit later than originally anticipated.							

12	Alexandria Community Centre Sports Hall re-flooring						
	Project Life Financials	40	0	0%	40	0	0%
	Current Year Financials	40	0	0%	40	0	0%
	Project Description	Alexandria Community Centre Sports Hall re-flooring					
	Project Manager	John Anderson					
	Chief Officer	Amanda Graham					
	Project Lifecycle	Planned End Date	31-Mar-22	Forecast End Date	31-Mar-23		
	Main Issues / Reason for Variance						
	The Alexandria Community Centre Sports Hall continues to be utilised as COVID-19 vaccine centre during 2022/23 and the work will be postponed until the last quarter of the financial year.						
	Mitigating Action						
None required							
Anticipated Outcome							
New floor fitted in Alexandria Community Sports Hall.							



**WEST DUNBARTONSHIRE COUNCIL  
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ANALYSIS OF PROJECTS AT GREEN ALERT STATUS**

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Budget Details		Project Life Financials					
		Budget	Spend to Date		Forecast Spend	Variance	
		£000	£000	%	£000	£000	%
13	<b>ICT Modernisation</b>						
	Project Life Financials	1,422	202	14%	1,422	0	0%
	Current Year Financials	1,422	202	14%	950	(472)	-33%
	Project Description	This budget is to facilitate ICT infrastructure and modernise working practices.					
	Project Manager	Patricia Kerr					
	Chief Officer	Victoria Rogers					
	Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date	31-Mar-23		
	<b>Main Issues / Reason for Variance</b>						
	All PC replacements for High Schools have been received in time for installation during the summer break. Supplier lead times for laptops and chrome books have improved but exceed pre-Covid delivery times.						
	<b>Mitigating Action</b>						
	Continue to escalate and meet framework suppliers to confirm delivery lead times.						
	Investigate other procurement routes as well as adjust the project scope to replace where stock allows.						
	<b>Anticipated Outcome</b>						
	Most of capital allocated to HSCP will be used to review/replace the current case management systems and will be repensed in line with the project plan. Supply chain delays may continue to impact delivery and spend.						
14	<b>Internet of Things Asset Tracking</b>						
	Project Life Financials	60	50	83%	60	0	0%
	Current Year Financials	17	7	40%	17	0	0%
	Project Description	Asset Tracking.					
	Project Manager	Patricia Kerr					
	Chief Officer	Victoria Rogers					
	Project Lifecycle	Planned End Date	31-Oct-22	Forecast End Date	31-Oct-22		
	<b>Main Issues / Reason for Variance</b>						
	Technical aspect of the project is complete and WDC are assisting with user testing. Delayed but on budget.						
	<b>Mitigating Action</b>						
	None available at this time.						
	<b>Anticipated Outcome</b>						
	Technical aspect of the project is complete and WDC assisting with user testing. Delayed but on budget.						
15	<b>ICT Security &amp; DR</b>						
	Project Life Financials	1,297	60	5%	1,297	0	0%
	Current Year Financials	1,297	60	5%	1,100	(197)	-15%
	Project Description	The project is for the enhancement of security systems, server replacement and the update of corporate applications to ensure compliance with 15/16 PSN requirements, to enhance the disaster recovery capabilities of WDC.					
	Project Manager	Brian Miller/ Patricia Kerr					
	Chief Officer	Victoria Rogers					
	Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date	31-Mar-23		
	<b>Main Issues / Reason for Variance</b>						
	Storage Area Network (SAN) tender approved and contract signing in progress. Switch replacement in progress. Server replacement at scoping stage.						
	<b>Mitigating Action</b>						
	Monitor supply chain issues. Continue tendering processes and implementation stages for each project.						
	<b>Anticipated Outcome</b>						
	Anticipate the majority of budget being spent this financial year but some works are planned for the last quarter of the year for Public Sector						

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

PERIOD END DATE

30 June 2022

PERIOD

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Budget Details	Project Life Financials						
	Budget	Spend to Date		Forecast Spend	Variance		
	£000	£000	%	£000	£000	%	
16	365 Implementation						
	Project Life Financials	450	190	42%	450	0	0%
	Current Year Financials	173	13	7%	173	(0)	0%
	Project Description	Project services to delivery Microsoft 365 Implementation including 3rd party supplier, training, technical consultancy etc.					
	Project Manager	Dorota Piotrowicz/ Patricia Kerr					
	Chief Officer	Victoria Rogers					
	Project Lifecycle	Planned End Date	30-Sep-23	Forecast End Date	30-Sep-23		
	Main Issues / Reason for Variance						
	Project spend relates to internal and external resources to implement new systems, processes and user training skills. Mailbox migration aspect of the project delayed until cloud backup is implemented. Procurement of backup has started and target implementation is September/October 2022. Implementation of device management functionality in 365 is expected to go live in September 2022. Information governance workstream baseline review is complete and action plan is being developed.						
	Mitigating Action						
	Continue to monitor the various workstreams to accelerate aspects of the project where possible if suppliers can provide resource. Continue to						
	Anticipated Outcome						
	Budget spent but delayed.						

