Agenda

West **D**unbartonshire **COUNCIL**

Corporate Services Committee

Date: Wednesday, 11 November 2020

Time: 14:00

Venue: Zoom Video Conference

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

Dear Member

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

Yours faithfully

JOYCE WHITE

Chief Executive

Distribution:-

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

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

Date of issue: 29 October 2020

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CORPORATE SERVICES COMMITTEE

WEDNESDAY, 11 NOVEMBER 2020

AGENDA

1   STATEMENT BY CHAIR – AUDIO STREAMING

The Chair will be heard in connection with the above.

2   APOLOGIES

3   DECLARATIONS OF INTEREST

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

4   MINUTES OF PREVIOUS MEETING   5 - 8

Submit for approval as a correct record, the Minutes of Meeting of the Corporate Services Committee held on 9 September 2020.

5   MINUTES OF JOINT CONSULTATIVE FORUM –   9 - 12
17 SEPTEMBER 2020

Submit for information and where necessary ratification, the Minutes of Meeting of the Joint Consultative Forum held on 17 September 2020.

6   OPEN FORUM

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

7   COMMUNICATIONS, CULTURE, COMMUNITIES &   13 - 66
FACILITIES DELIVERY PLAN 2019/20 YEAR END
PROGRESS REPORT AND 2020/21 DELIVERY PLAN

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

CORPORATE SERVICES COMMITTEE

At a Meeting of the Corporate Services Committee held by Video Conference on Wednesday, 9 September 2020 at 2.00 p.m.

Present:	Councillors Ian Dickson, Diane Docherty, Daniel Lennie, David McBride, Jonathan McColl, John Mooney, Lawrence O'Neill and Martin Rooney.
Attending:	Joyce White, Chief Executive; Victoria Rogers, Strategic Lead – People & Technology; Adrian Gray, Business Unit Finance Partner; Geraldine Lyden, HR Business Partner, People and Technology; Alison McBride, OD & Change Manager; Peter Hessett, Strategic Lead – Regulatory; Craig Stewart and Lynn Straker, Committee Officers.
Apologies:	Apologies for absence were intimated on behalf of Councillors Jim Brown and Jim Finn.

Councillor Ian Dickson in the Chair

STATEMENT BY CHAIR – AUDIO STREAMING

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

DECLARATIONS OF INTEREST

Councillor McBride declared a non-financial interest in relation to the item under the heading 'Grant Application', and advised that he would not take part in the decision in relation to this item.

MINUTES OF PREVIOUS MEETING

The Minutes of Meetings of the Corporate Services Committee held on 19 February 2020 were submitted and approved as a correct record.

MINUTES OF JOINT CONSULTATIVE FORUM – 12 MARCH 2020

Following discussion, the Minutes of Meeting of the Joint Consultative Forum held on 12 March 2020 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.

CORPORATE SERVICES BUDGETARY CONTROL REPORT TO 31 JULY 2020 (PERIOD 4)

A report was submitted by the Strategic Lead - Resources advising on the performance of the Corporate Services budget for the period to 31 July 2020.

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

(1)   to note that the revenue account currently showed a projected annual adverse variance of £0.307m (1.50%) of the total budget) of which £0.338m was covid related; and

(2)   to note that the capital account was showing a projected in-year underspend of £1.64m due to 6 projects showing projected underspends as a result of delays to these projects caused by Covid 19 restrictions. The project life projection was currently showing a breakeven position.

GRANT APPLICATION

A report was submitted by the Strategic Lead – Resources providing information on a grant application and to not recommend a grant from the Dumbarton Common Good Fund.

After discussion and having heard the Business Unit Finance Partner and the Chief Executive in further explanation and in answer to Members' questions, the Committee agreed to continue the application to the next meeting, to allow time for both the public consultation to take place and for the Health and Social Care Partnership (HSCP) to consider how they can work jointly with Alternatives to provide a suitable project, with potential funding from the HSCP.

STRATEGIC RISKS 2017-22: BI-ANNUAL UPDATE

A report was submitted by the Strategic Lead – People & Technology providing an update on the strategic risks for 2017-22.

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

(1)   to note the Strategic risks as detailed in Appendix 1 to the report;

(2)   to note the addition of a COVID-19 risk with associated operational risks and mitigation; and

(3)   to note the supplementary EU Assurance Plan detailing operational risks as previously reported.

AGREEMENT BETWEEN WEST DUNBARTONSHIRE LEISURE TRUST (WDLT) AND WEST DUNBARTONSHIRE COUNCIL (WDC) TO SUPPORT SUITABLE EMPLOYMENT WITH AN ASSOCIATED EMPLOYER

A report was submitted by the Strategic Lead – People & Technology recommending approval of an agreement which outlines a reciprocal agreement between West Dunbartonshire Leisure Trust (WDLT) and West Dunbartonshire Council (WDC) to support suitable employment with an associated employer.

After discussion and having heard the HR Business Partner and the Strategic Lead - People & Technology in further explanation and in answer to Members' questions, the Committee agreed to approve the agreement, appended to the report, noting the main considerations associated with it.

The meeting closed at 3.07 p.m.

JOINT CONSULTATIVE FORUM

At a Meeting of the Joint Consultative Forum held by Zoom Video Conference on Tuesday, 17 September 2020 at 2.05 p.m.

Present:	Councillors Karen Conaghan, Daniel Lennie, David McBride, Jonathan McColl, Iain McLaren and John Millar; Claire Greer, David Scott and John Wagner (GMB); Claire Mackenzie (SSTA); Sean Davenport, Simon Macfarlane* and David Smith (UNISON); and Chris Rossi (Unite).
	*Arrived later in the meeting.
Attending:	Victoria Rogers, Strategic Lead – People & Technology; Malcolm Bennie, Strategic Lead – Communications, Culture, Communities & Facilities; Laura Mason, Chief Education Officer; Marie Rooney, Integrated Operations Manager; Audrey Slater, Head of People and Change; Brian Miller, Section Leader, ICT; Iain Kerr, ICT Security Officer; Alison McBride, Strategic People & Change Manager; Louise Hastings, People & Change Partner; Raymond Lynch, Senior Solicitor; and Scott Kelly, Committee Officer.
Apologies:	Apologies for absence were intimated on behalf of Councillor Jim Finn; Stephen McCrossan, (EIS); Val Jennings and Susan Shannon (UNISON); Margaret Wood (Unite); Joyce White, Chief Executive; Richard Cairns, Strategic Director – Regeneration, Environment & Growth; Margaret Jane Cardno, Head of Strategy and Transformation; Jim McAloon, Strategic Lead – Regeneration; and Stephen West, Strategic Lead – Resources.

APPOINTMENT OF CHAIR, VICE CHAIR AND JOINT SECRETARIES

The Senior Solicitor invited the Forum to consider, in terms of its constitution, a number of appointments for the next year and it was agreed:-

(1)   that Councillor Jonathan McColl be appointed as Chair;

(2)   that Victoria Rogers, Strategic Lead – People and Technology, be appointed as the Joint Secretary for the Council Side; and

(3)   that the appointments of the Vice Chair of the Forum, from the Trade Union Side, and the Joint Secretary for the Trade Union Side be continued to the next meeting of the Forum.

Councillor McColl then assumed the Chair.

Councillor Jonathan McColl 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 12 March 2020 were submitted and approved as a correct record.

OVERVIEW OF ICT PHISHING EXERCISE

A report was submitted by the Strategic Lead – People & Technology providing an overview of the security activity and specifically the e-mail phishing exercises carried out in April and May 2020.

After discussion and having heard the Section Leader, ICT, the ICT Security Officer and the Strategic Lead in further explanation of the report and in answer to Members' questions, the Forum agreed:-

(1)   to note that e-mail phishing campaigns would continue in order to maintain employee awareness;

(2)   to note that targeted training would focus on persistent clickers;

(3)   to note that cyber security awareness sessions would resume from October 2020, to be delivered via online platform;

(4)   to note that, as outlined in the Information Security Policy Framework, persistent clicking could be considered a breach of section 12 of the Frameworks Acceptable Use Policy and may lead to further process under the Disciplinary Policy; and

(5)   to note the terms of the discussion which had taken place in relation to (4) above, and in particular: (i) that consideration was being given to including a cyber security e-learning module as part of the Skills Passport; (ii) the concerns raised by UNISON at disciplinary action being a consideration; (iii) that the Strategic Lead reiterated that any such action would only be taken as a last resort and following training but that it was necessary for disciplinary action to remain a possible outcome for persistent breaches in view of the potential damage to systems and the cost to the Council which such actions could cause; and (iv) that the trades unions may provide further comments in relation to this matter through other forums and could request that it be included as an agenda item for the next meeting of the Joint Consultative Forum.

Note: Mr Macfarlane joined the meeting during consideration of this item.

TRADE UNION LEARNING AGREEMENT

A report was submitted by Strategic Lead – People & Technology providing an update on the introduction of a new Trade Union Learning Agreement. It was noted that a revised version of the Appendix to the report had been issued in advance of the meeting.

After discussion and having heard the Strategic People & Change Manager in further explanation of the report and in answer to Members' questions, the Forum agreed to note the new agreement and support the ongoing partnership approach to learning.

EMPLOYMENT RELATIONS MONITORING: BI-ANNUAL AND ANNUAL UPDATE 2019/20

A report was submitted by Strategic Lead – People & Technology advising of progress on employment relations matters for the period 1 October 2019 to 31 March 2020 and annual analysis for 2019/20 across the Council.

After discussion and having heard the People & Change Partner, the Strategic People & Change Manager and the Strategic Lead in further explanation of the report and in answer to a Member's question, the Forum agreed to note the contents of the report.

EMPLOYEE WELLBEING: ANNUAL UPDATE 2019/20 (COUNCIL-WIDE)

A report was submitted by the Strategic Lead – People & Technology providing a detailed analysis on Council-wide employee wellbeing and attendance for the period 1 April 2019 to 31 March 2020.

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

(1)   to note the decrease in Council-wide sickness absence of 3147 full time equivalent (FTE) days lost compared to the same period the previous year;

(2)   to note that work-related stress had decreased by 2% and musculo- skeletal injuries have decreased by 3% compared to the previous year;

(3)   to note that a number of services had been restructured in Quarter 1, 2019 and so any historical comparisons should be considered as indicative and not an absolute figure; and

(4)   to note that the Head of People and Change would respond in the near future to UNISON in relation to their concern at the speed of communication within the Health & Social Care Partnership.

TRADES UNIONS ISSUES

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

Councillor McColl, Chair, invited the Trades Unions representatives to raise any matters but none took the opportunity to do so.

PROGRAMME OF FUTURE MEETINGS

The undernoted dates and times for future meetings of the Joint Consultative Forum were agreed, it being noted:-

(1)   that at its meeting on 24 June 2020, Council had agreed that once meetings were no long required to be held remotely they would be held in 16 Church Street, Dumbarton to allow adequate social distancing to be observed; and

(2)   that the alternating of meeting venues between Dumbarton and Clydebank would be reintroduced as and when social distancing rules were relaxed.

- Thursday, 3 December 2020 at 2.00 p.m. in Clydebank
- Thursday, 11 March 2021 at 2.00 p.m. in Dumbarton
- Thursday, 10 June 2021 at 2.00 p.m. in Clydebank
- Thursday, 16 September 2021 at 2.00 p.m. in Dumbarton

The meeting closed at 2.55 p.m.

WEST DUNBARTONSHIRE COUNCIL

Report by Strategic Lead – Malcolm Bennie

Corporate Services Committee 11 November 2020

Subject: **Communications, Culture, Communities and Facilities Delivery Plan 2019/20 year end progress report and 2020/21 Delivery plan**

1   Purpose

1.1   This report provides members with the final position against the 2019/20 Delivery Plan as agreed at Committee on 22 May 2019 and presents the 2020/21 Delivery Plan.

2   Recommendations

2.1   It is recommended that Committee:
- Notes progress made on the delivery of the 2019/20 plan; and
- Notes the 2020/21 Delivery plan

3   Background

3.1   In line with the Strategic Planning & Performance Framework each Strategic Lead has developed an annual delivery plan for 2020/21. The plan sets out actions to address key priority areas and issues identified through the service planning process as well as actions to deliver the Council's strategic objectives. It also provides an overview of services and resources, including employees and budgets, and considers relevant risks.

3.2   Delivery Plans are traditionally shared through relevant service committees in the Spring (May/June) with a mid-year progress report presented in winter (November). However, as a result of the COVID-19 pandemic, work to finalise Delivery Plans for reporting in May was paused. This reflected the need to focus on the immediate resilience response for our communities. It also gave Strategic Leads the time to analyse the COVID-19 impact and the likely recovery position for the remainder of the 2020/21 year, and factor this in to drafted delivery plans.

4   Main Issues

2019/20 Year-end Performance

4.1   Progress towards delivery of the plan is monitored monthly through the management team of the service and also scrutinised on a quarterly basis through the strategic leadership performance monitoring and review meetings. A mid-year progress report on actions was presented to committee in November 2019.

4.2 The Delivery Plan for 2019/20 was supported by an action plan of activities to be delivered over the year. Appendix 1 details the progress on delivery of this action plan. Fifteen of the twenty actions have been completed in year as planned.

4.3 The remaining five actions have not been completed as planned, this is a result of the impact of COVID-19 and the reprioritisation of essential work and the reliance upon third party activity, work will therefore continue in 2020/21to progress these to a completed status:

- Successfully deliver the £421k capital investment across the branch network and finalise the branding improvements at all branches; 50% complete – consolidation of milestones from a few actions from the 2019/20 action plan will result in four milestones remain incomplete under this workstream; work will continue in this area in 2020/21.

- Successfully lead the delivery of phase two of the redevelopment of Clydebank Library (internal fit out); 60% complete – work will continue in this area in 2020/21.

- Deliver the employee training and engagement programme funded by SLIC; 33% complete - consolidation of milestones from a few actions from the 2019/20 action plan will result in five milestones remain incomplete under this workstream; work will continue in this area in 2020/21.

- Ensure that a culture of continuous improvement is embedded across Libraries and Cultural Services. Participating in national improvement schemes and achieving national recognised standards; 75% complete- work will continue in this area in 2020/21.

- Develop digital improvements through self-service machines, direct delivery of books, improved and secure public wifi, and an increased online library offer; 91% complete. This action has since been completed during early 2020.

4.4 Appendix 1 also details the progress made on the linked performance indicators and shows that significant progress has been made over the year. Of the sixteen performance indicators nine exceeded the annual target, four narrowly missed target and one failed to reach target, on the remaining 2 performance indicators data is not available until later this year.

4.5 Although target has not been met for all, significant progress has been made from previous performance with many indicators showing improved performance in the short or long term.

Complaints 2019/20 year end & 2020/21 mid year

4.6 A key focus in the development of delivery plans is ensuring that

feedback from stakeholders informs learning and improvement. One of the key sources of robust feedback is complaints data.

4.7 Between 1 April 2019 and 31 March 2020, CCCF received a total of 33 complaints, all at Stage 1 of which, 31 complaints were closed.

4.8 Of the 31complaints closed at Stage 1, 27 (87%) met the 5 working days target with an average of 3 working days, to resolve all complaints closed at Stage 1.

4.9 Of the complaints closed at Stage 1, 15 were upheld. These are shown in Tables 1 and 2 below by service area and by complaint category.

4.10 Between 1 April 2020 and 30 September 2020, CCCF received a total of 13 complaints, 12 of which were at Stage 1 and 1 at Stage 2, all complaints were closed within this period.

4.11 Of the 12 complaints closed at Stage 1, 8 (67%) met the 5 working days target with an average of 5 working days, to resolve all complaints closed at Stage 1.

4.12 Of the complaints closed at Stage 1, 6 were upheld. These are shown in Tables 1 and 2 below by service area and by complaint category:

Table 1:

Service Area	1 April 2019- 31 March 2020			1 April 2020 - 30 Sept 2020		
	Total Received	Total closed Stage 1	Upheld Stage 1	Total Received	Total closed Stage 1	Upheld Stage 1
Contact Centre	6	6	4	4	4	2
Customer Relations	1	1	1			
One Stop Shops	2	2	1			
Scottish Welfare Fund	4	4		9	7	3
Libraries & Cultural Services	11	9	9			1
Facilities Management	9	9				
Total	**33**	**31**	**15**	**13**	**12**	**6**

Table 2:

Complaint Category	1 April 2019- 31 March 2020		1 April 2020 - 30 Sept 2020	
	Total Received	Upheld Stage 1	Total received	Upheld Stage 1
Citizen expectation not met - quality of service	13	7	2	2
Citizen expectation not met-- Timescales			1	

Council policy – level of service provision	9			
Council policy – charges	1			
Employee behaviour	7	6	10	4
Error in Service Delivery	3	2		
Total	**33**	**15**	**13**	**6**

4.13 Each service area also developed a suite of quality standards, which set out the level of service that users and stakeholders can expect to receive, and remind both the organisation and employees of the challenges and obligations they face in delivering best value services. Performance against these standards is set out at Appendix 2.

Delivery Plan 2020/21

4.14 The CCCF Delivery Plan for 2020/21 is attached to this report as appendix 3 and includes a detailed action plan for delivery as well as a workforce plan. The Plan reflects the immediate and longer term impact that COVID-19 will have on service delivery.

4.15 The delivery plan 2020/21 for CCCF reflects those action and priority areas which will be delivered over the remainder of the year. Key areas include: Library Investment; Digital Transformation; Local Governance Review; Self Evaluation Programme; Partnership working; Early years legislation; and Citizen Services Staffing Structures.

4.16 Progress against the action plan will be monitored monthly by the management team and scrutinised through quarterly performance updates to the Performance Monitoring & Review Group. Year-end performance will be reported to committee in Spring 2021.

Workforce Planning

4.17 The Delivery Plan includes an annual workforce plan, which details the key workforce issues which will or may arise over the year and the actions planned to address these in order to fully support delivery of the plan.

4.18 These workforce issues are anticipated to have implications in terms of organisational change, resource planning, resource profiling, skills mix, training and development and restructuring. The workforce plan sits within the appendices of the 2020/21 Delivery Plan.

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 CCCF 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. The Plans were also noted by all senior officers at the Performance and Monitoring Review Group meeting. This report and appendices have also been consulted on with Finance, Legal and Procurement Services.

10   **Strategic Assessment**

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

Strategic Lead: **Malcolm Bennie**
Service Area: **CCCF**
Date: **8 October 2020**
_____

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

Appendices: Appendix 1: CCCF Delivery Plan 2019/20 - Year End
                Progress
                Appendix 2: Quality Standards - 2019/20 Performance
                Appendix 3: CCCF Delivery Plan 2020/21

Background Papers: None

Wards Affected: All

West
Dunbartonshire
C O U N C I L

(P) A strong local economy and improved job opportunities	

(Ob) Increased skills for life & learning	

Action	Status	Progress	Due Date	Comments	Managed By
Deliver digital skills training to front line staff where required.	✅	100%	31-Mar-2020	Frontline Reader Development training has commenced across the Library Assistants team. The impact of Covid-19 has meant that we have not reached the target of 90% completion by the original ambitious deadline however training will continue in this area throughout 20/21.	Stephen Daly
Consider a trial of Amazon Alexa & Kindle devices for housebound/mobile library users, and develop a new strategy for computer use in our library branches.	✅	100%	31-Mar-2020	A new profile for PC use - including improved hardware and peripherals - is now in place across the library network. Some technical difficulties in terms of suitable devices and loan periods impacted on the proposed trial of mobile devices however this work will continue to be explored 20/21.	Stephen Daly

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

Ob	A committed and skilled workforce

Action	Status	Progress	Due Date	Comments	Managed By
Deliver the employee training and engagement programme funded by SLIC	🔴	33%	31-Mar-2020	Due to the One Stop Shop merger with Library services, some actions of the SLIC funded training and development programme have been postponed. The final adoption of the Customer Service Charter will now be completed following the successful merge of the two posts, with a renewed joint vision for Customer Service supported by the provision of training, an agreed set of standards and 100% completion of the Frontline Reader Development training programme.	Stephen Daly
Ensure that a culture of continuous improvement is embedded across Libraries and Cultural Services. Participating in national improvement schemes and achieving national recognised standards.	🔴	75%	31-Mar-2020	Due to the ongoing Library Service Review 2020 and the availability of peer assessors, HGIOPLS QI5 will now be completed by mid 2020. A further HGIOPLS Quality Indicator will also be undertaken in 20/21.	Stephen Daly
Carry out biennial council wide employee survey and develop improvement plan based on survey	✅	100%	31-Mar-2020	Employee Engagement 2019 delivered successfully across all staff groups. Analysis carried out and results currently being	Amanda Coulthard

Action	Status	Progress	Due Date	Comments	Managed By
results				cascaded.	
Successfully lead the 'Future Leaders' programme to develop promising employees to the next level of the organisation.	✅	100%	31-Mar-2020	This action is now complete as planned. Activity will continue into 2020/21 as this is an on-going leadership programme.	Malcolm Bennie

Ob	A continuously improving Council delivering best value
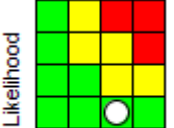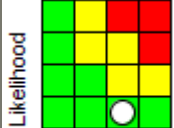
Action	Status	Progress	Due Date	Comments	Managed By
Review and relaunch customer service training to all council staff	✅	100%	31-Mar-2020	Engaged with OD and will provide assistance to review and update existing training. Citizen Services carried out a review of existing training and identified gaps for new training to be developed. Training materials have been updated and will be made available to OD as part of programme for wider organisational training.	Stephen Daly
Ensure robust data and analysis is available to support decision making across all services	✅	100%	31-Mar-2020	Data and business intelligence being used to support service redesign projects across the organisation.	Amanda Coulthard
Contribute to the review and development of measures for Census 2021	✅	100%	31-Mar-2020	WDC fully involved in development and preparation for Census 21, including involvement in testing.	Amanda Coulthard
Review and embed frameworks which support continuous improvement and best value across	✅	100%	31-Mar-2020	Self-evaluation framework under review to inform updates to the model. All services subject to this framework have participated in	Amanda Coulthard

Action	Status	Progress	Due Date	Comments	Managed By
the organisation				phase 1 and will be revisited using the revised model for phase 2.	

Performance Indicator	Status	2019/20				Notes	Managed By
		Value	Target	Long Trend	Short Trend		
Percentage of CCCF employees who agree or strongly agree that in general, my morale at work is good	✅	81%	70%	⬆	⬆	Target has been exceeded and shows continual progress in both the short and long term trend.	Malcolm Bennie
Percentage of Council employees who agree or strongly agree that the Council recognises and values the work that they do	✅	65%	62%	⬆	⬆	Target has been exceeded and shows continual progress in both the short and long term trend.	Amanda Coulthard
% of Local Government Benchmarking Framework performance indicators prioritised by the council that have improved locally	🛑	33.3%	60%	⬇	⬇	Unfortunately the target was not achieved for 2019/20. All prioritised PIs are reflected in relevant delivery plans and actions are being taken to improve performance.	Amanda Coulthard
Percentage of Council employees who agree or strongly agree that in general, my morale at work is good	✅	78%	75%	⬆	⬆	Target has been exceeded and shows continual progress in both the short and long term trend.	Amanda Coulthard

Ⓟ	Meaningful engagement with active, empowered and informed citizens who feel safe and engaged

Ob	Fully consulted and involved citizens who are able to make full use of the Community Empowerment Act

Action	Status	Progress	Due Date	Comments	Managed By
Support Community Planning West Dunbartonshire to further develop locality planning and involvement in line with the Community Empowerment Act	✅	100%	31-Mar-2020	Good progress made in self-evaluation activity and development of the CPWD improvement plan.	Amanda Coulthard
Ensure the organisation is able to respond to and fully implement recommendations from the ongoing Local Governance Review	✅	100%	31-Mar-2020	Performance & strategy team maintain input to LGR programme. This will be maintained as the national implementation plan is further developed and cascaded.	Amanda Coulthard

Risk	Current Risk Matrix	Target Risk Matrix	Latest Note	Assigned To
The Council fails to engage adequately with partnership bodies			As per previous assessment, this risk is unlikely as a result of the significant range of partnership arrangements in place	Amanda Coulthard

Ob	Strong and active communities

Performance Indicator	Status	2019/20				Notes	Managed By
		Value	Target	Long Trend	Short Trend		
Number of library visits (in person) per 1,000 population	⚠️	3,214.57	3,556.14	⬇️	⬇️	Target carried into 20/21 due to Covid uncertainty	Stephen Daly
No of visits to libraries (virtual	✅	2,631	2,450.	▬	▬	Continued improvements have led to	Stephen

Performance Indicator	Status	2019/20				Notes	Managed By
		Value	Target	Long Trend	Short Trend		
visits) per 1,000 population		.57	35			a revised and ambitious target.	Daly
% of residents who feel the Council communicates well with them	⚠	63%	73%	⬇	⬆	Performance has improved on previous year, however it is still adrift of target. We will continue to work to improve the position.	Amanda Coulthard
Residents satisfaction with Council services overall	✅	87%	80%	⬆	⬆	While there has been some variation in year, annual resident satisfaction remains positive and has exceeded target for 2019/20 and improved significantly from the previous year.	Amanda Coulthard

Action	Status	Progress	Due Date	Comments	Managed By
Successfully lead the delivery of phase two of the redevelopment of Clydebank Library (internal fit out)	🛑	60%	31-Mar-2020	A preferred internal furniture layout was selected with input from frontline staff and details passed to the relevant department to progress. Final installation is now contingent upon the remedial works urgently required at Clydebank Library. Once there is a resolution to the building issues, it is fully expected that Phase 2 will quickly follow. This will be progressed in 20/21 as part of the overall library upgrade works.	Stephen Daly
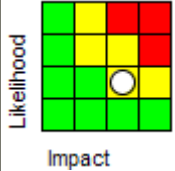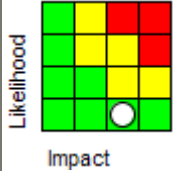
Ⓟ Open, accountable and accessible local government	
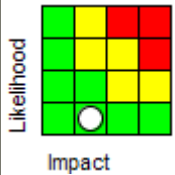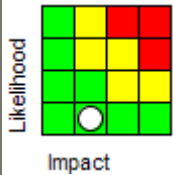
	Ob	Equity of access for all residents

Performance Indicator	Status	2019/20				Notes	Managed By
		Value	Target	Long Trend	Short Trend		
Percentage of citizens who are satisfied with the Council website	✅	90%	90%	⬆	➖	Satisfaction with the council website remains high and shows continued progress in the long term trend.	Stephen Daly
Percentage of complaints received by the Council that are resolved at Stage 1	✅	92%	89%	⬆	⬆	Target has been exceeded and shows continual progress in both the short and long term trend.	Stephen Daly
No. of transactions undertaken online	✅	41,929	37,017	⬆	⬆	Work continues to improve and develop online transaction and performance has as a result increased year on year and has exceeded the 2019/20 annual target.	Stephen Daly
% of adults satisfied with libraries	Not yet available	Not yet available	88%	➖	➖	This indicator is reported through LGBF with the 2019/20 figure due later in the year.	Stephen Daly
Cost per library visit	Not yet available	Not yet available	£2.08	➖	➖	This indicator is reported through LGBF with the 2019/20 figure due later in the year.	Stephen Daly

Action	Status	Progress	Due Date	Comments	Managed By
Develop digital improvements in the Contact Centre, Housing Repairs, Website and Welfare Fund	✅	100%	31-Mar-2020	Progress is being made, all the additional functionality has been added to the website (updated search engine, carousel, webchat, automated bot). The work to move the websites to the cloud is almost complete and the webteam are working with WDL to improve their pages. We are continuing to introduce service champions to liaise with service partners to develop relationships. A working group is being established across Citizen Services to maintain focus on actions from self-evaluation.	Stephen Daly
Consider staff roles and the locations where we meet our Residents for face to face interactions following the successful integration of Alexandria One Stop Shop and Alexandria Library.	✅	100%	31-Mar-2020	This action has been completed and initial discussions have been held with managers for services delivered from the CTCO. The proposal has been approved at Committee. Further work will continue in this area to meet demands of new working environment in line with Covid-19 guidance.	Stephen Daly
Develop digital improvements through self-service machines, direct delivery of books, improved and secure public wifi, and an increased online library offer	🛑	91%	31-Mar-2020	At the of March 2020 there were some minor adjustments that remained - in particular the roll out of public wifi. Since then this action has been completed and we now have a full suite of EDIFACT reports in place with all main library suppliers, including Bibliographic Data Services. Direct delivery of books to appropriate locations minimising waiting times and duplicate journeys is also in place as a	Stephen Daly

Action	Status	Progress	Due Date	Comments	Managed By
				result. Our online offer continues to grow considerably.	
Successfully deliver the £421k capital investment across the branch network and finalise the branding improvements at all branches.	🔴	50%	31-Mar-2020	Self-service machines are in place across the library network, with a roll-out of RFID technology enhancing this offer. The remaining capital investment was paused after a better and improved approach to fit out of libraries was identified. This work is now being progressed with Procurement and will run into 2021/22. In addition a preferred schedule of repair and painting works has been passed to the relevant department for the development of an agreed action plan.	Stephen Daly
Further develop and review the online model for Citizens Panel to ensure best value	✅	100%	31-Mar-2020	Desktop review of operational use of panel data undertaken and further recruitment exercise of members carried out. Further work planned for the remainder of 2020/21 to enhance this online engagement model.	Amanda Coulthard

Risk	Current Risk Matrix	Target Risk Matrix	Latest Note	Assigned To
Failure to effectively manage and learn from complaints	Likelihood / Impact	Likelihood / Impact	Risk reconsidered as part of the yearly planning process. No change to perception of risk. Potential impact greater than likelihood.	Stephen Daly

Risk	Current Risk Matrix	Target Risk Matrix	Latest Note	Assigned To
Citizens and Communities. The risk is that the Council does not establish or maintain positive communications with local residents and the communities it represents			Risk assessed, no change.	Amanda Coulthard; Amanda Graham

(P)	Supported individuals, families and carers living independently and with dignity

(Ob)	improved wellbeing

Performance Indicator	2019/20					Notes	Managed By
	Status	Value	Target	Long Trend	Short Trend		
% of older (65+) residents who have access to the internet in some form (home, phone, libraries, OSS etc)	✅	62%	60%	⬇	⬆	Target has been exceeded and shows continual progress in the short term trend.	Stephen Daly
Percentage of Primary School pupils present and registered who took free meals (Table 8 Scottish Gov Figs)	⚠️	65%	74%	▬	▬	New nutritional guidance which is due to be introduced soon, led to a change in some of our menus that removed popular traditional dishes. We are working hard to develop new recipes which make the new menu as attractive as possible. Post Covid-19 we also plan	Lynda Dinnie

Performance Indicator	2019/20					Notes	Managed By
	Status	Value	Target	Long Trend	Short Trend		
						to run parent and pupil events in the school to increase awareness of the food available.	
Percentage of Secondary School pupils present and registered who took free meals (Table 14 Scottish Gov figs)	⚠️	70%	78%	▬	▬	New nutritional guidance which is due to be introduced soon, led to a change in some of our menus that removed popular traditional dishes. We are working hard to develop new recipes which make the new menu as attractive as possible. Post Covid-19 we also plan to run parent and pupil events in the school to increase awareness of the food available.	Lynda Dinnie

Action	Status	Progress	Due Date	Comments	Managed By
Review the implications of new school meals legislation for WDC and identify any specific actions in response	✅	100%	31-Mar-2020	Proposed changes following consultation have been released however full details regarding timescales for implementation and full detail of the proposed changes are still awaited. CoSLA plans to raise a number of issues with SG including concern around additional costs. It is likely that final confirmed changes will not be released in full until Spring 2020. Specific actions for WDC cannot be confirmed until full confirmation is received on new legislation.	Lynda Dinnie
Continue to support the roll out of the Early Years expansion	✅	100%	31-Mar-2020	Facilities Management has worked closely with Early Years colleagues to ensure that relevant	Lynda Dinnie

Action	Status	Progress	Due Date	Comments	Managed By
programme				staffing is in place for opening of each new/upgraded premise. FM has also been working with Education colleagues and Asset Management colleagues in the development of new and upgraded kitchen facilities in Early Years premises to support the preparation and delivery of meals and snacks.	

Appendix 2: CCCF Delivery plan 2019/20 year end progress report - Quality Standards

Action	2019/20			Latest Note	Managed By
	Status	Value	Target		
% of ECF requests received within 3 working days as a proportion of all requests	✅	100%	100%	Target met representing continued performance in this area.	Amanda Coulthard
% of EIA requests responded to within 3 working days as a proportion of all requests received.	✅	100%	100%	Whilst requests for assistance have been met within target timescales, it is important to emphasise that such processes must start as soon as policy begin development. This requirement is being reemphasised in training but must also be supported by the Council's general approach to policy development. To aid this and other continuous improvements we plan to facilitate a performance and policy forum within the Council during 2020/2021	Amanda Coulthard
% of new CP members received and responded to within 3 working days as a proportion of new CP members.	✅	100%	100%	Target met representing continued performance in this area.	Amanda Coulthard
% of pupil medical dietary requests met	✅	100%	100%	Target met - medical requests are considered individually and special diets are prepared to meet each pupil's requirements. Records are kept of such requests along with documentary	Lynda Dinnie

Action	2019/20			Latest Note	Managed By
	Status	Value	Target		
				medical evidence.	
% of library requests responded within 5 days as a proportion of requests received	🔴	40%	50%	This was a new Quality Standard for 19/20 which will now set a benchmark for improvement.	Stephen Daly
% of library requests responded within 10 days as a proportion of requests received	🔺	30%	33%	This was a new Quality Standard for 19/20 which will now set a benchmark for improvement.	Stephen Daly
% of stage 1 complaints responded to within 5 working days.	🔴	60.67%	100%	Complaint response times during 2019/20 have been negatively impacted by an increase in the average working days for a Stage 1 response to 9 days. This compares with an average of 4 working days for 2018/19. Q4 2019/20 brought an unexpected increase in the number of complaints received by the Council and reduced performance to 44% completed in timescale. Full adoption of the new Complaints Handling Procedures from April 2021 has provided an opportunity to remind services of the importance of complaints to improve WDC reputation and inform service improvements.	Stephen Daly
% of telephone calls answered within 2 minute as a proportion of all calls answered.	🔴	68%	90%	Whilst target has not been met this shows an improvement from the previous year. Due to system upgrade this figure accounts for 8 months of data.	Stephen Daly

2020–21 DELIVERY PLAN

COMMUNICATIONS, CULTURE, COMMUNITIES & FACILITIES

West Dunbartonshire COUNCIL

Index

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1.   Overview & Profile

Overview

The Communications, Culture, Communities and Facilities (CCCF) Service has a great opportunity to make a difference every day, and improve the lives of the residents of West Dunbartonshire.

During 2020/21 we will continue to deliver excellent services to our citizens which fully respond to the demands of our communities.

We will support our Council-wide services to be the best they can by providing robust, reliable performance analysis that underpins continuous improvement.

We will deliver high-quality library, art and heritage services which enhance our communities and allow our residents to explore, interact, learn and imagine.

We will deliver first-class communications which inform, educate and empower our residents, and provide strategic communications support which enhances the reputation and raises the profile of the organisation.

We will provide healthy, nutritional meals to school and nursery pupils and deliver a range of ancillary services within these and other Council premises.

We will also operate professionally-run Council Offices, and establish the Clydebank Town Hall as a premier events and conferencing venue (once the Covid-19 pandemic is over).

Our CCCF Purpose:

- To deliver modern, excellent and essential services to residents and colleagues as efficiently as possible

Our CCCF Ethos:

- Make it happen
- Make a difference

This Delivery Plan provides a review of our key achievements in 2019/20, sets out our strategic priorities for 2020/21, and highlights the key activities that will be progressed to meet those priorities.

Profile

With a net budget of £17.952M, CCCF is one of 8 strategic service areas for the Council. Brief details of each service are outlined below and a structure chart is set out at Appendix 1.

Citizen, Library and Digital Services
The Citizen and Digital Services team is responsible for frontline service delivery, responding to face-to-face requests at our One Stop Shops, telephone requests through the Contact Centre, the Council's website, and enquiries via social media. The team is also responsible for management of the Council complaints process. The team is responsible for telephone enquiries for Benefits, Council Tax and Housing Repairs. The team also provide access to the Scottish Welfare Fund for Community Care Grants and Crisis Payments. In addition the team leads the Council's website and intranet activity.

The Libraries team manages eight public libraries, five school libraries as well as a mobile and housebound library service. Libraries support lifelong learning, promote healthy living and inspire creativity through free access to information and by encouraging reading and wellbeing. Our wide portfolio of activities embrace all age ranges and include baby yoga, Storytime, computer classes, Macmillan drop-in sessions, author events and literature festivals.

Communications, Offices and Clydebank Town Hall
The team provides information on Council services to ensure residents, employees, stakeholders and media are fully informed. The team designs, plans and manages campaigns to change behaviour, improve the local area and enhance the lives of local residents, and delivers projects that save money or generate income for the Council. In addition the team protects the reputation of the organisation and leads the use of social media platforms to engage with communities and raise the profile of the Council.

The team also supports employee engagement activity through the Senior Manager Network, intranet and emails. The team supports employee recognition activity, manages Clydebank Town Hall, the Council's office buildings and leads on the delivery of corporate events and VIP visits.

Facilities Management
The Facilities Management team comprises a catering service which provides healthy and nutritional meals in line with national legislation in all Council schools and Early Years establishments. The service also includes a facilities support team and building cleaning service in schools and nurseries as well as a range of other Council premises, such as offices, depots and libraries.

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The service also has a partnership liaison role between the Council and West Dunbartonshire Leisure Trust. This includes working with the Trust on the delivery of a range of services including the Council's annual events programme.

Performance, Strategy and Culture
The Performance, Strategy and Culture team provides strategic planning and performance support to the Council. This includes providing a business partner to all Strategic Leads, leading the use of benchmarking, providing a data analysis and business intelligence support to all services, delivering strategic improvement activity, and ensuring a consistent approach in the development of strategies and plans which deliver on the objectives of the Council. The team is also responsible for strategic consultation and engagement, and the telephone survey and citizens panel activity. Responsibility for the corporate equalities agenda and supporting Community Planning West Dunbartonshire also sit within this team.

The Arts and Heritage Team operates Clydebank Gallery within Clydebank Town Hall, the Dalmuir Gallery, as well and the Clydebank and Dumbarton Heritage Centres. In the near future this portfolio will also include the Clydebank Museum in Clydebank Library, and a Heritage Centre in Alexandria Library. The team delivers an exciting and varied exhibition programme across its venues. The service also assists local residents and visitors to access the Council's local history collections in order to trace their family history, or in support of other research. Behind the scenes, the team also manages and cares for the Council's heritage collections and archive, The team also lead on a number of significant funding bids for projects including Glencairn House and the Clydebank Museum. And finally the team also operationally manage the Titan Crane on behalf of the Clydebank Property Company.

2.   Performance Review

The CCCF management team completed a detailed performance review of 2019/20, looking at:
- current and previous performance;
- how our performance compares with other local authorities (known as benchmarking);
- feedback from service users gathered through our Citizen Panel survey, monthly telephone surveys, internal surveys, and complaints; and
- self-evaluations

During 2019/20 CCCF delivered a range of key achievements on behalf of the Council. In a challenging environment this service area has led exemplar statutory and strategic services within West Dunbartonshire; the following section contains some of the more notable achievements as well as a number of performance challenges to be addressed in 2020/21.

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Key Achievements 2019/20

Citizen, Libraries and Digital Services
- Upgraded the Housing Repairs and Maintenance telephone platform to allow tenants to queue for assistance for the first time;
- Introduced Webchat functionality to offer residents another way of engaging with the Council in a quick and convenient way
- Scottish Public Service Ombudsman's office credited the improved decision making in Welfare Fund;
- Secured approval for an innovative new model of combined One Stop Shop and library provision in all 8 branch libraries;
- Increased website traffic and the number of online transactions ahead of target
- Improved complaint resolution times
- Installed the new branding improvements to all library branches to enhance the environment for residents;
- Implemented self-service technology across the library network; and

Communications, Offices & Town Hall
- Secured national media coverage for a range of Council activities;
- Successfully introduced an in-house bar and venue dressing service at Clydebank Town Hall to generate additional income for the Council;
- Increased social media audience to 38% of population of West Dunbartonshire;
- Secured £45k of additional income for the Council by proactively selling commercial waste services; and
- Successfully delivered and secured sponsorship to support both Provost Civic and Employee Recognition Awards.

Facilities Management
- Supported Education colleagues in delivering expansion of Early Years provision, through development of revised staffing models and working arrangements along with a review of operational kitchen requirements.
- Reviewed nutritional requirements for school food and worked with national suppliers to identify areas for product development in line with new legislation.
- Successfully introduced Vegan menus as an option for pupils and parents to sign up to.

Performance, Strategy and Culture
- Used business intelligence to assist service improvements in a range of areas such as libraries and telephone contact centre;
- Supported successful delivery of the Best Value Assurance Improvement Plan;
- Developed partnerships with West College Scotland and Inverclyde Council to provide services that generated income for the Council;

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- Successfully hosted the nationally recognised Arctic Witness exhibition in Clydebank Town Hall;
- Secured approval for a new £600k museum in Clydebank Library, progressed and refined the plans for the £330k Alexandria Heritage Centre, and secured approval to scope out an expanded Dalmuir Gallery; and
- Secured first stage approval for the aspirational project to develop Glencairn House.

Challenges

Absence
The addition of around 600 employees from Facilities Management under CCCF in 2019/20 means that comparisons on absence with previous years are not meaningful. While absence levels were lower than the Council average, they were still higher than the public sector average. This could partly be explained by the high-number of frontline workers within CCCF and the fact that absence amongst frontline workers is typically higher than back-office functions. Analysis of the figures highlighted that 80% of the absence was long-term (over four weeks) and related to a small number of individual cases, rather than a general issue experienced by the wider workforce. Reviewing these cases in more detail identified that many of these were the result of serious health issues or issues with personal stress unrelated to work.

Resilience/ capacity
In Communications, Offices & Town Hall there were once again a number of staffing issues linked to the operation of the Town Hall and Church Street buildings. These led to some challenges in delivering the core functions, and some disruptions to service delivery. It also led to pressure on other areas of the team as individual employees temporarily filled gaps in key operational roles. The services, in particular communications, is experiences ongoing challenges due to the continuing impact of Covid-19.

Library investment
During 2019/20, progress was made with capital investment spend, including a full roll-out of self-service technology across the entire library network, and input into the internal refurbishment of Clydebank Library. However, in order to maximise impact of the capital investment across the wider library network, a revised and delayed spending plan was agreed in conjunction with colleagues from Procurement. This will now be continued into 2020/21.

Cultural & Heritage
The Arts & Heritage team assumed responsibility for management of the Titan Crane during 2019/20, as a key heritage asset for West Dunbartonshire. Titan Crane is currently closed to the public as a visitor attraction as it is situated on the Queens Quay site which is undergoing significant development. This has posed challenges for management of the Crane due to access challenges.

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Additionally, investment and development is planned for Clydebank Town Hall. While this investment is welcome and will provide an attractive and dynamic gallery space, it has been challenging to plan for, and deliver, an arts exhibition programme during the planning period for this redevelopment.

Work to develop both the Titan Crane reopening plan and cultural programme for Arts & Heritage has also been impacted by the closure of non-essential services in response to the COVID-19 pandemic. This is likely to impact over the remainder of the 2020-21 delivery plan also.

Capital investment

Across CCCF there were several challenges with regards to capital investment in key operational buildings. The Clydebank Library project faced delays caused by unexpected water leaks, the Alexandria Library Heritage Centre project had to be rescheduled into 2020/21, and work to upgrade the roof and stonework at Clydebank Town Hall took longer than anticipated to commence with the expectation for contractors to be on site in early spring impacted by Covid-19.

Benchmarking

All 32 councils in Scotland measure a common set of performance indicators called the Local Government Benchmarking Framework (LGBF). It comprises service delivery, cost, and customer satisfaction indicators covering all major council service areas, including education, housing, social work, and leisure.

Using the same indicators across all councils allows us to compare our performance so that we can identify best practice, learn from each other, and improve what we do.

CCCF assumes organisational responsibility for four of the LGBF performance indicators. The most recent comparative data for all councils was published in January 2020 and relates to the period 2018/19:

The latest results for 2018/19 show:
- West Dunbartonshire libraries ranked third highest in Scotland for satisfaction with libraries with a satisfaction rate of 86.4% significantly above the Scottish average of 72%. This also represents continued growth in satisfaction since 2012;
- West Dunbartonshire Museums ranked eighth highest in Scotland for satisfaction with a satisfaction rate of 76.2% significantly above the Scottish average of 69%. This also represents continued growth in satisfaction since 2012.
- West Dunbartonshire has ranked seventh highest in Scotland for spending costs for Museum visits and reduced overall cost per visit by £1.43; and
- Costs per library visit have not made any progress over the period both in terms of ranked position and reduction in overall cost; it is anticipated that this position will change over the coming year.

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The LGBF indicators for CCCF are set out below.

	2018/19	Rank 18/19	2017/18	Rank 17/18	Scotland 2018/19	Change in rank
Cost per Library visit	£3.58	23	£3.56	23	£2.05	↔
Cost per museum visit	£1.90	7	£3.33	12	£3.48	↑
Adults satisfied with Libraries	86.37%	3	85.67%	4	72.37%	↑
Adults satisfied with Museums and Galleries	76.23%	8	74.67%	9	69.30%	↑

Service User Feedback

Complaints
It is important when developing the delivery plans that we capture learning from the range of mechanisms that provide feedback on our services. Central to this approach is ensuring we capture learning and make improvements to service delivery based on information from complaints.

Between 1 April and 31 March 2020, the Communications, Culture, Communities and Facilities service area received a total of 33 complaints, all were Stage 1 complaints. During the same period, 31 complaints were closed at Stage 1. 27 of the complaints closed at Stage 1 met the 5 working day target for resolving complaints. Of the complaints closed at Stage 1, 15 were upheld.

The complaints received were categorised as follows:
- Citizen expectation not met (quality of service) – 13 complaints, 7 upheld;
- Council policy (charges) - 1 complaint,
- Council policy (level of service provision) - 9 complaints;
- Employee behaviour - 7 complaints, 6 upheld; and
- Error in service delivery – 3 complaints, 2 upheld.

Service satisfaction results
Satisfaction surveys were carried out in 2019/20 with internal partners across a number of support services within CCCF to help measure and improve the support and delivery of the service. The results were positive and showed:

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	Performance & Strategy	Citizens & Digital Services	Corporate Communications
Satisfaction with the service overall	89%	82%	89%
Satisfaction with subject knowledge of team members	89%	80%	89%
Satisfaction with the teams understanding of support requirements	88%	90%	95%
Satisfaction with the time taken to respond to requests	93%	80%	89%
Found the team to be helpful	85%	78%	86%
Recommend the service to others	91%	90%	84%

Residents' Telephone Survey

A telephone survey of 1200 residents is carried out every year to gauge satisfaction levels with a range of Council services. Within Communication, Culture and Communities, we evaluate: libraries; customer service; information available on services and the Council website. Overall the results were positive and showed:

- Four of the seven indicators recorded improvements from the previous year, whilst two showed a slight decline; one indicator (Museums is a new indicator for 2019).
- All indicators returned satisfaction levels of 80% or above; with two showing above 90%
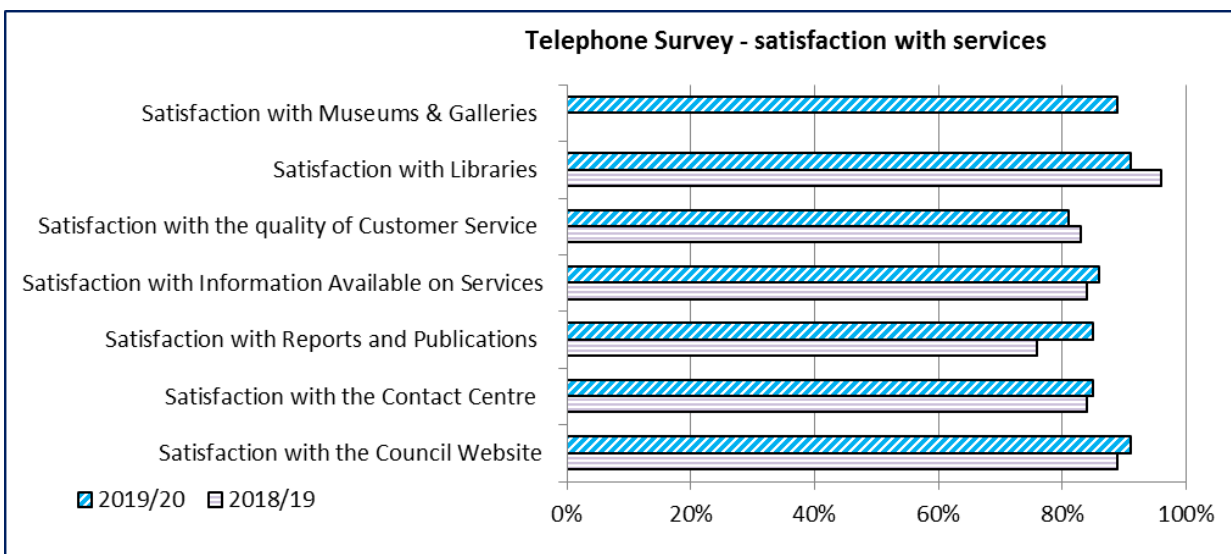
We will continue to review complaints and satisfaction on a regular basis to identify and address any issues that emerge.

Clydebank Town Hall

The Town Hall team collates feedback received from events. Over the six month period from July 1 to December 31, 2019, 24 weddings took place at the venue. Of these, 20 couples provided feedback regarding their experience at the Town Hall, and this was all positive.

Cultural services

Visitor Feedback Questionnaires are available for all exhibitions at Clydebank Museum and Art Gallery. During 2019/20 feedback was gathered for the *Antarctic Witness* and *A Snapshot of Scottish Art* exhibitions. Over 100% of the feedback received considered the exhibition and/or heritage offer at Clydebank Museum and Art Gallery to be 'excellent'. Additional feedback identified, in particular, the knowledge and helpfulness of staff as being a key factor in enhancing their visitor experience.

During 2019/20 views were sought from West Dunbartonshire's citizens on the potential to further develop the Arts and Heritage offer in the area, including through improvements to the gallery space within Dalmuir Library and the potential to redevelop Glencairn House in Dumbarton as a combined museum and library facility. Responses from citizens were overwhelmingly positive in response to both proposals, with appreciation expressed for current activity alongside a desire to see West Dunbartonshire's rich heritage further celebrated. Feedback received through this process, and by other means, will continue to be used by officers to inform project development and future exhibition planning.

A review has been undertaken of the Arts and Heritage webpages and a more streamlined approach to sharing visitor information and collections information will be introduced in 2020/21. This will ensure that virtual visitors are counted in line with sector guidance and best practice, and will improve the overall accessibility of information available via the Arts and Heritage webpages. A new process for submitting collections-based enquiries will be introduced via an on-line, electronic form. This will enable Arts and Heritage officers to better manage response times, and ensure accurate recording of enquiries.

Continuous Improvement

Self-evaluation

In 2016 the Council agreed a three-year self-evaluation programme using the West Dunbartonshire Self-Evaluation Framework. This framework utilises a checklist approach, implemented through an online survey. Over the three-year programme, all Council services that are not subject to an external evaluation will undertake self-evaluation.

Within the Communications, Culture, Communities & Facilities service area; nine services were identified as eligible for a self-evaluation. To date all services have undertaken a self evaluation and have implemented improvement action plans.

Employee Survey

47% of Communications, Culture, Communities and Facilities employees completed the 2019 Employee Survey; with overall results published in November 2019. Comprising nineteen statements covering 'My Role', 'My Service', and Communication & Consultation, the results highlighted the following positive feedback across CCCF as a whole:

- Overall fifteen indicators recorded improvements from the previous survey with eight recording an improvement of more than 10 percentage points (pp).
- Statements receiving a score of 70% or more increased from 4 in 2017 to 10 in 2019;
- Twelve of the statements received a score higher than the council average; and
- The chart below highlights the most significant changes that have taken place over the last 2 years as a result of targeted action.

Employee survey results - CCCF (2017-2019 comparison)

Statement	
There is regular communication and updates on proposed changes in my...	
communication within my service is timely	
Overall my team is well managed	
I am asked about my views as an employee when change directly...	
I feel informed about what is happening across the council	
I have regular Be The Best conversations with my manager	

2019 2017   0%   50%   100%

The management team have reviewed the results for the CCCF strategic area as a whole, their individual service areas, and the feedback from the focus groups that took place in November 2019, and developed actions to address the key issues that have been raised.

Quality Standards

Quality standards help to define what users of our services can expect to receive, and remind both the organisation and our employees of the challenges and obligations they face in delivering best value services.

Quality standards for CCCF are set out in Appendix 3. These will be monitored and managed by the CCCF management team on a regular basis and reported annually to Corporate Services Committee.

3. Strategic Assessment

The Communications, Culture, Communities & Facilities management team completed a strategic assessment and performance review to determine the major influences on service delivery and strategic priorities going forward into 2020/21. As a result of this assessment the following factors were recognised as having a significant influence on the work of the service in 2020/21:

Key Factors

Financial Challenges

The entire public sector is facing significant financial challenges. When the 2020/21 budget was set in March 2020, the Council was predicting cumulative funding gaps in 2021/22 and 2022/23 of £6.051m and £13.067m respectively. Since last reported, the Council's likely financial projections have changed, with the projected level of available reserves held by the Council and the unknown longer term cost outcomes associated with COVID-19 both increasing the likely gaps. The long term finance strategy is due to be reported to Council in November 2020, together with a draft 3-year detailed budget position. This means that further action continues to be required to balance our budget and protect services for residents.

Given the scale of the CCCF budget there will always be a significant requirement to find efficiencies to assist the Council to bridge its overall budget gap. In 2020/21 this activity will include the transformation of the frontline OSS/Libraries service, a review of libraries management, exploring partnership working with other local authorities, undertaking a restructure of the Town Hall service, and overseeing a number of activities within the West Dunbartonshire Leisure Trust. It was hoped that the savings identified as part of the latest budget review process would fund most of the savings required from CCCF for the coming three years. Unfortunately the Covid-19 pandemic has had a significant impact on Council finances and further CCCF savings are now likely .

Clydebank Town Hall redevelopment project and future approach

In November 2019 the Cultural Committee approved a spend of £1.4m on improving the Clydebank Town Hall. This project was expected to be tendered during 2020/21 with an anticipation work could begin during the financial year. Due to the impact of Covid-19 these timescales are unlikely to be met. Currently the Town Hall remains closed with current Covid -19 restrictions preventing any indoor mass gatherings likely to be in place for some time to come. The closure of the Town Hall since March 2020 has had a significant impact on income with all scheduled events up to the end of December 2020 cancelled. In turn the closure has also hindered the ability to secure future bookings. Significant management capacity will go in to delivery of the building project, and also into effectively marketing the venue to attract new wedding and event bookings once restrictions are lifted.

Glencairn House

In September 2019 the IRED Committee gave approval for the major transformation of Glencairn House into a new library and museum for Dumbarton. Key to this project proceeding is a successful bid for external funding of around £2m. Significant effort will be made by officers to ensure the bids submitted have the best possible chance of success. Progress on securing external funding has been impacted by the current Covid-19 pandemic as many national funders have suspended applications, however funding applications will be progressed in 2020/21 where it is possible to do so. In addition to the funding element significant work will go into community engagement around the project, as well as development of architectural plans and an application to Planning.

Clydebank Museum

In November 2019 the Cultural Committee gave approval for the £625k investment to create a Clydebank Museum in the basement of the town's library. Officers will be leading the procurement and delivery of this project to create an exciting new offer for local people and visitors from beyond the area. Significant progress will be made on the project during the 2020/21 financial year however understandable delays to progress as a result of the Covid-19 pandemic may see the project continue in to early 2021/22.

