

Agenda



Corporate Services Committee

Date: Wednesday, 1 February 2023

Time: 14:00

Format: Hybrid Meeting

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

Dear Member

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

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

The business is shown on the attached agenda.

Yours faithfully

PETER HESSETT

Chief Executive

Distribution:-

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

*Membership effective from 2 February 2023

Chief Executive
Chief Officers

Date of issue: 19 January 2023

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CORPORATE SERVICES COMMITTEE

WEDNESDAY, 1 FEBRUARY 2023

AGENDA

1 STATEMENT BY CHAIR – AUDIO STREAMING

2 APOLOGIES

3 DECLARATIONS OF INTEREST

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

4 RECORDING OF VOTES

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

5 MINUTES OF PREVIOUS MEETING 7 - 11

Submit for approval as a correct record, the Minutes of Meeting of the Corporate Services Committee held on 2 November 2022.

6 MINUTES OF JOINT CONSULTATIVE FORUM 13 - 16

Submit for information and where necessary ratification, the Minutes of Meeting of the Joint Consultative Forum held on 1 December 2022.

7 OPEN FORUM

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

8 CORPORATE SERVICES BUDGETARY CONTROL REPORT TO 30 NOVEMBER 2022 (PERIOD 8) 17 - 41

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

- 9 PREGNANCY LOSS SCHEME 43 - 61**
- Submit report by the Chief Officer – People and Technology informing of the development of a Pregnancy Loss Scheme and seeking approval for implementation.
- 10 WORKFORCE PLANNING STRATEGY AND FRAMEWORK 2022-27 63 - 99**
- Submit report by the Chief Officer – People and Technology seeking approval of the revised Workforce Planning Strategy and Framework.
- 11 CITIZEN, CULTURE AND FACILITIES 2022/23 DELIVERY PLAN INTERIM PROGRESS 101 - 108**
- Submit report by the Chief Officer - Citizen, Culture and Facilities setting out the interim progress of the Citizen, Culture and Facilities Delivery Plan 2022/23.
- 12 PEOPLE AND TECHNOLOGY 2022/23 DELIVERY PLAN INTERIM PROGRESS 109 - 121**
- Submit report by the Chief Officer – People and Technology setting out the interim progress of the People and Technology Delivery Plan 2022/23.
- 13 REGULATORY AND REGENERATION 2022/23 DELIVERY PLAN INTERIM PROGRESS 123 - 132**
- Submit report by the Chief Officer – Regulatory and Regeneration setting out the interim progress of the Regulatory and Regeneration Delivery Plan 2022/23.
- 14 RESOURCES 2022/23 DELIVERY PLAN INTERIM PROGRESS 133 - 139**
- Submit report by the Chief Officer – Resources setting out the interim progress of the Resources Delivery Plan 2022/23.
- 15 SUPPLY, DISTRIBUTION AND PROPERTY 2022/23 DELIVERY PLAN – CORPORATE PROCUREMENT UNIT INTERIM PROGRESS 141 - 145**
- Submit report by the Chief Officer – Supply, Distribution and Property setting out the interim progress of the Corporate Procurement Unit priorities within the Supply Distribution and Property Delivery Plan 2022/23.

- 16 KING'S CORONATION 2023 147 - 149**
- Submit report by the Chief Officer – People and Technology providing an update on the proposed approach in respect of the King's Coronation on Monday 8 May 2023.
- 17 STRATEGIC RISKS 2022-27 151 - 173**
- Submit report by the Chief Officer – People and Technology providing an update on the strategic risks for 2022-27.
- 18 PEOPLE AND TECHNOLOGY SPEND 2023/24 175 - 186**
- Submit report by the Chief Officer – People and Technology providing a detailed breakdown of the planned People and Technology spend for both capital and revenue new and existing contracts valued above £10,000 and seeking approval to procure and contract for the required goods and services.
- 19 CASH RECEIPTING SYSTEM 187 - 189**
- Submit report by the Chief Officer – Resources seeking approval to make a direct award under the KCS Managed Services for Business Framework for the cash receipting system and the call secure module for West Dunbartonshire Council.
- 20 WRITE-OFF OF NATIONAL NON DOMESTIC RATES 2022/23 191 - 197**
- Submit report by the Chief Officer – Resources recommending for approval the write-off of debts in respect of National Non-Domestic Rates (NNDR), which have been deemed as irrecoverable during the financial year 2022/2023.

CORPORATE SERVICES COMMITTEE

At a Hybrid Meeting of the Corporate Services Committee held in the Civic Space, 16 Church Street, Dumbarton on Wednesday, 2 November 2022 at 2.00 p.m.

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

Attending: Angela Wilson, Chief Officer – Supply, Distribution and Property; Alan Douglas, Chief Officer – Regulatory and Regeneration; Amanda Graham, Chief Officer – Citizen, Culture and Facilities; Laurence Slavin, Chief Officer – Resources; Victoria Rogers, Chief Officer – People and Technology; Arun Menon, Business Support Manager; Annabel Travers, Procurement Manager; Adrian Gray, Finance Business Partner; Lisa MacGregor, People and Change Partner and Ashley MacIntyre and Nicola Moorcroft, Committee Officers.

Apologies: Apologies for absence were intimated on behalf of Councillors James McElhill and Gordon Scanlan.

Councillor Michelle McGinty in the Chair

STATEMENT BY CHAIR – AUDIO STREAMING

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

DECLARATIONS OF INTEREST

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

RECORDING OF VOTES

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

MINUTES OF PREVIOUS MEETING

The Minutes of Meeting of the Corporate Services Committee held on 17 August 2022 were submitted and approved as a correct record.

MINUTES OF JOINT CONSULTATIVE FORUM

The Minutes of Meeting of the Joint Consultative Forum held on 8 September 2022 were submitted and all decisions contained therein were approved.

OPEN FORUM

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

CITIZEN, CULTURE AND FACILITIES DELIVERY PLAN 2022/23

A report was submitted by the Chief Officer – Citizen, Culture and Facilities providing the Citizen, Culture and Facilities Delivery Plan 2022/23.

After discussion and having heard the Chief Officer – Citizen, Culture and Facilities in further explanation of the report, the Committee agreed to note the contents of the Delivery Plan as outlined in Appendix 1 to the report.

PEOPLE AND TECHNOLOGY DELIVERY PLAN 2022/23

A report was submitted by the Chief Officer – People and Technology providing the People and Technology Delivery Plan 2022/23.

After discussion and having heard the Chief Officer – People and Technology in further explanation of the report and in answer to Members' questions, the Committee agreed to note the contents of the Delivery Plan as outlined in Appendix 1 to the report.

REGULATORY AND REGENERATION DELIVERY PLAN 2022/23

A report was submitted by the Chief Officer – Regulatory and Regeneration providing the Regulatory and Regeneration Delivery Plan 2022/23.

After discussion and having heard the Chief Officer – Regulatory and Regeneration in further explanation of the report and in answer to Members' questions, the Committee agreed to note the contents of the Delivery Plan as outlined in Appendix 1 to the report.

RESOURCES DELIVERY PLAN 2022/2023

A report was submitted by the Chief Officer – Resources providing the Resources Delivery Plan 2022/23.

After discussion and having heard the Chief Officer – Resources in further explanation of the report and in answer to a Member's questions, the Committee agreed to note the contents of the Delivery Plan as outlined in Appendix 1 to the report.

SUPPLY, DISTRIBUTION AND PROPERTY DELIVERY PLAN 2022/23

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

After discussion and having heard the Chief Officer – Supply, Distribution and Property in further explanation of the report and in answer to Members' questions, the Committee agreed to note the contents of the Delivery Plan as outlined in Appendix 1 to the report.

ANNUAL PROCUREMENT REPORT

A report was submitted by the Chief Officer – Supply, Distribution and Property providing for information the Annual Procurement Report for 2021/22.

After discussion and having heard the Chief Officer – Supply, Distribution and Property and the Procurement Manager in further explanation of the report and in answer to Members' questions, the Committee agreed to note the Annual Procurement Report for 2021/22 as outlined in Appendix 1 to the report.

CORPORATE SERVICES BUDGETARY CONTROL REPORT TO 31 AUGUST 2022 (PERIOD 5)

A report was submitted by the Chief Officer – Resources advising on the performance of the Corporate Services budget for the period to 31 August 2022.

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

- (1) to note that the revenue account showed a projected annual adverse variance of £0.119m (0.36% of the total budget); and
- (2) to note:
 - (i) that the capital account was showing a projected in-year underspend of -£0.778m (-10.4% 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 to the report.; and

- (ii) that the project life projection is currently showing a projected underspend of £-0.047m (- 0.4% of project life budget).

VARIOUS GRANT APPLICATIONS TO DUMBARTON COMMON GOOD

A report was submitted by the Chief Officer – Resources providing details of three grant applications to Dumbarton Common Good for consideration.

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

- (1) to approve the renewal for a further 3 years of the £36,000 annual grant to Bellsmyre Development Trust;
- (2) to approve:
 - (i) the permanent increase of £2,730 to the existing grant paid to cover the cost of the annual Levensgrove Fireworks Display from 2023-24 and to note that prior approval has been given for the increase in 2022-23; and
 - (ii) the future increases in this budget to cover increased costs up to a ceiling of £20,000 at which time a report will be brought to Committee seeking permission to increase beyond the proposed ceiling; and
- (3) to note that an annual grant of £50,000 to be paid as a contribution to the annual Pipe Band Championships held in Levensgrove Park, commencing 2023-24 will be included in the budget report to Council in March 2023.

COUNCIL WORKFORCE PLAN 2017-2022: UPDATE AND ANNUAL ACTION PLAN 2021/22

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

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

- (1) to note the progress during 2021/22 in delivering against the Council Workforce Plan;
- (2) to note the workforce profile as at 31st March 2022 and key changes;

- (3) to note the development of planned actions for 2022/2023, linked to the People First Strategy and 5 year plan; and
- (4) to note that the Delivery Plans for each service include Workforce Annual Action Plans.

BI-ANNUAL WORKFORCE MONITORING REPORT

A report was submitted by the Chief Officer – People and Technology providing workforce monitoring information relating to the period 1 April 2022 to 30 September 2022.

After discussion and having heard the People and Change Partner in further explanation of the report, the Committee agreed to note the contents of the report.

STRATEGIC RISKS 2022-2027

A report was submitted by the Chief Officer – People and Technology setting out proposed changes to the strategic risks for 2022-2027 following the Strategic Plan developments.

After discussion and having heard the Chief Officer – People and Technology in further explanation of the report, the Committee agreed the strategic risks as detailed in Appendix 1 to the report.

THE PUBLIC INTEREST DISCLOSURE POLICY AMENDMENTS AND ADDITIONS

A report was submitted by the Chief Officer – People and Technology providing an update on amendments made to The Public Interest Disclosure Policy resulting from recommendations made following an investigation by Internal Audit.

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

- (1) to note the contents of the report, and
- (2) to agree the revisions to the policy.

The meeting closed at 3.00 p.m.

JOINT CONSULTATIVE FORUM

At a Meeting of the Joint Consultative Forum held in the Council Chambers, Clydebank Town Hall, 5 Hall Street, Clydebank on Thursday, 1 December 2022 at 2.00 p.m.

Present: Councillors Karen Conaghan, Daniel Lennie*, David McBride, Martin Rooney and Hazel Sorrell; Michael Dolan (EIS); Shirley Furie, David Scott and John Wagner (GMB); Claire Mackenzie (SSTA); Norman King, Chris Rossi and Margaret Wood (Unite); and David Smith (UNISON).

*Arrived later in the meeting.

Attending: Victoria Rogers, Chief Officer – People & Technology; Amanda Graham, Chief Officer – Citizen, Culture & Facilities; Laura Mason, Chief Education Officer; Angela Wilson, Chief Officer – Supply, Distribution & Property; Stephen Brooks, Working 4U Manager; Alison McBride, Strategic People & Change Manager; Lisa MacGregor, People & Change Partner; Michael McDougall (Senior Solicitor), and Scott Kelly, Committee Officer.

Apologies: Apologies for absence were intimated on behalf of Councillor Michelle McGinty; Derek Hutchison (GMB); Gail Macfarlane, Shared Head of Service – Roads & Neighbourhood; Claire Cusick, Senior Education Officer – Services for Children & Young People; Margaret-Jane Cardno, Head of Strategy and Transformation, Health & Social Care Partnership (HSCP); and Sylvia Chatfield, Head of Mental Health, Learning Disability & Addictions, HSCP.

Councillor David McBride in the Chair

DECLARATIONS OF INTEREST

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

MINUTES OF PREVIOUS MEETING

The Minutes of Meeting of the Joint Consultative Forum held on 8 September 2022 were submitted and approved as a correct record.

Note: Councillor Lennie entered the meeting at this point.

EMPLOYEE ENGAGEMENT UPDATE

A report was submitted by the Chief Officer – People & Technology providing an update on the approach to Employee Engagement and on the activities aligned to the People First Strategy.

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

EQUALLY SAFE AT WORK – PROGRESS UPDATE

A report was submitted by the Chief Officer – People & Technology providing an update on the Council's work on the Equally Safe at Work employers' accreditation programme.

Following discussion and having heard the People & Change Partner in explanation of the report and in answer to Members' questions, the Forum agreed to note the contents of the report and voiced support for training offered to be undertaken by all employees.

EMPLOYMENT RELATIONS MONITORING: BI-ANNUAL UPDATE, 1 APRIL TO 30 SEPTEMBER 2022

A report was submitted by the Chief Officer – People & Technology advising of progress on employment relations matters for the period 1 April to 30 September 2022.

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

EMPLOYEE WELLBEING BI-ANNUAL UPDATE, 1 APRIL 30 SEPTEMBER 2022 (COUNCIL-WIDE)

A report by the Chief Officer – People & Technology providing a detailed analysis on Council-wide employee wellbeing and attendance for the period 1 April to 30 September 2022.

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

- (1) to note the bi-annual findings for reported absence for the period 1 April to 30 September 2022, and in particular:-

- (a) the increase in Council wide sickness absence of approximately 883 full time equivalent (FTE) days lost compared to the same period last year;
 - (b) that the proportion of absence attributed to personal stress had decreased by 5%, acute medical conditions and musculoskeletal had both decreased by approximately 3% and minor illness absence had increased by 9%; and
 - (c) (i) that there was a change in how Covid-19 sickness absence was reported when the nationally agreed special leave provisions for such absences ceased in July 2022 and that, since that time, Covid-19 absences had been captured by the minor illness category thereby accounting for some of the increase in minor illnesses in this reporting period compared to 1 April to 30 September 2021; and (ii) that Long Covid remained an absence category in its own right; and
- (2) to note that the categorising of absences which were due to personal or work-related stress was based on information provided by the employee and that clarification of the recording process would be provided to Mr Dolan.

TRADES UNION ISSUES

Apprenticeship Pay with regards to Minimum Wage related to age after Year 1 is completed (item requested by Margaret Wood, Unite)

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

Issue: Modern Apprentices being offered a 2 year apprenticeship without being told that they will be a Level 2 apprentice for 1 year then will be put onto a Level 3 apprenticeship. Meaning they have transferred to a new contract and will not be eligible to be paid the living wage in year two in accordance with their age.

The TU's would want the employer to do what is morally correct and pay these young workers the appropriate rate of pay according to their age after their 1st year is complete. Otherwise it is exploitative as they have very little chance of gaining full time employment within WDC, making them feel used as cheap labour. Most of these young people come from deprived backgrounds many having their own homes from an early age. They have the foresight and strength of character to realise that living hand to mouth for a year will help them out of poverty by gaining experience they can use to secure employment. Two years of living hand to mouth is unsustainable. Whilst we recognise it is within the SG legislation framework not to apply the LW if moved from a Level 2 to a Level 3 apprenticeship these young workers must be told this at the application stage to allow them to make an informed decision when being offered the MA. Which has not happened up until now. Working 4 U need to be more aware of what Apprentice pay will be. Any discussion I have had with them I have been referred to payroll which

suggests they do not know. Working 4U is the contact for the MA's this is just not good enough.

I have spoken to Working 4U and the Lead Officer of HR.

After discussion and having heard the Chief Officer – People & Technology and the Working 4U Manager in response, the Forum agreed:-

- (1) to note: (i) that the current pay model for apprentices had been in place since 2009 and that a review of its fairness was expected to be completed in the near future; and (ii) that a report with recommendations to update the model would be submitted to the appropriate committee in due course; and
- (2) to note that the advancement of apprentices from Level 2 to Level 3 was not automatic and that an assessment took place before apprentices were offered a new contract for Level 3.

The meeting closed at 3.00 p.m.

DRAFT

WEST DUNBARTONSHIRE COUNCIL
Report by the Chief Officer – Resources
Corporate Services Committee: 1 February 2023

**Subject: Corporate Services Budgetary Control Report to 30 November 2022
(Period 08)**

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 November 2022.

2. Recommendations

2.1 Members are asked to:

- i) note that the revenue account currently shows a projected annual adverse variance of £0.054m (0.16% of the total budget) and
- ii) note that the capital account is showing a projected in-year underspend of -£3.293m (-43.9% of in-year budget) due to 6 projects showing projected underspends as a result of delays to these projects with explanations for delays detailed in Appendices 5 and 6. The project life projection is currently showing a projected underspend of £-0.047m (-0.42% 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.

Since then the following adjustments have been made to the original budget agreed:

Description	£m
Budget Agreed March 2021	33.919
June Council - Cost of Living Fund Allocation	0.073
Vacant posts removed to sundry services	-1.058
Centralisation of Mobile Phones to ICT	0.014
* Excess Welfare Fund budget moved to sundry services	-0.065
Pay Award additional Funding	1.316

Recurring Variances removed	-0.016
ISDN Budget Centralisation to ICT	0.063
	34.246

* Welfare fund budget includes an element of Administration costs which are normally budgeted for in Sundry Services but these were included in the main stream budget in error. This budget movement is correcting the error.

3.2 Due to the current financial challenges facing the Council recruitment restrictions have been implemented and the filling of vacancies is subject to active review. For variances linked to this action (beyond the budgeted turnover targets), in year savings through not filling vacancies, are now being removed from services and held in a central code. This has resulted in a number of favourable service variance being removed from services and held centrally (currently £1.058m). This has no impact on the overall projected outturn of the Council, just on how that outturn is reported.

3.3 With vacancy savings being removed from service budgets and transferred to a central budget, other projected overspends identified within services are now more clearly reported. This demonstrates that, if the Council were to only meet the budgeted turnover level of vacancies there would be a far more significant overspend which highlights the extent to which the Council cannot afford to operate with its current full establishment.

3.4 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 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 £11.091m.

4. Main Issues

Revenue Budget

4.1 The summary report at Appendix 1 identifies a projected annual adverse variance (overspend) of £0.054m (0.16% 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 adverse 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 9 projects showing an in-year underspend, 9 projects on target and 3 projects showing an in-year overspend. The overall Corporate Services programme summary report at Appendix 5 shows that there is a projected £3.342m (30.1% of the total programmed budget) to be re-phased in future years.

There are five significant variances within the Capital Budget, these are shown in the following table. See Appendices 5 and 6 for more details.

Project	Variance £m
ICT Security & DR	-0.347
ICT Modernisation	-0.522
ICT 365 Implementation	-0.053
Cost of Living Fund	-0.750
Strathleven	-1.590

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.

Laurence Slavin
Chief Officer Resources

Date: 09 January 2023

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

Appendices:

- Appendix 1 - Revenue Budgetary Control 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 08
- 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 November 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	111	230	110	(1)	-1%	0	(1)
Finance	1,424	1,023	1,448	25	2%	0	25
Rent Rebates & Allowances	(341)	2,096	(341)	0	0%	0	0
Revenues & Benefits	2,168	1,608	2,278	110	5%	0	110
Finance Service Centre	313	184	328	16	5%	0	16
Cost of Collection of Rates	19	(14)	5	(14)	-74%	0	(14)
Cost of Collection of Council Tax	(790)	(184)	(790)	0	0%	0	0
Central Admin Support	2,662	1,626	2,669	7	0%	0	7
Procurement	437	490	432	(4)	-1%	0	(4)
Democratic and Registration Service	771	483	800	29	4%	0	29
Environmental Health	666	483	722	56	8%	0	56
Licensing	(113)	(132)	(126)	(13)	-12%	0	(13)
Legal Services/Trading Standards	764	568	746	(18)	-2%	0	(18)
Planning	392	313	638	246	63%	0	246
Transactional Services	758	489	765	7	1%	0	7
Human Resources (including risk)	1,293	800	1,279	(14)	-1%	0	(14)
Information Services	4,565	3,287	4,425	(140)	-3%	0	(140)
Change Support	501	274	490	(10)	-2%	0	(10)
Communications & Marketing	310	162	311	1	0%	0	1
Citizen Services	1,355	881	1,445	90	7%	79	11
Performance & Strategy	325	141	300	(25)	-8%	0	(25)
Clydebank Town Hall	364	201	381	17	5%	23	(6)
Office Accommodation	1,267	1,113	1,325	57	5%	10	47
Libraries	1,864	1,097	1,876	12	1%	(27)	39
Arts and Heritage	361	227	363	2	1%	0	2
Catering Services	4,811	2,869	4,411	(400)	-8%	0	(400)
Building Cleaning	1,868	1,338	1,936	68	4%	68	0
Building Cleaning PPP	(270)	(269)	(260)	10	-4%	0	10
Facilities Assistants	2,262	1,292	2,236	(26)	-1%	0	(26)
Facilities Management	399	204	352	(47)	-12%	0	(47)
Leisure Management	3,642	3,582	3,636	(6)	0%	0	(6)
Events	89	110	110	21	24%	0	21
Total Net Expenditure	34,246	26,575	34,300	54	0.16%	153	(99)

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

PERIOD END DATE **30 November 2022**

Service Summary	Total Budget 2022/23	YTD Spend 2022/23	Forecast Spend 2022/23	Variance 2022/23	RAG Status	
All Services	£000	£000	£000	£000	%	
Employee	29,456	17,552	29,816	360	1%	↓
Property	2,100	1,613	2,213	113	5%	↓
Transport and Plant	167	39	139	(27)	(16%)	↑
Supplies, Services and Admin	5,728	3,427	5,098	(630)	(11%)	↑
Payments to Other Bodies	6,307	5,019	6,534	227	4%	↓
Other	36,747	22,461	36,747	0	0%	→
Gross Expenditure	80,505	50,111	80,548	43	0%	↓
Income	(46,259)	(23,536)	(46,248)	11	0%	↓
Net Expenditure	34,246	26,575	34,300	54	0%	↓
Audit	£000	£000	£000	£000	%	
Employee	408	248	407	(1)	(0%)	↑
Property				0	0%	→
Transport and Plant	1	0	0	(1)	(100%)	↑
Supplies, Services and Admin	2	2	3	1	50%	↓
Payments to Other Bodies				0	0%	→
Other				0	0%	→
Gross Expenditure	411	250	410	(1)	(0%)	↑
Income	(300)	(20)	(300)	0	0%	→
Net Expenditure	111	230	110	(1)	(1%)	↑
Finance	£000	£000	£000	£000	%	
Employee	1,643	1,085	1,723	80	5%	↓
Property				0	0%	→
Transport and Plant	0	0	0	0	0%	→
Supplies, Services and Admin	33	6	9	(24)	(73%)	↑
Payments to Other Bodies	2	2	2	(0)	(5%)	↑
Other				0	0%	→
Gross Expenditure	1,679	1,094	1,734	56	3%	↓
Income	(255)	(71)	(286)	(31)	(12%)	↑
Net Expenditure	1,424	1,023	1,448	25	2%	↓
Rent Rebates & Allowances	£000	£000	£000	£000	%	
Employee				0	0%	→
Property				0	0%	→
Transport and Plant				0	0%	→
Supplies, Services and Admin				0	0%	→
Payments to Other Bodies				0	0%	→
Other	36,747	22,461	36,747	0	0%	→
Gross Expenditure	36,747	22,461	36,747	0	0%	→
Income	(37,088)	(20,366)	(37,088)	0	0%	↓
Net Expenditure	(341)	2,096	(341)	0	(0%)	↓
Revenues & Benefits	£000	£000	£000	£000	%	
Employee	1,868	1,227	1,973	105	6%	↓
Property				0	0%	→
Transport and Plant	2	1	1	(1)	(50%)	↑
Supplies, Services and Admin	32	10	31	(1)	(3%)	↑
Payments to Other Bodies	895	898	1,125	230	26%	↓
Other				0	0%	→
Gross Expenditure	2,797	2,135	3,130	333	12%	↓
Income	(629)	(527)	(852)	(223)	(35%)	↑
Net Expenditure	2,168	1,608	2,278	110	5%	↓

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

PERIOD END DATE **30 November 2022**

Service Summary	Total Budget 2022/23	YTD Spend 2022/23	Forecast Spend 2022/23	Variance 2022/23	RAG Status	
Finance Service Centre	£000	£000	£000	£000	%	
Employee	268	175	284	16	6%	↓
Property	0	0	0	(0)	(100%)	↑
Transport and Plant	0	0	0	(0)	(100%)	↑
Supplies, Services and Admin	44	9	44	(0)	(0%)	↑
Payments to Other Bodies				0	0%	→
Other				0	0%	→
Gross Expenditure	313	184	328	16	5%	↓
Income	0	0	0	0	0%	→
Net Expenditure	313	184	328	16	5%	↓
Cost of Collection of Rates	£000	£000	£000	£000	%	
Employee				0	0%	→
Property				0	0%	→
Transport and Plant				0	0%	→
Supplies, Services and Admin	5	0	5	1	11%	↓
Payments to Other Bodies	100	15	114	14	14%	↓
Other				0	0%	→
Gross Expenditure	105	15	119	15	14%	↓
Income	(85)	(29)	(114)	(29)	(34%)	↑
Net Expenditure	19	(14)	5	(14)	(74%)	↑
Cost of Collection of Council Tax	£000	£000	£000	£000	%	
Employee				0	0%	→
Property				0	0%	→
Transport and Plant				0	0%	→
Supplies, Services and Admin	69	36	69	0	0%	→
Payments to Other Bodies	33	18	33	0	0%	→
Other				0	0%	→
Gross Expenditure	102	55	102	0	0%	→
Income	(892)	(238)	(892)	0	0%	↓
Net Expenditure	(790)	(184)	(790)	0	(0%)	↓
Procurement	£000	£000	£000	£000	%	
Employee	867	490	866	(1)	(0%)	↑
Property	0	0	0	0	0%	→
Transport and Plant	0	0	0	0	0%	↓
Supplies, Services and Admin	2	2	3	1	49%	↓
Payments to Other Bodies	73	0	75	1	2%	↓
Other	0	0	0	0	0%	→
Gross Expenditure	942	493	944	2	0%	↓
Income	(505)	(3)	(512)	(6)	(1%)	↑
Net Expenditure	437	490	432	(4)	(1%)	↑
Democratic and Registration Service	£000	£000	£000	£000	%	
Employee	878	549	883	5	1%	↓
Property	0	0	0	0	0%	→
Transport and Plant	1	1	1	0	0%	→
Supplies, Services and Admin	11	11	14	3	27%	↓
Payments to Other Bodies				0	0%	→
Other				0	0%	→
Gross Expenditure	890	560	898	8	1%	↓
Income	(119)	(77)	(98)	21	18%	↓
Net Expenditure	771	483	800	29	4%	↓

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

PERIOD END DATE **30 November 2022**

Service Summary	Total Budget 2022/23	YTD Spend 2022/23	Forecast Spend 2022/23	Variance 2022/23	RAG Status	
Central Admin Support	£000	£000	£000	£000	%	
Employee	2,593	1,547	2,605	12	0%	↓
Property	0	0	0	0	0%	→
Transport and Plant	1	0	0	(1)	(100%)	↑
Supplies, Services and Admin	12	10	13	1	8%	↓
Payments to Other Bodies	69	75	75	6	9%	↓
Other				0	0%	→
Gross Expenditure	2,675	1,631	2,693	18	1%	↓
Income	(13)	(6)	(24)	(11)	(85%)	↑
Net Expenditure	2,662	1,626	2,669	7	0%	↓
Environmental Health	£000	£000	£000	£000	%	
Employee	954	590	976	22	2%	↓
Property	7	2	5	(2)	(29%)	↑
Transport and Plant	12	6	11	(1)	(8%)	↑
Supplies, Services and Admin	22	9	19	(3)	(14%)	↑
Payments to Other Bodies	78	51	78	0	0%	→
Other				0	0%	→
Gross Expenditure	1,073	658	1,089	16	1%	↓
Income	(407)	(175)	(367)	40	10%	↓
Net Expenditure	666	483	722	56	8%	↓
Licensing	£000	£000	£000	£000	%	
Employee	267	155	271	4	1%	↓
Property				0	0%	→
Transport and Plant	1	0	0	(1)	(100%)	↑
Supplies, Services and Admin	7	3	6	(1)	(14%)	↑
Payments to Other Bodies	10	1	9	(1)	(10%)	↑
Other				0	0%	→
Gross Expenditure	285	160	286	1	0%	↓
Income	(398)	(292)	(412)	(14)	(4%)	↑
Net Expenditure	(113)	(132)	(126)	(13)	12%	↑
Legal Services/Trading Standards	£000	£000	£000	£000	%	
Employee	922	570	934	12	1%	↓
Property				0	0%	→
Transport and Plant	4	1	2	(2)	(49%)	↑
Supplies, Services and Admin	18	14	24	6	36%	↓
Payments to Other Bodies	2	3	3	1	67%	↓
Other				0	0%	→
Gross Expenditure	945	589	963	18	2%	↓
Income	(181)	(21)	(217)	(36)	(20%)	↑
Net Expenditure	764	568	746	(18)	(2%)	↑
Planning	£000	£000	£000	£000	%	
Employee	1,082	621	1,099	17	2%	↓
Property				0	0%	→
Transport and Plant	5	0	1	(4)	(80%)	↑
Supplies, Services and Admin	22	9	24	2	9%	↓
Payments to Other Bodies	130	25	130	0	0%	↓
Other				0	0%	→
Gross Expenditure	1,239	655	1,254	15	1%	↓
Income	(846)	(342)	(616)	230	27%	↓
Net Expenditure	392	313	638	246	63%	↓

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

PERIOD END DATE **30 November 2022**

Service Summary	Total Budget 2022/23	YTD Spend 2022/23	Forecast Spend 2022/23	Variance 2022/23		RAG Status
Transactional Services	£000	£000	£000	£000	%	
Employee	827	493	833	6	1%	↓
Property				0	0%	→
Transport and Plant	0	0	0	0	0%	→
Supplies, Services and Admin	5	2	5	0	0%	→
Payments to Other Bodies				0	0%	→
Other				0	0%	→
Gross Expenditure	832	495	838	6	1%	↓
Income	(74)	(6)	(73)	1	1%	↓
Net Expenditure	758	489	765	7	1%	↓
Human Resources (including risk)	£000	£000	£000	£000	%	
Employee	1,024	596	1,016	(8)	(1%)	↑
Property				0	0%	→
Transport and Plant	2	1	1	(1)	(50%)	↑
Supplies, Services and Admin	5	5	5	0	0%	→
Payments to Other Bodies	262	198	257	(5)	(2%)	↑
Other				0	0%	→
Gross Expenditure	1,293	800	1,279	(14)	(1%)	↑
Income	0	0	0	0	0%	→
Net Expenditure	1,293	800	1,279	(14)	(1%)	↑
Information Services	£000	£000	£000	£000	%	
Employee	2,067	1,270	2,034	(33)	(2%)	↑
Property				0	0%	→
Transport and Plant	3	1	2	(1)	(33%)	↑
Supplies, Services and Admin	2,908	2,141	2,838	(70)	(2%)	↑
Payments to Other Bodies	19	3	19	0	0%	→
Other				0	0%	→
Gross Expenditure	4,997	3,414	4,893	(104)	(2%)	↑
Income	(432)	(127)	(468)	(36)	(8%)	↑
Net Expenditure	4,565	3,287	4,425	(140)	(3%)	↑
Change Support	£000	£000	£000	£000	%	
Employee	553	298	543	(10)	(2%)	↑
Property				0	0%	→
Transport and Plant	0	0	0	(0)	(100%)	↑
Supplies, Services and Admin	0	0	1	1	233%	↓
Payments to Other Bodies				0	0%	→
Other				0	0%	→
Gross Expenditure	554	298	544	(10)	(2%)	↑
Income	(54)	(24)	(54)	(1)	(1%)	↑
Net Expenditure	501	274	490	(10)	(2%)	↑
Communications & Marketing	£000	£000	£000	£000	%	
Employee	317	175	317	(0)	(0%)	↑
Property	0	0	0	0	0%	→
Transport and Plant	1	0	1	0	0%	→
Supplies, Services and Admin	14	4	15	1	7%	↓
Payments to Other Bodies	0	0	0	0	0%	→
Other	0	0	0	0	0%	→
Gross Expenditure	332	178	333	1	0%	↓
Income	(22)	(16)	(22)	0	0%	→
Net Expenditure	310	162	311	1	0%	↓

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

PERIOD END DATE **30 November 2022**

Service Summary	Total Budget 2022/23	YTD Spend 2022/23	Forecast Spend 2022/23	Variance 2022/23	RAG Status	
Citizen Services	£000	£000	£000	£000	%	
Employee	1,334	865	1,427	93	7%	↓
Property	0	0	0	0	0%	→
Transport and Plant	0	0	0	0	0%	→
Supplies, Services and Admin	21	22	23	2	10%	↓
Payments to Other Bodies	0	0	0	0	31%	↓
Other	0	0	0	0	0%	→
Gross Expenditure	1,355	887	1,450	95	7%	↓
Income	0	(6)	(6)	(6)	0%	↑
Net Expenditure	1,355	881	1,445	90	7%	↓
Performance & Strategy	£000	£000	£000	£000	%	
Employee	278	162	282	3	1%	↓
Property	0	0	0	0	0%	→
Transport and Plant	1	0	1	0	0%	→
Supplies, Services and Admin	3	0	3	0	1%	↓
Payments to Other Bodies	44	8	44	0	0%	→
Other	0	0	0	0	0%	→
Gross Expenditure	325	170	329	3	1%	↓
Income	0	(29)	(29)	(29)	0%	↑
Net Expenditure	325	141	300	(25)	(8%)	↑
Clydebank Town Hall	£000	£000	£000	£000	%	
Employee	148	67	147	(1)	(0%)	↑
Property	219	146	216	(3)	(1%)	↑
Transport and Plant	0	0	0	0	0%	→
Supplies, Services and Admin	51	53	62	11	22%	↓
Payments to Other Bodies	0	9	9	9	0%	↓
Other	0	0	0	0	0%	→
Gross Expenditure	417	276	434	17	4%	↓
Income	(53)	(75)	(53)	0	0%	→
Net Expenditure	364	201	381	17	5%	↓
Office Accomodation	£000	£000	£000	£000	%	
Employee	101	54	99	(1)	(1%)	↑
Property	1,298	1,043	1,364	66	5%	↓
Transport and Plant	0	0	0	0	0%	→
Supplies, Services and Admin	49	16	41	(8)	(16%)	↑
Payments to Other Bodies	20	(0)	20	(0)	(0%)	↑
Other	0	0	0	0	0%	→
Gross Expenditure	1,467	1,113	1,525	57	4%	↓
Income	(200)	0	(200)	0	0%	→
Net Expenditure	1,267	1,113	1,325	57	5%	↓
Libraries	£000	£000	£000	£000	%	
Employee	1,360	765	1,361	1	0%	↓
Property	264	201	291	27	10%	↓
Transport and Plant	16	6	14	(2)	(14%)	↑
Supplies, Services and Admin	248	168	256	8	3%	↓
Payments to Other Bodies	0	0	0	0	0%	→
Other	0	0	0	0	0%	→
Gross Expenditure	1,889	1,140	1,922	33	2%	↓
Income	(25)	(43)	(46)	(21)	(84%)	↑
Net Expenditure	1,864	1,097	1,876	12	1%	↓

