



Supplementary Agenda

Corporate Services Committee

Date: Wednesday, 21 November 2018

Time: 14:00

Venue: Civic Space,
Council Offices, 16 Church Street, Dumbarton

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

Dear Member

ITEMS TO FOLLOW

With reference to the agenda for the above Meeting of the Corporate Services Committee which was issued on 8 November 2018, I now attach for your attention a copy of the undernoted reports which were not available for issue at that time.

Yours faithfully

JOYCE WHITE

Chief Executive

Note referred to:-

11	CORPORATE SERVICES BUDGETARY CONTROL REPORT TO 31 OCTOBER 2018 (PERIOD 7)	161 - 176
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Submit report by the Strategic Lead - Resources advising on the performance of the Corporate Services budget for the period to 31 October 2018.

**18 COST BENEFIT ANALYSIS – PREVENTATIVE MONITORING
& ALERTING**

177 - 182

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

Distribution:-

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

All other Councillors for information

Chief Executive
Strategic Director – Transformation and Public Service Reform
Strategic Director – Regeneration, Environment & Growth
Chief Officer of West Dunbartonshire Health & Social Care Partnership

Date of issue: 16 November 2018

WEST DUNBARTONSHIRE COUNCIL

Report by the Strategic Director of Transformation and Public Sector Reform

Corporate Services Committee – 21 November 2018

**Subject: Corporate Services Budgetary Control Report to 31 October 2018
(Period 7)**

1. Purpose

- 1.1** The purpose of this report is to advise the Committee on the performance of the Corporate Services budget for the period to 31 October 2018.

2. Recommendations

- 2.1** Members are asked to:

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

3. Background

Revenue

- 3.1** At the meeting of West Dunbartonshire Council on 5 March 2018, Members agreed the revenue estimates for 2018/2019, including a total net Corporate Services budget of £18.719m. Budget adjustments have taken place revising the budget to £20.987m as detailed below.

	£m
Budget agreed March 2018	18.719
Transfer from Educational Services for Education Resource Centre	0.01
Transfer of property costs from One Stop Shop to Homeless Services	-0.058
Transfer of Centrally held CAS budgets	0.992
Transfer of printing budgets to central budget	0.129
Transfer of software budgets to central budget	0.028
Recurring Variances	-0.025
Increase in Non-Domestic Rates Budget	0.016
Transfer of Information Workers budget to HEED	-0.116
Transfer of Office Accommodation budget from HEED	1.292
	20.987

Capital

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

4. Main Issues

Revenue

- 4.1 The summary report at Appendix 1 identifies a projected annual favourable variance (underspend) of £0.186m (0.98% of the total budget). Detailed service reports are attached as Appendix 2.
- 4.2 Notes on the projected annual variances in excess of £0.050m are highlighted and noted within Appendix 3, with additional information on action being taken to minimise or mitigate overspends where possible.
- 4.3 Although the report indicates that expenditure is favourable in comparison to that anticipated during the budget exercise, the present variance should be viewed in the knowledge that there are a number of variable factors which could arise between now and 31 March and which could affect the year end results.
- 4.4 Agreed savings and management adjustments for 2018/19 are monitored with current indications showing that of the total target being monitored (£0.174m), the majority of actions are currently on target to be achieved. (see Appendix 4). It should be noted that any variances are included within the service information and variances identified within this report.

Capital

- 4.5 The overall Corporate Services programme summary report at Appendix 5 shows that planned expenditure and resource is projected to show a favourable variance of £0.057m in the current year and an adverse variance of £0.013m for the project life. In addition to the underspend noted above there is a projected project slippage within 2018/19 of £0.069m. There are currently no amber or red projects to report on.

5. Option Appraisal

- 5.1 No option appraisal was required for this report.

6. People Implications

- 6.1 There are no people implications.