## WEST DUNBARTONSHIRE COUNCIL

### Report by Chief Officer - Resources

**Corporate Services Committee: 17 August 2022**

---

**Subject: Update of Voluntary Grants 2021/22**

#### **1. Purpose of Report**

- 1.1** The purpose of this report is to provide Members with an update of the voluntary grants administered and awarded by West Dunbartonshire Community & Volunteering Services (WDCVS) in 2021/22 in respect of Community Chest, Playschemes, Cultural, and Social Transport Support Funding Grants on behalf of the Council.
- 1.2** The report also provides information on the position regarding the Provost's Fund and the Dumbarton Common Good Fund.

#### **2. Recommendations**

- 2.1** The Committee is asked to note the position of the grants paid out by WDCVS, the Provost's Fund and the Dumbarton Common Good Fund.
- 2.2** The Committee is asked to approve a top-up payment of £2,710.96 to be made to the Provost's Fund as detailed in paragraph 4.10 below.

#### **3. Background**

- 3.1** The Corporate Services Committee in March 2007 agreed that a report should be brought to Committee after each year-end, giving information regarding the grants approved during the financial year.
- 3.2** Community Chest and Social Transport Support Grants are administered by WDCVS. In 2021-22 WDCVS also administered a one year only additional Community Matters grant scheme. The Council continues to administer grants for Dumbarton Common Good and the Provost's Fund.
- 3.3** The Provost's Fund was established in 1953 as the Burgh of Clydebank Provost's Fund and in November 1998 it was determined that the Fund may be used to cover the whole of West Dunbartonshire.

#### **4. Main Issues**

##### **WDCVS Administered Funds**

- 4.1** West Dunbartonshire CVS administer Community Grants on behalf of West Dunbartonshire Council. An annual budget is set by the council and funds are made available to WDCVS to issue to qualifying groups and organisations. There are various schemes run by CVS as summarised in 4.2 below with qualifying criteria listed in the appropriate section below.
- 4.2** During 2021/22, the total budgets available and the amounts paid out in grants administered by WDCVS are noted below:

<b>Group Type</b>	<b>Total Budget</b>	<b>Agreed Spend</b>	<b>Unspent</b>
Community Chest	£50,000	£44,100	£5,900
Social Transport Support	£100,000	£63,600	£36,400
Community Matters Fund	£100,500	£98,655	£1,845
<b>WDC funded total</b>	<b>£250,500</b>	<b>£206,355</b>	<b>£44,145</b>

#### Community Chest

- 4.3** The community chest fund is operated around a 'fund of last resort' model. In a majority of instances, local organisations seeking small/moderate funding will be both eligible and better served accessing external funding. Where groups are unable to do this, most often because of longevity of reliance on council funding or where timescales prevent, the community chest fund offers grants of up to £4500. Applications are scored against 3 main criteria:
- Organisation's ability to explain its experience with the target group/actions
  - Project, its beneficiaries and experience of delivery
  - Costs and value for money.
- 4.4** The 2021/22 budget was set at £50,000 and WDCVS has awarded £44,100 in grant funding to organisations as noted in Appendix A.
- 4.5** In addition to the above, a number of organisations submitted funding applications and were referred by WDCVS to other funders. As a result of this a further £296,390 of applications for funding was supported by WDCVS by re-routing applications to other sources as noted in Appendix B.
- 4.6** All applications received by WDCVS were granted funding from either Community Chest Grants or alternative funders.

#### Community Matters Fund

- 4.7** As a result of a large sum remaining unspent during 2020-21 WDCVS was asked to administer an additional one year only Community Matters Fund with a budget of £100,500. WDCVS has awarded £98,655 in grant funding from this fund to the organisations detailed in Appendix C. The scheme was open

to community organisations with an annual turnover under £250,000 and offered grants of £250-£3,000 to support projects that would:

- Reduce social isolation caused by the pandemic
- Encourage and support group members to return to activities, safely and/or
- Celebrate the achievement of a community during the last year.

