

Agenda



Corporate Services Committee

Date: Wednesday, 23 August 2017

Time: 10:00

Venue: Committee Room 3, Council Offices,
Garshake Road, Dumbarton

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

Dear Member

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

Yours faithfully

JOYCE WHITE

Chief Executive

Distribution:-

Councillor Ian Dickson (Chair)
Councillor Jim Brown
Councillor Jim Finn
Councillor Diane Docherty
Councillor Daniel Lennie
Councillor Caroline McAllister
Councillor David McBride
Councillor Jonathan McColl
Councillor Iain McLaren (Vice Chair)
Councillor John Mooney
Councillor Martin Rooney
1 Vacancy (non-SNP Member)

All other Councillors for information

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

Date of issue: **11 August 2017**

CORPORATE SERVICES COMMITTEE

WEDNESDAY, 23 AUGUST 2017

AGENDA

1 APOLOGIES

2 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.

3 MINUTES OF PREVIOUS MEETING 5 - 12

Submit for approval as a correct record, the Minutes of Meeting of the Corporate Services Committee held on 7 June 2017.

4 MINUTES OF JOINT CONSULTATIVE FORUM – 15 JUNE 2017 13 - 16

Submit for information and where necessary ratification, the Minutes of Meeting of the JCF held on 15 June 2017.

5 CORPORATE SERVICES BUDGETARY CONTROL REPORT TO 31 JULY 2017 (PERIOD 4) To follow

Submit report by the Strategic Lead – Resources advising on the performance of the Corporate Services budget for the period to 31 July 2017.

6 CORPORATE PROCUREMENT STRATEGY: 2017/18 – 2020/21 17 - 40

Submit report by the Strategic Lead – Resources seeking approval of the revised Corporate Procurement Strategy which covers the period 2017/18 to 2020/21.

7 PURCHASE TO PAY (P2P) PROJECT - PHASE 2 IMPLEMENTATION 41 - 47

Submit report by the Strategic Lead – Resources providing information on the Purchase to Pay (P2P) project and requesting approval to commence the procurement exercise and implementation of Phase 2 of the project.

8 REVIEW OF CIVIL CEREMONY FEES 49 - 54

Submit report by the Strategic Lead – Regulatory seeking approval of a proposal to increase some civil ceremony fees following a recent review.

9 /

9 INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) STRATEGY 2017-22 55 - 100

Submit report by the Strategic Lead – People and Technology requesting approval of the proposed ICT Strategy 2017-22 and ICT Asset Management Plan.

10 WORKING WELL TOGETHER – ATTENDANCE MANAGEMENT: QUARTER 1 (1 APRIL – 30 JUNE 2017) 101 - 116

Submit report by the Strategic Lead – People and Technology providing an update for Quarter 1 2017/18 in respect of sickness absence and providing detailed analysis on the attendance performance for the strategic lead areas within the locus of the Committee.

CORPORATE SERVICES COMMITTEE

At a Meeting of the Corporate Services Committee held in the Council Chamber, Clydebank Town Hall, Dumbarton Road, Clydebank on Wednesday, 7 June 2017 at 2.02 p.m.

Present: Provost William Hendrie and Councillors, Ian Dickson, Jim Brown, Jim Finn, Daniel Lennie, Caroline McAllister, Jonathan McColl, Iain McLaren, John Mooney and Martin Rooney.

Attending: Angela Wilson, Strategic Director – Transformation & Public Service Reform; Peter Hessett, Strategic Lead – Regulatory; Malcolm Bennie – Strategic Lead – Communication, Culture & Communities; Vicki Rogers, Strategic Lead – People & Technology; Stephen Daly, Customer Service Manager; Tracey Keenan, HR Business Partner; Alison McBride, Manager of Organisational Development & Change; Darren Paterson, Strategic HR Manager; Alan Douglas, Manager of Legal Services and Nuala Quinn-Ross, Committee Officer.

Apology: An apology for absence was intimated on behalf of Councillor David McBride.