7. Financial and Procurement Implications

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

8. Risk Analysis

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

9. Equalities Impact Assessment (EIA)

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

10. Consultation

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

11. Strategic Assessment

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

Angela Wilson

Strategic Director of Transformation and Public Sector Reform

Date: 15 November 2018

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Appendices:

- Appendix 1 - Revenue Budgetary Control 2018/19 – Summary Report
- Appendix 2 - Revenue Budgetary Control 2018/19 – Service Reports
- Appendix 3 - Analysis of Revenue Variances over £50,000
- Appendix 4 - 2017/18 Efficiencies and Management Adjustments Monitoring
- Appendix 5 - Overall Capital Programme Summary Financials

Background Papers: Ledger output – Period 7
General Services Revenue Estimates 2018/19
General Services Capital Plan 2019/20 to 2025/26 - Council
5 March 2018

Wards Affected All Wards

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

APPENDIX 1

MONTH END DATE 31 October 2018

Service / Subjective Summary	Total Budget 2018/19	Spend to Date 2018/19	Forecast Spend	Variance 2018/19		Annual RAG Status
	£000	£000	£000	£000	%	
Audit	203	218	202	(1)	0%	↑
Finance	1,422	958	1,421	(1)	0%	↑
Rent Rebates & Allowances	21	4,149	21	0	0%	→
Revenues & Benefits	2,117	1,340	2,110	(7)	0%	↑
Finance Business Centre	305	149	285	(20)	-7%	↑
Cost of Collection of Rates	18	11	26	8	44%	↓
Cost of Collection of Council Tax	(771)	(155)	(760)	11	1%	↓
Procurement	597	515	597	0	0%	→
Democratic and Registration Service	663	373	659	(4)	-1%	↑
Central Admin Support	2,450	1,395	2,452	2	0%	↓
Environmental Health/ Trading Standards	709	407	711	2	0%	↓
Licensing	(176)	(135)	(167)	9	5%	↓
Legal Services	901	551	876	(25)	-3%	↑
Planning	524	149	478	(46)	-9%	↑
Transactional Services	650	380	680	30	5%	↓
Human Resources (including risk)	1,202	586	1,164	(38)	-3%	↑
Information Services	3,642	2,778	3,647	5	0%	↓
Change Support	362	193	362	0	0%	→
Communications & Marketing	365	211	361	(4)	-1%	↑
Citizen Services	1,261	724	1,224	(37)	-3%	↑
Performance & Strategy	318	168	316	(2)	-1%	↑
Clydebank Town Hall	301	200	236	(65)	-22%	↑
Office Accommodation	1,291	707	1,307	16	1%	↓
Libraries, Culture & Museums	2,612	1,387	2,593	(19)	-1%	↑
Total Net Expenditure	20,987	17,259	20,801	(186)	-0.89%	↑

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2018/19
CORPORATE SERVICES COMMITTEE DETAIL

PERIOD **31 October 2018**

Service Summary	Total Budget 2018/19	YTD Spend 2018/19	Forecast Spend 2018/19	Variance 2018/19	
All Services	£000	£000	£000	£000	%
Employee	19,747	11,094	19,568	(168)	-1%
Property	1,472	852	1,487	(1)	0%
Transport and Plant	88	38	82	(6)	-7%
Supplies, Services and Admin	2,935	2,226	3,054	108	4%
Payments to Other Bodies	49,672	28,099	49,657	(15)	0%
Other	0	0	0	0	0%
Gross Expenditure	73,915	42,309	73,848	(83)	0%
Income	(52,928)	(25,050)	(53,047)	(119)	0%
Net Expenditure	20,987	17,259	20,801	(202)	-1%
Audit	£000	£000	£000	£000	%
Employee	427	231	424	(3)	-1%
Property	0	0	0	0	0%
Transport and Plant	1	1	1	0	0%
Supplies, Services and Admin	2	4	5	3	150%
Payments to Other Bodies	8		10	2	25%
Other	0			0	0%
Gross Expenditure	438	236	440	2	0%
Income	(235)	(18)	(238)	(3)	-1%
Net Expenditure	203	218	202	(1)	0%
Finance	£000	£000	£000	£000	%
Employee	1,597	950	1,626	29	2%
Property	0	0	0	0	0%
Transport and Plant	1		1	0	0%
Supplies, Services and Admin	10	6	9	(1)	-10%
Payments to Other Bodies	2	2	2	0	0%
Other	0	0	0	0	0%
Gross Expenditure	1,610	958	1,638	28	2%
Income	(188)	0	(217)	29	-15%
Net Expenditure	1,422	958	1,421	1	0