The fund was allocated on a light touch assessment, on a rolling process, while the budget allowed.

#### Social Transport Funding

**4.8** Following the review of the use of council transport resources in 2012, West Dunbartonshire Community Health and Care Partnership Board agreed to implement a grant scheme for eligible organisations. The Social Transport scheme aims to increase access to transport for local community organisations who are disadvantaged due to the following protected characteristics of the Equality Act 2010 – age, disability. All applications are scored along a 1-10 of importance/relevance using the following scoring framework:

- User Status – the nature of the group
- Independence/Self Management support for users
- Mobility needs of users
- Medical conditions
- Communication issues
- Behavioural issues
- Vulnerability issues
- Need to be accompanied
- Social Isolation prevalence.

Grant awards are made in the following bands:

Score of 80-100	£5,000-8,000 per annum (depending on actual projected spend)
Score 40-75	£2,500-5,000 per annum (depending on actual projected spend)
Score 20-40	£500-£2,500 per annum (depending on actual projected spend)
Score <20	No award – seek alternative funding

**4.9** The 2021/22 budget was set at £100,000 and WDCVS has awarded £63,600 during 2021/22. 7 groups who have been awarded grants in previous years have ceased operating during 2021-22 and a further 7 groups did not operate during 2021-22 but intend to restart during 2022-23. The grant value of these

14 groups is normally £34,900. Details of all grants paid are listed in Appendix D.

### **Provost's Fund**

- 4.10** The Fund was allocated £3,000 in 2020/21, which remained unspent. During 2021-22 activity totalling £1,990.96 has occurred. A further 2 awards of £720.00 have already been made during 2022-23 leaving a current balance of £289.04 in the fund. Members are requested to approve a top-up payment of £2,710.96 to be made to the Provost's fund to restore the fund balance to £3,000. Members are advised that the top-up value is taken from funding otherwise made available to WDCVS and as such the top-up reduces the funding to be administered by WDCVS.

### **Dumbarton Common Good**

- 4.11** Nine organisations benefited from funding from the Dumbarton Common Good Fund totalling £193,537 against a budget of £193,231, as detailed in Appendix E. The £7,000 small grants budget has not awarded any funding during 2021-22 as no applications were received.

## **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** WDCVS paid out grants totalling £206,355 during 2021/22. The full budget was £250,500, leaving a balance of £44,145 unspent. The unspent funds are returned to the council.

The Provost's Fund spent £1,990.96 in 2021/22 and £1,009.04 funding was available for spend in 2022/23 at the beginning of April. 2 awards of £720 during 2022-23 have reduced the remaining funds to £289.04.

For the Common Good Fund the small overspend is covered from reserves.

## **8. Risk Analysis**

- 8.1** The Council must consider financial and reputational risks when considering grant applications. The financial risk is not only that the Council and Common Good Fund remain within budget, but also that the organisations funded by the Council and the Common Good Fund are both viable in the long term and comply with the Conditions of Grant which cover issues such as discrimination, health and safety, insurance, etc.

## **9. Equalities Impact Assessment (EIA)**

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

## **10. Environmental Sustainability**

**10.1** No assessment of environmental sustainability was required in relation to this report.

## **11. Consultation**

**11.1** Legal and Financial Officers have been consulted in preparing this report.

## **12. Strategic Assessment**

**12.1** 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 Councils Strategic Plan.

**12.2** Payment of voluntary grants contributes to improvements in life changes for children and young people, care for elderly and the wellbeing of communities.

**Laurence Slavin**  
**Chief Officer, Resources**  
**Date: 27 July 2022**

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**Appendices:**

Appendix 1:	Breakdown of Community Chest Grants 2021/22
Appendix 2:	Organisations Supported by WDCVS to attract external funding in 2021/22
Appendix 3:	Breakdown of Community Matters Grants 2021/22
Appendix 4:	Breakdown of Social Transport Grants 2021/22
Appendix 5:	Breakdown of Dumbarton Common Good Grants 2021/22