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

PERIOD END DATE **30 November 2022**

Service Summary	Total Budget 2022/23	YTD Spend 2022/23	Forecast Spend 2022/23	Variance 2022/23	RAG Status	
Arts and Heritage	£000	£000	£000	£000	%	
Employee	344	195	344	0	0%	↓
Property	3	2	3	0	0%	→
Transport and Plant	0	0	0	0	0%	→
Supplies, Services and Admin	35	22	35	0	1%	↓
Payments to Other Bodies	48	15	48	0	0%	→
Other	0	0	0	0	0%	→
Gross Expenditure	429	234	430	1	0%	↓
Income	(69)	(7)	(67)	1	2%	↓
Net Expenditure	361	227	363	2	1%	↓
Catering Services	£000	£000	£000	£000	%	
Employee	3,929	2,099	3,751	(179)	(5%)	↑
Property	70	49	77	8	11%	↓
Transport and Plant	111	19	101	(10)	(9%)	↑
Supplies, Services and Admin	1,982	771	1,427	(555)	(28%)	↑
Payments to Other Bodies	29	21	29	0	0%	→
Other	0	0	0	0	0%	→
Gross Expenditure	6,120	2,959	5,384	(735)	(12%)	↑
Income	(1,309)	(90)	(973)	336	26%	↓
Net Expenditure	4,811	2,869	4,411	(400)	(8%)	↑
Building Cleaning	£000	£000	£000	£000	%	
Employee	1,970	1,292	2,217	247	13%	↓
Property	164	114	165	0	0%	↓
Transport and Plant	2	1	2	0	0%	→
Supplies, Services and Admin	21	12	20	(1)	(4%)	↑
Payments to Other Bodies	0	0	0	0	0%	↓
Other	0	0	0	0	0%	→
Gross Expenditure	2,157	1,419	2,403	246	11%	↓
Income	(289)	(81)	(467)	(178)	(62%)	↑
Net Expenditure	1,868	1,338	1,936	68	4%	↓
Building Cleaning PPP	£000	£000	£000	£000	%	
Employee	753	421	769	16	2%	↓
Property	42	27	42	0	0%	→
Transport and Plant	0	0	0	0	0%	→
Supplies, Services and Admin	12	2	6	(6)	(48%)	↑
Payments to Other Bodies	0	0	0	0	0%	→
Other	0	0	0	0	0%	→
Gross Expenditure	807	449	817	10	1%	↓
Income	(1,077)	(718)	(1,077)	(0)	(0%)	↑
Net Expenditure	(270)	(269)	(260)	10	(4%)	↓
Facilities Assistants	£000	£000	£000	£000	%	
Employee	2,287	1,321	2,287	(0)	(0%)	↑
Property	31	28	48	17	53%	↓
Transport and Plant	1	0	1	(0)	(46%)	↑
Supplies, Services and Admin	13	6	12	(1)	(11%)	↑
Payments to Other Bodies	0	0	0	0	0%	→
Other	0	0	0	0	0%	→
Gross Expenditure	2,333	1,355	2,348	15	1%	↓
Income	(71)	(64)	(111)	(41)	(58%)	↑
Net Expenditure	2,262	1,292	2,236	(26)	(1%)	↑

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

PERIOD END DATE **30 November 2022**

Service Summary	Total Budget 2022/23	YTD Spend 2022/23	Forecast Spend 2022/23	Variance 2022/23	RAG Status	
Facilities Management	£000	£000	£000	£000	%	
Employee	414	223	369	(46)	(11%)	↑
Property	0	0	0	0	0%	→
Transport and Plant	2	0	1	(1)	(54%)	↑
Supplies, Services and Admin	3	3	3	0	12%	↓
Payments to Other Bodies	0	0	0	0	0%	→
Other	0	0	0	0	0%	→
Gross Expenditure	419	225	373	(46)	(11%)	↑
Income	(20)	(21)	(21)	(1)	(6%)	↑
Net Expenditure	399	204	352	(47)	(12%)	↑
Leisure Management	£000	£000	£000	£000	%	
Employee	0	0	0	0	0%	→
Property	0	0	0	0	0%	→
Transport and Plant	0	0	0	0	0%	→
Supplies, Services and Admin	0	0	0	0	0%	→
Payments to Other Bodies	4,401	3,582	4,371	(29)	(1%)	↑
Other	0	0	0	0	0%	→
Gross Expenditure	4,401	3,582	4,371	(29)	(1%)	↑
Income	(758)	(0)	(736)	23	3%	↓
Net Expenditure	3,642	3,582	3,636	(6)	(0%)	↑
Events	£000	£000	£000	£000	%	
Employee	0	0	0	0	0%	→
Property	2	1	1	(0)	(22%)	↑
Transport and Plant	0	0	0	0	0%	→
Supplies, Services and Admin	80	80	82	2	2%	↓
Payments to Other Bodies	93	94	94	0	0%	↓
Other	0	0	0	0	0%	→
Gross Expenditure	176	174	178	2	1%	↓
Income	(87)	(64)	(68)	19	22%	↓
Net Expenditure	89	110	110	21	24%	↓

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

PERIOD END DATE

30 November 2022

Budget Details	Variance Analysis				RAG Status
	Total Budget	Annual Spend	Variance		
	£000	£000	£000	%	
Finance	1,424	1,448	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 variance is full turnover savings are not being achieved and a shortfall in additional budget provided for the 22-23 pay award causing an £80k adverse variance on employee costs. However this is being offset by an increase of £31k in anticipated income and an expected underspend of £24k on Supplies & Services.				
Mitigating Action	The position continues to be monitored by management to identify any savings which may help reduce this position				
Anticipated Outcome	A small adverse variance is likely				
Revenues & Benefits	2,168	2,278	110	5%	↓
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. Vacancies are being covered by overtime therefore targeted turnover savings not being fully achieved. In addition a shortfall in funding for the expected pay inflation agreement is also contributing to the overall adverse variance.				
Mitigating Action	No action is possible at this time.				
Anticipated Outcome	Overspend is anticipated				
Environmental Health	666	722	56	8%	↓
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 adverse variance is a reduction in expected income for pest control in particular.				
Mitigating Action	No action can be taken at this time				
Anticipated Outcome	Overspend is anticipated				
Planning	392	638	246	63%	↓
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.				
Mitigating Action	No action required				
Anticipated Outcome	Overspend is anticipated				
Information Services	4,565	4,425	(140)	-3%	↑
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	Supplies and Services is favourable due to computer licence costs projected to cost less than budgeted. A favourable variance is also anticipated for printing lease costs, copy costs and Internal income recharges.				
Mitigating Action	None required at this point.				
Anticipated Outcome	Underspend is projected.				

Budget Details	Variance Analysis				RAG Status
	Total Budget	Annual Spend	Variance		
	£000	£000	£000	%	
Citizen Services	1,355	1,445	90	7%	↓
Service Description	This service includes one stop shops and the contact centre				
Main Issues / Reason for Variance	Three call handlers were recruited on 18 month fixed-term contracts to resolve the telephone issues in the Housing Repairs Contact Centre, the funding for this is taken from the Scottish Government COVID-19 general funding.				
Mitigating Action	None required				
Anticipated Outcome	Overspend is projected; the majority of which will be financed by COVID funding.				
Office Accommodation	1,281	1,333	52	4%	↓
Service Description	This service provides the office buildings for the Council.				
Main Issues / Reason for Variance	Rates for NHS24 Aurora House were removed from the 22/23 final budget but these are included in the rental income so now included in the projections.				
Mitigating Action	None required				
Anticipated Outcome	Overspend projected				
Catering Services	4,811	4,411	(400)	-8%	↑
Service Description	Catering Services across WDC				
Main Issues / Reason for Variance	A favourable variance is anticipated in relation to the delay to the free school meal expansion.				
Mitigating Action	None required at present				
Anticipated Outcome	A favourable variance is likely.				
Building Cleaning	1,868	1,936	68	4%	↓
Service Description	This service provides cleaning services across all council buildings				
Main Issues / Reason for Variance	The reason for the adverse variance is related to covid related staff costs and has been allocated against the general covid funding.				
Mitigating Action	No action is possible at this time.				
Anticipated Outcome	Overspend is projected all of which will be financed by COVID funding.				

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

MONTH END DATE

30 November 2022

PERIOD

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Project Status Analysis	Project Life Status Analysis				Current Year Project Status Analysis					
	Number of Projects at RAG Status	% Projects at RAG Status	Spend to Date £000	% Project Spend at RAG Status	Number of Projects at RAG Status	% Projects at RAG Status	Spend to Date £000	% Project Spend at RAG Status		
Red										
Projects are forecast to be overspent and/or experience material delay to completion	6	29%	50	2%	6	29%	3	0%		
Amber										
Projects are either at risk of being overspent and/or delay in completion (although this is unquantifiable at present) or the project has any issues that require to be reported at this time	0	0%	0	0%	0	0%	0	0%		
Green										
Projects are on target both in relation to overall budget and the forecast stages in the project life cycle and no issues are anticipated at this time	15	71%	3,054	98%	15	71%	1,353	100%		
TOTAL EXPENDITURE	21	100%	3,104	100%	21	100%	1,356	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	2,161	50	2,100	(61)	1,661	3	49	(1,612)	(1,661)	49
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	8,930	3,054	8,944	14	5,834	1,353	4,153	(1,681)	(1,681)	0
TOTAL EXPENDITURE	11,091	3,104	11,044	(47)	7,495	1,356	4,202	(3,293)	(3,342)	49

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

PERIOD END DATE

30 November 2022

PERIOD

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Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%
1	Valuation Joint Board - Requisition of ICT Equipment					
Project Life Financials	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 2023/2024.						
Mitigating Action						
None available at this time.						
Anticipated Outcome						
Requisition of ICT Equipment.						
2	Valuation Joint Board - ICT Refresh FY 22/23					
Project Life Financials	0	3	0%	3	3	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						
3	Enhancements to Cash Receipting System					
Project Life Financials	40	5	12%	40	(0)	0%
Current Year Financials	35	0	0%	0	(35)	-100%
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 was rephased to 2022-2023 as this is a number of mini projects and the first part is the version upgrade which is actively progressing, currently on phase 2. 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 RED ALERT STATUS

PERIOD END DATE

30 November 2022

PERIOD

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

4	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 Hessett					
	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.						

5	Strathleven						
	Project Life Financials	1,700	(0)	0%	1,590	(110)	-6%
	Current Year Financials	1,590	(0)	0%	0	(1,590)	-100%
	Project Description	Re-development of Strathleven.					
	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 reprofiled to FY 23/24. Original budget profiling incorrect and detailed design work will not commence until Spring 23 to allow project to complete during financial year 23/24. It is intended that works will be carried out with internal resources and therefore no procurement implications.						
	Mitigating Action						
	None available at this time.						
	Anticipated Outcome						
	Re-development of Strathleven						

6	Development of Workforce Management System						
	Project Life Financials	379	42	11%	425	46	12%
	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						
	Work continues on developments resulting in some spend in the current 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 November 2022

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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%	20	(10)	-33%
	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-24	Forecast End Date	31-Mar-24		
	Main Issues / Reason for Variance						
	Budget was rephased to 2022-2023 as version upgrade of the Council's cash receipting system is required beforehand and is currently underway. The Module for this has been secured and anticipated timescales for Go Live is May 2023.						
	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	Agresso development						
	Project Life Financials	60	6	9%	60	0	0%
	Current Year Financials	25	1	3%	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-23	Forecast End Date	28-Feb-23		
	Main Issues / Reason for Variance						
	Continuing issues with the completion of required data cleansing prior to the upgrade have further delayed the start of the upgrade. Provided these difficulties can be overcome the upgrade will commence in December and aim to complete by the end of February 2023.						
	Mitigating Action						
	None possible at this time.						
	Anticipated Outcome						
	Development of Agresso system later than originally anticipated but within original budget.						

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

PERIOD END DATE

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

4 IFRS 16 Database						
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		
Main Issues / Reason for Variance						
The purchase of software to allow new accounting treatment of leases to be appropriately reported is on track. Full spend anticipated FY 2022/2023.						
Mitigating Action						
None required						
Anticipated Outcome						
Purchase of software for accounting for leases.						

5 Cost of Living						
Project Life Financials	1,000	34	3%	1,000	0	0%
Current Year Financials	1,000	34	3%	250	(750)	-75%
Project Description	To support Council and community organisations with capital costs for cost of living initiatives.					
Project Manager	Gillian McNeilly					
Chief Officer	Laurence Slavin					
Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date	31-Mar-23		
Main Issues / Reason for Variance						
Working Group currently developing proposals for rephased section of this initiative. The budget will be spread equally over four years and £0.75m has been rephased. £0.25m allocated to 22-23 FY shows current expenditure of £0.13m paid out in grants and a further £0.11m still under consideration for payment in 22-23. Funding awarded to purchase various items such as vehicles, kitchen equipment, nursery and sensory equipment and mobility aids.						
Mitigating Action						
None required						
Anticipated Outcome						
Initiative will assist with cost of living crisis						

6 Solicitor Project Support for Capital Projects						
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 Hesselst					
Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date	31-Mar-24		
Main Issues / Reason for Variance						
Trainee solicitor in place. Budget will be fully spent.						
Mitigating Action						
None required at this time.						
Anticipated Outcome						
Solicitor support for Capital Projects, with full budget spend anticipated.						

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

PERIOD END DATE

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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 Hessem					
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	272	65%	421	(0)	0%
Current Year Financials	91	42	46%	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
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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	3,998	1,260	32%	4,011	13	0%
Current Year Financials	1,673	73	4%	1,673	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 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-23	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.						
12 ICT Modernisation						
Project Life Financials	1,422	647	46%	1,422	0	0%
Current Year Financials	1,422	647	46%	900	(522)	-37%
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		
Main Issues / Reason for Variance						
Mobile phone replacements continue but many are on hold due to dependency on ITune module of Microsoft 365. Assessing the next volume of Chromebook replacements and continuing to liaise with Education.						
Mitigating Action						
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.						
Anticipated Outcome						
Most of the capital allocated to HSCP (approx £500k) will be used to review/replace the current case management systems and will be rephased in line with the project plan. Supply chain delays may continue to impact delivery and spend.						

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

PERIOD END DATE

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PERIOD

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Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%
13 Internet of Things Asset Tracking						
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		
Main Issues / Reason for Variance						
Technical aspect of the project is complete and WDC are assisting with user testing. Delayed but on budget. This is funded by Scottish Government budget.						
Mitigating Action						
None available at this time.						
Anticipated Outcome						
Technical aspect of the project is complete and WDC assisting with user testing. Delayed but on budget.						
14 ICT Security & DR						
Project Life Financials	1,297	490	38%	1,297	0	0%
Current Year Financials	1,297	490	38%	950	(347)	-27%
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		
Main Issues / Reason for Variance						
Storage Area Network (SAN) installation ongoing. Server replacement at procurement stage. Wi-Fi access equipment scoping for end of life items and estimated potential £0.300m spend to replace up to 900 - 1000 wireless access points. Planning procurement for secondary storage (data domains) underway and estimated £0.150m spend. Indications are that global supply chain issues will impact Wi-Fi and storage lead times.						
Mitigating Action						
Monitor supply chain issues. Continue tendering processes and implementation stages for each project.						
Anticipated Outcome						
Anticipate two thirds of the budget being spent this financial year due to supply chain issues. Additionally, some works are planned for the last quarter of the year for Public Sector Network (PSN) annual compliance submission.						
15 365 Implementation						
Project Life Financials	450	237	53%	450	0	0%
Current Year Financials	173	60	35%	120	(53)	-31%
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 now being resumed as cloud backup solution is in place. Implementation of device management functionality in 365 is live for corporate devices but full rollout is linked to mailbox migrations. Information governance work stream in progress. Project resourcing issues continue due to competing demands and competitive environment for recruitment.						
Mitigating Action						
Continue to monitor the various work streams to accelerate aspects of the project where possible if suppliers can provide resource. Continue to assess where a) internal skills have developed, b) external resource is needed for introducing new functionality in the future to inform future bidding cycles and c) temporary recruitment/secondment is required.						
Anticipated Outcome						
Majority of budget spent but delayed.						

WEST DUNBARTONSHIRE COUNCIL**Report by Chief Officer – People and Technology****Corporate Services Committee: 1 February 2023**

Subject: Pregnancy Loss Scheme**1. Purpose**

- 1.1** The purpose of this report is to inform the committee of the development of a Pregnancy Loss Scheme and gain approval for implementation.

2. Recommendations

- 2.1** The Committee is asked to approve the Pregnancy Loss Scheme (attached at Appendix 1).

3. Background

- 3.1** West Dunbartonshire Council is committed to supporting its' employees and, in line with the People First Strategy, putting people and good people practice are at the heart of the organisation. The Pregnancy Loss Scheme is a new scheme, which aims to support employees and their partners, and has been designed to provide guidance and a compassionate response to employees who experience pregnancy loss.

- 3.2** The Scheme is applicable to Local Government Employees, Teachers, Chief Officers and Craft/Quasi-craft workers.

- 3.3** The Pregnancy Loss Scheme recognises the implications of, and responsibilities under, the Equality Act 2010 and enhances the support and assistance available to employees coping with pregnancy loss. It also adopts the principal and commitment of Article 8 of European Convention on Human Rights, which "protects your right to respect for your private and family life."

4. Main Issues

- 4.1** It is the intention of the scheme to fully encompass statutory entitlements for employees who experience pregnancy loss. The scheme outlines the support available, and advice that may be useful, should an employee need it at a difficult time. Due to the nature of the topic, it is appropriately sensitive to keep this separate from other family related policies.

- 4.2** The scheme is in line with relevant employment legislation including the Employment Right Act 1996 and the Maternity and Paternity Leave

Regulations 1999. Further occupational entitlements under the Scheme for noting are:

- Employees who suffer neo-natal loss even at any point will be entitled to Maternity rights and benefits;
- Employees who have been affected by pregnancy loss (including partners subject to discretionary Manager approval and those affected by loss through fertility treatment from the point of embryo transfer) will be eligible for paid leave under this scheme if they are not able to access either Maternity or Parental Bereavement Leave. Although this is not currently a legislative requirement for pregnancy loss under 24 weeks, as a guide the Council will give up to 5 days paid leave pro-rata. There is no limit to the number of times this leave can be taken to support employees at this difficult time.

4.2 A guidance note for managers will accompany this scheme to ensure effective implementation of the Scheme. The Guidance Note for Managers will include:

- Key information and definitions to ensure understanding of Pregnancy Loss;
- The support mechanisms available for all employees going through pregnancy loss; and
- Supporting information to guide managers in implementing the scheme.

5.0 Key change drivers

5.1 West Dunbartonshire Council signed up to the Pregnancy Loss Pledge on 3rd March 2022 and is therefore a driver for implementing a pregnancy loss scheme. The Council was delighted to commit to the Pregnancy Loss Pledge and welcomed the opportunity to highlight the work already undertaken and further developing to support employees who are affected by pregnancy loss.

5.3 A benchmarking exercise across Scottish Local Authorities was undertaken to review similar policies/schemes. None were identified from those that replied so there is also an opportunity to share our good practice more widely in Local Government. Further research explored Schemes currently offered in organisations such as Channel 4 and the CO-OP. This scheme has been developed based on these best practice example schemes including employee supports, leave entitlements (for all employees) and support when returning to work.

5.4 Further changes are expected should the Neonatal Care (Leave and Pay) Bill be enacted in relation to additional leave for parents of neo-natal babies. This may not be implemented until 2024-25.

6.0 Next steps

6.1 On approval of this scheme the Maternity Scheme, Paternity and Maternity Guidance, Bereavement Scheme and Special Leave Policy will be updated accordingly to reflect these provisions and links to this Scheme. Although not all policies/schemes will require material changes in policy there may be a change to the special leave policy to incorporate the paid leave for pregnancy

loss prior to 24 weeks and Maternity Scheme & Guidance in relation to neo-natal loss including that shared parental can only be taken following neo-natal loss where this was already booked in advance. Policies will be bought back to Committee should there be material changes in line with the Policy development framework.

- 6.2** The new scheme will be communicated 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 also be used as a critical communication channel. The HR team will use email signature messaging to promote the scheme in all of their correspondence. TU Convenors and Representatives and Chief Officers will be asked to also circulate the introduction of the new scheme ensuring it reaches all employees.

7. People Implications

- 7.1** The introduction of this Scheme will promote awareness in relation to Pregnancy Loss and will ensure effective processes are available to support employees who have suffered such a loss.
- 7.2** The Scheme for employees is accessible on the Council intranet.

8. Financial and Procurement Implications

- 8.1** Any financial implications associated with this Scheme will be in relation to the provision of paid leave for this purpose. However, the benefits of supporting employees at this difficult time, mitigating the need for other leave to be taken such as sick leave is in support of our People First Strategy and family friendly policies.

9. Risk Analysis

- 9.1** Application of the new scheme will support employees going through a very difficult time and confirm available entitlements.

10. Equalities Impact Assessment (EIA)

- 10.1** An EIA was conducted and approved on 16th March 2022. Please see Appendix 2. Due to the delay in this coming forward for agreement this has been reviewed and its contents remain relevant with no further amendments required.

11. Consultation

- 11.1** The formulation of The Pregnancy Loss Scheme was informed by feedback from Human Resources, employees and Trade Unions.

11.2 Agreement to the Scheme has been provided by Unite, GMB and Unison and EIS on behalf of the Education Trade Unions.

12. Strategic Assessment

12.1 This report directly supports the Council's People First Strategy ensuring this Scheme is aligned to the ethos in providing meaningful and tangible support to employees.

Victoria Rogers
Chief Officer – People and Technology
Date: 16th January 2023

Person to Contact: Ilene McCollum HR Advisor, Church Street, Dumbarton
Tel: 07909 520457
Email: ilene.mccollum@west-dunbarton.gov.uk

Appendices: Appendix 1 – Pregnancy Loss Scheme
Appendix 2 – Equality Impact Assessment

Background Papers: None

Wards Affected: None

HR Employment Policy & Procedures

Pregnancy Loss Scheme

Implementation Date: February 2023

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



Scheme Title & Reference	Pregnancy Loss Scheme	
Version Number & Date	1.0	March 2022
Title, Version Number & Date of Superseded Version (if applicable)	Pregnancy Loss Scheme	
Rationale for introduction/Driver for change	Review of existing supports highlighted employees and managers would find specific guidance helpful to ensure employees who experience pregnancy loss at any stage of pregnancy are well supported.	
Summary of Substantive Changes (if applicable)	N/A	
Summary of Technical Changes (if applicable)	N/A	
Lead Officer	Julie Barker & Ilene McCollum, HR Advisers	
Final Trades Union Position	Agreed by Unite, Unison & GMB and EIS. on behalf of Teaching Unions	
Consultation & Approval Process	<i>Convenors Meeting</i>	22.03.22 & 13.12.22
	PMRG	29.03.22
Accompanying Documentation (incl. EIA)	EIA No. 493	
Linked Policy, Schemes and Procedures	Bereavement Leave Scheme Parental Leave Scheme , Maternity Leave Scheme , Shared Parental Leave Scheme Special Leave Scheme Stress Management Policy Employee Wellbeing Supports PAM Assist Support Guide	

	<u>Supporting Employee Wellbeing Policy</u> <u>Flexible Working Policy</u> <u>Equality & Diversity in Employment Policy</u> <u>Domestic Violence & Abuse Policy</u>
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1. Scheme Statement

- 1.1 West Dunbartonshire Council recognises the sensitive and often very distressing nature of pregnancy loss. This scheme is designed to provide guidance and a compassionate response to employees who experience pregnancy loss, whether it happens to you, your partner or the surrogate having your baby, regardless of the nature of the loss or the employee's length of service.
- 1.2 The Pregnancy Loss Scheme encompasses statutory entitlements for employees who experience pregnancy loss.
- 1.3 The Council recognises the implications of, and its responsibilities under, the Equality Act 2010 and this scheme enhances the support and assistance available to employees coping with pregnancy loss.
- 1.4 This scheme makes no assumptions about how employees suffering a loss feel, or how they may want to be treated. Instead, it aims to outline the support that is available, and advice that may be useful, should an employee need it. The aim is to encourage managers and employees to have open and honest discussions and adopt a flexible approach to support the employee to balance work and cope with their loss.
- 1.5 This scheme will complement the provisions of the Special Leave Scheme, the Supporting Employee Wellbeing Policy, the Maternity and Paternity Leave Schemes, and the Bereavement Leave Scheme.
- 1.6 A Manager's Guidance Note sits alongside the Scheme which will provide advice and guidance on the effective implementation of the Scheme.

2. Key Facts and Terms of Scheme

- 2.1 The Council acknowledge that pregnancy loss can be a devastating experience whether it happens to you, your partner or the surrogate having your baby. We know that sadly, it is more common than people may think and that the challenges at work are often misunderstood.
- 2.2 An estimated one in five pregnancies ends in miscarriage; one in every 225 births in the UK each year is classed as stillborn. Given these statistics and that our workforce is predominantly female (over 72.9%) it is anticipated that there are likely to be employees who will experience pregnancy loss. While everyone's experience is different, this scheme aims to promote and support employees to discuss individual arrangements to support them through their loss with their line manager.
- 2.3 If you are reading this because you have been affected, we are sorry for your loss. We want you to know that we understand that for many, pregnancy loss whenever or however it happens is a type of bereavement. Getting the right support at work is crucial and we are

committed to ensuring all employees affected by pregnancy loss get the support that they need.

- 2.4 The purpose of this scheme is to define what types of pregnancy loss are covered and what supports are available in both this and our other policies.
- 2.5 The term 'Pregnancy Loss' includes but is not limited to:
- **Miscarriage:**
The spontaneous loss of pregnancy until 24 weeks of gestation. This includes those affected by loss through fertility treatment from the point of embryo transfer. Learn more about miscarriage here www.nhs.uk/conditions/miscarriage
 - **Stillbirth:**
The loss of a baby after 24 weeks, before or during birth. Learn more about stillbirth here www.nhsinform.scot/illnesses-and-conditions/pregnancy-and-childbirth/stillbirth
 - **Abortion:**
A medical or surgical procedure to end a pregnancy. Learn more about abortion here www.nhsinform.scot/tests-and-treatments/surgical-procedures/abortion
 - **Ectopic pregnancy:**
When a fertilised egg implants and grows outside of the main cavity of the uterus. Learn more about ectopic pregnancy here www.nhsinform.scot/illnesses-and-conditions/pregnancy-and-childbirth/ectopic-pregnancy
 - **Molar pregnancy:**
A rare form of pregnancy in which a non-viable fertilised egg implants in the uterus and will fail to reach full term. Learn more about molar pregnancy here www.nhs.uk/conditions/molar-pregnancy
- 2.6 Neonatal loss is the loss of a baby within the first 28 days after they are born, often caused by premature births or genetic disorders. Learn more about neonatal loss here [Neonatal death information and support | Tommy's \(tommys.org\)](http://www.tommys.org)

3 Supporting Employees

3.1 Neonatal loss and Still Birth

- If you experience a stillbirth after 24 weeks or a neonatal loss, even if the neonatal loss was before 24 weeks of pregnancy, you are entitled to maternity benefits and leave. Please refer to the Maternity Leave Scheme to understand those entitlements. You can access all appropriate information relating to Maternity Leave on the Council's Intranet here [Maternity Leave Scheme - Employee Intranet \(west-dunbarton.gov.uk\)](https://west-dunbarton.gov.uk). Partners are also entitled to Paternity leave and benefits where they qualify. You can access information relating to Paternity leave at [Paternity Leave - Employee Intranet \(west-dunbarton.gov.uk\)](https://west-dunbarton.gov.uk)
- All employees (including partners) who experience the loss of a child under 18 years old (including stillbirth and neonatal loss) are also entitled to parental bereavement leave, which is incorporated in to the Council's Bereavement Leave Scheme which can be accessed from the Council's Intranet here [Bereavement Leave - Employee Intranet \(west-dunbarton.gov.uk\)](https://west-dunbarton.gov.uk)

3.2 Pregnancy loss from 24 weeks

- If you are affected by pregnancy loss from 24 weeks as the pregnant parent you are entitled to maternity benefits and leave. Please refer to the Maternity Leave Scheme to understand those entitlements. You can access all appropriate information relating to Maternity Leave on the Council's Intranet here [Maternity Leave Scheme - Employee Intranet \(west-dunbarton.gov.uk\)](https://west-dunbarton.gov.uk). Partners are also entitled to Paternity leave and benefits. You can access information relating to Paternity leave at [Paternity Leave - Employee Intranet \(west-dunbarton.gov.uk\)](https://west-dunbarton.gov.uk)

3.3 Pregnancy Loss before 24 weeks

- Employees who have been affected by pregnancy loss (and those affected by loss through fertility treatment from the point of embryo transfer) will be eligible for paid leave if they are not able to access either Maternity or Parental Bereavement Leave. This includes whether it happens to you, (or your partner subject to manager approval) or the surrogate having your baby. There is no limit on the number of times you can take it if you are affected by more than one loss.
- We won't assume to know how much leave each employee might need as everyone's situation is different. This scheme isn't about creating a one-size fits all approach. It's about highlighting all the different ways that we can support you so you can decide what works best for you.

- It doesn't matter how long an employee has worked for the Council or how many hours you work; if you suffer a loss you will be entitled to this leave with full pay. As a guide, we'll give up to 5 days paid leave pro-rata, for partners of those who have suffered a loss the same provision will be given subject to manager approval. You can request this period of leave via the Special Leave Scheme. [Special Leave Scheme - Employee Intranet \(west-dunbarton.gov.uk\)](https://www.west-dunbarton.gov.uk). Alternatively, your manager can progress this on your behalf.

3.4 Supporting Employees after Pregnancy Loss

- Emotional and physical recovery from a pregnancy loss varies for each individual. We appreciate it doesn't have a time limit and employees may find they need to take further sickness leave after having returned to work, which is understood. Employees should feel supported when requesting time off to recover from loss.
- It's important that you contact your manager as soon as possible if you are affected by pregnancy loss, so that they know what's happening and how they can support you. While we would encourage you to let your manager know so that they can support you during this difficult time and help you return to work, if you would prefer not to tell anyone, please consider contacting your trade union representative or HR or alternatively use the Council's Supporting Employee Wellbeing Policy for guidance instead. Any sickness absence that is recorded as pregnancy related will not count towards absence prompts. The Supporting Employee Wellbeing Policy can be accessed from the Council's Intranet here [Supporting Employee Wellbeing Policy - Employee Intranet \(west-dunbarton.gov.uk\)](https://www.west-dunbarton.gov.uk)
- Pregnancy loss is a challenging often emotional time for all involved. For any employees experiencing domestic abuse linked to pregnancy loss, our Domestic Violence & Abuse Policy may provide additional support. You can access this Policy from the Council's Intranet here [Domestic Violence and Abuse - Employee Intranet \(west-dunbarton.gov.uk\)](https://www.west-dunbarton.gov.uk)

4. Returning to Work

- 4.1 Returning to work after pregnancy loss can be incredibly challenging. Employees are encouraged to have an ongoing discussion with their line manager about necessary adjustments (see 'Flexible Working' below).
- 4.2 We acknowledge everyone's experience is different, and an employee is entitled to discuss bespoke arrangements to best support them with their line manager, and Strategic HR if needed, based on their individual circumstances.

4.2 Flexible Working

- West Dunbartonshire Council recognises that flexibility is a key support to anyone suffering a pregnancy loss. We aim to facilitate flexible working wherever possible and have an established Flexible Working Policy which can be accessed from the Council's Intranet here [Flexible Working - Employee Intranet \(west-dunbarton.gov.uk\)](https://www.west-dunbarton.gov.uk/intranet/flexible-working-employee)
- Some examples of Flexible Working that could be considered following a pregnancy loss could include:
 - A phased return to work;
 - More time working from home, subject to role requirements;
 - Additional breaks;
 - Flexibility to work in other areas of the building when in the office;
 - Earlier start times and finish times to avoid peak travel times when travelling into the office;
 - A request to reduce working hours on a temporary basis; and/or
 - Turning camera off when on video calls.
- Please note that this list is not exhaustive, rather it highlights some of the different ways that we can support employees. An employee's specific requirements should be discussed and agreed between them and their line manager. Any adjustments or Flexible Working arrangements agreed should be reviewed on a regular basis to ensure they continue to meet the needs of the employee.

4.3 Medical Appointments and Support

- West Dunbartonshire Council would advise employees to seek the support of their GP if they have experienced pregnancy loss if not already done. Employees may find they need time away from work to attend medical appointments or to support their partner.
- Time to attend necessary appointments will normally be paid in line with the Council's Special Leave Scheme which you can access from the Council's Intranet page [Special Leave Scheme - Employee Intranet \(west-dunbarton.gov.uk\)](https://www.west-dunbarton.gov.uk/intranet/special-leave-scheme-employee)
- Employees can access free, professional and confidential counselling through PAM Assist. You can find further information and details on how to self-refer on our Intranet page [Employee Counselling - Employee Intranet \(west-dunbarton.gov.uk\)](https://www.west-dunbarton.gov.uk/intranet/employee-counselling-employee) . Alternatively, your line manager can make a referral to this service on your behalf.