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2018/19
CORPORATE SERVICES COMMITTEE DETAIL

PERIOD **31 October 2018**

Service Summary	Total Budget 2018/19	YTD Spend 2018/19	Forecast Spend 2018/19	Variance 2018/19	
Rent Rebates & Allowances	£000	£000	£000	£000	%
Employee	0	0	0	0	0%
Property	0	0	0	0	0%
Transport and Plant	0	0	0	0	0%
Supplies, Services and Admin	0	0	0	0	0%
Payments to Other Bodies	47,970	27,333	47,970	0	0%
Other	0	0	0	0	0%
Gross Expenditure	47,970	27,333	47,970	0	0%
Income	(47,949)	(23,184)	(47,949)	0	0%
Net Expenditure	21	4,149	21	0	0%
Revenues & Benefits	£000	£000	£000	£000	%
Employee	1,932	1,098	1,931	(1)	0%
Property	0	0	0	0	0%
Transport and Plant	7	5	10	3	34%
Supplies, Services and Admin	31	28	37	6	17%
Payments to Other Bodies	838	539	838	(0)	0%
Other	0	0	0	0	0%
Gross Expenditure	2,809	1,670	2,816	7	0%
Income	(692)	(330)	(706)	(14)	-2%
Net Expenditure	2,117	1,340	2,110	(7)	0%
Finance Business Centre	£000	£000	£000	£000	%
Employee	254	130	234	(20)	-8%
Property	0	0	0	0	0%
Transport and Plant	0	0	0	0	0%
Supplies, Services and Admin	51	19	51	0	0%
Payments to Other Bodies	0	0	0	0	0%
Other	0	0	0	0	0%
Gross Expenditure	305	149	285	(20)	-7%
Income	0	0	0	0	0%
Net Expenditure	305	149	285	(20)	-7%

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2018/19
CORPORATE SERVICES COMMITTEE DETAIL

PERIOD **31 October 2018**

Service Summary	Total Budget 2018/19	YTD Spend 2018/19	Forecast Spend 2018/19	Variance 2018/19	
Cost of Collection of Rates	£000	£000	£000	£000	%
Employee	0	0	0	0	0%
Property	0	0	0	0	0%
Transport and Plant	0	0	0	0	0%
Supplies, Services and Admin	9	11	12	3	33%
Payments to Other Bodies	94	0	99	5	5%
Other	0	0	0	0	0%
Gross Expenditure	103	11	111	8	8%
Income	(85)	0	(85)	0	0%
Net Expenditure	18	11	26	8	44%
Cost of Collection of Council Tax	£000	£000	£000	£000	%
Employee	0	0	0	0	0%
Property	0	0	0	0	0%
Transport and Plant	0	0	0	0	0%
Supplies, Services and Admin	74	38	85	11	15%
Payments to Other Bodies	39	22	39	0	0%
Other	0	0	0	0	0%
Gross Expenditure	113	60	124	11	10%
Income	(884)	(215)	(884)	-	0%
Net Expenditure	(771)	(155)	(760)	11	-1%
Procurement	£000	£000	£000	£000	%
Employee	949	547	957	8	1%
Property	0	-	-	0	0%
Transport and Plant	1	-	-	(1)	-100%
Supplies, Services and Admin	14	2	8	(6)	-43%
Payments to Other Bodies	69	-	68	(1)	-1%
Other	0	-	-	0	0%
Gross Expenditure	1,033	549	1,033	0	0%
Income	(436)	34	436	0	0%
Net Expenditure	597	515	597	0	0

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2018/19
CORPORATE SERVICES COMMITTEE DETAIL