**Background Papers:** Grant application summary information  
Individual group grant applications

**Wards Affected:** All wards





## Community Chest Grant Scheme 2021-22

Budget Pot £50,000 Sum Awarded £44,100

	<i>Purpose</i>	<i>Award Made</i>
Dumbarton Disabled Childrens Forum	Holiday provision for children and families	£4,500.00
Double L Centre	Community Facility running costs	£4,500.00
Linnvale Community Group	Community Engagement activity	£1,500.00
Age Concern Dumbarton	Running Costs for activities for older people	£4,500.00
WD Sports Club	Running Costs	£4,500.00
Crosslet Centre	Community Facility running costs	£4,500.00
WDEMA	Running Costs - office hire	£3,000.00
Bankie Talk	Running Costs	£4,500.00
D-Unit Community Sport Club	Premises upgrading costs	£4,000.00
WD Athletics Club	Park Run project development	£3,500.00
North & South Drumry TRA	Park project match funding	£600.00
Clyde Shopmobility	Purchase of additional resources - scooters	£4,500.00
		<b>£44,100.00</b>

## Grants By Category

## Grants Given By Category:

Disability/Care Organisations	£13,500.00
Community Facilities	£13,000.00
Older People	£4,500.00
Playschemes/Childcare	£0.00
Sport	£8,000.00
Justice/Equalities	£3,000.00
Leisure/Recreation	£2,100.00
	<hr/> <b>£44,100.00</b>

## Grants Given By Area:

Dumbarton	£13,500.00
Clydebank	£11,100.00
Vale of Leven	£4,000.00
Milton/Bowling/OK	£0.00
WD wide	£15,500.00
	<hr/>
	<b>£44,100.00</b>



**Potential Applicants Re-routed to alternative funding**

<b>Applications By Category:</b>	<b>Award Made</b>
Disability/Care Organisations	£104,230.00
Community Facilities	£18,540.00
Older People	£45,080.00
Playschemes/Childcare	£11,520.00
Sport	£11,700.00
Justice/Equalities	£53,125.00
Leisure/Recreation	£52,195.00
	<hr/>
	<b>£296,390.00</b>

<b>Applications By Area:</b>	
Dumbarton	£58,550.00
Clydebank	£61,785.00
Vale of Leven	£31,655.00
Milton/Bowling/OK	£6,300.00
WD wide	£138,100.00
	<hr/>
	<b>£296,390.00</b>



**Community Matters Fund**
**Available Budget £100,500    Spend £98,655**

<b>Applicant</b>	<b>Award</b>	<b>Application Category</b>
Lodestone Creative	£3,000	Reduce Isolation
Kinship Care West Dunbartonshire	£2,000	Reduce Isolation
Lomond & Clyde Pipe Band	£2,830	Pandemic Restart
Centre 81 Steering Group	£2,800	Reduce Isolation
Vale of Leven Football and Athletics Club	£3,000	Reduce Isolation
Clydebank G81 Trust	£2,400	Reduce Isolation
Double L Centre	£1,000	Pandemic Restart
Age Concern Dumbarton	£1,000	Pandemic Restart
Crosslet Centre	£1,500	Pandemic Restart
Out & About Club	£1,000	Pandemic Restart
Vale of Leven Mature Arts Group	£1,049	Reduce Isolation
1st Clydebank Seniors	£972	Pandemic Restart
North & South Drumry TRA	£3,000	Community Celebration
1st Vale of Leven	£800	Pandemic Restart
West Dunbartonshire Athletics Club	£3,000	Reduce Isolation
Healthy Hearts Club	£2,600	Pandemic Restart
Renton Community Development Trust	£2,000	Pandemic Restart
Clyde Shopmobility	£3,000	Pandemic Restart
Bridge Court Association	£1,000	Reduce Isolation
Food for Thought	£3,000	Reduce Isolation
The Leamy Foundation	£2,000	Reduce Isolation
CATRA	£1,800	Reduce Isolation
Bellsmyre Community Gardens	£3,000	Community Celebration
Awestruck Academy	£3,000	Community Celebration
Over 50s/60s	£1,064	Pandemic Restart
Age Concern Vale of Leven	£1,000	Pandemic Restart
Clydebank Men's Shed	£2,600	Reduce Isolation
Vale of Leven Arthritis Club	£2,400	Pandemic Restart
The Big Disability Group	£2,250	Community Celebration
Bonhill & Jamestown OPW Ass	£1,000	Reduce Isolation
Clydebank Local History Society	£1,200.00	Pandemic Restart
WD Epilepsy Group	£3,000.00	Pandemic Restart
Bankie Talk	£3,000.00	Pandemic Restart
Armed Forces Veterans	£3,000.00	Reduce Isolation
Linnvale Community Group	£3,000.00	Community Celebration
Isaro	£2,020.00	Community Celebration
Antonine Sports Centre	£3,000.00	Reduce Isolation
Wee Scots Art Group	£2,000.00	Reduce Isolation
Clydebank District Choir	£3,000.00	Pandemic Restart
Action Old Kilpatrick/Community Council	£2,400.00	Community Celebration
Clydebank East Community Council	£1,000.00	Community Celebration
D Unit Combat Sports Hub	£2,300.00	Pandemic Restart
Flourishing Faifley	£670.00	Reduce Isolation