Dalmuir Gallery

In November 2019 the Cultural Committee gave permission for scoping to be undertaken on transformation of the existing gallery space in Dalmuir Library with the aim of raising its profile and establishing a destination venue in the heart of Dalmuir. During 2020/21 scoping work will be progressed in line with this proposal with a view to proposing a redesign of the interior and exterior identity of the gallery for committee approval before the end of 2020/21.

This work is intended to create a visitor destination with a gallery space which attracts high quality exhibitions with wide appeal, bringing visitors from beyond the local area. The gallery space will be flexible allowing a programme of events and activities to be created to engage local residents and visitors alike. It is intended that this work will complement the developments taking place at Clydebank Town Hall and Clydebank Museum.

Cultural Programme

The Cultural Programme is delivered by the Arts and Heritage service through museum, gallery and heritage spaces in both Clydebank and Dumbarton. Over the coming year the focus of the team will be on the development and delivery of an ambitious Cultural Programme, planning for best use of the new gallery and exhibition space in Clydebank Town Hall.

Plans for future exhibitions will continue to be shaped by the opportunities that this new flagship exhibition space will present, augmented by the programme in the Dalmuir

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Gallery, the permanent museum space in Alexandria Library and the creation of a dedicated Clydebank Museum in the lower level of Clydebank Library.

Library Investment / roll out of Capital Investment
Following closer working with colleagues from Procurement, a revised spending plan has been created for 2020/21 to ensure the remaining balance of capital investment is fully utilised to create bright, attractive and modern library spaces which can respond to dynamic multiple user needs.

Clydebank Library
The significant and extensive refurbishment work within Clydebank Library will give this important building a renewed lease of life. Officers will be working hard to ensure this flagship library space spearheads a renewed library offer for the citizens of West Dunbartonshire through an extensive programme of reader development, lifelong learning, health & wellbeing, digital inclusion, activities for children and young people activities and self-supported community groups.

Digital Technology
We invested in an upgrade of our telephone system technology in Housing Repairs to produce a tenant focused process. This upgrade replaced an analogue system with modern and efficient interactive voice response functionality, queuing, skills based routing and immediate management information.
Further investment is being investigated alongside ICT colleagues to explore the transfer of our Emergency Out of Hours telephone numbers to the new telephone technology. In addition to this, we are exploring call recording and call wait time announcements in our contact centre environment.

Citizen Service
In 2020/21 we will further consider our staff roles and the locations where we meet our Residents for face-to-face interactions following the successful integration of Alexandria One Stop Shop and Alexandria Library. There is further opportunity to maximize the roles of our staff to create improved experiences for our residents and also improved employee engagement by getting this key activity delivered in more convenient locations.

Local governance review
The Local Governance Review has been in place since 2018, and continues to make asks of and have implications for local Councils as it progresses. A number of pilots, exploring how Councils work with citizens to design, develop and deliver services in different ways, were planned for delivery across Scotland during 2020/21, however many of these have not progressed as planned due to the Covid-19 pandemic. Activity will commence during late 2020/21 and continue into 2021/22. This work on the Local Governance Review places more focus on engagement and ensuring that decisions made about priorities and investment are informed by the views of our citizens.

Self-Evaluation Programme
Following implementation of a three-year programme of self-evaluation of Council services, a review is currently being undertaken. This review will assess the effectiveness of the programme and is informed by the views of participants, managers and senior officers. Following conclusion of the review an updated self-evaluation framework will be delivered and presented for approval by the senior leadership team of Council.

New School Meals Legislation Due in 2020/21
The provision of school lunches is presently governed by the Schools (Health Promotion and Nutrition) (Scotland) Act 2007 and the Nutritional Requirements for Food and Drink in Schools (Scotland) Regulations 2008. These are Scottish Government regulations which specify the acceptable standards and nutritional content of school food and drinks.

The Scottish Government undertook a consultation exercise in 2018/19 with a number of stakeholders prior to reviewing the school food legislation. This resulted in publication of a number of proposed actions which will impact upon school meal provision. Formal updating of the legislation was put in place in May 2020 with the new regulations originally scheduled to be applicable from October 2020. The Scottish Government recognised in Spring 2020 that, due to the global Covid-19 pandemic and the temporary closure of schools, it would not be possible for local authority catering teams to meet the October 2020 introduction. Accordingly the implementation date for the legislation has been changed to 01 April 2021.

The changes will result in the regulations applying to school food across the entire school day including breakfasts, tuck shops and after school clubs in addition to the school lunch. The new legislation will see more fruit and vegetables provided to pupils, restrictions on the quantity and frequency of red and processed meats and a reduction in home baked goods amongst many others.

Preliminary changes were made in WDC to the school lunch menus for 19/20 and for 20/21 however work is now underway to ensure that school meal provision will be fully compliant for the introduction of the new regulations in April 2021.

Early Years Implementation 2020
The Facilities Management service continues to support the rollout of the Early Years expansion programme. This has involved the provision of additional janitorial, cleaning and catering staff to support new premises, larger premises and increased pupil numbers. Facilities Management has identified a key officer from within the Management Team to work with colleagues in Education as we continue to support the roll out . Actions, timescales and outcomes are identified and led by Education.

Partnership Working

Local Authorities are experiencing significant budget challenges and collaborative working across authorities is one area whereby efficiencies of scale can be made and WDC presently has several working partnership models.

Work has commenced to explore the opportunity of a Partnership Management Model operating across the Catering and Cleaning/FM services of West Dunbartonshire and Argyll & Bute Councils. It is considered that this type of arrangement could offer opportunities for economies of scale, more streamlined management arrangements and best value through sharing of good practice. Discussions between officers have identified a number of potential opportunities which could yield service efficiencies and improvements through time. A detailed Business Case and options appraisal needs to be developed to explore and evaluate such service efficiencies and improvements. Given the significance of this piece of work, and the competing demands of the Service Managers presently, it is planned for this work to be undertaken during Autumn/Winter 2020 by an external specialist agency following competitive tender.

Additionally, Council has agreed a shared service pilot with Inverclyde Council for the provision of Performance & Strategy related functions. The pilot will run for a period of six months, from October 2020 to March 2021, and will see the West Dunbartonshire Performance & Strategy Manager undertake management of the equivalent service in Inverclyde Council. This will reduce capacity in West Dunbartonshire, and will require a review of duties and tasks to be undertaken. The pilot period will inform a detailed report to both Councils on the potential for a longer term arrangement for this service.

Community Empowerment Strategy

The West Dunbartonshire Community Empowerment Strategy was approved by Council in November 2019. The strategy details the ambitions of the Council and its partners to deliver the Community Empowerment (Scotland) Act 2015. Informed by an engagement process with local community organisations and citizens, the strategy provides a set of objectives to be delivered in partnership with communities, underpinned by clear principles for empowerment.

To support implementation of the strategy a partnership and community owned delivery plan is being developed, setting out specific actions and ownership for taking forward. The CCCF service area will fully support development and implementation of these specific actions and will include empowerment related activity in future delivery plans to support community empowerment.

Budget Sensitivity Analysis

In reviewing the service budget projections, consideration has been given to sensitivity of these budgets, in particular for higher risk/ higher value budgets which may have a significant impact on budgetary control and future budget projections. The analysis has considered sensitivity around demand, costs and charges, and income levels.
Within this service, budgets which have been identified as being more susceptible to fluctuations include:

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- Town Hall income - 2020/21 budget £0.295m

  Town Hall income – much of the Town Hall's income (eg from weddings) is generated from within a highly competitive market with particular sensitivity to price. Consequently, income levels are could be highly variable. Current Covid-19 restrictions around both the ability to stage such events and the numbers permitted to attend if the event is allowed make the income targets particularly vulnerable.

  - Catering Food Purchases - 2020/21 budget £2.172m
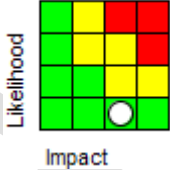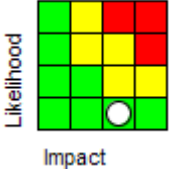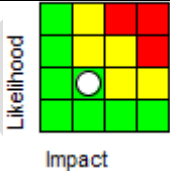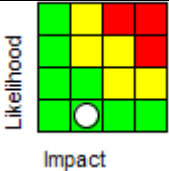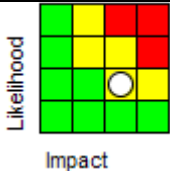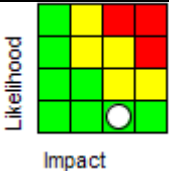
  Food Purchases - our food costs will be impacted by the details of the UK's Brexit deal. As there is still considerable uncertainty on the details surrounding the UK Brexit deal the potential knock-on effect on food prices remains unclear.

Action Plan & Risks

The challenges and issues identified in the performance review and strategic assessment sections as well as considerations from the budget sensitivity analysis have informed CCCF priorities and outcomes for 2020/21. The management team has developed an action plan to address them (Appendix 2), supported by a range of performance indicators to enable progress to be monitored and reported to stakeholders. Progress will be monitored and managed on a regular basis and reported at year end to Committee.
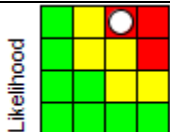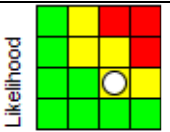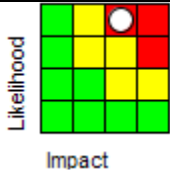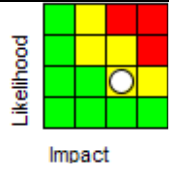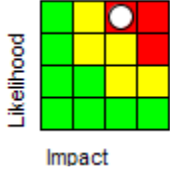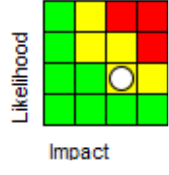
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4. Risks

The Council has identified risks at both a strategic and service level. Strategic risks represent the potential for the Council to take advantage of opportunities or fail to meet stated strategic objectives and those that require strategic leadership. Service risks relate to service delivery and represent the potential for impact on individual services, or the experience of those who work within the services, i.e. employees, partners, contractors and volunteers, service users or clients in receipt of the services provided. In planning for 2020/21, the strategic area considered the Council's strategic risks and identified risks specific to the service. (See below)

Strategic Risk	Description	Current Risk Matrix	Target Risk Matrix	Managed By
Partnerships	The Council fails to engage adequately with partnership bodies			Amanda Coulthard
Citizens and communities	The risk is that the Council does not establish or maintain positive communications with local residents and the communities it represents			Amanda Coulthard; Amanda Graham
Service Risk	**Description**	**Current Risk Matrix**	**Target Risk Matrix**	**Managed By**
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.			Stephen Daly

Covid -19 Risks

This table sets out the Council-wide risks associated with the COVID-19 pandemic. Over the coming months, we will consider the impact and likelihood of these risks for CCCF services and mitigate them where possible.

Risk	Description	Current Risk	Target Risk	Managed by
COVID-19 Significant Service and Workforce Disruption	The Council is faced with significant ongoing demands with disruption to service delivery, increasing PPE and workforce pressures as a result of Covid 19 and subsequent local and national outbreaks. This involves both responding to the crisis and from services returning to a new normality based on Response, Recovery and Renew guidance produced by Scottish and National Government. NB. Financial risk is also reflected in SR001			Victoria Rogers
Sub risks – All Covid-19 sub risks are managed via operational risk register				
Workforce	The Council is faced with significant workforce demands in relation to absence, reduction, recruitment and wellbeing.			All managers
Service delivery	The Council is faced with significant delivery demands in relation to moving services online, disruption, reduction and quality.			All managers

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| Protection | The Council is faced with significant demands for protection in relation to additional and constant changing legislation and guidelines, PPE requirements, supply chain, cost of PPE and ensuring workforce safety. | | | All managers |
| Public uncertainty | The Council is faced with significant demands around public uncertainty and leads to additional burdens upon services, seeking information, advice and support. | | | All managers |

Appendix 1 – Structure Chart

TRANSFORMATION & PUBLIC SERVICE REFORM

STRATEGIC LEADS

STRATEGIC LEAD -
COMMUNICATIONS,
CULTURE, COMMUNITIES &
FACILITIES

Malcolm Bennie

Leadership Support
Ashley MacIntyre

Communications,
Offices & Town
Hall Manager
Amanda Graham

Communications

Offices & Clydebank
Townhall
Linda Butler

Performance
& Strategy
Manager
Amanda Coulthard

Performance & Strategy

Community Planning
West Dunbartonshire

Team Leader Arts & Heritage
Sarah Christie

Citizen &
Digital Service
Manager
Stephen Daly

Channel Shift & Web
Jonathan Muir

Citizen Services
Lorraine Payne

Team Leader Libraries
David Main

Leisure &
Facilities
Manager
Lynda Dinnie

Facilities Officers
Facilities Management
Margaret Lamont
Michelle McCorrisken
(interim)
Jim McKelvie
Linda Shaw

West
Dunbartonshire
COUNCIL

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Appendix 2 - Action Plan

Ⓟ A strong local economy and improved job opportunities		
Ⓞᵇ Increased skills for life & learning		
Action	**Due Date**	**Managed By**
Identify and implement agreed actions from digital skills assessment within Facilities Management Service	31-Mar-2021	Lynda Dinnie
Ⓟ Efficient and effective frontline services that improve the everyday lives of residents		
Ⓞᵇ A committed and skilled workforce		
Action	**Due Date**	**Managed By**
Implement collective focus on employee wellbeing and support through regular contact	31-Mar-2021	Malcolm Bennie
Carry out pulse survey of CCCF staff in relation to employee wellbeing and ongoing supervision	31-Mar-2021	Malcolm Bennie
Deliver the employee training and engagement programme funded by SLIC	31-Mar-2021	Stephen Daly
Ⓞᵇ A continuously improving Council delivering best value		

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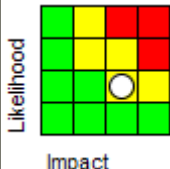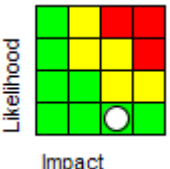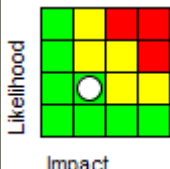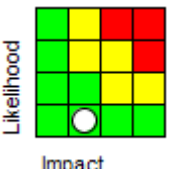
Action				Due Date	Managed By
Participate in early data verification to inform delivery of the 2021 Census for Scotland				31-Mar-2021	Amanda Coulthard
Develop the maintenance programme and work plan for Titan crane to ensure it becomes a key heritage attraction for the area				31-Mar-2021	Amanda Coulthard
Performance Indicator	2018/19 Value	2019/20 Value	2019/20 Target	2020/21 Target	Managed By
Percentage of CCCF employees who agree or strongly agree that in general, my morale at work is good	63%	81%	70%	70%	Malcolm Bennie
Percentage of Council employees who agree or strongly agree that the Council recognises and values the work that they do	57%	65%	62%	62%	Amanda Coulthard
% of Local Government Benchmarking Framework performance indicators prioritised by the council that have improved locally	75%	33.3%	60%	70%	Amanda Coulthard
Percentage of Council employees who agree or strongly agree that in general, my morale at work is good	71%	78%	75%	75%	Amanda Coulthard

(P) Meaningful engagement with active, empowered and informed citizens who feel safe and engaged

(Ob) Fully consulted and involved citizens who are able to make full use of the Community Empowerment Act

Action	Due Date	Managed By
Development of a comprehensive community based engagement plan for future Glencairn House activity	31-Mar-2021	Amanda Coulthard

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Risk	Current Risk Matrix	Target Risk Matrix	Latest Note	Assigned To
The Council fails to engage adequately with partnership bodies	Likelihood / Impact	Likelihood / Impact	As per previous assessment, this risk is unlikely as a result of the significant range of partnership arrangements in place	Amanda Coulthard

Ob	Strong and active communities

Performance Indicator	2018/19 Value	2019/20 Value	2019/20 Target	2020/21 Target	Managed By
Total number of visits to council funded and part funded museums and heritage centres (in person) per 1,000 population	209.54	110.08	210.37	0 (temporary closure)	Amanda Coulthard
Number of visits to council funded or part funded museums (virtual) per 1,000 population	New Indicator	844.88	1,093.96	844.88	Amanda Coulthard
Number of library visits (in person) per 1,000 population	3,579.8	3,214.57	3,556.14	3556.14	Stephen Daly
Number of library visits (virtual) per 1,000 population	Not available	2,631.57	2,450.35	2894.65	Stephen Daly
% of residents who feel the Council communicates well with them	59%	63%	73%	75%	Amanda Coulthard
Residents satisfaction with Council services overall	80%	87%	80%	85%	Amanda Coulthard

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Action	Due Date	Managed By
Pursue a funding package which supports proposals for the development of Glencairn House	31-Mar-2021	Amanda Coulthard
Develop and launch an innovative heritage asset strategy, reflecting the investment in the cultural offering for the area	31-Mar-2021	Amanda Coulthard
Progress investment projects in Alexandria library, Clydebank museum and Dalmuir gallery	31-Mar-2021	Amanda Coulthard
Successfully deliver the £421k capital investment across the branch network and finalise the branding improvements at all branches.	31-Mar-2021	Stephen Daly

(P)	Open, accountable and accessible local government	

(Ob)	Equity of access for all residents	

Performance Indicator	2018/19 Value	2019/20 Value	2019/20 Target	2020/21 Target	Managed By
Percentage of citizens who are satisfied with the Council website	90%	90%	90%	90%	Stephen Daly
Percentage of complaints received by the Council that are resolved at Stage 1	83%	92%	89%	90%	Stephen Daly
Cost per library visit	£3.58	Not yet available	£2.08	£2.08	Stephen Daly
Cost per museum visit £	£1.90	Not yet available	£3.49	£3.49	Amanda Coulthard
Performance Indicator	2018/19 Value	2019/20 Value	2019/20 Target	2020/21 Target	Managed By

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% of adults satisfied with libraries	86.37%	Not yet available	88%	88%	Stephen Daly
% of adults satisfied with museums and galleries	76.23%	Not yet available	81%	81%	Amanda Coulthard
No. of transactions undertaken online	35,251	41,929	37,017	27,687	Stephen Daly
% of residents who report satisfaction with Council publications, reports and documents	68%	84%	56%	73%	Amanda Graham

Risk	Current Risk Matrix	Target Risk Matrix	Latest Note	Assigned To
Failure to effectively manage and learn from complaints			Risk reconsidered as part of the yearly planning process. No change to perception of risk. Potential impact greater than likelihood.	Stephen Daly
Failure to establish or maintain positive communications with local residents and the communities it represents			Risk assessed with an increase in likelihood to reflect the current changing landscape for service delivery. The scale and pace of change makes it more likely that not all change will be fully communicated in a timely manner. This risk will be reassessed in 6 months and will likely reduce in score at that point.	Amanda Coulthard; Amanda Graham

(P)	Supported individuals, families and carers living independently and with dignity
(Ob)	Improved wellbeing

Performance Indicator	2018/19	2019/20	2019/20	2020/21	Managed

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	Value	Value	Target	Target	By
% of older (65+) residents who have access to the internet in some form (home, phone, libraries, OSS etc)	46%	62%	60%	60%	Stephen Daly
Percentage of Primary School pupils present and registered who took free meals (Table 8 Scottish Gov Figs)	71.5%	65%	74%	72%	Lynda Dinnie
Percentage of Secondary School pupils present and registered who took free meals (Table 14 Scottish Gov figs)	77.3%	70%	78%	78%	Lynda Dinnie
Action				Due date	Managed By
Introduce revised School meal provision in line with new Food regulations				31-Mar-2021	Lynda Dinnie
Support Educational Services with rollout of Early years Implementation				31-Mar-2021	Lynda Dinnie

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Appendix 3: Quality Standards

West Dunbartonshire Council has a local Good Governance Code based on guidance from CIPFA. The Council's compliance with its Code is reviewed each year and a supporting action plan is developed to ensure improved compliance is achieved. The Code details a range of principles which should be adhered to by the Council, and details the behaviours and actions which demonstrate good governance in practice. The Good Governance Code requires that the organisation considers the approach to the use of quality standards.

Quality standards help to define what users of our services can expect to receive, and remind both the organisation and our employees of the challenges and obligations they face in delivering best value services

These quality standards will be monitored and managed by the management team of each service at regular meetings, and reported annually to the relevant service committee along with the delivery plan.

Service Area	Quality Standard	How will the Quality Standard be measured?
Corporate Communications, council Offices and Town Hall	We will respond to 99% of press enquiries within deadline	% of press enquiries responded to within deadline as a proportion of all press enquiries
	We will acknowledge requests for design work within 3 working days.	% of design requests acknowledged to within 3 working days.
	We will respond to 100% of Town Hall booking enquiries within 48 hours	% of booking enquiries responded to within 48 hours as a proportion of all booking enquiries received
Arts & Heritage	We will respond to 100% of local history enquiries within 3 working days	% of local history enquires responded to within 3 working days as a proportion of all enquiries received
Citizen, Library & Digital	We will answer 90% of all telephone calls to the contact Centre within 2	% of telephone calls answered within 2 minute as a proportion of all calls answered.

Services	minutes	
	We will respond to all stage 1 complaints within 5 working days	% of stage 1 complaints responded to within 5 working days.
	We will satisfy 95% of requests for items available and in stock within 10 working days	% of requests responded within 10 days as a proportion of requests received
	We will acknowledge 100% of requests for items not in stock within 5 working days.	% of requests responded within 5 days as a proportion of requests received
Performance & Strategy	We will respond to 100% of EIA support requests within 3 working days.	% of requests responded to within 3 working days as a proportion of all requests received.
	We will acknowledge enquiries for new citizen's panel membership within 3 working days.	% of new CP members received and responded to within 3 working days as a proportion of new CP members.
	We will review and acknowledge engaging community framework requests within 3 working days.	% of requests received within 3 working days as a proportion of all requests.
Facilities Management	We will ensure that 100% of pupils requiring medically prescribed special diets for school lunch will be accommodated.	% of pupil medical dietary requests met.

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Appendix 4: Resources

The 2020/21 net revenue budget for the CCCF strategic area is £17.952m. The resources to deliver on this in 2020/21 action plan for CCCF are:-

Strategic Service	Gross Expenditure £m 2020/21	Gross Income £m 2020/21	Net expenditure/ income £m 2020/21
Performance &Strategy	0.351	0	0.351
Communications, Offices and Town hall	2.585	0.339	2.246
Citizen & Digital	1.401	0	1.401
Arts & Heritage	0.440	0.055	0.385
Libraries	1.769	0.043	1.726
Facilities management	0.348	0	0.348
Leisure Management	3.971	0.709	3.262
Building Cleaning & Police	1.784	0.243	1,541
Building Cleaning PPP	0.703	0.996	-0.292
Facilities Assistants	2.051	0.044	2.007
Events	0.187	0.090	0.097
Catering	6.096	1.216	4.881
Total	**21.687**	**3.734**	**17.952**

Workforce Planning

Workforce planning is integrated within the strategic planning process, highlighting the key workforce related activities for the year and reflecting the longer term strategic aims of the services. Each Strategic Lead is responsible for the annual review of requirements for their respective service areas to ensure that any key actions are identified at an early stage.

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Employees

The headcount and full time equivalent staff in each service area is as follows:

Section	Headcount (as of 1 April 2020)	FTE
Communications, Offices and Town Hall	21	20.29
Citizens and Digital Services	50	22.79
Libraries & Culture	66	50.24
Performance & Strategy,	6	5.82
Facilities Management	511	309.95
Communications, Culture & Communities Total	654	431.09

Absence in 2019/20

The quarterly absence statistics for CCCF are shown below together with the Council average for the same periods for comparison. The service has reported lower levels of sickness absence than the Council wide average in 2 quarters and has a significantly lower level of absence than the council wide average when considered annually.

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual FTE days lost per FTE employee
CCCF	3.85	0.91	3.17	3.70	5.21

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Council wide total	2.83	2.54	3.50	3.35	10.25

SL Workforce Plan 2017-2022 – Annual Action Plan 2020/21

1. Addressing the gap between current workforce supply and predicted future demand				
Strategy Planned service review to address gap taking cognisance of opportunities to realise savings through voluntary turnover **Expected Outcome** Gap is addressed, whilst: . Protecting critical roles (and avoiding associated turnover) . Ensuring service priorities are met (recognising impact on workforce capacity in relation to acknowledged areas of increased service demand) . Avoiding or minimising risk of voluntary or compulsory redundancy				
Action	**Resources needed**	**Measure of outcome**	**Due Date**	**Assigned To**
Embed culture of continuous improvement and continue development of quality improvement skills through utilisation of lean/six sigma skills. Relevant projects to be identified and developed.	OD Team Senior Managers	Manager Lean Six Sigma training records updated; Improved skills	31-Mar-2021	Malcolm Bennie
Complete service reviews to ensure that preferred service delivery models are identified.	Strategic HR Support & Finance Business Partner Support	Review of roles in customers services complete; Review of roles in Clydebank Town Hall complete; Suite of service performance indicators	31-Mar-2021	Stephen Daly; Amanda Graham
Continue monitoring of satisfaction and	Performance and	Suite of service	31-Mar-	Malcolm

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complaints and identify any improvement activity	Strategy Business Partner & Digital and Customer Services Manager	performance indicators; Evidence of service improvement on the back of the complaints information	2021	Bennie

WEST DUNBARTONSHIRE COUNCIL

Report by Strategic Lead – Victoria Rogers

Corporate Services Committee: 11 November 2020

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Subject: People and Technology Delivery Plan 2019/20 year end progress report & 2020/21 Delivery Plan

1   Purpose

1.1   This report provides members with the final position against the 2019/20 Delivery Plan and presents the 2020/21 Delivery Plan.

2   Recommendations

2.1   It is recommended that Committee:
- Notes progress made on the delivery of the 2019/20 plan; and
- Notes the 2020/21 Delivery Plan.

3   Background

3.1   In line with the Strategic Planning & Performance Framework, each Strategic Lead has developed an annual delivery plan for 2020/21. The plan sets out actions to address key priority areas and issues identified through the service planning process as well as actions to deliver the Council's strategic objectives. It also provides an overview of services and resources, including employees and budgets, and considers relevant risks.

3.2   Delivery Plans are traditionally shared through relevant service committees in the Spring (May/June) with a mid-year progress report presented in winter (November). However, as a result of the COVID-19 pandemic, work to finalise Delivery Plans for reporting in May was paused. This reflected the need to focus on the immediate resilience response for our communities. It also gave Strategic Leads the time to analyse the COVID-19 impact and the likely recovery position for the remainder of the 2020/21 year, and factor this into drafted delivery plans.

4   Main Issues

2019/20 Year-end Performance

4.1   Progress towards delivery of the plan is monitored monthly through the management team of the service and also scrutinised on a quarterly basis through the strategic leadership performance monitoring and review meetings. A mid-year progress report on actions was presented to committee in November 2019.

4.2   The Delivery Plan for 2019/20 was supported by an action plan of activities to be delivered over the year. Appendix 1 details the progress on delivery of this action plan. Fifteen of the eighteen actions have been completed in year as planned.

4.3   The remaining three actions have not been completed as planned, all of which was a result of the COVID pandemic and either the lockdown restricted completion or teams were diverted onto different tasks. Work will continue in 2020/21to progress these to completed status:

- Embed an organisational health and safety culture though extending organisational use of Figtree and understanding of health & safety; 83% complete -1 milestone remains incomplete.
- Continue HR and Payroll Transformation programme; 80% complete - one milestone remains outstanding.
- Deliver a secure and resilient IT infrastructure; 62% complete – 3 milestones remain incomplete.

4.4   Appendix 1 also details the progress made on the linked performance indicators and shows that significant progress has been made over the year. Of the nine performance indicators, four exceeded the annual target, three narrowly missed target and two failed to reach target. Only one performance indicator failed to either meet target or show improvement:

- % of our workforce who have stated they are LGBT

4.5   Each service area also developed a suite of quality standards, which set out the level of service that users and stakeholders can expect to receive, and remind both the organisation and employees of the challenges and obligations they face in delivering best value services. Performance against these standards is set out at Appendix 2.

Delivery Plan 2020/21

4.6   The People and Technology Delivery Plan for 2020/21 is attached to this report as Appendix 3 and includes a detailed action plan for delivery as well as a workforce plan. The Plan reflects the immediate and longer term impact that COVID-19 will have on service delivery.

4.7   The delivery plan 2020/21 for People and Technology reflects those action and priority areas to be delivered over the remainder of the year. Key areas include: Digital Transformation and Enablement; Continuous Improvement; Sustainable Employment and Organisational Design; Community Resilience; EU exit; Health and Safety & Risk; and Managing Workforce Resilience through the Covid-19 pandemic.

4.8   Progress against the action plan will be monitored monthly by the management team and scrutinised through quarterly performance updates to

the Performance Monitoring & Review Group. Year-end performance will be reported to committee in Spring 2021.

Workforce Planning

4.9 The Delivery Plan includes an annual workforce plan, which details the key workforce issues which will or may arise over the year and the actions planned to address these in order to fully support delivery of the plan.

4.10 These workforce issues are anticipated to have implications in terms of organisational change, resource planning, resource profiling, skills mix, training and development and restructuring. The workforce plan sits within the appendices of the 2020/21 Delivery Plan.

5 People Implications

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

6 Financial & Procurement Implications

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

7 Risk Analysis

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

8 Equalities Impact Assessment

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

9 Consultation

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

10 Strategic Assessment

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

Strategic Lead: **Victoria Rogers**
Service Area: **People and Technology**
Date: **6th October 2020**

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

Appendices:	Appendix 1: People and Technology Delivery Plan 2019/20 - Year End Progress
	Appendix 2: Quality Standards - 2019/20 Performance
	Appendix 3: People and Technology Delivery Plan 2020/21

| **Background Papers:** | None |

| **Wards Affected:** | All |

Appendix 1: P&T Delivery Plan year end progress report 2019-20

West
Dunbartonshire
C O U N C I L

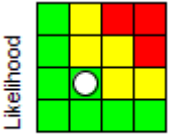|	
P	Efficient and effective frontline services that improve the everyday lives of residents
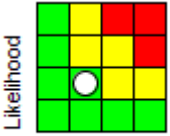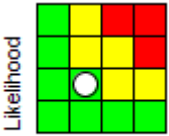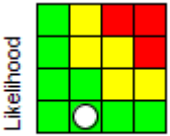
Ob	A committed and skilled workforce

Action	Status	Progress	Due Date	Comments	Managed By
Embed an organisational health and safety culture though extending organisational use of Figtree and understanding of health & safety	🔴	83%	31-Mar-2020	The majority of work on this action has been completed and H&S have developed a new self assessment audit tool that still requires to be tested before wider Organisational cascade. It has not been possible to test this during Covid as demands were such on the P&T teams this could not be supported. this action will continue into 2020/21.	Alison McBride
Increase understanding of Council Fire Risk Management Strategy.	✅	100%	31-Mar-2020	Fire Risk Assessment programme is up to date. Review of high risk premises underway.	Alison McBride
Undertake a review of the effectiveness of Council approach to risk management and implement improvement action as appropriate.	✅	100%	31-Mar-2020	This action is progressing as planned. Meetings with all Strategic Leads have taken place to discuss setting up and populating service risk registers.	Alison McBride

Action	Status	Progress	Due Date	Comments	Managed By
Continue to progress and deliver a variety of development opportunities such as Lean/Six Sigma, New Managers Induction, build digital literacy workforce knowledge & skills and relaunch the Coaching & mentoring Programme	✓	100%	31-Mar-2020	The nature of this action is perpetual therefore work for this year is progressing as expected but will also continue into the coming years. The service continue to offer a variety of opportunities, specifically selected to meet organisational needs.	Alison McBride
Embed WDC approach to Continuous Improvement delivered through practical application of Continuous Improvement skills demonstrating increased efficiency and quality.	✓	100%	31-Mar-2020	All progressing as planned, due date amended on last action as discussions ongoing with Digital Transformation Board on best approach.	Alison McBride
Monitor the impact of Be The Best Conversations council wide.	✓	100%	31-Mar-2020	This work is ongoing with actions for 19/20 now complete. Activities are planned throughout 20/21 to continue to promote BTBC and include monitoring and support	Alison McBride
Review and relaunch the Council's Employee Wellbeing Strategy.	✓	100%	31-Mar-2020	This action is complete and has included activity such as reviewing and implementing a new infrastructure for the Employee Wellbeing Group supported by a Communications plan, developing a new suite of metrics to measure the impact of Employee Wellbeing across the Council in the form of the Wellbeing Dashboard and developing, implementing and assessing quarterly plans for	Alison McBride

Action	Status	Progress	Due Date	Comments	Managed By
				Wellbeing activities.	
Assess, develop and review employment policies/schemes in line with the Council's policy framework.	✅	100%	31-Mar-2020	This action is complete and included activity such as identifying the policy priorities for the year, reviewing and updating the approach to policy development, reviewing and updating communication methods to support policy roll out and assessing the impact of policy updates implemented.	Alison McBride
Continue to embed the Council's Strategic Workforce Planning Framework with a particular focus on the impact of digital skills	✅	100%	31-Mar-2020	A variety of digital skills training has been offered to employees with a focus on 'better use of time' using MS Outlook, and 'better use of data' using MS Excel. In excess of 250 employees have benefited from this development with further opportunities planned for later in the year. As part of the Digital Transformation Board a Digital Skills Sub-Group has been established and will focus on further opportunities for development of digital skills for all employees and across services.	Alison McBride
Provide HR support to inform and implement organisational change projects.	✅	100%	31-Mar-2020	This action is progressing as planned. Meetings held with SMTs, projects submitted. These were scored and agreed via Change Board, now incorporated into Digital Transformation Plan. Impact of change support reviewed in relation to supporting Yellow belt group and additional supports are in place.	Victoria Rogers
Undertake a review of terms and conditions of employment and progress changes as appropriate.	✅	100%	31-Mar-2020	This action has been successfully completed.	Victoria Rogers

Risk	Current Risk Matrix	Target Risk Matrix	Latest Note	Assigned To
Health and Safety of Employees and Others			No change to this risk, preparations ongoing to support workforce in returning to work through a planned process due to Covid. A number of supports developed for this such as generic risk assessments, checklists and a supporting webpage	John Duffy; Alison McBride
Ensure an appropriately resourced workforce.			Workforce planning has developed well alongside service delivery planning. This has been supported by better use of data in this area to inform decision making via the use of the console and the wellbeing dashboards. The workforce were surveyed around home working to ensure we are supporting and ensuring the resources required are in place to support service delivery. This has ensured wellbeing resources have maintained a holistic approach in supporting the workforce. In addition a number of workforce planning activities around work style and isolation monitoring during Covid has allowed us to operate a volunteer supply list to priority areas requiring additional support.	Alison McBride
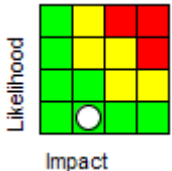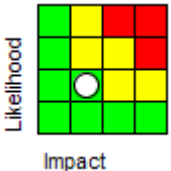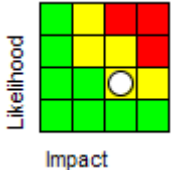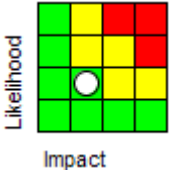
Ob	A continuously improving Council delivering best value

Performance Indicator	2019/20					Note	Managed by
	Status	Value	Target	Short Trend	Long Trend		

Performance Indicator	2019/20					Note	Managed by
	Status	Value	Target	Short Trend	Long Trend		
Sickness absence days per teacher	⚠	5.46	5.4	⬆	⬆	Whilst the target has been missed, it is by a narrow margin and Teachers absence is down by 12.5% compared to 2018/19. This performance is reflected in the improvement of both the short and long term trend.	Alison McBride
Sickness absence days per employee (local government)	⬢	11.4	9	⬆	⬆	Whilst the target has been missed absence has still reduced by 10.7% compared to 2018/19. This performance is reflected in the improvement of both the short and long term trend.	Alison McBride
Percentage of ICT helpdesk incidents fixed with half day of being logged.	⚠	48.17%	52%	⬇	⬆	Due to Windows 10/Device replacement projects we anticipated not reaching target as we redirected service desk resources to ensure projects were delivered. Since January we have focused resources to lead implementation of new IT Helpdesk System Project (Freshservice) – which will provide engaging self serve options for users and assist with reaching targets in the coming year, this includes built in chat bot, knowledge base, automation and advanced ticket raising processes.	Patricia Kerr
The percentage of the highest paid 5% employees who are women	✅	55%	50%	⬆	⬆	Target has been met and shows continual improvement in both the short and long term trend.	Alison McBride
Gender pay gap	✅	0.9%	3%	⬆	⬆	Target has been met and shows continual improvement in both the short and long term trend.	Alison McBride

Action	Status	Progress	Due Date	Comments	Managed By
Transformation & Channel Shift	✅	100%	31-Mar-2020	Office 365 procurement exercise finalised for stage 1 design and technical readiness stage. Liaising with supplier to agree March start date but this milestone will not be delivered by 31 March 2020 and will form part of a continuing programme of work during 20-22.	Patricia Kerr
Explore Sharing Opportunities	✅	100%	31-Mar-2020	This action has been successfully completed.	Patricia Kerr
Deliver a secure and resilient IT Infrastructure	🔴	62%	31-Mar-2020	Progress on 3 remaining milestones halted mid March 2020 as they required physical access to buildings at a time when employees expected to work remotely. Milestones now incorporated into 20-21 delivery plan.	Patricia Kerr
Implement ICT Service Improvements	✅	100%	31-Mar-2020	March 2020. All but one milestone completed and as this has a duplicate entry in action P&T/1920/ICT/03 Deliver a secure and resilient IT Infrastructure this Action is able to be marked as complete..	Patricia Kerr

Risk	Current Risk Matrix	Target Risk Matrix	Latest Note	Assigned To
Workforce Management System not fit for purpose			This risk is still valid and the team has reviewed potential to migrate to an alternative solution however the costs and disruption would not prove cost effective. Hence the project board has had to stick with current systems and ensure effective contract management is undertaken.	Arun Menon

Risk	Current Risk Matrix	Target Risk Matrix	Latest Note	Assigned To
Information Technology	Likelihood / Impact	Likelihood / Impact	WDC is continuing to invest in and embrace new technologies.	James Gallacher; Patricia Kerr; Brian Miller
Threat of Cyber-attack	Likelihood / Impact	Likelihood / Impact	Achieved annual PSN compliance certification in Feb 20. Review of Cyber Action plan in progress and updates and action plan reported to ICT Steering board. Audit of Cyber controls in progress q1 2020-21.

Cyber threats continue and responding promptly continues to be a critical focus for ICT team. | Iain Kerr |

P	Open, accountable and accessible local government

Ob	Equity of access for all residents

Performance Indicator	2019/20					Note	Managed By
	Status	Value	Target	Short Trend	Long Trend		
% of our workforce who have declared a disability	✅	2.1%	1.9%	⬆	⬆	Target has been met and shows continual improvement in both the short and long term trend.	Alison McBride

Performance Indicator	2019/20					Note	Managed By
	Status	Value	Target	Short Trend	Long Trend		
% of our workforce who have stated they are LGBT	🔺	2.38%	2.5%	⬇	⬇	Target has been narrowly missed work continues to improve performance in this area.	Alison McBride
% of our workforce who are from a Black minority ethnic group	🔴	0.27%	0.45%	⬆	⬆	Target has not been met although shows improvement from the previous year. Work continues to improve performance in this area.	Alison McBride
Disability pay gap	✅	10.34%	10.5%	⬇	⬇	Target has been met and work continues to improve performance in this area.	Alison McBride

Action	Status	Progress	Due Date	Comments	Managed By
Continue to implement HR Payroll Transformation including manual processes, development of WMS, better integration with WMS & greater self service	🔴	80%	31-Mar-2020	This action will not be complete as the milestone re automating sickness absence calculation will need to be carried forward to 2020/21. This is again, due to technical issues that all Frontier users have had to address which had meant a few planned tasks within WDC have not been achieved. This will be reflect along with other improvement areas into 2020/21 plan.	Arun Menon
Implement statutory Payroll changes	✅	100%	31-Mar-2020	This action has been completed as planned. Pay awards processed for Local Government and Teachers; statutory Year End returns to HMRC submitted on time	Arun Menon
Address workforce equalities objectives	✅	100%	31-Mar-2020	This action has been successfully completed.	Alison McBride

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Appendix 2: P&T Quality Standards year end report 2019/20

Action	2019/20			Latest Note	Managed By
	Status	Value	Target		
% of identified High Risk properties that are annually inspected in accordance with the Fire Safety enforcement inspection policy of Scottish Fire & Rescue	No data available			Due to COVID 19 the annual inspection was not carried out as the properties were closed. This work will re-start as premises begin to reopen	Alison McBride
% of new employees who are offered training within stated timescales	✅	100%	100%	Due to COVID 19 lockdown all face to face induction sessions were suspended from March 20. However, all new entrants still receive their local induction and are advised of the online learning required for induction. We are exploring a virtual face to face event until such times as the face to face sessions can recommence	Alison McBride
% of new managers who are offered training within stated timescales	✅	100%	100%	Due to COVID19 lockdown, all face to face training was suspended from March 2020. All new managers continue to be able to complete the online learning required and we are exploring virtual delivery options for the face to face session, which will be implemented until such times as the face to face sessions can recommence	Alison McBride
% of staff (from total eligible) who have been set up with self service password reset	🔴	67.8%	80%	Although the target has not been met for 2019/20 the value of employees registered for self service has significantly increased from the previous year.	Patricia Kerr

Action	2019/20			Latest Note	Managed By
	Status	Value	Target		
functionality					
% of total absence reports produced discussed at the relevant management team meeting.	✅	100%	100%	100% of absence reports discussed at management meetings. New format launched and currently in review period for this	Alison McBride

PI Status	
🔴	Alert
⚠️	Warning
✅	OK
❓	Unknown
📈	Data Only

Appendix 3 – P&T 2020/21 Delivery Plan

2020–21 DELIVERY PLAN

PEOPLE & TECHNOLOGY

West Dunbartonshire Council

Index

2

1. Overview and Profile

Overview

People and Technology comprises a wide range of services covering Strategic People and Change, ICT, Transactional Services (HR advice, pensions and pay) and Health, Safety and Risk and Organisational Resilience.

With a net budget of £6.314m, People and Technology is one of 8 strategic areas with responsibility for delivering the Council's Strategic Plan. Brief details of each service are outlined below and a structure chart is set out at Appendix 1.

This Plan sets out key actions to help deliver the Strategic Plan. It outlines the performance indicators we will monitor to measure our success, provides an overview of services and resources, including employees and budgets, and considers the relevant risks.

Progress will continue to be monitored and managed on a regular basis at People and Technology management team meetings and reported twice yearly to Corporate Services Committee, at mid-year and year end.

Profile

Brief details of each service are outlined below and a structure chart is set out at Appendix 1.

Strategic People and Change
The Strategic People and Change team consists of Strategic Human Resources (HR), Organisational Development, Change and Digital (OD & Dig) and Corporate Health and Safety (H&S).

The team delivers a proactive, expert, user-focused service, working in partnership with managers, employees and trades unions, to build a 'committed and skilled workforce' with the capacity, capability and confidence required to support achievement of the Council's vision for the people of West Dunbartonshire.

The team are responsible for building workforce capability through the development of employees, thus supporting delivery of the digital agenda and strategic objectives of the Council.

The team support council wide transformation projects with a key focus on people and change, project governance and continuous improvement.

They provide advice and guidance on all issues related to HR, health, safety and risk alongside developing policy, ensuring understanding and compliance with legislation and good practice across the organisation.

The team provides a corporate service through an integrated approach to strategic resource planning and development, provision of business partnering and supporting workforce planning.

The team is responsible for:
- Leading, developing and promoting the Employee Wellbeing agenda;
- Provision of People Partnering across the organisation;
- Employee Relations and Case Management;
- Development and implementation of workforce strategy and policy;
- Provision of Change support to support service improvement and transformation;
- Leading and supporting delivery of the digital agenda;
- Delivering workforce development such as: Induction; Be the Best Conversations and Leadership and Management programmes alongside a full catalogue of organisational training solutions both online and face to face;
- Supporting council wide digital transformation projects and governance;
- Leading Smarter working initiatives, focused on delivering new ways of working;
- Developing and embedding a Corporate H&S culture council wide; and
- Monitoring risks and issues and the investigation of accidents and incidents.

ICT
The ICT team consists of Infrastructure management, Applications management, Device management and Asset/License management as well as a service desk function. The service delivers an operational support service as well as project services such as system upgrades/replacement, security compliance and support for system procurements.

The ICT service provides the technology framework and standards required for the organisation. The team is focused on enabling and supporting service and digital transformation projects across the Council and leading by example. WDC's agile workplace for employees and pupils continues to be a key theme for the ICT team including researching new tools and technologies.

ICT continues to promote channel shift and on-going service improvement e.g. self service, automation of install and upgrade processing and extended working hours for system housekeeping and alert monitoring.

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Transactional (Business) Support
The team is responsible for delivering the corporate Business Support function and comprises of Transactional HR, Workforce Management System (WMS), and Payroll teams. The service also drives the improvement and transformation agenda in relation to internal process change to deliver a modern and efficient support service. In addition to the statutory functions associated with contracts, remuneration and pensions, the section provides a total administration support service for the Council using a strategic service delivery model to its client services.

Organisational Resilience
The Council's organisational, community and business resilience is provided in partnership by the Civil Contingencies Service (CCS) which delivers a resilience service to East Renfrewshire, Inverclyde, Renfrewshire and West Dunbartonshire Council areas. Each Council area has an allocated officer to help maintain and build resilience throughout the Council. The service, based in Paisley, with the team working flexibly across all council areas, supports significant improvements in the resilience of each Council area and the ability to respond to incidents and events. The CCS provide each Council with a 24/7 on call service should an incident occur during and out with working hours.

2. Performance Review

The People and Technology management team completed a detailed performance review of 2019/20, looking at:
- current and previous performance;
- performance compared with other local authorities (known as benchmarking);
- feedback from service users gathered through surveys and consultations; and
- self-evaluation process.

During 2019/20, People and Technology delivered a range of key achievements on behalf of the Council. In a challenging environment, this service area has led exemplar statutory and strategic services within West Dunbartonshire. The following section contains some of the more notable achievements as well as performance challenges to be addressed in 2020/21. The service reports directly to the Chief Executive, providing a strategic people advisory role and leading on corporate Trade Union engagement, collective consultations and dispute resolution.

Key Achievements 2019/20

Strategic People and Change
- Reviewed and launched new Employee Wellbeing Strategy, establishing critical manager and employee wellbeing advocates. Revising key policies to ensure a more supportive approach that is aligned to the strategy and focussing on removing the stigma to better support mental health;

- Using data to improve decision making through improved reports such as wellbeing statistics, presenting these in a more visual and helpful manner;
- Workforce Planning has been successfully integrated with the service planning cycle with a workforce planning console developed to better support managers with real time information
- Established the Digital Transformation Board to ensure a council wide view of the digital agenda, allowing best practice to be shared and ensuring projects and resources are prioritised;
- Realignment of structure, merging OD&C with Strategic HR and H&S to better support business delivery;
- Building workforce capability with digital skills through improved understanding of service needs and responding with bespoke service plans and developing digital leadership skills by building capability within services; and
- Further development of the H&S Management system (Figtree) to streamline processes and better support employees and managers whilst ensuring compliance.

Organisational Resilience
- The CCS worked in conjunction with Chivas Dumbuck and Dalmuir to test the Control of Major Hazards (COMAH) arrangements for both these sites. Under the COMAH Regulations 2015 such an exercise is required every 3 years. A shared single scenario took place in March 2019 to test plans for both sites;
- The CCS are due to test Inter Terminals site in Clydebank under the Control of Major Hazards (COMAH) arrangements, this has been postponed due to Covid-19 however CCS are seeking to undertake the exercise in 2021;
- The CCS delivered Loggist training across the four respective Council areas. This training provided officers with the skills to keep a log of all relevant decision making and information required during an incident;
- Several senior officers within the Council were identified and trained as Council Incident Officers (CIO). This training provided the officers with the necessary knowledge to perform the role of the CIO if called upon during an incident. In addition, Director Incident Response Decision Making took place to refresh the knowledge of Strategic Officers in their role in responding to and recovering from Major incidents; and
- Supported each strategic lead area to review and update all Council Business Continuity Plans. This was undertaken to ensure a robust standard of organisational resilience across all Service areas. As part of the Council Business Continuity review, the Council took cognisance of the UK 'Yellowhammer' EU – Exit arrangements. EU – Exit linked planning will continue until the UK fully leaves the EU and beyond as required.

Transactional Business Support
- Introduced further enhancements to the Workforce Management System (WMS) solution thereby facilitating increased functionality to simplify data gathering and reporting for users;

- Implemented a range of additional manager reports within HR21 e.g. Right to Work Report, Special Leave Report, Authorised Signatory Report, to name a few;
- Supported a significant number of restructures including the strategic organisational redesign;
- Implemented pay award for all employees including Teachers within particularly challenging timescales;
- Successfully completed the Payroll Audit on time; and
- Concluded a successful Proof of Concept for process automation with Employee New Start process.

ICT
- Windows 10 upgrade and device replacement projects delivered a new secure technology platform for all Council windows devices;
- User Satisfaction has reached a new high and is closely aligned to an increase in the number of calls fixed by 1st line support teams;
- Reduction in the frequency and impact of service disruption (planned and unplanned outages) through improvements in processes, roles and technologies;
- Supported the implementation of the replacement housing management system including data migration, server and network configuration as well as go live transition;
- Supported several property relocation and build projects including early years expansion, HSCP relocations and Levengrove refurbishment; and
- Assisted on system upgrade and migration projects such as website hosting, HR annual upgrade and committee minutes CMIS system upgrade & hosting.

Challenges

ICT
- A challenge that was highlighted during the Windows 10 upgrade project related to the management of users who had multiple devices plus the time spent tracking mobile and pooled devices to ensure they were upgraded to the appropriate security compliance standards. This also created an opportunity to improve on the current processes.
- Providing support to employees working from home provides a challenge as it introduces components that are not part of the WDC infrastructure e.g. home broadband providers and personal devices. This also extends to providing support to employees of partner agencies e.g. NHS where the infrastructure being used is not (able to be) supported by the WDC ICT team.
- Resourcing continues to be a challenge especially when undertaking large scale one-off projects such as Windows 10 upgrade where additional temporary resources and skills are required.
- Meeting the demand from service areas for their transformation projects within the existing resources available can prove challenging depending on the volume and

scale of these projects and taking steps to understand the demand in advance is helping to manage this challenge.

- Delivering important and beneficial service improvements while continuing to deliver business as usual services is challenging and ongoing monitoring helps the team to reprioritise as needed.

Transactional Services

- The biggest challenge for the transactional HR teams remain supporting wide-scale organisation restructures with current resources resulting in potential delays in delivery of service expectations. Given the level of savings needed, the only options is to manage this challenge through timely discussions with the affected service. Another change implemented by HR Connect in agreement with senior leaders was to restrict the recruitment advertising cycle to one online publication a month.
- Another key challenge is the development of the existing WMS around the issues faced in respect of the quality of supplier support, speed of support and the quality of the solution with inconsistent issues. These issues have prevented the WMS team maximising system automation to deliver efficiencies, especially in payroll. The issues continue to be managed through discussions with the supplier at national level as it also affects other Scottish councils using the same solution. Officers are also considering implementation of Robotics Process Automation (RPA) to address some of the legacy system issues.

Strategic People and Change

- The biggest challenge for the People and Change team is the exponential rate of change leading to increase demand for the service to support employees, support council-wide projects, structure changes, changing roles and skillsets with limited resources. This is leading to a much more demanding role as competing priorities such as wellbeing, workforce capability building and project delivery are balanced with ensuring that ongoing financial savings and service delivery expectations are met.

- Another key challenge is workforce planning, with an aging workforce and impact of digital technology, the expectation is for an increased demand in improved workforce management tools to support both employees and managers adapt to the changing landscape. There is a concern as to the ability to keep pace with the issues this brings and the impact it will have on current tools and practice.

- There is a challenge in embedding and maintaining a sound health and safety culture across the workforce to improve understanding of the role they have in achieving a safe work environment and ensuring this remains a high priority.

Organisational Resilience

Capacity was a challenge for the Civil Contingencies Service as a result of a vacancy in the team. In mitigation, the Assistant Officer 'acted up' to help support the team and

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respective Councils. Since then, the Assistant Civil Contingencies Officer was promoted to West Dunbartonshire Civil Contingencies Officer in June 2019.

The Council has had to respond dynamically to the impacts of the Covid-19 pandemic by changing the way services operate. This has led to significant demand on technology and a reduction in footfall in buildings. We have seen a reduction in our workforce, resulting in services being put under pressure. Despite this, the Council has successfully responded to Covid-19 by 'standing up' the Strategic Resilience Group , Operational Resilience Group and HSCP Local Response Management Team. These groups have been instrumental in the response and recovery of Covid-19. Shaping a new future for West Dunbartonshire Council. As we move towards the Winter months, we are presented with a host concurrent risks that may prove challenging to manage and mitigate whist continuing to manage the impact of Covid-19.

EU Exit is beginning to resonate back into daily working. Many of our officers have worked continuously through this pandemic without adequate time off and this may lead to key officers being on off or leave for periods as we prepare for EU Exit. It is considered likely there will be a no deal EU Exit therefore it is important to consider the impact it will have socially and economically with West Dunbartonshire over the coming years.

The Council will be responding and recovering from Covid-19 for the foreseeable future as we try to manage the financial, social and economic impacts of this pandemic. Over the coming months we will be faced with, EU Exit, Winter preparedness and other known risks which will undoubtedly put pressure on resilience structures and potentially hinder our ability to respond effectively.

Benchmarking

All 32 councils in Scotland measure a common set of performance indicators called the Local Government Benchmarking Framework (LGBF). It comprises service delivery, cost, and customer satisfaction indicators covering all major council service areas, including education, housing, social work, and leisure. Using the same indicators across all councils allows us to compare our performance so that we can identify best practice, learn from each other, and improve what we do.

The most recent comparative data for all councils was published in January 2020 and relates to the period 2018/19. People and Technology assume organisational responsibility for four of the LGBF performance indicators. The LGBF indicators for People and Technology are set out below and show:

- Two of the indicators show improvement in both rank and performance from the previous year; and
- Two of the indicators show a decline in rank and performance from the previous year; this is consistent with the national trend whereby absence levels overall are at their highest since 2010/11. Whilst the decline in performance in 2018/19 is

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disappointing, concerted and targeted efforts have been made in response and this has yielded results in 2019/20 with sickness absence levels Council wide falling to their lowest levels in the last 4 years.

	2018/19	Rank 18/19	2017/18	Rank 17/18	Scotland 2018/19	Change in rank
The percentage of the highest paid 5% of employees who are women	56.60%	13	52.44%	18	55.79%	⬆
The gender pay gap	1.79%	10	2%	13	3.96%	⬆
Sickness Absence Days per Teacher	6.25	17	5.7	14	6.21	⬇
Sickness Absence Days per Employee (Local Government)	12.77	24	11.83	21	11.49	⬇

Service user Feedback

Satisfaction surveys

ICT
ICT service carried out its annual survey for 19/20 in April 2019. 401 responses were submitted from across the council. Of those responses:
- 85 % expressed satisfaction with the ICT service;
- 80% were of the opinion that the quality of service had improved from the previous year; and
- 92% expressing satisfaction with the quality of service and 82% expressing satisfaction with speed of fix.