- If employees would prefer to speak to someone who is specifically trained in the kind of pregnancy loss you have experienced a list of specialised organisations is available in Section 5 of the Scheme.

4.4 IVF and Fertility

If pregnancy loss occurs after the employee or their partner have had fertility treatment from the point of embryo transfer onwards please note this scheme still applies.

5. Further Supports

5.1 There are lots of charities and other specialist support groups who offer information and support about pregnancy loss. Here are some that you might find helpful:

- **The Miscarriage Association** – The Miscarriage Association – offers support and information for anyone affected by pregnancy loss. It provides a staffed helpline, live chat and email service, and a comprehensive website, along with online and in-person peer support groups.
<https://www.miscarriageassociation.org.uk/>
- **Petals** – provides specialist support and counselling after pregnancy loss. <https://www.petalscharity.org/>
- **Tommy's** - a charity that funds research into pregnancy problems and provides information for parents-to-be.
<https://www.tommys.org/>
- **SANDS** - can offer you support if your baby dies during pregnancy or after birth. <https://www.sands.org.uk/>
- **ARC** - a national charity offering parents support through antenatal screening and its consequences, including bereavement. <https://www.arc-uk.org/>
- **Abortion Talk** - a new charity offering people the chance to talk about abortion in a non-judgemental and supportive environment. <https://www.abortiontalk.com/>
- **The Fertility Network** – a charity offering resources and support for those affected by fertility issues.
<https://fertilitynetworkuk.org/>
- **The Ectopic Pregnancy Trust** – supporting people with early pregnancy complications. <https://ectopic.org.uk/>
- **SIMBA** – offer monthly bereavement support groups across Scotland, 24-hour online support and organise family friendly

awareness events throughout the year.
<https://www.simbacharity.org.uk/>

6. Review of Scheme

- 6.1 This scheme will be reviewed and updated to incorporate any relevant changes to legislation or good practice as required.

AssessmentNo	493	Owner	jbarker	
Resource	Transformation		Service/Establishment	People and Technology
	First Name	Surname	Job title	
Head Officer	Julie	Barker	HR Adviser	
	(include job titles/organisation)			
Members	Ilene McCollum Margo Davenport			
	<i>(Please note: the word 'policy' is used as shorthand for strategy policy function or financial decision)</i>			
Policy Title	Pregnancy Loss Scheme			
	The aim, objective, purpose and intended out come of policy			
	To support employees who experience a pregnancy loss who experience pregnancy loss at any stage of pregnancy and to enable managers to best support their employees. For those employees who experience this loss before 24 weeks (when maternity pay commences) this scheme seeks to offer a period of paid leave to mitigate any potential detriment they may experience.			
	Service/Partners/Stakeholders/service users involved in the development and/or implementation of policy.			
	TU - Margo Davenport			
Does the proposals involve the procurement of any goods or services?			Yes	
If yes please confirm that you have contacted our procurement services to discuss your requirements.			No	
SCREENING				
<i>You must indicate if there is any relevance to the four areas</i>				
Duty to eliminate discrimination (E), advance equal opportunities (A) or foster good relations (F)			Yes	
Relevance to Human Rights (HR)			Yes	
Relevance to Health Impacts (H)			Yes	
Relevance to Social Economic Impacts (SE)			Yes	
Who will be affected by this policy?				
All employees who may experience pregnancy loss or be affected by pregnancy loss.				
Who will be/has been involved in the consultation process?				
Trade Union Convenors				
Please outline any particular need/barriers which equality groups may have in relation to this policy list evidence you are using to support this and whether there is any negative impact on particular groups.				
	Needs	Evidence	Impact	
Age	Applies to those of an age to bear children or are able to be involved in the creation of a pregnancy		Positive if experience loss before 24 weeks of pregnancy	
Cross Cutting	Full consideration given to Human Rights Act		Positive if experience loss before 24 weeks of	

	specifically article 8 of ECHR on Family life.		pregnancy
Disability	n/a		Positive if experience loss before 24 weeks of pregnancy
Social & Economic Impact	n/a other than reducing need to pay sick pay and maximises an employees sick pay availability		Positive if experience loss before 24 weeks of pregnancy
Sex	Employees who have been affected by pregnancy loss (including partners and those affected by loss through fertility treatment from the point of embryo transfer) will be eligible for paid leave if they are not able to access either Maternity or Parental Bereavement Leave. This includes whether it happens to you, your partner or the surrogate having your baby. There is no limit on the number of times you can take it if you are affected by more than one loss.		All employees are treated fairly. Positive if experience loss before 24 weeks of pregnancy
Gender Reassign	n/a		Positive if experience loss before 24 weeks of pregnancy
Health	Supports female health related to pregnancy and emotional wellbeing for all employees involved in experiencing a pregnancy loss.		Positive if experience loss before 24 weeks of pregnancy
Human Rights	n/a		Positive if experience loss before 24 weeks of

			pregnancy
Marriage & Civil Partnership	Pregnancy loss can impact employees in any type of relationship.		Positive if experience loss before 24 weeks of pregnancy
Pregnancy & Maternity	Those that experience loss. Before 24 weeks this scheme offers paid leave as not entitled to maternity pay / leave	legal requirement for maternity pay is pregnancy or loss after 24 weeks.	positive - reduces impact to those employees who experience loss before 24 weeks
Race	BME women are 40% more likely to experience pregnancy loss	https://www.mirror.co.uk/news/politics/tories-blasted-black-women-40-26175931	Positive if experience loss before 24 weeks of pregnancy
Religion and Belief	n/a		Positive if experience loss before 24 weeks of pregnancy
Sexual Orientation	n/a		Positive if experience loss before 24 weeks of pregnancy

Actions

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

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

The impact will be monitored on a regular ongoing basis.

Q7 What is your recommendation for this policy?

Introduce

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

Positive support for all employees and enhances statutory benefit of paid leave for those who experience a loss before 24 weeks.

WEST DUNBARTONSHIRE COUNCIL**Report by Chief Officer – People and Technology****Corporate Services Committee: 1 February 2023**

Subject: Workforce Planning Strategy and Framework 2022 - 2027**1. Purpose**

- 1.1** The purpose of this report is to seek approval of the revised Workforce Planning Strategy and Framework.

2. Recommendations

- 2.1** The Committee is asked to approve the revised Workforce Planning Strategy and Framework (Appendix 1).

3. Background

- 3.1** The Council's Workforce Planning Framework 2017 – 2022 supported the Council's workforce planning activity over this period with 2021/22 workforce planning update being reported to Committee on 2nd November 2022. Included in this report was the Corporate Workforce Action plan 2022/23 consisting of actions undertaken and in progress, where momentum should be sustained and a high level 5 year action plan to develop workforce planning linked to the People First Strategy and the Employee Life Cycle.
- 3.2** As the Council progresses its' 5 year Strategic Plan with Service delivery plans incorporating the Council priorities, the Workforce Planning Framework has been revised to reflect the Council's Strategies for 2022 – 2027 and to support Chief Officers and their management teams to undertake workforce planning effectively. The revised Framework and Strategy is based on existing good practice and best practice guides.
- 3.3** Whilst separate planning processes exist in relation to West Dunbartonshire Health & Social Care Partnership (HSCP), appropriate alignment is in place to ensure that Council employees working within HSCP are included and benefit from all Council Wide initiatives and actions.
- 3.4** The Strategy and Framework is applicable to services with Local Government Employees, Chief Officers and Quasi-Craft workers and applies to those Council-employed within HSCP services as per point 3.3 above. Teachers and those on SNCT conditions have separate workforce planning mechanisms in place.

3.5 A Workforce Planning Guidance Toolkit for Managers, providing the tools and supporting information to undertake effective workforce planning will accompany this Strategy and Framework. It is expected that over the course of the 5-year plan this toolkit will be responsive to need and developed accordingly to provide managers with the tools and knowledge they require to meet their workforce planning challenges.

4. Main Issues

4.1 The review of the Workforce Planning Strategy and Framework (Appendix 1) seeks to place a strategic focus on workforce planning by setting the workforce planning model in context aiming to ensure Council Services have:

- The right **shape** in terms of composition, structure and purpose;
- The right **skill set** in terms of capabilities to meet future goals and bridge current gaps;
- The right **number** of employees to achieve goals efficiently and effectively;
- In the right **location** to ensure the availability of people with capabilities to meet service needs; and
- At the right **time** and within **budget**.

4.2 It is acknowledged that the Council and its' Services are embarking on further challenging times and it is therefore imperative to support services in considering current short term requirements but also longer-term workforce planning strategies in line with Council plans, setting workforce planning priorities which are directly linked.

4.3 In setting workforce planning in context, the Strategy and Framework recognises the current good practice already undertaken outlining our current strengths and successes but also draws on the challenges identified from planning processes and experiences of workforce planning to date.

4.4 With the aim to provide further clarity and simplify the process of workforce planning, the Strategy and Framework provides a revised workforce planning governance framework. This is a 6-staged evidence based model for workforce planning considered best practice by the Chartered Institute of Personnel and Development (CIPD) as follows:

1. Stage 1: Understanding the Organisation & its Environment
2. Stage 2: Analyse the Current & Potential Workforce
3. Stage 3: Determine Future Workforce Needs
4. Stage 4: Identify Workforce Gaps against future needs
5. Stage 5: Actions to address skill shortages, surpluses or skill Mismatches
6. Stage 6: Monitoring and evaluate actions

4.5 The tools and template documents from the current Workforce Planning Framework have been removed and will be reviewed and placed in the Manager's toolkit. These will be revised where appropriate based on

manager/user feedback. The manager's toolkit will developed around undertaking the 6-stages effectively.

- 4.6 Once approved, the revised strategy and framework replaces the previous iterations in their entirety.

5. Key Drivers

- 5.1 With the various challenges faced by the Council and particularly in relation to budget savings, the requirement to effectively workforce plan in the context of our priorities has never been greater. Is also essential that managers are equipped with the right skills and abilities to take this forward.

- 5.2 Key drivers are featured within the 4 Workforce Planning Priorities to ensure the following:

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

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

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

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

- 5.3 In addressing the above, this Framework and Strategy aims to:

- Addressing the gap between current workforce supply and predicted future demand;
- Addressing the gap between current and required workforce capabilities;
- Improving resilience within teams;
- Ensuring clear, effective and stable organisational design;
- Addressing workforce diversity objectives; and
- Improving use of technology and new ways of working.

6.0 Next Steps – Communication Plan

- 6.1 A Manager's Workforce Planning Toolkit is being developed along with supporting templates, examples and documents. Both managers and Trade Unions have been invited to contribute to this.

- 6.2 Communications will follow to Chief Officers and Management teams in relation to the new Strategy and Framework and supporting Toolkit with discussions taking place at management team meetings. The Strategy and Toolkit will also be available on the intranet as well as circulated around services.

- 6.3 The Strategy confirms that People & Change Partners will be supporting the workforce planning activity of services during the service delivery planning

processes however general workforce planning training and support sessions will be developed based on feedback of the toolkit to meet manager's needs.

7.0. People Implications

7.1 With the workforce being an imperative asset for the Council, the introduction of this Strategy & Framework will support our services to create a workforce which supports the achievement of the Council's priorities and in turn the needs of Services users and our communities. The Strategy and Framework will ensure considerations are given to the key themes of the People First Strategy whilst considering the current and future needs of our workforce in relation to:

- Supporting & Building Workforce Skills
- Digitalisation
- Employee Wellbeing
- Workforce Planning
- Employee Engagement

7.2 Resilience and equalities should feature in all workforce planning considerations and therefore the Strategy and Framework will also have key linkages to the Equality Action plan with the objective to build a workforce which reflects our communities, support our current workforce effectively and ensure we are an employer of choice.

8. Financial and Procurement Implications

8.1 Whilst there are no direct financial implications in implementing this Strategy and Framework it is expected that this will support Council services to effectively structure and develop the workforce accordingly within the current budget position and ensure workforce planning decisions are evidence based.

9.0. Risk Analysis

9.1 Implementation of the revised Strategy and Framework will support services to analyse their workforce needs in line with their service delivery priorities and develop plans to mitigate against current and future workforce risks ensuring resilience to service delivery.

10.0 Equalities Impact Assessment (EIA)

10.1 An EIA was conducted and approved on 20th December 2022 and is available as Appendix 2.

11.0 Consultation

11.1 The Workforce Planning Strategy and Framework was informed by feedback from Human Resources, People & Change Leads and was circulated for consultation with Chief Officers and their management teams and Trade

Unions. Feedback received was considered and incorporated where appropriate.

- 11.2** Trade Unions and Service Managers have been asked to be involved in the future development and consultation around the Managers Workforce Planning Toolkit alongside Human Resources.
- 11.3** Whilst this is a revised Policy, the changes are substantial in its re-write. A summary of the key changes have been outlined at the beginning of the Strategy and Framework in the summary of technical changes section.
- 11.4** Unison, Unite and GMB have noted their agreement to the Workforce Planning Strategy and Framework.

12.0 Strategic Assessment

- 12.1** This report directly supports the Council's Strategy Plan, Service Delivery plans and People First Strategy ensuring this workforce planning is undertaken and aligned to the priorities and ethos within these strategies.

Victoria Rogers

Chief Officer - People & Technology

Date: 6th January 2023

Person to Contact: Lisa MacGregor, People and Change Partner
16 Church Street, Dumbarton
Tel: 07949800801
Email: Lisa.MacGregor@west-dunbarton.gov.uk

Appendices: Appendix 1 – Workforce Planning Framework & Strategy
2022 – 2027
Appendix 2 – Equality Impact Assessment

Background Papers: None

Wards Affected: None

HR Employment Policy & Procedures

Workforce Planning Strategy & Framework

Implementation Date: December 2022

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





Document Management - Version Control

Policy Title & Reference	Workforce Planning Strategy & Framework	HRP/066	
Version Number & Date	3.0	20 th December 2022	
Title, Version Number & Date of Superseded Version (if applicable)	Workforce Planning Strategy & Framework	Version 1.0 2.0	November 2013 7 th June 2016
Rationale for introduction/Driver for change	Review of the existing Framework to place in context of current strategic focus on workforce planning, improving medium to long-term planning and action plan implementation in line with the People First Strategy.		
Summary of Substantive Changes (if applicable)	Review of Framework document to reflect the strategic links of workforce planning to Council plans and strategies including The People First Strategy. To incorporate the tools and information guidance for workforce planning into a separate toolkit to support managers to undertake effective workforce planning which can be developed and built upon over the 5 year period to meet need.		
Summary of Technical Changes (if applicable)	<p>This document is a re-write on the current Workforce Planning Framework retaining its main principles.</p> <p>Amendment of title to reflect the content of the document in that it sets out a 5 year strategy and framework;</p> <ul style="list-style-type: none"> • Strategic link to named Council Strategies in setting workforce planning in context; • Inclusion of the 4 Workforce Planning Priorities to support Service level workforce plans and aims; • High level 5 year considerations for workforce planning linked to The People First Strategy incorporated; 		

	<ul style="list-style-type: none"> • Review of framework and processes including roles and consultation; • Review of governance framework to 6-stage workforce planning model based on Chartered Institute of Personnel & Development in line with best practice. • Removal of workforce planning tools and 'how to' guidance which will be formulated into a manager's toolkit to clarify and simplify information. 	
Lead Officer	Lisa MacGregor, People & Change Partner	
Final Trades Union Position	Notification of Agreement from Unison, Unite & GMB	
Consultation & Approval Process	<i>Committee</i>	<i>Date</i>
	Convenors	29/11/22 Trade Unions and Chief Officers (and their management teams)
	JCF (if applicable)	N/A
	C. S. Committee (if applicable)	1/2/23
Accompanying Documentation (incl. EIA)	Equality Impact Assessment No 594	
Linked Policy, Schemes and Procedures	Workforce Planning Guidance Toolkit Council Strategic Plan Service Delivery Plans The People First Strategy Equalities Action Plan	

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1. Introduction

1.1. This Strategy and Framework details West Dunbartonshire Council's approach to strategic workforce planning 2022 – 2027 in line with Strategic Council Plans, is based on a review of existing good practice, and best practice guides. A Workforce Planning Guidance Toolkit for Managers, providing the tools and supporting information to undertake effective workforce planning accompanies this Strategy and Framework.

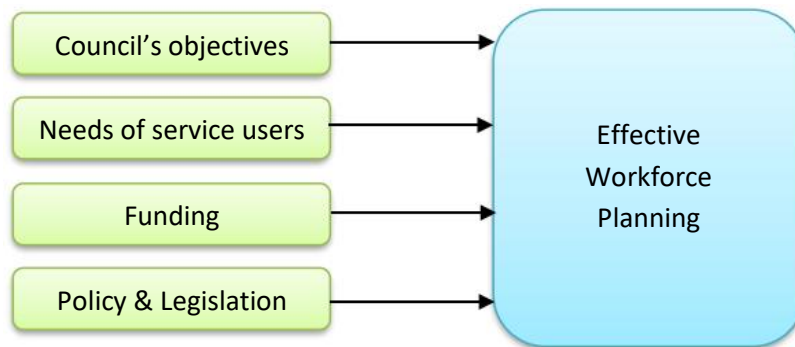
1.2. Strategic workforce planning is proactive and seeks to enable the delivery of strategic objectives by identifying and implementing strategies. Effective workforce planning is when a strategy is brought to life so vividly that a workforce can be constructed around it.



2. Workforce Planning Context

2.1. Effective workforce planning will be informed by:

- The Council's current and future objectives;
- The needs of our service users;
- The amount and sources of funding available; and
- The wider policy and legislative environment in which the Council operates.



2.2. The Council's [Strategic Plan \(2022–27\)](#) informs the development of our Service Delivery Plans reflecting the themes and priorities within. The People First Strategy 2022 – 27 ([link](#)) sets out the Council wide 'people' route to support delivery of the Council's Strategic Plan incorporating the key priorities below which will work in collaboration to build the workforce for the Council:

- Supporting & Building Workforce Skills
- Digitalisation
- Employee Wellbeing
- Workforce Planning
- Employee Engagement



2.3. The People First Strategy 2022–27 will concentrate on the Employee Life Cycle as the foundation for constructing the workforce required to meet the Council's Strategic Objectives and support the Workforce Planning agenda with a different focus each year:

- year 1 – Recruitment
- year 2 – On-boarding
- year 3 – Development
- year 4 – Retention
- year 5 - Employee Recognition & Off-boarding

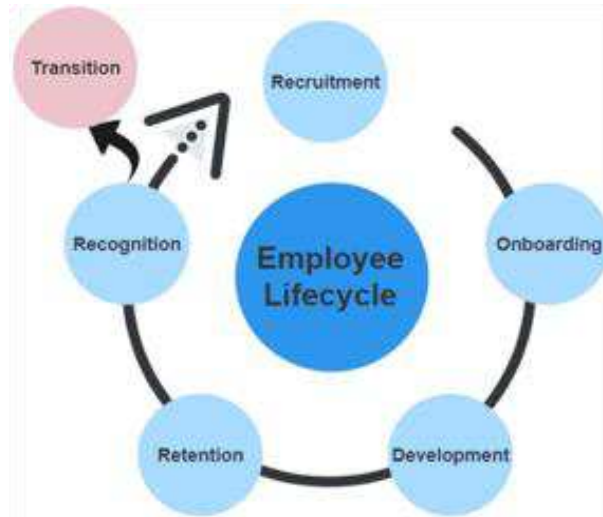


Figure 1: The employee life cycle

- 2.4.** Workforce planning takes place at a Council-wide level looking at system-wide issues and strategies to support the Council’s strategic plan. It aims to address external workforce factors that affect the entire organisation, maintain organisational capacity and to mitigate risk exposure. Workforce planning at this level is undertaken with the Strategic Leadership Group and is facilitated by the Strategic Human Resources Team. During this process it may be that the workforce planning process in a Chief Officer area highlights additional system-wide issues not previously identified. As an intuitive process, it is therefore important that resulting Council-wide action plans are responsive to any such need highlighted by the Service workforce planning process.
- 2.5.** Workforce planning is also undertaken at Service level and is embedded in the service planning process with workforce planning forming part of the Service delivery plans. This ensures clear linkages between service workforce plans reflecting service priorities, supporting the achievement of the council priorities whilst taking cognisance of the priorities within the People First Strategy. Service workforce plans outline the actions to ensure that we have the workforce required to deliver new, different and improved services in challenging times.



- 2.6.** It is important to note the two-way process which needs to exist in terms of how the People First Strategy (at Council wide level) and Workforce Plans at strategic service level) will work together to ensure that service, financial and workforce plans are integrated ensuring a resourced workforce is in place to meet organisational needs.
- 2.7** In considering workforce planning in context it is important to also acknowledge that our current strengths particularly surrounding the People First Strategy priorities provide us with the foundations and platform from which to build and meet our challenges ‘head on’. Therefore, they must continue to be recognised, developed, promoted and leveraged as we work together with our stakeholders and partners to deliver improvements within the Framework of the Priorities.

Our Key Strengths:

- Employee Wellbeing Strategies including wellbeing champions and policy base
- Flexible Working – Award winning in relation to our work styles & hours
- Employee Engagement Strategies –Use of Trickle, particularly for the frontline employee voice
- Learning & Development Opportunities including Digital champions network and skills passports to support career development
- Fit for Future Review process as a basis for effective service re-design with a user based focus
- Use of Technology to progress service delivery and enable remote/hybrid working
- Skills Development & Retention - Succession rates in recruiting and retaining Modern Apprentices & Graduates
- Workforce Planning Console - Real time Workforce planning data for Managers providing ‘snap shot’ data and trends analysis in relation to the workforce
- Knowledge and Experience of our current Workforce

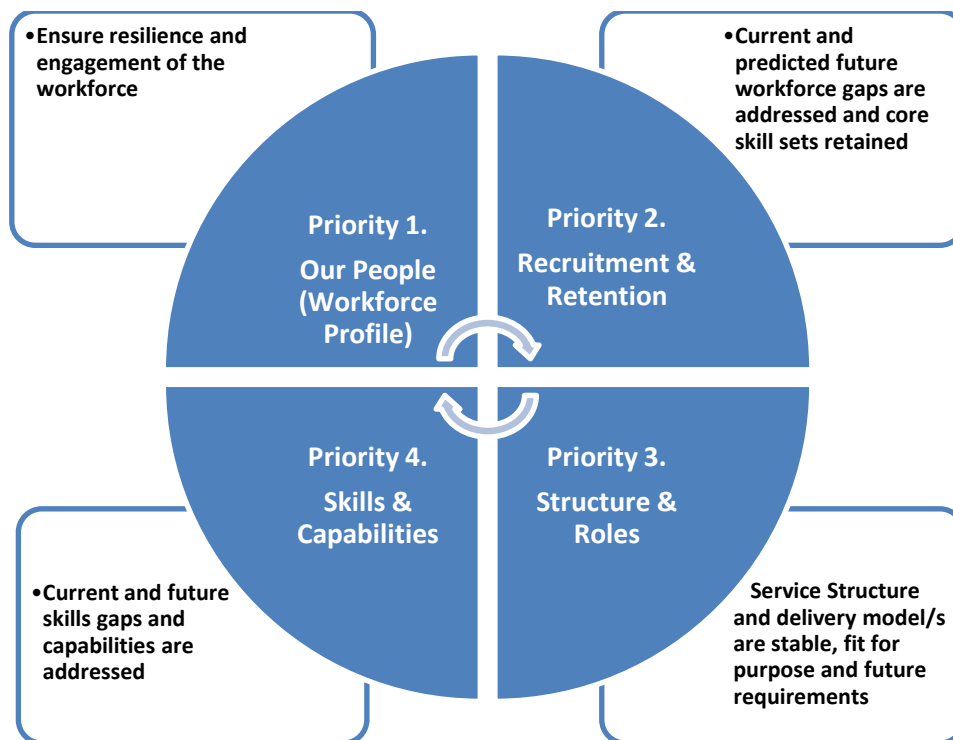
2.8. It is anticipated the implementation of the People First Strategy and its associated 5 year plan alongside the workforce planning processes at Service Level will highlight a number of challenges, which we will need to address to ensure our workforce is fit for purpose to deliver our Services. In line with the Council's Strategic Plan we understand the challenges that will also be reflected and considered within the workforce planning context.

Our Challenges:

- Aging and forecasted decrease in population in the West Dunbartonshire area reflecting in our workforce
- Poverty and health within our communities impacting on potential workforce and current employee wellbeing
- Current and anticipated future budget position impacting on structures and roles and predicted recession
- Competitive external labour market for key skills versus vulnerability of key employment sectors in our communities particularly following EU Exit and the Pandemic including the Impact on youth employment
- Known skill shortages in key areas
- Continuous Skill development of the workforce including Digitisation and Transformational change
- Equalities & removing barriers – Building a workforce representative of our Communities
- Environmental factors & climate change influencing the way we design and deliver our services

3. Workforce Planning Priorities

3.1. In order to address our workforce planning needs Service Level workforce plans and their actions will be developed around our 4 Workforce Planning Priorities. These priorities reflect the strategies and aims of this Workforce Planning Strategy Framework, to ensure we are able to respond accordingly to our challenges whilst building on our current good practice and successes from our journey so far.



Priority 1. Our People (Workforce Profile):

Ensure resilience and engagement of the workforce

Strategy:

Develop and implement wellbeing, employee engagement, equality and learning and development plans to enable capabilities, improve resilience and promotion of a diverse workforce

We will know we have achieved this:

When our employee engagement strategies and processes reflect a workforce that feels valued, attendance levels and employee wellbeing is improved and employees are engaging in continuous development whilst meeting service delivery objectives. Our workforce planning data meets the on-going requirements to provide the insights required to build the workforce we require which reflects our communities.

We will monitor this through:

Our employees surveys and engagement platforms such as Trickle, absence levels and other key sources of information relating to wellbeing such as stress risk assessments and related performance indicators at Council wide and service level. Our workforce planning console will support this monitoring of employee data along with external data sources in relation to our communities and labour markets.

Priority 2. Recruitment & Retention:

Current and predicted future workforce gaps are addressed and core skill sets retained

Strategy:

Develop and implement employee life cycle plans in line with the People First Strategy to attract and retain the workforce

We will know we have achieved these:

When turnover is minimised and we are able to fill our hard to recruit posts where we have identified skills shortages, including established talent pool pipelines where needed, both internal and external from which to source key talent from.

We will monitor this through:

Reviewing the levels and reasons for turnover through our exit processes and taking appropriate action, monitoring key recruitment data and trends to support the improvement of processes, roles and structures and policy base. Monitor actions implemented against required outcomes through the workforce planning process.

Priority 3. Structure & Roles:

Service structures and delivery model/s are stable, fit for purpose and future requirements

Strategy:

Implement service review process including role design, use of new technology and new ways of working to add resilience, address gaps and establish opportunities for efficiencies

We will know we have achieved these when:

We have flexible and resilient structures with our workforce facilitating the achievement of service delivery requirements through the use of new technologies and digital transformation.

We will monitor this through:

Working with Services within the workforce planning framework to monitor workforce planning actions in the context of their impact to support the achievement of service delivery objectives and improved performance indicators. Monitoring of structure and employee data will be supported through the workforce planning console.

Priority 4. Skills & Capabilities:

Current and future skills gaps and capabilities are addressed

Strategy:

Develop and implement learning and development plans and development opportunities to improve capabilities and resilience within the workforce

We will know we have achieved these when:

Learning and development opportunities are effectively scoped and implemented based on the requirements of the Service and effective succession planning in place to ensure skills gaps are closed effectively.

We will monitor this through:

Monitoring data in relation to learning and development opportunities undertaken, particularly in relation to digital skills and ensuring essential learning and development is embedded in skills passports. Monitoring the internal labour market information in relation to those moving internally and undertaking secondments, promotions etc. as well as exit information to understand key reasons for leaving. Within the workforce planning framework ensuring succession planning is a key consideration and monitoring outcomes of service workforce plans against objectives set.

- 3.2. Through Workforce Planning we aim to build workforce skills and support for the future across all services through innovative development programmes and bespoke interventions. Workforce planning will support with the design and support of modernised services and digital transformation, building resilience to Council Services and support progression the Council's equality outcomes (<https://www.west-dunbarton.gov.uk/media/4320212/equalities-report-final.pdf>).
- 3.3. As part of the People First Strategy a 4 year equalities action plan (Appendix 1) is being actioned which will influence all 4 Workforce Planning priorities, therefore findings and outputs from this plan will be considered across the 4 workforce planning priorities.
- 3.4. Workforce planning is one of the key priorities of the People First Strategy. In order to build and improve the Council's workforce planning capabilities and further support service level workforce planning activity, development work in relation to workforce planning will also focus around the Employee Life cycle of the People First Strategy over the next 5 years.
- 3.5. As work progresses in relation to the People First Strategy it is expected that specific strategies and actions will be reflected within the 4 workforce planning priorities and in turn these reflected in Service level workforce plans. It is important to ensure feedback from service level workforce planning also informs the People First Strategy.
- 3.6. It is anticipated at this stage that development work will focus on the following areas reflected in the tables below, however as the People First Strategy progresses year on year focus may change as we respond to the outcomes and requirements.

Year 1 – Attraction & Recruitment

Spotlight on:

- Skills and recruitment gaps forecast and identified and workforce plans reflect how gaps can be filled;
- Support Services to review job quality, role profiles and recruitment practices for improvement;
- Talent pool development;
- Targeted attraction and recruitment (including increasing diversification of the Workforce);
- Consideration of promotion opportunities for Careers within the council;
- Review the Internal job market – consider succession planning, secondments and redeployment potential ensuring effective use of the Switch Policy.

Year 2 – Onboarding

Spotlight on:

- Development of Workforce Planning Console to incorporate employee data improvements relating to recruitment & on-boarding;
- Better use of Scenario Planning;
- Support promotion of human centered management;
- Increasing use of equalities information to inform decision making in relation to Workforce Planning.

Year 3 – Development

Spotlight on:

- Development of key Career Pathways;
- Succession planning with improved links to development opportunities and Leadership Development;
- Further development of internal talent pools;
- Promotion of personal and professional development through the Workforce Planning channels;
- Workforce Planning Policy, Strategy and processes informed by data and adapted accordingly.

Year 4 – Retention

Spotlight on:

- Improved use of Be the Best (and other conversations) with an emphasis on quality of information to inform workforce planning for a focus on skills development, individual career aspirations and future requirements;
- Links to employee retention and development data to enhance scenario planning and impact on team and structures;
- Build and promote coaching & mentoring opportunities into workforce planning strategies;
- Support to build digital and data skills as integrated actions of workforce plans;
- Improved use of market analytics to inform areas of risk for retention;
- Continued improvement to link workforce planning actions to the Strategic direction of the organisation and culture of change for continuous improvement;
- Further develop workforce analytics in relation to turnover to predict areas of risk and inform of strategies to retain.

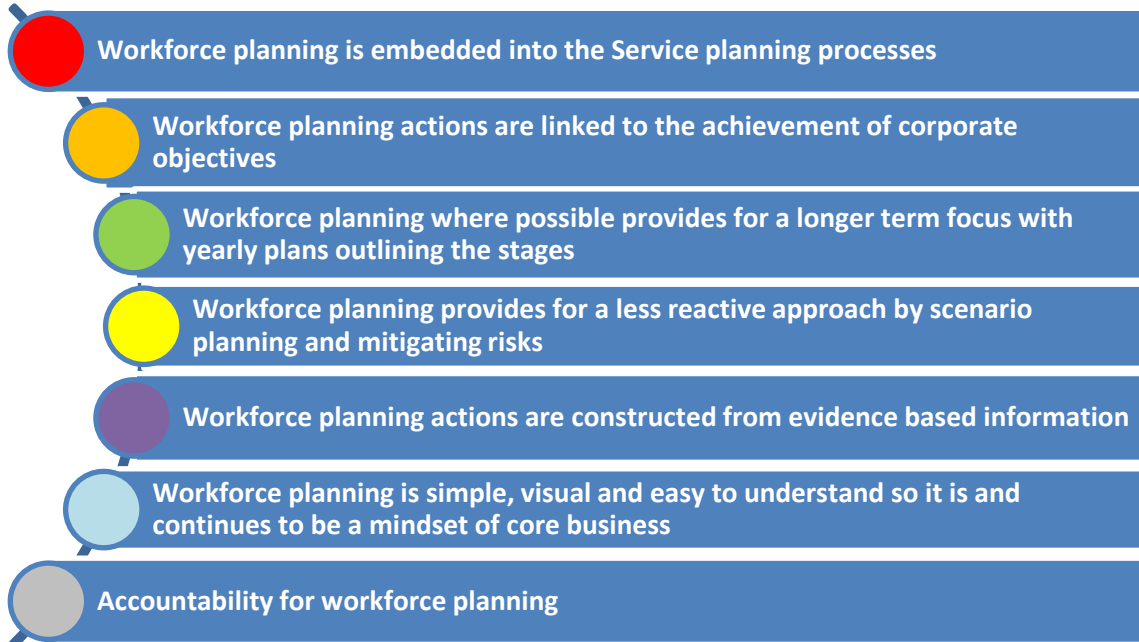
Year 5 – Recognition & Off Boarding

Spotlight on

- Consider promotional opportunities at Service Level as positive place to work informed by data analysis;
- Develop and further analyse exit interview information and destinations of leavers to inform workforce planning actions including role/structure design and development opportunities;
- Benchmarking scoped for actions relating to retention;
- Support methodologies to encourage returners for those who leave to develop career in another organisation.

4. Workforce Planning Process

- 4.1. Building on the foundations of good practice with the aim to continuously improve and ensure resources are directed in accordance with agreed policy and priorities and with data informed decision making we will look to ensure:



- 4.2. A best practice workforce planning approach has been adopted which brings a consistent format that can be used across Services and importantly is based on an evidence-based approach Workforce planning will involve the following key stages:



- Stage 1:** Understanding the Organisation & its Environment
- Stage 2:** Analyse the Current & Potential Workforce
- Stage 3:** Determine Future Workforce Needs:
- Stage 4:** Identify Workforce Gaps against future needs
- Stage 5:** Actions to address skill shortages, surpluses or skill Mis-matches
- Stage 6:** Monitoring and evaluate actions

4.3. Further Information in relation to these stages is outlined in Appendix 2 and tools to support with the stages of the workforce planning process can be found in the Workforce Planning Guidance Toolkit.