Councillor Ian Dickson in the Chair

WELCOME

Councillor Dickson, Chair, welcomed everyone to the first meeting of the Corporate Services Committee since the local government elections on 4 May 2017.

MINUTE OF SILENCE

Having heard the Chair, Councillor Dickson, the Committee observed a minute's silence as a mark of respect for the victims of the recent terror attacks in Manchester and London.

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 JOINT CONSULTATIVE FORUM – 9 MARCH 2017

The Minutes of Meeting of the Joint Consultative Forum held on 9 March 2017 were submitted for information and ratification.

REGULATORY DELIVERY PLAN 2017/18

A report was submitted by the Strategic Lead – Regulatory presenting the 2017/18 Delivery Plan and the year-end progress report on the actions in the 2016/17 Delivery Plan.

After discussion and having heard the Strategic Lead - Regulatory in further explanation of the report and in answer to Members' questions, the Committee agreed to approve the Regulatory Delivery Plan 2017/18 and noted the progress made on delivering the 2016/17 actions.

Note:- the Strategic Lead – Regulatory left at this point in the meeting.

RESOURCES DELIVERY PLAN 2017/18

A report was submitted by the Strategic Lead – Resources presenting the 2017/18 Delivery Plan and the year-end progress report on the actions in the 2016/17 Delivery Plan.

After discussion and having heard the Strategic Lead – Resources in further explanation of the report and in answer to Members' questions, the Committee agreed to approve the Resources Delivery Plan 2017/18 and noted the progress made on delivering the 2016/17 actions.

COMMUNICATIONS, CULTURE & COMMUNITIES DELIVERY PLAN 2017/18

A report was submitted by the Strategic Lead – Communications, Culture & Communities presenting the 2017/18 Delivery Plan and the year-end progress report on the actions in the 2016/17 Delivery Plan.

After discussion and having heard the Strategic Director, the Strategic Lead – Communications, Culture & Communities and the Customer Service Manager in further explanation of the report and in answer to Members' questions, the Committee agreed to approve the Communications Culture & Communications Delivery Plan 2017/18 and noted the progress made on delivery of the 2016/17 actions.

PEOPLE & TECHNOLOGY DELIVERY PLAN 2017/18

A report was submitted by the Strategic Lead – People & Technology presenting the 2017/18 Delivery Plan and the year-end progress report on the actions in the 2016/17 Delivery Plan.

After discussion and having heard the Strategic Director and the Strategic Lead – People & Technology in further explanation of the report and in answer to Members' questions, the Committee agreed to approve the People & Technology Delivery Plan 2017/18 and note the progress made on delivery of the 2016/17 actions.

ACCOUNTS COMMISSION REPORT: A REVIEW OF HOUSING BENEFIT FRAUD INVESTIGATION LIAISON ARRANGEMENTS IN SCOTLAND

A report was submitted by the Strategic Lead – Resources providing information regarding a report recently published by the Accounts Commission and prepared by Audit Scotland.

After discussion and having heard the Strategic Director and the Strategic Lead – Resources in further explanation of the report and in answer to Members' questions, the Committee agreed to note the findings of the report.

UPDATE OF VOLUNTARY GRANTS 2016/17 AND 2017/18

A report was submitted by the Strategic Lead – Resources providing an update as to voluntary grants approved by West Dunbartonshire Voluntary Service (WDCVS) in 2016/17 in respect of Community Chest, Playscheme, Cultural and Social Transport Support Funding Grants.

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

- (1) to note the position of the grants paid out by WDCVS and Dumbarton Common Good in 2016/17;
- (2) that the £29,154 of unspent funding paid to WDCVS in 2016/17 be distributed to elderly groups within the West Dunbartonshire area; and
- (3) to approve the transfer of £3,000 from the 2017/18 grants budget to the Provost's Fund to reinstate the level to £3,000.

COUNCIL WORKFORCE PLAN

A report was submitted by the Strategic Lead – People & Technology providing an update in respect of the Council's workforce planning activity for 2017/18.