Strategic People and Change
Organisational Development and Change conduct post event evaluations with feedback and comments used to help improve the content, delivery and focus of the programmes. In 2019/20 153 responses were received from across the council. Key findings established that new employee induction event required review, a development programme for first tier leaders across depots was required and digital skills training needed to be targeted with support to make better use of current tools such as outlook and excel.
Of those respondents: To date the service have an average rating of 4.7/5 across all programmes. Comments include:

• Inspiring Leaders – "*I found this to be a very interesting and informative course. It was hugely beneficial to meet other people from other areas within the organisation and hear their experiences and views*";
• Interview Skills/Investigations – "*I found the course very useful especially the use of STARR in framing answers for behavioural questions*".

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The team have updated the face to face Induction programme this has an average rating of 4.4/5 and in response to 'What was most useful' comments such as:

• Seeing how important every role is to the functioning of the council.
• Meeting and understanding the different departments across the business. Being provided with an effective and interactive overview of the council via the presentations from OD and Change as well as the group sessions.
• A chance to talk with other new starts and be pointed to where we can access all the information and policies we need.

Transactional Business Support
Transactional Business support carried out a biennial survey in 2018/19 covering service provision by HR Connect and Payroll. The main findings were:

In relation to HR Connect, 232 responses were received and of those:
- 97% felt their enquiry was handled in a professional manner;
- 94% stated they were satisfied with how their enquiry was resolved; and
- 91% agreed that employees had the specialist knowledge required to assist with enquiries.

In relation to Payroll, 123 responses were received and of those :
- 96% felt their enquiry was handled in a professional manner;
- 93% stated they were satisfied with how their enquiry was resolved; and
- 94% agreed that employees had the specialist knowledge required to assist with enquiries.

As a result of both surveys an action plan was developed and implemented to improve customer experience and satisfaction with a particular focus on improving self-service areas and promotion of digital services. A further survey to measure satisfaction is planned for 2020/21.

Continuous Improvement

Self-evaluation
In 2016 the Council agreed a three-year self-evaluation programme using the West Dunbartonshire Self-Evaluation Framework. This framework utilises a checklist approach, implemented through an online survey. Over the three-year programme, all Council services that are not subject to an external evaluation will undertake self-evaluation.

Within the People and Technology service area; seven services were identified as eligible for a self-evaluation, these include: ICT Applications; ICT Infrastructure; Health and Safety; Strategic HR; Organisational Development and Change; HR Connect and HR payroll. To date all services have undertaken a self evaluation and have implemented improvement action plans.

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Employee Survey

74% of People and Technology employees completed the Employee Survey; with overall results published in November 2019. Comprising nineteen statements covering *My Role*, *My Service*, and *Communication & Consultation*, the results highlighted the following positive feedback across P&T as a whole:

- Twelve of the nineteen statements received a score of 70% or higher with a further 2 receiving a score 90% or more;
- Eleven of the responses for People and technology scored higher than the council average;
- The area most improved for People and Technology was in relation to 'My role' whereby improvements were noted in 3 of the 5 statements.

The chart below highlights the most significant changes that have taken place over the last 2 years as a result of positive action.
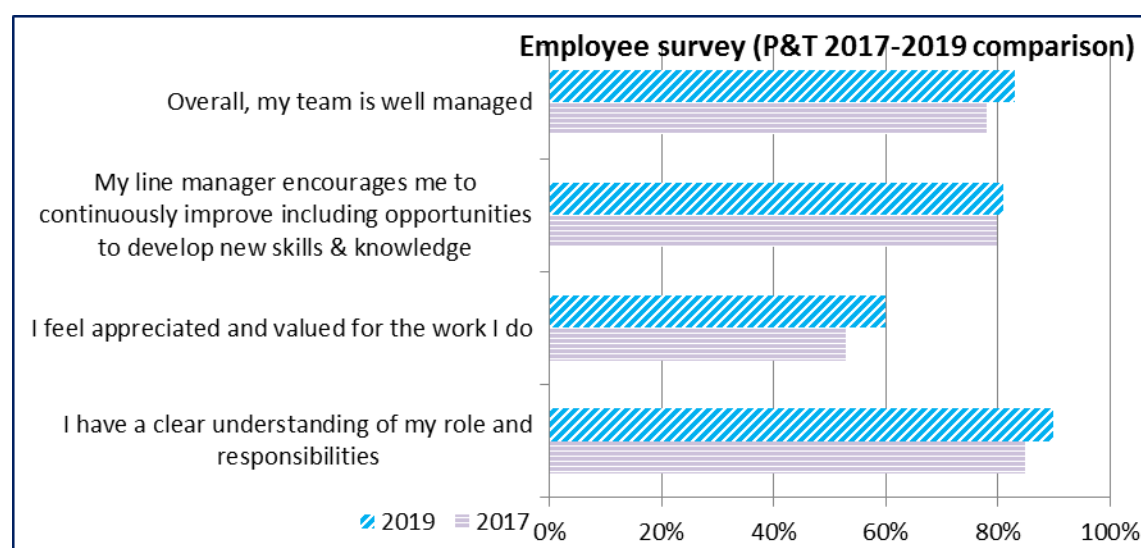
Quality Standards

Quality standards help to define what users of our services can expect to receive, and remind both the organisation and our employees of the challenges and obligations they face in delivering best value services.

Quality standards for People and Technology are set out in Appendix 3. These will be regularly monitored and managed by the management team and reported annually to the Corporate Services Committee.

3.   Strategic Assessment

The People and Technology management team completed a detailed strategic assessment to determine the major influences on service delivery and priorities in 2020/21 and beyond. The following factors were identified as significant:

Key Factors

Financial Challenges

The entire public sector is facing significant financial challenges. When the 2020/21 budget was set in March 2020, the Council was predicting cumulative funding gaps in 2021/22 and 2022/23 of £6.051m and £13.067m respectively. Since last reported, the Council's likely financial projections have changed, with the projected level of available reserves held by the Council and the unknown longer term cost outcomes associated with COVID-19 both increasing the likely gaps. The long term finance strategy is due to be reported to Council in November 2020, together with a draft 3-year detailed budget position. This means that further action continues to be required to balance our budget and protect services for residents.

Another area expected to have an impact financially is the UK's exit from the EU. This will result in an increase in demand for support as services continue to manage demanding change projects, service transformation at the same time as demand for services increases. Additionally, there is a potential impact on resources and skills available in the third sector provision of social care placing further demand on Council employees.

This means that a range of actions are required to balance the budget; undoubtedly reducing funding to service areas, requiring consequential changes to roles, possible reduction of support, and a potential reduction in employee numbers.

As part of a previous national pay agreement and reconfirmed in that for the period 2018/19-2020/21, local government employers have committed to full consolidation of the Scottish Local Government living wage by 31/3/21. The Council updated it's Local Collective Agreement in February 2014 effectively incorporating the previously paid supplement into the Scottish Local Government Living Wage (SLGLW) rate thereafter used for all payments. This achieved consolidation however, the Council continued to use the existing SCPs until a further revision to the agreement in June 2020. The national guidance on SLGLW Consolidation has shaped our approach and we will complete the final stage by removing those SCP's below the NMW level (not currently in use in WDC) by end March 2021.

The funding model required for IT hosted and cloud based services is changing as suppliers realign their costs and discounts to support their preferred cloud-based approach. Councils in turn need to plan for a different approach to funding ICT services in the future and seek to share and collaborate across public services where possible.

Transformation and Continuous Improvement

The speed of technological advancement has been rapidly increasing and will continue to do so. This will impact on employees, citizens and services as the Council seeks to

both capitalise and adapt to these. Additional support and upskilling has been evident with the rapid deployment of MS Teams and Online Committee Meetings.

The Scottish Digital Office conducted a Digital Maturity assessment in 2019 which baselined WDC's digital approach and awareness of it across the authority. This was a positive start for WDC and has helped set the vision for the digital team focussing on "digital skills" and "making better use of data". These are areas where the council has yet to realise it's full potential and work began with a focus on enhancing employee skills and improving how data is used and presented.

This means the service needs a joined up approach to supporting digital transformation to grow employee skills, citizens to adapt and services to change. To do this structures require to be reviewed and resources (financial and workforce) need to be identified to ensure plans and processes are in place alongside the ability to constantly monitor progress on keeping apace with digital transformation and technology. To support this the Digital Transformation Board has been widened to allow a more holistic, one council approach to be adopted. This has created a wider virtual digital team and ensured focus and resource to be employed and prioritised to ensure delivery of the council's strategic aims.

In addition, Service Design has been introduced (to the senior leadership team and members of the Lean/Six Sigma Yellow Belt group) and shall be approaching transformation in a collaborative way working with our citizens to design services together. We will be changing the way we run projects too and adopting an agile project management approach. This will include continued consideration of cloud-based services and sharing across the public sector. The Council has also commenced its journey around Robotic Process Automation, which is now starting to be widely be considered in a number of Scottish Local Authorities. We believe this will complement the wider digital transformation programme and its three key workstreams - Better Use of Data, Digital Skills, and Digital Leadership,

Sustainable Employment and Organisational Design
With an aging population and more flexible/ agile working the organisation needs to ensure supporting policies look to sustaining employment. This means People & Change need to ensure a holistic approach that supports employees with their wellbeing covering physical, emotional, benefits and learning.

To further support this the Wellbeing Strategy has been developed to ensure this is at the centre of driving forward the ongoing policy review programme. This is supported by a growing numbers of employees in the manager and wellbeing advocate groups ensuring an information conduit to the wider employee group. This has resulted in a focus on mental health looking to remove stigma and improve understanding and access to supports. This has been key during Covid and there has been additional activities in supporting remote working with guidelines and new policies, digital skills and learning, DSE assessments, additional return to work supports and OH supports.

Research shows that females are more likely to suffer domestic abuse than men. With a predominantly female workforce, the service must ensure that effective policies continue to be in place to meet the emotional, financial and welfare needs of victims of domestic abuse.

The diverse work carried out by the Council requires clear governance with regards to equality and our service must continue to ensure that fair pay and remuneration practice is followed for e.g. pension reform, with an ageing workforce, we have to ensure employees are aware of the financial benefits of the occupational pension schemes and encouraged to join/opt in.

Community Resilience
CCS typically take part in WDC Experiential Learning however due to the prevalence of Covid-19 this event was cancelled in 2020. CCS will continue to support the Councils annual delivery providing a workshop on the preparation of an Emergency Grab Bag. This event targets Primary 7 pupils within West Dunbartonshire to give them an enhanced understanding of emergencies and key items to take with them during an emergency. Each child receives a take home CCS Grab Bag leaflet to reiterate the message given during the workshop.

EU exit and associated elections
The UK has left the EU, and this transition period after Brexit comes to an end on the 31st December 2020 and the deadline for extending it has now passed. The most significant challenge remains if the UK cannot secure a suitable deal whereby the UK leaves the EU without a trade deal. This would mean the UK would automatically drop out of the EU's main trading arrangements – the single market and customs unions.

This would result in tariffs being applied to UK goods, which in turn would mean UK goods would be more expensive and harder to sell in the EU. Additionally, if a new trade deal is not ready then boarder checks would be applied to UK good travelling to the EU causing long delays at ports.

There is clear evidence suggesting that there will be economic and workforce uncertainly as a result of EU Exit, further impacting our vulnerable communities and local economic growth. This presents a significant challenge for West Dunbartonshire due to the high rates of deprivation and unemployment. The current issues could be exacerbated due to EU Exit and economic recovery from Covid-19 pandemic, potentially putting more individuals under the poverty threshold line and seeking additional support from the local authority.

In preparation, the Council has updated Service area Business Continuity Plans – taking into consideration the Scottish Planning Assumptions broad risks. Working with partners through the Local Resilience Partnership, a shared understanding has been reached. Appropriate Council officers are regularly updating the EU- Exit Assurance Action plan which sets out the risks and considers potential impact and plans for or

mitigates accordingly. This document is available to view on the Council website and was reported to the Corporate Services Committee meeting in February 2020.

Community Empowerment Strategy

The West Dunbartonshire Community Empowerment Strategy was approved by Council in November 2019. The strategy details the ambitions of the Council and its partners to deliver the Community Empowerment (Scotland) Act 2015. Informed by an engagement process with local community organisations and citizens, the strategy provides a set of objectives to be delivered in partnership with communities, underpinned by clear principles for empowerment.

To support implementation of the strategy a partnership and community owned delivery plan is being developed, setting out specific actions and ownership for taking forward. The P&T service area will fully support development and implementation of these specific actions and will include empowerment related activity in future delivery plans to support community empowerment.

Budget Sensitivity Analysis

The 2020/21 net revenue budget for People & Technology is £6.314m. We will make the best use of the resources available to deliver on key priority areas and secure external/match funding where this is possible. In reviewing the service budget projections, consideration has been given to sensitivity of these budgets, in particular for higher risk/ higher value budgets which may have a significant impact on budgetary control and future budget projections. The analysis has considered sensitivity around demand, costs and charges, and income levels.

Within this service, no budgets which have been identified as being more susceptible to fluctuations.

A breakdown of budget by service area is given in appendix 4.

Action Plan

The challenges and issues identified in the performance review and strategic assessment sections as well as the considerations from the budget sensitivity analysis have informed People and Technology priorities and outcomes for 20120/21. The management team has developed an action plan to address them (Appendix 2), supported by a range of performance indicators to enable progress to be monitored and reported to stakeholders. Progress will be monitored and managed on a regular basis and reported biannually to Committee, at mid-year and year end.

4. Risks

The Council has identified risks at both a strategic and service level. Strategic risks represent the potential for the Council to take advantage of opportunities or fail to meet stated strategic objectives and those that require strategic leadership. Service risks relate to service delivery and represent the potential for impact on individual services, or the experience of those who work within the services, i.e. employees, partners, contractors and volunteers, service users or clients in receipt of the services provided. In planning for 2020/21, the strategic area considered the Council's strategic risks and identified risks specific to the service. (See below)

Actions to mitigate these risks are set out in our action plan or in our operational plans, with the aim of improving or maintaining the current position (i.e. the current risk score)

Current Service Risks
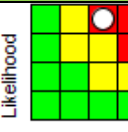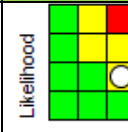
Title	Description	Current Risk Matrix	Target Risk Matrix	Managed By
Workforce Management System not fit for purpose	There is a risk that the WMS system is not fit-for-purpose thereby requiring manual workarounds restricting the level of automation impacting on efficiencies			Arun Menon
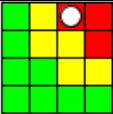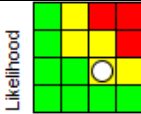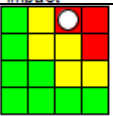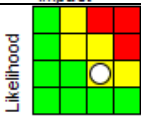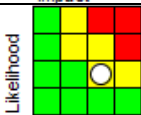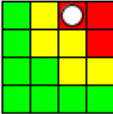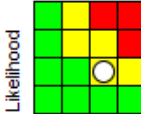
Current Strategic Risks managed by P and T

Title	Description	Current Risk Matrix	Target Risk Matrix	Managed By
Information Technology	Failure to keep pace with changing technology environment during periods of austerity and supplier rather than business led change			Patricia Kerr

Title	Description	Current Risk Matrix	Target Risk Matrix	Managed By
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.			Patricia Kerr
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, either in the provision of an effective health and safety management system or in ensuring adherence to that system as part of an embedded health and safety culture.			Alison McBride
Ensure an appropriately resourced workforce.	Failure to ensure that there is an appropriately resourced workforce in place to meet future organisational needs, either in effectively executing the Councils 2017-22 Workforce Plan or in ensuring that the Plan is adapted over time if and when earlier assumed circumstances change.			Alison McBride

Covid-19 Risks

Title	Description	Current Risk	Target Risk	Managed by
COVID-19 Significant Service and Workforce Disruption	The Council is faced with significant ongoing demands with disruption to service delivery, increasing PPE and workforce pressures as a result of Covid 19 and subsequent local and national outbreaks. This involves both responding to the crisis and from services returning to a new normality based on Response, Recovery and Renew guidance produced by Scottish and National Government. NB. Financial risk is also reflected in SR001			Victoria Rogers

Sub risks – All Covid-19 sub risks are managed via operational risk register				
Workforce	The Council is faced with significant workforce demands in relation to absence, reduction, recruitment and wellbeing.			All managers
Service delivery	The Council is faced with significant delivery demands in relation to moving services online, disruption, reduction and quality.			All managers
Protection	The Council is faced with significant demands for protection in relation to additional and constant changing legislation and guidelines, PPE requirements, supply chain, cost of PPE and ensuring workforce safety.			All managers
Public uncertainty	The Council is faced with significant demands around public uncertainty and leads to additional burdens upon services, seeking information, advice and support.			All managers

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Appendix 1 – Structure Chart

CHIEF EXECUTIVE

STRATEGIC LEADS

Head of People & Change
Vacant
HSCP

STRATEGIC LEAD - PEOPLE & TECHNOLOGY

Victoria Rogers

Leadership Support
Charlene Tannock

CCS Resilience Partnership:
Renfrewshire,
Inverclyde,
East Renfrewshire
Jen Watt

ICT Manager

Patricia Kerr

Section Head Infrastructure Management
Brian Miller

Section Head Support & Business Applications
James Gallacher

Strategic People & Change Manager

Alison McBride

Organisational Development & Change Leads
Lorraine Mair
Anne McFadden

HR Business Partners
Geraldine Lyden
Louise Hastings
Leeane Galasso

Section Head
Risk & Health & Safety
John Duffy

Business Support Manager

Arun Menon

Section Head
Transactional Services
Stella Kinloch

Section Head
Payroll & Admin Support
Graham Hawthorn

West Dunbartonshire
COUNCIL

Appendix 2 - Action Plan

(P) Efficient and effective frontline services that improve the everyday lives of residents		
(Ob) A committed and skilled workforce		

Action	Due Date	Managed By
Embed an organisational health and safety culture though extending organisational use of Figtree and understanding of health and safety	31-Mar-2021	Alison McBride
Increase understanding of Council Fire Risk Management Strategy.	31-Mar-2021	Alison McBride
Implement actions from review of the effectiveness of Council approach to risk management	31-Mar-2021	Alison McBride
Deliver a variety of development opportunities such as Lean/Six Sigma, New Managers Induction, build digital literacy workforce knowledge and skills and targeted approach to the Coaching and mentoring Programme	31-Mar-2021	Alison McBride
Monitor the Continuous Improvement projects and grow the yellow belt group to better support transformation	31-Mar-2021	Alison McBride
Implement the actions from the Be the Best Conversations evaluation	31-Mar-2021	Alison McBride
Monitor and embed the Council's Employee Wellbeing Strategy.	31-Mar-2021	Alison McBride
Assess, develop and review employment policies/schemes in line with the Council's policy framework.	31-Mar-2021	Alison McBride
Continue to embed the Council's Strategic Workforce Planning Framework with a particular focus on the impact of digital skills	31-Mar-2021	Alison McBride

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Action	Due Date	Managed By
Provide HR support to inform and implement organisational change projects.	31-Mar-2021	Alison McBride

Ob A continuously improving Council delivering best value

Performance Indicator	2018/19 Value	2019/20 Value	2019/20 Target	2020/21 Target	Managed By
Sickness absence days per teacher	6.25	5.46	5.4	5.2	Alison McBride
Sickness absence days per employee (local government)	12.77	11.4	9	8	Alison McBride
Percentage of ICT helpdesk incidents fixed with half day of being logged.	49%	48.17%	52%	52%	Patricia Kerr
The percentage of the highest paid 5% employees who are women	56.6%	55%	50%	50%	Alison McBride
Gender pay gap	1.8%	0.9%	3%	3%	Alison McBride

Action	Due Date	Managed By
Secure, resilient and compliant Infrastructure	31-Mar-2021	Patricia Kerr
Technologies to Support ICT Service Delivery Improvements	31-Mar-2021	Patricia Kerr
Process Changes to Support ICT Service Delivery Improvements	31-Mar-2021	Patricia Kerr

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ⓟ Open, accountable and accessible local government					
Ⓞb Equity of access for all residents					

Performance Indicator	2018/19 Value	2019/20 Value	2019/20 Target	2020/21 Target	Assigned To
% of our workforce who have declared a disability	2.08%	2.1%	1.9%	2%	Alison McBride
% of our workforce who have stated they are LGBT	3.07%	2.38%	2.5%	2.5%	Alison McBride
% of our workforce who are from a Black minority ethnic group	0.23%	0.27%	0.45%	0.5%	Alison McBride
Disability pay gap	9.27%	10.34%	10.5%	10%	Alison McBride

Action	Due Date	Managed By
Continue to implement HR Payroll Transformation including manual processes, development of WMS, better integration with WMS and greater self service	31-Mar-2021	Arun Menon
Implement statutory Payroll changes	31 Mar-2021	Arun Menon
Carry out equal pay audit for publishing in 2020	31-Mar-2021	Alison McBride
Carry out recruitment and selection exercise audit to identify positive actions for BME applicants	31-Mar-2021	Alison McBride

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Appendix 3: Quality Standards

West Dunbartonshire Council has a local Good Governance Code based on guidance from CIPFA. The Council's compliance with its Code is reviewed each year and a supporting action plan is developed to ensure improved compliance is achieved. The Code details a range of principles which should be adhered to by the Council, and details the behaviours and actions which demonstrate good governance in practice. The Good Governance Code requires that the organisation considers the approach to the use of quality standards.

Quality standards help to define what users of our services can expect to receive, and remind both the organisation and our employees of the challenges and obligations they face in delivering best value services

These quality standards will be monitored and managed by the management team of each service at regular meetings, and reported annually to the relevant service committee along with the delivery plan.

Service Area	Quality Standard	How will the Quality Standard be measured?
ICT	We will fix all ICT helpdesk incidents within half a day of reporting.	% of helpdesk incidents fixed within given timescales.
	We will ensure all employees are able utilise self-service helpdesk support	% of Requests and incidents raised online
Strategic HR	We will produce monthly absence reports for all management teams focusing on appropriate actions to reduce absence.	% of total absence reports produced discussed at the relevant management team meeting.
OD and Change	We will annually review face to face standard training programme to ensure we meet the constant change of workforce needs (ie digital skills)	% programmes /courses reviewed annually.
Health and Safety	We will carry out annual Fire Risk Assessments (FRA) in all identified High Risk properties.	% of identified High Risk properties that are annually inspected in accordance with the enforcement inspection policy of Scottish Fire and Rescue

Appendix 4: Resources

Finance

The 2020/21 revenue budget for the P&T strategic area is £6.314m (updated following budget review on 01/09/20). The resources to deliver on this in 2020/21 action plan for service areas are:-

Services	Gross Expenditure 2020/21 (£m)	Gross Income 2020/21 (£m)	Net expenditure / Income 2020/21 (£m)
Transactional	0.712	-0.021	0.691
HR & Risk	1.225	0.000	1.225
ICT	4.546	-0.453	4.093
Change & OD	0.357	-0.052	0.305
Total	**6.840**	**-0.526**	**6.314**

Workforce Planning

Workforce planning is integrated within the strategic planning process, highlighting the key workforce related activities for the year and reflecting the longer term strategic aims of the services. Each Strategic Lead is responsible for the annual review of requirements for their respective service areas to ensure that any key actions are identified at an early stage.

Absence in 2019/20

The quarterly absence statistics for P&T are shown below together with the Council average for the same periods for comparison. The figures for Regulatory have been significantly lower that the Council average throughout 2019/20:

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual FTE days lost per FTE employee
P&T	0.47	0.62	2.39	1.54	3.49
Council Wide Total	**2.83**	**2.54**	**3.50**	**3.35**	**10.25**

Employee Numbers

The headcount and full time equivalent employees in each service area (as of 1 April 2020) is as follows:

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Service Area	Headcount	FTE
Business Support	19	18.14
Health & Safety	6	5.41
ICT	57	53.90
People & Change	26	23.97
Total	108	101.43

SL Workforce Plan 2017-2022 – Annual Action Plan 2020/21

1. Addressing the gap between current workforce supply and predicted future demand

Strategy
Continue to implement the outputs of service reviews to address gap taking cognisance of opportunities to realise savings through voluntary turnover and consideration of management spans of control
Expected Outcome
Gap is addressed, whilst:
Protecting critical roles (and avoiding associated turnover)
Ensuring service priorities are met
Avoiding or minimising risk of voluntary or compulsory redundancy
Enabling flexibility to address fluctuations in service demand through appropriate management of fixed-term contracts

Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Explore and promote flexible working practices to attract and retain talent across People and Technology especially in project areas where skills and expertise is vital e.g. Workforce management, EDMS, Firmsteps, Robotic Process Automation (RPA), etc	Workforce	Ability to attract and retain experienced staff within key development areas; Improved on-boarding process for new staff	31-Mar-2021	All managers

Where feasible address any equalities imbalances within Business Support	Workforce	Currently Business Support teams have around 30% staff within the 50-60 age group which needs planned for potential retirements and impact on services; 87% of the Business Support teams is made up of females which also needs balanced where feasible	31-Mar-2021	Arun Menon
Action Title	**Resources needed**	**Measure of Outcome**	**Due Date**	**Assigned To**
Review structures and role profiles across HR Connect and Payroll teams not only in light of legislative changes but also Digital, Robotics and wider transformation projects to ensure the teams are efficient and remain effective.	Workforce/Systems	Achievement of committed savings, Streamlined, more efficient processes	31-Mar-2021	Arun Menon
2. Addressing the gap between current and required additional workforce capabilities				

Strategy
Continued review and implementation of associated training plans to enable capabilities to be developed within existing workforce
Expected Outcome
Gap is addressed, whilst:
Ensuring value for money in terms of training solutions
Minimising requirement to recruit for new capabilities (and thereby avoiding or minimising risk of voluntary or compulsory redundancy)
Ensuring service priorities are met as a result of application of those new capabilities
Ensuring staff are encouraged to re-train and re-align to newer digital skills to allow the Council to reduce attrition while making jobs interesting

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Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Continue to develop skills within ICT to remain abreast of changes in technology	Workforce funding	Evidence of capability, reduction in risk and improved service offering	31-Mar-2021	Patricia Kerr
Continue to utilise and embed Lean/Six Sigma skills of managers within P&T by commencing relevant process improvement projects.	Workforce	Efficiencies in processes identified and benefits realised.	31-Mar-2021	Alison McBride
Support Digital Transformation implementation and plan through ROI, consultancy only where necessary skills not internally available	Workforce /funding	Evidence of capability and subsequent organisational impact	31-Mar-2021	Patricia Kerr; Alison McBride
Build career paths that develop breadth of experience and depth of expertise at all levels by creating professional development frameworks and practical training opportunities with the likes of Robotic Process Automation (RPA).	Workforce	Level of re-training within existing staff groups; level of interest in council's Digital projects; map of skills and expertise along with a structured development programme for staff; avail and encourage adoption of self-training via tools such as LinkedIn Learning based on strategic priority areas	31-Mar-2021	Patricia Kerr; Alison McBride; Arun Menon
Continue to explore and initiate workforce shadowing/transfer opportunities across P & T service areas	Workforce	Evidence of increased capability/reduction in single-person dependencies/more agile workforce	31-Mar-2021	All managers

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Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Continue to develop data analysis skills in Strategic HR team with a view to fully utilising existing systems/technologies	Workforce	Meaningful insights gained from existing data and improved use to drive Corporate initiatives.	31-Mar-2021	Geraldine Lyden
Review current and future staffing requirements and changes to working practices to identify training needs following implementation of a range of process improvements	Workforce	Effective working practices with minimal processing delays and errors	31-Mar-2021	Arun Menon
Review skills required for the Council to implement Robotic Process Automation through creation of a Centre of Excellence (CoE) to sustain automation developments in-house	Workforce	Establishment of a RPA CoE; Development of automation in-house; capacity released on account of automated processes	31-Mar-2021	Arun Menon

3. Improve resilience within teams

Strategy
Develop and implement wellbeing and training plans in relation to critical roles to enable capabilities to be developed and resilience improved within existing workforce
Expected Outcome
Improved resilience across teams leading to improving employee engagement and lower absence levels
Retention of knowledge and skills associated with critical roles
Ensuring employees feel valued and results in improved practices, increased efficiency and productivity
Ensuring service priorities are met as a result of application of those new capabilities
Ensuring staff are encouraged to develop new skills

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Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Review capacity across HR Connect and Payroll in line with process improvement, developments and business as usual to identify opportunities for building resilience	Workforce	Monitoring delivery plan actions; meeting agreed SLAs; assess instances where teams have successfully completed ad-hoc requests from services	31-Mar-2021	Arun Menon
Continued implementation of development plans in Strategic HR team to aide succession planning.	Workforce Funding (within existing resource or submission of evidence case)	Progression of individual/collective development interventions	31-Mar-2021	Alison McBride
Continue to ensure cross-skilling in specialist areas within Strategic HR Team	Workforce	Evidence of increased capability/reduction in single-person dependencies/more agile workforce	31-Mar-2021	Alison McBride
Continued implementation of development plans in ICT team to aide succession planning (particularly to Service Manager and Section Head roles)	Workforce/Funding (within existing resource or submission of evidence case)	Completion of assessment. Identification and progression of individual/collective development interventions	31-Mar-2021	Patricia Kerr

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Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Continued implementation of development plans in Health & Safety team to aide succession planning.	Workforce/Funding (within existing resource or submission of evidence case)	Completion of assessment. Identification and progression of individual/collective development interventions	31-Mar-2021	Alison McBride
Support implementation of Employee Wellbeing Strategy including providing representation on Employee Wellbeing Advocate and Managers Group.	Workforce	Improved employee engagement, lower sickness absence rates	31-Mar-2021	Patricia Kerr; Alison McBride; Arun Menon
Ensure teams are undertaking Be-the-best conversation on a regular basis with all staff	Section Heads	Review 6 monthly; completed Be-the-best conversations; improved outcomes in the Employee Survey	31-Mar-2021	Patricia Kerr; Alison McBride; Arun Menon
4. Ensuring clear, effective and stable organisational design				

Strategy
Planned service reviews within and across Strategic Lead Areas
Supporting new ways of working and service delivery
COVID specific actions
Expected Outcome
Create a more agile and better informed workforce
A systems-based approach is adopted council wide utilising a service design approach to organisational change to improve service

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delivery and ensure it meets the needs of citizens.
More accessible online training and employee support provision

Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Supporting different work styles to best support home working and social distancing in line with COVID government guidance	Workforce/Funding (within existing resource or submission of evidence case)	Completion of assessment of workstyles. Data quality improvement for workstyles. Identification and progression of remote working/workstyle exercise	31-Mar-2021	Alison McBride
Improved communication frameworks with employees and managers to translate the national messages and government guidance	Workforce	Issue of workforce updates. Rollout of Trickle. Increased numbers of wellbeing advocates, Trickle champions and MS Team ambassadors. Improved outcomes in the Employee Survey	31-Mar-2021	Geraldine Lyden
Increased on line training provision for policy and practice to best support managers and employees as the organisational environment changes. Webinars, on line training	Workforce	Evidence of increased capability /more agile workforce	31-Mar-2021	Alison McBride

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5. Addressing workforce diversity objectives

Strategy

Develop and implement action plans in relation to the following:

Increase diversity in the Council workforce

Reduce the disability pay gap

Decrease occupational segregation

Outcomes of the Equal Pay Audits

Expected Outcome

Council workforce-related equality outcomes are met and demonstrated by achievement of associated equality improvement targets.

WDC have completed Scottish Local Government Living Wage exercise

Progressing on equality indicators

Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Conclude the Scottish Local Government Living Wage (SLGLW) exercise with deletion of the grades below SLGLW.	Workforce	Exercise concluded with deletion of grades below SLGLW.	31-Mar-2021	Geraldine Lyden
Actions to address specific duties associated with Disability - manual data verification exercise.	Workforce	Manual exercise concluded to ensure all employees are reached and associated actions carried out.	31-Mar-2021	Geraldine Lyden
Equal pay reporting - annual equalities monitoring report (every year) and Equal pay audit every 3 years. (next one June 2023)	Workforce	Audit carried out and concluded and relevant reports provided to committee.	31-Mar-2021	Geraldine Lyden

6. Improved use of technology and new ways of working

Strategy

Implement Workplace of the Future Strategy

Develop and implement workforce and organisational development solutions

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Expected Outcome
Improved efficiency and effectiveness of service provision
Make better use of data
Continue with council wide digital transformation

Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Provision of technology to support new workstyles to enable more home and flexible working.	Workforce/Funding (within existing resource or submission of evidence case	An increased number of employees with the equipment to work at home and more flexibly in line with the Government guidance to work from home where possible	31-Mar-2021	Patricia Kerr
Utilise and support the development of the Workforce Management console to better inform decisions and service delivery plans	Workforce/Funding (within existing resource or submission of evidence case	Ongoing utilisation and development of the console. Increased data usage to inform decisions	31-Mar-2021	Geraldine Lyden; Anne McFadden
Further develop and roll out an induction app	Workforce/Funding (within existing resource or submission of evidence case	Push out helpful organisational information that would assist employees in the first few months. This will be developed further and is in testing phase.	31-Mar-2021	Anne McFadden

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WEST DUNBARTONSHIRE COUNCIL

Report by Strategic Lead - Regulatory

Committee: Corporate Services Committee 11 November 2020

Subject: 2019/20 Regulatory Delivery Plan Year-end Progress & 2020/21 Delivery Plan

1   Purpose

1.1   This report provides members with the final position against the 2019/20 Delivery Plan and presents the 2020/21 Delivery Plan.

2   Recommendations

2.1   It is recommended that Committee notes both the year-end position for 2019/20 and the plan for 2020/21.

3   Background

3.1   Each Strategic Lead develops an annual Delivery Plan. This sets out actions to help meet the Council's priorities and address the key service challenges identified through the planning process. The plan outlines performance indicators to measure progress, provides an overview of services and resources, including employees and budgets, and considers the relevant risks.

3.2   Delivery Plans are traditionally shared through relevant service committees in the spring (May/June) with a mid-year progress report presented in winter (November). However, as a result of the COVID-19 pandemic, work to finalise Delivery Plans for reporting in spring was paused. This reflected the need to focus on the immediate resilience response for our communities. It also gave Strategic Leads the time to analyse the COVID-19 impact and the likely recovery position for the remainder of the 2020/21 year and factor this in to drafted delivery plans.

4   Main Issues

2019/20 Year-end Performance

4.1   The 2019/20 Delivery plan was presented to Corporate Services Committee on 22 May 2019, and mid-year progress on 13 November 2019.

4.2   Full details of year-end progress are set out at Appendix 1. Of the 17 actions due to be completed by 31 March 2020, 12 (71%) were completed as planned with 5 (29%) outstanding. These are:

- Provide legal assistance in the negotiation and completion of the requisite legal agreement and assist colleagues throughout the Council to develop

the knowledge to take forward the Affordable Housing Programme - 80% completed. Contractual discussions were hindered at year end due to coronavirus. This was carried forward to 2020/21.

- Establish an Energy Supply Company (ESCo) for the District Heating System, including governance rules for its operation, and formally constitute it as an arms length but wholly owned entity - 90% completed. This was carried forward to 2020/21 with a report on the establishment of ESCo submitted to Council in June 2020.

- Implement the new geographic information system (GIS) - 83% completed. The new GIS system went live in March 2020. 5 of the 6 milestones were completed. The final milestone relating to the launch of the new system was delayed due to restrictions on gatherings imposed as a result of the coronavirus. Ongoing development and training will be rolled out in 2020/21.

- Implement the Registration Marketing Plan - 90% completed. The production of a promotional video was initially delayed until better weather, then latterly due to the coronavirus. The video will now be produced in 2020/21.

- Ensure implementation of Improvement Action Plans arising from the self-evaluation process - 96% completed. All self-evaluation Improvement Plans were reviewed regularly throughout the year. All actions have been implemented with the exception of one action for Legal Services relating to an annual whole team meeting. The preparation for this has been completed and the meeting will be rescheduled once the coronavirus restrictions have been lifted.

4.3 Of the 18 performance indicators where year end data is available, 13 (72%) achieved their year end targets, 2 (11%) just missed their targets, and 3 (17%) were significantly adrift of their targets.

4.4 Of the latter category, all three relate to planning applications covering householder, local development, and commercial. A high volume of applications combined with staffing issues, including a vacant Lead Planning Officer post and a Lead Planning Officer on maternity leave, contributed to the following performance:
- Planning applications (householder): The average number of weeks to a decision was 12.7 against a target of 7.
- Planning applications (local development, excluding householder): The average number of weeks to a decision was 16 against a target of 12.
- Average time taken to deliver a commercial planning application decision: The average number of weeks to a decision was 13.5 weeks against a target of 8.5.

4.5 With the Lead Planning Officer post filled in January 2020, improved performance is anticipated going forward. However, with a planning officer

vacancy since February 2020, this is likely to have some impact on performance in relation to householder and local applications.

Complaints: 2019/20 Year-end and 2020/21 Mid-year

4.6   A key focus in the development of delivery plans is ensuring that feedback from stakeholders informs learning and improvement. One of the key sources of robust feedback is complaints data.

4.7   Between 1 April 2019 and 31 March 2020, Regulatory received a total of 33 complaints, comprising 26 Stage 1 and 7 Stage 2 complaints. During the same period, 30 complaints were closed, 23 at Stage 1 and 7 at Stage 2.

4.8   Of the 23 complaints closed at Stage 1, 18 (78%) met the 5 working days target set for resolving Stage 1 complaints, with an average of 4 working days to resolve all complaints closed at this stage. Of the 7 complaints closed at Stage 2, 3 (43%) met the 20 working days target, with an average of 23 days to resolve all Stage 2 complaints.

4.9   4 of the complaints closed at Stage 1 were upheld and 1 at Stage 2. These are shown in tables 1 and 2 below by service area and by complaint category respectively.

4.10   In the first half of this year (1 April to 30 September), Regulatory received a total of 5 complaints, all at Stage 1. During the same period, 3 complaints were closed, all at Stage 1.

4.11   Of the 3 complaints closed at Stage 1, 2 (67%) met the 5 working days target set for resolving Stage 1 complaints, with an average of 5 working days to resolve all complaints closed at this stage.

4.12   One of the complaints closed at Stage 1 was upheld. This is shown in Tables 1 and 2 below by service area and by complaint category respectively.

Table 1: Upheld complaints by service area

Service Area	1 April 2019 - 31 March 2020		1 April 2020 - 30 Sept 2020
	Upheld Stage 1	Upheld Stage 2	Upheld Stage 1
Regulatory Services - Pest Control	1	0	1
Planning & Building Standards	2	1	0
Forward Planning	1	0	0
Total	**4**	**1**	**1**

Table 2: Upheld complaints by complaint category

Complaint Category	1 April 2019 - 31 March 2020		1 April 2020 - 30 Sept 2020
	Upheld Stage 1	Upheld Stage 2	Upheld Stage 1
Citizen expectation not met - quality of service	1	0	1
Citizen expectation not met – timescales	2	1	0
Employee behaviour	1	0	0
Total	**4**	**1**	**1**

4.13 Each service area also developed a suite of quality standards which set out the level of service that users and stakeholders can expect to receive, and remind both the organisation and employees of the challenges and obligations they face in delivering best value services. Performance against these standards is set out at Appendix 2.

Delivery Plan 2020/21

4.14 The Regulatory Delivery Plan for 2020/21 is attached to this report as Appendix 3 and includes a detailed action plan for delivery as well as a workforce plan. The Plan reflects the immediate and longer term impact that COVID-19 will have on service delivery.

4.15 The delivery plan 2020/21 reflects those actions and priority areas which will be delivered over the remainder of the year. Key areas include: delivering sustainable, quality services within the context of significant financial challenges; delivering key regeneration sites; progressing the corporate geographical information system; implementing the provisions of the Planning Act 2019; completing the Local Development Plan examination stage; implementing the improvement plan arising from the Council's re-appointment as building standards verifier; providing legal and planning input to the new affordable housing programme; establishing an energy supply company for the District Heating System; responding to food law regulation and developments in Public Health Scotland; reviewing the implications of BREXIT, particularly in relation to Environmental Health and Trading Standards; reviewing the taxi licensing process; supporting the Clydebank Town Hall improvement programme; co-ordinating the planning of the 80th anniversary of Clydebank Blitz commemorations; and conducting an interim review of the polling scheme.

4.16 Progress against the action plan will be monitored monthly by the management team and scrutinised through quarterly performance updates to the Performance Monitoring & Review Group. Year-end performance will be reported to committee in spring 2021.

Workforce Planning

4.17 The Delivery Plan includes an annual workforce plan that sets out the key workforce issues which will or may arise over the year, together with actions to address them in order to fully support delivery of the plan.

4.18 These workforce issues are anticipated to have implications in terms of organisational change, resource planning, resource profiling, skills mix, training and development and restructuring. The workforce plan sits within the appendices of the 2020/21 Delivery Plan.

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

8   Equalities Impact Assessment

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

9   Consultation

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

10   Strategic Assessment

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

Strategic Lead: **Peter Hessett**
Service Area: **Regulatory**
Date: **14 October 2020**
_____

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

Appendix: Appendix 1: Regulatory Delivery Plan 2019/20 - Year End Progress
Appendix 2: Quality Standards - 2019/20 Performance
Appendix 3: Regulatory Delivery Plan 2020/21

Background Papers: None

Wards Affected: All

Appendix 1: Regulatory Delivery Plan 2019/20 – Year End Progress

| P | A strong local economy and improved job opportunities |

| Ob | Increased employment and training opportunities |

Action	Status	Progress	Due Date	Comment	Assigned To
Continue to work to ensure that the key regeneration sites are progressed on site and high quality development is achieved on the ground	✅	100%	31-Mar-2020	Work continues to be progressing on the regeneration sites. The energy centre and the care home are near completion on Queens Quay with construction work commenced on the health centre and affordable housing. Early discussions are taking place with a private housebuilder for part of the site. Dumbarton Waterfront - Lidl now open and affordable housing now complete.	Pamela Clifford
Monitor development on the key regeneration sites to ensure that they comply with the approved consent	✅	100%	31-Mar-2020	A Compliance Officer was appointed on a 2 day fixed terms contract to monitor major regeneration sites and this is now underway.	Erin Goldie
Participate in the examination of the Local Development Plan	✅	100%	31-Mar-2020	Examination Report issued to the Council on 22/04/20 and will reported to August Planning Committee with the Plan shortly after submitted to the Scottish Government for adoption.	Pamela Clifford
Evaluate the Place & Design Panel	✅	100%	31-Mar-2020	The Council agree in February to continue the Place and Design Panel. The work of the Panel will be evaluated this year again by the Evaluation Board in May.	Pamela Clifford

| P | Supported individuals, families and carers living independently and with dignity |

| Ob | Improved wellbeing |

Performance Indicator	2018/19		2019/20						2020/21	
	Value	Status	Value	Target	Status	Long Trend	Short Trend	Note	Target	Assigned To
Air Quality: PM10 Concentration	10	✅	10	18	✅	⬇	▬	Target met.	18	Martin Keeley
% of air quality monitoring stations complying with the national objective for nitrogen dioxide at the nearest building façades of residential properties , schools, hospitals and care homes (40ug/m3 NO2)	100%	✅	100%	100%	✅	▬	▬	Target met.	100%	Martin Keeley

Performance Indicator	2018/19		2019/20						2020/21	
	Value	Status	Value	Target	Status	Long Trend	Short Trend	Note	Target	Assigned To
Percentage of highest priority pest control service requests responded to within 2 working days	95%	(green tick)	95%	95%	(green tick)	(flat)	(flat)	1537 service requests received and 1459 responded to within target. 95% target achievement	95%	John Stevenson
Percentage of businesses satisfied or very satisfied with the service they received from environmental health	96.4%	(amber)	99%	95%	(green tick)	(up)	(up)	Target exceeded for the period.	95%	Martin Keeley
Percentage of customers satisfied or very satisfied with the service they received from environmental health	90.1%	(green tick)	86%	85%	(green tick)	(down)	(down)	Target met for the period.	85%	Martin Keeley
Percentage of businesses and activities regulated by environmental health who are substantially compliant with legislative requirements	89%	(green tick)	89%	75%	(green tick)	(flat)	(flat)	The target for substantial compliance was exceeded for the period. Effective, proportionate regulation was delivered by Environmental Health.	75%	Martin Keeley
Total annual redress won for consumers by Trading Standards Group (£)	£16,376	N/A	£16,118	N/A	N/A	(down)	(down)	As this is a data only PI, no targets are set.	N/A	Tony Cairns
Food Safety: Percentage of premises in the highest risk category (6 monthly inspections by Food & Business Group) that were inspected on time	100%	(green tick)	100%	100%	(green tick)	(flat)	(flat)	100% of the highest risk category Food Businesses were inspected on time.	100%	Martin Keeley
Food Safety: Percentage of premises in the high risk category (12 monthly inspections by Food & Business Group) that were inspected on time	100%	(green tick)	98%	100%	(amber)	(down)	(down)	The inspection programme was suspended before year end due to Covid-19 restrictions. Despite this, 98% of the highest risk category food businesses were inspected on time.	100%	Martin Keeley
Percentage of service users satisfied or very satisfied with the service they received from trading standards	85%	(green tick)	87%	80%	(green tick)	(up)	(up)	Target exceeded and satisfaction remains high, up from 85% the previous year.	80%	Tony Cairns
Percentage of businesses satisfied or very satisfied with the service they received from trading standards	100%	(green tick)	N/A	80%	N/A	N/A	N/A	Over the year, a total of 29 businesses contacted Trading Standards for advice concerning their business. Unfortunately, none responded to our request for feedback on the service received.	80%	Tony Cairns
Cost of trading standards per 1,000 population £	£3,063	(green tick)	N/A	£3,227	N/A	N/A	N/A	2019/20 data for LGBF cost indicators will be available in the first quarter of 2021 following publication by the Improvement Service.	£3,227	Tony Cairns
Cost of environmental health per 1,000 population £	£11,882	(green tick)	N/A	£14,968	N/A	N/A	N/A		£14,968	Martin Keeley
Number of reports of bogus/cold callers	38	N/A	25	N/A	N/A	(down)	(down)	Most concerned unsolicited callers selling home improvement services such as roofing repairs and	N/A	Tony Cairns

Performance Indicator	2018/19		2019/20						2020/21	Assigned To
	Value	Status	Value	Target	Status	Long Trend	Short Trend	Note	Target	
								energy efficiency products to elderly residents. Trading Standards worked with various internal and external partners including Police Scotland over the year to distribute "no cold caller" door stickers to residents. As this is a data only PI, no targets are set.		

Action	Status	Progress	Due Date	Comment	Assigned To
Ensure compliance with the revised Food Law Rating Scheme due to be implemented in April 2019	✅	100%	31-Mar-2020	The Interventions - Food Law Code of Practice (Scotland) 2019 (hereafter referred to as the Interventions Code 2019 received Ministerial approval and thereafter came into force on 01/07/2019. The Food and Business Group of Environmental Health is implementing the terms of the code and is currently compliant. Ongoing compliance is being managed.	Martin Keeley
Engage with the newly formed Public Health Scotland to ensure collaborative working and Environmental Health resources are effectively targeted in public health priority areas within West Dunbartonshire	✅	100%	31-Mar-2020	The Environmental Health Manager actively engaged throughout 2019/20 with partners through the Society of Chief Officers of Environmental Health Scotland to contribute to the development of Public Health Scotland ahead of its April 2020 vesting date. Public Health Scotland is now vested and work is ongoing to engage with the new body to ensure that Environmental Health Workforce strategy and development is a focus of the process for public health protection and improvement.	Pamela Clifford
Review the implications of BREXIT on Food Export Health Certification and introduce any necessary measures	✅	100%	31-Mar-2020	Following the passing of exit legislation, a transition period is in effect until end of 31st December 2020 during which time there is regulatory alignment and food exports are unaffected. Planning for RWCS at the end of the transition period will continue during 2020.	Martin Keeley

Risk	Current Risk Matrix	Latest Note	Target Risk Matrix	Assigned To
No deal BREXIT risk for Environmental Health		EU exit bill passed and became law. UK entered a transition period, ending 31.12.2020. Preparations to mitigate the RWCS (leaving without a deal) began but were stalled during the pandemic. The impact remains assessed as critical with Likelihood remaining at Likely during the transition period.		Martin Keeley

Ob	More affordable and suitable housing options

Performance Indicator	2018/19	2019/20	2020/21	Assigned To

	Value	Status	Value	Target	Status	Long Trend	Short Trend	Note	Target	
Percentage of private landlord applications administered and processed within 21 days	99%	✅	98%	95%	✅	⬇	⬇	Target exceeded. 874 applications were received and 856 applications were approved within 21 days.	95%	John Stevenson

Action	Status	Progress	Due Date	Comment	Assigned To
Implement the revised scheme for landlord registration applications and fees that will be introduced in 2019	✅	100%	31-Mar-2020	Internal procedures and processes revised and updated to take account of the new changes.	John Stevenson
Affordable Housing Programme - Provide legal assistance in the negotiation and completion of the requisite legal agreement and assist colleagues throughout the Council to develop the knowledge to take the programme forward	🛑	80%	31-Mar-2020	Queens Quay New Build – Cube Housing Association – Complex negotiations concluded February 2020. Contractual discussions on remaining sites will not now conclude until end of lockdown as contractor has furloughed the majority of their workforce and Housing is not deemed to be Essential in terms of Scottish Government guidance.	Alan Douglas
Establish an Energy Supply Company (ESCo) for the District Heating System, including governance rules for its operation, and formally constitute it as an arms length but wholly owned entity	🛑	90%	31-Mar-2020	Report on establishment of ESCo was planned for Council in June 2020. This was submitted.	Alan Douglas

P	Open, accountable and accessible local government

Ob	Equity of access for all residents

Performance Indicator	2018/19		2019/20						2020/21	
	Value	Status	Value	Target	Status	Long Trend	Short Trend	Note	Target	Assigned To
% of committee agendas published within standing order timescales	99.1%	✅	100%	98.4%	✅	⬆	⬆	All committee agendas published within standing order timescales.	98.6%	George Hawthorn; Christine McCaffary
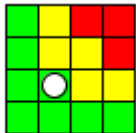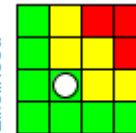
P	Efficient and effective frontline services that improve the everyday lives of residents

Ob	A continuously improving Council delivering best value
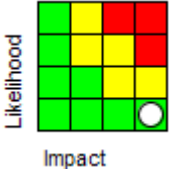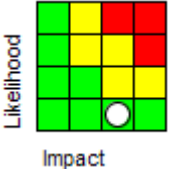
Performance Indicator	2018/19		2019/20						2020/21	Assigned To
	Value	Status	Value	Target	Status	Long Trend	Short Trend	Note	Target	
Planning applications (major developments) - average number of weeks to decision	21.8	🔺	14.8	20	✅	⬆	⬆	Performance has been excellent for the reporting period. Resources have been focused on this important area of work that includes some of the Council's key regeneration sites and other long standing vacant sites obtaining planning permission for redevelopment. Front loading these applications at the pre-application stage has resulted in quick and quality decision making well within target timescales.	20	Erin Goldie
Planning applications (householder) - average number of weeks to decision	8.6	🛑	12.7	7	🛑	⬇	⬇	In the reporting period there were staffing issues within administrative support leading to delays in applications being validated. Furthermore there were staff shortages including a Lead Planning Officer vacancy and a Lead Planning Officer on maternity leave. These circumstances, together with a high volume of case work, contributed to delays in the determination of applications. Administrative support issues and staffing at Lead Officer level was addressed by January 2020 so we are expecting to see an improvement in performance going forward however we have had a planning officer vacancy since February 2020 and this is likely to have some impact on performance over householder and local applications.	7	Erin Goldie
Planning applications (local development, excluding householder) - average number of weeks to decision	14.4	🛑	16	12	🛑	⬇	⬇		12	Erin Goldie
Average time taken to deliver a commercial planning application decision	10.62	🛑	13.5	8.5	🛑	⬇	⬇		8.5	Erin Goldie
Percentage of Environmental Health Service customer service requests first responded to within 2 working days	94%	✅	94%	90%	✅	➖	➖	Target was exceeded for the period. EH Customer Service response was well managed and effective during the period.	90%	Martin Keeley
Percentage of building warrant applications responded to within 20 working days	70%	🔺	71%	80%	🔺	➖	⬆	A high volume of applications and two vacant posts within the team impacted on meeting the target.	80%	Karen Bacchetti
Overall time taken to issue building warrant (weeks)	15	✅	13	16	✅	⬆	⬆	Target exceeded.	16	Karen Bacchetti
Cost per planning application	£6,879	🛑	N/A	£4,800	N/A	❓	❓	2019/20 data for LGBF cost indicators will be available in the first quarter of 2021 following publication by the Improvement Service.	£4,800	Pamela Clifford

Action	Status	Progress	Due Date	Comment	Assigned To
Implement the changes required by the Planning Bill	✅	100%	31-Mar-2020	The Planning (Scotland) Act 2019 was eventually passed in June 2019 after a significant number of amendments which lead to delays in its passage through Parliament. Secondary legislation is being prepared however it has been delayed now by coronavirus. The Council continues to be involved	Pamela Clifford

Action	Status	Progress	Due Date	Comment	Assigned To
				through Heads Of Planning.	
Ensure that processes and performance meets Scottish Government requirements to ensure that Building Standards verification is awarded	✅	100%	31-Mar-2020	Appointed by the Scottish Government for 3 years from 1st May 2020 as Building Standards verifiers for good performance.	Pamela Clifford
Implement the new geographic information system (GIS)	🛑	83%	31-Mar-2020	The new GIS system went live in March 2020. 5 of the 6 milestones were completed. The final milestone relating to the launch of the new system was delayed due to restrictions on gatherings imposed as a result of the coronavirus. Ongoing development and training will be rolled out in 2020/21.	Irene McKechnie
Formally register the Council's ownership of the solum of the River Leven from Loch Lomond to Dumbarton in the Land Register of Scotland	✅	100%	31-Mar-2020	This action is successfully completed	Sally Michael
Transfer of Committee Management Information System (CMIS) to a cloud based server	✅	100%	31-Mar-2020	CMIS has successfully transferred to the cloud. There were a few errors identified on first day of operation but they have now been resolved.	George Hawthorn
Implement the Registration Marketing Plan	🛑	90%	31-Mar-2020	Production of promotional video initially delayed until better weather but now delayed due to COVID-19 pandemic lockdown. Video will now be produced in 2020/21.	George Hawthorn
Ensure implementation of Improvement Action Plans arising from the self-evaluation process	🛑	96%	31-Mar-2020	All self-evaluation Improvement Plans were reviewed regularly throughout the year. All actions have been implemented with the exception of one action for Legal Services relating to an annual whole team meeting. The preparation for this has been done and will be rescheduled once the coronavirus restrictions have been lifted.	Peter Hessett

Risk	Current Risk Matrix	Latest Note	Target Risk Matrix	Assigned To
Failure to monitor and enforce regulatory areas with public risk		Risk reviewed on basis of EH staffing remaining at 2019/20 levels and current risk remains the same as the target risk.		Martin Keeley

Risk	Current Risk Matrix	Latest Note	Target Risk Matrix	Assigned To
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 (human or animal disease or environmental incident)	Likelihood / Impact	The further reduction in staffing capacity due to retirement of the Environmental Pollution Group Service Coordinator and the post remaining vacant has further reduced the capacity of the Environmental Health Service to respond to emergencies.	Likelihood / Impact	Tony Cairns; Martin Keeley

Action Status	
🛑	Overdue
✅	Completed

PI Status			Long Term Trends			Short Term Trends	
🛑	Alert		⬆	Improving		⬆	Improving
🔺	Warning		➖	No Change		➖	No Change
✅	OK		⬇	Getting Worse		⬇	Getting Worse

Risk Status	
🛑	Alert
🔺	Warning
✅	OK

Appendix 2: Quality Standards – Year End Progress

Democratic & Registration

Quality Standard	Value	Target	Status	Note
We will produce minutes of council and committee meetings within 3 clear working days of the meeting.	100%	98%	✔	Target met.
We will upload all committee actions onto Pentana within 3 clear working days of the draft minute being approved.	100%	98%	✔	Target met.
We will publish council and committee agendas 10 clear working days before the date of the meeting.	100%	98.4%	✔	All committee agendas published within standing order timescales.