5. Workforce Planning Governance

- 5.1.** Workforce planning at Chief Officer Level involves the Chief Officer and their management teams, facilitated by People and Change Partners as part of service planning and design processes. This process will involve the development and implementation of Service level workforce plans developed around the 4 workforce planning priorities (as outlined in 3.1) and informed by The People First Strategy. These plans will also respond to workforce factors that impact each area and therefore services will build and implement workforce plans which are reflective of the above and the needs of their service.
- 5.2.** West Dunbartonshire Health & Social Care Partnership is statutorily required to produce a 3-year Strategic Plan. A corresponding 3-year Workforce & Organisational Development Strategy is produced and it is delivered through a series of annual support plans approved by the Integrated Joint Board. Whilst separate planning processes exist, it will still be important to ensure that there is appropriate linkage with the Council-wide Workforce Plan and resulting action plans in so far as they relate specifically to Council employees working within HSCP.
- 5.3.** A longer-term approach to workforce planning is required with Council-wide and Service Delivery plans aligned to the 5-year period covered by the Council's Strategic Plan.
- 5.4.** In developing Service Workforce Plans a variety of information should be considered including the Council Strategic Plan, Service Delivery Plans, Service budget information, workforce profile, trend analysis and Service performance data/Indicators. A comprehensive list is included in the Workforce Planning and Guidance Toolkit.
- 5.5.** It is important that People & Change Partners are involved in the wider planning process in order to consider the workforce implications of Service Workforce plans at the earliest stage. People & Change Partners will also influence content

of plans by drawing attention to ways in which service structures, role redesign and employees can be developed and deployed more effectively to further the achievement of organisational or service-specific goals.

- 5.6. Workforce planning involves every Chief Officer. It requires the vision, knowledge and experience of senior management, along with support and expertise from other relevant functions also such as finance for resourcing/funding requirements, legal and IT where required.
- 5.7. Whilst the decision-makers in relation to workforce planning are as described above, it is important to also involve wider key stakeholders in the process, including employees and trades unions.
- 5.8. Ownership of and accountability for workforce planning will be critical in ensuring that workforce plans are effective in meeting the Council's workforce planning needs. The roles of those involved have therefore been outlined as follows:
 - **Elected members and the Chief Executive will:**
 - Set the strategic direction and ensure workforce plans are delivered.
 - **Chief Officers and Service Managers will:**
 - Identify the internal and external factors which may affect the future operation of the Council and its ability to achieve its corporate objectives;
 - Develop the strategies to deal with any issues and gaps that are identified; and
 - Regularly review progress against the plan, identifying risks and report on these, as needed.
 - **People & Change will:**
 - Facilitate the development of the workforce plan through employee engagement and by providing information to help develop the plan;
 - Work with Chief Officers to ensure that business requirements are adequately provisioned;
 - Support implementation of the workforce plans through quarterly monitoring;
 - Ensure the requirements of the People First Strategy informs Service workforce plans and facilitate communication processes.
 - **Employees and Trades Unions will:**
 - Engage in consultation and feedback accordingly in relation to workforce plans to ensure plans and actions are appropriately informed, acceptable and workable.

- 5.9.** Service workforce plans will be entered, monitored and reported through the Council's performance management system (Pentana) to ensure key targets and actions are met.
- 5.10.** The Workforce planning process should be undertaken and resulting draft service workforce plans will be subject to formal consultation via the Joint Consultative Forum and Joint Consultative Committees prior to being submitted to the relevant Council Committee for final approval. Thereafter, service workforce plans will be subject to on-going monitoring and evaluation to ensure that they are effective in delivering required outcomes and are responsive to any changes in circumstances which subsequently arise.
- 5.11.** Resulting workforce plan update reports will be provided through the above consultation and approval process on an annual basis with a mid-year report provided in line with Service delivery plan reporting, outlining progress to date and details of the action plans to be progressed.

Appendix 1: Equality Action Plan

Planned Action/Objectives	Rationale	Timescale
Data and systems		
Input data from talentlink at recruitment stage.	Better Equalities data rather than gathering this information from HR21	Apr-21
Update equality questions to reflect talentlink (the portal used for recruitment)	Easier comparative with other councils	Nov-21
Review reasons for rejection of candidates on talentlink & Review of recruitment procedures	To ensure reasons are clear and measurable	Mar 23
Manual verification exercise in services that have no dedicated computer access/front line workers	To gather and improve Equalities data currently not held	Mar 23
Recording flexible working and career break applications and uptake of these	Transparency to see uptake and reasons for refusal	May-23
Communication		
Campaign for “why we need your equalities data”	Increased understanding of what data is used for	Mar-23
Equalities message on background screen – encouraging inclusive be heard be counted (part of campaign to encourage individuals to disclose Equalities info)	To increase awareness of the campaign	Dec-21
Establish Equality Forum/ideas Board	To generate ideas and spread the word	Mar-22
Celebrating diversity calendar	Raising awareness	Dec-22
Incorporating lived experience of our employees - share experience of their culture and events	Raising awareness	Mar-23

Equalities embedded as a standing item on agendas i.e. Senior Management Team and individual service Joint Consultative Committee meetings.	Starting conversations about diversity and a forum for information exchange	Mar-23
Review of job adverts/talent link re Diversity and inclusion. Further Progress Disability Confident status	Reviewing Job Adverts to ensure that we advertise as being a diverse organisation	Mar 23
Improved integration between workforce planning, recruitment and training	A more joined up and successful approach to recruitment, retention and workforce planning	Mar-23
Introducing Equalities into induction/be the best conversations	Embedding Equalities and discussing organisational values as part of be the best framework	Mar-23
Review the dedicated page for Equalities on the intranet.	To raise awareness and bring to the forefront	Mar-24
Equalities events with links local organisations sponsoring these events	Increased awareness	Mar-24
Wellbeing champions	Raising awareness and improve communication and generating ideas	Mar-24
Training and development		
Ensure Equalities training is mandatory and that refresher training is carried out every 2 years	Increasing knowledge around Equalities	Mar-22
Recruitment training for managers	Mandatory training to educate managers	2022/23
Before being on a recruitment panel everyone on that panel must have training on Equalities	Training on Diversity & Inclusion before recruitment	Mar-23
Equality & Diversity questions asked at interview	Other organisations show this to be an integral part of the organisation	Mar-23

Developing a better process for reviewing exit questionnaires and taking any forward relating to Equalities	Important to understand reasons for leaving	Mar-23
Review of recruitment process to ensure there are no barriers	Improving candidate experience	Mar-23
Training to be accompanied by Equalities recording form. Data in terms of numbers is captured. We now need to review all protected groups have access to training	To allow us to see who has attended training from an Equalities perspective. Data in terms of numbers is captured.	Apr-24
Train managers how to have conversations about diversity and inclusion – make this part of the Managers Induction and ensure it is refreshed every 2 years through an eLearning module	Educating the workforce for a better understanding	Apr-24
Diversity training roll out (mandatory course) including specific training relating to recruitment. Add to managers induction section of Equalities “bringing whole self” and best self to work encouraging inclusive practices	Educate leaders and give them responsibility for change	Apr-24
Including Equalities in our management/leadership training programmes	Tailored Equalities/inclusive management training	Apr-24
Investigate whether HR21 can record training as well as development for individuals and if not look at a way of doing this	Better data on training and development	Apr-24
Equally Safe at Work		

Equally Safe at Work	To attain the ESAW accreditation at Development Level and to improve organisational knowledge and culture in relation to violence against women and girls and how this impacts on workplace inequality	Aug-23
Policies and Procedures		
Recruitment of ex-offenders guidance /policy	Improving candidate experience	Mar-24
Neurodiversity policy	Important for increasing understanding on neurodiversity and being an inclusive and Disability Confident employer	May-23
Violence Against Women & Girls/Domestic Abuse Policy	Policy Review	Mar-23
Transgender guidance	Important for increasing understanding of trans individuals and being an inclusive employer	Mar-24
Promote zero tolerance approach to racism/challenging inappropriate behaviours	We have a zero tolerance approach to domestic abuse to this would bring other characteristics in line with this	Mar-24
Equalities in Employment Policy	Review to ensure fit for future. Created a Respect at Work Policy and Toolkit. Moving towards a framework in the future	Mar-23

Appendix 2: The Workforce Planning Process

Stage 1: Understanding the Organisation & its Environment:

This stage involves identifying and understanding the internal and external factors, which may affect the organisation, both now and in the future, and therefore considering how these may inform the likely future of the Council and, consequently, its workforce.

Whilst this stage is undertaken at Council level when developing the Council's Strategic Plan, further analysis is required at Service level as part of the service level planning processes and subsequent workforce planning to consider the workforce implications of factors identified during that earlier analysis, as well as to consider any additional factors specifically relating to the workforce not already identified. The Workforce Planning Guidance Toolkit provides for further methods to undertake this process.

Stage 2: Analyse the Current & Potential Workforce:

This stage involves reviewing internal & external labour market information and analysing the key workforce groups to understand their purpose and ability.

This will be facilitated by using the Workforce Planning Console to support with real time, snap shot and trend analysis data to inform. Other sources of employee data will also add value including learning and development records, employee surveys etc.

Stage 3: Determine Future Workforce Needs:

This stage involves estimating what the workforce needs to look like in terms of structure, numbers and types of employees likely to be needed by the organisation in the future to meet service delivery priorities. This should inform some of the service design in relation to considering the skills, knowledge and competencies required to deliver.

Stage 4: Identify Workforce Gaps against future needs:

This stage involves identification of any critical gaps between current workforce availability and future workforce forecasted demand and consideration of requirements to resource.

Stage 5: Actions to address skill shortages, surpluses or skill mismatches:

This stage involves the identification of action plans to address any identified gaps, in effect the formulation of workforce plans with Chief Officers to reflect the needs of Service Delivery Plans building capability and resilience.

Stage 6: Monitoring and evaluate actions

This stage involves monitoring the implementation of workforce action plans and evaluating their effectiveness in supporting future workforce requirements, as well as ensuring that they are responsive to any unanticipated developments, which impact earlier workforce planning assumptions.

This stage is a continuous process and will be undertaken with People & Change Partners on a quarterly basis to monitor progress ensuring workforce plans can be adjusted accordingly if they are not having the desired impact or circumstances change. It is also important to capture any learning resulting from monitoring and evaluation, in order to understand how effective the workforce planning process is and inform future areas for improvement.

The Workforce Planning Guidance Toolkit provides for further methods to undertake this process.

AssessmentNo	594	Owner	lisa.macgregor	
Resource	Transformation		Service/Establishment	People and Technology
	First Name	Surname	Job title	
Head Officer	Lisa	MacGregor	People &Change Partner	
	(include job titles/organisation)			
Members	Leeanne Galasso - People &Change Partner Tara Spooner & Catherine Hughes - HR Advisors			
	<i>(Please note: the word 'policy' is used as shorthand for strategy policy function or financial decision)</i>			
Policy Title	Workforce Planning Strategy & Framework			
	The aim, objective, purpose and intended outcome of policy			
	To be able to enable the delivery of strategic objectives by identifying and implementing strategies through workforce planning processes to ensure the Council services have the right: * shape - in terms of composition, structure and purpose; * Skill sets - Capabilities to meet future roles and bridge current gaps; * Number of employees - to achieve goals efficiently and effectively; * Location - Availability of the workforce to meet requirements At the right time and right cost. This Framework and Strategy provides a clear best practice process for workforce planning to support managers in this area. It also provides clarity as to where Workforce planning sits in context of Council wide and service level strategies and priorities.			
	Service/Partners/Stakeholders/service users involved in the development and/or implementation of policy.			
	People &Change Leads Chief Officers & their Management Teams Joint Trade Unions (GMB, Unison & Unite)			
Does the proposals involve the procurement of any goods or services?			Yes	
If yes please confirm that you have contacted our procurement services to discuss your requirements.			No	
SCREENING				
You must indicate if there is any relevance to the four areas				
Duty to eliminate discrimination (E), advance equal opportunities (A) or foster good relations (F)			Yes	
Relevance to Human Rights (HR)			No	
Relevance to Health Impacts (H)			Yes	
Relevance to Social Economic Impacts (SE)			Yes	
Who will be affected by this policy?				
This framework and Strategy covers all employees of the Council except Teachers and those on SNCT Terms and Conditions where different workforce planning mechanisms exist.				
Who will be/has been involved in the consultation process?				
With reference to the Workforce Planning Strategy & Framework: GMB, Unison & Unite convenors with offer to meet w/c 5/12/22 or 12/12/22 to discuss; All Chief Officers & Management Teams with again offer to meet/discuss - this has been entered on to management meetings in some cases; HSCP SMT; People &Change Management Team; HR				

Advisers (Tara Spooner & Catherine Hughes) Requested TU and management representatives to support HR to develop the Toolkit to support this Strategy which will outline the tools & how to effectively workforce plan.

Please outline any particular need/barriers which equality groups may have in relation to this policy list evidence you are using to support this and whether there is any negative impact on particular groups.

	Needs	Evidence	Impact
Age	Requirement to effectively workforce plan to attract and retain a workforce of all age groups and add resilience to our Services. Succession plan for potential leavers and develop skills and knowledge of current employees. Consider roles, structures and work styles to encourage employees into and remain in work.	Highest numbers of employees are in 50 - 64 categories and lowest numbers in age groups 20-29 categories and 65+ (workforce monitoring as at report 31/3/22 and Equalities Monitoring report 2018 - 21. Aging population and Declining population in area (Council Strategic Plan 2022 - 2027)	Effective forecasting and planning in place to ensure workforce availability and appropriate skills to deliver services effectively. Be able to offer roles and work styles which current and potential employees find attractive supporting retention.
Cross Cutting	There will be cross cutting of the protected characteristics as the workforce will be considered within the workforce planning activity of the Council. There is a need to implement effective workforce planning which encompasses a number of linked strategies and aims to ensure the actions put into place meet the needs of the Council but also support the workforce and in turn the local communities effectively.	The intersection of factors affects employment opportunities and experience for example of Black Women in terms of ethnicity and sex	In implementing workforce planning and associated actions these will directly impact on individuals. These impacts will be positive as a number of strategies and priorities are considered together. However where change processes are identified as part of work force planning actions and outcomes EQIA will be carried out in respect of the workforce it is impacting on.
Disability	The Council has an Equality Outcomes to increase the proportion of	Equalities monitoring report 2018-21 outlines 2.7% of our	Supporting disabled people into employment and to remain in

	<p>disabled people in the workforce Ensure relevant supports are in place to attract and retain disabled employees as a key talent pool.</p>	<p>workforce has declared a disability with 42.9% advising they are not disabled. This leave a proportion who have not disclosed this information. Therefore there is a need to ensure workforce planning processes give consideration to such factors.</p>	<p>employment with the Council bringing the skills, knowledge and experience services require to meet their priorities. To be an employer of choice.</p>
<p>Social & Economic Impact</p>	<p>Effective workforce planning will ensure effective service delivery. There is a need to providing stable employment opportunities for our communities with pathways for future development and progression.</p>	<p>It is know that West Dunbartonshire has areas of deprivation and that the trend seems to be outward migration with residents being 'pulled' mostly to the Glasgow area for employment therefore impacting on the projected decrease in population (West Dunbartonshire in Number 2020)</p>	<p>As one of the largest and employers in the area there is a responsibility to offer employment which is supportive of our communities whilst ensuring we are attracting key talent in competitive labour markets. Be an employer of choice.</p>
<p>Sex</p>	<p>Requirement to effectively workforce plan to attract and retain a key workforce and add resilience to our Services. Succession planning and opportunities for development are key along with consideration of roles, structures and work styles to encourage all to enter, progress careers and remain in work including activity to remove occupational segregation in line with the Council's Equality Outcomes</p>	<p>71.6% of our workforce being female. The West Dunbartonshire in number report 2020 noting Women face multiple discrimination, including disabled women, women from Black and Ethnic Minority (BME) communities, refugee and asylum seekers, lesbian, bisexual and Trans (LGBT+) women, and older women. In the preCOVID-19 labour market, women were unequal in pay, participation and</p>	<p>Effective forecasting and planning in place to ensure workforce availability and appropriate skills to deliver services effectively. Be able to offer roles and work styles which current and potential employees find attractive supporting retention and progression into different career paths.</p>

		progression due to drivers including occupational segregation, job valuation, discrimination, and time available to work.	
Gender Reassign	As with all protected characteristics there is a requirement to support individuals to ensure key talent pools are attracted and retained and needs are considered in any workforce planning actions and outcomes.	0.03% of our workforce have disclosed gender re-assignment (Equalities Monitoring Report 2018-21). It remains important for any protected characteristics to be considered and supported effectively.	The Workforce Planning Framework and Strategy will consider a number of interlinked strategies and the impact on the workforce. This will include trend/analysis of the workforce in each service and EQIA undertaken as required on proposed changes. Striving to be an employer of choice where individuals can be supported in the workplace and any barriers removed. There are no direct impacts expected.
Health	The Workforce Planning Framework and Strategy will consider a number of interlinked strategies including the wellbeing agenda through the People First Strategy. There is a need to include such strategies and actions in the context of workforce planning to ensure employee wellbeing is embedded in the process to improve the supports and health of our workforce whilst	Our sickness absence statistics indicate that most days lost. The top reasons for are Minor Illness, Personal Stress, Acute medical conditions and Musculoskeletal. It is also known that the average life expectancy in West Dunbartonshire is lower than the Scotland average for both males and females (West Dunbartonshire in Numbers 2020)	Through workforce planning actions and strategies relating to wellbeing can be considered and embedded along side other key actions to add resilience.

	ensuring resilience around service delivery.		
Human Rights			
Marriage & Civil Partnership	As with all protected characteristics there is a requirement to ensure key talent pools are attracted and retained and needs considered.	No information reported on marital status/civil partnership.	The Workforce Planning Framework and Strategy will consider a number of interlinked strategies and the impact on the workforce. This will include trend/analysis of the workforce in each service and EQIA undertaken as required on proposed changes. Striving to be an employer of choice where individuals can be supported in the workplace and any barriers removed. There are no direct impacts expected.
Pregnancy & Maternity	To ensure resilience and the availability of skills and knowledge to cover periods of leave effectively and individuals feel supported to continue in their role or another and return to the workplace following leave therefore retaining key talent.	71.6% of our workforce is female and with just under 50% of our workforce in the 20-49 age group categories (Workforce Planning Monitoring report March 22) consideration has to be given to effective forecasting, succession planning and work life balance for those with caring responsibilities. This includes males who may wish to take shared parental leave.	To ensure resilience to effectively support key life events, attracting and retaining the employee base through our planning considerations.
Race	The Council has committed in its Equality Outcome to	Equalities monitoring report 2018-21 outlines	The Workforce Planning Framework and Strategy will

	<p>increase the proportion of BME staff to better reflect the population of WD. To review workforce analytics in considering workforce planning actions to ensure our workforce reflects that of our communities therefore ensuring key talent pools are accessed in a competitive labour market.</p>	<p>0.34% of the workforce are Black & Ethnic Minority. Whilst there is a proportion of our workforce who has not disclosed their race we know the workforce does not reflect our communities based on information contained in the West Dunbartonshire in Numbers 2020 (1.6% BME in 2011 census) There is therefore a need to ensure through our workforce planning processes consideration is given to building a workforce which reflects our communities where possible.</p>	<p>consider a number of interlinked strategies and the impact on the workforce. This will include the Council's Equality Plan and actions to increase the diversity of the workforce to be embedded in the workforce planning process with positive impacts expected. Striving to be an employer of choice where individuals can be supported in the workplace and any barriers removed.</p>
Religion and Belief	<p>As with all protected characteristics there is a requirement to support to ensure key talent pools are attracted and retained and needs are considered in the analysis on the workforce.</p>	<p>There is limited data on religion and belief available. As with all protected characteristics there is a need to ensure through our workforce planning processes consideration is given to building a workforce which reflects our communities in the actions and outcomes.</p>	<p>The Workforce Planning Framework and Strategy will consider a number of interlinked strategies and the impact on the workforce. Striving to be an employer of choice where individuals can be supported in the workplace and any barriers removed. There are no direct impacts expected.</p>
Sexual Orientation	<p>As with all protected characteristics there is a requirement to support to ensure key talent pools are attracted and retained and needs are considered in the analysis on the</p>	<p>There is limited data on the status of our workforce however is important as per any protected characteristics that individuals are supported effectively.</p>	<p>The Workforce Planning Framework and Strategy will consider a number of interlinked strategies and the impact on the workforce. Striving to be an employer of</p>

	workforce.		choice where individuals can be supported in the workplace and any barriers removed. There are no direct impacts expected.
Actions			
Policy has a negative impact on an equality group, but is still to be implemented, please provide justification for this.			
This Framework and Strategy provides a clear and consistent structure to the process of workforce planning for managers to follow. This will support them in undertaking evidenced based decisions in terms of workforce planning actions. Any change process will be EQIA separately based on the effected workforce.			
Will the impact of the policy be monitored and reported on an ongoing bases?			
The policy will be monitored with Workforce Planning updates provided to Corporate Services Committee on an annual basis. Service workforce plans will be reports end and mid year in line with Service Delivery Plan reporting.			
Q7 What is you recommendation for this policy?			
Introduce			
Please provide a meaningful summary of how you have reached the recommendation			
EIA 594 details how the strategy provides an opportunity to align work with our Equality Outcomes for 21-25, in terms of workforce diversity in the areas of disability and ethnicity, and reducing occupational segregation in terms of sex. As Workforce plans are developed any change to proposed policy, process or procedure will be individually EQIA where relevant.			

WEST DUNBARTONSHIRE COUNCIL**Report by Chief Officer - Citizen, Culture and Facilities****Corporate Services Committee: 1 February 2023**

Subject: Citizen, Culture and Facilities Delivery Plan 2022/23 Interim Progress**1 Purpose**

- 1.1 This report sets out the interim progress of the Citizen, Culture and Facilities Delivery Plan 2022/23.

2 Recommendations

- 2.1 It is recommended that Committee notes the progress achieved.

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 The Citizen, Culture and Facilities (CCF) Delivery Plan 2022/23 was presented to Corporate Services Committee on 2 November 2022 with a commitment to report interim progress and year-end progress in February and May 2023 respectively.

4 Main Issues

- 4.1 At this interim point of the year, two of the 22 actions have been completed, two have yet to start, two are delayed and the remaining 16 are progressing as planned and are on track for completion by 31 March 2023. Full details of progress are set out in Appendix 1.
- 4.2 The delivery plan also includes a set of PIs which measure progress against the 2022-27 Strategic Plan objectives as well as key service areas. These will be reported at year-end.

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

8 Equalities Impact Assessment

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

9 Consultation

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

10 Strategic Assessment

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

Chief Officer: Amanda Graham
Service Area: Citizen, Culture and Facilities
Date: 4 January 2023

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

Appendices: Appendix 1: Citizen, Culture and Facilities Delivery Plan 2022/23 - Interim Progress of Actions


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

Wards Affected: All



Appendix 1: Citizen Culture & Facilities Delivery Plan 2022/23 - Interim Progress





 1. Our Communities
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 Objective 2. Our residents health and wellbeing remains a priority
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Action	Status	Progress	Due Date	Note	Owner
Progress plans for launch of Free school meal rollout (final phase)		<div style="width: 75%;"><div style="width: 75%; background-color: #4f81bd; color: white; text-align: center;">75%</div></div>	31-Mar-2023	Action progressing as planned. Whilst the service is currently going through a restructure plans are in place with the Assets team and the physical works in the kitchens are in progress. The audit of staff and equipment requirements is being undertaken during December and is nearing completion.	Michelle Lynn


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




Action	Status	Progress	Due Date	Note	Owner
Progress the development of Glencairn House as an inspiring cultural hub Phase 3		<div style="width: 80%;"><div style="width: 80%; background-color: #4f81bd; color: white; text-align: center;">80%</div></div>	31-Mar-2023	Action progressing as planned. Stage 3 Report agreed at Glencairn House Project Board in June. Elected Member Briefing held, describing the redevelopment to come, including sharing the story of the extension design and its heritage context as a key element of the Dumbarton townscape. Community Engagement activity scheduled to launch following Planning Application submission.	Sarah Christie
Develop and launch an innovative heritage strategy, reflecting the investment in the cultural offering for the area		<div style="width: 66%;"><div style="width: 66%; background-color: #4f81bd; color: white; text-align: center;">66%</div></div>	31-Mar-2023	Action progressing as planned. Taking cognisance of wider sector priorities, the draft heritage strategy will align to the new Council Strategic Plan 2022/23. Internal review undertaken following feedback from Cultural Committee, further changes anticipated following adoption of Strategic Plan 2022 – 2027.	Sarah Christie

Action	Status	Progress	Due Date	Note	Owner
Progress digitalisation of materials from Councils historic archive and history collections		<div style="width: 50%;"><div style="background-color: #4F81BD; height: 10px; width: 50%;"></div></div> 50%	31-Mar-2023	Action progressing as planned. Following successful tendering process, Ancestry has been appointed to digitise materials from the WDC Archive and Local History collections. Following confirmation of contract terms project plan including items for digitisation will be agreed.	Sarah Christie
Progress investment projects in Alexandria library, Clydebank museum and Dalmuir gallery		<div style="width: 66%;"><div style="background-color: #4F81BD; height: 10px; width: 66%;"></div></div> 66%	31-Mar-2023	Action progressing. Installation of the new museum space at Alexandria Library is now complete; Elected Member drop in scheduled for December. New museum project will formally recommence in January 2023, with handover anticipated later at the end of summer 2023.	Sarah Christie
Progress Libraries Investment and Enhancement Programme		<div style="width: 46%;"><div style="background-color: #4F81BD; height: 10px; width: 46%;"></div></div> 46%	31-Mar-2023	Action progressing as planned. SLIC funded pass it on schools project complete. Wellbeing festival is in progress. Recruitment of front line staff complete and new training opportunities identified. In addition the sustainability co-ordinator role is in place. Review of Libraries management Structure yet to commence.	David Main
Successfully deliver the £421k capital investment across the branch network and finalise the branding improvements at all branches.		<div style="width: 75%;"><div style="background-color: #4F81BD; height: 10px; width: 75%;"></div></div> 75%	31-Mar-2023	Action progressing as planned and relates to capital spending, for Dumbarton, Duntocher, Parkhall and Dalmuir Libraries. Improvements are complete for Dalmuir Library, including soft seating, PC area and display equipment Junior area. Improvements to Duntocher and Parkhall have been designed.	David Main






 4. Our Council



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

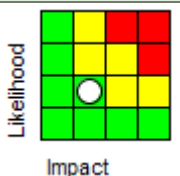
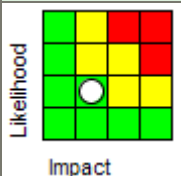
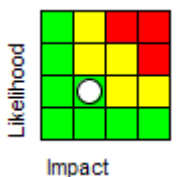
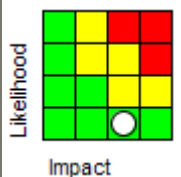
Action	Status	Progress	Due Date	Note	Owner
Develop and implement wellbeing, employee engagement, equality and training plans to enable		<div style="width: 50%;"><div style="background-color: #4F81BD; height: 10px; width: 50%;"></div></div> 50%	31-Mar-2023	Action progressing, 93 CCF employee registered as Trickle Users, 3 Trickle Champions identified and 5 Wellbeing Advocates who represent the service.	All Managers

Action	Status	Progress	Due Date	Note	Owner
capabilities, improved resilience and promotion of a diverse workforce.					
Develop and implement employee life cycle plans in line with the People First Strategy to attract and retain the workforce.		<div style="width: 20%;"><div style="width: 20%; background-color: #4F81BD; height: 15px;"></div></div> 20%	31-Mar-2023	Action progressing. Review of the working patterns of hard to fill vacancies within Facilities Management, including hours offered and flexible working is underway to identify changes that will improve recruitment and retention. This will progress further with appointment of Facilities Management Manager.	Amanda Graham
Implement service review process including role design, use of new technology and new ways of working to add resilience, address gaps, and establish opportunities for efficiencies		<div style="width: 90%;"><div style="width: 90%; background-color: #4F81BD; height: 15px;"></div></div> 90%	31-Mar-2023	Action almost complete. Review of Management structure in Facilities Management complete and implementation nearing completion.	All Managers
Develop and implement training plans and development opportunities to improve capabilities and resilience within the workforce.		<div style="width: 50%;"><div style="width: 50%; background-color: #4F81BD; height: 15px;"></div></div> 50%	31-Mar-2023	Action progressing. Digital Lead identified and 3 Digital champs also identified and taking part in support sessions. Additionally 3 Trickle Champions represent the service.	All Managers

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

Action	Status	Progress	Due Date	Note	Owner
Implement required complaints management process enhancements		<div style="width: 50%;"><div style="width: 50%; background-color: #4F81BD; height: 15px;"></div></div> 50%	31-Mar-2023	Action progressing as planned. Development work has progressed and the test system is now available. The system will use online forms and will allow Citizen Relations to manage complaints and reporting.	Lorraine Payne
Explore enhanced telephony technology solutions		<div style="width: 50%;"><div style="width: 50%; background-color: #4F81BD; height: 15px;"></div></div> 50%	31-Mar-2023	Action progressing as planned. Potential technical solutions have been examined. Stakeholder meeting underway to progress call recording and queue positioning.	Stephen Daly
Implement the Fit for Future Actions for Contact Centre and On-line from Housing Repairs Report – Phase 1		<div style="width: 50%;"><div style="width: 50%; background-color: #4F81BD; height: 15px;"></div></div> 50%	31-Mar-2023	Action progressing as planned. Working party in place continuing to address issue and agree next actions to be taken, including process changes.	Stephen Daly
Further Review Town Hall arrangements		<div style="width: 66%;"><div style="width: 66%; background-color: #4F81BD; height: 15px;"></div></div> 66%	31-Mar-2023	Action progressing as planned. The Town Hall structure is integrated with the Facilities Management restructure and it is anticipated both will conclude by the end of the calendar year.	Amanda Graham
Review structure of Facilities Management Service		<div style="width: 66%;"><div style="width: 66%; background-color: #4F81BD; height: 15px;"></div></div> 66%	31-Mar-2023	Action progressing as planned. It is anticipated this will be concluded by the end of the calendar year.	Amanda Graham

Action	Status	Progress	Due Date	Note	Owner
Support progress of integration of payment and cashless software		<input type="text" value="0%"/>	31-Mar-2023	Action yet to start, continue to liaise with Education who are leading this programme. When the programme begins Facilities management will be a key stakeholder.	Amanda Graham
Undertake planning and preparation of new Council Strategic Plan 2022-2027		<input type="text" value="100%"/>	31-Mar-2023	This action has been completed as planned. The 2022-27 WDC Strategic Plan was agreed at October Council. The 2022-27 Strategic Plan is the core corporate document for the organisation, and sets out the priorities and outcomes for delivery over five years and the performance measures required for reporting progress.	Nicola Docherty





Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
Risk of Failure to meet citizen expectation and service standards	Risk of citizen dissatisfaction due to us not doing what we say we will when we say we will.			30-Nov-2022	There are a number of actions and strategies in place to monitor service standards and customer satisfaction in partnership with services across the Council.	Stephen Daly
Failure to effectively manage and learn from complaints	There is a risk of damage to the Council's reputation. If complaints are not handled effectively, there can be an adverse effect on the public perception of the Council which can lead to a lack of trust in the services provided.			30-Nov-2022	Risk reconsidered as part of the yearly planning process. No change to perception of risk.	Stephen Daly






 Objective 12. Our residents are engaged and empowered

Action	Status	Progress	Due Date	Note	Owner
Enhance intranet content and ensure compliance with accessibility		<div style="width: 100%;"><div style="background-color: #4F81BD; height: 10px; width: 100%;"></div></div> 100%	31-Mar-2023	Action complete. Process in place to identify issues and address them. Guidance and feedback is given regularly across the council to reduce the instances of issues.	Jonathan Muir
Develop Strategic Communications Strategy		<div style="width: 0%;"><div style="background-color: #4F81BD; height: 10px; width: 0%;"></div></div> 0%	31-Mar-2023	Action not started. Due to vacancy of Communications Manager this action has not progressed.	Amanda Graham
Prepare and implement a communications campaign road map		<div style="width: 33%;"><div style="background-color: #4F81BD; height: 10px; width: 33%;"></div></div> 33%	31-Mar-2023	Action delayed. Due to other competing priorities this action has been delayed.	Amanda Graham
Undertake review and design of strategic performance reporting ensuring compliance with statutory obligations.		<div style="width: 75%;"><div style="background-color: #4F81BD; height: 10px; width: 75%;"></div></div> 75%	31-Mar-2023	This action is progressing as planned. A desktop and peer review of Public Performance pages has been completed. PPR pages have been updated with work continuing to ensure they meet the statutory requirements and enhance the user experience of accessing Council Strategic performance information. Strategic planning & performance framework 2022-27 was presented and accepted at PMRG in October. A review of Benchmarking performance (LGBF) will be the focus for the final quarter of the current year.	Nicola Docherty

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
Risk of Ineffective Communications / Reputation Risk	Ineffective use of corporate communication channels may result in messages that are inconsistent with authorised responsibilities or established performance measures. Employees without intranet access or email access may not receive communications. Not effectively managing corporate responses to adverse events may lead to an erosion of the Council's reputation.			30-Nov-2022	There are a number of processes, strategies and monitoring in place to ensure communications are effective both internal and external to the Council.	Amanda Graham

Action Status	
	Cancelled

	Overdue
	Not on track
	In Progress and on track
	Completed

Risk Status	
	Alert
	High risk
	Warning
	OK
	Unknown

WEST DUNBARTONSHIRE COUNCIL**Report by Chief Officer – People and Technology****Committee: Corporate Services Committee: 1 February 2023**

Subject: People and Technology Delivery Plan 2022/23 Interim Progress**1 Purpose**

- 1.1 This report sets out the interim progress of the People and Technology Delivery Plan 2022/23.

2 Recommendations

- 2.1 It is recommended that Committee notes the progress achieved.

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 The People and Technology Delivery Plan 2022/23 was presented to Corporate Services Committee on 2 November 2022 with a commitment to report interim progress and year-end progress in February and May 2023 respectively.

4 Main Issues

- 4.1 At this interim point of the year, nine of the 17 actions have been completed and the remaining eight are progressing as planned and are on track for completion by 31 March 2023. Full details of progress are set out in Appendix 1.
- 4.2 The delivery plan also includes a set of PIs which measure progress against the 2022-27 Strategic Plan objectives as well as key service areas. These will be reported at year-end.