PERIOD **31 October 2018**

Service Summary	Total Budget 2018/19	YTD Spend 2018/19	Forecast Spend 2018/19	Variance 2018/19	
	£000	£000	£000	£000	%
Democratic and Registration Service					
Employee	769	431	766	(3)	0%
Property	0	0	0	0	0%
Transport and Plant	2	1	2	0	0%
Supplies, Services and Admin	10	6	12	2	20%
Payments to Other Bodies	0	0	0	0	0%
Other	0	0	0	0	0%
Gross Expenditure	781	438	780	- 1	0%
Income	(118)	(65)	(121)	(3)	-3%
Net Expenditure	663	373	659	- 4	-1%
Central Admin Support					
Employee	2,424	1,380	2,427	3	0%
Property	0	0	0	0	0%
Transport and Plant	2	1	2	0	0%
Supplies, Services and Admin	24	14	23	(1)	-4%
Payments to Other Bodies	0	0	0	0	0%
Other	0	0	0	0	0%
Gross Expenditure	2,450	1,395	2,452	2	0%
Income	0	0	0	0	0%
Net Expenditure	2,450	1,395	2,452	2	0%
Environmental Health/ Trading Standards					
Employee	807	470	833	26	3%
Property	9	4	9	0	0%
Transport and Plant	17	6	12	(5)	-29%
Supplies, Services and Admin	29	11	28	(1)	-3%
Payments to Other Bodies	78	31	86	8	10%
Other	0	0	0	0	0%
Gross Expenditure	940	522	968	28	3%
Income	(231)	(115)	(257)	(26)	-11%
Net Expenditure	709	407	711	2	0%

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2018/19
CORPORATE SERVICES COMMITTEE DETAIL

PERIOD **31 October 2018**

Service Summary	Total Budget 2018/19	YTD Spend 2018/19	Forecast Spend 2018/19	Variance 2018/19	
Licensing	£000	£000	£000	£000	%
Employee	188	110	196	8	4%
Property	0	0	0	0	0%
Transport and Plant	1	0	0	(1)	-100%
Supplies, Services and Admin	5	4	6	1	20%
Payments to Other Bodies	8	0	11	3	38%
Other	0	0	0	0	0%
Gross Expenditure	202	114	213	11	5%
Income	(378)	(249)	(380)	(2)	-1%
Net Expenditure	(176)	(135)	(167)	9	-5%
Legal Services	£000	£000	£000	£000	%
Employee	1,058	563	1,035	(23)	-2%
Property	0	-	-	0	0%
Transport and Plant	5	2	6	1	20%
Supplies, Services and Admin	18	3	18	0	0%
Payments to Other Bodies	1	1	1	0	0%
Other	0	-	-	0	0%
Gross Expenditure	1,082	569	1,060	(22)	-2%
Income	(181)	18	184	(3)	-2%
Net Expenditure	901	551	876	(25)	-3%
Planning	£000	£000	£000	£000	%
Employee	948	524	937	(11)	-1%
Property	0	0	0	0	0%
Transport and Plant	6	2	4	(2)	-33%
Supplies, Services and Admin	35	29	54	19	54%
Payments to Other Bodies	167	47	167	0	0%
Other	0	0	0	0	0%
Gross Expenditure	1,156	602	1,162	6	1%
Income	(632)	(453)	(684)	(52)	-8%
Net Expenditure	524	149	478	(46)	-9%

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2018/19
CORPORATE SERVICES COMMITTEE DETAIL