Legal (including Trading Standards)

Quality Standard	Value	Target	Status	Note
We will acknowledge consumer complaints to Trading Standards within 2 working days.	99%	92%	✔	Target exceeded and performance up from previous year.
We will acknowledge trading standards business advice requests within two working days.	93%	95%	⚠	While target was just missed and performance is slightly down on the previous year, it remains high.
We will deal with trading standards business advice requests within 14 days of receipt.	96%	100%	⚠	Very high target of 100% was just missed. We continue to provide an efficient, helpful service to local businesses.

Planning & Building Standards (including Environmental Health)

Quality Standard	Value	Target	Status	Note
We will respond to pest control requests that are categorised as the highest priority within 2 working days.	95%	95%	✔	1537 service requests received and 1459 responded to within target.
We will issue a decision on valid householder planning applications within 8 weeks.	12.7	7	⬣	In the reporting period there were staffing issues within administrative support leading to delays in applications being validated. Furthermore there were staff shortages including a Lead Planning Officer vacancy and a Lead Planning Officer on maternity leave. These circumstances, together with a high volume of case work, contributed to delays in the determination of applications. Administrative support issues and staffing at Lead Officer level was addressed by January 2020 so we are expecting to see an improvement in performance going forward however we have had a planning officer vacancy since February 2020 and this is likely to have some impact on performance over householder and local applications.

Quality Standard	Value	Target	Status	Note
We will inspect food businesses in the *highest* risk category within 28 calendar days of their intervention date (determined by risk assessment).	100%	100%	✓	100% percent of the highest risk category Food Businesses were inspected on time.
We will inspect food businesses in the *high* risk category within 28 calendar days of their intervention date (determined by risk assessment).	98%	100%	⚠	The inspection programme was suspended before year end due to COVID-19 restrictions. Despite this, 98% of the highest risk category food businesses were inspected on time.
We will acknowledge Environmental Health service requests within 2 working days.	94%	90%	✓	Target was exceeded for the period. EH Customer Service response was well managed and effective during the period.
We will respond to high priority planning enforcement breaches within 5 working days.	100%	100%	✓	Despite a significant increase in high priority enforcement cases when compared with last year (35 compared to 18), all were responded to within 5 working days, an excellent response rate.
We will respond to building warrant applications within 20 working days.	71%	80%	⚠	A high volume of applications and two vacant posts within the team impacted on meeting the target.
We will administer and process private landlord applications within 21 calendar days.	98%	95%	✓	Target exceeded. 874 applications were received and 856 applications were approved within 21 days.

Appendix 3: Regulatory Delivery Plan 2020/21

2020–21 DELIVERY PLAN

REGULATORY

Index

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1. Overview & Profile

Overview

Regulatory comprises a wide range of services covering legal, trading standards, licensing, records management, planning and building standards, environmental health, democratic and registration services.

It is one of 8 strategic areas with responsibility for delivering the Council's Strategic Plan.

This Plan sets out key actions to help deliver the Council's priorities (as described in strategic documents such as the Strategic Plan 2017-2022 and Equality Outcomes & Mainstreaming Report 2017-2021) and the performance issues and service priorities identified in our planning process. It outlines the performance indicators we will monitor to measure our success, provides an overview of services and resources, including employees and budgets, and considers the relevant risks.

Progress will be monitored and managed on a regular basis at Regulatory management team meetings and progress will be reported to Corporate Services Committee at year end.

In addition to corporate committees, Regulatory also reports to the Licensing Committee, Planning Committee and Cultural Committee, as well as the Licensing Board.

Profile

Brief details of each service are outlined below and a structure chart is set out at Appendix 1.

Legal Services (including Trading Standards)

The Legal Services team provides comprehensive legal advice, representation, support, governance and regulation covering the full range of Council services. It is also responsible for the delivery of the Council's Licensing and Trading Standards functions as well as overseeing Records Management, Freedom of Information and Data Protection compliance. It comprises five key functional areas: Litigation, Contracts & Property, Trading Standards, Licensing, and Records Management.

Planning and Building Standards (including Environmental Health Services)

Planning and Building Standards comprises four teams: Forward Planning, Development Management, Building Standards, and Technical Support. The team is responsible for the preparation of the Local Development Plan, providing input into the

Strategic Development Plan, determining planning applications, providing advice, and undertaking statutory duties under the Building (Scotland) Act. The team also manages the 'Rediscovering the Antonine Wall' project for 5 Local Authorities and Historic Environment Scotland as well as the Place and Design Panel.

Environmental Health Services sits within the Planning & Building Standards structure. It delivers a wide range of statutory functions to protect and improve the health and wellbeing of West Dunbartonshire's communities and works with public health partners to contribute to a whole systems approach to public health. It uses statutory regulation in food law, health and safety, environmental pollution (land, air and water), public health and housing regulation for public health protection and improvement. Alongside these statutory functions, Environmental Health delivers pest control and food hygiene training for communities and businesses. It comprises three specialist groups: Food & Business, Environmental Pollution and Community Health Protection.

Democratic and Registration Services

The Democratic and Registration Services team provides a diverse range of services to internal and external service users and clients. It comprises four functional areas: Committee Services, Members' Services, Leadership Support, and the Registration Service. These areas are responsible for supporting council and committee meetings, administration and management of all elections, providing secretarial and clerical support to elected members including the Provost and the Leader of the Council, direct secretarial support to the Council's strategic directors and leads and the recording of births, still births, deaths, marriages and civil partnerships on behalf of the National Records Office for Scotland. The Leadership Support Team provides a vital support service to senior officers enabling them to concentrate on strategic matters.

2.   Performance Review

The Regulatory management team completed a detailed performance review of 2019/20, looking at:

- current and previous performance;
- how our performance compares with other local authorities (known as benchmarking);
- feedback from service users; and
- self-evaluations and external validations.

The performance review highlighted our key achievements in 2019/20 as well as a number of performance challenges to be addressed in 2020/21.

Key Achievements

Listed below are some of the major achievements in each service area that were particularly challenging or unusual such that they cannot be reasonably regarded as typical of a normal year. All services achieve many other fantastic outcomes for the Council and its residents throughout the year which are not recorded here but are often as important.

Cross Service

- Strong collaborative working by Planning, Building Standards, Environmental Health and Legal Services on the area's key regeneration sites with infrastructure works complete. This has enabled work to commence on the health centre, energy centre and care home on Queens Quay along with enabling the building of 146 affordable homes on the site.

- Successfully transferred the Committee Management Information System (CMIS) onto a cloud based server, improving business continuity, increasing storage capacity, and automating software upgrades.

- Further digitisation across the service: implemented a new mapping system to take advantage of rapidly evolving Geographical Information Systems; introduced a mobile pest control service, the first authority to do so; implemented further digitisation of planning and building standards to provide a more customer focused and efficient service; and expanded social media presence in order to communicate key projects and raise the profile of the service.

Legal Services

- Legal Services (along with colleagues in Regeneration Services, and Planning) have successfully negotiated the terms of the legal agreements required to deliver

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key regeneration and community infrastructure projects including the Queens Quay Roads and Marine Infrastructure, the Clydebank Health Centre and the soon to be commissioned Queens Quay District Heating Network which is Scotland's first large scale water source heat pump scheme. This sector leading development will generate over 60% less carbon than burning gas and 100% less local NOx. Importantly, it will pave the way for national and local initiatives aimed at alleviating Fuel Poverty.

- Legal Services have supported the Council's ambitious New Homes Project, which aims to provide new social rented homes within West Dunbartonshire by 2021 on a number of sites throughout the Council area through site acquisition and development of contractual frameworks. They have recently concluded the negotiation of a highly complex suite of interrelated contracts for the landmark Queens Quay Social Housing Project which will be the first housing built on this key regeneration site. They have also contributed to the supply of housing for sale, by the sale of the large scale housing sites to private [and third sector] developers.

- Construction contracts at Renton Primary school worth circa £15M.

- Provided legal support to Procurement/HSCP for social care contracts circa £10M for several hundred individuals in care.

Licensing

- Concluded taxi fare reviews which included successfully defending an appeal to the traffic commission with regard to the Clydebank Fare Review.

- Implemented new advertising requirements for temporary licence applications for funfairs, fireworks and live amplified music in June 2019.Following significant efforts by the team to raise awareness with the trade the team successfully completed the renewal process for personal licences.

Trading Standards

- Participated in Shut Out Scammers, a national initiative coordinated by Police Scotland and Trading Standards Scotland to educate and prevent residents falling victim to scams, doorstep crime and consumer fraud. Activities included information stalls in Clydebank and Dumbarton, social media, and the distribution of door stickers to deter cold callers. Further partnership work with Police Scotland included joint visits to all banks in West Dunbartonshire to promote to staff the banking protocol under which they are trained to report any suspicion of customers being scammed.

- In September, Trading Standards participated in the first SCOTSS Trading Standards Week which promotes the variety of functions of the profession and how the service works with businesses and consumers. Social media messages were

sent out over the week covering topics such as product safety, tobacco and weights and measures and an information stand was provided at the Golden Jubilee Hospital.

Planning & Building Standards

- Award winners at Scottish Awards in Quality in Planning 2019 for 16 Church Street Dumbarton and visit of the Minster of Housing, Planning and Local Government to hear about the work of the Place and Design Panel and visit the Queens Quay site. Hosted the 10th Anniversary of the Scottish Government Designing Places Student Competition on Queens Quay.

- Results in raising the quality of development proposals through the Place and Design Panel. 11 Panels held in 2019/20 reviewing 15 projects with better consideration of materials, landscape, inclusive design, connectivity and health and well being.

- A smooth and successful Examination process of the Local Development Plan with few requests for further information and no hearings.

- Reappointment of the Building Standards verification until April 2023.

Environmental Health

- Successfully implemented a single Food Law inspection in order to focus resources on the highest risk food businesses. Working in partnership with Food Standards Scotland and other local authorities.

- As part of the Deter Strand of Scotland's Serious Organised Crime Strategy, worked closely with Police Scotland on a number of local cases with potential links to human trafficking.

- Delivered a pilot study for improving noise insulation within areas most affected by noise from aircraft in conjunction with Housing Operations and Glasgow Airport.

- Celebrated Clean Air Day 2019 "Leave the car at home day" with a Bike versus Electric Car Challenge involving 30 volunteers from services across the council and gaining widespread media publicity both nationally and locally.

Democratic & Registration Services

- Successfully administered the snap UK Parliamentary General Election in December 2019 and unplanned European Election in May 2019.

- Developed a marketing strategy to promote the registration service with assistance from the Marketing Officer which will involve updating the website to include a

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promotional video of the various wedding locations and ceremonies provided by Registrars in West Dunbartonshire and updating other promotional materials with new images.

Challenges

The challenges identified by the performance review are set out below:

Recruitment and other challenges within Planning & Building Standards

Planning and Building Standards have been affected by the national shortage of experienced officers. There is only a small pool of experienced officers and with all Councils competing, it has been very difficult to recruit experienced building standards and planning officers. In particular there is a shortage of building standards surveyors on a national scale as there are no specific degree courses in Scotland.

There have also been significant issues brought about by a loss of capacity in administrative support combined with an increasing workload. As a result, the administrative support for Planning and Building Standards has been reorganised to facilitate delivery of performance targets with swifter registration of applications and issue of decisions.

These issues have resulted in a reduction in planning and building standards performance due to staffing vacancies and increased pressure on existing officers.

To address this, we have recruited inexperienced officers and we are providing on the job training. While this has placed additional pressure on experienced officers in the short term, it is anticipated that it will provide resilience and additional support in the medium to long term. This year, one of the support officers has enrolled on the Building Surveying course at Glasgow Caledonian University to become a building standards surveyor.

Supply of Environmental Health and Trading Standards Officers

Environmental Health and Trading Standards Officer age profile and a lack of training places provided by Local Authorities have led to an identified crisis in supply of Environmental Health and Trading Standards Officers to meet future Local Authority requirements.

Resources

It has been a challenge to maintain performance in key areas when operating with reduced staff or higher priorities intervene. Planning, Building Standards, Contaminated Land Team and Legal Services have been extremely challenged by the volume and complexity of development being proposed in the area which often requires complex issues to be addressed at short notice and, particularly (but not

exclusively) in the case of Legal Services, a requirement to participate in extremely lengthy and complicated negotiations.

In addition, the volume of applications for key developments where contaminated land was a material consideration caused a considerable strain on the Environmental Protection Group, as did the needs of other Council services requiring support for key projects. To assist with demand in this area the team has been supplemented by an additional Contaminated Land Officer on a fixed contract for 3 years.

The additional workload involved in the administration of national elections cannot be underestimated but this challenge becomes even greater when such elections are unplanned and therefore have to be delivered in relatively short timescales. In 2019, the election team, which comprises mainly of staff from Legal and Democratic Services, had to deal with two unplanned elections while still ensuring that their ordinary workload was dealt with satisfactorily. An increase in the work required for Civic Events (signing ceremony for Letterkenny Friendship Agreement and Armed Forces Day event held in Church Street) put further strain on the team.

Services continue to monitor the resource implications of the continued emphasis on regeneration, local infrastructure and housing. Discussions are ongoing with client departments to ensure appropriate resources and funding is committed to ensure project delivery.

Service Users' Feedback

The Council has a clear focus on learning from the feedback we receive from our service users. Complaints data and a range of other mechanisms provide invaluable feedback to help us improve our services.

Complaints

Between 1 April 2019 and 31 March 2020, Regulatory received a total of 33 complaints, comprising 26 Stage 1 and 7 Stage 2 complaints. During the same period, 30 complaints were closed, 23 at Stage 1 and 7 at Stage 2.

Of the 23 complaints closed at Stage 1, 18 (78%) met the 5 working days target set for resolving Stage 1 complaints, with an average of 4 working days to resolve all complaints closed at Stage 1. Of the 7 complaints closed at Stage 2, 3 (43%) met the 20 working days target, with an average of 23 days to resolve all Stage 2 complaints.

4 of the complaints closed at Stage 1 were upheld and 1 at Stage 2. These are shown in tables 1 and 2 below by service area and by complaint category:

Table 1:

Service Area	Upheld Stage 1	Upheld Stage 2
Regulatory Services - Pest Control	1	0
Planning & Building Standards	2	1
Forward Planning	1	0
Total	**4**	**1**

Table 2:

Complaint Category	Upheld Stage 1	Upheld Stage 2
Citizen expectation not met - quality of service	1	0
Citizen expectation not met – timescales	2	1
Employee behaviour	1	0
Total	**4**	**1**

We will continue to review complaints on a regular basis to identify and address any issues that emerge.

Surveys of Service Users

<u>Internal Service Users</u>

Regulatory supports other Council services to deliver services to residents. A survey of these internal service users was carried out in January 2020, focusing on those who had used Regulatory services in the last twelve months.

The results for Legal and Democratic services are set out below. Each manager will review the more detailed results for their respective service and, where necessary, identify actions to address any issues that have emerged.

We will continue to seek feedback from our service users to help us continuously improve our services.

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Service:	Legal	Democratic	
Percentage of respondents who are satisfied or very satisfied with:	**19 responses**	**Officers** **10 responses**	**Elected Members** **4 responses**
Subject knowledge	84%	93%	100%
Helpfulness	84%	93%	100%
Understanding of support requirements	91%	93%	100%
Response time for requests	77%	86%	100%
Respondents who found the on line data protection training useful	88%	N/A	N/A
Overall satisfaction rate	**84%**	**91%**	**100%**
Respondents who would recommend service to others	**95%**	**90%**	**100%**

Continuous Improvement

Self-Evaluation Programme

The Council has a three year self-evaluation programme using a checklist approach implemented through an online survey. In the first three year cycle, all Regulatory services completed a self evaluation. The improvement actions arising from these self-evaluations have almost all been fully implemented, with only one action remaining. Follow up surveys have been carried out to determine their impact.

Now that the first three year programme is complete, we are reviewing the process to inform the development self-evaluation going forward.

Benchmarking

The Council has a three year programme to ensure that all services benchmark their performance in relation to service delivery, cost and user satisfaction. This is carried out through national or local benchmarking groups. Where no groups currently exist for some services, benchmarking will be contingent on identifying organisations willing to participate in this process. Within Regulatory, benchmarking is primarily carried out via the Local Government Benchmarking Framework (LGBF), and Association for Public Service Excellence (APSE).

Local Government Benchmarking Framework (LGBF)

All 32 councils in Scotland measure a common set of performance indicators called the Local Government Benchmarking Framework. It comprises service delivery, cost, and satisfaction indicators covering all major council service areas, including education, housing, social work, and leisure.

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Using the same indicators across all councils allows us to compare our performance so that we can identify best practice, learn from each other, and improve what we do.

The most recent comparative data for all councils was published in January 2020 and relates to the period 2018/19. The indicators for Regulatory are set out in the table at Appendix 5.

Association for Public Service Excellence (APSE)

Trading Standards and Environmental Health participate in an annual benchmarking exercise managed by APSE performance networks. This large, voluntary public sector benchmarking service covers England, Scotland, Wales and Northern Ireland and is used by over 200 local authorities.

The most recent comparative data was published in November 2019 and relates to 2018/19. The APSE publications (hyperlink when published) set out the details of the indicators for Trading Standards and Environmental Health.

Employee Survey 2019

69% of Regulatory employees completed the Survey and the results were published in November 2019. Comprising nineteen questions covering My Role, My Service, and Communication & Consultation, the results highlighted the following positive feedback across Regulatory as a whole:

- 75% or more respondents reported satisfaction or high satisfaction with fourteen of the nineteen indicators;
- Four indicators recorded improvements of more than 10 percentage points (pp) including:
    - I feel involved in decisions relating to my team (up 15pp to 75%)
    - I am asked about my views as an employee when change directly affecting me is taking place (up 15pp to 60%)
    - Communication within my service is timely and straightforward (up 12pp to 78%)
    - I feel appreciated and valued for the work that I do (up 11pp to 68%)
- With the exception of one, all indicators were above the Council average, with seven recording at least 10pp above. One of those, I have regular 1-2-1/Be the Best conversations with my manager, was 25pp above Council average.

The results also highlighted areas for improvement. For example, while the SLA as a whole reported a slight increase in Be The Best conversations, within some service areas this was not as high as it should have been. Accordingly the importance of carrying out Be The Best discussions has been reiterated to service management and also the importance of ensuring there is sufficient formality around the discussions to ensure that all staff are aware and acknowledge that they are in fact Be The Best conversations.

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Indicators recording significant improvement and areas of focus are set out below:
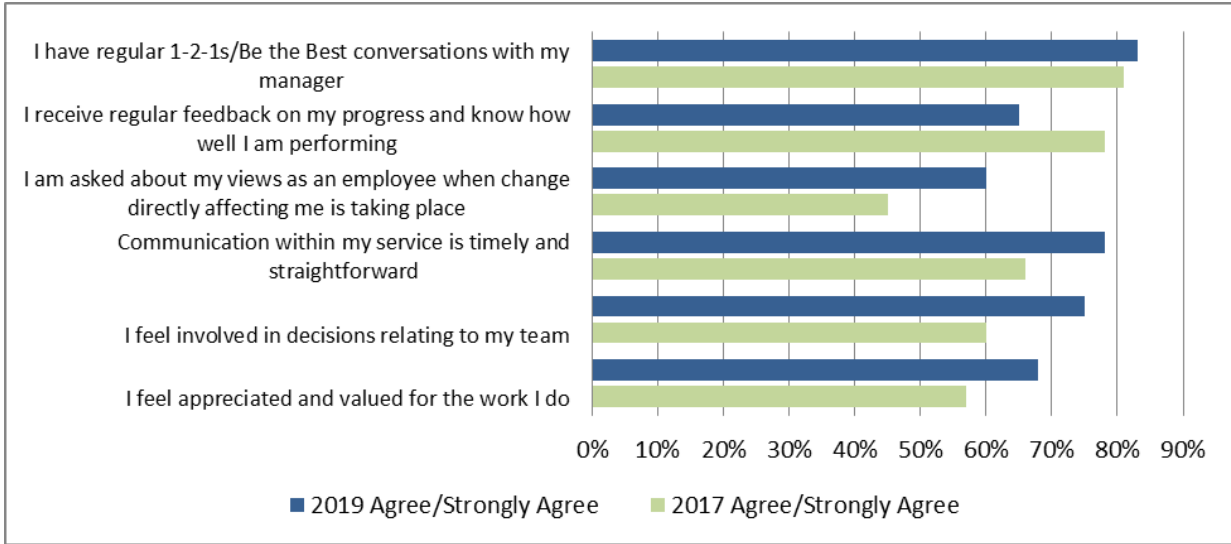
Quality Standards

Quality standards help to define what users of our services can expect to receive, and remind both the organisation and our employees of the challenges and obligations they face in delivering best value services.

Quality standards for Regulatory are set out in Appendix 3. These will be monitored and managed by the Regulatory management team on a regular basis and reported annually to Corporate Services Committee.

3.   Strategic Assessment

The Regulatory management team completed a detailed strategic assessment to determine the major influences on service delivery and priorities in 2020/21 and beyond. This covered a review of the financial context, local and national political priorities, new legislation and technology, and Council policies among others. The factors below were identified as significant.

Key Factors

Financial Challenges

The entire public sector is facing significant financial challenges. When the 2020/21 budget was set in March 2020, the Council was predicting cumulative funding gaps in 2021/22 and 2022/23 of £6.051m and £13.067m respectively. Since last reported, the Council's likely financial projections have changed, with the projected level of available reserves held by the Council and the unknown longer term cost outcomes associated with COVID-19 both increasing the likely gaps. The long term finance strategy is due to be reported to Council in November 2020, together with a draft 3-year detailed budget position. This means that further action continues to be required to balance our budget and protect services for residents.

This will undoubtedly mean that within the Regulatory strategic area, over time, available funding will be reduced and we will need to change how we do our jobs, what we do, and potentially reduce the number of people employed. In this context, we will aim to continue to provide a sustainable, quality service to internal clients and the public.

Delivery of Key Regeneration Sites

Work continues on our key regeneration sites - Queens Quay and Dumbarton Waterfront. On Queens Quay, the infrastructure work is nearing completion, the care home will soon be occupied and the energy centre should be operational by August 2020. Construction work has commenced on the health and care centre and affordable housing. Private housing development is coming forward for the remaining part of the site. Sections of Dumbarton waterfront are complete with a new Lidl and affordable housing and parts of Dumbarton waterfront path constructed. Exxon and Carless sites continue to be progressed with an outline application for Exxon expected in 2020/21 and plans for the remaining parts of the Carless site taken forward. These regeneration activities will continue to require very significant cross service input in 2020/21.

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Corporate Geographical Information System (GIS)

The new mapping system implemented takes advantage of rapidly evolving GIS technology to give better service delivery. Fundamental to the new system is ease of data sharing and that it integrates with other systems and supports mobile/ flexible working. Discussions are taking place with the Council's Customer Transformation Team to allow the new mapping system to give residents and customers greater access to wider Council services such as school catchment areas, Council Tax accounts and street lighting faults. This will be developed and progressed in 2020/21 as will training on the new system in order to maximise its use.

Implementation of the Planning Act 2019

The Planning (Scotland) Act 2019 received Royal Assent on 25 July 2019 and amends the Town and Country Planning (Scotland) Act 1997. The Act makes substantial and significant changes to the planning system in Scotland.

Provisions of the 2019 Act require secondary legislation to be prepared and enacted on a wide range of issues including development planning, development management, performance and fees. The 2019 Act also includes new requirements for statutory guidance on a number of matters including regional spatial strategies, community engagement and the role of the Chief Planning Officer.

Much of the critical and fundamental detail that will guide the implementation of the Act is currently unknown; however, the Scottish Government published their work programme on 30th September 2019, which provides greater clarity on the timeframe for the implementation of secondary legislation and transitional arrangements.

Initial discussions between the 8 authorities within Glasgow and Clyde Valley Strategic Development Authority area have been ongoing about the governance and preparation of a Regional Spatial Strategy. Indicative Regional Spatial Strategies require to be prepared in summer 2020 with full Regional Spatial Strategies required to be completed by summer 2021.

Local Development Plan Examination

The Local Development Plan sets out the Council's strategy for the development and use of land in the Council area and is at Proposed Plan stage. The examination report for the Local Development Plan is expected early 2020 with a report to Planning Committee in June 2020 to agree adoption of the plan. This will give an up to date local development plan. Supplementary guidance will be adopted thereafter.

Reappointment of Building Standards Verification

The Scottish Ministers reappointed this Council to carry out the building standards verification function in terms of the Building (Scotland) Act 2003 and to grant building

warrants when satisfied work meets our requirements. The Council were reappointed as verifiers until April 2023 with an improvement plan put in place to address first reports being issued within 20 days to meet 95% target, Building Warrants and amendments being issued within 10 days from receipt of all satisfactory information to meet 90 % target and carrying out a review of the process to ensure that all aspects of the Building Warrant process is done electronically from Plan checking to Verification during construction and completion. This Council has contributed to the national Building Standards Workforce Strategy produced in response to the national shortage of building standards officers and will be responsible, together with other Councils and the Scottish Government, in its implementation.

Legal and Planning Input to the New Affordable Housing Programme

The Council has undertaken an ambitious programme to develop new affordable homes with a value of approximately £47.52m by the end of 2020/21. As part of this programme, a number of construction and services contracts will require to be entered into.

The programme will make a significant contribution towards meeting currently unmet housing demand, halt population decline and promote West Dunbartonshire as a place to live. As such, it is one of the Council's strategic priorities.

In 2020/21, Legal Services will provide further assistance in the negotiation and completion of the requisite legal agreements. They will further engage with Housing Services colleagues to identify an appropriate framework for the involvement of private sector development partners to deliver mixed tenure options on the Clydebank East housing site. Planning Services and the Place and Design Panel have been working very closely with Housing Services to achieve high quality affordable houses.

Establishment of Energy Supply Company (ESCo) for the District Heating System

The District Heating System will provide low carbon heating and cooling solutions to the Queens Quay regeneration site in the first instance and will provide the base from which to develop a larger network. It aims to significantly reduce fuel poverty and deprivation within some of the poorer neighbourhoods of West Dunbartonshire and crucially contribute to key climate change targets.

When the District Heating System has sufficiently advanced, a Limited Liability Partnership or Company will be formed to operate the Queens Quay District Heating Network on behalf of the Council. This will involve the formal constitution of the body with rules surrounding the interaction of members, membership of its management board and the establishment of its powers and obligations.

The establishment of the ESCo is the final stage of development before the system becomes operational.

In 2020/21, we will establish the ESCo, develop governance rules for its operation and formally constitute it as an arms length, but wholly owned, entity.

Food Law Regulation

Environmental Health is responsible for enforcing food law across West Dunbartonshire. Scotland's national body for food law, Food Standards Scotland, issues statutory codes for action by local authorities. In relation to this, the Food Law Rating Scheme came into being in May 2019, placing a greater focus on the full range of food law compliance including hygiene, standards (composition and labelling) and fraud. We have been implementing this over the last year with an increased resource allocation to ensure compliance with the enhanced code. This will continue in 2020/21 with compliance ensured through training and monitoring the outcomes of regulatory activities.

In 2020/21, Individual Codes of Practice publications are expected from Food Standards Scotland in relation to Approvals, Service Planning and Administration and Enforcement Sanctions. These will incorporate changes to food law and feed law as well as animal and plant health controls introduced under The Official Control Regulation (EU) 2017/625. We will implement the required changes following the issue of these new code/s in 2020/21.

Policy Development in Licensing

During 2020/21 we will review application forms for taxi licenses and make sure they are fit for purposes, taking into account best practice and legislative changes.

Public Health Reform - Development of Public Health Scotland

Public Health Scotland comes into being on 1 April 2020. This organisation will ensure that the programme of public health reform is taken forward with partners, including West Dunbartonshire Council. As part of a whole systems approach to public health, Environmental Health has been designated as a core public health workforce with key responsibility for service delivery against public health priorities for communities of West Dunbartonshire.

Environmental Health has been engaged with the specialist commissions developing Public Health Scotland. From 1 April, we will engage with Public Health Scotland directly to ensure the whole system approach is supported with effective strategy, policy, collaborative working and effective targeting of resources in public health priority areas within West Dunbartonshire.

Implications of BREXIT

The exit of the UK from the EU without an agreement on the import/export to/from the EU of food and goods from the UK could result in the imposition of food import controls

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- a requirement to certificate food for export to the EU from UK territories. In the event of such a requirement at the end of the 2020 transition period, there is an identified lack of capacity nationally in Environmental Health to provide this certification service. Development of port health capacity for food import is one of a range of matters receiving attention at a local, regional and national level. The Environmental Health Manager has been engaged in the preparation by the Council and partners, as well as development of systems to assist food trade with the EU in the event of no suitable agreement with the EU.

During the 2020 transition period whilst UK trade negotiations with the EU are ongoing, we will continue to work with national and regional stakeholders to prepare for a worst case scenario. The service will monitor demand and provide a paid for service to provide for the necessary trade with the EU.

Brexit is also likely to have implications for trading standards including consumer product safety, metrological matters, animal health and issues around intellectual property (for example, it may be easier for counterfeit goods to make their way into the UK). With significant divergence now more likely, officers will require to be trained and be competent with respect to new UK legislation.

Clydebank Town Hall Improvement Programme

The Cultural Committee has agreed a programme of works to improve the Town Hall in Clydebank. Part of this work will involve the refurbishment of the Civic Areas including the Council Chamber and Members' corridor and stairwell.

This work is needed to improve the overall appearance of the chamber which has not been decorated for some time. Given that there are a number of significant civic events planned for 2021, it is essential that the work is completed in 2020. We will work closely with the Asset Management Team to facilitate these works being completed to a high standard and within the agreed timescales.

80th Anniversary of Clydebank Blitz

March 2021 heralds the 80th Anniversary of the Clydebank Blitz and accordingly the Council will mark the occasion by hosting various civic events to commemorate the Blitz. Staff from Democratic Services will be involved in planning and delivering these events. We will lead and coordinate this high profile event which is likely to involve various internal and external partners.

Interim Review of Polling Scheme

The election team will conduct an interim review of the polling scheme in 2020 which will involve assessing the suitability of existing polling places and identifying new ones.

Community Empowerment Strategy

The West Dunbartonshire Community Empowerment Strategy was approved by Council in November 2019. It details the ambitions of the Council and its partners to deliver the Community Empowerment (Scotland) Act 2015. Informed by an engagement process with local community organisations and citizens, the strategy sets out objectives to be delivered in partnership with communities, underpinned by clear principles for empowerment.

To support the implementation of the strategy, a partnership and community owned delivery plan is being developed, setting out specific actions and ownership for taking forward. Regulatory will fully support the development of these actions and will, if appropriate, include empowerment related activity in future delivery plans to support community empowerment.

Action Plan

The challenges and issues identified in the performance review and strategic assessment sections have informed Regulatory priorities and outcomes for 2020/21. The management team has developed an action plan to address them (Appendix 2), supported by a range of performance indicators to enable progress to be monitored and reported to stakeholders. Progress will be monitored and managed on a regular basis and reported to Corporate Services Committee at year end.

4. Risks
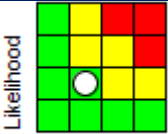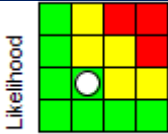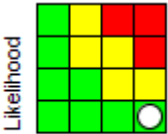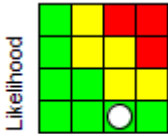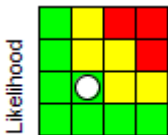
The Council has identified risks at both a strategic and service level. Strategic risks represent the potential for the Council to take advantage of opportunities or fail to meet stated strategic objectives and those that require strategic leadership. Service risks relate to service delivery and represent the potential for impact on individual services, or the experience of those who work within the services, i.e. employees, partners, contractors and volunteers or service users and clients in receipt of the services provided.

In planning for 2020/21, the Regulatory management team considered the Council's strategic risks and identified additional risks specific to the service (below). Actions to mitigate these risks are set out in our delivery plan at Appendix 2 or in our operational plans, with the aim of improving or maintaining the current position (i.e. the current risk score). The current risk scores reflect current actions taken to reduce the risks.

Service Risks

Risk	Description	Current Risk Score	Target Risk Score
Income for services is dramatically reduced as a result of the COVID-19 pandemic	Relates to registration, licensing, planning and building control which have been severely impacted as a result of the COVID-19 pandemic		
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 outwith the control of the service and when pinch points on different projects occur at roughly the same time.		
No deal BREXIT risk for Environmental Health	WD is a port health authority. It does not have status as a Designated Point of Entry / Border Inspection Post [DPE/BIP] for food imports. None exist in Scotland. These may be required post Brexit in a reasonable worst case scenario (RWCS). If required, an Environmental Health presence will be required. The lack of food import physical and regulatory infrastructure and regulatory capacity could result in food shortages and food		
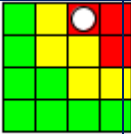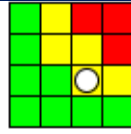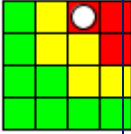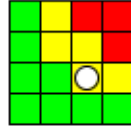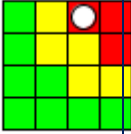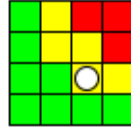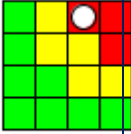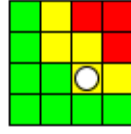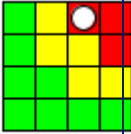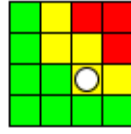
	price rises in the short and medium term and a heightened food fraud risk. Environmental Health is responsible for food law inspection and certification of food for export. In a RWCS, food export certification to the EU will be required. The extent of this inspection & certification is dependant on EU requirements and differs for products of animal origin and products of non animal origin. The national need and infrastructure to support business is encompassed in national work streams and scoping to ensure national needs are met, including expanding EH resource, charging regimens, logistics and infrastructure. WDC Environmental Health is engaged with work streams and contingency planning. There could be significant impact / disruption to statutory service provision (Food Law, Health and Safety and Public Health Protection) in dealing with import / export demands.		
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 risk matrix (marker in left-centre)	Likelihood / Impact risk matrix (marker in left-centre)
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 (human or animal disease or environmental incident)	As a result of reduced management in Environmental Health, reduced staff and financial resources in both Environmental Health and Trading Standards, and ongoing, increased and competing regulatory demand, workforce planning issues (high age profile and a national shortage of qualified staff), Environmental Health and Trading standards are at risk of not being able to competently respond to emergency situations.	Likelihood / Impact risk matrix (marker lower-right)	Likelihood / Impact risk matrix (marker lower-right)
Inability to recruit successfully to enable performance to be maintained	There is a current issue with recruitment in various parts of the service but that has been particularly pronounced in Planning and, to an even greater extent, in Building Standards where there is a national shortage of qualified staff. There is also an issue with the age profile of Environmental Health staff and a national shortage which could be exacerbated	Likelihood / Impact risk matrix (marker upper-right)	Likelihood / Impact risk matrix (marker centre-right)

	depending on the terms of any deal (or the lack of a deal) on food imports and exports after the transition period for the UK leaving the EU.		

COVID-19 Risks

This table sets out the Council-wide risks associated with the COVID-19 pandemic. Over the coming months, we will consider the impact and likelihood of these risks for Regulatory services and mitigate them where possible.

Risk	Description	Current Risk	Target Risk
COVID-19 Significant Service and Workforce Disruption	The Council is faced with significant ongoing demands with disruption to service delivery, increasing PPE and workforce pressures as a result of COVID-19 and subsequent local and national outbreaks. This involves both responding to the crisis and from services returning to a new normality based on Response, Recovery and Renew guidance produced by Scottish and National Government. NB. Financial risk is also reflected in SR001		
Sub-risks – All COVID-19 sub risks are managed via operational risk register			
Workforce	The Council is faced with significant workforce demands in relation to absence, reduction, recruitment and wellbeing.		
Service Delivery	The Council is faced with significant delivery demands in relation to moving services online, disruption, reduction and quality.		
Protection	The Council is faced with significant demands for protection in relation to additional and constant changing legislation and guidelines, PPE requirements, supply chain, cost of PPE and ensuring workforce safety.		
Public Uncertainty	The Council is faced with significant demands around public uncertainty and leads to additional burdens upon services, seeking information, advice and support.		

Appendix 1 – Structure Chart

CHIEF EXECUTIVE

STRATEGIC LEADS

STRATEGIC LEAD - REGULATORY

Monitoring Officer
Clerk to the Licensing Board

Peter Hessett

Leadership Support
Charlene Tannock

Legal Manager

Alan Douglas

Section Head Contracts & Property
Sally Michael

Section Head Litigation
Nigel Ettles

Section Head Licensing
Raymond Lynch

Records & Information Management
Michael Butler

Service Coordinator Trading Standards
Tony Cairns

Planning, Building Standards & Environmental Health Manager
Pamela Clifford

Team Leader Dev. Mgt.
Erin Goldie

Team Leader Forward Planning
Antony McGuinness

Principal Building Standards Surveyors
Karen Bacchetti
Gerry Poutney

Tech. Support Coordinator
Irene McKechnie

Environ. Health Manager
Martin Keeley

Antonine Wall Project Man.
Emma McMullen

Place & Design Officer
Ashley Mullen

Democratic & Registration Services Manager
George Hawthorn

Registration of Births, Deaths & Marriages
Lynn Houston
Lynne Bolton

Committee & Members' Services
Christine McCaffary

Leadership Support Team
Emma Williams

West Dunbartonshire COUNCIL

Appendix 2 - Action Plan

P	A strong local economy and improved job opportunities

Ob	Increased employment and training opportunities

Action	Start Date	Due Date	Assigned To
Ensure key regeneration sites are progressed to enable high quality development to be achieved on the ground	01-Apr-2020	31-Mar-2021	Pamela Clifford
Monitor the development of the key regeneration sites to ensure they comply with the approved consent	01-Apr-2020	31-Mar-2021	Erin Goldie
Progress the Local Development Plan to adoption stage	01-Apr-2020	31-Mar-2021	Pamela Clifford

P	Supported individuals, families and carers living independently and with dignity

Ob	Improved wellbeing

Performance Indicator	2019/20					2020/21	Assigned To
	Value	Target	Status	Long Trend	Short Trend	Target	
Air Quality: PM10 Concentration	10	18	✅	⬇	▬	18	Martin Keeley
% of air quality monitoring stations complying with the national objective for nitrogen dioxide at the nearest building façades of residential properties , schools, hospitals and care homes (40ug/m3 NO2)	100%	100%	✅	▬	▬	100%	Martin Keeley
Percentage of highest priority pest control service requests responded to within 2 working days	95%	95%	✅	▬	▬	95%	John Stevenson
Percentage of businesses satisfied or very satisfied with the service they received from environmental health	99%	95%	✅	⬆	⬆	95%	Martin Keeley
Percentage of customers satisfied or very satisfied with the service they received from environmental health	86%	85%	✅	⬇	⬇	85%	Martin Keeley
Percentage of businesses and activities regulated by environmental health who are substantially compliant with legislative requirements	89%	75%	✅	▬	▬	75%	Martin Keeley

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Performance Indicator	2019/20					2020/21	Assigned To
	Value	Target	Status	Long Trend	Short Trend	Target	
Total annual redress won for consumers by Trading Standards Group (£)	£16,118.00	Data only PI				Data only PI	Tony Cairns
Food Law: Percentage of food businesses in the highest risk category (1 to 6 monthly inspections by Food & Business Group) that were inspected on time	N/A	N/A	N/A	N/A	New for 20/21	100%	Martin Keeley
Food Law: Percentage of food businesses in the high risk category (12 monthly inspections by Food & Business Group) that were inspected on time	N/A	N/A	N/A	N/A	New for 20/21	100%	Martin Keeley
Percentage of service users satisfied or very satisfied with the service they received from trading standards	87%	80%				80%	Tony Cairns
Percentage of businesses satisfied or very satisfied with the service they received from trading standards	No survey responses received	80%	N/A	N/A	N/A	80%	Tony Cairns
Cost of trading standards per 1,000 population £	LGBF PI – Data available 1/21	£3,227.00	N/A	N/A	N/A	£3,227	Tony Cairns
Cost of environmental health per 1,000 population £	LGBF PI – Data available 1/21	£14,968.00	N/A	N/A	N/A	£14,968	Martin Keeley
Number of reports of bogus/cold callers	25	Data only PI				Data only PI	Tony Cairns

Action	Start Date	Due Date	Assigned To
Work with Public Health Scotland to ensure the whole system approach is supported with effective strategy, policy, collaborative working and effective targeting of resources in public health priority areas	01-Apr-2020	31-Mar-2021	Martin Keeley
Work with national and regional stakeholders to prepare for the implications of BREXIT on food trade	01-Apr-2020	31-Mar-2021	Martin Keeley
Implement changes to Environmental Health Approvals, Service Planning and Administration and Enforcement Sanctions following the issue of new code/s of practice from Food Standards Scotland	01-Apr-2020	31-Mar-2021	Martin Keeley

Ob	More affordable and suitable housing options

Performance Indicator	2019/20					2020/21	Assigned To
	Value	Target	Status	Long Trend	Short Trend	Target	
Percentage of private landlord applications administered and processed within 21 days	98%	95%				95%	John Stevenson

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Action	Start Date	Due Date	Assigned To
Provide further legal assistance in the negotiation and completion of the requisite legal agreements in relation to the new affordable housing programme	01-Apr-2020	31-Mar-2021	Alan Douglas
Progress the establishment of the ESCo for the District Heating System	01-Apr-2020	31-Mar-2021	Alan Douglas

P	Meaningful engagement with active, empowered and informed citizens who feel safe and engaged

Ob	Fully consulted and involved citizens who are able to make full use of the Community Empowerment Act

Performance Indicator	2019/20					2020/21	Assigned To
	Value	Target	Status	Long Trend	Short Trend	Target	
Average score for respondents who state they feel a sense of control and influence in relation to Council decision-making and service delivery	5.4	5.4	✅	⬆	⬆	5.4	Antony McGuinness

P	Open, accountable and accessible local government

Ob	Equity of access for all residents

Performance Indicator	2019/20					2020/21	Assigned To
	Value	Target	Status	Long Trend	Short Trend	Target	
% of committee agendas published within standing order timescales	100%	98.4%	✅	⬆	⬆	98.6%	George Hawthorn; Christine McCaffary

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

Ob	A continuously improving Council delivering best value

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Performance Indicator	2019/20					2020/21	Assigned To
	Value	Target	Status	Long Trend	Short Trend	Target	
Planning applications (major developments) - average number of weeks to decision	14.8	20	✅	⬆️	⬆️	20	Erin Goldie
Planning applications (householder) - average number of weeks to decision	12.7	7	🛑	⬇️	⬇️	7	Erin Goldie
Planning applications (local development, excluding householder) - average number of weeks to decision	16	12	🛑	⬇️	⬇️	12	Erin Goldie
Percentage of Environmental Health Service customer service requests first responded to within 2 working days	94%	90%	✅	➖	➖	90%	Martin Keeley
Percentage of building warrant applications responded to within 20 working days	71%	80%	⚠️	➖	⬆️	80%	Karen Bacchetti
Overall time taken to issue building warrant (weeks)	13	16	✅	⬆️	⬆️	16	Karen Bacchetti
Cost per planning application	LGBF PI – Data available 1/21	£4,800	N/A	N/A	N/A	£4,800	Pamela Clifford
Average time taken to deliver a commercial planning application decision	13.5	8.5	🛑	⬇️	⬇️	8.5	Erin Goldie

Action	Start Date	Due Date	Assigned To
Rollout the new GIS system across the Council and provide training	01-Apr-2020	31-Mar-2021	Pamela Clifford
In response to the Planning Act 2019, develop a Regional Spatial Strategy in conjunction with other local authorities in the Glasgow and Clyde Valley Strategic Development Authority	01-Apr-2020	31-Mar-2021	Pamela Clifford
Implement the improvement plan arising from the Council's reappointment as building standards verifier	01-Apr-2020	31-Mar-2021	Pamela Clifford
Co-ordinate the refurbishment of civic areas of Clydebank Town Hall	01-Apr-2020	31-Mar-2021	George Hawthorn
Co-ordinate the organisation of civic events to commemorate the 80th Anniversary of the Clydebank Blitz	01-Apr-2020	31-Mar-2021	George Hawthorn
Undertake interim review of Polling Scheme	01-Apr-2020	31-Mar-2021	George Hawthorn
Review the application process / forms for taxi licenses, taking account of best practice and legislative changes	01-Apr-2020	31-Mar-2021	Raymond Lynch
Complete the implementation of the Registration Marketing Plan	01-Apr-2020	31-Mar-2021	George Hawthorn
Seek to maximise income and minimise expenditure as far as possible to mitigate the impact of COVID-19 pandemic	01-Apr-2020	31-Mar-2021	Peter Hessett

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Appendix 3: Quality Standards

West Dunbartonshire Council has a Good Governance Code based on guidance from CIPFA (Chartered Institute of Public Finance & Accountancy). It sets out a range of principles which the Council should adhere to, and details the behaviours and actions which demonstrate good governance in practice. The Council's compliance with this Code is reviewed each year and a supporting action plan is developed to improve compliance.

As part of the Good Governance Code, we must consider our approach to quality standards. Quality standards help to define what service users can expect to receive, and remind both the organisation and our employees of the challenges and obligations they face in delivering best value services.

The quality standards for Regulatory are set out below, together with performance in 2019/20 and targets for 2020/21. They will be monitored and managed regularly by the management team and reported annually to Corporate Services committee, together with this delivery plan.
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Legal Services (including Trading Standards)

| Quality Standard | Performance Indicator | 2019/20 | | 2020/21 |
		Value	Status	Target
We will acknowledge consumer complaints to Trading Standards within 2 working days	Percentage of consumer complaints first responded to within two working days	99%	✅	95%
We will acknowledge trading standards business advice requests within two working days	Percentage of business advice requests first responded to within two working days	93%	⚠️	95%
We will deal with trading standards business advice requests within 14 days of receipt	Percentage of trading standards business advice requests that were dealt with within 14 days	96%	⚠️	100%

Planning & Building Standards (including Environmental Health)

| Quality Standard | Performance Indicator | 2019/20 | | 2020/21 |
		Value	Status	Target
We will respond to pest control requests that are categorised as the highest priority within 2 working days	Percentage of highest priority pest control service requests responded to within 2 working days	95%	✅	95%
We will issue a decision on valid householder planning applications within 8 weeks	Planning applications (householder) - average number of weeks to decision	12.7	🛑	7
We will inspect food premises in	Food Safety: Percentage of premises in the highest risk category (6 monthly inspections by	100%	✅	N/A

| Quality Standard | Performance Indicator | 2019/20 | | 2020/21 |
		Value	Status	Target
the highest risk category (1 to 6 monthly inspections by Food & Business Group) on time	Food & Business Group) that were inspected on time (Revised for 2020/21 to 1 to 6 monthly inspections with a target of 100%)			
We will inspect food premises in the high risk category (12 monthly inspections by Food & Business Group) on time	Food Safety: Percentage of premises in the high risk category (12 monthly inspections by Food & Business Group) that were inspected on time (Revised for 2020/21 with a target of 100%)	98%	⚠️	N/A
We will acknowledge Environmental Health service requests within 2 working days	Percentage of Environmental Health Service customer service requests first responded to within 2 working days	94%	✅	90%
We will respond to high priority planning enforcement breaches within 5 working days	Percentage of high priority planning enforcement breaches responded to within 5 working days	100%	✅	100%
We will respond to building warrant applications within 20 working days	Percentage of building warrant applications responded to within 20 working days	71%	⚠️	80%
We will administer and process private landlord applications within 21 calendar days	Percentage of private landlord applications administered and processed within 21 days	98%	✅	95%

Democratic & Registration Services

| Quality Standard | Performance Indicator | 2019/20 | | 2020/21 |
		Value	Status	Target
We will produce minutes of council and committee meetings within 3 clear working days of the meeting.	Percentage of Council and Committee minutes produced within 3 clear working days of the meeting	100%	✅	98%
We will upload all committee actions onto Pentana within 3 clear working days of the draft minute being approved.	Percentage of all committee actions uploaded onto Pentana within 3 clear working days of the draft minute being approved	100%	✅	98%
We will publish council and committee agendas 10 clear working days before the date of the meeting.	Percentage of committee agendas published within standing order timescales	100%	✅	98.6%

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Appendix 4: Resources

Financial

The 2020/21 net revenue budget for Regulatory is £2.660m (updated following budget review on 01/09/20). A breakdown by service area is given below. We will make the best use of the resources available to deliver on key priority areas and secure external/match funding where this is possible.

Service Area	Gross Expenditure 2020/21 (£)	Gross Income 2020/21 (£)	Net Expenditure 2020/21 (£)
Democratic & Registration	0.869m	-0.119m	0.750m
Environmental Health	1.038m	-0.392m	0.646m
Licensing	0.283m	-0.408m	-0.125m
Legal Services	0.763m	-0.149m	0.614m
Trading Standards	0.329m	-0.001m	0.328m
Building & Planning	1.334m	-0.887m	0.447m
Total	**£4.616m**	**-£1.955m**	**£2.660m**

In reviewing the service budget projections, consideration has been given to the sensitivity of these budgets, in particular for higher risk/ higher value budgets which may have a significant impact on budgetary control and future budget projections. The analysis has considered sensitivity around demand, costs and charges, and income levels.

Within this service, budgets which have been identified as being more susceptible to fluctuations include:

- Planning and Building Standards Income - 2020/21 budget £0.89m
  Currently, due to the significant regeneration within the area, this income level has projected and out turned higher than historical levels. However it is unclear whether the current situation will continue in future years. Income levels have been affected in the current year by the COVID-19 pandemic and in other years by local and national economic activity and is difficult to project with accuracy due to the income being demand led, but the increased activity has a significant impact on staff resources. Based on experience in the last 3 years and current projected impact of COVID-19, it is anticipated that the income could range between £720k and £780k, with the higher position being the most likely scenario.

Employees

Absence in 2019/20

The quarterly absence statistics for Regulatory are shown below together with the Council average for the same periods for comparison. The figures for Regulatory have been significantly lower that the Council average throughout 2019/20:

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual FTE days lost per FTE employee
Regulatory	0.44	0.55	0.51	0.31	1.09
COUNCIL WIDE TOTAL	2.83	2.54	3.50	3.35	10.25

Employee Numbers

The headcount and full time equivalent staff in each service area (as of 1 April 2020) are as follows:

Service Area	Headcount	FTE
Democratic and Registration Services	28	23.51
Legal Services	26	24.93
Planning & Building Standards & Environmental Health	49	45.64
Regulatory Management	3	3
TOTAL	**106**	**97.09**

Annual Workforce Plan

Workforce planning is integrated within the strategic planning process, highlighting the key workforce related activities for the year and reflecting the longer term strategic aims of the services. Each Strategic Lead is responsible for the annual review of requirements for their respective service areas to ensure that any key actions are identified at an early stage. The workforce plan is set out below.

1. Addressing the gap between current workforce supply and predicted future demand

Strategy

Planned service reviews to address gap taking cognisance of opportunities to realise savings through voluntary turnover and consideration of management spans of control

Address impact of national reviews in relation to Trading Standards and Public Health in terms of changes to the nature and number of corresponding job roles, taking specific action to address issues of supply of critical roles (as appropriate)

Expected Outcome

Gap is addressed, whilst:
. Protecting critical roles (and avoiding associated turnover)
. Ensuring service priorities are met
. Avoiding or minimising risk of voluntary or compulsory redundancy

Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Planned service reviews	Workforce	Achievement of savings, streamlined and efficient processes	31-Mar-2021	Pamela Clifford; Alan Douglas; George Hawthorn
Restructure of Leadership Support Team	Workforce	Reduction of one post and review of processes resulting in more efficient and effective delivery of service to the Strategic Management Team. Date takes account of Covid-19 emergency but may have to be further delayed.	31-Mar-2021	George Hawthorn
Plan for replacement of vacancies arising from planned retirements in registration service	Workforce	Fill resulting vacancies via SWITCH or standard recruitment process. Put in place training plan for new Assistant Registrar.	31-Mar-2021	George Hawthorn
Address impact of national reviews in relation to Public Health in terms of changes to the nature of the roles	Workforce	One systems approach from Public Health Scotland with greater alignment with Environmental Health and Planning workforces	31-Mar-2021	Pamela Clifford; Martin Keeley
Explore opportunities to share workforce resources across organisations	Workforce	Continued service meeting citizens and client needs	31-Mar-2021	Pamela Clifford; Alan Douglas; George Hawthorn
Graduate recruitment for Planning and Building Standards, to address the national skills shortage for qualified building standards surveyors and planning officers. Developed a 'grow your own' programme to provide the resilience required.	Workforce	Will be measured by the Success of this programme. Support Officer is being supported through graduate degree course. Recruited 2 graduates in Building Surveying training as Building Standards Surveyors	31-Mar-2021	Pamela Clifford
Continue to support culture of continuous improvement, developing quality improvement skills across middle managers	Workforce	Improved skills, service improvements, improved project managements skills	31-Mar-2021	Pamela Clifford; Alan Douglas; George Hawthorn
Identify and support relevant projects for continuous improvement	Workforce	Service improvements	31-Mar-2021	Pamela Clifford; Alan Douglas; George Hawthorn; Peter Hessett

Continue to explore opportunities for cross organisational working	Workforce	Ongoing utilization of programmes	31-Mar-2021	Pamela Clifford; Peter Hessett
Continue to embed succession planning and talent management programmes	Workforce	Self Evaluation	31-Mar-2021	Pamela Clifford; Alan Douglas; George Hawthorn

2. Addressing the gap between current and required additional workforce capabilities

Strategy
Continued review and implementation of associated training plans to enable capabilities to be developed within existing workforce

Expected Outcome
Gap is addressed, whilst:
. Ensuring value for money in terms of training solutions
. Minimising requirement to recruit for new capabilities (and thereby avoiding or minimising risk of voluntary or compulsory redundancy)
. Ensuring service priorities are met as a result of application of those new capabilities
. Ensuring employees are encouraged to re-train and re-align to newer digital skills to allow the Council to reduce attrition while making jobs interesting

Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Ensuring staff are adequately trained on changed legislation- Ensuring ability to keep pace with legislative developments resulting from Brexit	Financial for external training	Service delivery	31-Mar-2021	Pamela Clifford; Alan Douglas; George Hawthorn

3. Improving resilience within teams

Strategy
Develop and implement training plan in relation to critical roles

Expected Outcome
Improved resilience across teams and retention of knowledge and skills associated with critical roles

Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Analysis of resilience risks within teams – identifying individual or team development needs	Workforce		31-Mar-2021	Pamela Clifford; Alan Douglas; George Hawthorn
Develop mentoring and training within teams	Workforce	Be the Best conversations/ Building Standards Training Plan	31-Mar-2021	Pamela Clifford; Alan Douglas; George Hawthorn
Review and promote available courses liaising with OD about approaches to meet this skills development either from internal or external sources	Workforce	Attendance and internal development opportunities. Be the Best	31-Mar-2021	Pamela Clifford; Alan Douglas; George Hawthorn
Promote the Council's leadership development framework to support the changing remits and spans of control	Workforce	Attendance and internal development opportunities. Be the Best/ Lean Six Sigma	31-Mar-2021	Pamela Clifford; Alan Douglas; George Hawthorn

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Continue support implementation of Employee Wellbeing Strategy including providing representation on Employee Wellbeing Advocate and Managers' Group	Workforce	Improved employee engagement, lower sickness absence rates	31-Mar-2021	Pamela Clifford; Alan Douglas; George Hawthorn
Embed 'Be the Best' conversations into organisational culture to ensure opportunities exist to recognise employee contribution, employee wellbeing and learning and development	Time	Improved employee engagement, communication and performance	31-Mar-2021	Pamela Clifford; Alan Douglas; George Hawthorn

4. Improved use of technology and new ways of working
Strategy   Implement Workplace of the Future Strategy   Develop and implement workforce and organisational development solutions   **Expected Outcome**   Improved efficiency and effectiveness of service provision

Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Further improve the agility and flexibility of officers by provision of handheld mobile technology and the associated training	Financial – subject to resources	More efficient delivery service. Being now used by Community Protection Team and will be developed for the Food Safety team in 2020-21	31-Mar-2021	Pamela Clifford

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Appendix 5: Local Government Benchmarking Framework (LGBF)

Description	2017/18 Value & Rank*	2018/19 Value & Rank*	Scotland	2018/19 Vs 2017/18 Performance
Cost of trading standards, money advice and citizens advice per 1,000 population (ENV5a)	£3,207 5	£3,063 5	£5,890	⬆
Cost of environmental health per 1,000 population (ENV5b)	£13,441 16	£11,882 12	£14,994	⬆
Cost of planning and building standards per planning application (ECON02)	£4,808 23	£6,879 28	£4,439	⬇
Average time per business and industry planning application (weeks) (ECON03)	9.08 20	10.62 25	9.09	⬇

*Rank based on 32 local authorities unless stated otherwise

Note: Cash values for 2017/18 have been updated in line with inflation to make them comparable with 2018/19 values.