5 People Implications

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

6 Financial & Procurement Implications

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

7 Risk Analysis

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

8 Equalities Impact Assessment

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

9 Consultation

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

10 Strategic Assessment

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

Chief Officer: Victoria Rogers
Service Area: People and Technology
Date: 17/01/23



Person to Contact: Nicola Docherty
Nicola.docherty@west-dunbarton.gov.uk






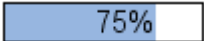

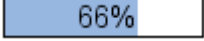
Appendices: Appendix 1: People and Technology Delivery Plan 2022/23 - Interim Progress of Actions








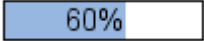
Background Papers: People and Technology Delivery Plan 2022/23 - Corporate Services Committee, 2 November 2022
Strategic Planning & Performance Framework 2022/27



Wards Affected: All



Appendix 1 P&T Delivery Plan 22-23 Interim Progress Report



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

Action	Status	Progress	Due Date	Note	Owner
Secure the Council's Technology Infrastructure			31-Mar-2023	This action has been successfully completed. The ICT team have tested and implemented the 'LogMeIn' remote access technology. In addition to this significant progress has been made in implementing the infrastructure that will support the eventual roll out of Microsoft 365.	James Gallacher
Enhance Security and Cyber awareness programmes tailored for hybrid working			31-Mar-2023	This action is progressing as planned and is anticipated to be completed by year end. To date the ICT team have updated the windows operating system on all devices and improved security around remote access, and are preparing for a review of the ICT security framework.	James Gallacher
Review and implement ICT processes and service improvements in line with new technologies			31-Mar-2023	This action is progressing well. We have reviewed service processes and have introduced new operating hours for service desk support. We have reviewed the ICT customer satisfaction survey and will be launching this in January. It is anticipated this action will be completed by year end as planned.	James Gallacher
Upskill ICT team in new tools and processes			31-Mar-2023	This action is progressing well and it is anticipated this action will be completed by year end as planned. The ICT team have undertaken training around the new security products recently introduced as well	James Gallacher

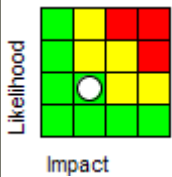
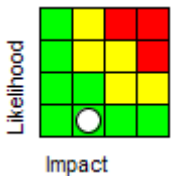
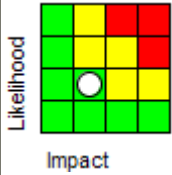
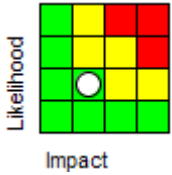
Action	Status	Progress	Due Date	Note	Owner
				as training around 365, this will enable the ICT team to support the wider workforce when the products are fully implemented.	
Identify and understanding the workforce needs to ensure sound workforce planning activities such as skills gaps, succession planning and employees are supported throughout their career			31-Mar-2023	This action has been successfully completed. Workforce planning strategy has been reviewed for 22-27. People First Year 1 plan has commenced. WFP now being developed alongside service planning with progress recorded on Pentana. Training has been reviewed and updated to support employee/leadership development.	Alison McBride
Investigate root cause analysis, employee feedback and data in relation to workforce behaviour and practice and respond accordingly with improvements			31-Mar-2023	This action has been successfully completed. To date Trickle has been re-launched with success evident already in relation to increased champion numbers and general trickle activity. Exit survey feedback continues to be monitored, regularly reviewed and some improvements made. Improvements identified through employee voice and will improve quality of data regarding work related stress in the Council and ensure that there is a holistic approach to support those experiencing stress (personal or work related). Work on this has commenced Occupational Health tender process has been initiated with procurement and work around responding to the stress risk assessment review continues.	Alison McBride
Implement the actions from the Equalities Outcome Monitoring Plan			31-Mar-2023	This action has been successfully completed. The EOM Plan has been reviewed and a number of issues progressed such as Veterans plan, Equally Safe @Work, Respect & Work and a data collection exercise underway.	Alison McBride
Develop and implement wellbeing, employee engagement, equality and training plans to enable capabilities,			31-Mar-2023	Mental health first aider group training has been expanded. Further work underway to support employee financial planning. Additional SG	All Managers

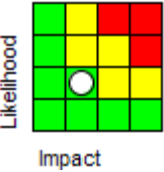
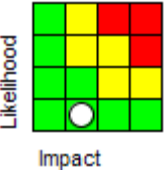
Action	Status	Progress	Due Date	Note	Owner
improved resilience and promotion of a diverse workforce				<p>monies received to support employee resilience with webinars planned for workforce.</p> <p>Equality action plan re-prioritised in line with People First Strategy. Actions relating to data verification and Equally Safe at work have commenced with plan linked recruitment actions to the People First Strategy year 1 work</p> <p>ICT have a wellbeing advocate and participate in focus group. Wellbeing is supported and promoted across ICT service and employees are regularly updated with Wellbeing information and opportunity for support.</p> <p>ICT are attending Education Career Fayres across WDC in order to diversify workforce and attract a younger demographic.</p> <p>It is anticipated this action will be completed by year end as planned.</p>	
Develop and implement employee life cycle plans in line with the People First Strategy to attract and retain the workforce			31-Mar-2023	<p>This action has been successfully completed. Year 1 plan has been started, priorities and lead officers agreed.</p> <p>Progress has been made in relation to scoping of development needs and opportunities to bridge any gaps within the Human Resources Team building on a one team approach.</p> <p>ICT are liaising with Working 4U to review apprenticeship opportunities with a view to attracting new employees.</p> <p>ICT are working collaboratively with People & Change team to review and improve employee onboarding by April 23.</p>	All Managers

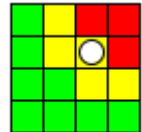
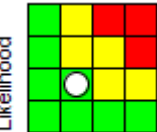
Action	Status	Progress	Due Date	Note	Owner
Implement service review process including role design, use of new technology and new ways of working to add resilience, address gaps, and establish opportunities for efficiencies		 100%	31-Mar-2023	<p>This action has been successfully completed. FfF continues to support services and technology will be employed to support year 1 People First plans.</p> <p>Microsoft 365 is currently being deployed to service areas and will continue over the coming months.</p> <p>Centre of excellence will be setup to ensure maximise use and benefits of the 365 solution.</p> <p>SOM project commenced to align HR and Finance digitally in one system will identify gaps and establish opportunities for improvement.</p> <p>Freshservice system review undertaken and improvement put in place to improve the system. Plan to publish the system externally to allow easier reporting of incidents/requests.</p> <p>Device Updates – review of technology to improve update process with remote feature implemented to allow employees to update devices from home.</p> <p>Church Street ICT Performance – review of issues undertaken and various technology changes implemented. Review and improvements will continue and plans are underway to replace existing wireless hardware with new technology to ensure performance is fit for purpose.</p> <p>ICT Structure changes – Supervisor layer extended to address gaps and provide development opportunities for existing employees.</p> <p>Review of structure, roles and development opportunities to support recruitment and retention in ICT. Due to continuing sector</p>	All Managers

Action	Status	Progress	Due Date	Note	Owner
				<p>recruitment challenges especially in public sector, ICT engaged with West Scotland College to discuss a new approach to recruitment, and to enable opportunity for computing graduates with little or no experience to apply for Grade 3 positions within WDC ICT service. The aim of this approach is to develop and equip graduates with the skills and experience required to deliver the role and also be ready to progress to 1stst line analyst posts after a 2-year period.</p> <p>This exercise is being completed alongside a redesign of ICT structure and a review of resources to identify what skills and support model the ICT service requires moving forward, this is to ensure we can deliver new technology, support hybrid working and meet service demand and expectation.</p> <p>P&T cross team working planned to increase collaboration across the service.</p>	
Develop and implement training plans and development opportunities to improve capabilities and resilience within the workforce			31-Mar-2023	<p>This action has been successfully completed. Corporate budget being focussed on supporting digital skills and M365 skills particularly on the supporting of the technical/security element.</p> <p>Scoping of development opportunities to bridge any skills gaps with HR Team</p> <p>In addition to 365, ICT teams across service also attending training in technical areas such as Telephony technology and Cyber Security to ensure skills gaps are filled, resilience built in and development opportunities provided. Continuous review of training is in place to ensure we are equipping employees with right skills to implement and support new technology.</p>	All Managers

Action	Status	Progress	Due Date	Note	Owner
				<p>Technical training for 365 has been undertaken and will continue in the coming months. ESI training platform from Microsoft promoted and employees registering for free accredited technical courses.</p> <p>Microsoft partnership training carried out for Digital Team</p> <p>Internal ICT development opportunities created to improve resilience and ensure skillsets such as line and project management are developed.</p>	


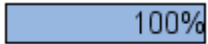



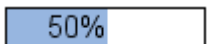

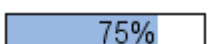
Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
Workforce Management System not fit for purpose	There is a risk that the WMS system is not fit-for-purpose thereby requiring manual workarounds restricting the level of automation impacting on efficiencies.			28-Sep-2022	This risk remains current due to the manner in which Frontier deploy improvements and support the system development in line with operational requirements.	Arun Menon
Challenges in protecting the Health and Safety of Employees and Others	Failure to meet the Council's duty to protect the health, safety and welfare of its employees and other people who might be affected by its business.			28-Sep-2022	The H&S team continue to review and streamline key service areas such risk, SMS and learning. Figtree has seen improvements in how risk assessments are managed and the team are looking to build on this with hazard reporting. A newsletter has also been developed to update and promote good practice. The team continue support all H&S committees and RPO's to ensure a consistent approach. The team also have improved the	Alison McBride


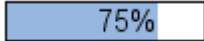


Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
					process in managing health surveillance with OH& line managers.	
Complexities in ensuring an appropriately resourced and resilient workforce	Failure to ensure that there is an appropriately resourced and resilient workforce in place to meet future organisational needs, in effectively executing the Council's 2022-27 Strategic Plan.			05-Oct-2022	<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 being closely monitored, with stress and MSK absences prevalent. WDC continue to provide additional access to counselling.</p> <p>Development course for mid to senior leaders has commenced.</p> <p>Trickle rollout has now been completed for the whole of the organisation and will be</p>	Alison McBride

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
					<p>relaunched to ensure this tool is better 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. L&D frameworks have been reviewed and agreed with TU.</p>	
Threat of Cyber-attack	<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>Likelihood</p>  <p>Impact</p>	<p>Likelihood</p>  <p>Impact</p>	29-Sep-2022	<p>ICT continue to follow NCSC guidance and implement additional security tools and fixes as identified. Recent focus has centred on deploying software and processes for:</p> <ul style="list-style-type: none"> • the potential impacts of hybrid working on the security design; • updating both off network and on network devices <p>The ICT Team also continue to work on implementation of remote management/deployment software. Threat management, traffic & network switch DNA analysis software deployed July 22 & Sept 22. Plans to implement additional security monitoring tool underway.</p>	James Gallacher

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
					Geo-blocking to GB remains in place and the geo-political situation continues to be monitored. Resourcing of security roles will continue to be examined as part of normal ICT service design management processes.	

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

Action	Status	Progress	Due Date	Note	Owner
Implement statutory Payroll changes			31-Mar-2023	This action has been successfully completed.	Arun Menon
Undertake annual Payroll Audit			21-Dec-2023	This action is progressing as planned. The annual audit has been completed by seven of the eight strategic teams. It is anticipated this action will be completed by year end.	Arun Menon
Continue to develop automations around HR & payroll system, sickness absence and pension calculations and wider council services			31-Mar-2023	This action continues to make progress across a number of council wide automation projects. These projects include working with some complex issues and systems and we will continue to monitor any challenges and ensure we are making good progress to ensure we achieve our overall ambitions in line with the council strategic priorities. It is anticipated this action will be completed by year end.	Arun Menon
Embed H&S commitments with service delivery and workforce planning. Build and support workforce groups to promote good practice			31-Mar-2023	This action is progressing as planned and is expected to reach completion by 31st March 2023. Corporate H&S are on track to meet all of their aims and objectives as set out in their Corporate Plan for 2022/23. Quarterly health and safety committees are undertaken where actions, incidents, risk assessments and various other H&S issues	Alison McBride

Action	Status	Progress	Due Date	Note	Owner
				are discussed with all services and TU colleagues. Regular improvements to Figtree are being undertaken to enhance current features. RPO guidance and e-learn module has recently been updated, a new H&S inspection programme is being developed and quarterly H&S newsletters are published. H&S team regularly meet with TUs to discuss any ongoing issues and various risk assessment working groups meet on a regular basis and are making good progress.	
Continue to build on data usage/skills to improve decision making and accountability. Raising user awareness, risk assessments and investigating technology implications			31-Mar-2023	This action is progressing as planned and is expected to reach completion by 31st March 2023. The console continues to be developed as does the organisations knowledge around better use of data. A data maturity assessment has been undertaken and plans are in place to continue progress. WDC continue to use the apprenticeship levy funds to support digital skills across the workforce. A digital skills framework has been developed to further support. A centre of excellence is planned to support M365 usage.	Alison McBride
Create a collaborative council wide approach to transformation, using service design and making best use of people/tools/systems to improve service delivery			31-Mar-2023	This action has been completed as planned. Fit for Future, service design and a view to support the organisation with transformation is underway. People First strategy year 1 plans have commenced as has a review of the Job Evaluation process and practice. A further shorter tool Assess, Improve, Measure has been developed and has been tested with the People First Year 1 improvement activity.	Alison McBride

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
Keeping abreast of developments in the innovative use of Information Technologies	Failure to keep pace with changing technology environment.			29-Sep-2022	<p>Replacement interconnect firewall between NHS and WDC now operational in Aurora house. New rule sets in place as agreed with WDC and NHS IT Services.</p> <p>Microsoft Intune deployed to enable remote imaging of devices.</p> <p>LogMeIn went live August 22 enabling remote control of all devices including mobile phones.</p> <p>Citrix Cloud Proof of concept in place and testing underway with ICT/service areas.</p> <p>Progress continues on implementation of a new authentication method for public access wireless</p>	James Gallacher

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

Risk Status	
	Alert
	High risk
	Warning
	OK
	Unknown

WEST DUNBARTONSHIRE COUNCIL

Report by Chief Officer – Regulatory & Regeneration

Corporate Services Committee: 1 February 2023

Subject: Regulatory & Regeneration Delivery Plan 2022/23 - Interim Progress

1 Purpose

- 1.1 This report sets out the interim progress of the Regulatory & Regeneration Delivery Plan 2022/23.

2 Recommendations

- 2.1 It is recommended that Committee notes the progress achieved.

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 The Regulatory & Regeneration Delivery Plan 2022/23 was presented to Corporate Services Committee on 2 November 2022 with a commitment to report interim progress and year-end progress in February and May 2023 respectively.

4 Main Issues

- 4.1 At this interim point in the year, 3 of the 26 actions have been completed and 23 are progressing as planned and are on track for completion by 31 March 2023. Full details of progress are set out in Appendix 1.
- 4.2 The delivery plan also includes a set of PIs which measure progress against the 2022-27 Strategic Plan objectives as well as key service areas. These will be reported at year-end.

5 People Implications

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

6 Financial & Procurement Implications

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

7 Risk Analysis

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

8 Equalities Impact Assessment

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

9 Consultation

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

10 Strategic Assessment

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

Chief Officer: Alan Douglas
Service Area: Regulatory & Regeneration
Date: 16 December 2022

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

Appendices: Appendix 1: Regulatory & Regeneration Delivery Plan 2022/23 - Interim Progress



Background Papers: Regulatory & Regeneration Delivery Plan 2022/23 - Corporate Services Committee, 2 November 2022
Strategic Planning & Performance Framework 2022/27

Wards Affected: All

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


	Our communities
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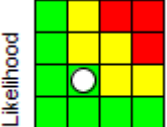

	Our residents health and wellbeing remains a priority
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Action	Status	Progress	Due Date	Note	Owner
Conduct property inspections of host properties identified through the Super Sponsor Scheme (Homes for Ukraine)		<div style="border: 1px solid black; width: 80px; height: 20px; background-color: #ADD8E6; display: flex; align-items: center; justify-content: center;">33%</div>	31-Mar-2023	45 inspections undertaken. 41 properties passed the physical checks and 4 failed. 29 hosts withdrew from the scheme and 22 hosts did not respond. Two remaining milestones are on track and are due at year-end.	John Stevenson
Commence implementation of the Shaping Places for Wellbeing pilot in Clydebank		<div style="border: 1px solid black; width: 80px; height: 20px; background-color: #ADD8E6; display: flex; align-items: center; justify-content: center;">75%</div>	31-Mar-2023	A steering group has been established and priorities and actions have been identified to be taken forward in 2023/24.	Pamela Clifford

	Our Environment
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	Our resources are used in an environmentally sustainable way
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Action	Status	Progress	Due Date	Note	Owner
Co-ordinate, monitor and report the progress of the Council's Climate Change Action Plan for 2022/23		<div style="border: 1px solid black; width: 80px; height: 20px; background-color: #ADD8E6; display: flex; align-items: center; justify-content: center;">75%</div>	31-Mar-2023	<p>The Climate Change Action Plan continues to be monitored regularly and progress reported quarterly to the Recovering & Renewal Board via the Climate Change Action Group (CCAG). The most recent progress report was submitted to the Recovering & Renewal Board in December 2022.</p> <p>In summary, 11 actions are progressing as planned and 7 are complete. Four PI's are currently not on track for achieving their targets. These will continue to be monitored and reported at year-end.</p>	Adam Armour - Florence

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
Inability to reduce carbon footprint in line with targets	The risk that the Council will be unable to achieve net zero emissions by 2045, both in relation to mitigating carbon emissions and adapting to the impacts of climate change. Net zero refers to achieving an overall balance between emissions produced and emissions taken out of the atmosphere. This target has been developed in a way that mirrors the emission reduction trajectory set by the	 <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>	 <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>	05-Oct-2022	<p>The Council's carbon footprint for 2021/22 is 24,022 tonnes of CO2e against a target of 22,803. This means we have increased our carbon emissions by 1.2% rather than reduced them by 3.5% over the previous financial year. Challenges related to the following:</p> <p>New Carbon Reduction Targets - Stricter carbon reduction targets set by the Climate</p>	Adam Armour - Florence

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
	Scottish Government in light of the Climate Emergency.				<p>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.</p> <p>COVID 19 Pandemic - 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>Waste Streams – 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 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>Heating – 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>	

Ob Our neighbourhoods are sustainable and attractive

Action	Status	Progress	Due Date	Note	Owner
Provide further legal and planning support to the delivery of the new affordable housing programme		<div style="width: 50%;"><div style="background-color: #4F81BD; width: 50%;"></div></div> 50%	31-Mar-2023	Ongoing support has been provided for the More Homes programme.	Alan Douglas
Promote the next phase of Queens Quay Housing		<div style="width: 75%;"><div style="background-color: #4F81BD; width: 75%;"></div></div> 75%	31-Mar-2023	Regular meetings are taking place with the owner and development agent of the site to discuss the next housing phase for Queens Quay. The Council are investigating ways of supporting the provision and implementation of further housing on Queens Quay.	Pamela Clifford; Gillian McNamara

P Our Economy

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

Action	Status	Progress	Due Date	Note	Owner
Deliver key regeneration sites across West Dunbartonshire		<div style="width: 66%;"><div style="background-color: #4F81BD; width: 66%;"></div></div> 66%	31-Mar-2023	<ul style="list-style-type: none"> Exxon site - Council (in August 2022) and Glasgow City Region (in November 2022) agreed to defer the Final Business Case that unlocks capital funding for the infrastructure at the Exxon site until June 2023. Carless site - Officers are working with the Malin Group to progress the Scottish Marine Technology Park at Carless. Malin Group are creating flood storage to enable development and working towards submitting a planning application in early 2023. Lomondgate site - Strathleven Regen Community Interest Company are negotiating the sale of the final sites for development at Lomondgate and considering options for a successor company. 	Gillian McNamara
Explore commercial opportunities in our town centres and wider regeneration sites		<div style="width: 75%;"><div style="background-color: #4F81BD; width: 75%;"></div></div> 75%	31-Mar-2023	<ul style="list-style-type: none"> A funding application was submitted to the Scottish Government's Green Growth Accelerator fund in early December to expand the infrastructure and capacity of the District Heating Network. Progressing the first phase of the Artizan redevelopment. Early intervention works were approved by IRED in September 2022 with demolition of the vacant building to the rear commencing in May 2023. A feasibility study for redevelopment is also underway. 	Gillian McNamara; Magda Swider
Support Town Centre Recovery		<div style="width: 66%;"><div style="background-color: #4F81BD; width: 66%;"></div></div> 66%	31-Mar-2023	<p>Multi-year projects include:</p> <ul style="list-style-type: none"> first phase of Alexandria Masterplan, including Smollett Fountain roadworks, which is now complete; first phase of the Clydebank Town Centre Framework, including a Levelling Up Fund funding application for the proposed transportation hub and planning for the development of the Playdrome site; and 	Gillian McNamara; Magda Swider

				<ul style="list-style-type: none"> agreed first stage improvement plan for the Artizan Centre, with works soon underway. 	
Develop a new Economic Development Strategy and action plan			31-Mar-2023	The Economic Development Strategy 2022/27 was approved at IRED Committee on 2 November 2022. The supporting action plan is currently being developed for implementation from 1 April 2023.	Gillian McNamara; Gillian Scholes
Ensure regeneration sites are progressed to enable high quality development to be achieved on the ground			31-Mar-2023	<p>Support continues for the key regeneration to ensure that the best development is achieved by extensive pre application discussions, the Place and Design Panel, Elected Member Briefings and through the planning application process and discharge of conditions.</p> <ul style="list-style-type: none"> The Queens Quay – Clydebank Health and Care Centre has opened and 146 flatted dwellings complete and occupied. Clydebank town centre – detailed pre-application discussions held with developer of Playdrome site, with planning application submission expected soon. Carless – pre-application discussions continue re submission of Malin Group PPP application. Remediation works ongoing. Exxon – remediation work ongoing. Bid submitted for Vacant and Derelict Land Improvement Programme funding for green infrastructure elements of development. Dumbarton town centre – working closely with consultants on proposals for Artizan Centre. Glencairn House planning application has been submitted. Alexandria town centre – Prior approval for demolition works has been issued and Lidl application has been submitted. 	Pamela Clifford
Monitor the development of the key regeneration sites to ensure they comply with the approved consent			31-Mar-2023	Monitoring key regeneration sites to ensure they comply with approved consent is ongoing in terms of Exxon, Carless/ Scottish Marine Technology Park, Queens Quay sites and other key development sites.	Pamela Clifford

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
Affordability of the Exxon City Deal Project	There is a risk that the affordability of delivering the City Deal Exxon project is beyond the resources being made available from Glasgow City Region City Deal.	<p>Likelihood</p> <p>Impact</p>	<p>Likelihood</p> <p>Impact</p>	15-Dec-2022	Risk remains unchanged. The project board is looking at savings options during the design development to mitigate rising costs.	Gillian McNamara
Failure to deliver Queens Quay Masterplan	Following completion of Council investment there is a risk the housing plot sales do not materialise in the next 3-7 years, with implications for the return on investment and the business case for the District Heating Network.	<p>Likelihood</p> <p>Impact</p>	<p>Likelihood</p> <p>Impact</p>	15-Dec-2022	Risk remains unchanged. Focus continues on landowners securing new housing developments for the site.	Pamela Clifford; Gillian McNamara

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
Inability to meet demands of Council to progress regeneration projects within desired timescales	The number and complexity of regeneration projects is putting considerable strain on the resources available which can be exacerbated by delays out with the control of the service and when pinch points on different projects occur at roughly the same time.	Likelihood: High (3 red, 3 yellow, 3 green squares); Impact: High (3 red, 3 yellow, 3 green squares)	Likelihood: Medium (2 red, 2 yellow, 4 green squares); Impact: Medium (2 red, 2 yellow, 4 green squares)	15-Dec-2022	Risk remains unchanged. Individual projects continue to progress, reducing the likelihood of undesirable outcomes	Pamela Clifford; Alan Douglas; Gillian McNamara

P Our Council

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

Action	Status	Progress	Due Date	Note	Owner
Develop and implement wellbeing, employee engagement, equality and training plans to enable capabilities, improved resilience and promotion of a diverse workforce.			31-Mar-2023	Progress based on interim monitoring. The following are of note: <ul style="list-style-type: none"> Employee absence rates remain significantly lower than Council average. Be-the-best conversations conducted regularly with information linking to improved employee engagement, recognition, personal and professional development 	Management Team
Develop and implement employee life cycle plans in line with the People First Strategy to attract and retain the workforce.			31-Mar-2023	Progress based on interim monitoring. The following are of note: <ul style="list-style-type: none"> Senior Democratic services Officer recruited early to allow for handover and e.g. Early attendance at Council meeting. Officers in acting up positions have been successful in achieving promotion within the service. Full participation and leadership of Project Boards ensure that our employees' skills are shared and they in turn benefit from the skills and experience of others. Internal growth opportunities reflected in Planning and Building Standards and Trading Standards whereby Apprentices and Trainees have progressed to management positions. 	Management Team
Implement service review process including role design, use of new technology and new ways of working to add resilience, address gaps, and establish opportunities for efficiencies			31-Mar-2023	Progress based on interim monitoring. The following are of note: <ul style="list-style-type: none"> Fit For Future Review being implemented in Planning & Building Standards. Involvement in Local and National development of Digital and Spatial Planning. 	Management Team
Develop and implement training plans and development opportunities to improve capabilities and resilience within the workforce.			31-Mar-2023	Progress based on interim monitoring. The following are of note: <ul style="list-style-type: none"> The service demonstrates well-developed leadership skills linked to succession planning and Service Delivery Needs. Collaborative and improved working practices. Participation in the 4D Quantum Programme. 	Management Team

Action	Status	Progress	Due Date	Note	Owner
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Our Council is adaptable and focused on delivering best value for our residents



Action	Status	Progress	Due Date	Note	Owner
Provide legal services to West Dunbartonshire Energy LLP in relation to heat supply agreements and network supply contracts		<div style="width: 50%;"><div style="background-color: #4F81BD; height: 10px; width: 50%;"></div></div> 50%	31-Mar-2023	Support continues to be provided to the Energy LLP. Standard form Heat agreements provided for domestic properties and discussions ongoing on Commercial agreements.	Alan Douglas
Provide legal advice, guidance and support on the emerging National Care Service		<div style="width: 50%;"><div style="background-color: #4F81BD; height: 10px; width: 50%;"></div></div> 50%	31-Mar-2023	Legal advice has been provided on the Scottish Parliament consultation. Advice provided on an ongoing basis to the Council and Short Life Working Group.	Alan Douglas
Complete business case and seek Council capital funding for IDOX Electronic Document Management System for Planning & Business Standards		<div style="width: 50%;"><div style="background-color: #4F81BD; height: 10px; width: 50%;"></div></div> 50%	31-Mar-2023	Meeting with ICT in January 2023 to review business case, identify project group and seek comments before proceeding to prepare growth bid.	Pamela Clifford
Implement Fit for Future improvement plan for Building Standards		<div style="width: 75%;"><div style="background-color: #4F81BD; height: 10px; width: 75%;"></div></div> 75%	31-Mar-2023	The focus on improving customer service has been successful. Good progress has been made with ICT actions, with implementation of automatic downloads and the implementation of Enterprise to follow in 2023. Work will continue on the outstanding actions of the Improvement Plan. In late 2022 the Scottish Government granted the verification role to Building Standards for another 6 years.	Pamela Clifford
Designate and train service data ambassadors for the Corporate Data Information Management system (MAGIC) and evaluate its use		<div style="width: 75%;"><div style="background-color: #4F81BD; height: 10px; width: 75%;"></div></div> 75%	31-Mar-2023	Training provided to Legal, Asset Management, Greenspace, Roads, Waste Services, Communications and Consultancy Services. Training of other services will continue.	Pamela Clifford
Complete the Rediscovering the Antonine Wall Project and start preparation for Phase 2: Re-imagining the Antoine Wall		<div style="width: 75%;"><div style="background-color: #4F81BD; height: 10px; width: 75%;"></div></div> 75%	31-Mar-2023	Progress continues on delivering the remaining elements of the project and all are on target for completion by 31 March 2023. The partners are committed to the development of the Reimagining project, with internal WDC and all partner workshops scheduled for January 2023 to shape the new Antonine Wall Management Plan and project ideas.	Pamela Clifford
Implement the provisions of National Planning Framework 4 for West Dunbartonshire's planning policies and priorities, adopt LDP 2 and commence work on LDP3		<div style="width: 75%;"><div style="background-color: #4F81BD; height: 10px; width: 75%;"></div></div> 75%	31-Mar-2023	The Scottish Parliament have agreed NPF4 and the Scottish Ministers will adopt and publish NPF4 on 13 th February 2023 meaning that it will be a significant material consideration in the determination of planning applications. No final decision has been taken on adopting LDP2. Preliminary background work has commenced on LDP3 but the relevant Regulations and Guidance have still to be published by the Scottish Government.	Pamela Clifford




Action	Status	Progress	Due Date	Note	Owner
Complete the co-ordination of the refurbishment of civic areas of Clydebank Town Hall		<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #4f81bd; color: white; display: flex; align-items: center; justify-content: center;">66%</div>	31-Mar-2023	The wood panelling in the Chamber and Members' Corridor has been completed. Awaiting estimated costs and timescales for remaining works.	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	14-Dec-2022	While approval was granted at the Council budget meeting on 9/3/2022 for the recruitment of an additional two EHO posts, both posts were recommended and accepted as a political savings option at Council on 21 December 2022. Any impact will be monitored.	Annemarie Clelland; Michael McDougall; John Stevenson
Income for services continues to be dramatically reduced as a result of the COVID-19 pandemic	Relates to registration, licensing, planning and building control which have been impacted as a result of the COVID-19 pandemic.	Likelihood Impact	Likelihood Impact	14-Dec-2022	Income reduction as a result of the economic impact of COVID remains an issue.	Alan Douglas
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	14-Dec-2022	While interim management arrangements are still in place for the Environmental Health (EH) Manager's post, the two EH Officer posts agreed at the Council budget meeting on 9/3/2022 are not to be taken forward based on the Council decision on savings options on 21 December 2022. Any impact will be monitored.	John Stevenson
Inability to recruit successfully to enable performance to be maintained	There is a current issue with recruitment of qualified staff in various parts of the service.	Likelihood Impact	Likelihood Impact	14-Dec-2022	The two EH Officer posts agreed at the Council budget meeting on 9/3/2022 are not to be taken forward based on the Council decision on savings options on 21 December 2022. Any impact will be monitored.	Pamela Clifford; John Stevenson

	Our residents are engaged and empowered
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Action	Status	Progress	Due Date	Note	Owner
Plan and conduct the Scottish Local Government Elections in May 2022		<div style="width: 100%;"><div style="background-color: #4F81BD; color: white; padding: 2px;">100%</div></div>	31-May-2022	Elections were conducted successfully with 22 members elected to serve on the new Council.	George Hawthorn
Implement the action plan to set up the new Council following the Local Government Elections		<div style="width: 100%;"><div style="background-color: #4F81BD; color: white; padding: 2px;">100%</div></div>	31-Mar-2023	The action plan has been completed. All new members have received induction training and equipment, the new committee timetable is in place and standing orders have been reviewed.	George Hawthorn
Plan and organise the nomination process for Community Councils and where necessary hold elections to identify successful candidates		<div style="width: 100%;"><div style="background-color: #4F81BD; color: white; padding: 2px;">100%</div></div>	31-Dec-2022	All nomination processes have been completed; no elections were required.	George Hawthorn

Action Status	
	In progress and on track
	Completed

Risk Status	
	Alert
	Warning
	OK

WEST DUNBARTONSHIRE COUNCIL**Report by Chief Officer - Resources****Corporate Services Committee: 1 February 2023**

Subject: Resources Delivery Plan 2022/23 - Interim Progress**1 Purpose**

- 1.1 This report sets out the interim progress of the Resources Delivery Plan 2022/23.

2 Recommendations

- 2.1 It is recommended that Committee notes the progress achieved.

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 The Resources Delivery Plan 2022/23 was presented to Corporate Services Committee on 2 November 2022 with a commitment to report interim progress and year-end progress in February and May 2023 respectively.

4 Main Issues

- 4.1 At this interim point in the year, 7 of the 16 actions have been completed and the remaining 9 are progressing as planned and are on track for completion by 31 March 2023. A further action has been cancelled and will be rescheduled in 2023/24. Full details of progress are set out in Appendix 1.
- 4.2 The delivery plan also includes a set of PIs which measure progress against the 2022-27 Strategic Plan objectives as well as key service areas. These will be reported at year-end.