After discussion and having heard the Strategic Director and the Strategic HR Manager in further explanation of the report and in answer to Members' questions, the Committee agreed:-

- (1) to approve the Council Workforce Plan for 2017/18;
- (2) to note that the development of the Council Workforce Plan for 2017/22 would be developed in conjunction with the Council's Strategic Priorities for the same period; and
- (3) to note that a report on the Council's 5 year Workforce Plan for 2017/22 would be submitted to a future meeting of the Committee.

STRATEGIC WORKFORCE PLANNING FRAMEWORK

A report was submitted by the Strategic Lead – People & Technology presenting a revised Strategic Workforce Planning Framework supporting a more robust, longer term approach to workforce planning across the Council.

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

- (1) to approve the revised Strategic Workforce Planning Framework;
- (2) to note that, whilst the planning cycle within the Health & Social Care Partnership operates over a different period, the Framework clarifies the relationship between the Council-wide workforce planning process and workforce planning within the Partnership in relation to Council employees;
- (3) to note the development of a Council-wide Workforce Plan for 2017/2022 (and accompanying Strategic Lead area plans), implementing the revised Strategic Workforce Planning Framework in full, following development of the Council's Strategic Plan for the same period; and
- (4) to note that a report on the Council's 5 year Workforce Plan for 2017/22 would be submitted to a future meeting of the Committee.

CREATING A FLEXIBLE WORKFORCE

A report was submitted by the Strategic Lead – People & Technology requesting approval of revisions to the Flexible Working and the Recruitment and Selection policies in relation to new initiatives aimed at improving the flexibility of the workforce.

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

- (1) to approve the revisions to the Flexible Working Policy as follows:-

remove the qualifying period for application (currently 26 weeks in employment with West Dunbartonshire Council) and to permit requests every 6 months (currently restricted to one request per year); and

include provisions for every Council post (subject to justifiable exclusions) to be advertised as suitable for flexible working, and to encourage prospective candidates to indicate a preference for a flexible working pattern at the application stage; and
- (2) that there be an addition to the Recruitment and Selection Policy (by way of an appendix) to include a guaranteed interview scheme for carers returning to the workplace following a break from employment. This could be as a result of providing child or adult care (e.g. maternity, elderly care).

LAUNCH OF 'BE THE BEST CONVERSATIONS' (REPLACING PERFORMANCE AND DEVELOPMENT PLANNING (PDP) POLICY & PROCEDURE)

A report was submitted by the Strategic Lead – People & Technology outlining the rationale for replacing the PDP Policy & Procedure with 'Be the Best Conversations'.

After discussion and having heard the Manager of Organisational Development & Change in further explanation of the report and in answer to Members' questions, the Committee agreed:-

- (1) that the PDP Policy and Procedure be replaced;
- (2) to note the introduction of Be the Best Conversations from April 2017 as a replacement mechanism in encouraging positive employee conversations; and,
- (3) to approve the revised People Management Framework, as detailed within the appendix to the report.

Note:- Councillor Daniel Lennie left at this point in the meeting.

WORKING WELL TOGETHER – ATTENDANCE MANAGEMENT: ANNUAL PERFORMANCE 2016/17

A report was submitted by the Strategic Lead – People & Technology advising on attendance levels across the Council for 2016/17. The report provided a breakdown of absence performance by Strategic Lead area.

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

- (1) to note the contents of the report and the attendance results for 2016/17, namely a decrease of 5111 FTE days lost (11.3%) compared to the same period last year;
- (2) to note the supporting verbal commentary from the Strategic Director in respect of pertinent points / actions to note for the service areas within the locus of this Committee.

BI-ANNUAL WORKFORCE MONITORING REPORT

A report was submitted by the Strategic Lead – People & Technology providing employment information relating to the period 1 October 2016 to 31 March 2017, including analysis against the same period in the previous year.