PERIOD **31 October 2018**

Service Summary	Total Budget 2018/19	YTD Spend 2018/19	Forecast Spend 2018/19	Variance 2018/19	
Transactional Services	£000	£000	£000	£000	%
Employee	663	388	694	31	5%
Property	0	0	0	0	0%
Transport and Plant	0	0	0	0	0%
Supplies, Services and Admin	9	3	8	(1)	-11%
Payments to Other Bodies	0	0	0	0	0%
Other	0	0	0	0	0%
Gross Expenditure	672	391	702	30	4%
Income	(22)	(11)	(22)	0	0%
Net Expenditure	650	380	680	30	5%
Human Resources (including risk)	£000	£000	£000	£000	%
Employee	919	501	900	(19)	-2%
Property	0	0	0	0	0%
Transport and Plant	3	1	3	0	0%
Supplies, Services and Admin	4	4	5	1	25%
Payments to Other Bodies	276	80	256	(20)	-7%
Other	0	0	0	0	0%
Gross Expenditure	1,202	586	1,164	(38)	-3%
Income	0	0	0	0	0%
Net Expenditure	1,202	586	1,164	(38)	-3%
Information Services	£000	£000	£000	£000	%
Employee	1,868	1,035	1,868	0	0%
Property	0	0	0	0	0%
Transport and Plant	4	1	3	(1)	-25%
Supplies, Services and Admin	2,107	1,794	2,113	6	0%
Payments to Other Bodies	11	5	11	0	0%
Other	0	0	0	0	0%
Gross Expenditure	3,990	2,835	3,995	5	0%
Income	(348)	(57)	(348)	0	0%
Net Expenditure	3,642	2,778	3,647	5	0%

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2018/19
CORPORATE SERVICES COMMITTEE DETAIL

PERIOD **31 October 2018**

Service Summary	Total Budget 2018/19	YTD Spend 2018/19	Forecast Spend 2018/19	Variance 2018/19	
Change Support	£000	£000	£000	£000	%
Employee	365	207	400	35	10%
Property	0	0	0	0	0%
Transport and Plant	1	0	1	0	0%
Supplies, Services and Admin	0	1	1	1	0%
Payments to Other Bodies	0	0	0	0	0%
Other	0	0	0	0	0%
Gross Expenditure	366	208	402	36	10%
Income	(4)	(15)	(40)	(36)	-900%
Net Expenditure	362	193	362	0	0%
Communications & Marketing	£000	£000	£000	£000	%
Employee	342	198	354	12	4%
Property	0	0	0	0	0%
Transport and Plant	1	0	1	0	0%
Supplies, Services and Admin	22	14	25	3	14%
Payments to Other Bodies	3	0	0	(3)	-100%
Other	0	0	0	0	0%
Gross Expenditure	368	212	380	12	3%
Income	(3)	(1)	(19)	(16)	-533%
Net Expenditure	365	211	361	(4)	-1%
Citizen Services	£000	£000	£000	£000	%
Employee	1,245	700	1,195	(50)	-4%
Property	0	2	2	2	0%
Transport and Plant	2	4	7	5	250%
Supplies, Services and Admin	13	18	20	7	54%
Payments to Other Bodies	1	0	0	(1)	-100%
Other	0	0	0	0	0%
Gross Expenditure	1,261	724	1,224	(37)	-3%
Income	0	-	-	0	0%
Net Expenditure	1,261	724	1,224	(37)	(0)

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2018/19
CORPORATE SERVICES COMMITTEE DETAIL

PERIOD **31 October 2018**

Service Summary	Total Budget 2018/19	YTD Spend 2018/19	Forecast Spend 2018/19	Variance 2018/19	
	£000	£000	£000	£000	%
Performance & Strategy					
Employee	284	155	284	0	0%
Property	0	0	0	0	0%
Transport and Plant	1	0	1	0	0%
Supplies, Services and Admin	17	0	16	(1)	-6%
Payments to Other Bodies	16	13	15	(1)	-6%
Other	0	0	0	0	0%
Gross Expenditure	318	168	316	(2)	-1%
Income	0			0	0%
Net Expenditure	318	168	316	(2)	-1%
Clydebank Town Hall					
Employee	291	141	216	(75)	-26%
Property	156	132	166	10	6%
Transport and Plant	0	0	0	0	0%
Supplies, Services and Admin	62	24	67	5	8%
Payments to Other Bodies	0	0	0	0	0%
Other	0	0	0	0	0%
Gross Expenditure	509	297	449	(60)	-12%
Income	(208)	(97)	(213)	(5)	-2%
Net Expenditure	301	200	236	(65)	-22%
Libraries, Culture & Museums					
Employee	2,268	1,263	2,153	(115)	-5%
Property	288	125	275	(13)	-5%
Transport and Plant	32	14	27	(5)	-16%
Supplies, Services and Admin	287	147	338	51	18%
Payments to Other Bodies	71	26	64	(7)	-10%
Other	0	0	0	0	0%
Gross Expenditure	2,946	1,575	2,857	(89)	-3%
Income	(334)	(188)	(264)	70	21%
Net Expenditure	2,612	1,387	2,593	(19)	-1%