5 People Implications

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

6 Financial & Procurement Implications

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

7 Risk Analysis

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

8 Equalities Impact Assessment

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

9 Consultation

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

10 Strategic Assessment

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

Chief Officer: Laurence Slavin
Service Area: Resources
Date: 16 December 2022







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

Appendices: Appendix 1: Resources Delivery Plan 2022/23 - Interim Progress

Background Papers: Resources Delivery Plan 2022/23 - Corporate Services Committee, 2 November 2022
Strategic Planning & Performance Framework 2022/27

Wards Affected: All

Appendix 1: Resources Delivery Plan 2022/23 – Interim Progress

 Our Council					
 Our workforce is resilient and skilled where digital technology supports service delivery for our residents					
Action	Status	Progress	Due Date	Note	Owner
Develop and implement wellbeing, employee engagement, equality and training plans to enable capabilities, improved resilience and promotion of a diverse workforce.		<div style="width: 75%;"><div style="width: 75%; background-color: #4f81bd; color: white; text-align: center;">75%</div></div>	31-Mar-2023	Across the service, regular team meetings and 'Be-the Best conversations, have taken place throughout 2022/23 as has engagement using 'Trickle'. A new Finance Manager will be in post in March 2023 and a further review will be carried out of employee engagement within Finance once the new appointment is in post. Furthermore, the Chief Officer is actively supportive of fully flexible working arrangements to support the workforce to maintain a healthy work-life balance. Staff are consulted with ahead of major operational and/or process related changes to explain clearly the rationale for the change.	Management Team
Develop and implement employee life cycle plans in line with the People First Strategy to attract and retain the workforce.		<div style="width: 50%;"><div style="width: 50%; background-color: #4f81bd; color: white; text-align: center;">50%</div></div>	31-Mar-2023	A review of the Finance structure is currently on hold due to a new Finance Manager being appointed but not in post until March 2023. Review to be rescheduled for 2023/24 to allow new appointee time to review current arrangements. Across the service, the establishment has been considered as part of activity to deliver an effective service and identify efficiencies in order to deliver a balanced 2023/24 revenue budget.	Management Team
Implement service review process including role design, use of new technology and new ways of working to add resilience, address gaps, and establish opportunities for efficiencies				This is considered in all areas of Resources on an ongoing basis. Within Finance, a review of the structure is currently on hold due to a new Finance Manager being appointed but not in post until March 2023. Review of Finance to be rescheduled for 2023/24 to allow new appointee time to review current arrangements.	Management Team
Develop and implement training plans and development opportunities to improve capabilities and resilience within the workforce.		<div style="width: 50%;"><div style="width: 50%; background-color: #4f81bd; color: white; text-align: center;">50%</div></div>	31-Mar-2023	This is on-going in all areas of Resources. Within Finance, the resignation of the Council's Finance Manager has provided an opportunity to reconsider the allocation of responsibilities across the Finance Team. This includes a focus on providing development opportunities, training and building resilience as we look further ahead to the possibility of multiple retirements in the next 3 to 5 years. This will be developed further in 2023/24 when the new Finance Manager is in post.	Management Team


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

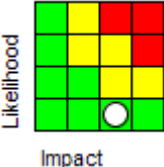
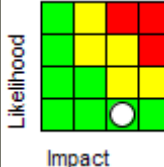
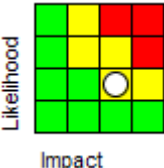
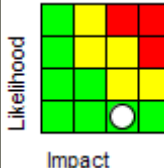
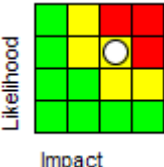
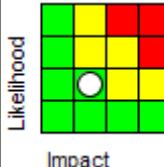
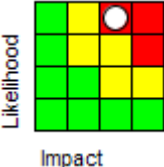
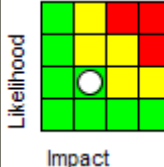
Action	Status	Progress	Due Date	Note	Owner
Review ways of decreasing corporate debt through continued improvements to debt collection processes in relation to sundry, NDR, Council Tax and rent			31-Mar-2023	Reviews completed in relation to the rent collection processes between Housing and Corporate Debt, the Universal Credit/Alternative Payment Arrangements process with the Department for Work and Pensions, and the debt recovery process and the impact of cost living increases. All have resulted in improvements to systems and processes. In addition, informal benchmarking has been completed which confirmed our processes are robust, efficient and effective at collections whilst being value for money. The remaining milestones are all on track with completion dates of 31 March 2023.	Ryan Chalmers
Review ways to improve rent collection rates in conjunction with Housing and W4U			31-Mar-2023	The Universal Credit/Alternative Payment Arrangements process with the Department for Work and Pensions has been reviewed to ensure rental income is maximised, including automating UC payments. The remaining milestones are due by 31 March and are progressing as planned.	Ryan Chalmers; Stefan Kristmanns
Maximise automation opportunities across the organisation to improve efficiency			31-Mar-2023	Some automations have been adjusted to factor system issues. Progressing well otherwise with updates provided to Automation Board.	Arun Menon

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
Debt is not recovered efficiently or effectively, with inherent risk of financial loss	The processes deployed in collection of monies owed to the council are inefficient and ineffective resulting in money not collected on time or having to be written off	<p>Likelihood</p> <p>Impact</p>	<p>Likelihood</p> <p>Impact</p>	15-Dec-2022	Effectively implement the Corporate Debt Policy and ensure income maximisation in collaboration with W4U. Improvements to automation of collecting debt to be considered and implemented.	Ryan Chalmers
Increase in the level of rent arrears due to the level of Welfare Reform changes and general state of economy	The Council sees an increase in its level of rent arrears due to lower disposable income and national changes to the national benefits regime and the ongoing economic position	<p>Likelihood</p> <p>Impact</p>	<p>Likelihood</p> <p>Impact</p>	15-Dec-2022	The risk of an increase in rent arrears is due to the current cost of living that's linked to increasing energy costs, food costs and inflation. Financial support and advice is provided to those impacted by the cost of living with arrangements being reviewed as appropriate.	Ryan Chalmers




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




Action	Status	Progress	Due Date	Note	Owner
Revise the Code of Good Governance		<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>	31-Mar-2023	The Code of Good Governance was reviewed and updated as part of the 2021/22 Annual Governance Statement review.	Andi Priestman
Ensure continued compliance with the Code of Good Governance during 2022/23		<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>	31-Mar-2023	The Code of Good Governance was reviewed for compliance as part of the 2021/22 Annual Governance Statement review.	Andi Priestman
Prepare and submit draft Annual Governance Statement for 2021/22 to the Audit Committee		<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>	30-Jun-2022	The Draft Annual Governance Statement for 2021/22 was approved by the Audit Committee in June 2022.	Andi Priestman
Continue to improve and deliver the Assurance Statement for 2021/22 to support the Annual Governance Statement		<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>	30-Jun-2022	The Annual Governance Statement was reviewed for best practice as part of the 2021/22 exercise.	Andi Priestman
Complete the Internal Audit & Corporate Fraud Plan 2021/22 and report to Audit Committee as part of the Annual Assurance Statement		<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>	31-Aug-2022	The Internal Audit Annual Report and Assurance Statement was presented to the June 2022 Audit Committee and regular progress updates on the 2022/23 audit plan continue to be reported on a regular basis to Audit Committee.	Andi Priestman
Implement the change to the Accounting Code of Practice in relation to leasing		<div style="width: 25%;"><div style="width: 25%; background-color: #4f81bd; color: white; text-align: center;">25%</div></div>	31-Mar-2023	The implementation date was reviewed by Scottish Government and changed nationally. Due to this timelines have been adjusted accordingly. Work to implement the change to the Accounting Code of Practice is ongoing. Relevant officers within the Authority have been briefed on requirements and information required to comply is being collected. We are in the process of procuring software to use for the collation and processing of information.	Jackie Nicol-Thomson
Develop and provide financial services to West Dunbartonshire Energy Limited		<div style="width: 25%;"><div style="width: 25%; background-color: #4f81bd; color: white; text-align: center;">25%</div></div>	31-Mar-2023	We continue to provide financial services to the energy company and we are working to develop a separate entity in Agresso. However, this requires an upgrade to the system which has been delayed due to a number of technical issues. We are working to resolve these and continue to progress this action.	Adrian Gray; Laurence Slavin
Review reconciliations and VAT processes for automation and implement those identified as appropriate		<div style="width: 60%;"><div style="width: 60%; background-color: #4f81bd; color: white; text-align: center;">60%</div></div>	31-Mar-2023	The reconciliation and VAT processes have been reviewed and areas identified for possible automation. One reconciliation was initially identified as a test and processes have been documented and are currently with the automation team for consideration and prioritisation. The VAT processes will be documented for onward submission to the automation team.	Laurence Slavin; Karen Shannon
Review capital programme, monitoring and reporting		<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>	31-Mar-2023	The capital programme has been reviewed and a report presented to Council on 21 December 2022. The next phase will review monitoring and reporting arrangements. This will take place in 2023/24, led by the new Finance Manager.	Laurence Slavin

Action	Status	Progress	Due Date	Note	Owner
Review financial arrangements against the CIPFA financial code of practice		100%	30-Sep-2022	The Code was reviewed and passed to external audit for information.	Laurence Slavin

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
Failure to provide assurance of the system of financial controls	Either Internal Audit or External Audit is unable to provide assurances on the Council's financial control environment			14-Dec-2022	Audit plan for 2021/22 is complete. New plan for 2022/23 was approved by Audit Committee in June 2022 and regular progress reports are presented to Audit Committee at each cycle.	Andi Priestman
Failure to meet statutory deadlines for external returns (including HMRC) and financial statements	Finance Services failing to meet statutory deadlines resulting in lost revenue or penalty costs			14-Dec-2022	The risk assessment remains unchanged. There are a range of controls in place to ensure that the likelihood of this risk occurring remains relatively low.	Laurence Slavin
Financial projections are significantly incorrect	Financial projections for both capital and revenue are significantly incorrect for various reasons – including unexpected costs – resulting in insufficient reserves being held			16-Dec-2022	Information on projections are updated on an ongoing basis. However, with the volatility of the economy, inflation and bank interest rates, the figures are changing regularly.	Laurence Slavin
Significant financial funding reductions / limitations from Scottish Government	It is expected that the Council will be faced with significant ongoing funding reductions/limited increases from the Scottish Government settlement. This is based on recent settlements, the March 2022 Resource Spending Review which states that Council funding will remain as 'flat cash' (at current 2022/23 levels) until 2025/26 with a £100m added in 2026/27 – the real term impact of this (taking inflation into account) for the next four years is a 7% reduction between 2022/23 and 2026/27. This coincides with a period where costs are expected to rise in relation to social care due to an aging population; inflationary increases with RPI at a level not seen since 1991; post-COVID-19 ongoing costs; increases in the			16-Dec-2022	The Chief Officer for Resources provided a verbal update to Council on 21 December 2022 on the 2023/24 local government settlement. Assumptions on future Scottish Government funding are updated regularly and a further update will be provided when Council agrees the 2023/24 budget in March 2023. It is still expected that future Scottish Government funding will be insufficient to pay for current levels of service delivery.	Laurence Slavin

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
	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.					

Action Status	
	Cancelled; postponed for this year
	In progress and on track
	Completed

Risk Status	
	Alert
	Warning
	OK

WEST DUNBARTONSHIRE COUNCIL**Report by Chief Officer - Supply, Distribution and Property****Corporate Services Committee: 1 February 2023**

Subject: Supply, Distribution & Property Delivery Plan 2022/23 - Corporate Procurement Unit Interim Progress**1 Purpose**

- 1.1 This report sets out the interim progress of the Corporate Procurement Unit priorities within the Supply Distribution & Property Delivery Plan 2022/23.

2 Recommendations

- 2.1 It is recommended that Committee notes the progress achieved.

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 The Corporate Procurement Unit priorities contained within Supply Distribution & Property (SD&P) Delivery Plan 2022/23 was presented to Corporate Services Committee on 2 November 2022 with a commitment to report interim progress and year-end progress in February and May 2023 respectively.

4 Main Issues

- 4.1 At this interim point of the year, of the eight actions one is delayed and the remaining seven are progressing as planned and are on track for completion by 31 March 2023. Full details of progress are set out in Appendix 1.
- 4.2 The delivery plan also includes a set of PIs which measure progress against the 2022-27 Strategic Plan objectives as well as key service areas. These will be reported at year-end.

5 People Implications

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

6 Financial & Procurement Implications

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

7 Risk Analysis

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

8 Equalities Impact Assessment

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

9 Consultation

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

10 Strategic Assessment

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

Chief Officer: Angela Wilson
Service Area: Supply, Distribution & Property
Date: 4 January 2023

Person to Contact: Karen Connelly
E-mail: Karen.Connelly@west-dunbarton.gov.uk


Appendices: Appendix 1: SD&P Delivery Plan 2022/23 - Corporate Procurement Unit Interim Progress of Actions


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

Wards Affected: All


Appendix : SD&P Delivery Plan 2022/23 – Corporate Procurement Unit - Interim Progress


	3. Our Economy
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	Objective 7. Our area has the infrastructure for sustainable and inclusive growth where businesses can flourish
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Action	Status	Progress	Due Date	Note	Owner
Continue to incorporate social benefits in the contract activity		<div style="width: 50%;"><div style="background-color: #4F81BD; height: 10px; width: 100%;"></div></div> 50%	31-Mar-2023	Action progressing as planned. Engagement Plan has been prepared. We are working with other services, the Supplier Development Programme and other external bodies to continue to engage with suppliers including market research questionnaires, e-workshops, implementation meetings, and "Meet the Buyer" sessions. Set processes for social benefits, are followed, including market sounding, setting specific targets for social benefits in tendering opportunities and following up with suppliers on social benefits offered.	Annabel Travers

	4. Our Council
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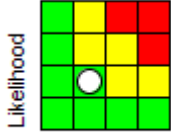
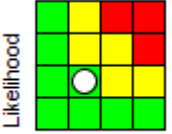
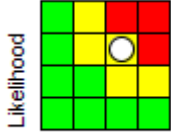
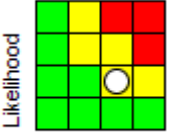
	Objective 10. Our workforce is resilient and skilled where digital technology supports service delivery for our residents
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Action Code	Action	Status	Progress	Due Date	Note	Owner
WFP/22-23/SD&P/01	Develop and implement wellbeing, employee engagement, equality and training plans to enable capabilities, improved resilience and promotion of a diverse workforce.		<div style="width: 75%;"><div style="background-color: #4F81BD; height: 10px; width: 100%;"></div></div> 75%	31-Mar-2023	Progressing as planned. We continue to utilise the Console to support better use of data to inform decisions. Weekly meetings are in place to update, consider and action opportunities and concerns. We continue to support and utilise the Employee Wellbeing Strategy, hold regular Be-the-best	Annabel Travers





Action Code	Action	Status	Progress	Due Date	Note	Owner
					Conversations with officers and support working flexibly including part time and condensed hours.	
WFP/22-23/SD&P/02	Develop and implement employee life cycle plans in line with the People First Strategy to attract and retain the workforce.		<div style="width: 75%;"><div style="width: 75%; background-color: #4f81bd; color: white; text-align: center;">75%</div></div>	31-Mar-2023	Progressing as planned. The CPU's flexible approach means that cross skilling continues to be developed. We undertake periodic reviews of roles and profiles in line with service improvements to reflect changes in service	Annabel Travers
WFP/22-23/SD&P/03	Implement service review process including role design, use of new technology and new ways of working to add resilience, address gaps, and establish opportunities for efficiencies		<div style="width: 75%;"><div style="width: 75%; background-color: #4f81bd; color: white; text-align: center;">75%</div></div>	31-Mar-2023	Progressing as planned. Periodic reviews of roles and profiles in line with service improvements highlight efficiency's.	Annabel Travers
WFP/22-23/SD&P/04	Develop and implement training plans and development opportunities to improve capabilities and resilience within the workforce.		<div style="width: 75%;"><div style="width: 75%; background-color: #4f81bd; color: white; text-align: center;">75%</div></div>	31-Mar-2023	Progressing as planned. We continue to develop leadership skills in line with the Be-the-best Conversations.	Annabel Travers

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

Action	Status	Progress	Due Date	Note	Owner
Implement the Fit for Future Action Plan for Procurement- P2P Phase 1		<div style="width: 42%;"><div style="width: 42%; background-color: #4f81bd; color: white; text-align: center;">42%</div></div>	31-Mar-2023	Action progressing as planned Draft Purchase to Pay Policy is out for consultation, development of the plan for implementation is in progress. We are finalising preferred suppliers, utilising framework agreements / contracts for consultation. The implementation of the Purchase to pay policy has been delayed.	Annabel Travers
Deliver procurement savings and benefits		<div style="width: 75%;"><div style="width: 75%; background-color: #4f81bd; color: white; text-align: center;">75%</div></div>	31-Mar-2023	Action progressing as planned including following set processes, planning market research, and e-workshops with potential suppliers.	Annabel Travers
Refresh the Contract and Supply Management Policy		<div style="width: 66%;"><div style="width: 66%; background-color: #4f81bd; color: white; text-align: center;">66%</div></div>	31-Mar-2023	Action progressing as planned. Plan has been prepared and work is now underway to review and progress a refresh of the Policy.	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	30-Nov-2022	There are a number of actions and strategies in place to ensure and monitor best value of procurement spend and compliance. No change to risk matrix.	Annabel Travers
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	30-Nov-2022	There are a number of actions underway to increase savings from procurement spend including performance indicators to monitor progress. No change to risk matrix.	Annabel Travers

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

Risk Status	
	Alert
	High risk
	Warning
	OK

WEST DUNBARTONSHIRE COUNCIL**Report by Chief Officer – People and Technology****Corporate Services Committee: 1 February 2023**

Subject: King's Coronation 2023**1. Purpose**

- 1.1 To update the Committee on the proposed approach in respect of the King's Coronation on Monday 8th May 2023.

2. Recommendations

- 2.1 The Committee is asked to approve the approach which was also adopted for the Queens' State Funeral and the Jubilee in 2022.

3. Background

- 3.1 The date of His Majesty the King's Coronation has been confirmed as Monday 8 May 2023. This date will also be a bank holiday. There is no statutory entitlement to paid leave for a bank holiday, it being for employers to determine.
- 3.2 The Scottish Government has issued advice that the First Minister has confirmed, along with the other nations of the United Kingdom, the introduction of a Bank Holiday to mark the celebration of His Majesty's Coronation. In relation to schools in Scotland, Ministers have confirmed their view that it is important that families in Scotland are also able to participate in the Coronation celebrations next year and is supportive of these days being taken as school holidays.
- 3.3 In light of this, the Council proposes adopting a similar approach to service closure as generally followed over the festive period and applied to both the Jubilee holiday and the Queen's State Funeral. The key exceptions being essential care and frontline emergency response services.
- 3.4 Chief Officers have considered the implications for their own areas and information will be communicated to service users. An administrator message will be issued subject to agreement and will also confirm exemptions for personal events already scheduled and committed, i.e. funerals/burials and weddings/civil partnerships.

4. Main Issues

- 4.1 In considering viable options, the approach taken for the Queen's Platinum Jubilee and State Funeral has been considered appropriate.

- 4.2 If agreed the Council will announce a day of closure for Monday 8 May 2023 for all but absolutely essential services.
- 4.3 Employees who are contracted to work but their place of work is closed on Monday 8 May 2023 will be awarded normal pay for the day.
- 4.4 Employees contracted to work on Monday 8 May 2023 and who are required to work to maintain frontline essential services will receive normal pay for the day plus time off in lieu.
- 4.5 There is no option for employees, not required to work, to choose to work on that day and claim time in lieu.
- 4.6 Employees not contracted to work on Mondays will have time added to their leave entitlement.

5. People Implications

- 5.1 There are resource implications in respect of front line/statutory services requiring employees to work resulting in the time off in lieu being granted at a later date, incurring cover costs.
- 5.2 The additional day of closure (pro rata for those working less than full time) will reduce the productivity output by one working day for each employee. The day is not applicable to casual or supply workers unless engaged to work over that period.
- 5.3 While there is no legal obligation to award time off in lieu to those whose normal working pattern does not include a Monday, applying this award accords with the decision of Council in respect of the Jubilee and State Funeral.

6. Financial and Procurement Implications

- 6.1 The financial implications associated with the day will centre on lost productivity for the majority. Awarding the time in lieu to those not entitled to it will incur costs of circa £100,000 (per Jubilee holiday and State Funeral).
- 6.2 In HSCP, the requirement to maintain services and therefore require employees to work on the Monday will incur additional cost in the region of £20k for cover costs for time off in lieu, payable on top of basic pay.

7. Risk Analysis

- 7.1 No risk assessment is required. However, choosing not to recognise the occasion will result in negative publicity (disrespect of the Monarch) and potentially fail to secure agreement of the trade unions and Elected Members.

8. Equalities Impact Assessment (EIA)

- 8.1** An EIA screening was undertaken in relation to the Queen's Jubilee and State Funeral and did not identify any impact on any protected group. This has been relied upon in respect of this proposal.

9. Consultation

- 9.1** The proposals were presented to the trade unions on 13th December 2022 and they had sight of the report in advance of Committee. No formal feedback has been provided and no issues raised.
- 9.2** Discussion with legal colleagues confirmed the restriction of the closure day to those whose normal working week includes a Monday is supported by case law. However, previous decisions have resulted in those not contracted to work a Monday receiving the time in lieu.

Victoria Rogers

Chief Officer - People and Technology

Date: 13th January 2023

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

Appendices: None

Background Papers: EIA (Jubilee version relied upon)

Wards Affected: None

WEST DUNBARTONSHIRE COUNCIL**Report by Chief Officer – People and Technology****Corporate Services Committee: 1 February 2023**

Subject: Strategic Risks 2022-2027**1. Purpose**

1.1 To provide an update on the strategic risks for 2022-27.

2. Recommendations

2.1 It is recommended that the Committee note:

- The strategic risks as detailed at Appendix 1.

3. Background

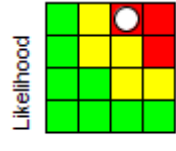
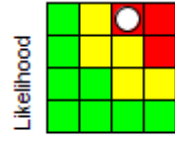
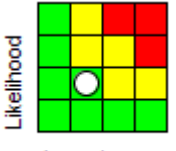

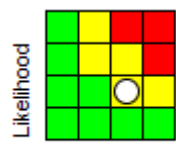
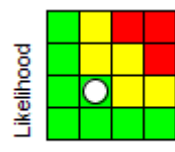
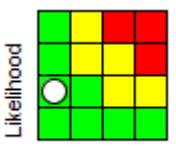

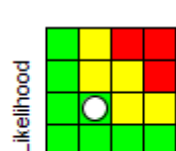
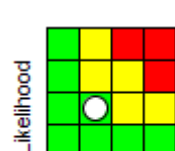
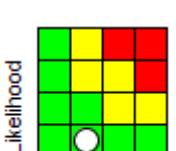

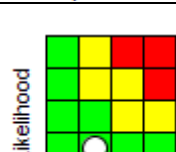
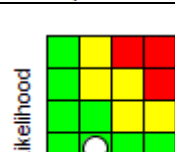
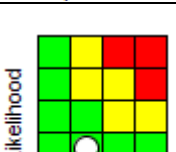

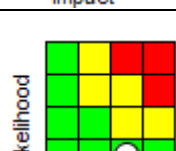
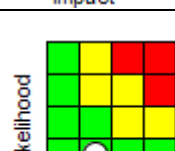
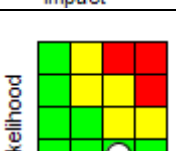

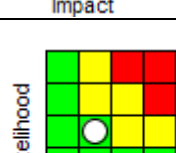
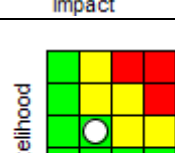
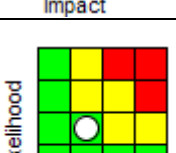

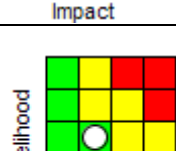
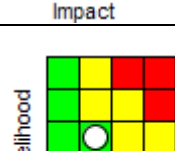
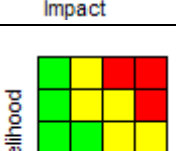

3.1 The Council's 2022 – 2027 strategic risks were agreed by the Corporate Services and Audit Committees in November 2022. The appended risks have been reviewed with re-assessment undertaken before being reported to this committee. This report is submitted as agreed to Corporate Services and Audit Committees on a bi-annual basis (noting that this report is remitted now to revert to the bi-annual cycle).

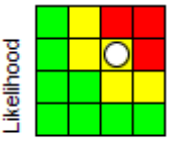
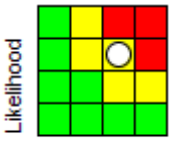
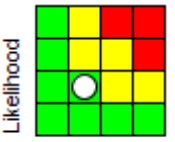

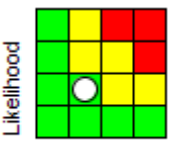
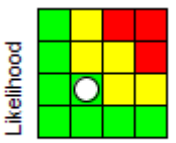
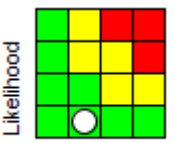

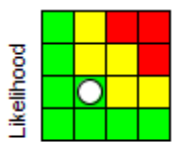
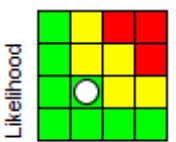


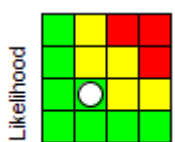
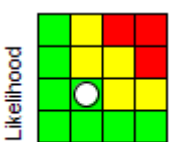
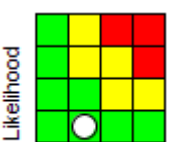

4. Main IssuesStrategic Risk

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

4.2 Table 1 represents a risk dashboard that includes information on the original, current and target rating for each strategic risk, as well as an assessment of the current risk status. Each strategic risk is identified and supported by more detailed information available on a "drill-down" basis in Appendix 1. Two strategic risks, associated actions and milestones are met, a further seven are progressing as expected and closer to reaching their assigned targets and SR001 and SR008 are currently off-target and this is explained in further detail below. Supplementary information on SR002 is also provided.

Table 1 Key Strategic Risk Information

Strategic Risk	Original Risk Oct 2022	Current Risk Dec 2022	Target Risk 2027	Risk Status Rationale
SR 001 Significant financial funding reductions/limitations from Scottish Government				
SR 002 Challenges in implementing broad-ranging school improvement to raise attainment and achievement				
SR 003 Maintaining Council Assets that are fit for purpose				
SR 004 Keeping abreast of developments in the innovative use of Information Technologies				
SR 005 Engaging positively with Residents, Communities & Partnerships				
SR 006 Challenges in protecting the Health and Safety of Employees and Others				
SR 007 Complexities in ensuring an appropriately resourced and resilient workforce				

SR 008 Threat of Cyber Attack				
SR 009 Challenges in delivering effective services in relation to Roads & Neighbourhoods				
SR 010 Failure to maintain Housing Stock				
SR 011 Inability to reduce carbon footprint in line with targets				

Risk Methodology and Reporting

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

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

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

- Current risk (with review dates set at pre-determined intervals); and
- Target risk (i.e. 31 March 2027 - the duration of the Strategic Plan).

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

Likelihood

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

Impact

<u>Score</u>	<u>Descriptor</u>
1	Minor
2	Moderate
3	Significant
4	Critical

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

Service Risk

- 4.6 Following the methodology in 4.3 to 4.4 above, each service has owned operational risk registers in Pentana (the Council’s performance system); these will be reviewed as part of the 2023/24 service planning process.

4.7 Significant financial funding reductions/limitations from Scottish Government

SR001 is currently off target and is currently scored as twelve compared to a target rating of four. Whilst the target rating is desirable the Council is limited in its influence over the likelihood of it crystallising. Whilst the Scottish Government is lobbied by COSLA for fairer funding for Local Government, which includes contributions from the Council Leader, Chief Executive supported by information provided by the Council’s Chief Officer Resources (S95 Officer) ultimately decisions over levels of local government funding are made by the Scottish Government. The likelihood of this risk is not expected to decrease in the medium term future with assumptions over future funding levels incorporated into projected budget gaps as reported in Financial Update reports presented to Council.

4.8 Threat of Cyber Attack

SR008 is currently off target due to a number of factors. The cyber threat continues to increase with ransomware being the biggest threat even during this period of Geo-political instability. Work has been undertaken to continue securing the Confidentiality, Integrity and Availability of our data and has resulted in the implementation of new technologies such as remote updating of devices, network scanning, secure remote control of employee devices and the replacement of ageing security hardware. In addition, a new secure

process for remote control of employee devices have also been implemented to address some of the security challenges from emerging threats.

New ways of working, including increased remote access users, robotic process automations, digital transformations and adoption of cloud based technologies all have an impact on the risk profile of the organisation and ICT continue to work with service areas to reduce and mitigate emerging risks. Lack of user awareness within organisations still remains one of the biggest Cyber Security threats, with a visible increase in Voice Phishing attempts being seen throughout the organisation, Bank Mandate fraud attempts have also significantly increased with several attempts to change bank details for employees being observed. To combat this we have resumed physical training events to Elected Members, the Joint Consultative Forum and senior management within the Council. Face to face cyber security training combined with DPA and fraud awareness sessions has also resumed and these have been well attended. We have invested in an online Security Training Platform which will provide additional security awareness training and allow us to run Phishing campaigns for our staff, delivering short, brief awareness videos where they are most required. We are taking steps to reduce the amount of information that is publicly available about our systems, policies and processes by restricting specific areas of the employee Intranet site to a secure login. ICT are reviewing the structure and resources of the security team to ensure capacity and resilience is built in. In addition, ICT employees are attending industry standard security training to assist in managing the threat of Cyber Risk to WDC.

Work continues to take place to improve our security posture in line with the national Public Sector Action plan (PSAP) and Public Sector Network (PSN) compliance. Vigilance of the National Cyber Security Centre (NCSC) Cyber Security guidance continues to remain in place in light of any changes regarding the geopolitical instability in Ukraine and the surrounding areas.

4.7 Challenges in implementing broad-ranging school improvement to raise attainment and achievement

SR002 has reduced the risk rating since last reported. The pandemic affected national and local outcomes in education attainment and equity due to periods of school/ ELC closure; absence due to Covid and shielding. The risk reporting period ended on 31st March 2022 and The Education Service had a recovery strategy for attainment in place. This needed a full academic year (August 2021 to June 2022) to have an impact on attainment although employee and pupil absences due to Covid were still being experienced. However, in academic session 2021/22, a narrowing of the attainment gap and increase in attainment was achieved in the attainment levels in the Broad General Education at primary level. A robust improvement and recovery model is in place to build on the progress made in academic session 2021/22. As the challenge of Covid absence is lessened this session then further improvement gains are predicted for academic session 2022/2023. The Education Committee is provided with regular update reports on progress with

the strategy to raise attainment and achievement and also the national agencies monitor and report on local attainment performance.

5. People Implications

- 5.1** There are no people implications associated with this report, other than in relation to the mitigation of risks

6. Financial and Procurement Implications

- 6.1** There are no financial and/or procurement implications directly associated with this report however there are in relation to any expenditure linked to mitigation.

7. Risk Analysis

- 7.1** Failure to ensure robust risk management is likely to result in the Council being criticised by External Auditors for not having an integrated approach to embedding risk management within the authority with the result that a “no scrutiny required” status would not be achieved.

- 7.2** Progressing with a robust risk management approach will demonstrate that the Council is taking ownership of risk management and ensuring effective measures are in place. The ability to demonstrate risk ownership should benefit the Council in terms of:

- Understanding risk and its potential impact on the Council’s priorities and objectives;
- Reducing insurance premiums going forward by recognising that a mature approach to risk management will contribute to a reduction in the number and value of claims across a range of insurance classifications;
- Contributing towards incident prevention based upon post-incident investigation;
- Meeting statutory/regulatory requirements; and
Ensuring better partnership working with external and internal partners.

8. Equalities Impact Assessment (EIA)

- 8.1** EIA 548 notes the positive impacts of an approach to risk that integrates considerations on equalities, human rights health and social and economic impacts that is aligned with the content of the new Strategic Plan.

9. Consultation

- 9.1** The strategic risks have been discussed with the Chief Officers and senior management. The reports to committee are available to the Trades Union and consultation undertaken as required.

10. Strategic Assessment

10.1 At its meeting on 26 October 2022, the Council agreed that its five main strategic priorities for 2022 - 2027 are as follows:

- Our Communities - Resilient and Thriving
- Our Environment - A Greener Future
- Our Economy - Strong and Flourishing
- Our Council - Inclusive & Adaptable

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

Name: Victoria Rogers
Designation: Chief Officer People & Technology
Date: 13 January 2023



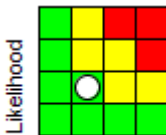

Person to Contact: Anna Murray, Risk & Health and Safety Officer
Anna.Murray@west-dunbarton.gov.uk

Appendices: Appendix 1: Detailed Strategic Risk List

Background Papers: West Dunbartonshire Council Strategic Plan 2022-2027
Risk Management Framework
EIA screening

Strategic Risk Report

Generated on: 05 January 2023

 SR 01 Significant financial funding reductions / limitations from Scottish Government		<p>It is expected that the Council will be faced with significant ongoing funding reductions/limited increases from the Scottish Government settlement. This is based on recent settlements, the March 2022 Resource Spending Review which states that Council funding will remain as 'flat cash' (at current 2022/23 levels) until 2025/26 with a £100m added in 2026/27 – the real term impact of this (taking inflation into account) for the next four years is a 7% reduction between 2022/23 and 2026/27. This coincides with a period where costs are expected to rise in relation to social care due to an aging population; inflationary increases with RPI at a level not seen since 1991; post-COVID-19 ongoing costs; increases in the cost of borrowing as interest rates increase and pay award pressures linked to inflation. The ongoing population decline of West Dunbartonshire versus the average population for the whole of Scotland leads directly to funding reductions with marginal impact on service delivery cost/need.</p>				
Current Risk Matrix	Last Review Date	Current Rating	Target Risk Matrix	Target Date	Target Rating	Assigned To
	05-Jan-2023	12		31-Mar-2027	4	Laurence Slavin
Potential Effect	Shortfall in finances and therefore the Council is unable to provide all services as intended.					
Measures of Impact	<ul style="list-style-type: none"> - Reduction in government grant - Demographic change (population decline/growth, aging population) - Cost reduction required including cutting level and/or quality of service provision - Increased Debt (collection of Council Tax, HRA rents, etc) 					
Risk Factors	<ul style="list-style-type: none"> - Level of government grant - Lack of time to plan for changes in the level of grant funding due to single year settlements and settlement information from Scottish Government - General inflationary factors - Bank of England Base Rate increases - ongoing prevalence and impact of COVID-19 - Significant additional burdens - Capital receipts - EU Exit 					
Internal Controls	<ul style="list-style-type: none"> - 10 year Financial Strategy subject to regular review - Monitor and maintain General Services and Housing Revenue Account prudential targets - Reporting and monitoring of Treasury Management Strategy - Budgetary control process - Regular budgetary control and savings monitoring reports provided to CMT and Council / committees - Rigorous debt collection processes - Annual Internal Audit Plan - Work of External Auditors (external control) - Annual Governance Statement - Procurement Improvement Plan 					
Latest Note	The Chief Officer for Resources provided a verbal update to Council on 21 December 2022 on the 2023/24 local government settlement. Assumptions on future Scottish Government funding are updated regularly and a further update will be provided when Council agrees the 2023/24 budget in March 2023. It is still expected that future Scottish Government funding will be insufficient to pay for current levels of service delivery.					
Risk Opportunity	<ul style="list-style-type: none"> - Annual exercise to identify efficiencies - Projects to implement new ways of working (e.g. digitisation, asset management) - Enhance the reputation of the Council as an organisation which manages its finances soundly 					
Linked Actions Code & Title				Progress	Status	Assigned To
RES/22-23/001 Review ways of decreasing corporate debt through continued improvements to debt collection processes in relation to sundry, NDR, Council Tax and rent				<input type="text" value="33%"/>		Ryan Chalmers

RES/22-23/002 Review ways to improve rent collection rates in conjunction with Housing and W4U	<div style="width: 33%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 33%		Ryan Chalmers; Stefan Kristmanns
RES/22-23/012 Maximise automation opportunities across the organisation to improve efficiency	<div style="width: 28%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 28%		Arun Menon
RES/22-23/010 Review capital programme, monitoring and reporting	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 100%		Gillian McNeilly
RES/22-23/011 Review financial arrangements against the CIPFA financial code of practice	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 100%		Gillian McNeilly

	SR 02 Challenges in implementing broad-ranging school improvement to raise attainment and achievement	<p>This risk concerns the delivery of excellence and equity for our young people to support them to attain and achieve at the highest level. In particular, it is aimed at bridging the attainment gap and breaking the cycle of disadvantage. This also includes the focus on intervention at early years to improve life chances at all points on the learning journey.</p> <p>A key national and local priority is to accelerate progress with the aspirations to deliver improved attainment, tackle the poverty related attainment gap and recover from any negative impact of the pandemic. Scottish Equity funding devolved to local authorities aims to deliver on priorities between 2023-26.</p>
--	--	--

Current Risk Matrix	Last Review Date	Current Rating	Target Risk Matrix	Target Date	Target Rating	Assigned To
	05-Jan-2023	4		31-Mar-2027	2	Julie McGrogan

Potential Effect

The national expectation for education would not be delivered. Improved outcomes for young people would not be attained and achieved. The Council would fail to meet the needs of individual learners. The Service would fail to bridge the attainment gap and break the cycle of poverty related disadvantage. The Council would fail in its legal duty for the education of young people within West Dunbartonshire. There would be reputational damage to the service and the wider Council. There would be a lack of income generation from external funding sources.