The Committee agreed to note the following employment information for the period 1 October 2016 to 31 March 2017:-

- (1) Attendance statistics;
- (2) Occupational health and employee counselling;
- (3) Accidents/incidents;
- (4) Discipline and Grievance;
- (5) Employee development;
- (6) Recruitment monitoring; and
- (7) Staffing watch.

**EARLY RETIREMENT, VOLUNTARY SEVERANCE AND REDEPLOYMENT –
PERIOD 1 OCTOBER 2016 – 31 MARCH 2017 AND ANNUAL UPDATE**

A report was submitted by the Strategic Lead – People & Technology advising on early retirements, voluntary severance, and re-deployments during the 6 month period from 1 October 2016 to 31 March 2017 and providing a summary of the 12 month period 1 April 2016 to 31 March 2017.

The Committee agreed to note the contents of the report.

The meeting closed at 4.30 p.m.

JOINT CONSULTATIVE FORUM

At a Meeting of the Joint Consultative Forum held in Committee Room 3, Council Offices, Garshake Road, Dumbarton on Thursday, 15 June 2017 at 2.05 p.m.

Present: Councillors Karen Conaghan, Jim Finn and David McBride; James Halfpenny (EIS); Claire Mackenzie* (SSTA); Val Jennings, Andy McCallion and Susan Shannon (UNISON); and James Docherty and Charlie McDonald (Unite).

*Arrived later in the meeting.

Attending: Angela Wilson, Strategic Director - Transformation and Public Service Reform; Malcolm Bennie, Strategic Lead - Communications, Culture and Communities; Victoria Rogers, Strategic Lead - People and Technology; Stephen West, Strategic Lead - Resources; Ronnie Dinnie, Strategic Lead - Environment and Neighbourhood; Soumen Sengupta, Head of Strategy, Planning and Health Improvement; Matthew Boyle, Education Service Manager - Workforce/CPD; Darren Paterson, Strategic HR Manager; Tracy Keenan, Strategic HR Business Partner; Lyn Hughes, HR Adviser; Melissa Connor, HR Adviser; Raymond Lynch, Senior Solicitor; and Scott Kelly, Committee Officer.

Apologies: Apologies for absence were intimated on behalf of Councillors Ian Dickson, Daniel Lennie and Jonathan McColl; Peter O'Neill (UNISON); and Jackaleen McMonagle (Unite).

APPOINTMENT OF CHAIR, VICE CHAIR AND JOINT SECRETARIES

The Senior Solicitor invited the Forum to consider, in terms of its constitution, the appointment, from the Trade Union Side, of the Chair of the Forum for the next year.

It was agreed that Jackaleen McMonagle be appointed as the Chair of the Forum for the next year, it being noted that Ms McMonagle was not in attendance at the present meeting.

The Senior Solicitor then requested that the Forum consider the appointment, from the Council Side, of the Vice Chair of the Forum who, in view of the absence of Ms McMonagle, would chair the present meeting.

It was agreed that Councillor Jim Finn be appointed as the Vice Chair of the Forum for the year ahead. In view of the absence of the Chair, Councillor Finn assumed the Chair.

Councillor Jim Finn in the Chair

Councillor Finn then requested that the Forum consider the appointment of two Joint Secretaries who would serve for the year ahead, one of whom should be nominated by the Council Side and the other by the Trade Union Side.

It was agreed that Victoria Rogers, Strategic Lead - People and Technology, be appointed as the Joint Secretary for the Council Side and that Val Jennings (UNISON) be appointed as Joint Secretary for the Trade Union Side.

Note: Ms Mackenzie entered the meeting during consideration of this item.

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 9 March 2017 were submitted and approved as a correct record.

LAUNCH OF CYCLE TO WORK SCHEME

A report was submitted by the Strategic Lead - People and Technology providing an update on the progress of the Cycle to Work Scheme.

Having heard the Strategic Lead - People and Technology in further explanation of the report, the Forum agreed to note the content of the report.

EQUAL PAY AUDIT (2ND REVIEW)

A report was submitted by the Strategic Lead - People and Technology providing an update on the findings and actions following the Council's second Equal Pay Audit.