50+ walking group	£3,000.00	Reduce Isolation
Clydebank Ladies Choir	£2,000.00	Pandemic Restart
BIEN	£3,000.00	Reduce Isolation
	<hr/>	
	<b>£98,655</b>	

## Social Transport Grant Scheme Awards 2021-22

Available Budget	£100,000
Awarded	£63,600
Unallocated	£36,400

Group Name	Indicative Award
Age Concern VOL/Dalmonach Caravan	£2,700
Access Panel	£3,000
Get Up and Go Youth Group	£5,750
Vale of Leven Arthritis Club	£4,000
Dumbarton & District MS	£4,000
Manage Your Pain	£2,500
Phin Club	£7,000
Clyde Shopmobility	£2,000
50+ Walking Group	£1,000
Levenvale Older Peoples Welfare	£500
Over 50s/60s	£1,100
Rockvale Rebound	£1,250
DDDCF	£2,000
Unity Enterprise	£2,000
Out and About Club	£2,000
BIEN	£2,500
St Eunans Sen Citz Club	£700
Oakbank	£450
St Joseph's Seniors	£300
Faifley Art Group	£100
DDWA	£2,000
Age Concern Dumbarton	£750
WDEMA	£1,500
Kinship Carers WD	£2,000
Bellsmyre Development Trust	£1,000
v-Befriend	£4,000
Tuesday-Friday Seniors	£3,000
Alzheimer Scotland	£2,500
WD Epilepsy Support Group	£1,500
Bridge Court	£500
	£63,600

## Groups Withdrawing from the scheme during year due to closure

Clydebank Mentally Disabled	£1,500
Clydebank Special NF	£8,000
St Eunans Disabled Club	£5,000
3D Group	£3,500
Clydebank Seniors Forum	£1,000
Wednesday Disabled Club	£1,000
St Peters Disabled Ass	£4,250

£24,250

## Groups not re-starting activity in 21/22 but looking to restart in 22/23

130 Club	£500
Clydebank Stroke Club	£5,000
Parkhall Mondays	£2,000
Focus	£250
Alexandria Gardening Club	£2,000
OHR Seniors Citizens	£500
Manse Gardens	£400

£10,650





## Dumbarton Common Good

	Purpose	Award Made £	Award Paid £
Alcoholics Anonymous	Property Costs	8,000	5,805
Alternatives	Property Costs	5,000	5,000
Bellsmyre Digital Project	Running Costs	35,601	35,602
Bellsmyre Schools Out	Property Costs	6,000	8,500
Bellysyre Development Trust	Running Costs	36,000	36,000
Dumbarton Senior Citizens	Running Costs	10,000	10,000
Rockvale Rebound	Property Costs	2,630	2,630
Scottish Maritime Museum	Running Costs	50,000	50,000
West Dunbartonshire Citizen's Advice Bureau	Running Costs	40,000	40,000
		<b>193,231</b>	<b>193,537</b>

## Grants Given By Category:

		£
Disability/Care Organisations	0	0
Community Facilities	127,231	127,537
Older People	10,000	10,000
Playschemes/Childcare	6,000	6,000
Sport	0	0
Justice/Equalities	0	0
Leisure/Recreation	50,000	50,000
	<b>193,231</b>	<b>193,537</b>





## **NOT FOR PUBLICATION**

**by virtue of Paragraphs 1 and 6 of Part 1 of  
Schedule 7A of the Local Government (Scotland)  
Act, 1973**

INFORMATION RELATING TO A PARTICULAR  
EMPLOYEE, FORMER EMPLOYEE OR APPLICANT  
TO BECOME AN EMPLOYEE OF, OR A PARTICULAR  
OFFICE-HOLDER, FORMER OFFICE-HOLDER OR  
APPLICANT TO BECOME AN OFFICE-HOLDER  
UNDER THE AUTHORITY

INFORMATION RELATING TO THE FINANCIAL OR  
BUSINESS AFFAIRS OF ANY PARTICULAR PERSON  
(OTHER THAN THE AUTHORITY)



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