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

APPENDIX 3

YEAR END DATE

31 October 2018

Budget Details	Variance Analysis				RAG Status
	Total Budget	Annual Spend	Variance		
	£000	£000	£000	%	
Planning	524	478	(46)	-9%	↑
Service Description	This Service provides Building & Planning services				
Main Issues / Reason for Variance	The main reason for the favourable variance is due to additional income being anticipated. Income is a demand led budget and can change throughout the year.				
Mitigating Action	Continual monitor of budget to ensure if position changes it is highlighted at the earliest opportunity				
Anticipated Outcome	An underspend is anticipated.				
Citizen Services	1,261	1,224	(37)	-3%	↑
Service Description	This service includes one stop shops and the contact centre				
Main Issues / Reason for Variance	The main reason for the variance is that there are currently vacancies sitting within the structure. The service is nearing the end of the implementation of the new restructure. The restructure and also the adoption of additional functions such as Council Tax and Repairs has had an impact upon the service delivery.				
Mitigating Action	Impact on service delivery due to the vacancies held is monitored and action taken where appropriate				
Anticipated Outcome	Underspend is likely to be achieved				
Clydebank Town Hall	301	236	(65)	-22%	↑
Service Description	The service provides civic accommodation and facilities within Clydebank				
Main Issues / Reason for Variance	The variance is as a result of vacancies in posts which are not essential and effective management of contracted hours for staff which is avoiding additional overtime costs.				
Mitigating Action	No mitigating action required as variance is favourable.				
Anticipated Outcome	Underspend is likely to be achieved				
Libraries, Culture & Museums	2,612	2,593	(19)	-1%	↑
Service Description	This service includes the provision of Library, Culture and Museums				
Main Issues / Reason for Variance	Although the overall position is on target there is an adverse position within income and a favourable variance on employee costs. This mainly relates to a reduction in the level of funding for 2018/19 and the fact several posts are currently vacant in libraries and communities.				
Mitigating Action	Income and expenditure will continue to be monitored.				
Anticipated Outcome	It is anticipated that overall position will be on budget.				

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

WEST DUNBARTONSHIRE COUNCIL
GENERAL SERVICES CAPITAL PROGRAMME
OVERALL PROGRAMME SUMMARY

APPENDIX 5

MONTH END DATE **31 October 2018**

PERIOD **7**

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	0	0%	0	0%	0	0%	0	0%		
Amber Projects are either at risk of being overspent and/or delay in completion (although this is unquantifiable at present) or the project has any issues that require to be reported at this time	0	0%	0	0%	0	0%	0	0%		
Green Projects are on target both in relation to overall budget and the forecast stages in the project life cycle and no issues are anticipated at this time	20	100%	4,826	100%	20	100%	632	100%		
TOTAL EXPENDITURE	20	100%	4,826	100%	20	100%	632	100%		
	Project Life Financials				Current Year Financials					
	Budget £000	Spend to Date £000	Forecast Spend £000	Forecast Variance £000	Budget £000	Spend to Date £000	Forecast Spend £000	Forecast Variance £000	Re-Phasing £000	Over/ (Under) £000
Red Projects are forecast to be overspent and/or significant delay to completion	0	0	0	0	0	0	0	0	0	0
Amber Projects are either at risk of being overspent and/or delay in completion (although this is unquantifiable at present) or the project has any issues that require to be reported at this time	0	0	0	0	0	0	0	0	0	0
Green Projects are on target both in relation to overall budget and the forecast stages in the project life cycle and no issues are anticipated at this time	10,613	4,826	10,626	13	2,419	632	2,362	(57)	(69)	13
TOTAL EXPENDITURE	10,613	4,826	10,626	13	2,419	632	2,362	(57)	(69)	13