Following discussion and having heard the Strategic Lead - People and Technology and Ms Connor, HR Adviser, in further explanation of the report, the Forum agreed:-

- (1) to note the terms of the discussion which had taken place concerning the relationship between job evaluation and work of equal value, it being noted: (i) that the audit had not highlighted any issues in relation to this matter; and (ii) that further discussion in respect of the audit and further analysis of additional allowances would take place at the Employee Liaison Group; and
- (2) otherwise to note the contents of the report and associated action plan.

WORKING WELL TOGETHER: QUARTER 4 AND ANNUAL ANALYSIS – 2016/17

A report was submitted by the Strategic Lead - People and Technology providing updates in respect of:-

- (a) sickness absence within West Dunbartonshire Council for Quarter 4 2016/17 and the annual results for 2016/17;
- (b) the Employee Wellbeing Group; and
- (c) the actions being progressed as part of the Working Well Together initiative.

After discussion and having heard officers in explanation of the report and in answer to a Member's question, the Forum agreed:-

- (1) to note the difficulty with the legibility of some of the tables contained within the report and that this issue could be addressed by the electronic distribution of the papers for future meetings of the Forum;
- (2) to note the content of the report and the attendance results for Quarter 4 2016/17, namely an increase of 820 days lost (3.5% increase) compared to the same period last year; and
- (3) to note that, overall, the annual results for 2016/17 showed an 11.3% reduction in sickness absence with a decrease of 5,111 days compared to 2015/16.

DISCIPLINE AND GRIEVANCE – QUARTER 4 UPDATE (1 JANUARY 2017 TO 31 MARCH 2017)

A report was submitted by the Strategic Lead - People and Technology providing information on the progress of disciplinary and grievance cases for the period 1 January 2017 to 31 March 2017 and an annual analysis of cases for the period 1 April 2016 to 31 March 2017.

Having heard Ms Hughes, HR Adviser, in further explanation of the report, the Forum agreed to note the contents of the report.

TRADES UNIONS ISSUES

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

PROGRAMME OF FUTURE MEETINGS

The Forum agreed the undernoted dates and times for future meetings of the Forum:-

Thursday, 14 September 2017 at 2.00 p.m.
Thursday, 7 December 2017 at 2.00 p.m.
Thursday, 8 March 2018 at 2.00 p.m.
Thursday, 7 June 2018 at 2.00 p.m.

The meeting closed at 2.25 p.m.

DRAFT

WEST DUNBARTONSHIRE COUNCIL

Report by the Strategic Lead: Resources

Corporate Services Committee: 23 August 2017

Subject: Corporate Procurement Strategy: 2017/18 – 2020/21

1. Purpose

- 1.1** The purpose of the report is to seek Committee approval of the revised Corporate Procurement Strategy which covers the period 2017/18 to 2020/21.

2. Recommendations

- 2.1** It is recommended that Members approve the attached Corporate Procurement Strategy: 2017/18 – 2020/21.

3. Background

- 3.1** West Dunbartonshire Council (WDC) spends around £165 million a year on a diverse range of goods, works and services (revenue and capital). The Council is a major procurer of ICT supplies and services, food, paper, furniture, energy, cleaning equipment, services, care, construction, vehicles etc. This is a significant figure both in terms of budget and the effect that such spending has on the local and national economy. The approach taken to this spending has a significant impact on the community and the Council's own resources.
- 3.2** The Procurement Reform (2015) Act stated that the Council have to prepare a procurement strategy setting out how the Council intends to carry out regulated procurements or a refreshed procurement strategy, making such revisions to it as the Council deems appropriate. The Council opted to refresh its current Corporate Procurement Strategy in November 2016. The new *Corporate Procurement Strategy: 2017/18 – 2020/21*, is ready to implement now, subject to elected member approval.
- 3.3** The Corporate Procurement Strategy is appended to this report and sets out the procurement aims and objectives of the Council. It provides a framework for the Council to continue to develop its procurement transformation programme and to improve its procurement capability, processes and performance.
- 3.4** The Council's procurement leadership and governance, tender development, contract management and the purchasing processes are assessed by Scotland Excel as part of the Procurement & Commercial Improvement Programme (PCIP). The PCIP focuses on policies and procedures that drive procurement performance. In the Council's last assessment in October 2016, the Council scored 64% which places the Council in band F3 with F1 being the highest ranking and F12 the lowest.