WEST DUNBARTONSHIRE COUNCIL

Report by Strategic Lead - Resources

Committee: Corporate Services Committee 11 November 2020

Subject: 2019/20 Resources Delivery Plan Year-end Progress &
2020/21 Delivery Plan

1   Purpose

1.1   This report provides members with the final position against the 2019/20
Delivery Plan and presents the 2020/21 Delivery Plan.

2   Recommendations

2.1   It is recommended that Committee notes both the year-end position for
2019/20 and the plan for 2020/21.

3   Background

3.1   Each Strategic Lead develops an annual Delivery Plan. This sets out actions
to help meet the Council's priorities and address the key service challenges
identified through the planning process. The plan outlines performance
indicators to measure progress, provides an overview of services and
resources, including employees and budgets, and considers the relevant
risks.

3.2   Delivery Plans are traditionally shared through relevant service committees in
the spring (May/June) with a mid-year progress report presented in winter
(November). However, as a result of the COVID-19 pandemic, work to finalise
Delivery Plans for reporting in May was paused. This reflected the need to
focus on the immediate resilience response for our communities. It also gave
Strategic Leads the time to analyse the COVID-19 impact and the likely
recovery position for the remainder of the 2020/21 year, and factor this in to
drafted delivery plans.

4   Main Issues

2019/20 Year-end Performance

4.1   The 2019/20 Delivery plan was presented to Corporate Services Committee
on 22 May 2019, and mid-year progress on 13 November 2019.

4.2   Full details of year-end progress are set out at Appendix 1. Of the 24 actions
due to be completed by 31 March 2020, 19 (79%) were completed as planned
with 5 (21%) outstanding. These are:

- Deliver Internal Audit and Corporate Fraud Plan for 2019/20 - 80%
completed. One of five milestones was outstanding at year end. This

related to the implementation of the audit plan with 14 of 16 reviews completed. Of the two outstanding, one was deferred to 2020/21 due to an unforeseen staff vacancy and the other was carried forward, concluding in August.

- Implement service improvements as part of the billing and payment review - 66% completed. One of three milestones was outstanding at year end. This related to the implementation of Direct Debits. This will be carried forward to 2020/21 as a result of issues with software and system testing and laterally COVID-19.

- Continue to review and adapt financial guidance and training in line with service needs - 70% completed. Areas of training were identified in conjunction with Strategic Leads including VAT, Agresso, and general accounting and budgeting. Schools identified the need for clerical finance training but this was not completed due to COVID-19 and will be carried forward to 2020/21.

- Use benchmarking data to evaluate service delivery and performance within Finance Services - 20% completed. Two councils willing to benchmark have been identified but progress has been slow due to other priorities. This action will be carried forward to 2020/21.

- Use benchmarking data to evaluate service delivery and performance within Internal Audit & Fraud - 66% completed. Four of six milestones were completed, including the establishment of a benchmarking group with 4 other councils and the development of performance indicators. Using the benchmarking data to evaluate service delivery and performance and creating an improvement plan were hindered due to a focus on other priorities as a result of the pandemic. These will be carried forward to 2020/21.

4.3 Of the 16 performance indicators included in the plan, 8 (50%) achieved their year end targets, 7 (44%) just missed their targets, and 1 (6%) was significantly adrift of target. Details of the latter are provided below with full details of all performance indicators set out in Appendix 1:

- Amount of free reserves as a percentage of the prudential reserve target (General services): Due to a late change in the General Services Reserve position, the free reserves has been reduced below the prudential target at 57% against a target of 100%.

Complaints: 2019/20 Year-end and 2020/21 Mid-year

4.4 A key focus in the development of delivery plans is ensuring that feedback from stakeholders informs learning and improvement. One of the key sources of robust feedback is complaints data.

4.5 Between 1 April 2019 and 31 March 2020, Resources received a total of 91 complaints, comprising 85 Stage 1 and 6 Stage 2 complaints. During the same period, 82 complaints were closed, 77 at Stage 1 and 5 at Stage 2.

4.6 Of the 77 complaints closed at Stage 1, 45 (58%) met the 5 working days target set for resolving Stage 1 complaints, with an average of 7 working days to resolve all complaints closed at Stage 1. Of the 5 complaints closed at Stage 2, 3 (60%) met the 20 working days target, with an average of 14 days to resolve all Stage 2 complaints.

4.7 Fifty-four of the complaints closed at Stage 1 were upheld and none at Stage 2. These are shown in Tables 1 and 2 below by service area and complaint category.

4.8 In the first half of this year (1 April to 30 September), Resources received a total of 34 complaints, comprising 30 Stage 1 and 4 Stage 2 complaints. During the same period, 22 complaints were closed, 20 at Stage 1 and 2 at Stage 2.

4.9 Of the 20 complaints closed at Stage 1, 11 (55%) met the 5 working days target set for resolving Stage 1 complaints, with an average of 6 working days to resolve all complaints closed at this stage. Of the 2 complaints closed at Stage 2, 1 met the 20 working days target, with an average of 18 days to resolve all Stage 2 complaints.

4.10 8 of the complaints closed at Stage 1 were upheld and 1 at Stage 2. These are shown in Tables 1 and 2 below by service area and complaint category.

Table 1: Upheld complaints by service area

Service Area	1 April 2019- 31 March 2020	1 April 2020 - 30 Sept 2020	
	Upheld Stage 1	Upheld Stage 1	Upheld Stage 2
Benefits	19	4	0
Council Tax	30	4	0
Debtors	1	0	0
Fraud Investigation	1	0	0
Corporate Debt	3	0	0
Insurance Claims		0	1
Total	**54**	**8**	**1**

Table 2: Upheld complaints by complaint category

Complaint Category	1 April 2019- 31 March 2020	1 April 2020 - 30 Sept 2020	
	Upheld Stage 1	Upheld Stage 1	Upheld Stage 2
Citizen expectation not met - quality of service	23	4	1
Citizen expectation not met – timescales	16	3	0
Council policy – charges	2	0	0
Employee behaviour	3	0	0
Error in Service Delivery	10	1	0
Total	**54**	**8**	**1**

4.11 Each service area also developed a suite of quality standards, which set out the level of service that users and stakeholders can expect to receive, and remind both the organisation and employees of the challenges and obligations they face in delivering best value services. Performance against these standards is set out at Appendix 2.

<u>Delivery Plan 2020/21</u>

4.12 The Resources Delivery Plan for 2020/21 is attached to this report as Appendix 3 and includes a detailed action plan for delivery as well as a workforce plan. The Plan reflects the immediate and longer term impact that COVID-19 will have on service delivery.

4.13 The delivery plan 2020/21 reflects those actions and priority areas which will be delivered over the remainder of the year. Key areas include: delivering sustainable, quality services within the context of significant financial challenges; addressing the negative impact of welfare reform on rent arrears, Council Tax collection and corporate debt; implementing structural reviews and addressing their implications on workloads and staff; supporting key Council transformational projects; automating processes and information provision; and ensuring Council compliance with Code of Good Governance.

4.14 Progress against the action plan will be monitored monthly by the management team and scrutinised through quarterly performance updates to the Performance Monitoring & Review Group. Year-end performance will be reported to committee in spring 2021.

<u>Workforce Planning</u>

4.15 The Delivery Plan includes an annual workforce plan which details the key workforce issues which will or may arise over the year and the actions planned to address these in order to fully support delivery of the plan.

4.16 These workforce issues are anticipated to have implications in terms of organisational change, resource planning, resource profiling, skills mix, training and development and restructuring. The workforce plan sits within the appendices of the 2020/21 Delivery Plan.

5 **People Implications**

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

6 **Financial & Procurement Implications**

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

7   Risk Analysis

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

8   Equalities Impact Assessment

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

9   Consultation

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

10   Strategic Assessment

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

Strategic Lead: Stephen West
Service Area: Resources
Date: 14 October 2020

_____

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

Appendices: Appendix 1: Resources Delivery Plan 2019/20 - Year-end Progress
                             Appendix 2: Quality Standards - 2019/20 Performance
                             Appendix 3: Resources Delivery Plan 2020/21

Background Papers: None

Wards Affected: All

Appendix 1: Resources Delivery Plan 2019/20 - Year End Progress

P	Supported individuals, families and carers living independently and with dignity

Ob	More affordable and suitable housing options

Performance Indicator	2018/19		2019/20					Note	2020/21	Assigned To
	Value	Status	Value	Target	Status	Long Trend	Short Trend		Target	
Time for processing applications for new Housing Benefits claims from the date of receipt of the application to the day on which the claim is decided.	25.79	✅	24.2	25	✅	⬆	⬆	Achieving the processing target for Housing Benefit has been challenging in 2019/20 due to a number of proactive activities being carried out by the section to reduce fraud and error however target has been met.	25	Ryan Chalmers
Time for processing applications for notifications of changes of circumstances for Housing Benefits from the date of receipt of the application to the day on which the claim is decided.	4.99	✅	4.3	5	✅	⬇	⬆	Target met which is important to ensure citizens receive updated entitlements as quickly as possible to maintain ongoing rental payments and reduce financial impact on the household.	5	Ryan Chalmers

Action	Status	Progress	Due Date	Comment	Assigned To
Manage impact of legislative changes associated with Welfare reform	✅	100%	31-Mar-2020	CTR cases continue to be prioritised to ensure maximum take up and entitlement to CTR. We have started planning for council tax annual billing to ensure we meet requirements for billing and any potential delay due to delays in the council receiving confirmation of funding from Scottish Government,	Ryan Chalmers

P	Meaningful engagement with active, empowered and informed citizens who feel safe and engaged

Ob	Fully consulted and involved citizens who are able to make full use of the Community Empowerment Act

Action	Status	Progress	Due Date	Comment	Assigned To
Implement appropriate levels of service satisfaction surveys	✅	100%	31-Mar-2020	All activities planned for 2019/20 have been undertaken.	Stephen West
Review all complaints received to ensure any lessons available are	✅	100%	31-Mar-2020	All complaints received have been reviewed and any lessons learned implemented to improve performance.	Stephen West

Action	Status	Progress	Due Date	Comment	Assigned To
learned and service improvements implemented					
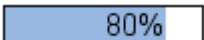
P	Open, accountable and accessible local government

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

Performance Indicator	2018/19		2019/20						2020/21	
	Value	Status	Value	Target	Status	Long Trend	Short Trend	Note	Target	Assigned To
Amount of free reserves as a percentage of the prudential reserve target - HRA	100%	✅	100%	100%	✅	▬	▬	Following the completion of the Council's draft Financial Statements, now due to be reported to Council in August 2020, the free reserves held for the Housing Revenue Account equals the Prudential Target. This is Council policy with any reserves above the Target being transferred into reserves earmarked for housing stock regeneration. This PI is draft until finalised after the audit of the Financial Statements.	100%	Gillian McNeilly
Amount of free reserves as a percentage of the prudential reserve target - General services	105%	✅	57%	100%	🛑	⬇	⬇	Due to a late change in the General Services Reserve position, the free reserves has been reduced below the prudential target.	100%	Gillian McNeilly
Value of outstanding sundry debt as a percentage of total that is more than 90 days old from date of invoice	66.47%	🛑	59.61%	55%	🔺	⬆	⬆	Target not met however the Council has improved on its 2018/19 outturn. Despite a 4% increase in the value of outstanding debt compared to 2018/19, the council noticed a 6% reduction in the value of outstanding debt that was more that 90 days old. This indicates that we were better at collecting debt. That said, the level of austerity and now the impact of COVID-19 will see a greater strain on the council's efforts in collection debt.	65%	Ryan Chalmers
Rent collected as a % of total rent due	98.61%	🔺	98.11%	98%	✅	⬇	⬇	Target met despite the difficulties created by UC.	97.5%	Ryan Chalmers
Percentage variance to budget projected (General Services budget)	-0.11%	✅	-0.13%	0%	✅	⬆	⬆	Following the completion of the Council's draft Financial Statements, now due to be reported to Council in August 2020, the actual spend for General services was slightly less than budgeted. This PI is draft until finalised after the audit of	0%	Gillian McNeilly
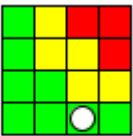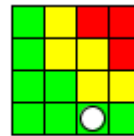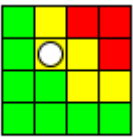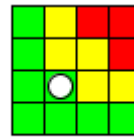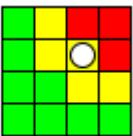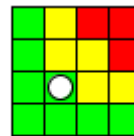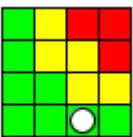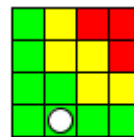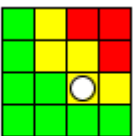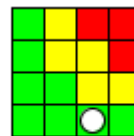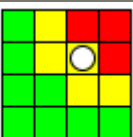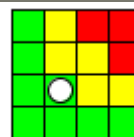
Performance Indicator	2018/19		2019/20						2020/21	Assigned To
	Value	Status	Value	Target	Status	Long Trend	Short Trend	Note	Target	
								the Financial Statements.		
Percentage of Audit Plan completed	97%	✅	87.5%	100%	⚠️	⬆️	⬇️	At 31 March fieldwork was complete for 14 out of 16 reviews. One review has been deferred to 20/21 due to an unforeseen staff vacancy and the fieldwork for the final review should be complete by 30 June 2020 dependent on officer availability to complete the review.	85%	Andi Priestman
Percentage of corporate fraud savings target achieved	294%	✅	205%	100%	✅	⬇️	⬇️	Corporate Fraud savings at 31 March 2020 were £462,013 against an annual target of £225,000.	100%	Andi Priestman
Support services as a % of total gross expenditure	4.66%	🛑	3.84%	4%	✅	⬆️	⬆️	This is based on the 19-20 draft accounts.	3.82%	Adrian Gray
Cost of collecting council tax per dwelling £	£5.46	✅	£5.40	£5.00	⚠️	⬆️	⬆️	Target not met due to increased legal costs to pursue debtors however performance has improved from last year with a reduction in cost of collection.	£5.00	Ryan Chalmers
Current tenants' arrears as a percentage of total rent due %	11.61%	🛑	11.46%	11%	⚠️	⬆️	⬆️	Target not met however performance has improved since last year. Target was not met due to impact of UC and have set target for 20/21 based on number of tenants in receipt of UC continuing to increase and understanding the impact of C-19 on tenants ability to pay rent. As number of tenants in receipt of UC continue to increase, arrears will be created during the 6/7 week assessment period and the further 4 week period before any APA (direct) payment is received by us to reduce the arrears created during this period. We have reviewed our UC process with DWP UC team who have confirmed the process is streamlined and covers all options available to landlords in relation to direct payments. The process between Housing and Corporate Debt was reviewed during 19/20, following this the process was amended to reduce caseload managed by Housing officers, allowing them to focus on new tenants at sign up and also allow Corporate Debt to target cases at earlier date. This will continue to be reviewed in 20/21.	14%	Ryan Chalmers
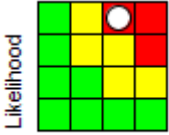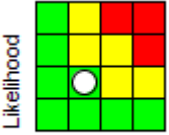
Performance Indicator	2018/19		2019/20						2020/21	Assigned To
	Value	Status	Value	Target	Status	Long Trend	Short Trend	Note	Target	
Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year	9.71%	🛑	10.08%	9%	⚠️	⬇️	⬇️	Target not met due to impact of UC and target for 20/21 set in conjunction with Housing based on number of tenants in receipt of UC continuing to increase and understanding the impact of C-19 on tenants ability to pay rent. As number of tenants in receipt of UC continues to increase, arrears will be created during the 6/7 week assessment period and the further 4 week period before any APA (direct) payment is received by us to reduce the arrears created during this period. We have reviewed our UC process with DWP UC team who have confirmed the process is streamlined and covers all options available to landlords in relation to direct payments. The process between Housing and Corporate Debt was reviewed during 19/20, following this the process was amended to reduce caseload managed by Housing officers, allowing them to focus on new tenants at sign up and also allow Corporate Debt to target cases at earlier date. This will continue to be reviewed in 20/21.	9.7%	Ryan Chalmers

Action	Status	Progress	Due Date	Comment	Assigned To
Review and update long term finance strategy	✅	100%	31-Mar-2020	Council set it's budget and Council Tax for 2020/21 in consideration of the longer term projections.	Stephen West
Provide timely and accurate budgetary control reporting for Council and associated bodies	✅	100%	31-Mar-2020	Budgetary control reports provided on time up to date.	Gillian McNeilly
Report agreed savings options and management adjustments through the budgetary control process	✅	100%	31-Mar-2020	Information is provided on a regular basis as part of standard budgetary control reports.	Gillian McNeilly
Provide timely and accurate financial statements for the Council and associated bodies	✅	100%	31-Mar-2020	All relevant financial statements have been completed and presented to relevant governance meetings as required and on time.	Gillian McNeilly
Deliver Internal Audit and Corporate Fraud Plan for 2019/20	🛑	80%	31-Mar-2020	4 of 5 milestones completed on schedule. The final milestone relates to the implementation of the audit plan which was 87.5% complete at end of March 2020. Of the 16 reviews, 14 have been completed, one	Andi Priestman

Action	Status	Progress	Due Date	Comment	Assigned To
				has been deferred into 20/21 due to an unforeseen staff vacancy and the final audit was completed in August.	
Continue to improve and deliver the Assurance Statement to support the Annual Governance Statement	✓	100%	30-Jun-2019	The 2018/19 Assurance Statement was finalised in June 2019 and the Internal Audit Annual Report was submitted to the Audit Committee on 12 June 2019. This has also informed the Annual Governance Statement.	Andi Priestman
Submit draft Annual Governance Statement to the Audit Committee	✓	100%	30-Jun-2019	At the meeting of the Audit Committee on 12th June 2019, members of the committee were invited to consider the draft Annual Governance Statement. Subsequently, the Annual Governance Statement was finalised and published in the Council's Abstract of Accounts for the year ended 31st March 2019.	Andi Priestman
Ensure continuing Council compliance with the Code of Good Governance	✓	100%	30-Jun-2019	An action plan was developed and a report submitted to Audit Committee meeting on 12th June 2019. These actions will be implemented during 2019/20 with regular updates submitted to the Audit Committee.	Andi Priestman
Review ways of decreasing corporate debt	✓	100%	31-Mar-2020	Following a review of the sundry process, we have created a sundry project team to focus on sundry only debt, with increased focus on early engagement and reviewing services being offered with previous non payment of invoices. Met with Debt Partners to discuss council tax project and proposal to be provided by them by end of December. Corp Comm's contacted other LA's that use e-billing and My Account to ensure we are maximising take up, following review of replies we are following same process but further discussions are planned around improving take up when we carry out annual billing and also promoting this via social media to maximise take up prior to annual billing.	Ryan Chalmers
Continue to review ways to improve rent collection	✓	100%	31-Mar-2020	All SSSC (bedroom tax) DHP's processed for new financial year and will monitor spend in benefit cap cases. Q1 Former Tenant debt passed for approval and approval, cases written off. Meeting held with Business Support Manager and Housing Manager to discuss concerns over increase in arrear cases and discuss options to target. Agreed Housing Officers (HO) will only manage new tenant cases to ensure early intervention process is carried out in each case, to allow HO's assist with implementation of the Housing Management system and for HO's to be trained on system. Rent Collection Policy updated and sent to Housing Committee for approval.	Ryan Chalmers
Implement service improvements as part of the billing and payment review	⬛	66%	31-Mar-2020	This project will be carried over to 2020/21 given issues with software and system testing with Direct Debit testing and laterally COVID-19. Of the 3 milestones, the implementation of Direct Debit payments milestone was not achieved.	Stella Kinloch

Risk	Current Risk Matrix	Latest Note	Target Risk Matrix	Assigned To
Failure to provide assurance of the system of financial controls		This risk is mitigated through work undertaken by Internal Audit in relation to the oversight of the annual governance process. The process was extended for the 2019/20 Annual Governance Statement (AGS) to include a self-assessment checklist for Strategic Leads to complete in terms of levels of compliance with aspects of the Code of Good Governance. This work informs Certificates of Assurance for Strategic Directors which in turn informs the reporting of any governance issues within the AGS. This extended process will be embedded for 20/21 onwards.		Andi Priestman
Debt is not recovered efficiently or effectively, with inherent risk of financial loss		Effectively implement the Corporate Debt Policy, ensure income maximisation in collaboration with W4U. Improved process around Council Tax Reduction claims for UC claimants.		Ryan Chalmers
Increase in the level of rent arrears due to the level of Welfare Reform changes and general state of economy		Arrears have increased despite joint working between Corporate Debt, Housing and Working4U.		Ryan Chalmers
National delays in implementing Welfare Reform changes; ineffective ICT systems or processes e.g. with the DWP affecting delivery of Welfare Reform changes		Continue to monitor any delays or underlying impact on systems.		Ryan Chalmers
Failure to meet statutory deadlines for external returns (including HMRC) and financial statements		Although currently harder to gauge due to COVID-19, the likelihood of this has increased from the previous review. However there are a range of controls in place to ensure that the likelihood of this risk occurring remains low.		Gillian McNeilly
Financial projections are significantly incorrect		Although currently harder to gauge due to COVID-19, the likelihood of this has increased from the previous review. In general, many factors that influence this risk are out with our control, including Scottish Government funding. However the future projections of cost are significantly more difficult to predict currently, due to COVID-19, such as demand for services, availability of those services, the general economy and funding streams available. These are continually monitored and projections updated.		Gillian McNeilly

Risk	Current Risk Matrix	Latest Note	Target Risk Matrix	Assigned To
Significant financial funding reductions from Scottish Government (Strategic Risk)	Likelihood / Impact	Given the impact of COVID-19 on the UK economy, together with continuing reducing share of Scottish population living in West Dunbartonshire, it is now expected that it is certain that there will be reduced funding availability from the Scottish Government in 2021/22.	Likelihood / Impact	Gillian McNeilly

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

Ob	A committed and skilled workforce

Action	Status	Progress	Due Date	Comment	Assigned To
Continue to review and adapt financial guidance and training in line with service needs	🛑	70%	31-Mar-2020	Discussions have taken place with Strategic Leads to identify areas of training to be developed (such as VAT; Agresso; general accounting and budgeting). Agresso training sessions on going as required; School clerical finance training being developed for early 2020 with areas of training identified by the schools. However, the training was not completed due to COVID-19 and this action will be carried forward to 20/21.	Gillian McNeilly

Ob	A continuously improving Council delivering best value

Performance Indicator	2018/19		2019/20						2020/21	Assigned To
	Value	Status	Value	Target	Status	Long Trend	Short Trend	Note	Target	
Number of customer feedback processes undertaken and evaluated	10	✅	3	3	✅	⬇	⬇	Three processes were undertaken in 2019/20 as most were done in 2018/19.	8	Stephen West
Percentage of income due from council tax received by the end of the year %	95.55%	✅	95.15%	95.6%	⚠	⬇	⬇	Target not met however income collected increased by £1.072m and a full review of our single person discount was carried out in 2019/20 which resulted in discounts to the value of £215,083 being removed, which is being collected by payment arrangements.	93.5%	Ryan Chalmers
Number of invoices paid within 30 calendar days of receipt as a percentage of all invoices paid	98.34%	✅	95%	96%	⚠	⬇	⬇	The year end target was missed with invoices delayed in quarter 4 following lockdown just before year end as a result of COVID-19. All issues leading to delays in approving invoices	95%	Elaine Chisholm; Stella Kinloch

Performance Indicator	2018/19		2019/20						2020/21	Assigned To
	Value	Status	Value	Target	Status	Long Trend	Short Trend	Note	Target	
								will be assessed and addressed in 2020/21. Based on the latest LGBF comparative data published by the Improvement Service in February 2020 (looking at 2018/19 values), West Dunbartonshire ranked 1st of 32 local authorities, up 10 places from 11th the previous year and well above the Scottish average of 92.68%.		

Action	Status	Progress	Due Date	Comment	Assigned To
Review Finance service structure in line with agreed management adjustments	✅	100%	30-Sep-2019	Finance restructure now completed.	Gillian McNeilly
Review Business Support service structure in line with agreed management adjustments	✅	100%	31-Mar-2020	Action achieved.	Arun Menon
Review Audit & Fraud service structure in line with agreed management adjustments	✅	100%	31-Mar-2020	Options provided to Strategic Lead and a report was submitted to the Council meeting on 28th August 2019. A proposal to have the Audit Manager role shared with Inverclyde Council was agreed and became effective from 1st January 2020.	Andi Priestman
Review Accounts Payable Service and supporting improvements within Agresso	✅	100%	31-Mar-2020	Action complete.	Stella Kinloch
Continue the development of Agresso reporting functionality to maximise automation for annual National Returns (e.g. LFR / WGA/ POBE / Financial Statements)	✅	100%	31-Mar-2020	Development of Agresso continues on an ongoing basis.	Gillian McNeilly
Develop Finance leadership, governance and controls across the Council	✅	100%	31-Mar-2020	The development of finance leadership continues on an ongoing basis. Following a recent survey, service feedback proved positive with some areas highlighted for improvement which will follow through to the Service Delivery Plan 2020/21.	Gillian McNeilly
Use benchmarking data to evaluate service delivery and performance within Business Support	✅	100%	31-Mar-2020	Results analysed and report for Corporate Services committee produced.	Arun Menon
Use benchmarking data to evaluate service delivery and performance	🛑	20%	31-Mar-2020	Following identification of two councils willing to benchmark, progress has been slow. However contact was re-established with a view to completing the	Gillian McNeilly

Action	Status	Progress	Due Date	Comment	Assigned To
within Finance Services				exercise. The use of national information was also considered to identify areas WDC Finance Team varies from other Scottish Councils and reasons for that variance. This wasn't pursued during 2019/20 due to other priorities and will be carried forward into 2020/21.	
Use benchmarking data to evaluate service delivery and performance within Internal Audit & Fraud	🔴	66%	31-Mar-2020	Four of six milestones completed, including establishment of a benchmarking group with 4 other councils and development PIs. A meeting was held with the benchmarking group in February 2020 and consensus has been arrived at to ensure we are all measuring the PIs in the same way. The final two milestones have been delayed due to COVID-19 and a focus on other priorities as a result of the pandemic. The remaining milestones are to use the benchmarking data to evaluate service delivery and performance and create an improvement plan. These will be carried forward into 20/21.	Andi Priestman

Action Status	
🔴	Overdue
✅	Completed

PI Status		Long Term Trends		Short Term Trends	
🔴	Target Significantly Missed	⬆	Improving	⬆	Improving
🔺	Target Just Missed	➖	No Change	➖	No Change
✅	Target Met or Exceeded	⬇	Getting Worse	⬇	Getting Worse

Risk Status	
🔴	Alert
🔺	Warning
✅	OK

Appendix 2: Quality Standards - Year End Progress

Audit & Fraud

Quality Standard	Value	Target	Status	Note
We will issue draft audit reports within 21 calendar days of fieldwork completion.	94.7%	90%	✅	Target exceeded.
We will issue final audit reports within 14 calendar days of agreement of action plan.	63.2%	100%	🛑	Some audits were finalised outside of the 14 days due to negotiation of agreed actions and timing of action plans with audit clients.
We will comply with the Public Sector Audit Standards.	92.3%	90%	✅	Target met.

Business Support

Quality Standard	Value	Target	Status	Note
We will process new claims for Housing Benefit and Council Tax reduction within 25 days of receipt.	24.2	25	✅	Achieving the processing target for Housing Benefit has been challenging in 2019/20 due to a number of proactive activities being carried out by the section to reduce fraud and error. However target has been met.
We will process change in circumstances notifications for Housing Benefit and Council Tax reductions within 5 days of receipt.	4.3	5	✅	Target met which is important to ensure citizens receive updated entitlements as quickly as possible to maintain ongoing rental payments and reduce financial impact on the household.
We will aim to pay all creditor invoices within 30 calendar days of receipt but as a minimum we will pay 96% within 30 days.	95%	96%	⚠️	The year end target was missed with invoices delayed in quarter 4 following lockdown just before year end as a result of COVID-19. All issues leading to delays in approving invoices will be assessed and addressed in 2020/21. Based on the latest LGBF comparative data published by the Improvement Service in February 2020 (looking at 2018/19 values), West Dunbartonshire ranked 1st of 32 local authorities, up 10 places from 11th the previous year and well above the Scottish average of 92.68%.
We will seek to minimise officer error on new Housing Benefit applications and change of circumstances.	0.32%	0.48%	✅	Target met.

Finance

Quality Standard	Value	Target	Status	Note
We will have no errors within the VAT returns submitted to HMRC.	1	0	🛑	Only one error relating to a voluntary disclosure.

Quality Standard	Value	Target	Status	Note
We will issue a weekly treasury summary within 5 working days of week end.	100%	100%	✅	All issued within 5 working days of week end.
We will deal with new insurance claims within 5 working days (including acknowledge claimant, send to claims handling company, update system, and forward to service for report if required).	96.7%	100%	⚠️	The target was narrowly missed with only 7 of 212 claims missing the 5 working days target.
We will sign off all reconciliations by the end of the following period.	71.7%	100%	🛑	Target was not met mainly due to IT system developments and staff absence causing delays.
We will meet all corporate budgetary control reports deadlines.	100%	100%	✅	All reports completed by due dates.

Appendix 3: Resources Delivery Plan 2020/21

2020–21
DELIVERY PLAN

RESOURCES

West
Dunbartonshire
COUNCIL

Index

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1.   Overview & Profile

Overview

This Plan sets out key actions to help deliver the Council's priorities (as described in strategic documents such as the Strategic Plan 2017-2022 and Equality Outcomes & Mainstreaming Report 2017-2021) as well as actions to address performance issues and service priorities identified in our planning process. It outlines the performance indicators we will use to measure our success, provides an overview of services and resources, including employees and budgets, and considers the relevant risks.

Progress will be monitored and managed on a regular basis at Resources management team meetings and reported twice yearly to Corporate Services Committee, at mid-year and year end.

Profile

Resources is one of 8 strategic Council areas, providing services to the Council and external clients including the West Dunbartonshire Leisure Trust, the Valuation Joint Board, Clydebank Property Company, charities and trusts, and Clydebank Municipal Bank. Services cover accountancy, treasury management, internal audit and fraud, and business support. In addition we also provide direct services to residents of West Dunbartonshire. The following are the main areas of responsibility and service provision within Resources. A structure chart is included at Appendix 1.

Finance
The Finance team is responsible for financial support and management, providing accountancy, treasury and capital planning, cash and bank management, reconciliations, and insurance services.

Internal Audit & Fraud
The internal audit and fraud team is led by the Shared Service Manager - Audit & Fraud, providing internal audit and assurance services. The team also delivers the corporate fraud service for the Council. The Shared Service Manager - Audit & Fraud also provides the Chief Internal Auditor role to Inverclyde Council as part of a shared management arrangement.

Business Support
The business support team is responsible for managing the revenues collection (Council Tax, housing rents, non-domestic rates and miscellaneous invoicing); benefits processing and management; debtor management and creditors functions including corporate purchasing card management. The team also incorporates the Corporate Administrative Service (CAS) consolidating all clerical and administrative support functions across the Council except schools and Health & Social Care Partnership. The section is also leading the Automation workstream within the Council's Digital Strategy.

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2.   Performance Review

The Resources management team completed a detailed performance review of 2019/20, looking at:

- current and previous performance;
- how our performance compares with other local authorities (known as benchmarking);
- feedback from service users gathered through our Citizen Panel, surveys of our internal users, and complaints; and
- self-evaluations and external validations.

The performance review highlighted our key achievements in 2019/20 and a number of performance challenges to be addressed in 2020/21.

Key Achievements

Finance
- Completed a number of audited annual Financial Statements within the statutory deadlines, with no qualifications.
- Developed and introduced a new Cash Receipting System which improves end user experience, as well as more efficient ways of working for staff.
- Supported the implementation of the IHMS and systems through design and build phases.
- Developed and introduced Stage 1 of 'Making Tax Digital' for the Council, Leisure Trust & Clydebank Property Company.
- Developed workflows in the Figtree System to enhance ways of working.
- Developed the Agresso system, including developments in relation to "Purchase to Pay", including Basware, embedded Purchase Card, Flexi Fields for Spikes Cavell and Whole of Government Accounts; overtime information - all enabling less manual keying, reducing costs (such as postages) and more sophisticated reporting to assist with more efficient preparation of returns.
- Supported transformation projects within the Council, including a number of ad hoc one-off projects (e.g. early years, district heating).

Internal Audit & Fraud
- Delivered Audit Plan for 2019/20.
- As a result of Corporate Fraud Team activity during 2019/20, actual recoveries for the year is £0.462m against an annual target of £0.225m.

Business Support
- Continued to deliver the debtors review project with key focus on implementing Direct Debit functionality for Sundry Debt.
- Continued to work in collaboration with Housing and W4U on improving rent collection.
- Marginally fell short of meeting our Council Tax collection target for 2019/20. The outturn was 95.15%, which was slightly lower than the previous year at 95.55%.

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Although the target was missed, the income collected increased by £1.072m and a full review of our single person discount was carried out in 2019/20 which resulted in discounts to the value of £215,083 being removed. These are being collected via payment arrangements.

- Achieved overall improvement in the level of staff debt of 12% through effective interventions. Debt levels for rent, Council Tax and sundry for staff reduced.
- Supported implementation of the IHMS system through design and build phases. The solution went live on 6 November 2019.
- Undertook a range of improvement work to support the CAS processes.
- Undertook a benchmarking exercise with 4 other councils covering Housing Benefits, Council Tax Reduction, Council Tax collection, Sundry Debt and Creditors performance. This allowed officers to compare the performance of WDC with these councils, including the level of resourcing and other associated factors that impact on performance.
- Led the proof of concept around process automation which was approved by the Change Board for implementation. This is a key project within the Council's Digital Strategy.

Challenges

The challenges identified by the performance review are set out below. These areas will be the focus of improvement activity in 2020/21:

- rent arrears;
- Council Tax collection;
- sundry debt collection; and
- sustaining transformation with a reduced complement of resources.

Rent Arrears

The amount of rent arrears owed to the Council is an area of concern.
Current tenants' arrears as a percentage of total rent due was 11.46% in 2019/20, above the target of 11% set for the year. However it did improve marginally compared to the 2018/19 outturn of 11.61%.

The main reason for not achieving the target was due to the impact of Universal Credit (UC). This was slightly exasperated by the Covid-19 pandemic to impact the nation during March 2020.   The target for 2020/21 reflects the current situation both on account of UC and Covid-19 given the increase in UC tenants and studying the impact of Covid-19 on the ability of tenants to pay rent.

The process between Housing and Corporate Debt was reviewed during 2019/20 following which a revised approach was implemented to reduce the caseload managed by Housing Officers, allowing them to focus on new tenants at sign up and also allowing Corporate Debt staff to target cases at an earlier date. This will continue to be reviewed in 2020/21.

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Council Tax Collection

The Council collected 95.15% in 2019/20 despite UC challenges impacting on Council Tax Reduction (CTR) claims being received from citizens.

Although the target for Council Tax collection was not met, the income collected increased by £1.072m and a full review of the Council's Single Person Discount was undertaken in 2019/20 resulting in discounts to the value of £215,083 being removed, which is being collected through payment arrangements in 2020/21.

Sundry Debt Collection

Due to the wider economic factors described above, the Council has not been able to recover all the money it is owed.

In 2019/2020 the Council achieved an outturn of 59.61% against a target of 55% for the value of outstanding sundry debt as a percentage of the total that is more than 90 days old from the date of invoice. While the target was not met, the Council has improved on its 2018/19 outturn. Despite a 4% increase in the value of outstanding debt compared to 2018/19, the council noticed a 6% reduction in the value of outstanding debt that was more than 90 days old. This indicates the Council was more effective at collecting debt despite the highlighted challenges. That said, the level of austerity and now the impact of Covid-19 is likely to see a greater strain on the Council's efforts in collecting debt.

Sustaining Transformation with a Reduced Complement of Resources

The ongoing transformational changes within the Council require continuous financial support including communication of changes; audit issues regarding changing processes; training and transfer of knowledge of financial aspects to non-financial budget holders; and reconciliations on continuing change of Council structures. This support needs to be identified from existing staffing resources through streamlining and identifying efficiencies in other support areas.

With opportunities being explored as part of the commercialisation workstream, there will be greater demand on the Finance team to cost services accurately.

In order to support transformational changes and maintain the rate of change with reduced resources, in 2020/21 we will:

- engage in benchmarking via the West of Scotland Directors of Finance to compare performance;
- implement process automation to streamline processes; and
- engage with Organisational Development to link in with the work being undertaken by Scottish Digital Office to identify synergies with Business Support transformation.

It should be noted that benchmarking activity commenced as planned in 2019/20. However, due to lack of benchmarking partners, processes have taken significantly longer than expected. Business Services has completed a benchmarking process and will report to September 2020 Corporate Services Committee.

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Service Users' Feedback

The Council has a clear focus on learning from the feedback we receive from our service users. Complaints data, monthly telephone surveys and service user surveys provide invaluable feedback to help us improve our services.

Complaints

Between 1 April 2019 and 31 March 2020, Resources received a total of 91 complaints, comprising 85 Stage 1 and 6 Stage 2 complaints. During the same period, 82 complaints were closed, 77 at Stage 1 and 5 at Stage 2.

Of the 77 complaints closed at Stage 1, 45 (58%) met the 5 working days target set for resolving Stage 1 complaints, with an average of 7 working days to resolve all complaints closed at Stage 1. Of the 5 complaints closed at Stage 2, 3 (60%) met the 20 working days target, with an average of 14 days to resolve all Stage 2 complaints.

Fifty-four (70%) of the complaints closed at Stage 1 were upheld and none at Stage 2. These are shown in the tables below by service area and by complaint category:

Table 1:

Service Area	Upheld Stage 1
Benefits	19
Council Tax	30
Debtors	1
Fraud Investigation	1
Corporate Debt	3
Total	**54**

Table 2:

Complaint Category	Upheld Stage 1
Citizen expectation not met - quality of service	23
Citizen expectation not met – timescales	16
Council policy – charges	2
Employee behaviour	3
Error in Service Delivery	10
Total	**54**

The majority of upheld complaints in 2019/20 related to Council Tax and Housing Benefit. In response to these, a number of process improvements were implemented and training carried out. For example:

- In relation to complaints received about requesting/allocating DWP deductions in order to recover outstanding debts, we worked with our software supplier and redesigned our process, introducing automation to ensure only relevant cases are selected and monies received are allocated to the correct debtors balances;

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- In addition to carrying out refresher training for our staff, we trained those in other sections, such as Citizens Services, who manage telephone enquiries in relation to Council Tax and Housing Benefit, to ensure the correct information is gathered during the initial call in order to reduce customer contact and resolve any issues as quickly as possible. We also arranged for our Debt Partners to provide debtor telephone training to new members of our Corporate Debt team; and

- We have arranged for further team refresher training sessions on a number of specific subjects within each team which will be carried out in quarter 3 and 4 of this year via MS teams. These are related to complaints received and also areas highlighted by staff during staff survey carried out within R&B's by Section Head.

We aim to improve the level of service we provide and reduce the number of complaints received. We will continue to review each complaint and either provide feedback, support and/or training to staff members and emphasise the importance of providing a consistently high level of service.

Citizens' Panel

A Citizens' Panel survey carried out in 2019 looked at the various ways residents are able to make payments and their experience of these. It highlighted that:
- the majority of respondents, 75%, use direct debit or standing order with 98% of them finding it easy or very easy to do;
- 31% use, or have used, the online payment facility with 86% finding it easy to do;
- the post office/ pay point facility is used by 17% of respondents and telephone payments by 13%; in both cases the use is mainly occasional; and
- 4% of respondents use, regularly or occasionally, the bank giro payment option and of those, over one third find it difficult to use.

A further Citizens' Panel survey, reporting in March 2020, looked at Council Tax and Housing Benefit services. It showed that:
- 71% of respondents who had used the Council Tax service in the last 12 months were satisfied with the service;
- providing the information needed and explaining the decision were rated highest at 78% at 76% respectively;
- making contact with the relevant person who can resolve the query and returning phone calls were rated lowest at 61% and 46% respectively; and
- while only 5% of respondents had used the Housing Benefit service in the last 12 months, they rated the knowledge of staff highest at 92% and providing the information needed was rated lowest satisfaction 67%.

We will continue to review feedback from Citizens' Panel surveys and identify how we can address any issues that emerge.

Surveys of Service Users

Resources supports other Council services to deliver services to residents. A survey of these internal service users was carried out in January 2020, focusing on those who had used the service in the last twelve months.

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The results for Finance and Audit & Fraud are set out below. Each manager will review the more detailed results for their respective service and, where necessary, identify actions to address any issues that have emerged.
Business Support issued an internal user survey in May 2018. Repeated bi-annually, the next survey was planned and prepared for May 2020. However, this was postponed as a result of the impact of Covid-19 on services and is now scheduled to run by December 2020.

We will continue to seek feedback from our service users to help us continuously improve our services.

Service: Percentage of respondents who are satisfied or very satisfied with:	Audit & Fraud 10 responses	Finance 32 responses
Subject knowledge	78%	89%
Helpfulness	70%	91%
Understanding of support requirements	78%	87%
Response time for requests	60%	84%
Helpfulness in identifying areas for improvement in respondent's service	60%	N/A
How clear and understandable the Audit reports issued to service areas are	78%	N/A
Overall satisfaction rate	**71%**	**88%**
Respondents who would recommend service to others	**82%**	**91%**

Continuous Improvement

Self-Evaluation Programme
The Council recently completed a three year self-evaluation programme using a checklist approach implemented through an online survey. As part of this, self-evaluations of all Resources services were carried out and improvement plans implemented.

Now that the first three year programme is complete, we are reviewing the process to inform the development of self-evaluation going forward.

Benchmarking Programme
The Council has a three year programme to ensure that all services benchmark their performance in relation to service delivery, cost and user satisfaction. Within Resources, this is carried out via the Local Government Benchmarking Programme (LGBF), and local benchmarking groups.

Local Government Benchmarking Framework (LGBF)
All 32 councils in Scotland measure a common set of performance indicators called the Local Government Benchmarking Framework. It comprises service delivery, cost, and satisfaction indicators covering all major service areas, including education, housing, social work, and leisure.

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Using the same indicators across all councils allows us to compare our performance so that we can identify best practice, learn from each other, and improve what we do.

The most recent comparative data for all councils was published in January 2020 and relates to the period 2018/19. The indicators for Resources are set out in the table at Appendix 5 and cover the cost of support services, Council Tax collection and income, rent arrears and payment of invoices. In summary, year on year performance has improved for three of the five PIs, resulting in a significant increase in ranking for two PIs of 15 and 10 places respectively for cost of collecting Council Tax per dwelling and payment of invoices. Both year on year performance and rank have fallen for two of the 5 PIs: gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year; and support services as a % of total gross expenditure.

In 2020/21, we will focus our improvement activity on rent arrears and Council Tax collection. These issues have been covered in more detail in the Challenges section of this Plan and actions to address them included in the action plan at Appendix 2.

Local Benchmarking Groups

Finance
Following a request to other Chief Financial Officers through the Strategic Lead - Resources, a benchmarking template covering cost, staffing, service delivery, and customer satisfaction was sent to 3 other local authorities. Due to other priorities, the benchmarking process was not completed during 2019/20.

Business Support
Business Support has just concluded a detailed benchmarking exercise with East Dunbartonshire, Inverclyde, North Ayrshire, and South Lanarkshire councils. This focused on Housing Benefits, Council Tax Reduction, Council Tax Collection, Accounts Payable and Account Receivable. It was agreed via the Directors of Finance group this benchmarking process would go beyond simply comparing the CIPFA PIs and required councils to provide details of their calculations. This in turn would be shared across all participating councils and would serve to better inform understanding of different levels of service provision, and key cost drivers. It was ensured all participating Councils provided their supporting details in a similar format to allow like-for-like comparison. Information was also sought around the level of complaints to assess whether that had any impact on service PIs. i.e. favourable PIs at the expense of increased volume of complaints.

Some of the highlight areas of the benchmarking are:

For Housing Benefits (HB) and Council Tax Reduction (CTR) comparison of a range of PIs shows that WDC provides a cost effective service per case due to lower levels of staff. Part of this is down to the use of "workflow" within the IT system used to manage the claims process internally. WDC also had the lowest levels of appeals for HB and CTR claims while none for change of circumstance. It also had second lowest levels of complaints following Inverclyde Council.

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For Council Tax, WDC had the lowest cost/dwelling despite our position in respect to levels of deprivation as well as the lowest net cost across the four councils compared. Some of the PIs for Council Tax are influenced by Statutory Additions which ranged across the council's compared but one where WDC has little influence. WDC had the second lowest in-year collection rate (95.55%) from the benchmarking group but still met its internal target and performance has generally been marginally improving year-on-year.

For Sundry Debt, whilst WDC did not have best performing figures both with respect to cost of collection and income received, it does undertake a fair amount of diligence internally before passing cases to the Sheriff Officers. With respect to income collected work is well underway to stream the billing and payment options but the level of deprivation does have an impact on this PI. WDC was the second best performing in value of debt raised per FTE employee in the team. Officers will consider if there is merit in transferring debt sooner to sheriff officers thereby possibly reducing internal costs. This will have to be assessed vis-à-vis the level of collection and write-offs.

For Creditors, WDC was the fastest (98.28%) in processing invoices within 30 days and also second highest at 99.61% for payments by electronic means. Process improvements in this areas continue to be progressed. Officers will consider feasibility to stop payments by cheques, similar to Inverclyde Council. This will still need to factor legislative payments such as Housing Benefits where recipient suggest they don't have a bank account.

Based on the analysis of the overall PIs, it can be reasonably concluded that WDC is well performing in the many of the areas benchmarked. This has been concluded based on the outturn achieved vis-à-vis the level of resources assigned. It is also factoring the volume of work undertaken in-house, complaints, appeals, etc. WDC will continue to work with other Councils to learn where our performance can be improved on an ongoing basis.

Internal Audit
Internal Audit has entered into a benchmarking group which involves five Scottish Councils. The Chief Auditors of these five Councils have met on a regular basis over the last year in order to discuss their respective ways of working, consider topical issues with the objective being to identify best practice. In addition, a set of performance indicators has been developed. The benchmarking group will hold further meetings to discuss further the reasons for variations in the calculated performance indicators across the five Councils. WDC will consider if any changes are required to ways of working in order to effect any improvements.

Employee Survey 2019

62% of Resources employees completed the Employee Survey. The results, published in November 2019, highlight areas of high and improved satisfaction across Resources as a whole as well as areas for improvement at service level:

High satisfaction
- 89% of respondents have a clear understanding of their role and responsibilities;
- 86% feel that their direct line manager is sufficiently approachable; and
- 77% feel reasonably informed about what is happening across the Council from team meetings, staff bulletin, employee intranet, administrator emails.

Evidence of improvement
- I feel appreciated and valued for the work I do, up 12 percentage points (pp) to 59%;
- My direct line manager provides information about what is going on across the Council, up 11pp to 73%;
- I am asked about my views as an employee when change directly affecting me is taking place, up 11pp to 50%;
- There is regular communication and updates on proposed change in my service area, up 9pp to 62%;
- Communication within my service is timely and straightforward, up 8pp to 62%; and
- I get the information I need to do my job well, up 7pp to 75%.

Key areas for improvement at service level in 2020/21 are:
- Improve number and frequency of 1 to 1 meetings;
- Improve number and frequency of team meetings;
- Improve performance information feedback to employees as part of service planning processes; and
- Expand on Core Brief process to keep employees up to date with wider Council issues and developments.

Indicators recording significant improvement and areas of focus are set out below:
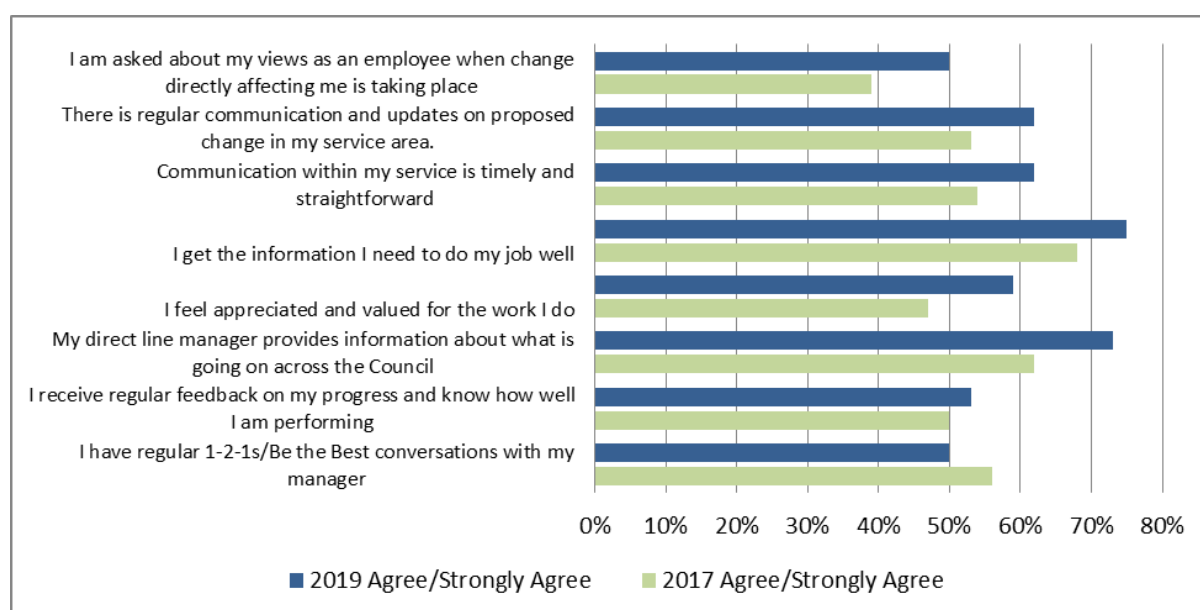
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Quality Standards

Quality standards help to define what users of our services can expect to receive, and remind both the organisation and our employees of the challenges and obligations they face in delivering best value services.
Quality standards for Resources are set out in Appendix 3. These will be monitored and managed by the Resources management team on a regular basis and reported annually to Corporate Services Committee.

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3. Strategic Assessment

The Resources management team completed a detailed strategic assessment to determine the major influences on service delivery and priorities in 2020/21 and beyond. This covered a review of the financial context, local and national political priorities, new legislation and technology, and Council policies among others.

Key Factors

Financial Challenges
The entire public sector is facing significant financial challenges. When the 2020/21 budget was set in March 2020, the Council was predicting cumulative funding gaps in 2021/22 and 2022/23 of £6.051m and £13.067m respectively. Since last reported, the Council's likely financial projections have changed, with the projected level of available reserves held by the Council and the unknown longer term cost outcomes associated with COVID-19 both increasing the likely gaps. The long term finance strategy is due to be reported to Council in November 2020, together with a draft 3-year detailed budget position. This means that further action continues to be required to balance our budget and protect services for residents.

This will undoubtedly mean that within the Resources service area, available funding will be reduced and we will need to change how we do our jobs, where we work, and reduce the number of people employed.

To deliver the Council's objectives and meet those financial challenges, the Resources management team will implement the actions set out in the action plan in Appendix 2 under strong financial governance and sustainable budget management.

Structural Review
As new approaches are implemented around modernised ways of working then processes will become more efficient. This is likely to result in a reduction in workload in a number of service areas.

In 2020/21, management will continue to work closely with staff to seek to ensure that the workforce resource required is employed in a manner that recognises future developments and change. In order to support this, we will:

- continue to improve our *Be the Best Conversations* with our staff and that training, competency and succession planning are discussed regularly;
- continue to improve the sharing of knowledge and experience within our teams; and
- plan, develop, consult and roll out a Communication Plan for every service area.

Resource Services Support for Key Council Transformational Projects
As the Council continues to transform services to the public, the need for expertise and input is paramount. Without this, there is the potential for projections of future costs and income to be inaccurate which could materially affect the Council's ongoing financial position. To address this, we will continue to develop the staff

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within our services to ensure they have the appropriate training and knowledge to support service needs and transformational projects within the Council.

Automation of Processes and Information Provision
Staff across Resources are employed in a number of manual processes and information provision, such as invoice processing, journal entries (correcting errors), reconciling service commitment accounting systems to the general ledger, and updating transactional spreadsheets for information purposes. These manual processes divert attention from other priorities. In 2020/21, we will seek to maximise automation, allowing staff to re-focus on key areas which will assist services in competently monitoring their financial positions for ongoing development projects.

In 2020/21 we will continue to increase levels of process automation across the organisation to make these more efficient.

Increased Corporate Debt
Due to wider economic factors described above and now the impact of Covid-19 pandemic, the Council is finding it more difficult to collect all the money it is owed, resulting in increased levels of debt across a range of debt types. Sundry debt, one type of corporate date, has already been highlighted as an issue in the Challenges section of this Plan.

We will continue to review processes to address this where it is within our control and in 2020/21 we will:

- review ways of decreasing corporate debt through continued improvements to debt collection processes (sundry, NDR, Council Tax and rent); and
- improve rent collection rates by working closely with Housing and W4U and continue to assess the effectiveness of the Housing pilot and address issues timeously; maximise write off former tenant debt; and maximise use of Discretionary Housing Payments.

Code of Good Governance
We will continue to ensure the Council complies with the Code of Good Governance and report this to Audit Committee and embed within the Annual Governance Statement.

Community Empowerment Strategy
The West Dunbartonshire Community Empowerment Strategy was approved by Council in November 2019. It details the ambitions of the Council and its partners to deliver the Community Empowerment (Scotland) Act 2015. Informed by an engagement process with local community organisations and citizens, the strategy sets out objectives to be delivered in partnership with communities, underpinned by clear principles for empowerment.

To support the implementation of the strategy, a partnership and community owned delivery plan is being developed, setting out specific actions and ownership for taking forward. The Resources strategic lead area will fully support the development of these actions and will include empowerment related activity in future delivery

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plans to support community empowerment. This includes supporting the development of community led Participatory Budgeting that is being led by the Communities Team.