Measures of Impact

Stretch Aims and Targets set in October 2022 to be achieved by December 2023- locally set but aggregated nationally.
 West Dunbartonshire Performance Targets
 West Dunbartonshire Improvement Board Quality Indicator Evaluations
 National Qualifications Attainment and Achievement Results
 Broad General Education Achievement of Level Results
 West Dunbartonshire Scottish National Standardised Assessment Data
 Positive Destination Data
 West Partnership Attainment , Equity and Destination Performance Measures
 Her Majesty's Inspectors of Education inspection reports
 Stakeholder Feedback

Risk Factors

Staff resources - adequate funding for projects - workforce development - effective leadership - accurate and timely data collection - accurate and timely reporting - effective communication with partners and external agencies - disrupted learning - staff absence - pupil absence - adapted model of delivery to ensure safety - limiting curriculum flexibility - learning style flexibility - impact of COVID on social and emotional wellbeing - risk to funding streams.

There is a change to the local authority funding model for Scottish Equity Fund (SEF) with an annual tapered reduction of funding to WDC between 2022-2026. This will reduce resources available to deliver work streams related to SEF.

Internal Controls

- Raising Attainment Strategy
- Project management by Senior Education Officer
- Education Improvement Board chaired by Chief Education Officer
- Scrutiny by Scottish Government and Education Scotland (progress reports produced and submitted)
- WDC Improvement Framework
- Termly progress reports submitted as part of Educational Service committee reports
- Relevant Continuous Professional Development programme to support education staff
- Meetings between WDC and Education Scotland/Her Majesty's Inspectors of Education
- BGE Attainment and Performance Data
- Literacy, Numeracy and HWB Steering Group
- National Improvement Framework (NIF)
- Education Recovery Plan

Latest Note	Building on achievements made since 2015 the service is developing plans to both accelerate and embed progress in academic sessions 2021/22 and 2022/23, these plans are being reviewed to reflect the refreshed SAC programme. The key risk to ongoing progress is SG's plan for a tapered SAC funding model between 2022 to 2026. In academic session 2021/22, a narrowing of the attainment gap and increase in attainment was achieved in the attainment levels in the Broad General Education at primary level.
Risk Opportunity	Improved attainment - improved attendance - reduced exclusions - reduced violent incidents - reduction requirement for targeted support over time - reduction requirement for specialist placements over time - improved learning & community engagement - children/pupils at risk identified earlier and more effectively - more empowered community providing self-sustaining peer support - increase in the percentage and range of positive destinations over time - increased access to digital learning resources

Linked Actions Code & Title	Progress	Status	Assigned To
ELA/22-23DP/NIF3 Narrow the attainment gap between the most and least disadvantaged children and young people	<input type="text" value="4%"/>		Julie McGrogan
ELA/22-23DP/NIF3/34 To close the poverty-related attainment gap at LA and school level	<input type="text" value="45%"/>		Katherine Forbes; Julie McGrogan
ELA/22-23DP/NIF5 Improve attainment, particularly in literacy and numeracy	<input type="text" value="6%"/>		Julie McGrogan
ELA/22-23DP/NIF3/05 Literacy and numeracy progress is used to measure the attainment gap	<input type="text" value="0%"/>		Rebecca Johnston
ELA/22-23DP/NIF5/05 Continue to track attainment in literacy and numeracy at ELC and close the gap	<input type="text" value="0%"/>		Rebecca Johnston

	SR 03 Maintaining Council Assets that are fit for purpose	The risk that the Council's assets and facilities are not fully fit for purpose with consequent adverse impact on our ability to deliver efficient and effective services. Assets included in this assessment are; the Council's property portfolio.
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Current Risk Matrix	Last Review Date	Current Rating	Target Risk Matrix	Target Date	Target Rating	Assigned To
 Likelihood Impact	05-Jan-2023	4	 Likelihood Impact	31-Mar-2027	2	Craig Jardine; Michelle Lynn

Potential Effect	<ul style="list-style-type: none"> - Assets are not utilised in the most effective and efficient manner - Service cannot be properly delivered to the satisfaction of service users - Service users require to seek alternative service provision - Increase in reactive maintenance costs/ demand/ volume - Council assets in poor conditions - Council assets fail to meet relevant standards which are reported to either Scottish Government and/or Care Inspectorate.
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Measures of Impact	<ul style="list-style-type: none"> - Condition surveys - Suitability surveys - Customer perceptions of service delivery - Investment levels in upkeep and improvement of asset base and facilities -Asset user satisfaction - Operating costs and savings
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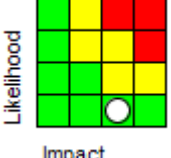
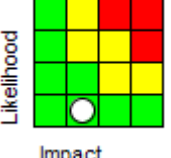




Risk Factors	<ul style="list-style-type: none"> - Adequacy of funding available to improve asset base - Adequacy of staff resources allocated to the area of asset management - Council buildings/ assets deemed to be unfit for existing purpose - Economic conditions may reduce level of potential capital receipts from surplus property sales - Increase public liability claims - Ongoing effects of EU Exit
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Internal Controls	<ul style="list-style-type: none"> - Corporate Asset Management Strategy (currently under review) - Learning Estate Strategy - Capital project meetings are carried out monthly in addition to project specific meetings. - Property Asset Management Plan - Capital Programme - Strategic Asset Management Group - Learning Estate Project Board - Detailed asset database that shows relevant information on a
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	property by property basis in relation to operational, non-operational - Sustainability Policy		
Latest Note	The current plan will continue into 2022/23. The new 5 year Corporate Asset Management Strategy and Property Action Plan will be developed in 2022/23 to ensure it meets the aspirations of the new Strategic Plan. No change to risk matrix.		
Risk Opportunity	<ul style="list-style-type: none"> -Enhance reputation of Council by being able to improve Council assets. -Estate, assets and service delivery (e.g. new school buildings, operational building upgrades, office and depot rationalisation projects) - Enhance employee "feel good" factor by providing modern office accommodation equipped with up to date IT facilities -Improved satisfaction from public building users - Secure external funding for development of assets (e.g. EC, lottery, Historic and Environment Scotland) - Prioritised Building Upgrade Plan 		
Linked Actions Code & Title	Progress	Status	Assigned To
SD&P/22-23/CAM/03 Progress delivery of the Corporate Asset Management Strategy to align with the Councils Strategic Plan	<input type="text" value="33%"/>		Craig Jardine
SD&P/22-23/CAM/04 Monitor the progress of disposal of key strategic sites over 22/23	<input type="text" value="50%"/>		Craig Jardine

	SR 004 Keeping abreast of developments in the innovative use of Information Technologies	Failure to keep pace with changing technology environment				
Current Risk Matrix	Last Review Date	Current Rating	Target Risk Matrix	Target Date	Target Rating	Assigned To
	05-Jan-2023	2		31-Mar-2027	2	Patricia Kerr; Brian Miller
Potential Effect	A lack of consistent, sufficiently robust service planning in respect of ICT arrangements is likely to result in the Council being ill prepared to meet future demands in key service areas and lacking the capacity to respond effectively to changing need such as increased requirement for remote working as identified during covid pandemic.					
Measures of Impact	<ul style="list-style-type: none"> • Close relationship and working practices with Asset Management Service with regard to commissioning and decommissioning buildings. • Number of systems that have supplier maintenance contracts. • Invocation of Service Business Continuity Plans and ICT Disaster Recovery plan • Degree of compliance with security controls to prevent data loss through poor o/s patching, cyber attack, firewall configurations, switch replacements/upgrades etc • Fit for purpose primary and secondary data centres • Extent of wireless connections in the Council network – all schools and refurbished Office accommodation complete • Number of ICT Help Desk incidents resolved within half day - exceeded the target for 2021-22 and higher target set. • Extent of functionality development in key Council systems (i.e. lack of development beyond base system leading to ineffective management information) – several channel shift projects delivered and more are in progress. • Fit for purpose Council website, delivering information and services to a significant percentage of the Council's customers. • Provide efficient desktop services supporting laptops, chromebooks, PCs, Thin client terminals to meet changing workforce flexibility and property rationalisation requirements. 5-year Device replacement programme in place. • Implementation of mobile and flexible working, enabling a downsizing of required office accommodation as people to work more efficiently and to adopt a more flexible policy towards office accommodation and desk provision. • Broadband speed in the Council area - WDC has 2nd highest broadband speeds in Scotland. Investigating funding options for fibre network. 					
Risk Factors	<ul style="list-style-type: none"> • Insufficient resourcing of ICT developments so that benefits and opportunities identified are not realised • poor network security controls implemented for example • Lack of intrusion detections alerts, • failure to respond to audit / PSN test findings and recommendations, • insufficient resources allocated to security tasks. However Service redesign and ICT resources aligned to security tasks and improved monitoring processes and tools as well as additional tools purchased to help 					

	<p>support remote working environment all help to mitigate this risk.</p> <ul style="list-style-type: none"> • Poor Service Business Continuity Plans and/or Disaster Recovery Capability. • Poor project and programme change management arrangements. • Poor quality of mobile communication provision. • Poor uptake on channel shift. 		
Internal Controls	<ul style="list-style-type: none"> - Capital programme established for technology refresh projects - Information & Communication Technology (ICT) Policies such as ICT Security Framework - Governance structures such as ICT Steering Board, Education ICT Steering Board, Digital Transformation Board in place to support integrated planning and decision making in relation to ICT - Use of both internal IT resources from across the Council and skilled specialist advisers in key areas - Fit for purpose primary and secondary data centres 		
Latest Note	<p>Dec 2022</p> <ul style="list-style-type: none"> • Began migration of first batch of mailboxes to Microsoft 365 cloud platform enabling secure authentication access from anywhere and any device Mobile Phones also part of migration and testing almost complete. • Project underway to publish ICT Freshservice Helpdesk system externally and available to our customers on any device. • Automation project underway for data matching • Automation project underway for proving ICT system & network status page on WDC Intranet • Wireless – project under way to start replacement of WAP's that are becoming end of support. New AP's will support more modern WIFI 6 and 6E technologies. • Switches – Majority of switch replacement project now complete, 2 devices still on order for delivery in January next switch update required for EOL equipment expected 2026. • SAN – new storage area network installed and preparing data migration plan • Data Domain – tender released view to replace backup storage before this goes end of life April 23. • Server Software upgrade - project is underway to upgrade 125 servers to latest version. • Citrix Cloud Proof of concept in testing with a view to moving Citrix environment to cloud platform. 		
Risk Opportunity	<ul style="list-style-type: none"> - COVID-19 has increased the number of users and services working remotely. Several manual processes amended and driving process reviews across the Council. Opportunity to redesign infrastructure and introduce new tools and security measures to support hybrid working environments. - rapid deployment of conferencing technologies has helped drive demand and give visibility to importance and suitability of digital technologies and processes - annual network penetration tests and for PSN compliance audit - Annual External Audit on ICT Controls - Continued investment in ICT infrastructure and its focus on network security and resilience. - Provide appropriate technology for employees, pupils and service users as well as for ICT support teams such as Logmein for remote device support and Qualsys for device vulnerability scanning. - Rationalise IT systems - Provide Council employees with secure access to email and supporting systems at times and locations of choice as part of 365 project. - Increased use of mobile devices eg tablet devices, chromebooks and mobile phones. - Provide self service style systems to employees and the local community 		
Linked Actions Code & Title	Progress	Status	Assigned To
P&T/22-23/ICT/03 Review and implement ICT processes and service improvements in line with new technologies	<input type="text" value="50%"/>		James Gallacher
P&T/22-23/ICT/03 Upskill ICT team in new tools and processes	<input type="text" value="50%"/>		James Gallacher

	SR 05 Engaging positively with Residents, Communities & Partnerships	The risk that the Council fails to adequately engage, establish and maintain positive relationships with local residents and communities in addition to partnership bodies.				
Current Risk Matrix	Last Review Date	Current Rating	Target Risk Matrix	Target Date	Target Rating	Assigned To
	05-Jan-2023	3		31-Mar-2027	2	Clare English; Elaine Troup
Potential Effect	Potential for tensions to develop with residents and local community groups Reputational damage to council services Degradation of trust in service provision A failure of strong partnerships could impact on the Councils obligations under Community Empowerment Act					
Measures of Impact	Successful delivery of Local Outcome Improvement Plan (LOIP) and supporting plans positive partnership inspections Informed and engaged residents participating in consultation activity Telephone survey monthly, quarterly and annual measures Increased social media engagement and reach					
Risk Factors	Inability to deliver improved outcomes which require strong partnership activity Council's reputation is adversely affected through a failed partnership arrangement Lack of appropriate staff development / skills may be lacking to support new model of service delivery inequity of engagement across the partnership on key local issues Council seen as unresponsive to community if feedback from engagement not acted upon Apathy within communities leads to little or no engagement Some community groups feel their voices are not being heard					
Internal Controls	Robust partnership arrangements through community planning partnership Align the Council's strategic plan with the Local Outcome Improvement Plan (LOIP) Ensure that partners have signed up to deliver on the outcomes and targets set in the LOIP Develop data sharing protocols with partner agencies Participate in reform agenda as it impacts on Council area Ensure robust mechanisms for public feedback (Embedding the Strategic Engagement Framework) Annual budget consultation events Citizens Panel Open Forum questions at Council meetings					
Latest Note	Citizens & Communities & Partnerships were previously two separate risks but have been combined for the next 5 year Strategic Plan. 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. We continue to promote and ensure strong communications and engagement through the Engaging Communities Framework. Development of the Community Empowerment Strategy priority projects including a Communication strategy is progressing well and includes a Community led transition from the Community Alliance. 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.					
Risk Opportunity	Position West Dunbartonshire as a modernising Council Residents are more comfortable with the digital platform as a result of the enforced cessation of face to face services - this presents an opportunity to modernise communication Community Empowerment Act Participation requests Asset transfer					
Linked Actions Code & Title				Progress	Status	Assigned To
H&E/22-23/CT/01 Build community resilience and advance community empowerment including the development of a training programme to support the Community empowerment agenda				45%		Clare English
H&E/22-23/CT/03 Explore alternative forms of funding to encourage less reliance on mainstream council funding				60%		Clare English
H&E/22-23/CT/04 Deliver the objectives set out in the Community Empowerment Strategy and Action Plan through identified priority projects				50%		Clare English
H&E/22-23/CT/05 Lead on the Council's approach to Participatory Budgeting Mainstreaming across the organisation				50%		Clare English

H&E/22-23/CT/06 Develop an Employee Volunteering Policy to support the ambitions of the Community Empowerment (Scotland) Act 2015	<input type="text" value="33%"/>		Clare English
H&E/22-23/CT/07 Identify and implement improvements in partnership working between the CCTV team and key partners to promote feelings of safety in the area	<input type="text" value="50%"/>		Clare English

SR 06 Challenges in protecting the Health and Safety of Employees and Others	Failure to meet the Council's duty to protect the health, safety and welfare of its employees and other people who might be affected by its business
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Current Risk Matrix	Last Review Date	Current Rating	Target Risk Matrix	Target Date	Target Rating	Assigned To
	05-Jan-2023	4		31-Mar-2027	4	Alison McBride

Potential Effect
 Poor health and safety culture within the organisation leading to; Risk of an employee, service user, pupil (young person) or member of the public being seriously / fatally injured by fault of the Council; reputational risk regarding negative publicity; financial risk in terms of claims management compensation to the injured party; increase in insurance premiums; risk of prosecution by the HSE resulting in a fine and/or a Council Employee being subject to criminal charges, poor employee morale, high staff turnover leading to diminished service delivery.

Measures of Impact
 Resources associated with in-house/HSE investigation. Incident statistics. Service delivery impact in terms of injury-related absence and potentially enforced cessation of work activities. Impact of injury on employees/members of the public, legal proceedings, financial penalties, potential reputational damage and risk of criminal charges. Hazard reporting. Actions at health and safety committees. Implementation of Corporate health and safety plan.

Risk Factors
 Lack of resources, inadequate Safety Management Standards and H&S strategy. Poor health and safety culture. Under reporting of incidents. Blame culture. Poor communication between management and employees. Competent advice.

Internal Controls

- Competent health and safety advice readily available from the Corporate H&S team.
- Corporate health and safety plan developed and monitored via Pentana.
- Robust health and safety management system, FIGTREE.
- Council has in place a robust H&S policy, Safety Management Standards and Fire Risk Management Strategy that includes service specific health and safety plans, duties and responsibilities for Chief Officers, managers and employees.
- Adequate H&S resources in place to that will allow statutory obligations in terms of the Health and Safety at Work etc. Act and supporting legislation.
- Embedded H&S culture that discusses H&S issues at senior level and cascades throughout the organisation through the health and safety committee system.
- Monthly reports to PMRG on organisational safety performance and issues.
- Chief Officers attend service H&S committees on a quarterly basis.
- Workplace inspection and audit programme.
- Service risk profiling.
- H&S training needs analysis for every employee group.
- The Council has in place a Trade Union Health and Safety Partnership Agreement.
- Council promotes health and safety training for TUs to diploma level.
- Hazard reporting module via FIGTREE.
- Health & safety e-learning package.
- Risk assessment working groups for service areas and review process.

Latest Note
 The H&S team continue to review and streamline key service areas such risk, Safety Management Standards and learning. Figtree has seen improvements in how risk assessments are managed and the team are looking to build on this with hazard reporting. A newsletter has also been developed to update and promote good practice. The team continue support all H&S committees and RPO's to ensure a consistent approach. The team are continuing to improve the process in managing health surveillance with OH& line managers. Fire safety management is ongoing across the authority including fire risk assessments and fire safety training.

Risk Opportunity
 Demonstrate to committees, elected members, Trade Unions, employees, the community and other external partner's evidence of robust H&S culture. Good knowledge and awareness of health and safety throughout all services. Positive relationship with Corporate health & safety team and all services. Reduced incidents, costs and absence rates.

Linked Actions Code & Title	Progress	Status	Assigned To
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P&T/22-23/P&C/03 Embed H&S commitments with service delivery and workforce planning. Build and support workforce groups to promote good practice	60%		Stephen Gallagher
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SR 07 Complexities in ensuring an appropriately resourced and resilient workforce		Failure to ensure that there is an appropriately resourced and resilient workforce in place to meet future organisational needs, in effectively executing the Council's 2022-27 Strategic Plan.				
Current Risk Matrix	Last Review Date	Current Rating	Target Risk Matrix	Target Date	Target Rating	Assigned To
	05-Jan-2023	4		31-Mar-2027	2	Alison McBride
Potential Effect	Inability to deliver services effectively Reduced level of service Lack of improvement or increase in staff absences Council underachieves as an organisation Low staff morale Employee conflict Increased turnover Inability to attract/recruit					
Measures of Impact	<ul style="list-style-type: none"> - Access to and participation of employees in learning and development activities - Absence rate and trends - Employee turnover - Grievance, discipline and other monitoring information - Employee voice and associated actions - Reports from external scrutiny bodies and award bodies - Benchmarking with appropriate comparators 					
Risk Factors	<ul style="list-style-type: none"> - Inability to attract/recruit - Lack of appropriate development - inadequate skills -risk to new models of service delivery - Lack of resource/capability to deliver - Workforce unable to adapt to change 					
Internal Controls	<ul style="list-style-type: none"> - HR processes designed to meet service delivery needs - Develop new structures to reflect strategic priorities and aligned to Standard Operation Model (SOM) - Align workforce plan to the Council's strategic planning processes (i.e. have the right people available at the right time with the right skills to fulfil properly all of the Council's strategic priorities) - Periodic review of pay arrangements in accordance with EHRC guidance (currently every 3 years) - Incorporation of succession planning into workforce planning framework - Identify training programmes to upskill staff - Effective use of SWITCH to support alternative careers - Flexible HR policies, in particular People First covering workforce planning, learning & development (including elearning), digital/continuous improvement, employee wellbeing & engagement. - Effective use of Occupational Health Service - Robust Be the Best Conversations process - Effective leadership and management behaviours, practice and programmes 					
Latest Note	<p>Workforce planning has developed well alongside service delivery planning. Workforce planning strategy 2022-2027 to go to Corporate Services Committee in February 2023.</p> <p>People First Strategy is in place covering 2022-2027 and this is a consolidation of a number of areas: well-being, employee engagement, workforce planning, learning and development and digital.</p> <p>WDC are recognised as leading in terms of adapting flexible working practices. A recent report around the use of Church Street offices has reinforced employee behaviour and expectation around accessing flexible working.</p> <p>A robust package of wellbeing resources continue to be available, absence levels are closely monitored, with personal stress and minor ailments absences prevalent.</p> <p>Development course for mid to senior leaders is ongoing with positive feedback received.</p> <p>Trickle relaunch is ongoing across the whole of the organisation to ensure this tool is better used for employee feedback and engagement.</p>					

	There will be a further promotion of the Trade Union Learning Agreement which encourages all employees to participate in regular learning and development and now encompasses some volunteering opportunities. WDC Fit for Future programme continues to support services.		
Risk Opportunity	- Identify previously unknown skills and talents in the workforce - Realise the potential of staff		
Linked Actions Code & Title	Progress	Status	Assigned To
CORP/22-23/WFP/01 1. Our people (workforce profile) - Ensure resilience and engagement of the workforce	22%		Leeanne Galasso/Louise Hastings
CORP/22-23/WFP/02 2. Recruitment & Retention - Current and predicted future workforce gaps are addressed and core skill sets retained.	24%		Lisa McGregor/Leeanne Galasso
CORP/22-23/WFP/03 3. Structure & Roles - Service Structure and delivery model/s are stable, fit for purpose and future requirements	15%		Lisa McGregor/John Duffy
CORP/22-23/WFP/04 4. Skills & Capabilities - Current and future skills gaps and capabilities are addressed.	18%		Lorraine Mair/Anne McFadden

	SR 08 Threat of Cyber-attack			Data, systems and/or infrastructure are impacted as result of security attacks which are increasing in number at a time when this threat is already placing demands on resources to deliver increased levels of security controls.		
Current Risk Matrix	Last Review Date	Current Rating	Target Risk Matrix	Target Date	Target Rating	Assigned To
	05-Jan-2023	9		31-Mar-2027	4	James Gallacher; Iain Kerr
Potential Effect	<ul style="list-style-type: none"> • Homeworking could be impacted by loss of internet services. • Disruption to services impacting service delivery to citizens • Staff and Citizen data loss with the potential for misuse such as identity fraud • Misinformation being delivered to the public via WDC communication channels • Potential for significant fines currently under the Data Protection Act and from May 2018 under the provisions of the General Data Protection Regulations • Reputational damage • Redirection of resources to deal with the effects of an attack and away from BAU work 					
Measures of Impact	<ul style="list-style-type: none"> • Failure to secure Cabinet Office compliance certification. • Monitor remote access usage • Recorded attempts from external sources to breach council cyber defences • Recorded cyber related incidents in the Cyber incident log • Quantity of breaches/incidents reported to the Information Commissioners Office • Fines levied for breaches 					
Risk Factors	<ul style="list-style-type: none"> • Potential for attacks out of normal working hours /days • Inappropriate Cyber defences at the perimeter of the council networks • Inappropriate delivery of security patches to desktop, network switches and server estates • Compliance with security standards such as PSN, PCI, Public Sector Action Plan on Cyber resilience for Scotland • Continually changing threat landscape • Maintaining relevant skill sets among employee group / cost of securing expert resources • Increased targeted attacks and risks due to COVID/Hybrid working. 					
Internal Controls	<ul style="list-style-type: none"> • Robust backup strategy in place on premise and cloud backup for 365 with immutable capability. • Service Continuity Plans • ICT Disaster Recovery Plan • Implementation of internal Policies on Patching and hardware/software hardening and expanded during COVID to patch devices remotely. • Annual PSN compliance audit including a comprehensive IT Health Check • Governance structure in place, ICT Steering Board consisting of senior management and relevant stakeholders meeting bi-monthly or as required in response to incidents/events • Programme of Internal and External ICT audits • Information Security/Data Protection forum. Project specific forums eg PCI working group • Multiple layers of Cyber defences • Network Segregation • Rolling programme of security awareness sessions • Interagency and cross Council working groups and sharing. 					


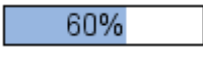
	<ul style="list-style-type: none"> National Digital Office / Scottish Government Public Sector Security programme and guidance 		
Latest Note	<p>Dec 2022.</p> <p>We continue to follow NCSC guidance and implement additional tools and fixes as identified.</p> <p>Recent focus has centered on deploying software updates and security patches and automating the update processes where possible and remote accessing of devices which went live in September 2022.</p> <p>Geo-blocking to GB remains in place and the geo-political situation continues to be monitored.</p> <p>Resourcing of security will continue to be examined as part of normal ICT service design management processes.</p>		
Risk Opportunity	<ul style="list-style-type: none"> Increase Cyber resilience and awareness for staff, members and citizens Contribute to Scottish Government Public Sector Action Plan on Cyber resilience for Scotland and potential to become involved in a national/shared security operations centre Upskill employees to address current and emerging threats Increased employee awareness across Council 		
Linked Actions Code & Title	Progress	Status	Assigned To
P&T/22-23/ICT/01 Secure the Council's Technology Infrastructure	85%		James Gallacher
P&T/22-23/ICT/02 Enhance Security and Cyber awareness programmes tailored for hybrid working	60%		James Gallacher



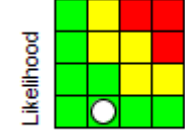
	<p>SR 09 Challenges in delivering effective services in relation to Roads & Neighbourhoods</p>		<p>The risk that the Council's fails to deliver on the three services within Roads & Neighbourhood: Roads & Transportation, Fleet & Waste and Greenspace. These areas provide services across a range of areas including managing and maintain roads, footpaths and associated infrastructure, managing flood risk, grounds maintenance, street cleaning, burial and cremation, outdoor facilities, waste and recycling and vehicle fleet management. Failing to ensure these services are not fully fit for purpose could result in adverse consequences in relation to delivering efficient and effective services.</p>			
Current Risk Matrix	Last Review Date	Current Rating	Target Risk Matrix	Target Date	Target Rating	Assigned To
	05-Jan-2023	4		31-Mar-2027	2	Gail Macfarlane
Potential Effect	<ul style="list-style-type: none"> Assets are not utilised in the most effective and efficient manner Service cannot be properly delivered to the satisfaction of service users Service users seek alternative service provision Increase in reactive maintenance costs/ demand/ volume Council assets in poor conditions Council assets fail to meet relevant standards Failure to comply with Transport (Scotland) Act 2019 Failure to comply with Waste (Scotland) Regulations 2012 					
Measures of Impact	<ul style="list-style-type: none"> Condition surveys Suitability surveys Road Condition SPI Customer perceptions of service delivery Investment levels in upkeep and improvement of asset base and facilities Asset user satisfaction Operating costs and savings Local Government Benchmarking Framework (LGBF) Association for Public Service Excellence (APSE) Waste Managers Network Group 					
Risk Factors	<ul style="list-style-type: none"> Adequacy of funding available to improve asset base Adequacy of staff resources allocated to the area Council assets deemed to be unfit for existing purpose Economic conditions may reduce level of potential capital receipts Over one third of the road network is in need of repair and the current long term capital funding only sustains a steady state condition of the road network 					


	<ul style="list-style-type: none"> - Increased public liability claims due to poor condition of roads network - Increase public liability claims due to poor condition of footpaths and roads which are not part of our adopted network. -Poor customer engagement for recycling, deposit return scheme, refuse transfer station -Financial challenges - Budget Sensitivity Analysis (fuel costs, waste refuse disposal tonnage costs, bitumen availability and costs)
Internal Controls	<ul style="list-style-type: none"> - Corporate Asset Management Strategy (scheduled refresh in 2nd half of 2021/22 year) - Learning Estate Strategy - Capital Investment Team - Capital project meetings are carried out monthly in addition to project specific meetings. - Capital plan - Roads and Lighting Asset Implementation Plan - Fleet Asset Implementation - Open Space Asset Implementation Plan - Sustainability Policy -User feedback – complaints data, Citizens’ Panel and monthly telephone survey -Fit for future service reviews -Deposit Return Scheme -Climate Change Strategy -Community Empowerment Strategy -Food Growing Strategy and Allotments -Equality Outcomes
Latest Note	<p>Service continues to provide full service, monitoring in place to ensure any adverse issues are highlighted and appropriate actions taken.</p> <p>No change to Risk Matrix</p>
Risk Opportunity	<ul style="list-style-type: none"> -Enhance reputation of Council -Estate, assets and service delivery (e.g. office and depot rationalisation projects, roads upgrade programme, vehicle replacement programme, greenspace upgrade projects) - Secure external funding for development of assets (e.g. EC, lottery, Historic and Environment Scotland) - The continued implementation of the energy efficient street lighting project will both improve the asset and reduce costs significantly through reduced maintenance, energy consumption and carbon output. - The effect of these energy efficiencies has demonstrated that significant savings and environmental benefit can be achieved through the utilisation of developing technology.