4. Main Issues

4.1 The Council's approach to procurement is described in the appended Corporate Procurement Strategy. The main areas covered by the Corporate Procurement Strategy are:

4.1.1 Procurement Vision

The Corporate Procurement Unit (CPU) aims to deliver the Council vision through efficient and effective procurement, use of best practice methods of sourcing, ensuring fairness, openness, transparency and proportionality for all suppliers.

4.1.2 Strategic Content & Aims

The overriding goal of the CPU within the Council is to seek best value for money on all goods, works and services bought by the Council; to ensure that we are seeing community benefits for as many contracts as possible; and to continuously improve the procurement process to minimise the administrative burden from order to payment.

4.1.3 Objectives, Milestones and Outcomes

Procurement has 5 clear procurement objectives which will help us to meet the operational and strategic needs of the Council. These are:

- Develop and implement a procurement plan to deliver community benefits through procurement processes;
- Develop procurement leadership, governance and controls across the Council;
- Develop and implement new ways of working in procurement activity;
- Develop supplier relationship management across the Council; and
- Implement actions arising from the PCIP assessment.

4.1.4 Spend and Finance

The Council's total spend in 2016/17 was £165m of which 79.39% was spent via tendered contracts and framework agreements. The overall procurement savings achieved for the financial year 2016/17 was £2.14m.

4.1.5 Performance, Performance Indicators, Monitoring, Reporting and Development

The table below highlights the PCIP scores in October 2016 with the Local Authority average scores and targets the PCIP scores in 2018:

	WDC Scores - 2016	Local Authority Average Scores - 2016	Target WDC Scores - 2018
Leadership & Governance	72.5%	72.5%	78.8%
Development & Tender	62.5%	59%	72.9%
Contract	37.5%	52%	50%
Purchasing Processes	83.3%	73.2%	83.3%
Total	64%	65%	73%

The table below highlights the Performance Indicators financial year 2016 with and targets the PCIP scores in 2018:

	Financial Year - 2016	Targets for Financial Year - 2017
RES/PRO/003: Percentage of P2P savings target achieved.	-	100%
RES/PRO/004: Percentage of all contracts delivering community benefits.	-	20%
RES/PRO/005: The increased percentage of spend on contract.	-	75%
RES/PRO/006: The percentage of all contracts that have at least one supplier management meeting each year.	-	40%
SEON04: Percentage of procurement spent on local small / medium enterprises.	9.44%	12%

4.1.6 Policies, Tools and Procedures

The range of policies, tools and procedures implemented by the Council and facilitated and managed by the CPU are summarised within the Corporate Procurement Strategy.

- 4.2** The Corporate Procurement Strategy will be updated and reported for scrutiny to Members annually and to ensure it remains updated for any changes in procurement legislation or guidance.

5. People Implications

- 5.1** The CPU is tasked with facilitating excellent procurement practice throughout the Council. There are also a significant number of employees across the Council who are involved in procuring at all levels and their input will be important over the period of the Corporate Procurement Strategy.

6. Financial and Procurement Implications

- 6.1** Financial - The Council currently spends approximately £165m per annum buying in works, goods and services from third parties. One of the aims of the Procurement Strategy is to facilitate the delivery of financial savings through greater control and influence of procurement spend, improved procurement practices and the development of a strategic sourcing methodology.
- 6.3** Procurement - The Corporate Procurement Strategy outlined within this report shall ensure that the Council meets its statutory requirements in respect of procurement.