Action Plan

The challenges and issues identified in the performance review and strategic assessment sections have informed Resources priorities for 2020/21. The management team has developed an action plan to address them (Appendix 2), supported by a range of performance indicators to enable progress to be monitored and reported to stakeholders. Progress will be monitored and managed on a regular basis and reported twice yearly to Corporate Services Committee, at mid-year and year end.
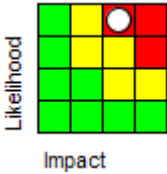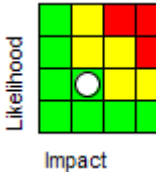
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4.   Risks

The Council has identified risks at both a strategic and service level. Strategic risks represent the potential for the Council to take advantage of opportunities or fail to meet stated strategic objectives and those that require strategic leadership. Service risks relate to service delivery and represent the potential for impact on individual services, or the experience of those who work within the services, i.e. employees, partners, contractors and volunteers or service users and clients in receipt of the services provided.

The Resources management team has lead responsibility for one of the Council's strategic risks: failure to deliver strong financial governance and sustainable budget management. In addition, the management team identified service specific risks for 2020/21. Both strategic and service risks are detailed in the tables below:

Actions to mitigate these risks are set out in Appendix 2 or in Resources operational plans, with the aim of improving or maintaining the current position (i.e. the current risk score).
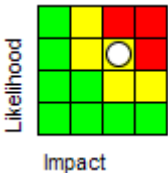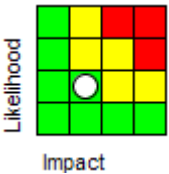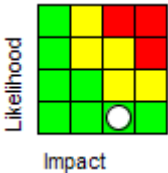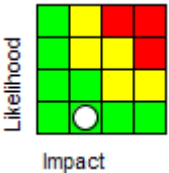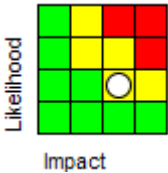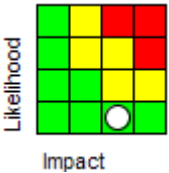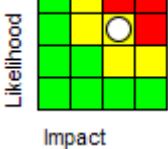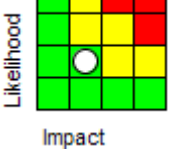
Strategic Risk

Risk	Description	Current Risk Score	Target Risk Score
Significant financial funding reductions from Scottish Government	The Council is faced with significant ongoing funding reductions from the Scottish Government. Austerity is expected to continue for a number of years into the future and likely to result in funding reductions. This coincides with a period where costs are expected to rise in relation to Social Care due to an aging population and capped powers to raise funds through Council Tax.		

Service Risks
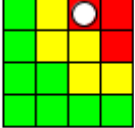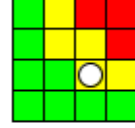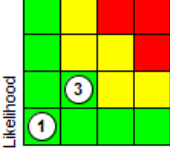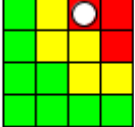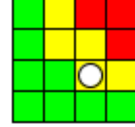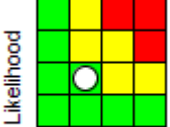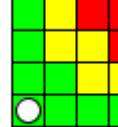
Risk	Description	Current Risk Score	Target Risk Score
Failure to provide assurance of the system of financial controls	Either Internal Audit or External Audit is unable to provide assurances on the Council's financial control environment		
Debt is not recovered efficiently or effectively, with inherent 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		

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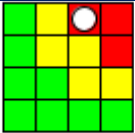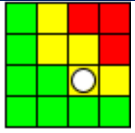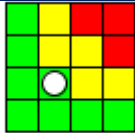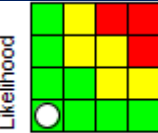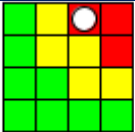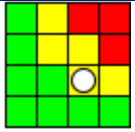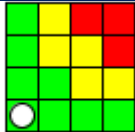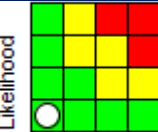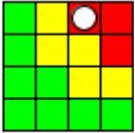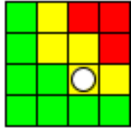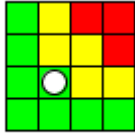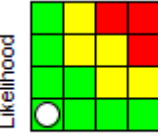
Risk	Description	Current Risk Score	Target Risk Score
Increase in the level of rent arrears due to the level of Welfare Reform changes and general state of economy	The Council sees an increase in its level of rent arrears due to lower disposable income and national changes to the national benefits regime and the ongoing economic position		
National delays in implementing Welfare Reform changes; ineffective ICT systems or processes e.g. with the DWP affecting delivery of Welfare Reform changes	Issues with system supporting delivery of Welfare Reform changes affects service delivery		
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		
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		

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COVID-19 Risks

This table sets out the Council-wide risks associated with the COVID-19 pandemic and our assessment of their impact and likelihood in relation to Resources services.

Council-wide Risk				Resources Assessment of Risk		
Risk	**Description**	**Current Risk**	**Target Risk**	**Note**	**Current Risk**	**Target Risk**
COVID-19 Significant Service and Workforce Disruption	The Council is faced with significant ongoing demands with disruption to service delivery, increasing PPE and workforce pressures as a result of COVID-19 and subsequent local and national outbreaks. This involves both responding to the crisis and from services returning to a new normality based on Response, Recovery and Renew guidance produced by Scottish and National Government. NB. Financial risk is also reflected in SR001			The Resources service has been able to continue to deliver services throughout the pandemic as the vast majority of tasks have been able to be completed remotely and the vast majority of staff have been able to work from home with a mixture of Council an employee's own ICT kit. As time has passed the ICT provision and other provisions to ensure compliance with DSE legislation has been updated to allow ongoing provision of the service primarily at home should the requirement for this continue into the future. This also allows significant flexibility generally. The main risk would be in a situation where high levels of infection amongst the team was experienced simultaneously and in such a circumstance then the service has identified a hierarchy of service delivery priority to ensure that essential tasks are continued.		N/A
Sub-risk	**Description**	**Current Risk**	**Target Risk**	**Note**	**Current Risk**	**Target Risk**
Workforce	The Council is faced with significant workforce demands in relation to absence, reduction, recruitment and wellbeing.			The main risk would be in a situation where high levels of infection amongst the team was experienced simultaneously and in such a circumstance then the service has identified a hierarchy of service delivery priority to ensure that essential tasks are continued. The ability of the vast majority of tasks to be carried out remotely by staff working from home mitigates this risk.		

Sub-risk	Description	Current Risk	Target Risk		Current Risk	Target Risk
Service Delivery	The Council is faced with significant delivery demands in relation to moving services online, disruption, reduction and quality.	*(risk matrix: Likelihood / Impact)*	*(risk matrix: Likelihood / Impact)*	The Resources team has continued to provide services throughout the pandemic as the vast majority of tasks have been able to be carried out from home and staff have been able to work from home. As time has passed ICT support and DSE support to staff working from home has been enhanced and this capacity remains high.	*(risk matrix: Likelihood / Impact)*	*(risk matrix: Likelihood / Impact)*
Protection	The Council is faced with significant demands for protection in relation to additional and constant changing legislation and guidelines, PPE requirements, supply chain, cost of PPE and ensuring workforce safety.	*(risk matrix: Likelihood / Impact)*	*(risk matrix: Likelihood / Impact)*	This risk is minimal for the Resources team as the vast majority of staff have been and continue to be working from home. Where a small number of tasks are required to be carried out within Council premises then staff will follow appropriate Council guidance in safe working practices.	*(risk matrix: Likelihood / Impact)*	*(risk matrix: Likelihood / Impact)*
Public Uncertainty	The Council is faced with significant demands around public uncertainty and leads to additional burdens upon services, seeking information, advice and support.	*(risk matrix: Likelihood / Impact)*	*(risk matrix: Likelihood / Impact)*	The Resources team, as it has been able to work almost completely from home, has been able to provide ongoing service provision. Should significant rates of infection occur amongst the team in the future then the prioritisation of tasks will seek to ensure that essential services provided to service users are maintained.	*(risk matrix: Likelihood / Impact)*	*(risk matrix: Likelihood / Impact)*

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Appendix 1: Structure Chart

CHIEF EXECUTIVE

STRATEGIC LEADS

STRATEGIC LEAD - RESOURCES

Chief Finance Officer

Stephen West

Leadership Support
Charlene Tannock

Shared Service Manager Audit & Fraud

Andi Priestman

Internal Auditors
**Lutfun Rahman
Michael Brennan
Lucy Scott
Vacant Post x 1**

Corporate Fraud Section Leader
Sharon Hughes

Finance Manager

Gillian McNeilly

Finance Business Partner
Jackie Allison

Finance Business Partner
Janice Rainey

Finance Business Partner
Joe Reilly

Finance Business Partner
Adrian Gray

Section Head Financial Admin & Control
Karen Shannon

Business Support Manager

Arun Menon

Section Head Revenues & Benefits
Ryan Chalmers

Section Head Corporate Admin Support
Richard Butler

Section Head Payroll & Admin Support
Graham Hawthorn

West Dunbartonshire
COUNCIL

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Appendix 2: Action Plan

P	Supported individuals, families and carers living independently and with dignity

Ob	More affordable and suitable housing options

Performance Indicator	2019/20					2020/21	Assigned To
	Value	Target	Status	Long Trend	Short Trend	Target	
The time for processing applications for new Housing Benefits claims from the date of receipt of the application to the day on which the claim is decided	24.2	25	✅	⬆	⬆	25	Ryan Chalmers
The time for processing applications for notifications of changes of circumstances for Housing Benefits from the date of receipt of the application to the day on which the claim is decided	4.3	5	✅	⬇	⬆	5	Ryan Chalmers

P	Meaningful engagement with active, empowered and informed citizens who feel safe and engaged

Ob	Strong and active communities

Performance Indicator	2019/20					2020/21	Assigned To
	Value	Target	Status	Long Trend	Short Trend	Target	
% of council resources directed by communities	0.42%	0.6%	🛑	⬆	⬆	0.8%	Amanda Coulthard; Gillian McNeilly

P	Open, accountable and accessible local government

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

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Performance Indicator	2019/20					2020/21	Assigned To
	Value	Target	Status	Long Trend	Short Trend	Target	
Amount of free reserves as a percentage of the prudential reserve target - HRA	100%	100%	(green tick)	(flat)	(flat)	100%	Gillian McNeilly
Amount of free reserves as a percentage of the prudential reserve target - General services	57%	100%	(red)	(down)	(down)	100%	Gillian McNeilly
Value of outstanding sundry debt as a percentage of total that is more than 90 days old from date of invoice	59.61%	55%	(amber)	(up)	(up)	65%	Ryan Chalmers
Rent collected as a % of total rent due	98.11%	98%	(green tick)	(down)	(down)	97.5%	Ryan Chalmers
Percentage variance to budget projected (General Services budget)	-0.13%	0%	(green tick)	(up)	(up)	0%	Gillian McNeilly
Percentage of Audit Plan completed	87.5%	100%	(amber)	(up)	(down)	85%	Andi Priestman
Percentage of corporate fraud savings target achieved	205%	100%	(green tick)	(down)	(down)	100%	Andi Priestman
Support services as a % of total gross expenditure	3.84%	4%	(green tick)	(up)	(up)	3.82%	Adrian Gray
Cost of collecting council tax per dwelling £	£5.40	£5.00	(amber)	(up)	(up)	£5.00	Ryan Chalmers
Current tenants' arrears as a percentage of total rent due %	11.46%	11%	(amber)	(up)	(up)	14%	Ryan Chalmers
Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year	10.08%	9%	(amber)	(down)	(down)	9.7%	Ryan Chalmers

Action	Start Date	Due Date	Assigned To
Review ways of decreasing corporate debt through continued improvements to debt collection processes in relation to sundry, NDR, Council Tax and rent	01-Apr-2020	31-Mar-2021	Ryan Chalmers
Continue to review ways to improve rent collection rates in conjunction with Housing and W4U	01-Apr-2020	31-Mar-2021	Ryan Chalmers
Ensure continued compliance with the Code of Good Governance	01-Apr-2020	31-Mar-2021	Andi Priestman; Stephen West
Submit draft Annual Governance Statement to the Audit Committee	01-Apr-2020	31-Mar-2021	Andi Priestman
Continue to improve and deliver the Assurance Statement to support the Annual Governance Statement	01-Apr-2020	31-Mar-2021	Andi Priestman
Deliver Internal Audit & Corporate Fraud Plan for 2020/21	01-Apr-2020	31-Mar-2021	Andi Priestman
Review and update long term finance strategy	01-Apr-2020	16-Dec-2020	Stephen West

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Action	Start Date	Due Date	Assigned To
Provide timely and accurate budgetary control reporting for Council and associated bodies	01-Apr-2020	31-Mar-2021	Gillian McNeilly
Report agreed savings options and management adjustments through the budgetary control process	01-Apr-2020	31-Mar-2021	Gillian McNeilly
Provide timely and accurate financial statements for the Council and associated bodies	01-Apr-2020	31-Mar-2021	Gillian McNeilly

(P) Efficient and effective frontline services that improve the everyday lives of residents

(Ob) A committed and skilled workforce

Action	Start Date	Due Date	Assigned To
Continue to develop the staff within our services to ensure they have the appropriate training and knowledge to support service needs and transformational projects within the Council	01-Apr-2020	31-Mar-2021	Gillian McNeilly
Implement improvement actions arising from the 2019 Employee Survey	01-Apr-2020	31-Mar-2021	Stephen West
Plan, develop, consult and roll out a Communication Plan for every service area	01-Apr-2020	31-Mar-2021	Stephen West

(Ob) A continuously improving Council delivering best value

Performance Indicator	2019/20					2020/21	Assigned To
	Value	Target	Status	Long Trend	Short Trend	Target	
Number of customer feedback processes undertaken and evaluated	3	3	✅	⬇	⬇	8	Stephen West
Percentage of income due from council tax received by the end of the year %	95.15%	95.6%	⚠	⬇	⬇	93.5%	Ryan Chalmers
Number of invoices paid within 30 calendar days of receipt as a percentage of all invoices paid	95%	96%	⚠	⬇	⬇	95%	Elaine Chisholm; Stella Kinloch
Income generated as a % of total revenue budget	12.59	13	⚠	⬇	⬇	13	Gillian McNeilly

Action	Start Date	Due Date	Assigned To
Maximise automation opportunities across the organisation to improve efficiency	01-Apr-2020	31-Mar-2021	Arun Menon

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Action	Start Date	Due Date	Assigned To
Review Audit & Fraud service structure in line with agreed management adjustments	01-Apr-2020	31-Mar-2021	Andi Priestman
Use benchmarking data to evaluate service delivery and performance within Internal Audit & Fraud	01-Apr-2020	31-Mar-2021	Andi Priestman
Continue the development of Agresso reporting functionality to maximise automation for annual national returns (e.g. LFR, WGA, POBE, Financial Statements)	01-Apr-2020	31-Mar-2021	Gillian McNeilly
Develop Finance leadership, governance and controls across the Council	01-Apr-2020	31-Mar-2021	Gillian McNeilly
Use benchmarking data to evaluate service delivery and performance within Finance Services	01-Apr-2020	31-Mar-2021	Gillian McNeilly
Engage with Organisational Development to link in with the work being undertaken by Scottish Digital Office to identify synergies with Business Support transformation	01-Apr-2020	31-Mar-2021	Arun Menon
Implement appropriate levels of service satisfaction surveys	01-Apr-2020	31-Mar-2021	Stephen West
Review all complaints received to ensure any lessons available are learned and service improvements implemented	01-Apr-2020	31-Mar-2021	Stephen West

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Appendix 3: Quality Standards

West Dunbartonshire Council has a Good Governance Code based on guidance from CIPFA (Chartered Institute of Public Finance & Accountancy). It sets out a range of principles which the Council should adhere to, and details the behaviours and actions which demonstrate good governance in practice. The Council's compliance with this Code is reviewed each year and a supporting action plan is developed to improve compliance.

As part of the Good Governance Code, we must consider our approach to quality standards. Quality standards help to define what service users can expect to receive, and remind both the organisation and our employees of the challenges and obligations they face in delivering best value services.

The quality standards for Resources are set out below, together with performance in 2019/20 and targets for 2020/21. They will be monitored and managed regularly by the management team and reported annually to Corporate Services committee, together with this delivery plan.

Business Support

Quality Standard	Performance Indicator	2019/20		2020/21
		Value	Status	Target
We will process new claims for Housing Benefit and Council Tax reduction within 25 days of receipt	The time for processing applications for new Housing Benefits claims from the date of receipt of the application to the day on which the claim is decided.	24.2	✅	25
We will process change in circumstances notifications for Housing Benefit and Council Tax reductions within 5 days of receipt	The time for processing applications for notifications of changes of circumstances for Housing Benefits from the date of receipt of the application to the day on which the claim is decided.	4.3	✅	5
We will aim to pay all of creditor invoices within 30 calendar days of receipt but as a minimum we will pay 95% within 30 days	Number of invoices paid within 30 calendar days of receipt as a percentage of all invoices paid	95%	⚠️	95%

Finance

Quality Standard	Performance Indicator	2019/20		2020/21
		Value	Status	Target
We will have no errors within the VAT returns submitted to HMRC	Number of errors within VAT returns submitted to HMRC	1	🔴	0
We will issue a weekly treasury summary within 5 working days of week end	Percentage of weekly cash summaries issued within 5 working days of week end	100%	✅	100%

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| Quality Standard | Performance Indicator | 2019/20 | | 2020/21 |
		Value	Status	Target
We will deal with new insurance claims within 5 working days (including acknowledge claimant, send to claims handling company, update system, and forward to service for report if required)	Percentage of new insurance claims dealt with within 5 working days	96.7%	🔺	100%
We will sign off all reconciliations by the end of the following period	Percentage of reconciliations signed off by the end of the following period	71.7%	🛑	100%
We will meet all corporate budgetary control reports deadlines	Percentage of budgetary control reports completed by due dates – to Strategic Lead by 12th of each month	100%	✅	100%

Internal Audit & Fraud

| Quality Standard | Performance Indicator | 2019/20 | | 2020/21 |
		Value	Status	Target
We will issue draft audit reports within 21 calendar days of fieldwork completion	Percentage of draft audit reports issued within 21 days of fieldwork completion	94.7%	✅	90%
We will issue final audit reports within 14 calendar days of agreement of action plan	Percentage of final audit reports issued within 14 days of agreement of action plan	63.2%	🛑	100%
We will comply with the Public Sector Audit Standards	Level of full compliance with the Public Sector Internal Audit Standards (PSIAS)	92.3%	✅	90%
We will seek feedback on the audit experience and use this to improve our service	Percentage of respondents who rate the overall quality of internal audits as satisfactory or above	New PIs for 20/21		100%
We will aim to complete all audits within the annual plan on time and within budget	Percentage of audits completed on time and within budget			85%
We will carry out regular monthly follow up of all agreed high and medium risk internal audit action plans	Percentage of agreed high and medium risk internal audit action plans followed up			100%
We will ensure staff undertake relevant training to support CPD requirements	Number of training hours undertaken to support CPD requirements			100

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Appendix 4: Resources

Financial

The 2020/21 net revenue budget for Resources is £5.250m (updated following budget review on 01/09/20). A breakdown by service area is given below. We will make the best use of the resources available to deliver on key priority areas and secure external/match funding where this is possible.

Service Area	Gross Expenditure 2020/21 (£m)	Gross Income 2020/21 (£m)	Net Expenditure 2020/21 (£m)
Audit & Fraud	0.413	-0.279	0.134
Finance	1.604	-0.202	1.402
Business Support	47.073	-43.359	3.714
Total	**49.090**	**-43.840**	**5.250**

Budget Sensitivity Analysis

In reviewing the service budget projections, consideration has been given to sensitivity of these budgets, in particular for higher risk/ higher value budgets which may have a significant impact on budgetary control and future budget projections. The analysis has considered sensitivity around demand, costs and charges, and income levels.

Within this service, there were no budgets identified as being more susceptible to fluctuations.

Employees

Absence in 2019/20

The quarterly absence statistics for Resources are shown below together with the Council average for the same periods for comparison. The figures for Resources have been lower that the Council average throughout 2019/20:

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual FTE days lost per FTE employee
Resources	2.76	2.98	2.07	2.51	5.10
COUNCIL WIDE TOTAL	2.83	2.54	3.50	3.35	10.25

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Employee Numbers

The headcount and full time equivalent employees in each service area (as of 1 April 2020) are as follows:

Resources	Headcount	FTE
Audit and Fraud	9	7.41
Business Support	201	173.52
Finance	46	37.87
TOTAL	**256**	**218.80**

Annual Workforce Plan

Workforce planning is integrated within the strategic planning process, highlighting the key workforce related activities for the year and reflecting the longer term strategic aims of the services. Each Strategic Lead is responsible for the annual review of requirements for their respective service areas to ensure that any key actions are identified at an early stage. The workforce plan for 2020/21 is set out below:

1. Addressing the gap between current workforce supply and predicted future demand
Strategy   Planned service review to address gap taking cognisance of opportunities to realise savings through voluntary turnover   **Expected Outcome**   Gap is addressed, whilst: . Protecting critical roles (and avoiding associated turnover)   . Ensuring service priorities are met   . Avoiding or minimising risk of voluntary or compulsory redundancy   . Enabling flexibility to address fluctuations in service demand through appropriate management of fixed-term contracts

Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Review structures and role profiles across HR Connect and Payroll teams not only in light of legislative changes but also Digital, Robotics and wider transformation projects to ensure the teams are efficient yet effective	Workforce/ Systems	Achievement of committed savings, Streamlined, more efficient processes	31-Mar-2021	Arun Menon
Explore and promote flexible working practices to attract and retain talent across Resources especially in project areas where skills and expertise is vital e.g. Agresso, Digital, RPA, etc.	Workforce	Ability to attract and retain experienced staff within key development areas; Improved on-boarding process for new staff	31-Mar-2021	Gillian McNeilly; Arun Menon; Andi Priestman

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Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Proactive identification of opportunities to develop the workforce	Workforce	Successfully utilising appropriate programmes and funding streams by working with Working 4 U	31-Mar-2021	Gillian McNeilly; Arun Menon; Andi Priestman
Continue to support culture of continuous improvement, developing quality improvement skills across middle managers	OD Team Senior Managers	Improved skills, service improvements, improved project managements skills	31-Mar-2021	Gillian McNeilly; Arun Menon; Andi Priestman
Identify and support relevant projects for continuous improvement	Workforce	Service improvements	31-Mar-2021	Gillian McNeilly; Arun Menon; Andi Priestman
Continue to explore opportunities for cross organisational working	Workforce	Ongoing utilisation of programmes	31-Mar-2021	Gillian McNeilly; Arun Menon; Andi Priestman

2. Addressing the gap between current and required additional workforce capabilities
Strategy Continued review and implementation of associated training plans to enable capabilities to be developed within existing workforce **Expected Outcome** Gap is addressed, whilst: . Ensuring value for money in terms of training solutions . Minimising requirement to recruit for new capabilities (and thereby avoiding or minimising risk of voluntary or compulsory redundancy) . Ensuring service priorities are met as a result of application of those new capabilities . Ensuring employees are encouraged to re-train and re-align to newer digital skills to allow the Council to reduce attrition while making jobs interesting

Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Review current and future staffing requirements and changes to working practices to identify training needs following implementation of a range of process improvements	Workforce	Effective working practices with minimal processing delays and errors	31-Mar-2021	Arun Menon

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Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Build career paths that develop breadth of experience and depth of expertise at all levels by creating professional development frameworks and practical training opportunities with the likes of RPA	Workforce	Level of re-training within existing staff groups; level of interest in council's Digital projects; map of skills and expertise along with a structured development programme for staff; avail and encourage adoption of self-training via tools such as LinkedIn Learning based on strategic priority areas	31-Mar-2021	Gillian McNeilly; Arun Menon; Andi Priestman
Review and implement training to support Self Serve initiatives	Workforce	Increased level of self service which enables delivery of savings or absorb additional workload. This is also measurable via the level of skills in Achieve form – a key tool for self service.	31-Mar-2021	Gillian McNeilly; Arun Menon; Andi Priestman
Further develop leadership skills within services in line with the People Management Framework. Continue to embed succession planning and talent management programmes	Workforce	Positive impact on employee surveys Positive impact on other indicators	31-Mar-2021	

3. Improve resilience within teams

Strategy
Develop and implement training plan in relation to critical roles

Expected Outcome
Improved resilience across teams and retention of knowledge and skills associated with critical roles

Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Review capacity across Business support teams especially – CAS and Finance Service Centre – in line with process improvement, developments and business as usual to identify opportunities for building resilience	Workforce	Monitoring delivery plan actions; meeting agreed SLAs; assess instances where teams have successfully completed ad-hoc requests from services	31-Mar-2021	Arun Menon

Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Reduce the number of locations for CAS staff to ensure more effective management of outputs and ease resilience especially for short term operational pressures	Section Head	Reduced CAS locations	31-Mar-2021	Arun Menon
Ensure appropriate processes are documented to enable smooth transition in areas of specialism	Section Heads	Review 6 monthly	31-Mar-2021	Gillian McNeilly; Arun Menon; Andi Priestman
Continue support implementation of Employee Wellbeing Strategy including providing representation on Employee Wellbeing Advocate and Managers Group	Workforce	Improved employee engagement, lower sickness absence rates	31-Mar-2021	Gillian McNeilly; Arun Menon; Andi Priestman
Embed 'Be the Best' conversations into organisational culture to ensure opportunities exist to recognise employee contribution, employee wellbeing and learning and development	Workforce	Improved employee engagement, communication and performance Review 6 monthly; completed Be-the-best conversations; improved outcomes in the Employee Survey	31-Mar-2021	Gillian McNeilly; Arun Menon; Andi Priestman

4. Addressing workforce diversity objectives

Strategy
Develop and implement action plans in relation to the following:
. Increase diversity in the Council workforce
. Reduce the disability pay gap
. Decrease occupational segregation
. Outcomes of the Equal Pay Audits

Expected Outcome
Council workforce-related equality outcomes are met, as demonstrated by achievement of associated improvement targets

Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Where feasible address any equalities imbalances within Business Support	Workforce	Currently Business Support teams have around 30% staff within the 50-60 age group which needs planned for potential retirements and impact on services; 87% of Business Support teams is made up of females which also needs balanced where feasible	31-Mar-2021	Arun Menon

5. Improved use of technology and new ways of working				

Strategy
. Implement Workplace of the Future Strategy
. Develop and implement workforce and organisational development solutions

Expected Outcome
Improved efficiency and effectiveness of service provision

Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Review skills required for the Council to implement Robotic Process Automation through creation of a Centre of Excellence (CoE) to sustain automation developments in-house	Workforce	Establishment of a RPA CoE; Development of automation in-house; capacity released on account of automated processes	31-Mar-2021	Arun Menon
Review results of digital skills survey carrying out training needs analysis accordingly in order to support the digital transformation agenda; give service specific example if appropriate	Time Commitment OD & Change	Process efficiencies achieved Confidence and capability of employees increases Improvement to front line service delivery	31-Mar-2021	Gillian McNeilly; Arun Menon; Andi Priestman

Appendix 5: Benchmarking Data

Local Government Benchmarking Framework (LGBF)

Description	2017/18 Value & Rank*	2018/19 Value & Rank*	Scotland	2018/19 Vs 2017/18 Performance	Change in Rank
Support services as a % of total gross expenditure (CORP01)	4.37% 15	4.66% 23	4.37%	⬇	⬇ Down 8 places
The cost per dwelling of collecting Council Tax (CORP04)	£8.32 20	£5.46 5	£6.92	⬆	⬆ Up 15 places
Percentage of income due from Council Tax received by the end of the year (CORP07)	95.41% 25	95.55% 25	96.01%	⬆	Non mover
Percentage of invoices sampled that were paid within 30 days (CORP08)	95.27% 11	98.34% 1	92.68%	⬆	⬆ Up 10 places
Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year (HSN1B)	8.83% 21 (of 26 LAs)	9.71% 23 (of 26 LAs)	7.33%	⬇	⬇ Down 2 places

*Rank based on 32 local authorities unless stated otherwise

Note: Cash values for 2017/18 have been updated in line with inflation to make them comparable with 2018/19 values.

In considering the data, it is vital to understand that the details of the calculations can vary across the 32 Councils and until detailed benchmarking is undertaken to ensure that all councils are using the same methodology for calculating these PIs, a meaningful comparison is not feasible.

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WEST DUNBARTONSHIRE COUNCIL

Report by the Strategic Lead Resources

Corporate Services Committee – 11 November 2020

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Subject: Corporate Services Budgetary Control Report to 30 September 2020 (Period 6)

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 September 2020.

2.   Recommendations

2.1   Members are asked to:

i)   note that the revenue account currently shows a projected annual favourable variance of £0.362m (1.13% of the total budget) of which £0.092m is covid related; and

ii)   note that the capital account is showing a projected in-year underspend of £1.743m (51.4% of in-year budget) due to 8 projects showing projected underspends as a result of delays to these projects caused by Covid 19 restrictions. The project life projection is currently showing a projected underspend of £0.340m (2.1% of project life budget).

iii)   note the progress on efficiencies incorporated into budgets for 2020/21**.**

3.   Background

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

A total net budget of £21.135m was approved for services under the remit for Corporate Services at that time. Adjustments have been made since that date and the revised budget now under the remit of Corporate Services is £31.967m as detailed in the following table:

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

FOM/SOM exercise	0.084
Transfer CCSF Facilities saving to MISC Services	0.130
Net adjustments re Covid	-0.705
Annual recurring variances exercise	-0.350
Transfer of budgets for other CCCF Services	11.639
	31.967

Covid 19 Related Budget Adjustments

3.2 The completion of an exercise to identify spend which is controllable by services (such as conference fees, purchase of tools & equipment and transport) has resulted in movement of budget worth a net £0.705m between services and the Contingency fund. This has transferred some favourable variances which were reported by services previously to the contingency fund and will alleviate some of the additional spend pressure being identified due to Covid-19.

3.3 Capital Budget

At the meeting of Council on 4 March 2020, Members also agreed the updated 10 year General Services Capital Plan for 2020/2120 to 2029/30. The next three years from 2020/21 to 2022/23 have been approved in detail with the remaining 7 years being indicative at this stage. The total project life budget approved for projects that have either commenced or are due to commence in that period total for Corporate Services was £15.922m.

4. Main Issues

Revenue Budget

4.1 The summary report at Appendix 1 identifies a projected annual favourable variance (underspend) of £0.362m (1.13% of the total budget), offset by £0.092m due to the currently projected impact of covid, the underlying favourable variance is therefore £0.454m. (1.42%). The covid impact projection is based upon a range of assumptions as to how services will restart over the remainder of this financial year. Detailed service reports are attached as Appendix 2.

4.2 There are nine projected annual variances in excess of £0.050m. Notes on these variances are highlighted and noted within Appendix 3, with additional information on action being taken to minimise or mitigate overspends where possible.

4.3 Although the report indicates that expenditure is favourable in comparison to that anticipated during the budget exercise, the present variance should be viewed in the knowledge that there are a number of variable factors which could arise between now and 31 March and which could affect the year end results.

Capital Budget

4.4   Appendices 5 to 8 highlight 12 projects as showing an in-year underspend and 10 projects on target. The overall Corporate Services programme summary report at Appendix 5 shows that there is a projected £1.743m (10.7% of the total programmed budget) to be re-phased in future years.

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

Project	Variance £m
Glencairn House	(0.300)
Heritage Capital Fund	(0.510)

5.   People Implications

5.1   There are no people implications.

6.   Financial and Procurement Implications

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

6.2   Agreed management adjustments for 2020/21 are monitored with current indications being that the saving of £0.143m will be achieved (see Appendix 4).

7.   Risk Analysis

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

8.   Equalities Impact Assessment (EIA)

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

9.   Consultation

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

10.   Strategic Assessment

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

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Stephen West
Strategic Lead Resources

Date: 25 October 2020

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

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

Background Papers:

Ledger output – Period 6
General Services Revenue Estimates 2020/21 – Council 4 March 2020
General Services Capital Strategy 2020/21 to 2029/30 - Council 4 March 2020

Wards Affected   All Wards

MONTH END DATE | 30 September 2020 |

Service / Subjective Summary	Total Budget 2020/21	Spend to Date 2020/21	Forecast Spend	Variance 2020/21		Annual RAG Status	Net Variance attributable to covid	Underlying Variance excluding covid
	£000	£000	£000	£000	%		£000	£000
Audit	134	174	106	(28)	-21%	↑	(0)	(28)
Finance	1,402	808	1,421	19	1%	↓	(1)	20
Rent Rebates & Allowances	(231)	299	(231)	0	0%	→	0	0
Revenues & Benefits	1,999	1,475	1,988	(11)	-1%	↑	(1)	(10)
Finance Service Centre	287	135	288	1	0%	↓	(0)	1
Cost of Collection of Rates	20	757	20	0	0%	→	0	0
Cost of Collection of Council Tax	(788)	(154)	(781)	7	1%	↓	(3)	10
Procurement	574	420	523	(51)	-9%	↑	(1)	(50)
Democratic and Registration Service	778	392	812	34	4%	↓	36	(2)
Central Admin Support	2,416	1,095	2,329	(87)	-4%	↑	(4)	(84)
Environmental Health	688	326	703	15	2%	↓	17	(2)
Licensing	(74)	(28)	(75)	(1)	-1%	↑	0	(1)
Legal Services/Trading Standards	948	497	941	(7)	-1%	↑	7	(14)
Planning	543	277	508	(35)	-6%	↑	40	(75)
Transactional Services	690	321	699	9	1%	↓	(0)	9
Human Resources (including risk)	1,225	507	1,243	18	1%	↓	(1)	19
Information Services	4,065	2,684	4,083	18	0%	↓	(19)	37
Change Support	304	109	279	(25)	-8%	↑	(1)	(25)
Communications & Marketing	313	158	318	5	2%	↓	0	5
Citizen Services	1,351	655	1,373	22	2%	↓	0	22
Performance & Strategy	342	165	343	0	0%	↓	0	0
Clydebank Town Hall	446	56	447	1	0%	↓	0	1
Office Accomodation	1,492	374	1,484	(8)	-1%	↑	0	(8)
Libraries	1,594	669	1,595	1	0%	↓	9	(8)
Arts and Heritage	369	186	378	9	2%	↓	0	9
Catering Services	4,385	1,706	4,169	(216)	-5%	↑	0	(216)
Building Cleaning	1,473	699	1,502	30	2%	↓	0	30
Building Cleaning PPP	(292)	(186)	(320)	(28)	9%	↑	0	(28)
Facilities Assistants	1,916	873	1,887	(29)	-1%	↑	14	(43)
Facilities Management	334	154	310	(24)	-7%	↑	0	(24)
Leisure Management	3,262	2,543	3,262	0	0%	↓	0	0
Events	3	0	0	(3)	-99%	↑	0	(3)
Total Net Expenditure	**31,967**	**18,148**	**31,604**	**(362)**	**-1.13%**	↑	**92**	**(454)**

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2020/21
CORPORATE SERVICES COMMITTEE DETAIL

PERIOD   30 September 2020

Service Summary	Total Budget 2020/21	YTD Spend 2020/21	Forecast Spend 2020/21	Variance 2020/21		RAG Status
All Services	**£000**	**£000**	**£000**	**£000**	**%**	
Employee	27,557	12,836	27,229	(329)	-1%	⬆
Property	1,915	385	2,418	503	26%	⬇
Transport and Plant	194	7	150	(43)	-22%	⬆
Supplies, Services and Admin	5,161	2,010	4,695	(465)	-9%	⬆
Payments to Other Bodies	5,609	18,440	20,548	14,938	266%	⬇
Other	41,490	18,451	41,490	0	0%	➡
Gross Expenditure	**81,926**	**52,130**	**96,530**	**14,604**	**18%**	⬇
Income	**(49,959)**	**(33,982)**	**(64,926)**	**(14,966)**	**-30%**	⬆
Net Expenditure	**31,967**	**18,148**	**31,604**	**(362)**	**-1.13%**	⬆
Audit	**£000**	**£000**	**£000**	**£000**	**%**	
Employee	410	175	376	(34)	-8%	⬆
Property				0	0%	➡
Transport and Plant	1	-	-	(1)	-100%	⬆
Supplies, Services and Admin	2	2	2	0	0%	➡
Payments to Other Bodies				0	0%	➡
Other				0	0%	➡
Gross Expenditure	**413**	**177**	**378**	**(35)**	**-8%**	⬆
Income	- 279	- 3	- 272	**7**	**3%**	⬇
Net Expenditure	**134**	**174**	**106**	**(28)**	**-21%**	⬆
Finance	**£000**	**£000**	**£000**	**£000**	**%**	
Employee	1,594	802	1,653	59	4%	⬇
Property				0	0%	➡
Transport and Plant	1	0	0	(1)	-100%	⬆
Supplies, Services and Admin	7	4	6	(1)	-14%	⬆
Payments to Other Bodies	2	2	2	0	0%	➡
Other				0	0%	➡
Gross Expenditure	**1,604**	**808**	**1,661**	**57**	**4%**	⬇
Income	**(202)**	**0**	**(240)**	**(38)**	**-19%**	⬆
Net Expenditure	**1,402**	**808**	**1,421**	**19**	**1%**	⬇
Rent Rebates & Allowances	**£000**	**£000**	**£000**	**£000**	**%**	
Employee				0	0%	➡
Property				0	0%	➡
Transport and Plant				0	0%	➡
Supplies, Services and Admin				0	0%	➡
Payments to Other Bodies				0	0%	➡
Other	41,490	18,451	41,490	0	0%	➡
Gross Expenditure	**41,490**	**18,451**	**41,490**	**0**	**0%**	➡
Income	- 41,721	- 18,152	- 41,721	**0**	**0%**	➡
Net Expenditure	- **231**	**299**	**(231)**	**0**	**0%**	➡

PERIOD   **30 September 2020**

Service Summary	Total Budget 2020/21	YTD Spend 2020/21	Forecast Spend 2020/21	Variance 2020/21		RAG Status
Revenues & Benefits	**£000**	**£000**	**£000**	**£000**	**%**	
Employee	1,800	900	1,789	(11)	-1%	↑
Property	0	0	0	0	0%	→
Transport and Plant	3	1	1	(2)	-67%	↑
Supplies, Services and Admin	27	20	33	6	22%	↓
Payments to Other Bodies	839	810	839	0	0%	→
Other				0	0%	→
Gross Expenditure	**2,669**	**1,731**	**2,662**	**(7)**	**0%**	↑
Income	**(670)**	**(256)**	**(674)**	**(4)**	**-1%**	↑
Net Expenditure	**1,999**	**1,475**	**1,988**	**(11)**	**-1%**	↑
Finance Service Centre	**£000**	**£000**	**£000**	**£000**	**%**	
Employee	245	116	246	1	0%	↓
Property	0	0	0	0	0%	→
Transport and Plant	0	0	0	0	0%	→
Supplies, Services and Admin	42	19	42	0	0%	→
Payments to Other Bodies				0	0%	→
Other				0	0%	→
Gross Expenditure	**287**	**135**	**288**	**1**	**0%**	↓
Income	**0**	**0**	**0**	**0**	**0%**	→
Net Expenditure	**287**	**135**	**288**	**1**	**0%**	↓
Cost of Collection of Rates	**£000**	**£000**	**£000**	**£000**	**%**	
Employee				0	0%	→
Property				0	0%	→
Transport and Plant				0	0%	→
Supplies, Services and Admin	5	(1)	5	0	0%	→
Payments to Other Bodies	100	14,758	14,858	14,758	14758%	↓
Other				0	0%	→
Gross Expenditure	**105**	**14,757**	**14,863**	**14,758**	**14055%**	↓
Income	**(85)**	**(14,000)**	**(14,843)**	**(14,758)**	**-17362%**	↑
Net Expenditure	**20**	**757**	**20**	**0**	**0%**	→
Cost of Collection of Council Tax	**£000**	**£000**	**£000**	**£000**	**%**	
Employee					0%	→
Property					0%	→
Transport and Plant					0%	→
Supplies, Services and Admin	58	11	54	(4)	-7%	↑
Payments to Other Bodies	38	14	38	0	0%	→
Other					0%	→
Gross Expenditure	**96**	**25**	**92**	**(4)**	**-4%**	↑
Income	**(884)**	**(179)**	**(873)**	**11**	**1%**	↓
Net Expenditure	**(788)**	**(154)**	**(781)**	**7**	**-1%**	↓

PERIOD   **30 September 2020**

Service Summary	Total Budget 2020/21	YTD Spend 2020/21	Forecast Spend 2020/21	Variance 2020/21		RAG Status
Procurement	**£000**	**£000**	**£000**	**£000**	**%**	
Employee	1,010	420	910	(100)	-10%	⬆
Property				0	0%	➡
Transport and Plant	1	0	0	(1)	-100%	⬆
Supplies, Services and Admin	2	0	2	0	0%	➡
Payments to Other Bodies	69	0	71	2	3%	⬇
Other				0	0%	➡
Gross Expenditure	**1,082**	**420**	**983**	**(99)**	**-9%**	⬆
Income	**(508)**	**0**	**(460)**	**48**	**9%**	⬇
Net Expenditure	**574**	**420**	**523**	**(51)**	**-9%**	⬆
Democratic and Registration Service	**£000**	**£000**	**£000**	**£000**	**%**	
Employee	846	413	854	8	1%	⬇
Property	0	0	0	0	0%	➡
Transport and Plant	1	0	1	0	0%	➡
Supplies, Services and Admin	20	6	10	(10)	-50%	⬆
Payments to Other Bodies				0	0%	➡
Other				0	0%	➡
Gross Expenditure	**867**	**419**	**865**	**(2)**	**0%**	⬆
Income	**(89)**	**(27)**	**(53)**	**36**	**40%**	⬇
Net Expenditure	**778**	**392**	**812**	**34**	**4%**	⬇
Central Admin Support	**£000**	**£000**	**£000**	**£000**	**%**	
Employee	2,395	1,097	2,322	(73)	-3%	⬆
Property	0	0	0	0	0%	➡
Transport and Plant	1	0	0	(1)	-100%	⬆
Supplies, Services and Admin	20	5	17	(3)	-15%	⬆
Payments to Other Bodies	0	0	0	0	0%	➡
Other				0	0%	➡
Gross Expenditure	**2,416**	**1,102**	**2,339**	**(77)**	**-3%**	⬆
Income	**0**	**(7)**	**(10)**	**(10)**	**0%**	⬆
Net Expenditure	**2,416**	**1,095**	**2,329**	**(87)**	**-4%**	⬆
Environmental Health	**£000**	**£000**	**£000**	**£000**	**%**	
Employee	925	425	905	(20)	-2%	⬆
Property	7	2	7	0	0%	➡
Transport and Plant	11	1	10	(1)	-9%	⬆
Supplies, Services and Admin	17	4	17	0	0%	➡
Payments to Other Bodies	78	3	78	0	0%	➡
Other				0	0%	➡
Gross Expenditure	**1,038**	**435**	**1,017**	**- 21**	**-2%**	⬆
Income	**(350)**	**(109)**	**(314)**	**36**	**10%**	⬇
Net Expenditure	**688**	**326**	**703**	**15**	**2%**	⬇

PERIOD   **30 September 2020**

Service Summary	Total Budget 2020/21	YTD Spend 2020/21	Forecast Spend 2020/21	Variance 2020/21		RAG Status
Licensing	**£000**	**£000**	**£000**	**£000**	**%**	
Employee	270	136	282	12	4%	⬇
Property				0	0%	➡
Transport and Plant	1	0	1	0	0%	➡
Supplies, Services and Admin	4	2	6	2	50%	⬇
Payments to Other Bodies	8	0	8	0	0%	➡
Other				0	0%	➡
Gross Expenditure	**283**	**138**	**297**	**14**	**5%**	⬇
Income	(357)	(166)	(372)	**(15)**	**-4%**	⬆
Net Expenditure	**(74)**	**(28)**	**(75)**	**(1)**	**1%**	⬆
Legal Services/Trading Standards	**£000**	**£000**	**£000**	**£000**	**%**	
Employee	1,072	499	1,059	(13)	-1%	⬆
Property				0	0%	➡
Transport and Plant	3	0	3	0	0%	➡
Supplies, Services and Admin	15	6	15	0	0%	➡
Payments to Other Bodies	2	1	2	0	0%	➡
Other				0	0%	➡
Gross Expenditure	**1,092**	**506**	**1,079**	**(13)**	**-1%**	⬆
Income	(144)	(9)	(138)	**6**	**4%**	⬇
Net Expenditure	**948**	**497**	**941**	**(7)**	**-1%**	⬆
Planning	**£000**	**£000**	**£000**	**£000**	**%**	
Employee	1,176	518	1,105	(71)	-6%	⬆
Property	0	0	0	0	0%	➡
Transport and Plant	4	0	2	(2)	-50%	⬆
Supplies, Services and Admin	24	12	24	0	0%	➡
Payments to Other Bodies	130	15	130	0	0%	➡
Other				0	0%	➡
Gross Expenditure	**1,334**	**545**	**1,261**	**(73)**	**-5%**	⬆
Income	(791)	(268)	(753)	**38**	**5%**	⬇
Net Expenditure	**543**	**277**	**508**	**(35)**	**-6%**	⬆
Transactional Services	**£000**	**£000**	**£000**	**£000**	**%**	
Employee	707	328	714	7	1%	⬇
Property				0	0%	➡
Transport and Plant	0	0	0	0	0%	➡
Supplies, Services and Admin	5	3	5	0	0%	➡
Payments to Other Bodies				0	0%	➡
Other				0	0%	➡
Gross Expenditure	**712**	**331**	**719**	**7**	**1%**	⬇
Income	(22)	(10)	(20)	**2**	**9%**	⬇
Net Expenditure	**690**	**321**	**699**	**9**	**1%**	⬇

PERIOD   30 September 2020

Service Summary	Total Budget 2020/21	YTD Spend 2020/21	Forecast Spend 2020/21	Variance 2020/21		RAG Status
Human Resources (including risk)	**£000**	**£000**	**£000**	**£000**	**%**	
Employee	959	467	978	19	2%	↓
Property	0	0	0	0	0%	→
Transport and Plant	3	0	1	(2)	-67%	↑
Supplies, Services and Admin	4	4	5	1	25%	↓
Payments to Other Bodies	259	36	259	0	0%	→
Other				0	0%	→
Gross Expenditure	**1,225**	**507**	**1,243**	**18**	**1%**	↓
Income				**0**	**0%**	→
Net Expenditure	**1,225**	**507**	**1,243**	**18**	**1%**	↓
Information Services	**£000**	**£000**	**£000**	**£000**	**%**	
Employee	2,052	1,027	2,108	56	3%	↓
Property				0	0%	→
Transport and Plant	3	0	2	(1)	-33%	↑
Supplies, Services and Admin	2,444	1,716	2,509	65	3%	↓
Payments to Other Bodies	19	3	19	0	0%	→
Other				0	0%	→
Gross Expenditure	**4,518**	**2,746**	**4,638**	**120**	**3%**	↓
Income	**(453)**	**(62)**	**(555)**	**(102)**	**-23%**	↑
Net Expenditure	**4,065**	**2,684**	**4,083**	**18**	**0%**	↓
Change Support	**£000**	**£000**	**£000**	**£000**	**%**	
Employee	356	134	331	(25)	-7%	↑
Property				0	0%	→
Transport and Plant	0	0	0	0	0%	→
Supplies, Services and Admin	0	0	0	0	0%	→
Payments to Other Bodies				0	0%	→
Other				0	0%	→
Gross Expenditure	**356**	**134**	**331**	**(25)**	**-7%**	↑
Income	**(52)**	**(25)**	**(52)**	**0**	**0%**	→
Net Expenditure	**304**	**109**	**279**	**(25)**	**-8%**	↑
Communications & Marketing	**£000**	**£000**	**£000**	**£000**	**%**	
Employee	317	176	328	11	4%	↓
Property	0	0	0	0	0%	→
Transport and Plant	0	0	0	0	0%	→
Supplies, Services and Admin	9	2	10	1	6%	↓
Payments to Other Bodies	0	0	0	0	0%	→
Other	0	0	0	0	0%	→
Gross Expenditure	**326**	**178**	**338**	**12**	**4%**	↓
Income	**(14)**	**(20)**	**(21)**	**(7)**	**-51%**	↑
Net Expenditure	**313**	**158**	**318**	**5**	**2%**	↓

PERIOD   30 September 2020

Service Summary	Total Budget 2020/21	YTD Spend 2020/21	Forecast Spend 2020/21	Variance 2020/21		RAG Status
Citizen Services	**£000**	**£000**	**£000**	**£000**	**%**	
Employee	1,329	641	1,350	21	2%	↓
Property	0	0	0	0	0%	→
Transport and Plant	1	0	1	0	0%	→
Supplies, Services and Admin	20	13	22	1	5%	↓
Payments to Other Bodies	0	0	0	(0)	-23%	↑
Other	0	0	0	0	0%	→
Gross Expenditure	**1,351**	**655**	**1,373**	**22**	**2%**	↓
Income	**0**	**0**	**0**	**0**	**0%**	→
Net Expenditure	**1,351**	**655**	**1,373**	**22**	**2%**	↓

Service Summary	Total Budget 2020/21	YTD Spend 2020/21	Forecast Spend 2020/21	Variance 2020/21		RAG Status
Performance & Strategy	**£000**	**£000**	**£000**	**£000**	**%**	
Employee	322	153	322	0	0%	↓
Property	0	0	0	0	0%	→
Transport and Plant	1	0	1	0	0%	→
Supplies, Services and Admin	0	0	1	0	12%	↓
Payments to Other Bodies	19	11	19	0	0%	→
Other	0	0	0	0	0%	→
Gross Expenditure	**342**	**165**	**343**	**0**	**0%**	↓
Income	0	0	0	**0**	**0%**	→
Net Expenditure	**342**	**165**	**343**	**0**	**0%**	↓

Service Summary	Total Budget 2020/21	YTD Spend 2020/21	Forecast Spend 2020/21	Variance 2020/21		RAG Status
Clydebank Town Hall	**£000**	**£000**	**£000**	**£000**	**%**	
Employee	251	108	249	(2)	-1%	↑
Property	164	14	175	11	6%	↓
Transport and Plant	0	0	0	0	0%	→
Supplies, Services and Admin	31	3	24	(8)	-24%	↑
Payments to Other Bodies	0	0	0	0	0%	→
Other	0	0	0	0	0%	→
Gross Expenditure	**446**	**126**	**447**	**1**	**0%**	↓
Income	0	(70)	0	**0**	**0%**	→
Net Expenditure	**446**	**56**	**447**	**1**	**0%**	↓

Service Summary	Total Budget 2020/21	YTD Spend 2020/21	Forecast Spend 2020/21	Variance 2020/21		RAG Status
Office Accomodation	**£000**	**£000**	**£000**	**£000**	**%**	
Employee	140	60	135	(5)	-4%	↑
Property	1,269	298	1,266	(2)	0%	↑
Transport and Plant	0	0	0	0	0%	→
Supplies, Services and Admin	63	16	63	(0)	0%	↑
Payments to Other Bodies	20	0	20	0	0%	→
Other	0	0	0	0	0%	→
Gross Expenditure	**1,492**	**374**	**1,484**	**(8)**	**-1%**	↑
Income	0	0	0	**0**	**0%**	→
Net Expenditure	**1,492**	**374**	**1,484**	**(8)**	**-1%**	↑

PERIOD   30 September 2020

Service Summary	Total Budget 2020/21	YTD Spend 2020/21	Forecast Spend 2020/21	Variance 2020/21		RAG Status
Libraries	£000	£000	£000	£000	%	
Employee	1,196	573	1,181	(15)	-1%	⬆
Property	230	19	231	1	0%	⬇
Transport and Plant	15	4	18	4	26%	⬇
Supplies, Services and Admin	188	76	191	3	2%	⬇
Payments to Other Bodies	0	0	0	0	0%	➡
Other	0	0	0	0	0%	➡
Gross Expenditure	**1,628**	**672**	**1,621**	**(8)**	**0%**	⬆
Income	**(34)**	**(2)**	**(25)**	**9**	**26%**	⬇
Net Expenditure	**1,594**	**669**	**1,595**	**1**	**0%**	⬇
Arts and Heritage	£000	£000	£000	£000	%	
Employee	359	177	370	11	3%	⬇
Property	2	0	2	0	0%	➡
Transport and Plant	1	0	1	0	0%	➡
Supplies, Services and Admin	17	6	15	(2)	-14%	⬆
Payments to Other Bodies	32	4	33	1	3%	⬇
Other	0	0	0	0	0%	➡
Gross Expenditure	**410**	**187**	**420**	**10**	**2%**	⬇
Income	**-41**	**-1**	**-42**	**(1)**	**-2%**	⬆
Net Expenditure	**369**	**186**	**378**	**9**	**2%**	⬇
Catering Services	£000	£000	£000	£000	%	
Employee	3,278	1,444	3,254	(24)	-1%	⬆
Property	59	7	41	(18)	-30%	⬆
Transport and Plant	140	0	106	(34)	-24%	⬆
Supplies, Services and Admin	2,101	60	1,583	(518)	-25%	⬆
Payments to Other Bodies	23	196	201	178	767%	⬇
Other	0	0	0	0	0%	➡
Gross Expenditure	**5,601**	**1,707**	**5,185**	**(416)**	**-7%**	⬆
Income	**(1,216)**	**(1)**	**(1,016)**	**200**	**16%**	⬇
Net Expenditure	**4,385**	**1,706**	**4,169**	**(216)**	**-5%**	⬆
Building Cleaning	£000	£000	£000	£000	%	
Employee	1,596	742	1,549	(47)	-3%	⬆
Property	139	26	641	502	360%	⬇
Transport and Plant	1	0	1	(0)	-16%	⬆
Supplies, Services and Admin	18	7	14	(4)	-21%	⬆
Payments to Other Bodies	0	0	0	0	0%	➡
Other	0	0	0	0	0%	➡
Gross Expenditure	**1,754**	**775**	**2,205**	**451**	**26%**	⬇
Income	**(281)**	**(75)**	**(702)**	**(421)**	**-150%**	⬆
Net Expenditure	**1,473**	**699**	**1,502**	**30**	**2%**	⬇

PERIOD   30 September 2020

Service Summary	Total Budget 2020/21	YTD Spend 2020/21	Forecast Spend 2020/21	Variance 2020/21		RAG Status
Building Cleaning PPP	£000	£000	£000	£000	%	
Employee	658	299	643	(15)	-2%	⬆
Property	36	5	24	(12)	-33%	⬆
Transport and Plant	0	0	0	0	0%	➡
Supplies, Services and Admin	10	7	9	(1)	-8%	⬆
Payments to Other Bodies	0	0	0	0	0%	➡
Other	0	0	0	0	0%	➡
Gross Expenditure	**703**	**312**	**676**	**(28)**	**-4%**	⬆
Income	**(996)**	**(498)**	**(996)**	**0**	**0%**	➡
Net Expenditure	**(292)**	**(186)**	**(320)**	**(28)**	**9%**	⬆

Service Summary	Total Budget 2020/21	YTD Spend 2020/21	Forecast Spend 2020/21	Variance 2020/21		RAG Status
Facilities Assistants	£000	£000	£000	£000	%	
Employee	1,944	853	1,887	(56)	-3%	⬆
Property	10	14	32	22	211%	⬇
Transport and Plant	1	0	0	(1)	-73%	⬆
Supplies, Services and Admin	5	6	12	7	121%	⬇
Payments to Other Bodies	0	0	0	0	0%	➡
Other	0	0	0	0	0%	➡
Gross Expenditure	**1,960**	**873**	**1,931**	**(29)**	**-1%**	⬆
Income	**(44)**	**0**	**(44)**	**0**	**0%**	➡
Net Expenditure	**1,916**	**873**	**1,887**	**(29)**	**-1%**	⬆

Service Summary	Total Budget 2020/21	YTD Spend 2020/21	Forecast Spend 2020/21	Variance 2020/21		RAG Status
Facilities Management	£000	£000	£000	£000	%	
Employee	353	154	329	(24)	-7%	⬆
Property	0	0	0	0	0%	➡
Transport and Plant	1	0	1	0	31%	⬇
Supplies, Services and Admin	1	0	1	0	29%	⬇
Payments to Other Bodies	0	0	0	0	0%	➡
Other	0	0	0	0	0%	➡
Gross Expenditure	**354**	**154**	**330**	**(24)**	**-7%**	⬆
Income	**(20)**	**0**	**(20)**	**0**	**0%**	➡
Net Expenditure	**334**	**154**	**310**	**(24)**	**-7%**	⬆

Service Summary	Total Budget 2020/21	YTD Spend 2020/21	Forecast Spend 2020/21	Variance 2020/21		RAG Status
Leisure Management	£000	£000	£000	£000	%	
Employee	0	0	0	0	0%	➡
Property	0	0	0	0	0%	➡
Transport and Plant	0	0	0	0	0%	➡
Supplies, Services and Admin	0	0	0	0	0%	➡
Payments to Other Bodies	3,971	2,585	3,971	0	0%	⬇
Other	0	0	0	0	0%	➡
Gross Expenditure	**3,971**	**2,585**	**3,971**	**0**	**0%**	⬇
Income	**(709)**	**(42)**	**(709)**	**(0)**	**0%**	⬆
Net Expenditure	**3,262**	**2,543**	**3,262**	**0**	**0%**	⬇

REVENUE BUDGETARY CONTROL 2020/21
CORPORATE SERVICES COMMITTEE DETAIL

PERIOD | 30 September 2020 |

Service Summary	Total Budget 2020/21	YTD Spend 2020/21	Forecast Spend 2020/21	Variance 2020/21		RAG Status
Events	**£000**	**£000**	**£000**	**£000**	**%**	
Employee	0	0	0	0	0%	→
Property	0	0	0	0	0%	↓
Transport and Plant	0	0	0	0	0%	→
Supplies, Services and Admin	0	0	0	0	0%	→
Payments to Other Bodies	0	0	0	0	0%	→
Other	0	0	0	0	0%	→
Gross Expenditure	**0**	**0**	**0**	**0**	**0%**	↓
Income	**3**	**0**	**0**	**(3)**	**100%**	↑
Net Expenditure	**3**	**0**	**0**	**(3)**	**-99%**	↑

PERIOD END DATE   **30 September 2020**

Budget Details	Variance Analysis				
	Total Budget	Annual Spend	Variance		RAG Status
	£000	£000	£000	%	
Finance	1,402	1,421	19	1%	↓
Service Description	The service provided by this area deals with Accountancy, Capital, Treasury, Reconciliations, Cash Office and Municipal Bank				
Main Issues / Reason for Variance	Main reason for adverse variance is full turnover savings are not being achieved				
Mitigating Action	The position continues to be monitored by management to identify any savings which may help reduce this position				
Anticipated Outcome	An adverse variance is likely				

Cost of Collection of Rates	20	20	0	0%	→
Service Description	This service collects Non Domestic Rates from local (and some national) organisations on behalf of Scottish Government				
Main Issues / Reason for Variance	Although there is a small overall adverse variance there is a large adverse variance in Payment to Other Bodies which is the Covid 19 Business Rates Grants, however this will be offset in total by income received				
Mitigating Action	No action required				
Anticipated Outcome	Expected to be on budget.				