WEST DUNBARTONSHIRE COUNCIL**Report by Strategic Lead – People & Technology****Corporate Services Committee: 21st November 2018**

Subject: Cost Benefit Analysis (CBA) - Preventative Monitoring & Alerting**1. Purpose**

- 1.1** The purpose of this report is to provide an update on the cost benefit analysis (CBA) that was undertaken with regard to an early warning system for monitoring potential system failures.

2. Recommendations

- 2.1** It is recommended that the Committee note:

- a) The work undertaken and the changes already implemented to maximise the utilisation of existing monitoring systems and process improvements across the Councils ICT Network;
- b) To note plans to continue monitoring and reviewing requirements for additional monitoring tools as required; and
- c) To note that no further investment is made at this time.

3. Background

- 3.1** As a result of discussions at this Committee in August 2017, an analysis has been undertaken to assess and improve on current provision of early warning systems and alerts.

- 3.2** During 2016/2017 and 2017/2018 the Council network/systems experienced a number of service outages causing periods of disruption to users of ICT services. The largest service outages in terms of impact to employees and services were mainly attributable to the following areas:

- Site Connectivity issues (Routing);
- Power Issue affecting Garshake Data Centre;
- Wireless connectivity / bandwidth issues; and
- General server and system availability issues.

- 3.3** A progress update on this subject was provided to Corporate Services Committee in February 2018.

3.4 The ICT service has incident review processes in place and, following the above mentioned incidents, established a programme of service and process improvements detailed in section 4 of this report.

4. Main Issues

4.1 ICT carried out this analysis with the aim of minimising the impact and cost to the Council by initially focussing on improving current processes and maximising the use of existing technologies, before investigating the need for additional technologies.

4.2 ICT has implemented several improvements including working with suppliers to identify process and technology alerting improvements as part of purchased support services. These are detailed below:

- Managed 3rd Party Wide Area Network System (Solarwinds WAN platform);
- New Data Centre – Power Management;
- Wireless monitoring – Cloud based;
- Public Sector Network (PSN) security (Nessus, Greenbone & Solarwinds);
- Bandwidth Monitoring Automatic Notifications;
- Thin Client – Director; and
- Servers – Resilience.

4.3 In addition to the technology changes listed in 4.2 the following people and process changes have been implemented in order to realise the benefits of enhanced monitoring and its effect on improved service availability:

- New daily checks process implemented across server, network and application support teams;
- 8am -5pm (Mon-Thurs, 4pm Friday) rota system was introduced for the above teams since October 2017 to ensure covered to monitor and address incidents; and
- In October 2018 a further improvement has been implemented by introducing a 7am rota to carry out service and system availability checks.

4.4 To ensure appropriate benchmarking, research was conducted across Local Government to identify good practice and tools. This research highlighted that we are in a similar position to many Councils where some tools are deployed but not extensively. It also highlighted further use and modules for some of our existing tools.

4.5 In addition to a focus on the historic incidents, ICT considered the changing security landscape and the impact arising from some high profile cyber incidents that affected other public sector bodies and extended the range of

alert tools being investigated.