Linked Actions Code & Title	Progress	Status	Assigned To
R&N/22-23/F&W/02 Continue to work collaboratively with Argyll & Bute and Inverclyde Councils to develop a best value proposal for procuring the reception, transportation, treatment and compliant disposal of biodegradable municipal waste	<input type="text" value="50%"/>		Kenny Lang; Jenna Mccrum
R&N/22-23/F&W/04 Produce a business case for the development of a waste transfer station within Council's boundary	<input type="text" value="75%"/>		Kenny Lang; Jenna Mccrum
R&N/22-23/R&T/12 Develop an action plan for depot rationalization	<input type="text" value="100%"/>		Liam Greene
R&N/22-23/R&T/13 Review winter gritting programme and implement a more effective service provision	<input type="text" value="100%"/>		Liam Greene




	SR 10 Failure to maintain Housing Stock	The risk that Council's Housing Stock are not fully fit for purpose with consequent adverse impact on our ability to deliver efficient and effective housing for Council tenants.				
Current Risk Matrix	Last Review Date	Current Rating	Target Risk Matrix	Target Date	Target Rating	Assigned To
	05-Jan-2023	4		31-Mar-2027	4	Alan Young
Potential Effect	<ul style="list-style-type: none"> - Housing stock is not utilised in the most effective and efficient manner - Service cannot be properly delivered to the satisfaction of service users 					

	<ul style="list-style-type: none"> -Increase in reactive maintenance costs/ demand/ volume -Housing stock in poor condition -Housing stock fail to meet relevant standards - Non-compliance with Scottish Housing Quality Standard 		
Measures of Impact	<ul style="list-style-type: none"> - Condition surveys - Suitability surveys - Customer perceptions of service delivery - Investment levels in upkeep and improvement of housing stock -User satisfaction -Operating costs and savings - Local Government Benchmarking Framework (LGBF) 		
Risk Factors	<ul style="list-style-type: none"> - Adequacy of funding available to improve housing stock - Adequacy of staff resources allocated to the management of housing stock - Housing stock deemed to be unfit for existing purpose -Increasing issues relating to supply of labour and materials, due to increased energy, transport and raw material costs, impacted on supply chains, and third parties and our ability to carry out works within budget and on time. 		
Internal Controls	<ul style="list-style-type: none"> - Housing Capital Investment Programme (refreshed and delivered annually) - Housing Capital Improvements - WDC Local Housing Strategy 2021-25 - The Housing Capital Investment Team - The Planned Maintenance Section - Housing Asset Management Strategy - Detailed asset database that shows relevant information on a property by property basis in relation to HRA properties. - More Homes Better Home Project Board. - Telephone Survey feedback - Fit for future reviews -Other benchmarking/ feedback - Climate Change Strategy 		
Latest Note	Full programme of maintenance and upgrade in place, with regular monitoring and reporting.		
Risk Opportunity	<ul style="list-style-type: none"> -Enhance reputation of Council by being able to improve Council housing stock -Estate, assets and service delivery (housing investment programme) -Improved satisfaction from tenants - The effect of these energy efficiencies has demonstrated that significant savings and environmental benefit can be achieved through the utilisation of developing technology. -Improvement of SHQS & EESSH compliance performance and points, and reduced SHQS abeyance numbers through the strategic planning and management of housing assets. - Increase in environmental improvements including bin stores - Increase in internal (e.g kitchens, bathrooms, showers, special needs adaptations, central heating, smoke detectors, windows and doors) and external updates (e.g new roof coverings, external insulated render and tenement structural refurbishments) - Increase in number of New Build Homes as part of the Strategic Housing Investment Programme (SHIP) -Achieve energy efficiency standard for social housing 		
Linked Actions Code & Title	Progress	Status	Assigned To
SD&P/22-23/HAI/10 Ensure the Council's Housing stock maintains compliance with the Scottish Housing Quality Standard and reduce the number of properties held in abeyance.			Alan Young
SD&P/22-23/HAI/11 Deliver the HRA Capital Investment programme for 2022/23			Alan Young
SD&P/22-23/HAI/12 Ensure the Council's Housing stock progresses towards the achievement of the energy efficiency standard for social housing.			Alan Young

	SR 11 Inability to reduce carbon footprint in line with targets	The risk that the Council will be unable to achieve net zero emissions by 2045, both in relation to mitigating carbon emissions and adapting to the impacts of climate change. Net zero refers to achieving an overall balance between emissions produced and emissions taken out of the atmosphere. This target has been developed in a way that mirrors the emission reduction trajectory set by the Scottish Government in light of the Climate Emergency.				
Current Risk Matrix	Last Review Date	Current Rating	Target Risk Matrix	Target Date	Target Rating	Assigned To
	05-Jan-2023	4		31-Mar-2027	2	Adam Armour - Florence
Potential Effect	<ul style="list-style-type: none"> Failure to meet mandatory national and international policy drivers Failure to meet duties placed on Council by The Climate Change (Scotland) Act 2009 Failure to meet duties placed on Council by The Climate Change (Emissions Reduction Targets) (Scotland) Act 2019 Failure to meet duties placed on the Council by The Heat Networks (Scotland) Act 2021 and Local Heat and Energy Efficiency Strategies (Scotland) Order 2022. Failure to meet the provisions set out in Waste (Scotland) Regulations 2012 which help Scotland move toward the objectives and targets set out in the Scotland's Zero Waste Plan to help transition toward a circular economy. Reputational damage. Financial burden of responding to adverse events such as extreme weather (including, but not limited to, flooding, heat waves, wind driven storm events, etc.) resulting in action. Impacts to Council operations and supply chains as a result of adverse climate/extreme weather events. This also impacts residents, local businesses and wider infrastructure across West Dunbartonshire. Financial burden on WDC from increasing energy prices in light of current energy and economic crises'. Energy Efficiency works on our own estate must increase to counteract these impacts. 					
Measures of Impact	<ul style="list-style-type: none"> Improving organisational resilience against the impacts of climate change. Improving local biodiversity through planting of native trees and bulbs in WDC WDC Waste Services Citizens Panel Survey regarding attitudes towards recycling improving The extension of the Queens Quay District Heating Network to NHS Golden Jubilee Hospital, Social Housing, NHS Health Centre, Council buildings and further connections as per scope. Inspiring change through including climate change learning in staff induction, training, team meetings, etc. Uptake in e-learning modules on climate change. Uptake in staff carrying out Sustainable Procurement assessments for tenders. Ensuring climate change and sustainability metrics are included in tenders for suppliers/contractors/etc. (such as carbon reduction measures) so they are being measured for accountability for the impacts they have on the environment Management of service areas setting climate change targets for their operations and staff. The uptake of Green Champion roles, which help normalise Climate Change and Sustainability, practices across the Council. Uptake in sustainable travel such as walking cycling and public transport 					
Risk Factors	<ul style="list-style-type: none"> Funding availability – delivery of actions to mitigate will require resources, capital works and investment by the Council- e.g enhanced energy measures, and heating and renewables projects in both domestic and non-domestic building assets Budget stress – notably due to energy and economic crisis, meaning it's more difficult for Council to set aside budget to deliver on Climate Change and Net Zero projects and actions. Funding approach – a combination of internal and external funding sources will be need to delivery climate action at scale. Short term funding mechanisms such as annual payback of Council expenditure presents difficulties for delivering long-term projects. Climate Change investments also need to take account of whole-life costs including reduced maintenance costs and avoided Adaptation costs. Internal capacity – limited staff time and availability, largely due to reduced Council budgets, further impacted by Covid19. Communication – both internally (to avoid 'silo' working) and externally (engaging with the public and keeping abreast of local/national/international changes to policy). Economics – some technologies, materials and skills are still very expensive so innovation must progress to enhance the viability of climate actions within the context of the Council's budget constraints. Strategy and planning – all existing and future Council plans should place responding to the climate emergency at their core and ensure integration with other Council services. Legislation & Regulatory – the ability to implement some climate actions is constrained at the local level by minimum standards and other restrictions set through legislation and national policy, for example in relation to building regulations, planning and procurement. Public attitudes and behaviours - Changing behaviour of residents, businesses and stakeholders 					

	positively and proactively, especially where there are cost implications to the delivery of climate actions.			
Internal Controls	<ul style="list-style-type: none"> . Climate Change Strategy 2021-2026 . Action Plan 2021-2026 . Climate Change Action Group (CCAG) . Pentana Risk Management System – devolved responsibilities of climate change actions/milestones/KPI's to service areas. . Scottish Government – Mandatory annual Climate Change Duties Reporting . Queens Quay District Heating Network . Strategic Environment Assessment (SEA) . Air quality monitoring . Converting some Council pool fleet to Electric Vehicles (EVs). . Climate Ready Clyde (CRC) – a cross-sector initiative funded by fifteen member organisations and supported by the SG. Delivery of a Locale Heat & Energy Efficiency Strategy (LHEES) and delivery plan by December 2023 – which sets out the Council's area-based approach to reducing emissions of heating and energy efficiency improvements to ALL assets across WD. This includes private housing, businesses, etc. which are not owned/operated by WDC. . Waste infrastructure and greatly improving approach to how Council and residents reduce, reuse and recycle waste. Notably, taking a Circular Economy approach to waste services and implementing appropriate infrastructure and contracts to do so. 			
Latest Note	<p>Progress for 2022/23 emissions target</p> <ul style="list-style-type: none"> • Based on the little data we currently have, progress in meeting the target of 21,649 tCO₂ (or reduction in 3.5%) will be challenging, but not unachievable. This is due to the Council's operations being more stable after the years of the COVID 19 Pandemic. <p>2045 - net zero carbon reduction trajectory</p> <ul style="list-style-type: none"> • However, it will be harder to achieve the same carbon reduction targets, and therefore overall carbon reduction trajectory by 2045, particularly in light of budget cuts for the Council. With this in mind, it is important that each service area, including energy & compliance, receive the necessary funding/support (both internal and external) to deliver on climate change projects. Notably, for the reduction in waste streams/emissions, energy efficiency and decarbonising the Council fleet. • The Council is therefore likely more at risk at not achieving the carbon reduction target for 2023/24 onwards, unless momentum is maintained with climate change projects. 			
Risk Opportunity	<p>.Our local environment is protected, enhanced and valued resulting in:</p> <ul style="list-style-type: none"> - Our public spaces are attractive and welcoming - Our residents feels pride in their local neighbourhood - The percentage of household waste sent for reuse, recycling and composting has increased resulting in reduction in the percentage that was being landfilled. - The percentage of council land which promotes diversity of habitat and species has increased <p>.Our resources are used in an environmentally sustainable way</p> <ul style="list-style-type: none"> - Increase in the percentage of businesses taking action to reduce their carbon impact - Reduction in CO₂ emissions under the Council's influence - Reduction in West Dunbartonshire Area-Wide emissions as per requirements of the climate change (Scotland) act - Residents actively involved in tackling climate change and protecting the environment - The economy and infrastructure become more low carbon and environmentally-friendly <p>. Our neighbourhoods are sustainable and attractive</p> <ul style="list-style-type: none"> - Increased investment in our housing stock including improving energy efficiency - Housing developments are meeting the needs of our changing population - The quality of neighbourhoods has improved - Our roads and transport network are maintained and they promote safe travel routes 			
Linked Actions Code & Title		Progress	Status	Assigned To
REG&R/22-23/011 Co-ordinate, monitor and report the progress of the Council's Climate Change Action Plan for 2022/23		<div style="width: 80%; background-color: #4f81bd; color: white; text-align: center; padding: 2px;">80%</div>		Adam Armour - Florence

Risk Status	
	Alert
	High Risk

	Warning
	OK
	Unknown

WEST DUNBARTONSHIRE COUNCIL**Report by Chief Officer – People and Technology****Corporate Services Committee: 1 February 2023**

Subject: People & Technology Spend 2023-24**1. Purpose**

- 1.1** To provide the Committee with a detailed breakdown of the planned People & Technology spend for both capital and revenue new and existing contracts valued above £10,000 and seek approval to procure and contract for the required goods and services.

2. Recommendations

- 2.1** The Committee is asked to:

2.1.1 note the revenue and capital spend detail included in this report;

2.1.2 note the projects to deliver this spend will be included in the 2023-24 People and Technology Delivery Plan currently in development and reported to a future meeting of this committee;

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

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

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

2.1.6 approve the projects specified in Section 3 of this report; and

3. BackgroundRevenue

- 3.1** The Council has an annual People & Technology revenue spend of approximately £2,800,000 covering a range of goods and services, for example corporate and service applications, telephony lines and licenses, network connectivity (wide area network, local area network, wireless network), as well as security and application licenses. The detail included in Appendix 1 of this report lists estimated spend over £10,000 per managed system/technology.
- 3.2** The ICT team is continuing to work with the Corporate Procurement Unit to refine the contract strategies. The breakdown includes:
- 3.2.1** Corporate business applications for the management of processes such as Finance, Housing, Performance and Purchasing. Although the annual maintenance budget for these systems is held by ICT, the responsibility for the systems and associated contracting lies with the system owners within each service area. The system owners are responsible for granting system access and permissions, data management and security compliance, coordinating upgrades, verifying license and budget requirements and ensuring the systems continue to meet service strategy and needs. ICT assist with licence verification and carry out annual exercises with service areas to verify application use, licences volumes and type and to identify where there are opportunities to reduce costs.
- 3.2.2** Infrastructure hardware commodity includes servers, switches, wireless access points, security infrastructure, cabling, telephony infrastructure, storage and multi-function printers and scanners.
- 3.2.3** Education curriculum software commodity is the responsibility of Education, Learning & Attainment with support from the ICT team. The software may be subject, sector or establishment based.
- 3.2.4** The end user hardware commodity includes all PCs, laptops, thin client devices, mobile phones and Chromebooks across the Council.
- 3.2.5** The Corporate licenses commodity includes software products such as Adobe and Microsoft, security technologies for scanning, protection and encryption, as well as device, application and policy management technologies. The technology is managed by the ICT team on behalf of the Council however licenses can also be purchased by service areas.
- 3.2.6** Network commodity includes telephony, CCTV and network lines. Responsibility for this commodity is dispersed across Council services.
- 3.3** As outlined above, the budget and contracting responsibility for commodities such as curriculum software, telephony, CCTV and end user device purchasing are service led.
- 3.4** While many of the annual maintenance and license payments and arrangements have been in place for several years, the category

management approach to procurement continues to provide the opportunity to examine spend to deliver improved and/or collaborative approaches. The aim is to secure better contracts, and deliver cashable and non-cashable benefits as well as improved supplier management practices and monitoring.

- 3.5** The Multi-Function Device contract expired in Q1 2021-22. The contract was extended for 2 years last year as the replacement national framework agreement had been delayed due to COVID-19 pandemic. Although the tender specification has been issued with a closing date of mid-January 2023, a further extension (or part thereof) is required for 2023-24 to allow time for evaluation, committee approval and implementation of the replacement contract. The current tender includes scope to review print and scanning requirements for remote based employees compared to on-premise employees and service delivery as these differ considerably. The aim will be to ensure any new contract is based on the new business requirement. Discussions with procurement continue with a view to extending the lease on specific devices by calling off against the current Scottish Government Office Equipment framework agreement, rationalising the device lease end dates within the current extended contract.
- 3.6** The issue highlighted at 3.5 may arise for other ICT contracts. An assessment will be made on a per contract basis to consider the business impact of changing technology. As an example, the current Local Area Network maintenance contracts have different end dates and these will continue to be consolidated as appropriate.
- 3.7** In relation to the disposal of obsolete equipment, the Council has an out of contract arrangement where the supplier collects and disposes of equipment in line with The Waste Electrical and Electronic Equipment Regulations free of charge. ICT are currently preparing to engage the framework market to award contract for the disposal service. Part of the contract aim is to secure income from all equipment disposals and this requirement will be included in the contract specification, although subject to market testing.
- 3.8** Some technical changes were implemented during COVID under the scheme of delegation (see list below) These changes will continue to next stage during 2023-24 and, where appropriate, capital funding will be utilised. Based on experience the requirements listed below tend to be purchased as cloud services and require additional revenue funding which consequently are included in ICT burdens. This assessment will continue during the procurement stages.
- Security Operation Centre. The Council continues to work in collaboration with National Digital Office with the option to take part in a joint procurement for a security solution. The initial requirements have been agreed and the procurement exercise will be progressed during 2023/24;
 - Remote Access Redesign. As part of our continuous service improvements and to help sustain hybrid working and remote access, we are reviewing our

remote access design to ensure it remains fit for purpose and meets customer demand and our future requirements.

- We are reviewing the options to deliver business applications to Council employees and partners. This review will aim to improve the desktop experience for users and also maximise our existing investment in M365.
- Vulnerability Management. It was recognised that as a direct result of the COVID-19 pandemic and subsequent new ways of working that a review of our existing approach to vulnerability management was required. This review commenced in 2022 with the implementation of a new vulnerability management solution and this review will continue during 2023/24.

Capital

- 3.9** The Council utilises the Scottish Wide Area Network (SWAN) Framework agreement for several infrastructure components. The agreement expires in 2023 and includes a 3-year extension option to 2026. The NHS are the lead for the SWAN Framework and have an established project team to procure the replacement contract with a view to transitioning from 2023 to 2026. The procurement is slightly delayed but still within the expected 24 to 36 months timescale. As a SWAN member, the Council are contributing to the project i.e. procurement approach, cost assessment, project governance, specification, evaluation etc. The procurement stage incurs a cost for all SWAN members taking part and this cost was included in the ICT capital plan projects for 2021-22 and the balance is being carried to 2023/2024.
- 3.10** The Council continues to make a substantial commitment to improving and securing the ICT infrastructure and processes to support and innovate service delivery through capital investment.
- 3.11** Table 1 below is an excerpt from the Capital plan as agreed by Council in March 2022 and includes the following recurring capital budget for ICT:

Table 1 – Existing Agreed ICT 1-Year Capital Plan

Capital allocation	2022/23
ICT Security & Resilience Inc. Education Software Licensing Refresh	£400,000
ICT Modernisation Inc. £155k HSCP budget	£857,000
365 Implementation	£150,000
Total	£1,407,000

- 3.12** Table 2 below includes agreed December 22 reductions to the capital plan as part of the Council’s 10-year capital plan review and these will be included in the 2023/24 Capital plan report which will be considered by Council in March 2023. The ICT Modernisation budget includes £125k HSCP budget.

Table 2 – Proposed Capital allocation

Capital allocation	2023/24
ICT Security & DR, Resilience Inc. Education Software Licensing Refresh	£729,000
ICT Modernisation Inc. HSCP value	£918,000
365 Implementation	£160,000
	£1,807,000

3.13 The scope for each project will include some flexibility, allowing for spend on smaller value works via the appropriate procurement route. Where possible and where opportunities arise, officers aim to secure match funding from external sources i.e. Digital Education Scotland national funding for purchase of Education devices and increasing bandwidth. The investment projects for capital spend are detailed in table 3 below and ICT will liaise with procurement to ensure the correct procurement route is utilised for each spend project.

3.14 Some of the ICT capital spend may have a revenue implication and this will be managed through future revenue planning and based on the actual spend.

Table 3 – Proposed Projects ICT Capital Spend 2023-24

Description	Capital (Est)
ICT Security & DR, Resilience	£729,000
1. Wireless Access Replacement Project (cont. from 22/23)	£110,000
2. Future of SWAN Contract	£50,000
3. Remote Desktop Service Licenses	£149,000*
4. Virtual Applications/Remote Access Technology Review	£160,000*
5. Replace Ageing Hardware (Firewall, Servers, Switches)	£100,000
6. Security Compliance remediation	£70,000
7. Security Resourcing - Security partner – multi-year consultancy services to ensure specialist skills available when required e.g. forensic investigations	£30,000
8. Internal ICT resource recharges	£60,000
ICT Mod / Infrastructure	£918,000
1. Device replacement	£670,000
a. Chromebooks	£248,000
b. PCs	£227,000
c. Mobile Phones	£30,000
d. Laptops	£165,000
2. ICT Modernisation of HSCP systems & Infrastructure	£125,000
3. Resources to Support a range of Corporate projects	£123,000
Office 365 Implementation	£160,000
1. Resourcing	£60,000
2. Securing and Implementing MS OneDrive/SharePoint	£100,000
Total	£1,807,000

*exact costs to be established as further analysis and pricing required. see 3.19 below

- 3.15** Wireless Access Replacement project: ICT has initiated a large-scale project to replace approximately 900 ageing Wi-Fi Access Points currently installed across corporate and education locations. This project will deliver improved wireless performance and reliable connectivity. This investment will ensure a modern fit for purpose Wi-Fi solution is delivered to our employees and pupils and enable improved mobility and flexibility in our offices, schools and early years establishments. The project will be delivered in line with the Council asset management strategy to ensure the project is targeting appropriate locations.
- 3.16** Device replacement: ICT will undertake the annual device replacement project for all PCs, laptops, Chromebooks and mobile phones that are reaching end of life and or 5-year refresh point as per the ICT Strategy. These items are purchased from nationally agreed frameworks and the overall spend is detailed in Table 3.
- 3.17** Server and Firewall Hardware Replacement: ICT have undertaken a server and firewall replacement project during 2021/22 to refresh ageing hardware to ensure it is up to date and remains in line with technological advances. This project will continue during 2023/24 and hardware is purchased via nationally agreed frameworks with the overall spend detailed in Table 3.
- 3.19** Business Applications Delivery & Remote Access Design Review: ICT are currently exploring the options to deliver virtual business applications and remote access to employees. The aim of the review is to improve the desktop experience for users, meet the demand of hybrid working and also to replace ageing hardware. Remote Access options will be determined by compatibility with our new application delivery model. This project has both capital and revenue implications and will be managed via future budget planning

4. Main Issues

Procurement

- 4.1** Consideration will be given to multi-year contracts, and contracts utilising framework agreements and/or contracts utilising dynamic purchasing systems where recurring capital / revenue has been approved and where this would deliver efficiencies. Where recurring revenue is approved on a yearly basis, consideration will be given to multi-year contracts, and contracts utilising framework agreements or contracts utilising purchasing systems in so far as they can be terminated should the revenue budget not be continued. The authority sought in Paragraph 2.1, includes the option to enter into such multi-year contracts beyond the second year for those items listed in Section 3 and the appendix to this report.
- 4.2** The contract strategies for each of the revenue and capital projects will continue to be developed on a project by project basis and will include consideration of market testing existing collaborative framework or

collaborative purchasing system, running mini competitions, direct awards as well as full tender processes.

- 4.3** In the event that the proposed, re-profiled ICT Capital plan outlined in Table 2 is not approved in full by Council in March 2023, the People and Technology spend plan will be adjusted to align with the approval given.
- 4.4** The tendering and contracting process will continue to identify potential future revenue implications for new contracts. Where required these will be included as savings/burdens in future ICT revenue budget estimates considering current revenue spend to offset the financial impact.

Increased Demand for Technology to Improve Service Delivery

- 4.5** There continues to be significant increases in the demand and utilisation of technologies and the financial resources to deliver these as included in section 3 of this report, such as:
- software licences e.g. increased cost for Microsoft licenses;
 - security where emerging threats and changes in the security landscape require additional investment;
 - system design improvements where increased remote access and hybrid working require additional infrastructure investment;
 - mobility where additional mobile sim contracts are required;
 - system resilience where ongoing discussions with services to review their business continuity and resilience requirements may result in increased demand in this area;
 - device replacement e.g. as schools aim for a 1:1 device per pupil ratio and now over 10,000 devices deployed in schools the annual device replacement project spend as well as revenue implications of increasing bandwidth requirements; and
 - services exploring and implementing digital transformation.
- 4.6** In the last decade, there has been no increase in the ICT employee resourcing levels to meet the support demands, indeed numbers have steadily reduced. In the past a small number of short-term temporary appointments have been used and will continue for specific project-related tasks, however the ratio of devices per Support Analyst will continue to be closely monitored to ensure sustainability of current and expected service levels.
- 4.7** The Council has an ambitious Digital Strategy and has established close links with the National Digital Office. The continued investment in technology highlighted in this report will help deliver the strategy and provide our service areas and partners with the technology and tools to digitally transformation plans and improve service delivery to our citizens and workforce.
- 4.8** ICT licensing is increasingly being offered as cloud/hosted subscription-based licensing model and this change of delivery mechanism is likely to drive a change to the current funding profile for ICT goods and services. This change means expenditure is likely to transition away from a mixture of capital and

revenue budgets to a need for a revenue only budget. ICT will continue to work with colleagues in Finance to monitor this transition.

- 4.9** Alongside a potential change in licencing model, new technical design solutions are required to facilitate increased remote access and new ways of working as solutions migrate to be cloud hosted. For example;
- as mailboxes migrated to 365 cloud-based provision then a cloud-based backup solution was required
 - as per 3.19 above to facilitate fluid hybrid remote and on premise working, changes to the remote access solution design and virtual business applications delivery are required.

5. People Implications

- 5.1** Existing Framework Agreements or Dynamic Purchasing Systems will be used where they have proven to demonstrate best value and where practical.
- 5.2** The ICT team has an established review and service/improvement process to ensure resources are allocated to the highest priority work.
- 5.3** Some of the identified projects are expected to include design, implementation, skills transfer and project consultancy services, as specialist knowledge is required when introducing new technologies, for example, forensic security analysis and the introduction of M365. It is expected that ICT employees will gain experience, knowledge and skills during these projects to ensure they can manage and develop the technologies moving forward.

6. Financial and Procurement Implications

- 6.1** Revenue budget is in place for all licenses and maintenance spend identified in the Appendix. This, plus an inflationary increase, is included within the draft revenue budget for 2023-24 (subject to Council approval in March 2023).
- 6.2** The ICT and Corporate Procurement teams work with services when introducing new IT systems so that technology, procurement and security issues can be identified during the procurement and evaluation stages and prior to contract signing. This early engagement approach also helps identify potential savings and spend opportunities so that these can be included in future budget processes.
- 6.3** The cost estimates for capital spend are based on high level research and may vary but will remain within the capital plan due for approval by Council in March 2023 as outlined in Table 2. The projects specified in Table 3 can be scaled up or down.
- 6.4** All procurement activity carried out by the Council for spend valued from £50,000 is subject to contract strategy. The contract strategy shall include but not be limited to; options appraisals, contract scope, service forward plan, market condition, procurement model and routes – including existing delivery

vehicles, roles and responsibilities, risks, issues and opportunities and on-going contract management. Some of the options considered include for example:

Where a purchase is required, options as to type of equipment or license will be reviewed, e.g. most suitable device for a corporate versus education user. In the case of licenses, options such as, perpetual versus subscription licensing will be considered alongside multiyear, single year, full year or part year licenses and if there is any opportunity to reduce system or licence costs.

7. Risk Analysis

- 7.1** There is a risk that the capital project actual costs may exceed the capital project estimates as detailed in Table 3. This risk will be mitigated by a range of contract strategy options being explored as well as building scalability into the tender for example reducing the number of devices being replaced or specification of the device. Ongoing regular Budgetary Control Reporting will provide information on any significant adverse variance in cost and mitigating actions available.
- 7.2** There is a risk that due to external factors such as the global semi-conductor shortage and associated supply chain issues that ICT equipment prices continue to increase in the short to medium term and delivery timescales can be extended. This issue may also have an impact on any projected project delivery dates.
- 7.3** Continued investment in this area contributes to Strategic Risks: SR04 Keeping Abreast of Developments in the Innovative Use of Technology; and SR08 Threat of Cyber Risk.

8. Equalities Impact Assessment (EIA)

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

9. Environmental Sustainability

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

at the end of the life cycle.

10. Consultation

10.1 Legal, Corporate Procurement Unit, Education and the Section 95 Officer have been consulted on the content of this paper. It was not necessary to consult with our Trades Union colleagues on this report. However, the Council's digital strategy and activity is regularly discussed with the Convenors group.

11. Strategic Assessment

11.1 High quality ICT equipment and services contribute to the Council's 2022-27 strategic objectives to ensure our workforce is resilient and skilled where digital technology supports service delivery for our residents; and all employees are provided with the technology needed to do their job effectively.

11.2 The planned capital spend on improved security, resilience and mobility ensures that a fit for purpose ICT environment supports all of the Council service areas to deliver on their strategic objectives.

11.3 The ICT contracts will contribute to delivery of the Council's strategic priorities through the development of robust contract strategies which will explore the inclusion of possible community benefits which improve economic growth and employability. Further opportunities to maximise the positive social, economic and environmental impact for West Dunbartonshire Council through the contracts will also be explored.

Name: Victoria Rogers
Designation: Chief Officer - People and Technology
Date: 5 January 2023

Person to Contact: James Gallacher, Manager of ICT, 07531184141
Appendix: ICT Estimated Revenue Spend over £10,000 per System
Background papers: EIA Screening
Wards Affected: All

Appendix 1 – Estimated Annual Revenue Spend over £10,000 (based on 2022-23)

Product	Commodity Category	Cost
Microsoft Enterprise Agreements	Corporate Licensing	£670,485
Wide Area Network	Network	£305,400
Virtual Business Applications	Corporate Licensing	£199,025
Education MIS	Business System	£106,220
Social Work Case Management	Business System	£93,565
Telephone Lines	Network	£75,000
Revenue & Benefits	Business System	£70,560
Automation Software	Business System	£70,000
Cloud Backup Solution	Corporate Licensing	£65,280
Firewall Support	Hardware Infrastructure	£60,000
Server Maintenance	Hardware Infrastructure	£58,185
Housing Management	Business System	£55,600
Rent Arrears Management	Business System	£51,800
Local Area Network	Network	£49,600
Water Management	Business System	£46,500
Library Management Software	Business System	£45,965
Leisure Management	Business System	£45,300
Job Costing	Business System	£43,500
Finance Management	Business System	£41,295
Network Scanning Tool	Network	£39,435
Energy Management	Business System	£36,000
Planning & Building Standards	Business System	£32,000
Roads – Lighting, Collision, Flood Mgmt.	Business System	£27,500
Local Government Digital Transformation	Corporate Licensing	£25,950
Backup Management	Hardware Infrastructure	£25,800
Security Filtering Management	Hardware Infrastructure	£25,700
User Account Personalisation	Corporate Licensing	£24,850
Asset Management	Business System	£23,600
Corporate Arrears System	Business System	£23,400
2-factor Authentication Service	Corporate Licensing	£23,100
Adobe Licensing	Corporate Licensing	£23,100
Document Management	Business System	£23,000
Care Monitoring Scheduling	Business System	£22,400
Workforce Management	Business System	£21,830
Construction Standards Management	Business System	£21,800
Wireless Network	Network	£21,300
Environmental Services	Business System	£20,500
Service Desk	Business System	£19,530
Data Domain Management	Hardware Infrastructure	£18,000
Website Support	Business System	£17,700
Education Gateway	Business System	£17,600

Product (cont.)	Commodity Category	Cost
Election Management	Business System	£16,800
Education Teaching Materials	Business System	£16,400
Performance Management System	Business System	£16,000
Housing Benefits and Allocations	Business System	£15,600
Vehicle Management System	Business System	£15,600
Virtual Server Environment Support	Hardware Infrastructure	£13,900
Online Forms	Business System	£13,800
Business Property Rates	Business System	£12,800
Remote Control Software	Business System	£11,660
Contact Centre	Business System	£11,600
Device Security Management Antivirus	Hardware Infrastructure	£11,600
Employability Case Management	Business System	£11,500
Council Meetings System	Business System	£10,700

WEST DUNBARTONSHIRE COUNCIL**Report by Chief Officer – Resources****Corporate Services Committee: 1 February 2023**

Subject: Cash Receipting System**1. Purpose**

- 1.1** The purpose of this report is to seek Committee approval to make a direct award under the KCS Managed Services for Business Framework for the cash receipting system and the call secure module for West Dunbartonshire Council (the Council).

2. Recommendations

- 2.1** The Committee is asked to:

1. Approve the direct award under the KCS Managed Services for Business Framework for the cash receipting system for the Council for a 2 year period from the date of expiry of the current contract i.e. 31 August 2023 for a period of two years with an option to extend for up to a further two additional 12 month periods and to
2. Approve the direct award under the KCS Managed Services for Business Framework for the call secure plus module for the Council for a 2 year period from the date of expiry of the current contract i.e. 3 October 2023 for a period of two years with an option to extend for up to a further two additional 12 month periods.

3. Background

- 3.1** The cash receipting system provides citizens of West Dunbartonshire Council with the facility to make payments either face to face, online or by telephone. In addition to this the service provides the facility to manage all of the Council's income and to accurately record payments received to the Council's back office systems e.g. Council Tax, Rents, etc. This system is a key control system for the Council.
- 3.2** The Council has access to national collaborative frameworks that have suppliers to whom we can directly award our business by buying from an approved catalogue which has already undergone UK compliant procurement exercises. The procurement exercises are undertaken by KCS Managed Services for Business Framework and ensure that only suppliers which meet the specified criteria can be on the framework.

3.3 Following a procurement process, via the Crown Commercial Services Framework –Local Authority Software Applications in December 2017, the current provider, Capita Business Services Ltd, was appointed for a period of 3 years with the option to extend for a further two 12 month periods (approved at Tendering Committee 21 March 2018).

4. Main Issues

4.1 It is essential to ensure a seamless process of continuation of the service to have a direct award to the current supplier, who is a provider on both the Crown Commercial Services Framework and the KCS Managed Services for Business Framework.

4.2 The estimated aggregated value of this contract over the period of this contract for the Council is likely to exceed £50,000.

5. People Implications

5.1 There are no people implications.

6. Financial and Procurement Implications

6.1 There is departmental budgetary provision to meet the current level of expenditure.

6.2 All procurement activity carried out by the Council in excess of £50,000 is subject to a contract strategy. The contract strategy for the cash receipting system will be produced by the Corporate Procurement Unit in close consultation with Finance officers.

The cash receipting system will contribute to the delivery of the Council's strategic priorities through the provision of a fit for purpose service on a best value basis.

7. Risk Analysis

7.1 If the direct award to the existing supplier is not made, the supplier will be able to continue to deliver the service. However, the prices may be subject to fluctuation and may no longer be competitive.

Having a contract in place enables the prices to be set for a fixed period of time and formal terms and conditions to be put in place, to ensure that the Council receive best value.

8. Equalities Impact Assessment (EIA)

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

9. Consultation

9.1 The report has been subject to consultation with appropriate Strategic Leads.

10. Strategic Assessment

10.1 Sound financial practice and budgetary control are imperative to assist in the governance of the Council and assists officers in achieving the strategic priorities.

Laurence Slavin
Chief Officer-Resources
Date: 12 January 2023

Person to Contact: Karen Shannon
Section Head (Financial, Administration & Control)
Council Offices, 16 Church Street, Dumbarton G82 1QL
Tel: 01389 737842 Mobile: 07584 475469
E-mail: Karen.Shannon@west-dunbarton.gov.uk

Appendices: None

Background Papers: Cash Receipting Systems Contract to Corporate Services
Committee 29 November 2017
Equalities Impact Screening

Wards Affected: All

WEST DUNBARTONSHIRE COUNCIL**Report by Chief Officer - Resources****Corporate Services Committee: 1 February 2023**

Subject: Write-off of National Non Domestic Rates 2022/2023**1. Purpose**

- 1.1** The purpose of this report is to recommend for approval the write-off of debts in respect of National Non-Domestic Rates (NNDR), which have been deemed as irrecoverable during the financial year 2022/2023.

2. Recommendations

- 2.1** It is recommended that the Committee approve the write-off of NNDR accounts totalling £47,823.69.

3. Background

- 3.1** The NNDR is a national rate of non-domestic properties and is determined each year by the Scottish Parliament. All local authorities collect the rates and the monies collected are pooled into a national central fund. The Scottish Government allocates a grant to each authority from this fund through the Local Government Finance settlement. The Council's annual billing amount for NNDR in 2022/23 is £87.8M (including utility charges). In 2021/22 the Council collected 98.06%
- 3.2** The grant distribution formula used by the Scottish Government has regard to the amount of NNDR collectable by each local authority. The Council makes an annual return to the Scottish Government detailing the amounts collected for each year. Included in this return is a note of any amounts written off as uncollectable. As such, NNDR collected by a local authority represents a receipt of grant income. Specific debts deemed uncollectable are written off and the reduction in NNDR collected locally is compensated for in future grant settlements.
- 3.3** Financial Regulation D4 gives the Chief Officer - Resources authority to write-off individual debts up to £5,000. The Chief Officer - Resources is required to seek the approval of Members prior to writing off any debt in excess of £5,000.
- 3.4** A report is submitted annually to Committee seeking approval for write-off of irrecoverable debts. The write-offs are not specific to any one year but instead are the debts which have been deemed irrecoverable during 2022/23.

- 3.5** The table below shows the distribution of the recommended write off over the years from which the debts were originally raised. Write off can be due to a number of reasons, for example, a company has ceased trading or a review of outstanding cases has now deemed that the debt is irrecoverable.

Financial Year Debt Created	Value of write-off
2019/2020	£30,432.88
2020/2021	£7,797.56
2021/2022	£9,593.25
Total	£47,823.69

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

4. Main Issues

- 4.1** Debts totalling £47,823.69 are submitted for write off. Non-collection of debts and request for write off is predominately due to the businesses being liquidated, dissolved or administration. The following table identifies the reasons for NNDR write off in more detail.

Reason	Alexandria	Clydebank	Dumbarton	Grand Total
Administration				
Dissolved		£30,432.88		£30,432.88
Liquidation	£9,593.25	£7,797.56		£17,390.81
Sheriff Officers ¹				
Total				£47,823.69

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

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

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

5. People Implications

5.1 There are no people implications.

6. Financial and Procurement Implications

6.1 The NNDR debts written off totalling £47,823.69 will be notified to the Scottish Government NNDR pool for reimbursement. There are no Procurement implications.

7. Risk Analysis

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

8. Equalities Impact Assessment

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

9. Consultation

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

10. Strategic Assessment

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

Chief Officer - Resources

Date: 18/01/2023

Person to Contact: Arun Menon, Business Support Manager,
Church St, Dumbarton.
Tel: 01389 737832

Email: arun.menon@west-dunbarton.gov.uk

Appendices: Appendix 1 - Details of debts for write-off

Background Papers: None

Wards Affected: All Council Wards.

Notes:

Administration

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

Dissolved

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

Liquidation

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

Sheriff Officers

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

Reference Number	Name	Address	Balance for Write-Off	Financial Year	Reason
37035266182033	Gifts World (Scot) Ltd	33 Sylvania Way, Clydebank	£10,224.80	2019/20	Dissolved
37035347142035	Neats Retail Ltd	55 Sylvania Way, Clydebank	£14,822.50	2019/20	Dissolved
37029452092032	The Mouny Tavern Limited	Mountblow Bar, 832 Dumbarton Road, Clydebank	£5,385.58	2019/20	Dissolved
37028944142134	Think Energy Ltd	Anchor House, 195 Dumbarton Road, Clydebank	£7,797.56	2020/21	Liquidation
37024396022330	Balloch Lake Stables Ltd	Roundabout Inn, 3 Carrochan Road, Balloch, Alexandria	£9,593.25	2021/22	Liquidation
		Total	£47,823.69		