Procurement	574	523	(51)	-9%	↑
Service Description	This service provides a purchasing & procurement service for the Council				
Main Issues / Reason for Variance	Main reason for favourable variance is vacancies.				
Mitigating Action	None required although the service will continually monitored throughout the year.				
Anticipated Outcome	Underspend is anticipated				

Central Admin Support	2,416	2,329	(87)	-4%	↑
Service Description	This services deals with administration functions within the Authority				
Main Issues / Reason for Variance	The main reason for the favourable variance is vacancies				
Mitigating Action	None required although the service will continually monitored throughout the year.				
Anticipated Outcome	It is anticipated that the underspend will continue throughout the year				

Budget Details	Variance Analysis				RAG Status
	Total Budget	Annual Spend	Variance		
	£000	£000	£000	%	
Planning	543	508	(35)	-6%	⬆
Service Description	This Service provides Building & Planning services				
Main Issues / Reason for Variance	There are two main reasons for the adverse variance, income is lower than budgeted due to Covid 19, however this is partially offset by a favourable variance in staff costs as there are a number of vacant posts.				
Mitigating Action	No action required				
Anticipated Outcome	Overspend is anticipated				

Budget Details					
Information Services	4,065	4,083	18	0%	⬇
Service Description	This service area provides general ICT support to the Council and also supports transformational change and modernisation of working practices through technology				
Main Issues / Reason for Variance	There are two variances within this budget. Staffing is adverse due to a shortfall in achieving turnover however this is offset by additional income to be received for both staff costs and telephony costs.				
Mitigating Action	Limited action can be taken but officers will continue to monitor the				
Anticipated Outcome	An overspend is likely				

Budget Details					
Catering Services	4,385	4,169	(216)	-5%	⬆
Service Description	Catering Services across WDC				
Main Issues / Reason for Variance	There has been a reduction in food purchases with the closure of schools and Early Years facilities. Take-up of meals since the reopening of the schools has been lower than normal for a number of reasons eg lower pupil numbers due to self-isolation etc				
Mitigating Action	None required although the service will be continually monitored				
Anticipated Outcome	Underspend by year-end				

Budget Details					
Building Cleaning	1,473	1,502	30	2%	⬇
Service Description	This service provides cleaning services across all council buildings				
Main Issues / Reason for Variance	In order to keep the costs of the additional covid cleaners (£550k) separate from the costs of our core cleaners the costs of the additional cleaners are reported within "property costs" rather than added to core costs for employee costs and materials .This additional cost is covered from flexibilities/SG money shown within "miscellaneous income".				
Mitigating Action	Limited action possible. Budget will continue to be monitored.				
Anticipated Outcome	Overspend likely				

Budget Details					
Facilities Assistants	1,916	1,887	(29)	-1%	⬆
Service Description	This service provides Facility Assistants throughout WDC buildings				
Main Issues / Reason for Variance	This favourable variance is due to vacancies held and overtime not incurred in the early months of the year. This has been partly offset by increased expenditure on personal hygiene materials.				
Mitigating Action	None required although the service will be continually monitored				
Anticipated Outcome	underspend expected				

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

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

MONTH END DATE	30 September 2020
PERIOD	6

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	8	36%	117	3%	8	36%	11	3%
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	4	18%	297	7%	4	18%	297	79%
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	45%	4,061	91%	10	45%	70	19%
TOTAL EXPENDITURE	22	100%	4,475	100%	22	100%	378	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	9,822	117	9,582	(240)	2,011	11	662	(1,349)	(1,109)	(240)
Amber										
Projects are either at risk of being overspent and/or delay in completion (although this is unquantifiable at present) or the project has any issues that require to be reported at this time	1,174	297	1,074	(100)	834	297	440	(394)	(294)	(100)
Green										
Projects are on target both in relation to overall budget and the forecast stages in the project life cycle and no issues are anticipated at this time	5,336	4,061	5,336	0	545	70	545	0	0	0
TOTAL EXPENDITURE	16,332	4,475	15,992	(340)	3,391	378	1,648	(1,743)	(1,403)	(340)

PERIOD END DATE | 30 September 2020 |

PERIOD | 6 |

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

1 | **Making Tax Digital** | | | | | | |

Budget Details	Budget	Spend to Date	%	Forecast Spend	Variance	%
Project Life Financials	40	0	0%	40	0	0%
Current Year Financials	40	0	0%	0	(40)	-100%

Project Description — Making Tax Digital.

Project Lifecycle — Planned End Date — 31-Mar-21 — Forecast End Date — 31-Oct-21

Main Issues / Reason for Variance

Making Tax Digital deliverables/ guidance has changed since this capital bid was submitted. Officers need to reassess WDC plans for Making Tax Digital to ensure that the Council remain compliant. Due to COVID- 19 HMRC have delayed the next stage of MTD until October 2021. Progress has been made on the digital linking of data on our excel spreadsheets in preparation of the next phase launch. Budget is therefore required to be rephased to 2021/22.

Mitigating Action
None required.
Anticipated Outcome
Making Tax Digital.

2 | **Legal Case Management System**

Budget Details	Budget	Spend to Date	%	Forecast Spend	Variance	%
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 Lifecycle — Planned End Date — 31-Mar-21 — Forecast End Date — 31-Mar-22

Main Issues / Reason for Variance

The project will resume following lockdown and Officers are able to access the hardware the system will run on. Tenders received have been held so Officers expect project can be completed within budget, when project is able to resume. It is therefore expected completion may not be possible in 2020/21, therefore budget is required to be rephased to 2021/22.

Mitigating Action
None available at this time.
Anticipated Outcome
New legal case management system.

3 | **ICT Security & DR**

Budget Details	Budget	Spend to Date	%	Forecast Spend	Variance	%
Project Life Financials	404	11	3%	404	0	0%
Current Year Financials	404	11	3%	232	(172)	-43%

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 Lifecycle — Planned End Date — 31-Mar-21 — Forecast End Date — 30-Jun-21

Main Issues / Reason for Variance

Agreed at ICT Steering Board to progress with partial switch replacement during 2020 and reprofile the budget to accommodate increased spend during 2021/22. Procurement for phase 1 switches has started and on agenda for October Tendering committee. Forecast spend for 2020/21 is now expected to be approx. £0.232m with £0.172m required to be rephased to 2021/22.

Mitigating Action
Reprofile this budget.
Anticipated Outcome
Underspend during 2020/21 and budget carried to 2021/22.

PERIOD END DATE   **30 September 2020**

PERIOD   **6**

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

4 Internet of Things Asset Tracking - new project 2020/21

	Budget	Spend to Date	%	Forecast Spend	Variance	%
Project Life Financials	240	0	0%	0	(240)	-100%
Current Year Financials	240	0	0%	0	(240)	-100%

Project Description   Asset Tracking.

Project Lifecycle   Planned End Date   31-Mar-21   Forecast End Date   N/A

Main Issues / Reason for Variance

Project co-sponsor Civtech are seeking alternate organisation to invest in the project and have requested WDC to continue on project to assist with product testing with no financial outlay to WDC. May also require WDC to administer the Scottish Gov funding - discussions in progress.

Mitigating Action

Report budget no longer required.

Anticipated Outcome

No spend and budget returned to capital plan.

5 Heritage Capital Fund

	Budget	Spend to Date	%	Forecast Spend	Variance	%
Project Life Financials	4,000	106	3%	4,000	0	0%
Current Year Financials	940	0	0%	430	(510)	-54%

Project Description   Heritage Capital Fund.

Project Lifecycle   Planned End Date   31-Mar-23   Forecast End Date   31-Mar-23

Main Issues / Reason for Variance

Council approved a £4m investment in Cultural assets in March 2018. In February 2019 the Cultural Committee approved a £0.330m investment in Alexandria Library, a £0.015m investment in consultancy work to scope out a museum at Clydebank Library, and in April 2019 approved £0.252m to upgrade Clydebank Town Hall roof and stonework and £0.060m for the Town Hall investment programme. For future years, in November 2019 Committee approved £1.408m investment at Clydebank Town Hall, £0.575m investment in a new museum in the basement of Clydebank Library, and £0.015m in consultancy work to scope out improvements at the Back Door Gallery. Works have been delayed during the period of COVID-19 lockdown however are resuming as restrictions are lifted. With regards to works relating to the Museum Space at Clydebank Library, phase 1 of the project is complete and phase 2 preparatory work has now commenced. With regards to the Town Hall element, consultancy on spatial redesign of gallery spaces has now recommenced. With regards to Dalmuir Gallery Improvement works, consultancy on spatial redesign of the gallery space within Dalmuir Library has also now recommenced. At this time it is estimated that £0.430m will be spent in 2020/21 with £0.510m required to be rephased to 2021/22.

Mitigating Action

None available at this time.

Anticipated Outcome

Project to be delivered on budget and within revised timescale.

6 Telephone System Upgrade

	Budget	Spend to Date	%	Forecast Spend	Variance	%
Project Life Financials	15	0	0%	15	0	0%
Current Year Financials	15	0	0%	0	(15)	-100%

Project Description   To improve Housing Repairs telephone platform for incoming calls, providing improved Management Information.

Project Lifecycle   Planned End Date   31-Mar-21   End Date   31-Mar-22

Main Issues / Reason for Variance

Works scoped with ICT. However, given recent circumstances, there has been no further progress made. It would be unfair to ask ICT to divert resource to this project at this time and it wouldn't be acceptable to make any changes or amendments to the telephone platform at this point. It is therefore expected the telephone system upgrade will be delayed until 2021/22.

Mitigating Action

None required at this time.

Anticipated Outcome

To upgrade telephone system.

PERIOD END DATE   30 September 2020

PERIOD   6

Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%
7 **Glencairn House**						
Project Life Financials	5,050	0	0%	5,050	0	0%
Current Year Financials	300	0	0%	0	(300)	-100%

Project Description	Re-development of Glencairn House in Dumbarton High St to a purpose built library and museum.
Project Lifecycle	Planned End Date 31-Mar-23 Forecast End Date 31-Mar-24

Main Issues / Reason for Variance

Due to the impact of the COVID-19 pandemic, this project is currently under review to determine what spend may be possible in this financial year.

Mitigating Action

None available at this time.

Anticipated Outcome

Re-development of Glen cairn House in Dumbarton High St to a purpose built library and museum, within budget albeit later than originally anticipated.

Budget Details	Budget	Spend to Date		Forecast Spend	Variance	
8 **Alexandria Community Centre Sports Hall re-flooring**						
Project Life Financials	40	0	0%	40	0	0%
Current Year Financials	40	0	0%	0	(40)	-100%

Project Description	Alexandria Community Centre Sports Hall re-flooring
Project Lifecycle	Planned End Date 31-Mar-22 Forecast End Date 31-Mar-22

Main Issues / Reason for Variance

Project commencement held due to COVID-19 restrictions. It is anticipated that engagement with contractors can commence in autumn, with physical progress expected to commence in 2021/22.

Mitigating Action

None available at this time.

Anticipated Outcome

New floor fitted in Alexandria Community Sports Hall.

PERIOD END DATE | 30 September 2020 |

PERIOD | 6 |

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

1 ICT Modernisation

Project Life Financials	504	271	54%	504	0	0%
Current Year Financials	504	271	54%	300	(204)	-40%

Project Description	This budget is to facilitate ICT infrastructure and modernise working practices.		
Project Lifecycle	Planned End Date	31-Mar-21 Forecast End Date	30-Jun-21

Main Issues / Reason for Variance

Project resourcing costs are being monitored as some ICT time will be recharged to this capital as well as service specific projects. £0.045m ICT Mod retention is being held and also holding £0.060m Scottish Exec match funding relating to Civtech Asset Tracking project pending review of the project sponsorship by Civtech. At this time it is anticipated that £0.204m will be required to be rephased to 2021/22.

Mitigating Action
Prioritisation of projects will continue to be reviewed and if possible the projects will be accelerated.
Anticipated Outcome
Delay of the project and some of the spend.

2 IoT Employee Resilience Support - new project 2020/21

Project Life Financials	200	0	0%	100	(100)	-50%
Current Year Financials	200	0	0%	50	(150)	-75%

Project Description	Employee Resilience Online Support Tool.		
Project Lifecycle	Planned End Date	31-Mar-21 Forecast End Date	28-Feb-22

Main Issues / Reason for Variance

Project underway and progressing well with full Council roll out expected in quarter 4 of this financial year. Budget allocation for this project is more than required with £0.050m required in 2020/21 and £0.050m required in 2021/22. £0.100m reported as underspend in the current financial year with £0.050m required to be rephased to 2021/22 for project completion.

Mitigating Action
To finalise the budget allocation for this project
Anticipated Outcome
Project delayed marginally. Budget requirement is £0.050m p.a. for two years. The additional £0.100m is not required and reported as underspend.

3 365 Implementation

Project Life Financials	200	27	13%	200	0	0%
Current Year Financials	100	27	27%	70	(30)	-30%

Project Description	Project services to delivery Microsoft 365 Implementation including 3rd party supplier, training, technical consultancy etc		
Project Lifecycle	Planned End Date	31-Mar-22 Actual End Date	31-Mar-22

Main Issues / Reason for Variance

ICT Steering Board approval to assess costs for implementation stage and work has started with procurement team assistance. Project is delayed overall however aspects (MS Teams deployment) has made progress ahead of plan due to COVID-19.

Mitigating Action
None required at this time.
Anticipated Outcome
Project was always anticipated to be a phased implementation and therefore delivery on time and on budget over the 2 years remains the expected outcome.

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

APPENDIX 7

PERIOD END DATE 30 September 2020

PERIOD 6

Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%
4 Education Software Licensing Refresh - new project 2020/21						
Project Life Financials	270	0	0%	270	0	0%
Current Year Financials	30	0	0%	20	(10)	-33%

Project Description   End of Life Software Upgrades for Education

Project Lifecycle   Planned End Date   31-Mar-21   Forecast End Date   31-Mar-22

Main Issues / Reason for Variance

Two education end of life (EOL) applications currently being progressed. It is expected that other applications may be identified during annual Public Services Network (PSN) test scheduled for November/December. At this time, it is estimated that £0.010m will be required to be rephased to 2021/22.

Mitigating Action
None required
Anticipated Outcome
Delivery of project within budget.

PERIOD END DATE   **30 September 2020**

PERIOD   **6**

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

1   **Electronic Insurance System - claim/incident management system**

Project Life Financials	50	43	86%	50	0	0%
Current Year Financials	7	0	0%	7	0	0%

Project Description   Acquisition of a claims/incident management system supported by an electronic document management system.

Project Lifecycle   Planned End Date   31-Mar-21   Forecast End Date   31-Mar-21

Main Issues / Reason for Variance

Initial discussions have taken place with the supplier and an updated quotation has now been received (cost has remained as per initial quotation). Quotation to be reviewed and signed off. The various insurance claim forms are in the process of being reviewed, updated and will then be available online. Supplier to take matters forward with their design team.

Mitigating Action
None available at this time.
Anticipated Outcome
Upgraded Electronic Insurance System delivered on budget.

2   **Agresso development**

Project Life Financials	30	0	0%	30	0	0%
Current Year Financials	30	0	0%	30	0	0%

Project Description   2020/21 bid is to carry out an upgrade of Agresso which was last upgraded in 2015. Requirement to upgrade is to maintain level of support available from Unit 4 who have advised that support for older versions of the system is being reduced.

Project Lifecycle   Planned End Date   31-Mar-21   Forecast End Date   31-Mar-21

Main Issues / Reason for Variance

Project expected to progress in 2020/21 with budget spend anticipated.

Mitigating Action
None required.
Anticipated Outcome
Development of Agresso system.

3   **Valuation Joint Board - Requisition of ICT Equipment**

Project Life Financials	3	0	0%	3	0	0%
Current Year Financials	3	0	0%	3	0	0%

Project Description   Valuation Joint Board - Requisition of ICT Equipment

Project Lifecycle   Planned End Date   31-Mar-21   Forecast End Date   31-Mar-21

Main Issues / Reason for Variance

The purchase of laptops and PCs were delayed into 2019/20 due to issues with the approved supplier, however project has been delayed further due to resources being directed to more prioritised work. This has effected the forecast end date and works therefore rescheduled to 2020/21. It is hopeful budget can be utilised this year, with final budget spend forecast in 2020/21.

Mitigating Action
None available at this time.
Anticipated Outcome

Requisition re ICT Equipment.

PERIOD END DATE   **30 September 2020**

PERIOD   **6**

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

		Budget	Spend to Date	%	Forecast Spend	Variance	%
4	**Replacement GIS system and upgrade to eDevelopment Planning system.**						
	Project Life Financials	51	51	99%	51	0	0%
	Current Year Financials	26	25	99%	26	0	0%

Project Description	Replacement GIS system and upgrade to eDevelopment Planning system.
Project Lifecycle	Planned End Date 31-Mar-21 Forecast End Date 30-Apr-20

Main Issues / Reason for Variance
Project now fully installed tested and signed off as completed with the roll out being programmed and delivered in phased stages. Full budget spend anticipated in 2020/21.

Mitigating Action
None Required.
Anticipated Outcome
GP/GIS in Planning.

		Budget	Spend to Date	%	Forecast Spend	Variance	%
5	**Trading Standards Scam Prevention**						
	Project Life Financials	10	8	81%	10	0	0%
	Current Year Financials	2	0	15%	2	0	0%

Project Description	Call blocking devices to be fitted to the phones of WDC's most vulnerable residents which will block unknown numbers from connecting and limiting incoming calls to only known and trusted numbers, for vulnerable consumers who may be susceptible to hard selling techniques, scams and other frauds.
Project Lifecycle	Planned End Date 31-Mar-21 End Date 31-Mar-21

Main Issues / Reason for Variance

The local scams advice and prevention initiative will follow a model being developed nationally by the Scottish Trading Standards society and will include both online and physical materials. It is hoped that despite COVID-19 the remaining budget can still be utilised in 2020/21.

Mitigating Action
None required at this time.
Anticipated Outcome

To protect WDC's most vulnerable residents from phone calls from which they may fall victim of hard selling techniques, scams and other frauds.

		Budget	Spend to Date	%	Forecast Spend	Variance	%
6	**ICT Modernisation - New Project 2020/21**						
	Project Life Financials	900	0	0%	900	0	0%
	Current Year Financials	100	0	0%	100	0	0%

Project Description	ICT Modernisation.
Project Lifecycle	Planned End Date 31-Mar-21 Forecast End Date 31-Mar-21

Main Issues / Reason for Variance

ICT Steering Board approval confirmed and procurement in progress for replacement of End of Life (EOL) mobile phones. Full budget spend anticipated in 2020/21.

Mitigating Action
None required at this time.
Anticipated Outcome
Spend completed on time and on budget.

PERIOD END DATE   **30 September 2020**

PERIOD   **6**

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

7	**Civic Heart Works - Refurbishment of Clydebank Town Hall**						
	Project Life Financials	3,341	3,317	99%	3,341	0	0%
	Current Year Financials	24	0	0%	24	0	0%

Project Description — Refurbishment of Clydebank Town Hall.

Project Lifecycle	Planned End Date	31-Mar-21	Forecast End Date	31-Mar-21

Main Issues / Reason for Variance

The plans for the remaining Civic Heart Works includes a kitchen upgrade to allow full utilisation of the asset for more efficient service provision especially around larger events and the provision of in-house bars. Asset Management are working with the service to deliver this and the kitchen upgrade element is now complete. Works to gas system and drainage system to complete in autumn 2020. Full budget spend anticipated.

Mitigating Action
None required at this time.
Anticipated Outcome
Project to be delivered on budget.

8	**Upgrade of Clydebank Library**						
	Project Life Financials	500	499	100%	500	0	0%
	Current Year Financials	1	0	0%	1	0	0%

Project Description — Refurbishment of the existing Clydebank Library to deliver a fit for purpose modern library designed around the needs of the customer. This will protect a historic landmark and the original Carnegie library whilst offering the potential to build upon the development of a 'cultural quarter' focused around Clydebank Town Hall.

Project Lifecycle	Planned End Date	31-Mar-21	Forecast End Date	31-Mar-21

Main Issues / Reason for Variance

It is anticipated that project will be delivered on time and on budget.

Mitigating Action
None required at this time.
Anticipated Outcome
Full refurbishment of library delivered within budget and within amended timescales.

9	**Transformation of Infrastructure Libraries and Museums**						
	Project Life Financials	421	143	34%	421	0	0%
	Current Year Financials	322	44	14%	322	0	0%

Project Description — To improve performance and efficiency of Council's Libraries and Cultural Services.

Project Lifecycle	Planned End Date	31-Mar-21	Forecast End Date	31-Mar-21

Main Issues / Reason for Variance

A revised spending plan has been agreed in light of restrictions imposed by COVID-19. Revision includes replacement mobile shelving for all libraries, with additional improvements to Children's Library areas, public PC furniture and staff desks for Alexandria and Dalmuir Libraries. This will now be progressed with colleagues from Procurement and Asset Management with a target completion of full spend by the end of the financial year 2020/21.

Mitigating Action
Project will be monitored for delays.
Anticipated Outcome

Project will be delivered within budget.

PERIOD END DATE   **30 September 2020**

PERIOD   **6**

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

10	**Payment Card Industry Data Security Standard (PCIDSS)**						
	Project Life Financials	30	0	0%	30	0	0%
	Current Year Financials	30	0	0%	30	0	0%
	Project Description	Module would ensure that WDC were compliant with the current requirements of PCIDSS for card payments without the need for numerous costly workarounds.					
	Project Lifecycle	Planned End Date		31-Mar-21	Forecast End Date		31-Mar-21

Main Issues / Reason for Variance

Work in progress collating details for the module to ensure all services who take payments are incorporated within the proposal. Budget spend anticipated in 2020/21.

Mitigating Action
None at this time.
Anticipated Outcome
Upgraded version with PCI compliant telephone payment system.

WEST DUNBARTONSHIRE COUNCIL

Report by Strategic Lead – Communication, Culture, Communities & Facilities

Corporate Services Committee: 11 November 2020

_____

Subject: **Annual Performance of West Dunbartonshire Leisure Trust for year to 31 March 2020**

1.   Purpose

1.1   The purpose of this report is to present to Members the annual performance of West Dunbartonshire Leisure Trust (the Trust) during the period 01 April 2019 to 31 March 2020.

2.   Recommendations

2.1   The Committee is asked to note the contents of this report.

3.   Background

3.1   West Dunbartonshire Leisure Trust (the Trust) is a company limited by guarantee with charitable status. In addition to being regulated by the Companies Act (2006), the company is also subject to the charities regulator in Scotland, OSCR (Office of the Scottish Charity Regulator).

3.2   West Dunbartonshire Leisure Trust was incorporated as a company in December 2011 and started trading on 5th April 2012.

3.3   There are nine members of the company who serve as trustees comprising of three (3) West Dunbartonshire Councillors (Partner Trustees), an Employee Representative Trustee and five (5) Independent Trustees. The board of Trustees (who are also directors of West Dunbartonshire Leisure Trust for the purposes of company law) has control of the company subject to providing and operating the services in accordance with the Legal Agreement reached with West Dunbartonshire Council and provides strategic direction to the General Manager and his Management Team.

3.4   West Dunbartonshire Leisure Trust is responsible for the strategic and operational management of West Dunbartonshire Council's Sport and Leisure Facilities, Community Facilities, Sports Development, Active Schools, for operation of Outdoor Recreation facilities and for event delivery on behalf of the Council.

3.5 In order to ensure that the Council meets its obligations to provide adequate provision of facilities for the residents of the area for recreational, sporting, cultural and social activities in terms of Section 14 of the Local Government and Planning (Scotland) Act 1982, there is a Services Agreement in place between the Council and the Leisure Trust. The Trust is paid a management fee for delivery of the services through an annual funding commitment. In 2019/20 the management fee paid to the Trust was £3.874m.

3.6 Council Officers work closely with the Trust to ensure that the organisation delivers services in line with the Council expectations. A variety of Performance Indicators have been agreed between the Leisure Trust and the Council. These cover issues such as participation, customer experience, online engagement, and financial performance. These are reported on by the Trust in their Annual Report.

3.7 All Scottish Charities (Trusts) are required by law to prepare annual accounts and submit these to Companies House and to the Office of the Scottish Charity Regulator (OSCR). West Dunbartonshire Leisure Trust complies with this requirement and their audited accounts are submitted accordingly. A copy of the accounts can be found within the Trust's 2019/20Annual Report (as attached as Appendix 1) and also available to download from the Council's website.

3.8 This report is presented to Committee on behalf of the Trust by the Strategic Lead for Communications, Culture, Communities and Facilities (CCCF) who is the senior officer responsible for monitoring Trust activity on behalf of the Council.

4.   Main Issues

Performance Review: April 2019 to March 2020

4.1 Annual Performance of the Leisure Trust has been measured against the Strategic Outcomes and associated priorities outlined on pages 14 – 17 of the Trust's Annual Report (Appendix 1). Examples include:

   i)   Financial re-investment – the Trust has committed £368k of surplus funds to enhance future services (£118k above the three year target of £250k);

   ii)   Increase participation – A 29% overall increase in participation has been achieved over three years against a target of 25%. This included a 53% increase in dryside activity, and 30% increase in attendances at Community Facilities. This performance coincides with the opening of the new Clydebank Leisure Centre;

   iii) New services/opportunities – A total of 40 new programmes, projects, events and services have been introduced across all services in the past three years (10% above target of 36);

iv) Research and Feedback – Telephone Satisfaction Survey recorded 88% satisfaction with Leisure and Community Centres in 2019/20 while a Net Promoter Questionnaires resulted in an annual score of 85 (*No targets set for these measures*);

4.2   In addition, the Trust's delivery of services is measured against a range of performance indicators agreed with the Council.

Overall, the indicators for 2019/20 show a mixed performance by the Leisure Trust with 45% of indicators (8) showing that targets have been met or exceeded, and 55% of indicators (10) where targets were not met. A few examples are outlined below however all the indicators can be seen on pages 11-13 of the aforementioned Annual Report. It should be noted that the emergence of Covid-19 in the final weeks of the financial year had a significant impact on year end figures.

4.2.1 Key Performance Indicators

Indicator	2017/18 Actual	2018/19 Actual	2019/20 Target	2019/20 Actual	Comments
CC1 Wet Activities. No. of attendances per 1,000 population for pools	4,650	4,368	4,594	**4,387**	4.5% short of target however a 0.4% increase from last year.
CC2 Dry Activities. No. of attendances per 1,000 population for indoor sports & leisure	6,198	7,014	7,154	**6,999**	2% short of target and a 0.2% decrease from last year.
Overall Usage	1,457,453	1,565,890	1,610,507	**1,554,502**	3.5% short of target and a 0.7% decrease from last year.

4.2.2 Primarily these reductions were due to a decrease in attendances from late February through to the closure of all facilities/services on 20 March 2020 due to the outbreak of COVID-19. This included 200 membership cancellations, dozens of refunds for pre-paid birthday party bookings, and widespread cancellation of indoor and outdoor football bookings. In addition, there was also a drop-off in pay-as-you-go attendances.

4.2.3 Staff Absence. The tables below show days lost per Full Time Equivalent employee.

Indicator	2017/18 Actual	2018/19 Actual	2019/20 Target	2019/20 Actual	Comments
Staff Absence (Days lost against FTE)	8.42	10.55	7.0	**11.78**	68% above target and a 11.6% increase from last year

4.2.4 Over 75% of total staff absence was attributed to absences over 20+ days due to underlying health conditions.

4.3 Financial monitoring of the Trust's performance takes place at regular monitoring meetings held between Council officers and Trust management. Financial performance is evaluated by analysing income and expenditure information as compared against the agreed budgets.

Income

4.3.1 The budgeted income target for the Leisure Trust in 2019/20 was £3,844,140 The actual Income achieved was £3,909,730 therefore the Trust achieved £65,590 income over budget.

Expenditure

4.3.2 The Trust had a budgeted expenditure figure of £7,717,493 for 2019/20 however actual expenditure outturned at £7,788,122.

. Net Profit / Loss

4.3.3 Despite the economic challenges caused by COVID-19 the financial position of the Trust realised a small deficit of £5,039 which was covered by the Trust's reserves.

Reserves

4.3.4 The reserves policy was reviewed in 2019 by the Audit and Risk Committee and a new percentage based target of 7.5% of total expenditure was agreed by the board in November 2019. The target general reserves would be £584,000 under the new policy and was sitting at £735,338 as at 31st March 2020. It should be noted that these reserves will be used in 2020/21 to offset the loss of income that is projected due to the Covid-19 closure and planned reopening with service restrictions and reduced turnover.

Further detail of the Leisure Trust's financial performance for 2019/20 is shown at pages 18 of the Leisure Trust's Annual Report.

4.4 This concludes the review of activity in 2019/20. The next annual review, which will be for 2020/21 will be presented to Committee approximately 12 months from now.

4.5 With regards to activity planned for 2021/22, this will come before Corporate Services Committee in early 2021 when the Trust brings forward its annual

Business Plan for approval. This plan will set out what activity it will deliver on behalf of the Council based on its funding commitment for 2021/22, the views of the Trust Board, and discussions with senior Council officers.

5.   People Implications

5.1   There are no people implications relating to this report.

7.   Financial and Procurement Implications

7.1   The Trust is paid a Management Fee for delivery of the Services through an annual Funding Commitment from the Council. The Funding Commitment is identified from an annual Delivery Plan that both the Trust and Council agree, and which sets out the resources required by the Trust to deliver the Services.

7.2   The Trust Management Fee for 2019/2020 was agreed at £3,873,790. There was no capital allocation to the Trust for 2019/20.

7.3   Financial monitoring to date indicates that the Trust's financial performance is in line with the agreed Funding Commitment and this is supported by the Trust's independently Audited Accounts.

8.   Risk

8.1   The content of this report forms a core element of the Council's monitoring of the Leisure Trust's performance. Failure to gather, report and scrutinise performance in this way would mean the Council was not effectively ensuring it was getting good value for money from the Trust in return for the annual management fee.

8.2   No other risks were identified in relation to this report for the period 2019/20.

9.   Equalities Impact Assessment (EIA)

9.1   No issues were identified in relation to this report.

10.   Consultation

10.1   The General Manager of the Leisure Trust has been consulted in relation to this report.

10.2   Council Legal, Financial and Procurement officers have been consulted in relation to this report.

11.   Strategic Assessment

11.1   This report supports the following strategic priorities:

- Efficient and effective frontline services that improve the everyday lives of residents
- Supported individuals, families and carers living independently and with dignity

Malcolm Bennie
Strategic Lead - Communications, Culture, Communities and Facilities
Date: 08 October 2020

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Persons to Contact:	Malcolm Bennie – Strategic Lead Communications, Culture, Communities and Facilities 16 Church Street, Dumbarton, G82 1QL. Telephone: 01389 737187 e-mail: malcolm.bennie@west-dunbarton.gov.uk Lynda Dinnie - Manager of Leisure and Facilities Elm Road, Dumbarton, G82 2RH Telephone: 01389 772097 e-mail: lynda.dinnie@west-dunbarton.gov.uk John Anderson – General Manager, West Dunbartonshire Leisure Trust, Alexandria Community Centre, Main Street, Alexandria, G83 0NU. Telephone: 01389 757806 e-mail: john.anderson@west-dunbarton.gov.uk
Appendices:	West Dunbartonshire Leisure Trust Annual Report 2019/20
Background Papers:	None
Wards Affected:	All

West Dunbartonshire Leisure Trust

ANNUAL REPORT and Financial Accounts 2019/20

CONTENTS

INTRODUCTION FROM THE CHAIRMAN

On behalf of West Dunbartonshire Leisure Trust (WDLT), I am delighted to deliver our 8th Report of the Trustees as part of the organisation's Annual Report for the year 2019/20.

Firstly the emergence of the COVID-19 virus is the biggest global challenge that humanity has faced for generations. Internationally, we have seen people and governments across the globe face similar challenges and choices.

The World Health Organisation was notified of the first cases of a new disease - COVID-19 and declared the Coronavirus disease (COVID-19) a global pandemic on 11 March 2020.

All WDLT facilities and services (following Government instruction) closed / stopped from end of business on Friday 20 March 2020 and subsequently Scotland, with the other three UK nations, entered lockdown on 23 March 2020.

We took the decision to take advantage of the Government's Coronavirus Job Retention Scheme and furloughed approximately 95% of our total workforce and ensured that everyone continued to receive 100% of their normal pay.

The closure of our facilities and services only came into effect at the end of this financial year however it has still had an impact on our financial accounts and unfortunately will have a huge impact over the coming years. Although these financial challenges that COVID-19 will bring, I am confident as an organisation and with support from the local authority we will meet these challenges head on and through making difficult decisions we will eventually recover and continue to be able to achieve our mission of **'Inspiring Healthy and Active Communities'.**

2019/20 out with COVID-19 has still been a challenging year for WDLT, but we are delighted to report that despite the challenges, in the main we have had another successful year and within this report, we will highlight how as a charity we have made a difference to the lives of the people and communities that we serve in West Dunbartonshire.

It is heartening to see that in a competitive market with challenging local demographics, WDLT continues to deliver service improvements and exceed targets, agreed in partnership with West Dunbartonshire Council to increase participation in physical activity and sport. Although we saw our facilities close before the end of the financial year we only recorded a minimal reduction in overall attendances by 0.7% from last year, however we did see our community centres and outdoor recreation services attendances increase by 2% each from the previous year.

Finally, I would like to thank everyone who has contributed to the continued success of WDLT during the year: our Trustees, staff, volunteers, funders and partners and in particular West Dunbartonshire Council. Above all I would like to thank the local community, whose interests we serve, for their support and engagement over the past year.

Charles Gibson
Chair of West Dunbartonshire Leisure Trust

REFERENCE AND ADMINISTRATIVE DETAILS

REPORT OF THE TRUSTEES
for the Year Ended 31 March 2020

The Trustees present their annual report and financial statements of the charity for the year ended 31 March 2020.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with the charity's trust deed, the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006(as amended), the Companies Act 2006 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland.

The legal and administrative information on page four (4) forms part of this report.

Objects, Mission & Values

Charity Objects

The purposes (Charity Objects) of the Trust are as follows:

- to advance public participation in sport;
- to provide recreational facilities, and organise recreational activities with such facilities and activities being made available to members of the public at large with the object of improving their conditions of life;
- to advance education;
- to advance health;
- to advance citizenship and/or community development (which may include the promotion of civic responsibility, volunteering, the voluntary sector and/or the effectiveness or efficiency of charities);
- to relieve those in need by reason of age, ill health, disability, financial hardship or other disadvantage;
- to promote, establish, operate and/or support other similar schemes and projects which further charitable purposes;

The above Company Objects are outlined in the company's Articles of Association.

WDLT Mission Statement

"Inspiring Active
&
Healthier
Communities"

Values

West Dunbartonshire Leisure Trust is an organisation that aspires to the highest standards in everything we do, and we adopt the following six core values to assist us in achieving our mission:

Empowerment... by encouraging and helping you achieve your potential;

Excellence... by striving to be better at everything we do;

Inclusiveness... by removing barriers to participation;

Innovation... by developing new ways to offer a fun and inspirational customer experience;

Partnerships... by working with others towards shared goals and objectives; and

Reliability... by ensuring we deliver on, and exceed our promises to our customers, staff and partners.

Strategic Outcomes & Priorities

The following highlights what our Key Strategic Outcomes and Priorities are and what we have achieved during 2019/20:

Strategic Outcome: Grow the Business
We will build on our previous successes and maximise new opportunities to increase our business

Financial Re-Investment

- Replacing the Server Hardware and installing a new 2012+ SQL version at a cost of £15k;

- Refurbishment of the Vale Pool Spinning Studio and the purchase of new Spinning bikes at a total cost of approximately £30k; and

- Over the last three years approximately £368k reinvested back into our services.

Increase Participation

- Over 74,000 attendances on our Outdoor Pitches resulting in a 2% increase from last year;

- WDLT's Run Loch Lomond 10k sold out in June 2019 with 1,000 entrants; and

- Over 1.5M visits during 2019/20 resulting in an overall 29% increase over the period of the Strategy.

Increase Health Opportunities

- Delivery of the Vitality Programme in Care Homes resulting in 4,100 attendances;

- Delivery of the physical activity element of the Improving Cancer Journey programme which is a cancer support service for patients living in West Dunbartonshire and

- Delivered the highest retention figures for Live Active GP Referral programme across the whole of the Greater Glasgow & Clyde area.

Clydebank Leisure Centre

- Final draft was produced for the launch of a high quality access video that includes subtitles, BSL interpreter and voice over;

- Income increased overall by 3.4% from 2018/19 and 126% increase over the last 3 years; and

- Approximately 24,500 (7%) increase in attendances from last year and 165,700 (85%) increase over the last 3 years

Community Facilities

- A number of new full time tenants within a number of Community Facilities; and

- Over 300,000 visits during 2019/20 a 2% increase from last year and 71,000 (30%) increase over the last 3 years.

Partnership Working

- Supported Dunbartonshire Disability Sports Club & WD Gymnastics Club to secure £55,000 & £58,000 external funding;

- Supporting schools to achieve sportscotland's School Sport Awards – 4 more schools achieved Gold; and

- Successfully organising, planning and hosting Major Events on behalf of WDC alongside various partner organisations.

New Services / Opportunities

- Management and commissioning of the new Mountblow Synthetic Pitch and Pavilion; and

- Introduction of a new Direct Debit scheme for Gymnastics Community programmes.

Strategic Outcome: Improve Customer Experience
We will make continuous improvements to our customer journey by focusing on customer satisfaction, quality of service and genuinely caring about our customers

New Technology

- Installation of a new Voice Gateway Telephone System within WDLT Headquarters;

- Launch of the WD Club Hub App that will benefit clubs, groups and school sport;

- Invested in a Joint Server Migration upgrade with WDC at a cost of approximately £15k.

Standards, Policies & Procedures

- Working with WDC for the implementation of an authority-wide BSL Plan;

- Creation and launch of new booking procedures for Community Facilities; and

- Created in liaison with WDC a new Event Application process for Traders/Contractors.

Research & Feedback

- An achievement of a NPS Score of 85 and increase of 9% from last year;

- Engaged an external Mystery Customer research company to analysis our service provision and sales processes; and

- Assisting WDC in hosting Community Engagement sessions as part of a WDC Community Facilities review.

Workforce Development

- Invested in Personal Trainer Qualifications for Fitness Staff;

- Management Training courses via the Levy Fund delivered by West College Scotland to 44 supervisory staff across the organisation; and

- 244 courses/workshops were delivered with overall staff attendance of 1,431.

Marketing

- Number of customers signed up to the WDLT App has risen to 9,800 a 51% increase from last year;

- The WDLT App has an average monthly customer interaction figure of 39,000

- Developed a new channel on Instagram social media platform with a current following of 1,994.

Strategic Outcome: Financial Sustainability
We will achieve continuous improvement in the operation of the Trust and will focus on developing existing and new business opportunities in order to fulfil our strategic and charitable objectives

Maximise Income Opportunities

- The Run Loch Lomond 10k Road Race attracted over £7,000 in sponsorship;

- A 7% increase in health suite income following recent refurbishments; and

- Refurbishment of Vale Pool Spin Studio and purchase of new Spin Bikes at a cost of approximately £30k.

Maximise External Funding

- Secured £21,000 for a residential disability sports camp in partnership with Dunbartonshire Disability Sports Club;

- Working with Community Groups in securing over £190k funding; and

- Secured £30,000 from the Flexible Workforce Development Fund (FWDF). The funding was used to deliver training to up skill staff.

Work Efficiently

- Over 450 volunteers were supported by WDLT;

- Implemented various efficiency savings following the Review of Community Services resulting in delivering £190k of savings; and

- A wide range of Active Schools and Sports Development programmes including WD School Games held in leisure and community centres.

Sound Governance

- Created a bespoke Governance Checklist to supplement the Annual Governance reporting process;

- Reviewed and updated our Reserves Policy as approved by the Board; and

- Achieved unqualified audited accounts for 2019/20

Our Services

3 LEISURE CENTRES

Multi-purpose wet/dry leisure centres, one based in each main population area of West Dunbartonshire:

• Clydebank Leisure Centre • Meadow Centre, Dumbarton • Vale of Leven Swimming Pool

Over 800,000 attendances which is a 0.2% decrease from 2018/19

12 COMMUNITY FACILITIES

A range of Community Facilities based within three Cluster Areas:

• Clydebank • Dumbarton • Alexandria.

Over 300,000 attendances which is a 2% increase from 2018/19

1 ENTERTAINMENT THEATRE

The Denny Civic Theatre located in Dumbarton has a seated auditorium for 340 people and hosts many local productions.

Over 20,000 attendances which is a 12% decrease from 2018/19

40 OUTDOOR PITCHES & PAVILIONS

2 Synthetic Pitches
23 Grass Pitches
12 Changing Pavilions
3 Outdoor Bowling Greens / Pavilions

Over 74,000 attendances which is a 2% increase from 2018/19

SPORTS DEVELOPMENT

Our Sports Development team is focused on widening opportunities for all residents to participate in sport. This is achieved via the provision of community and school sports programmes, club and coach development initiatives and the delivery of various mass participation sports events across the area.

Over 243,000 attendances which is a 2% decrease from 2018/19

ACTIVE SCHOOLS

Our Active Schools team aim to provide more and higher quality opportunities for children and young people to take part in sport and physical activity before, during lunchtime and after school. In addition, they work to develop effective pathways between schools and sports clubs in the local community.

Over 123,000 attendances which is a 11% decrease from 2018/19

6 TRAINING COURSES

First Aid at Work • First Aid at Work Renewal • Emergency First Aid at Work
Paediatric First Aid • Emergency Paediatric First Aid • National Pool Lifeguard Qualification

Over 150 attendances which is a 40% decrease from 2018/19

8 OUTDOOR EVENTS

ProAm Golf • Loch Lomond Highland Games
Scottish Pipe Band Championships • Fire Work Displays **(2)**
Christmas Lights Switch On Events **(2)**

Approximately 51,000 attendances

Our Key Achievements

Following the outbreak of COVID-19 and the forced closure of our facilities from 20 March 2020 and the reduction of customers throughout the month of March has resulted in an overall reduction in our attendances; failure to achieve a number of our Performance Indicators; and being able to successfully deliver a number of our Business Strategy priorities. However we have still seen a small increase in our Community Facilities and Outdoor activities from last year; we have been able to either successfully achieve a number of our Performance Indicators or at least improved on the previous year; and successfully delivered on a number of our Business Strategy Priorities which is demonstrated in the tables below.

Overall Attendances

Over **1.5 million attendances** at WDLT facilities and programmes which is a **7% increase** from 2017/18.

Services	2015/16	2016/17	2017/18	2018/19	2019/20	Variation from 18/19
Leisure Centres	629,049	614,348	770,835	809,274	**807,777**	**-0.2%**
Community Facilities	279,421	234,079	247,204	298,851	**305,273**	**2%**
Sports Development	228,854	224,457	248,321	245,336	**243,469**	**-1%**
Active Schools	93,144	114,730	128,703	139,311	**123,511**	**-11%**
Outdoor Recreation	-	-	62,390	73,118	**74,472**	**2%**
Totals	**1,230,468**	**1,187,614**	**1,457,453**	**1,565,890**	1,554,502	**-0.7%**

Performance Indicators

Strategic Outcome – Grow the Business

Indicator	2017/18 Actual	2018/19 Actual	2019/20 Target	2019/20 Actual	On Target	Comments
CC1 - Wet Activities. No. of attendances per 1,000 population for pools	4,650	4,368	4,594	**4,387**	⬇	4.5% short of target however a 0.4% increase from last year.
CC2 - Dry Activities. No. of attendances per 1,000 population for indoor sports & leisure	6,198	7,014	7,154	**6,999**	⬇	2% short of target and a 0.2% decrease from last year.
Overall Usage	1,457,453	1,565,890	1,610,507	**1,554,502**	⬇	3.5% short of target and a 0.7% decrease from last year.
Individual Participants (All Memberships / Subscriptions)	19,845	21,437	25,000	**21,750**	⬇	13% short of target however a 1.5% increase from last year
Individual Participants (Active Schools)	5,982	6,032	6,500	**6,221**	⬇	4.3% short of target however a 3.1% increase from last year
DD Memberships	5,354	6,481	8,000	**5,299**	⬇	34% below target and a 18% decrease from last year
Number of GP Referral Consultations	1,724	1,811	1,500	**1,724**	⬆	14.9% ahead of target however a 4.8% decrease from last year

Performance Indicators

Strategic Outcome – Improve Customer Experience

Indicator	2017/18 Actual	2018/19 Actual	2019/20 Target	2019/20 Actual	On Target	Comments
How likely is it that you would refer our company to a friend or colleague	74	78	82.6	*	*	*Information currently not available due to the COVID-19 pandemic resulting in Facilities and Services closed. However a score of 85 was achieved by the 3rd Quarter of the year.
Number of Website Hits	541,461	405,834	425,000	288,856	⬇	32% below target and a 28.8% decrease from last year
Facebook Post Engagement	New Indicator	330,478	315,000	349,491	⬆	11% ahead of target and a 5.8% increase from last year
Number of Unique Active On Line Booking Users	4,398	5,195	5,900	6,035	⬆	2.3% ahead of target and a 16.2% increase from last year
No. of Mobile Pro Users	2,865	6,480	9,000	9,800	⬆	9% ahead of target and a 51% increase from last year
% of P7 Pupils that can Swim 10m	71%	85%	85%	**	**	**Information currently not available due to the COVID-19 pandemic resulting in Facilities and Services closed and School Swimming stopped
% of P7 Pupils that can Swim 25m	45%	48%	48%	**	**	**Information currently not available due to the COVID-19 pandemic resulting in Facilities and Services closed and School Swimming stopped
% of Live Active Referrals still active after 3 months	74%	79%	60%	76%	⬆	16% ahead of target hower 3% lower than last year
% of Live Active Referrals still active after 6 months	58%	67%	47%	71%	⬆	24% ahead of target and 4% higher than last year
% of Live Active Referrals still active after 12 months	38%	49%	39%	56%	⬆	17% ahead of target and 7% higher than last year
No. of Clubs WDLT Accredited	18	24	30	27	⬇	10% below target however a 12.5% higher than last year

Performance Indicators

Strategic Outcome – Financial Sustainability

Indicator	2017/18 Actual	2018/19 Actual	2019/20 Target	2019/20 Actual	On Target	Comments
Income – Against Target	(£136,478)	(£235,505)	£0	**(£65,590)**	⬆	100% above target
Expenditure – Against Budget	(£135,488)	£62,145	£0	**(£70,629)**	⬇	100% below target
Net (Profit) / Loss	(£271,966)	(£159,634)	£0	**£5,039**	⬇	100% below target
% Income (Mgt Fee)	52.5%	50.0%	50.4%	**50.2%**	⬆	0.4% below target but a 0.4% increase from last year
% Income (Customer Receipts)	47.5%	50.0%	49.6%	**19.8%**	⬆	0.4% above target but a 0.4% decrease from last year
Cost Per Visit (Mgt Fee)	£2.69	£2.42	£2.46	**£2.49**	⬇	1.2% above target and a 2.9% increase from last year
Staff Absence (Days lost against FTE)	8.42	10.55	7.0	**11.78**	⬇	68% above target and a 11.6% increase from last year

Report and Financial Statements for the Year Ended 31 March 2020

Final Year: Business Strategy 2017-20

SO1: Grow the Business
We will build on our previous successes and maximise new opportunities to increase our business. Over the next three years we will set out to achieve the following:

Our Priorities	Our success will be measured if by 2020, we have:	3rd Year Performance
Financial Re-investment: We will commit surplus funds to enhance future service delivery	• invested a minimum of £250k surplus funds in our services	• An additional £117,953 has either been spent or committed above the £250,000 three year target.
Increase Participation: We will attract more people and ensure our active customers access our services more often	• increased overall attendances by a minimum of 25% over 3 years; and • increased the number of individual participants (by service area) by a minimum of 20% utilising our services	• A 29% overall increase has been achieved, which is attributed to a 6% increase in wetside attendances; a 53% increase in Dryside Activities; a 30% increase in attendances within Community Facilities; a 8% increase in Active Schools activities; and a 8% increase in Sports Development activities • The 20% increase in individual participates has been exceeded and has achieved a 164% increase.
Increase Health Opportunities: We will raise awareness of the benefits of physical activity and ensure as many opportunities as possible are made available	• 10% growth of sustainable programmes across the services	• We are working in partnership with the Council and MacMillan Cancer with a three year project of Improving the Cancer Journey in West Dunbartonshire which has resulted in a 10% growth in programmes.
Clydebank Leisure Centre: We will ensure the new centre achieves its potential through effective planning and by delivering an operationally sound facility.	• as a minimum, achieved budget and participation targets	• 2017/18 achieved an operating surplus of £30,294. Participation approximately 54,000 below Target however approximately 134,000 (68%) increase from the previous year. • 2018/19 achieved an operating surplus of £2,725. Participation approximately 1,000 above Target and approximately 7,000 (2%) increase from the previous year. • 2019/20 sustained an operating loss of £36,575. Participation approximately 23,000 above Target and approximately 24,500 (7%) increase from the previous year. The facility suffered a reduction in attendances throughout the month of March due to COVID-19 including a full closure from 20/3/20.
Community Facilities: We will look to reduce centre downtimes and utilise our own facilities for as many of our programmes as practicably feasible	• increased non-sporting usage by 20%; and • increased sporting usage by 20%	• There has been a 36% increase in Non-sporting participation which has exceeded the 20% three year target. • There has been a 13% increase in Sporting participation, falling 7% short of the 20% target
Partnership Working: We will get the maximum value out funded programmes to grow self-sustaining activities for the future	• documented Agreements with all key partner agencies	• A full documented list of current partners has been generated. All current partnership agreements have been critically reviewed to ensure maximum value to WDLT and any new partnership proposals will go through this process before agreements are signed.
New Services / Opportunities: We will keep in touch with industry trends with a view to developing and expanding services proactively	• introduced at least 36 new programmes / projects / events / services	• 23 new programmes; • 1 new project; • 6 new events; and • 10 new services have been introduced In total 40 new programmes, projects, events and services have been introduced across all services

SO2: Improve Customer Experience

We will make continuous improvements to our customer journey by focusing on customer satisfaction, quality of service and genuinely caring about our customers. Over the next three years we will set out to achieve the following:

Our Priorities	Our success will be measured if by 2020, we have:	3rd Year Performance
New Technology: We will embrace digital technology to transform the way we do business	• increased the use of digital technology across all services, improving customer experiences	• There has been a continual increase in new technology (22 in total) throughout the three year period including a full floor of interactive technology on the first floor of the new Clydebank Leisure Centre; the introduction of the Learn2 software allowing a customer interactive module to showcase swimming lessons; self-service kiosks in the Vale of Leven Pool and Clydebank LC to enhance customer service.
Standards, Policies and Procedures: We will develop, update and amend our processes and systems of work to ensure high/consistent quality of service	• delivered the Consultation Plan	• A range of feedback has been obtained throughout the year including quarterly (only three quarters) Net Promoter Questionnaires (across all services) resulting in an annual score of 85; Telephone Satisfaction Surveys which resulted in a 88% satisfaction with Leisure Centres and Community Centres throughout 2019/20; and regular feedback from Customer Comment forms.
Research and Feedback: We will provide opportunities for staff and volunteers to develop the skills and knowledge necessary to deliver quality services	• delivered Staff Training and Workforce Plan	• Funding, gained via the Apprentice Levy Fund, was utilised to deliver Customer Care training to key frontline staff. The training also up skilled our training officers to carry on the delivery of this specialised training. In addition a number of management training courses were delivered to supervisory staff The Generic training programme was also redesigned to ensure it has the maximum benefit to all staff within WDLT. Over the three year period 794 workshops/training sessions/courses were delivered with 5,260 attendees
Workforce Development: We will ensure a dynamic joined up approach to the promotion of our services to achieve maximum reach	• delivered annual marketing plans; • increased overall attendances by 25%; and • increased total operating income (net of the management fee from WDC) by 30%	• WDLT engaged with WDC communications team to develop a new digital media plan by maximising the potential of social media and giving a real focus to this marketing medium. • Marketing / Digital Plans have been delivered over the three year period assisting increase usage by 29% • Marketing / Digital Plans have been delivered over the three year period assisting in an increase in income of 36%

 Report and Financial Statements for the Year Ended 31 March 2020

SO3: Financial Sustainability

We will achieve continuous improvement in the operation of the Trust and will focus on developing existing and new business opportunities in order to fulfil our strategic and charitable objectives. Over the next three years we will set out to achieve the following:

Our Priorities	Our success will be measured if by 2020, we have:	3rd Year Performance
Maximise Income Opportunities: We will develop existing income streams and generate new income	• increased total operating income (net of the management fee from WDC) by 30%; and • increased the total number of direct debit memberships by 100%	• Total operating income generated was £3,836,172 a 2% increase. • The opening of the new Clydebank LC; the ongoing success of the introduction of new direct debit membership packages (Gold, Silver and Bronze) at leisure centres; and the introduction of the direct debit swimming lessons has substantially over achieved (371%) the 100% success measure set
Maximise External Funding Opportunities: We will identify and apply for external funding to enhance new and existing programmes/projects.	• generated **£1M** of operating income from external funding.	• date £1,860,388 external funding has been generated over the last three years
Work Efficiently: We will share resources across all services.	• achieved a balanced or surplus budget across all services year on year.	• Overall a £271,966 surplus was achieved in 2017/18. • Overall a £159,634 surplus was achieved in 2018/19. • Overall a £5,039 loss was sustained in 2019/20, mainly due to redundancy costs and compounded by the Covid-19 pandemic.
Sound Governance: We will continue to develop strong organisational processes to make informed decisions and meet our legal obligations.	• achieved unqualified audited accounts year on year.	• Achieved unqualified audited accounts for 2017/18 • Achieved unqualified audited accounts for 2018/19 • Achieved unqualified audited accounts for 2019/20

Financial Review

Financial Summary 2019/20

The Trust can report that despite the current economic climate in which we have operated in during our eighth year including the recent COVID-19 outbreak, the financial position for the Trust has realised a small deficit which will be covered by our reserves and for this year will therefore not allow for the replenishing of designated funds for future reinvestment projects.