- 4.6** Involvement of existing suppliers and available frameworks such as Scottish Wide Area Network (SWAN) has and will continue to provide benefit in maximising the use of existing technologies and identifying new opportunities for improvement.
- 4.7** Product demos were set up and this helped to confirm and identify functionality within existing tools that could be implemented and new tools that could be further explored. These demos were under the following categories:
 - 4.7.1 Network monitoring** - the use of a system that constantly monitors a computer network for slow or failing components and notifies the network administrator (via email, SMS or other alarms) in case of outages or other trouble.
 - 4.7.2 Security monitoring** - sometimes referred to as "security information monitoring (SIM)" or "security event monitoring (SEM)," involves collecting and analysing information to detect suspicious behaviour or unauthorised system changes on your network, defining which types of behaviour should trigger alerts, and taking action on alerts as required.
 - 4.7.3 Event & Alert Management** – deals with any kind of incident in the IT infrastructure and IT services. A well-defined and controlled process leads to the effective handling of these events and alerts. Typically these events and alerts are generated by monitoring tools, configuration items (CI) or IT services.
- 4.8** These additional tools were then investigated further with pilot projects being undertaken to help scope and quantify the costs. Most alert-type products are scalable and are licensed based on the volume of end points being monitored. The costs ranged from £60,000 to £120,000 per annum. The pilot projects involved 30-day trial install of software which then delivered data outputs and alerts. This pilot projects are complete and the evaluation / cost benefit analysis confirmed these additional tools are not required at this time, see Appendix 1.
- 4.9** In conclusion, the analysis demonstrates that the improvements to current processes and existing tools and technologies, are sufficient. These will continue to be monitored to ensure effective and fit for purpose.

5. People Implications

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

6. Financial and Procurement Implications

- 6.1 Revenue budget is in place for all current tools. Where additional technologies are purchased, this forms part of the capital and revenue budget setting process and submitted for approval to Corporate Services Committee as appropriate.
- 6.2 Existing framework agreements such as Scottish Wide Area Network (SWAN) will be used where possible and where best value can be demonstrated as this will reduce both project timescales and staffing resource requirements for procurement stages.
- 6.3 On the basis that some of the process and technology improvements are recent, we are recommending that no further spend is incurred at this time as the costs significantly outweigh the financial cost of the remaining risks. We recommend that the level of incidents and associated impact is monitored and reported to ICT Steering Board along side outputs from National Digital Office (NDO) work streams to assess if and when additional technology is required.

7. Risk Analysis

- 7.1 There is a risk that further and new incidents will occur due to the changing and increasing volume of cyber attacks. The requirement for additional technologies to both protect and monitor the Councils ICT infrastructure will increase and place demands on future capital and revenue budgets. ICT will continue to explore cost effective solutions and sharing opportunities for example with NDO to help mitigate this risk.

8. Equalities Impact Assessment (EIA)

- 8.1 A screening has not been carried out but any future reports/projects arising may require equality impact assessments.

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.

10. Consultation

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

11. Strategic Assessment

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

Name: Victoria Rogers
Designation: Strategic Lead - People and Technology
Date: 18th October 2018

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Appendix: **Appendix 1** – Changes considered and current status

Background papers: ICT Annual Spend 2018.

Wards Affected: All

Appendix 1 – Changes considered and current status

Actions Considered	Benefits	Current Status
Manual monitoring per technology	<ul style="list-style-type: none"> • Proactive rather than reactive approach to issues 	Implemented
Extended Service Hours	<ul style="list-style-type: none"> • Early identification. • Earlier user notification 	Implemented
Upgrade to Corporate vulnerability scanning tool	<ul style="list-style-type: none"> • Increased range of scans • Time saving on vulnerability scanning 	Implemented (as part of PSN project)
Improvement 1 Security Monitoring system	<ul style="list-style-type: none"> • Real time monitoring of security events • Increased capability to identify and deal with newly emerging threats (Zero day threats) • Saved lost days as a result of less system downtime /no access • Minimise risk of financial loss around ransomware attacks 	Included in analysis. Conclusion - not required at this time
Improvement 2 System Monitoring	<ul style="list-style-type: none"> • Increased monitoring capabilities for systems and processes • Information available earlier to take preventative action • Saved lost days as a result of less system downtime /no access 	Included in analysis. Conclusion - not required at this time
Improvement 3 SIEM	<ul style="list-style-type: none"> • Increased capability to monitor diverse range of systems, security products and services • co-ordinate a response to events over a range of systems • Saved lost days as a result of less system downtime /no access 	Included in analysis. Conclusion - not required at this time