In summary, the financial position during 2019/20 is noted below:

	Unrestricted / Restricted Fund	Pension Fund	Total Funds
Total income	7,783,520	(59,000)	7,724,520
Total spend on charitable activities	(7,788,559)	(711,000)	(8,499,559)
Net Movement in Funds	**(5,039)**	**(770,000)**	**(775,039)**
Actuarial gain	0	2,374,000	2,374,000
Net movement in funds (after retirement benefit scheme loss)	**(5,039)**	**1,604,000**	**1,598,961**

Funds held at 31 March 2020:

	31 March 2019	31 March 2018
Total funds	**1,833,199**	**234,238**

The Unrestricted deficit was £5,039 but at the year end the multi-employer defined benefit pension scheme is in surplus by £1,604,000 and therefore the net surplus for the year is £1,598,961.

Following the eighth year of the Trust, our income has helped us to meet our charitable aims and objectives. Our year-end financial position, summarised above, provides a sound platform from which we can continue to meet our commitments.

The principle funding sources are a combination of income generated through a level of sales, fees and charges for our charitable activities £2,323,945, investment income of £26,389 and membership fees £1,484,785, as well as income of £3,873,790 from West Dunbartonshire Council (Management Fee) for our work in managing the leisure facilities and provision within the local area.

The principle sources of expenditure remain within staffing £6,759,252 with elements of spend on property £1,013,293, transport £32,170, administration £537,473 and payments to other bodies £157,372.

The financial activity during the year within each of the charitable areas can be summarised:

	Income	Expenditure	Surplus/(Deficit)
Leisure Facilities	2,401,173	(4,377,652)	(1,976,479)
Community Facilities	426,294	(1,404,102)	(977,808)
Sports Development	606,887	(1,043,499)	(436,612)
Active Schools	276,481	(510,810)	(234,329)
Outdoor Recreation	97,895	(378,938)	(281,043)
Management Fee	3,873,790	0	3,873,790
Total	**7,682,520**	**(7,715,001)**	**(32,481)**

Fixed Assets
The Trust has a maintenance lease agreement with West Dunbartonshire Council for the use of the buildings linked with the charitable activities and as such the buildings do not belong to the Trust.

Investment Policy
West Dunbartonshire Council manage investments on behalf of the Trust, following their own organisational investment policy, primarily aimed at mitigating risks associated with safeguarding funds, ensuring liquidity of those funds and finally investment return. As a result, the policy aims to invest in cash and cash-like investments up to a maximum level on acceptable counterparties. Activity is monitored regularly and the policy is reviewed annually.

Due to the limited current level of surplus funds, any funds held by the Trust are invested in an interest bearing account held with our bankers, the Clydesdale Bank. In order to increase investment income for the Trust the board agreed to reinvest a sum of £506,181 with West Dunbartonshire Council on 29 February 2020 at a fixed rate of 2.55% for two years with a break opportunity at one year. An additional £250,000 was re-invested on 29 February 2020 for 6 months at a fixed rate of 0.8%.

During 2019/20, interest received on cash balances held at the bank, and the investment with West Dunbartonshire Council was £26,389 (£16,883 2018/2019).

During 2018/19, interest received on cash balances held at the bank, and the investment with West Dunbartonshire Council was £16,883, (£7,608 2017/2018).

Reserves Policy

Total funds at year end were £1,833,199 however this includes the pension liability and as such total unrestricted funds were £2,158,199. The total of £1,422,861 has been designated as per Note 20 and therefore at the year end the general fund balance is £735,338. The reserves policy was reviewed in 2019 by the Audit and Risk Committee and a new percentage based target of 7.5% of total expenditure was agreed by the board in November 2019. The target general reserves would be £584,000 under the new policy however it sitting at £735,338 as at 31st March 2020. The intention of the planned review had been to reduce the reserves target which was considered to be too high and release funds that could be utilised as a one off saving to WDC in 2021/22 with a one off reduction to the management fee planned for that year. The released funds and a substantial amount of the remaining general reserve fund are however now planned to be used in 2020/21 to offset the loss of income that is projected due to the Covid-19 closure and planned reopening with service restrictions and reduced turnover. The general reserves will therefore sit at under the new target by 31st March 2021.

Risk Management

There are many risks to the Trust's service delivery and these risks can affect our performance, our customers and members of the public.

Managing our risks effectively is essential in achieving our strategic outcomes and targets, creating confidence among service users and the public, and ensuring effective governance. Effective Risk Management also enables us to deliver service improvements taking account of the context and environmental factors.

As the leisure business environment is customer driven and internal and external changes to that environment ultimately influence overall performance risk factors that could have an impact on service delivery require to be identified on an annual basis, with appropriate actions to minimise such risks.

Therefore the management team ensures an annual risk analysis is undertaken and a Risk Register with appropriate actions is identified to minimise the impact on service delivery and overall performance. This register is reviewed on a six monthly basis and reported to the Audit and Risk Committee who scrutinise the progress of the register and where appropriate report to the Board to assist in managing the risks to the Trust.

The top external risks detailed within the Risk Register for 2019/20 and how they have been managed are as follows:

Key Risk	Existing Control Measures	Risk Management Actions
Significant reduction in West Dunbartonshire Council funding	• Regular Monitoring Meetings with WDC • Annual Performance Report to WDC Infrastructure Committee • On an annual basis explore options for efficiency savings and opportunities for increasing income.	• Continue to explore options for efficiency savings and opportunities for increasing income.
Asset portfolio does not receive necessary investment from WDC	• Annual maintenance budget for Leisure Centres of 115k and for Community Facilities of £95k; and £40k Pavilions (not increased since beginning of Trust) • WDC Capital Programme • WDC Spend to Save	• Review Asset portfolio and agree with WDC what projects to be forwarded to WDC's Capital Programme for consideration • Submit applications to WDC's Capital Programme

Key Risk	Existing Control Measures	Risk Management Actions
Adverse PR following the implementation of the Council's recommendations from their Review of Community Facilities	• N/A	• Agreement of any press releases to protect reputation of WDLT & West Dunbartonshire Council
Insufficient (WDC CRA) funds to carry out an effective repair and maintenance programme for premises and equipment / plant	• Maintenance Contracts in place including outdoor and 3G pitches • Maintenance & Repairs Budget in place • PAT carried out • Preventative Maintenance programmes in place • Effective management of the large WDC repair and maintenance budgets. These are reviewed at regular meetings between WDLT Operational Managers and WDC maintenance officers	• Review of (WDC) Maintenance Budgets
Potential increase in competition for leisure activities, including budget gym sector and private operators	• All inclusive DD Membership (Gym, Fitness Classes, Swimming & Health Suite) • Staffed Gyms • Range of Memberships • A pricing Policy has been developed and approved by the Board (August 2016) • Competitive Pricing Policy • High quality service delivery	• Continue to review external competitors • To continue to identify market trends

COVID-19 Risks

A review of the Trust's Risk Register was carried out by Internal Audit in 2019/20 which highlighted that opportunities existed to strengthen internal controls and enhance the service provided. The review recommended for the introduction of a Risk Strategy Policy – documenting the Trust's Leisure Risk Management Strategy which was developed and approved by the Board on 20 February 2020 for implementation in 2020/21.

With the outbreak of COVID-19 and the closure of our facilities and services a COVID-19 Risk Register was developed and agreed by the Board on 28 May 2020. The Register considered risks during lockdown and post-lockdown.

The top risks detailed within the COVID-19 Risk Register and how they have/will been managed are as follows:

Key Risk	Existing Control Measures
Existing delivery provision / model not financially viable	• Review profitability of all services taking into consideration the impact of social distancing measures • Identify appropriate recommendations to the Board & the Council with regards to potential changes to the current delivery provision / model in line with the Services Agreement • Identify appropriate changes to our current delivery provision / model that would not require approval from the Council in line with the Services Agreement. • Ensure staff have taken an appropriate amount of annual leave before reopening to prevent an unmanageable backlog of holidays requiring to be taken and covered once the service reopens.
Depleted Reserves	• Develop a Cash Flow Projection spreadsheet • Investigate and if appropriate make claims to the Government's Job Retention Scheme • Reduce Utility Usage in all facilities • Identify whether a Business Interruption Claim can be made against our Insurance Policy • Identify if any "Holiday" arrangements that can be put in place for contracts • Identify if any contract discounts are available • Release £250k from Investment Portfolio • Identify whether additional Investment funds are required to be released • Identify if WDLT are eligible to make any claims for grants etc. and where appropriate make such claims
Cash Flow pressures after lockdown	• Monitor Cash Flow on a weekly basis • Identify whether additional Investment funds are available and required to be released • Review all expenditure and take necessary steps to reduce overall expenditure

Health and Safety is also a major risk to the organisation, therefore West Dunbartonshire Leisure Trust has a competent Health & Safety and Child Protection Officer to oversee this major area of risk to the organisation.

In addition our insurance company QBE Insurance (Europe) Ltd review our insurance cover on an annual basis to highlight any uninsured risk and exposure elements of cover that require adjusting or deleting. Insurance cover based on this assessment is in place.

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Plans for the Future

The following outlines West Dunbartonshire Leisure Trust's (WDLT) plans for the forthcoming year.

Development and implementation of the Trust's Recovery Strategy

Following the COVID-19 outbreak the Trust will develop and implement Key Actions to assist the organisation to be financially secure and work towards recovering to it's original financial position before COVID-19.

Reinvestment of Surplus Funds

Due to the financial challenges that WDLT are facing due to COVID-19 we may have to restrict the number of applications to our Surplus Funds framework and only process applications that will assist us meet financial targets. Once WDLT are in a more financially sustainable position we will then encourage applications to assist us achieve our minimum spend of £200k by 2023.

Implementation of our Three Year Business Strategy (2020– 2023)

We will implement the Key Actions highlighted in our first year's Delivery Plan associated with our Business Strategy.

Implementation of our Aquatics Strategy (2020– 2023)

We will implement the Key Actions highlighted in our first year's Action Plan associated with our Aquatics Strategy.

Development and implementation of our Football Strategy (2020– 2023)

We will develop and implement the first year's Key Actions within our new Football Strategy to assist us increase participation with Sports Development football programmes and usage of our outdoor football pitches.

Development and implementation of a three year Clydebank LC Development Plan

We will develop and implement the first year's Key Actions within our new Clydebank LC Development Plan to assist us increase participation and income in particular via the redevelopment of the Queens Quay site.

Structure, Governance and Management

West Dunbartonshire Leisure Trust is a company limited by guarantee with charitable status and governed by its Articles of Association. In addition to being regulated by the Companies Act (2006), the company is also subject to the charities regulator in Scotland, OSCR (Office of the Scottish Charity Regulator).

The company was incorporated in December 2011 and started trading on 5th April 2012 and is responsible for the strategic and operational management of West Dunbartonshire Council's Sport and Leisure Facilities; Community Facilities; Sports Development; Active Schools; and Events.

Trustees (Directors)

There are nine members of the company who serve as Trustees comprising of three (3) Councillors (Partner Trustees), an Employee Representative Trustee and five (5) Independent Trustees. They have the ultimate control of the company subject to providing and operating the services in accordance with the Legal Agreement reached with West Dunbartonshire Council, and provide strategic direction to the General Manager and his Management Team.

The list of current and former Trustees serving in the financial year 2019/20 and since is detailed below:

Name	Income	Appointed	Resigned
Anthony Waclawski	Independent	11/01/12	N/A
David McBride	Partner	11/01/12	N/A
David Smith	Independent	11/01/12	N/A
James Finn	Partner (Vice Chair since 13 September 2018)	26/02/15	N/A
Charles Gibson	Independent (Chair since 13 September 2018)	28/08/14	N/A
Samantha Baird	Independent	24/11/16	28/05/20
William Hendrie	Partner	25/05/17	N/A
David Marshall	Independent	24/11/16	N/A
Tony Dempster	Employee Representative	24/06/19	N/A

Recruitment and Training of Trustees

Recruitment

Authority and responsibility for the appointment of Partner Trustees sits with West Dunbartonshire Council, (WDC) who allocate this responsibility to three WDC Councillors. No appointments were made during the period 1 April 2019 to 31 March 2020.

Authority and responsibility for the recruitment of Independent Trustees is delegated by the Board of Directors to the Nominations Committee. No appointments were made during the period 1 April 2019 to 31 March 2020.

The selection of the Employee Representative Trustee is completed in consultation with the unions representing employees in the Leisure Trust (Unite, Unison, and GMB). James Docherty resigned from his role as Employee Representative Director on 19/2/2019. Tony Dempster was appointed into the role on 24 June 2019.

Induction

New Trustees receive a briefing on their role as Board Trustees operating a company limited by guarantee with charitable status as per Companies Act 2006. The briefing includes background information on the Company; Business; Governance Structure; Management Structure; Partnership Working; Mission & Values; Key Strategic Outcomes; Charitable Objects; and Contact Details. In addition it also includes the following documentation:

- Briefing Note: Director's Role and Responsibilities
- Articles of Association
- Terms of Reference Sub Committees
- Latest WDLT Annual Report
- Latest WDLT Business Strategy
- WDLT Partnership Book
- Health & Safety Policy
- Anti-Bribery Policy
- Last Annual General Meeting Papers
- Last 4 Board Meeting Papers

Training

Trustees who sit on specific Committees also receive where appropriate training to allow them to effectively carryout their duties. This training includes the following:

- Discipline and Grievance Procedures
- Finance (annual finance reporting regulations and Charity Accounting)
- Health & Safety

Management Arrangements

Key Management Personnel

The Directors, who are the Trust's Trustees, and the management team, comprise the key management personnel of the charity in charge with directing and controlling, running and operating the Trust on a day to day basis.

Board of Directors

General Manager

| Senior Leisure Trust Officer | Leisure Facility Officer | Community Facilities Officer | Business Development Officer | Sports Development Officer | Active Schools Manager |
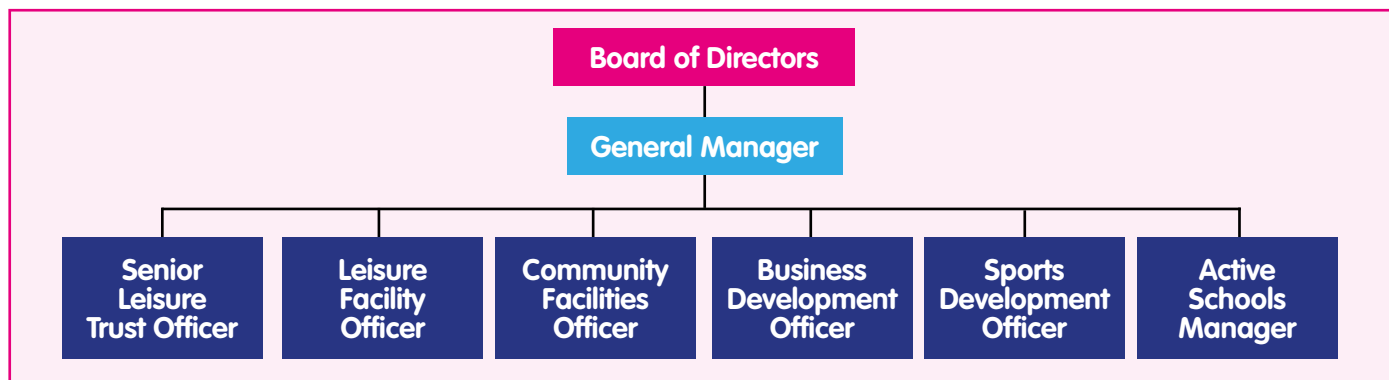
A General Manager is appointed by the Board to manage the day to day operations of the Company. To ensure that operations are carried out effectively, the General Manager has delegated authority within an approved scheme for matters including Personnel; Finance; Procurement; and Operations.

Remuneration of Key Management Personnel

All Trustees give their time freely and do not receive remuneration apart from reimbursement of costs incurred while serving on the board, including travel (within Scotland) and any reasonable subsistence expenses. Details of Trustee's expenses are disclosed in Note 7 to the accounts.

West Dunbartonshire Leisure Trust is committed to ensuring a fair, open, transparent and legally compliant approach to the evaluation of jobs and ensuring equal pay for work of equal value. The Trust's Job Evaluation Policy has been developed to ensure consistency in the evaluation of new jobs and the re-evaluation of existing jobs beyond the initial application of the Scottish Councils' Job Evaluation Scheme (SCJE).

The posts of General Manager and the other managers who make up the management team have all been subject to Job Evaluation to identify the appropriate grade for each post.

Board & Committee Arrangements

The Board meets quarterly to consider Company business with decisions taken to set the overall strategy for the business as well as to monitor its activities. Management are charged with the task of implementing these decisions. The Board can also refer decision-making on Independent Directors, General Manager and Company Secretary recruitment; overseeing company finances; approving financial reports; and disciplinary appeals to sub-committees.

The full board met 6 times throughout the financial year April 2019 to end of March 2020. These meetings were held with management representatives to consider the business of the Company.

It was recognised that the organisations committee structure, roles and responsibilities had evolved over the first few years following inception of the Leisure Trust in 2012. The Board therefore felt it was prudent to undertake a review of the Articles of Association in 2016. Amendments to reflect these changes were agreed by special resolution in September 2016 and the Company Secretary was tasked with updating Companies House and OSCR by submitting the new Articles of Association.

The full Board met on the following dates during 2018/19:

- 23 May 2019;
- 29 August 2019;
- 12 September 2019 (Annual General Meeting);
- 28 November 2019; and
- 20 February 2020

In addition a Special Board Meeting was held on 24 January 2020 to approve a number of voluntary Early Retirement Requests as part of the recommendations of the Community Facilities Review.

Board Committees met in the periods between Board Meetings to consider business and to make formal recommendations to the full Board of Trustees.
Board Committees exist in the following areas:

- **Audit & Risk Committee –** Responsible for monitoring the financial performance of the Trust; for the recruitment and appointment of an external auditor to audit final annual accounts for submission to Companies House and OSCR; the review of the governance of the Trust (including the Articles of Association and Financial Regulations); and the review of major risks with management and agree and scrutinise the annual risk register.

- **Appeals Committee –** Responsible for hearing and determining appeals against dismissal and appeals against all disciplinary action taken by the General Manager and to consider and reach decisions on Stage 3 Grievances by employees in terms of the Trust's Grievance Procedures.

- **Joint Consultative Forum (JCF) –** Responsible for exchanging information between Management and Employees and securing the greatest possible measure of joint action between West Dunbartonshire Leisure Trust and its employees.

- **Health & Safety Committee –** To act as the focal point for all matters relating to the management of Fire, Security and Health and Safety.

- **Nominations & Individual Performance Committee –** Responsible for recommending appropriate individuals for appointment as Independent Trustees and Employee Representative to form the Board. Responsible for the recruitment and appointment of the General Manager and Company Secretary and formally oversees the performance management system for the General Manager.

Trustee representation on Board Committees and dates Committees were held:

Committee	Audit and Risk	Appeals	Joint Consultative Forum (JCF)	Health and Safety	Nominations & Individual Performance
Member	A Waclawski; D McBride; D Marshall; C Gibson	A Waclawski; D McBride; D Smith; S Baird	D Smith; J Finn; J Docherty	T Dempster	C Gibson; J Finn
Dates	9 May 2019 15 Aug 2019 14 Nov 2019 06 Feb 2020	There was no requirement to convene this Committee during 2019/20	There was no requirement to convene this Committee during 2019/20	10 May 2019 09 Aug 2019 22 Nov 2019 24 Jan 2020	There was no requirement to convene this Committee during 2019/20

Updates on all Committees in the previous quarter (including copies of notes of meetings) are presented by the General Manager at each Board Meeting.

Statement of Trustees' Responsibilities

The Trustees (who are also directors of West Dunbartonshire Leisure Trust for the purposes of company law) are responsible for preparing the Trustee's Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue its activities.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006 and the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of the financial statements may differ from legislation in other jurisdictions.

Statement to Auditors

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

This report has been prepared in accordance with the provisions applicable to companies' subject to the small companies' regime of the Companies Act 2006.

Approved by the Trustees and signed on their behalf by:

Charles Gibson,
Chair of West Dunbartonshire Leisure Trust
10 September 2020

INDEPENDENT AUDITOR'S REPORT
TO THE TRUSTEES AND MEMBERS OF WEST DUNBARTONSHIRE LEISURE TRUST FOR THE YEAR ENDED 31 MARCH 2020

Opinion

We have audited the financial statements of West Dunbartonshire Leisure Trust (the 'charitable company') for the year ended 31 March 2020 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2020, and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2016; Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charity's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The other information comprises the information included in the report and financial statements, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

Other information *(continued)*

If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the report of the trustees, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors report included within the report of the trustees has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the report of the trustees.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charity Accounts (Scotland) Regulations 2006 (as amended) require us to report to you if, in our opinion:

- adequate and proper accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to take advantage of the small companies' exemptions in preparing the report of the trustees and from the requirement to prepare a strategic report.

Responsibilities of Trustees

As explained more fully in the Trustees' Responsibilities Statement set out on page 25, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of part 16 of the Companies Act 2006, and to the charitable company's trustees, as a body, in accordance with regulation 10 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

Our audit work has been undertaken so that we might state to the charitable company's members and trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company, the charitable company's members as a body and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Wylie + Bisset LLP

Jenny Simpson
Senior statutory auditor
For and on behalf on Wylie & Bisset LLP, Statutory Auditor
168 Bath Street, Glasgow G2 4TP

Date: 10 September 2020

STATEMENT OF FINANCIAL ACTIVITIES

Statement of Financial Activities *(incorporating the Income and Expenditure Account)* for the year ended 31 March 2019

	Notes	Unrestricted Fund 2020	Restricted Fund 2020	Pension Fund 2020	Total Funds 2020
		£	£	£	£
Income and endowments from: Donations and legacies					
- Voluntary Income					
Investments					
- Investment Income	3	26,389	0	0	**26,389**
Income from Charitable Activities:					
- Management Service Fee	2	3,873,790	0	0	**3,873,790**
- Membership Fees	2	1,484,785	0	0	**1,484,785**
- Charitable Activities	2	2,323,945	0	0	**2,323,945**
Other					
- Gain on sale of Fixed Assets		1,053	0	0	**1,053**
- Job Retention Scheme		0	73,558	0	**73,558**
- Other Finance Income	9	0	0	(7,000)	**(7,000)**
Total Incoming resources		**7,709,962**	**73,558**	**(59,000)**	**7,724,520**

	Notes	Unrestricted Fund 2019	Restricted Fund 2019	Pension 2019	Total Funds 2019
		£	£	£	£
Income and endowments from: Donations and legacies					
- Voluntary Income					
- Investments					
- Investment Income	3	16,883	0	0	**16,883**
Income from Charitable Activities:					
- Management Service Fee	2	3,897,720	0	0	**3,897,720**
- Membership Fees	2	1,505,805	0	0	**1,505,805**
- Charitable Activities	2	2,228,101	0	0	**2,228,101**
Other					
- Gain on sale of Fixed Assets		10,266	0	0	**10,266**
- Job Retention Scheme		0	0	0	**0**
- Other Finance Income	9	0	0	(7,000)	**(7,000)**
Total Incoming resources		**7,658,775**	**0**	**(7,000)**	**7,651,775**

The Statement of Financial Activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

	Notes	Unrestricted Fund 2020	Restricted Fund 2020	Pension Fund 2020	Total Funds 2020
		£	£	£	£
Expenditure on:					
Charitable Activities	4	(7,715,001)	(73,558)	821,000	(6,967,559)
Current and past service cost	6	0	0	(1,532,000)	(1,532,000)
Total Expenditure		**(7,715,001)**	**(73,558)**	**(711,000)**	**(8,499,559)**
Net income / (expenditure) for the year before transfers		**(5,039)**	**0**	**(770,000)**	**(775,039)**
Transfer between funds		0	0	0	0
Net incoming / (outgoing) resources		**(5,039)**	**0**	**(770,000)**	**(775,039)**
Actuarial gain / (loss) on retirement benefit scheme	9	0	0	2,374,000	2,374,000
Net movement in funds (after retirement benefit scheme gain/loss	20	**(5,039)**	**0**	**1,604,000**	**1,598,961**
Total Funds brought forward	20	**2,163,238**	**0**	**(1,929,000)**	**234,238**
Total Funds carried forward	20	**2,158,199**	**0**	**(325,000)**	**1,833,199**

	Notes	Unrestricted Fund 2019	Restricted Fund 2019	Pension Fund 2019	Total Funds 2019
		£	£	£	£
Expenditure on:					
Charitable Activities	4	(7,499,141)		682,000	(6,817,141)
Current and past service cost	6	0	0	(1,647,000)	(1,647,000)
Total Expenditure		**(7,499,141)**	**0**	**(965,000)**	**(8,464,141)**
Net income / (expenditure) for the year before transfers		**159,634**	**0**	**(972,000)**	**(812,366)**
Transfer between funds		0	0	0	0
Net incoming / (outgoing) resources		**159,634**	**0**	(972,000)	**(812,366)**
Actuarial gain / (loss) on retirement benefit scheme	9	0	0	(1,181,000)	(1,181,000)
Net movement in funds (after retirement benefit scheme gain/loss	20	**159,634**	**0**	**(2,153,000)**	**(1,993,366)**
Total Funds brought forward	20	**2,003,604**	**0**	**224,000**	**2,227,604**
Total Funds carried forward	20	**2,163,238**	**0**	**(1,929,000)**	**234,238**

BALANCE SHEET
Balance Sheet as at 31 March 2019

	Notes	2020	2019
		£	£
Fixed Assets:			
Intangible Assets	10	16,460	21,546
Tangible Assets	11	265,248	285,846
Total Fixed Assets		**281,708**	**307,392**
Current Assets:			
Stock	12	11,635	17,273
Debtors	13	529,272	520,474
Investments	14	756,182	756,182
Cash at bank and in hand	22	2,156,366	2,307,907
Total Current Assets		**3,453,455**	**3,601,836**
Liabilities:			
Creditors falling due within one year	15	(1,576,964)	(1,745,990)
Net Current Assets		**1,876,491**	**1,855,846**
Total assets less current liabilities – excluding retirement benefit scheme		**2,158,199**	**2,163,238**
Retirement benefit scheme asset/(liability)	9	(325,000)	(1,929,000)
Total Net Assets		**1,833,199**	**234,238**
The Funds of the Charity:			
Funds – Unrestricted	20	2,158,199	2,163,238
Funds – Restricted	20	0	0
Funds – Pension Reserve	20	**(325,000)**	**(1,929,000)**
		1,833,199	**234,238**

The financial statements were authorised for issue by the Board on 10 September 2020.

Charles Gibson
Chairman

Councillor Jim Finn
Vice Chairman

Company No: SC413707

These accounts are prepaired in accordance with the special provisions of part 15 of the Companies Act 2006 and for circulations to the members of the company.

CASH FLOW STATEMENT

Cash Flow Statement for the year to 31 March 2020

	Notes	2020	2019
		£	£
Net cash (used in / provided by operating activities	**21**	(135,967)	387,340
Cash invested		(0)	(256,182)
Interest received		26,389	16,883
Proceeds from the sale of tangible assets		1,053	10,266
Purchase of intangible fixed assets		(0)	(6,000)
Purchase of tangible fixed assets		(43,016)	(237,616)
(Decrease) / increase in cash		**(151,541)**	**(85,309)**

Reconciliation of net cash flow to movement in debt.

	2020	2019
	£	
Net cash as at 31 March 2018	2,307,907	2,393,216
Net (decrease in cash)	(151,541)	(85,309)
Net cash at 31 March 2019	**2,156,366**	**2,307,907**

NOTES TO THE FINANCIAL STATEMENTS
for the Year ended 31 March 2020

1.   Accounting Policies

Basis of preparation and assessment of going concern

The financial statements are prepared under the historical cost convention as modified by Revaluation of Pension Asset, and in accordance with applicable accounting standards in the United Kingdom, the Companies Act 2006 and the Statement of Recommended Practice – Accounting and Reporting by Charities (FRS102) and the Charities Accounts (Scotland) Regulations 2006.

West Dunbartonshire Leisure Trust constitutes a public benefit entity as defined by FRS102.

Following the government imposed shut down of the service on 21st March 2020 due to the Covid-19 pandemic the Leisure Trust has experienced significant loss of income. This has been partially offset on the short term by accessing Government support schemes such as the Corona Virus Job Retention Scheme and the Corona Virus Business Grant. On reopening it is anticipated that a significant downturn in income will be experienced for the next 18 to 24 months. The Council have provided a letter of comfort and has committed to working with the Leisure Trust over the next 18-24 months to regain financial stability.

The Trustees consider that there are no material uncertainties about West Dunbartonshire Leisure Trust's ability to continue as a going concern.

Incoming resources

Membership subscriptions and income relating to Trust activity are recognised in the period in which the Trust is entitled to receipt and the amount can be measured with reasonable certainty. Income is deferred only when the Trust has to fulfil conditions before becoming entitled to it. Management fees and other incoming resources are recognised in the period to which they relate, on an accruals basis.

Investment income is accounted for on an accruals basis.

Allocation of expenditure

Where possible, expenditure is charged direct to charitable expenditure or governance costs. Where this is not possible the expenditure is allocated on a basis consistent with use of the resources.

Charitable expenditure comprises those costs incurred by Trust in the delivery of its activities and services for its beneficiaries. Governance costs include those costs associated with meeting the constitutional and statutory requirements of the

charity and include the audit fees and costs linked to the strategic management and set-up of the charity.

Intangible Fixed Assets

Software costs are capitalised and amortised over a useful life of 5 years.

Tangible Fixed Assets and Depreciation

It is the policy of the Trust to capitalise expenditure of a capital nature in excess of £5,000. Any irrecoverable VAT related to the assets is capitalised and recognised as an expense in the Statement of Financial Activities (SOFA) over the depreciated life of the asset.

Assets donated to the Trust are included in the Balance Sheet and Statement of Financial Activities at deemed cost.

Depreciation is charged to write off the cost less the estimated residual value of fixed assets by equal instalments over their estimated useful lives as follows:

Furniture and equipment: 5 years
Motor Vehicles: 5 years

Stock

Stocks of materials and consumables are valued at the lower of cost and net realisable value in the ordinary course of activities. Net realisable value is based on estimated selling price less further costs to completion and disposal.

Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

Cash at bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Contingent Liabilities

A contingent liability is identified and disclosed for those grants resulting from:

- a possible obligation which will only be confirmed by the occurrence of one or more uncertain future events not wholly within the Trustees' control; or
- a present obligation following a grant offer where settlement is either not considered probable; or
- the amount has not been communicated in the grant offer and that amount cannot be estimated reliably.

Operating Leases

Operating leases are charged to income and expenditure on a straight line basis over the period of the lease.

Employee Benefits

The costs of short-term employee benefits are recognised as a liability and an expense, unless those costs are required to be recognised as part of the cost of stock or fixed assets.

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

Financial Instruments

The Trust only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured by their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

Pensions

The Trust participates in the Strathclyde Pension Fund by virtue of its status as an 'admitted' body. It is a defined pension scheme and the assets are invested in external funds. In accordance with 'FRS 102 – Retirement Benefits', the operating and financing costs of pension and post retirement schemes (determined by a qualified actuary) are recognised separately in the Statement of Financial Activities. Service costs are systematically spread over the working lives of the members and financing costs are recognised in the period in which they arise. The difference between the actual and expected returns on assets during the period and changes in the actuarial assumptions are also recognised in the Statement of Financial Activities.

VAT

The Trust is partially exempt from VAT. Irrecoverable VAT is charged to the Statement of Financial Activities as an expense.

Taxation

The company is a charitable company within the meaning of Section 467 of the Corporation Tax Act 2010. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 of Part 11 of the Corporation Tax Act 2010 and section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that such income or gains are applied for charitable purposes only.

Unrestricted funds

Unrestricted funds are expendable at the discretion of the Board in furtherance of the objectives of the Trust.

Surplus revenue funds held within unrestricted funds are carried forward to meet the cost of future activities, mainly of a revenue nature.

Commitments for specific activities and needs in the future are dealt with by making allocations to designated funds.

Restricted funds

Restricted funds are used for specific purposes as laid down by the donor. Some are restricted income funds expendable at the discretion of the Board in furtherance of a particular activity such as government grants to a particular centre or activity. Expenditure which meets the set criteria will be charged to the appropriate fund.

Judgements and key sources of estimation uncertainty

In the application of the Trust's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions re based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

2.   Incoming Resources

Income is attributable to sporting activity fees and other sales throughout the Trust. In addition, a management service fee of £3,873,790 (2019: £3,897,720) was received from West Dunbartonshire Council for the period. Membership fees is income collected by direct debit membership of the Trust's leisure facilities.

Total incoming resources from charitable activities for the period are detailed as follows:

	2020	2019
	£	£
Leisure Facilities	2,401,173	2,414,216
Community Facilities	426,294	407,502
Sports Development	606,887	549,617
Active Schools	276,481	262,401
Outdoor Recreation	97,895	100,170
Management Fee	3,873,790	3,897,720
Total Incoming Resources from Charitable Activities	**7,682,520**	**7,631,626**

Government Grants included in income for the year to 31 March 2020 were as follows:

	2019-2020	2018-2019
Management Fee – West Dunbartonshire Council	3,873,790	3,897,720
Other income from West Dunbartonshire Council	23,000	23,000
Income From Govt Covid 19 Job Retention Scheme	73,558	0
Income from NHS	95,970	100,609
Income from Sport Scotland	250,472	245,600
Total	**4,316,790**	**4,266,929**

This income relates to health improvement programmes involving sporting activities. There are no unfulfilled conditions or contingencies in relation to this income.

3.   Investment Income

	2020	2019
	£	£
Interest on cash deposits	26,389	16,883
Total Investment Income	**26,389**	**16,883**

4. Charitable Expenditure

	2020	2019
	£	£
Leisure Facilities	4,377,653	4,377,653
Community Facilities	1,404,102	1,404,102
Sports Development	1,043,498	1,043,498
Active Schools	510,810	510,810
Outdoor Recreation	378,938	378,938
Total Charitable Expenditure	**7,715,001**	**7,715,001**
Less Pension cost	(821,000)	(821,000)
Plus Job Retention Scheme	73,558	73,558
Total	**6,967,559**	**6,967,559**

Staff and utility costs are the main expenditure items included in charitable expenditure above.

5. Support Costs

Support costs have been allocated to the following areas of resources expended.

	Leisure	Community Facilities	Sports Development	Active Schools	Outdoor Recreation	Governance
	2019 £	2019 £	2019 £	2019 £	2019 £	2019 £
Salary	250,858	92,224	49,341	49,341	21,159	38,793
Training	0	0	0	0	0	0
Insurance	40,365	12,139	11,479	4,916	2,703	0
Supplies	22,936	6,898	6,523	2,793	1,536	0
Other	159,485	38,297	22,088	14,814	10,777	1,641
Total	**473,644**	**149,558**	**89,431**	**71,864**	**36,175**	**40,434**

	Leisure	Community Facilities	Sports Development	Active Schools	Outdoor Recreation	Governance
	2020 £	2020 £	2020 £	2020 £	2020 £	2020 £
Salary	261,057	78,317	56,001	56,001	26,106	44,632
Training	0	0	0	0	0	0
Insurance	37,785	12,242	10,921	4,947	2,915	0
Supplies	47,801	15,488	13,816	6,259	3,688	0
Other	140,818	31,201	17,363	13,085	11,012	1,575
Total	**487,461**	**137,248**	**98,101**	**80,292**	**43,721**	**46,207**

	Basis of Allocation
Salary:	Percentage of Staff Time
Training:	Percentage of Staff Time
Property:	Percentage of Usage
Insurance:	Salary Cost
Supplies:	Salary Cost
Other:	Percentage of Usage

Governance Costs

	2020	2019
	£	£
Audit and other Accountancy Fees	11,200	8,190
Allocated support costs	46,207	40,434
Pension Report and other audit expenditure	480	480
Travel expenses/training costs	75	108
Total Governance Costs	**57,962**	**49,212**

Allocation of Governance and other support costs

	Support Costs	Governance	2020	Support Costs	Governance	2019
	£	£	£	£	£	£
Leisure	487,461	31,690	519,151	473,644	26,669	500,313
Community Facilities	137,248	9,507	146,755	149,558	9,804	159,362
Sports Development	98,101	6,798	104,899	89,431	5,245	94,676
Active Schools	80,292	6,798	87,090	71,864	5,245	77,109
Outdoor Recreation	43,721	3,169	46,890	36,175	2,249	38,424
Total	**846,821**	**57,962**	**904,785**	**820,672**	**49,212**	**869,884**

6.   Current and past pension service cost

	2020	2019
	£	£
Pension – Past Service Cost	(164,000)	352,000
Pension – Pension Current Service Cost	1,696,000	1,295,000
Total Pension Service Costs	**1,532,000**	**1,647,000**

7.   Staff Costs and Numbers

	2020	2019
	£	£
Wages and Salaries	4,891,666	4,821,263
Social Security costs	355,694	315,534
Other Pension costs	1,453,569	1,327,148
Severance Payments	50,785	0
Other Staff costs	7,538	7,225
Total Staff Costs	**6,759,252**	**6,471,170**

Only two employees earned more than £60,000 for the year to 31 March 2020. (2019:1)

	Number of employees	Number of employees
	2019-2020	2018-2019
Between £70,000 and £79,999	1	0
Between £60,000 and £69,999	1	1

Key Management Personnel

	2020	2019
	£	£
Salaries and wages	337,398	326,617
Social Security costs	38,220	36,852
Employer contribution to defined pension scheme	64,452	62,335
Other Staff costs	440,070	425,804

The change in the net defined benefit pension scheme liability arising from service of key management personnel rendered during the reporting period was as follows;

Pension	120,478	109,813
Lump Sum	159,857	154,946

The average weekly number of persons by headcount, employed by the charity during the year was:

	2020	2019
	Number	Number
Total Staff Numbers	222	200

During the period no Trustees received any remuneration or made any donations to the charity. Expenses of £75 were reimbursed to one Trustee during 2019/2020 and £108 to one Trustees during 2018/2019 and unclaimed travel costs amounted to £243 in 2020/21 and £272 in 2018/19.

Redundancy payments totalling £48,178 were made during the financial year in respect of 7 employees (2019 nil).

8. Operating Surplus

The operating surplus is stated after charging/ (crediting):

	2020	2019
	£	£
Auditor's Remuneration (including expenses):	11,200	8,190
Profit on Disposal of Fixed Assets	1,053	10,266
Depreciation – Intangible Fixed Assets	5,086	3,886
Depreciation – Tangible Fixed Assets	63,614	66,567

9. Pension Costs

The company is an admitted body of the Strathclyde Pension Fund. The Superannuation Fund is a defined benefit scheme into which employee' and employer's contributions, and interest and dividends from investments are paid and from which pensions, lump sums and superannuation benefits are paid out. Employees' contributions are tiered and employer's basic contributions are assessed every three years by an actuary and are fixed to ensure the fund remains solvent and in a position to meet its future liabilities. The actuarial method used is known as Projected Unit Credit Method. The last actuarial valuation was at 31 March 2011 and following this valuation employer's contributions increased to 19.3% for the years ended 31 March 2013, 2014 and 2015 respectively. Actual employer's contributions for the period 31 March 2020 amounted to £742,569.

In accordance with FRS 102 – Retirement Benefits – a valuation of the fund was carried out at 31 March 2015 by Hymans Robertson, independent actuaries, appointed by Strathclyde Pension Fund. Hymans Robertson calculated the pension assets and liabilities as at 31 March 2020 by rolling forward its full actuarial valuation, allowing for the changes in financial assumptions as prescribed under FRS 102. The main assumptions used in the calculations are:

	31 March 2020	31 March 2019
	% per annum	% per annum
Inflation / Pension Increase Rate	1.8%	2.4%
Salary Increase Rate	2.9%	3.6%
Discount Rate	2.3%	2.5%

Mortality

Life expectancy is based on the Fund's Vita Curves with improvements in line with the CMI 2018 model with an allowance for smoothing of recent mortality experience and long term rates of 1.5% p.a. for males and 1.25% p.a. for females. Based on these assumptions, the average future life expectancies at age 65 are summarised below:

	Males	Females
Current Pensioners	20.7years	22.9 years
Future Pensioners	22.2 years	24.6 years

The major categories of plan assets as a % of the total plan assets are as follows:

	31 March 2020	31 March 2019
	%	%
Equities	62%	64%
Bonds	25%	24%
Property	12%	10%
Cash	1%	2%

The actuarial estimated employer contributions for the year to 31 March 2021 are £779,000.

The amounts recognised in the balance sheet are as follows:

	31 March 2020	1 April 2019
	£000	**£000**
Present value of funded liabilities	(20,812)	(22,349)
Fair value of plan assets	20,646	20,605
	(166)	(1,744)
Present value of unfunded obligations	(159)	(185)
Unrecognised past service cost	0	0
	(325)	**(1,929)**
Amount in balance sheet		
Liabilities	(325)	(1,929)
Assets	0	0
Net (liability)/asset	**(325)**	**(1,929)**

	31 March 2020	1 April 2019
	£000	**£000**
Analysis of the amount charged to net incoming resources:		
Current service cost of the defined benefit scheme	**(1,696)**	**(1,295)**
Past service (credit)/cost (including curtailments)	**164**	**(352)**
Total Service Cost	**(1,532)**	**(1,647)**
Analysis of amount credited to incoming resources:		
Expected return on employer assets	**(527)**	**(515)**
Interest on pension scheme liabilities	**586**	**522**
Net return	**59**	**7**

	31 March 2020	1 April 2019
	£000	**£000**
Actuarial (Loss) / gain	2,374	(1,181)
Actuarial (loss) / gain recognised in net movement of funds	2,374	(1,181)
Cumulative Actuarial Gains and Losses	(189)	992

Changes in fair value of the scheme assets are as follows:

	31 March 2020	1 April 2019
	£000	**£000**
Opening fair value of employer assets	20,605	18,692
Expected return on assets	0	0
Contributions by members	235	202
Contributions by the employer	815	676
Contributions in respect of unfunded benefits	6	6
Actuarial gain	(894)	1,134
Estimated Benefits paid	(115)	(99)
Estimated Unfunded Benefits paid	(6)	(6)
Closing fair value of employer assets	**20,646**	**20,605**

Reconciliation of defined benefit obligation:

	31 March 2020	1 April 2019
	£000	**£000**
Opening defined benefit obligation	22,349	18,468
Current service cost	1,532	1,647
Interest cost	586	522
Contributions by members	235	202
Present value of unfunded liabilities	185	0

	31 March 2020	1 April 2019
Actuarial losses	**(3,795)**	**1,800**
Past service costs	0	0
Estimated benefit paid	(115)	(99)
Estimated unfunded benefits paid	(6)	(6)
Closing defined benefit obligation	20,971	22,534

Amounts for the current period:

	31 March 2020	1 April 2019
	£000	£000
Present value of Defined Benefit Obligation	(20,971)	(22,534)
Present value of Unfunded Liabilities	20,646	20,605
Fair Value of Employer Assets	(325)	(1,929)
(Deficit)	(1,929)	224
Experience gains / (losses) on assets	(894)	1,134
Experience gains / (losses) on liabilities	83	4

Under the Transfer Agreement entered into between the Trust and West Dunbartonshire Council, the Council has undertaken to guarantee the pension scheme should the liability crystallise and insufficient funds be held by the Trust to settle their obligation.

10. Intangible Fixed Assets

	Software	Total
	£	£
Cost at 1 April 2019	25,432	25,432
Additions	0	0
Disposals	0	0
As at 31 March 2020	**25,432**	**25,432**
Depreciation at 1 April 2019	3,886	3,886
Charge for the year	5,086	5,086
On disposals	0	0
As at 31 March 2020	8,972	8,972
Net Book Value at 31 March 2019	**21,546**	**21,546**
Net Book Value at 31 March 2020	**16,460**	**16,460**

11. Tangible Fixed Assets

	Furniture & Equipment	Total
	£	£
Cost at 1 April 2019	446,842	446,842
Additions	43,016	43,016
Disposals	(11,000)	(11,000)
As at 31 March 2020	**478,858**	**478,858**
Depreciation at 1 April 2019	160,996	160,996
Charge for the year	63,614	63,614
On disposals	(11,000)	(11,000)
As at 31 March 2020	**213,610**	**213,610**
Net Book Value at 31 March 2019	**285,846**	**285,846**
Net Book Value at 31 March 2020	**265,248**	**265,248**

At 31 March 2020 all fixed assets are used for charitable purposes.

12. Stock

	2020	2019
	£	£
Cleaning materials, first aid materials and uniform stock	<u>11,635</u>	<u>17,273</u>

13. Debtors

	2020	2019
	£	£
Trade Debtors	28,426	60,464
Amounts owed by West Dunbartonshire Council	309,386	231,487
Other debtors and prepayments	191,460	228,523
	529,272	**520,474**

14. Investment

	2020	2019
	£	£
Fixed Term 2 year Investment with West Dunbartonshire Council until 29 February 2022.	506,182	506,182
Fixed term 6 months Investment with West Dunbartonshire Council on a rolling basis.	250,000	250,000
Total Investment	**756,182**	**756,182**

15. Creditors: Amounts falling due within one year

	2020	2019
	£	£
Trade Creditors	4,622	3,714
Tax and Social Security Creditors	33,673	179,183
Amounts owed to West Dunbartonshire Council	684,593	613,569
Other Creditors	256,192	207,925
Accruals and Deferred Income (note 16)	597,884	741,599
	1,576,964	**1,745,990**

16. Deferred Income

Included in the Accruals and deferred income figure in note 15 is deferred income of:

	2020	2019
	£	£
Balance b/f	89,104	84,963
Released in year	(89,104)	(84,963)
Deferred in year	87,726	89,104
	87,726	**89,104**

The items deferred comprises Income for memberships of £58,632, direct debits £16,555 and £12,539 of additional income received in advance for services being provided in financial year 2020-2021.

17. Operating Leases

The Trust has acquired photocopiers by entering into operating leases. The Trust was committed to making the following payments in the year to 31 March 2020:

	2020	2019
	£	£
Payable less than 1 year	3,871	3,749
Payable > 1 year < 5 years	1,441	2,609
Total Payable	5,312	6,358

18. Share Capital

The charitable company is limited by guarantees of £1 per member and has no share capital.

19. Company Limited by Guarantee

The company is limited by guarantee, the Special member being West Dunbartonshire Council (entitled to 3 votes at a general meeting).

20. Funds

Unrestricted Funds	Balance at 31 March 2018 £	Incoming Resources £	Resources Expended £	Transfers £	Balance at 31 March 2019 £
Unrestricted - general	880,000	7,652,775	(7,148,787)	(503,988)	880,000
Designated					
Small Projects	90,641	6,000	(10,716)	(20,000)	65,925
Equipment Replacement	586,720	0	(225,428)	220,000	581,292
Service Development Projects	312,014	0	(43,757)	60,372	328,629
Fixed Assets	134,229	0	(70,453)	243,616	307,392
Total Designated	**1,123,604**	**6,000**	**(350,354**	**(503,988)**	**1,283,238**
Total unrestricted	**2,003,604**	**7,658,775**	**(7,499,141)**	**0**	**2,163,238**
Restricted	0	0	0	0	0
Total	**2,003,604**	**7,658,775**	**(7,499,141)**	**0**	**2,163,238**

In 2018/2019 the Trustees have designated funds of £1,283,238 which comprises tangible fixed assets (£307,392), other small projects to deliver sporting activities (£65,925), future equipment replacement (£581,292) and Service Development Projects (£328,629).

Unrestricted Funds	Balance at 31 March 2019 £	Incoming Resources £	Resources Expended £	Transfers £	Balance at 31 March 2020 £
Unrestricted - general	880,000	7,709,962	(7,495,988)	(358,636)	735,338
Designated					
Small Projects	65,925	0	(2,855)	0	63,070
Equipment Replacement	581,292	0	(18,925)	0	562,367
Service Development Projects	328,629	0	(41,752)	0	286,877
Fixed Assets	307,392	0	(68,700)	43,016	281,708
Total Designated	**0**	**0**	**(86,781)**	**315,620**	**228,839**
Total unrestricted	**1,283,238**	**0**	**(219,013)**	**358,636**	**1,422,861**
Restricted	2,163,238	7,709,962	(7,715,001)	0	2,158,199
Total	**2,163,238**	**7,783,520**	**(7,788,559)**	**0**	**2,158,199**

In 2019/2020 the Trustees have designated funds of £1,422,861 which comprises tangible fixed assets £281,708, other small projects to deliver sporting activities £63,070, future equipment replacement £562,367, Service Development Projects £286,877 and Surplus Reserves £228,839.

The **Small Projects** fund consists of a number of partially completed projects which are likely to be completed during the next financial year. The fund has been increased in previous years to fund a number of minor upgrade projects to Community Halls and Main Site Leisure Facilities. The only project completed utilising this fund in 2019/20 was the engagement of a mystery shopper service for a further year at a cost of £2,586 to test our sales processes and our customer journey at main sites.

The **Equipment Replacement** fund is being built up to fund the replacement of the gym and fitness equipment at the main sites on a rolling basis. Cardio Vascular (CV) equipment is recommended to be replaced every 5 – 6 years and resistance equipment every 7 – 9 years. As planned a major equipment replacement project was completed in 2018/19 with CV equipment being replaced at the Vale Pool and Meadow Centre. The resistance equipment at these two sites is therefore due to replacement in 2020/2021 and this will be the next large spend from this fund. The new Clydebank Leisure Centre opened in 2017 equipped with all new gym equipment which will therefore be due for replacement from 2022/23. The planned project to replace the spin bikes at the Vale Pool was completed in September 2019 at a cost of £18,928. It is planned to replace the spin bikes at the Meadow Centre in 2020/21.

Service Development Projects fund has been built up to be used for larger projects within the service as per our charitable objectives that will improve the service and/or generate additional income. A number of projects have been completed in 2019/20 including the refurbishment of the Vale Pool spin studio at a cost of £10,928; installing a new telephone system in the Leisure Trust at a cost of £7,200 and a server migration project at a cost of £14,951.

Fixed Assets fund represents the amounts the trust has invested in fixed assets.

Following the application of the new reserves policy a sum of £315,620 was released and designated in the accounts as Surplus Reserves. The related costs of the redundancies (£86,781) which is associated with the Community Facilities Review has been allocated to the surplus reserves fund leaving a balance of £228,839.

Restricted Funds - this represents income and expenditure relating to furloughed staff costs from the Governments Job Retention Scheme.

Analysis of Net Assets Over Funds

Funds Balance at 31 March 2019 Represented by:	Unrestricted Funds £	Restricted Funds £	Pension Reserve £	2019 Total £
Fixed assets	307,392	0	0	307,392
Current Assets				
Stock	17,273	0	0	17,273
Debtors	520,474	0	0	520,474
Investment	756,182	0	0	756,182
Cash	2,307,907	0	0	2,307,907
Total Current Assets	3,601,836			3,601,836
Creditors				
Amounts falling due within one year	(1,745,990)	0	0	(1,745,990)
Net Current Assets	1,855,846	0	0	1,855,846
Total Assets less Current Liabilities	2,163,238	0	0	2,163,238
Retirement benefit scheme deficit	0	0	(1,929,000)	(1,929,000)
Total	2,163,238	0	(1,929,000)	234,238

Funds Balance at 31 March 2020 Represented by:	Unrestricted Funds £	Restricted Funds £	Pension Reserve £	2020 Total £
Fixed assets	281,708	0	0	281,708
Current Assets				
Stock	11,635	0	0	11,635
Debtors	455,714	73,558	0	529,272
Investment	756,182	0	0	756,182
Cash	2,229,924	(73,558)	0	2,156,366
Total Current Assets	3,449,277	0	0	3,453,455
Creditors				
Amounts falling due within one year	(1,576,964)	0	0	(1,745,990)
Net Current Assets	1,876,491	0	0	1,876,491
Total Assets less Current Liabilities	2,158,199	0	0	2,158,199
Retirement benefit scheme deficit	0	0	(325,000)	(325,000)
Total	2,158,199	0	(325,000)	1,833,199

21. Notes to the cash flow statement

Reconciliation of operating surplus to net cash inflow from operating activities

	2020	2019
	£	£
Net (outgoing)/incoming resources	(775,039)	(812,366)
Investment income	(26,389)	(16,883)
Depreciation	(1,053)	(10,266)
Loss on disposal of fixed assets	68,700	70,453
Net Pension charge	770,000	972,000
(Increase) in stock	5,638	12,483
(Increase)/Decrease in debtors	(8,798)	52,172
Increase/(Decrease) in creditors	(169,026)	119,747
Net cash (used in) / provided by operating activities	**(135,967)**	**387,340**

22. Cash at bank and in hand

	31 March 2020	1 April 2019
	£	£
Cash at bank and in hand	2,156,366	2,307,907

23. Trustees Interests and related party transactions

Due to the nature of the charity's operations and composition of its Board, being comprised of individual public sector and commercial organisations, it is inevitable that transactions will take place with companies and organisations in which a Board member of the Trust has an interest. The charity works in partnership with West Dunbartonshire Council with which transactions have been undertaken during the period. The following is a list of members of the Board (Committee of Management) who held potentially connected positions during the period.

Table showing potential for Trustee's connected interests:

Trustee	Company	Occupation	Joined	Resigned
David McBride	West Dunbartonshire Council	Councillor	11/01/12	N/A
Jim Finn	West Dunbartonshire Council	Councillor	09/12/14	N/A
William Hendrie	West Dunbartonshire Council	Councillor	25/05/17	N/A

West Dunbartonshire Leisure Trust is a body incorporated under the Companies Act 2006.

All transactions involving organisations in which a member of the Board of Management may have a material interest are conducted at arm's length and in accordance with normal project and procurement procedures.

During the year the Trust entered into purchase transactions with Admin Design and Print Ltd, a related party, totalling £425, (2019 £3,094). A brother of Kevin Murphy, Business Development Co-ordinator, is a Director of Admin Design & Print. The balance owed to Admin Design and Print at 31 March 2020 is £0, (2019 £0).

West Dunbartonshire Leisure Trust had transactions during the year as follows:

	2019-2020	2018-2019
	£	£
Income received from West Dunbartonshire Council	£5,500,410	£5,052,351
Expenditure paid to West Dunbartonshire Council	£126,900	£147,530

	2019-2020	2018-2019
	£	£
Due from West Dunbartonshire Council	£309,386	£231,487
Due to West Dunbartonshire Council	£684,593	£613,569