7. Risk Analysis

- 7.1** One of the main risks in the implementation of the Corporate Procurement Strategy is that it takes longer than anticipated to deliver the benefits. Therefore a detailed Procurement Strategy Action Plan with realistic

timescales and targets which can be used to monitor progress has been developed.

8. Equalities Impact Assessment (EIA)

- 8.1** An equalities impact screening has been carried out in the development of this Corporate Procurement Strategy and has identified that procurement activities must take account of any impact on the wellbeing of specific groups. In addition, it is necessary to ensure that suppliers contracting with the Council comply with the same equality standards adopted by the Council.

9. Consultation

- 9.1** This report has been subject to a check by Legal, Democratic & Regulatory Services.

10. Strategic Assessment

- 10.1** The Corporate Procurement Strategy will support the delivery of the Council's high level priorities and objectives as detailed in the Community Plan, Single Outcome Agreement and the Corporate Plan.

Stephen West
Strategic Lead: Resources
Date: 9 August 2017

Person to Contact: Annabel Travers, Garshake Road, Dumbarton.
Telephone: 01389 737748, Email: annabel.travers@west-dunbarton.gov.uk

Appendix: Corporate Procurement Strategy: 2017/2018 – 2020/2021

Background Papers: Procurement Strategy, Corporate Services Committee on 12 November 2014

Wards Affected: All wards affected.

CORPORATE PROCUREMENT STRATEGY: 2017/18 - 2020/21



Contents

1. Introduction	3
2. Procurement Vision	4
3. Strategic Context	4
4. Objectives, Milestones and Outcomes	5
5. Spend and Finance	5
6. Performance, Performance Indicators, Monitoring, Reporting and Development	8
7. Policies, Tools and Procedures	8
8. Strategy Ownership & Contact Details	10
Appendix 1: Procurement Strategy Action Plan	11

1. Introduction

1.1 About West Dunbartonshire

Connecting the shores of Loch Lomond with Glasgow, West Dunbartonshire provides access to the rugged beauty of the west coast highlands and a network of busy towns and villages. Gateway to Scotland's National Park and home to Inchmurrin Island and Dumbarton Castle, the region has a rich cultural heritage forever shaped by its worldwide reputation for shipbuilding and textiles.

West Dunbartonshire is a natural location for water sports, golf, walking and fishing while hosting many of the harbours and marinas that line the Clyde coast. From the drama of Dumbarton Rock and Clydebank's Titan Crane, to the long-established bonded whisky warehouses with their famous guardian geese, West Dunbartonshire seamlessly combines waterfront locations, urban and rural lifestyles, less than 30 minutes from Glasgow city centre.

1.2 Procurement Profile

As the largest employer within the region with approximately 4,485 full time employees' and serving some 89,590 residents, West Dunbartonshire Council (the Council) has an annual third party spend in the region of £165m.

This spend is made up of both service delivery costs, such as Council housing repair, education, health and social care, environmental health, culture and communities, parks and greenspace, as well as operational costs such as the council estate maintenance, ICT, office materials and utilities.

Every member of the community expects the Council to provide an efficient and cost effective public service. Procurement is increasingly recognised, at a local and national level, as an integral function of public service delivery. Effective procurement across the whole organisation is essential if we are to achieve better value and demonstrate continual improvement.

Procurement is about the purchase of goods, services and works needed to enable the Council to deliver services to the people in the region. This can range from health and social care services, office supplies, educational text books to motor vehicles, food supplies and major construction projects, thus demonstrating the diverse and often complex, range of activity undertaken by the Council. These requirements will be sourced from a variety of local and regional suppliers as appropriate.

2. Procurement Vision

The vision of West Dunbartonshire Council is of:

“A prosperous West Dunbartonshire recognised as a dynamic area within a successful Scotland”.

The Corporate Procurement Unit (CPU) aims to deliver that vision through efficient and effective procurement, use of best practice methods of sourcing, ensuring fairness, openness, transparency and proportionality and by ensuring that businesses within the community are engaged and encouraged to participate in our contracts.

Through that, we will be able to deliver best value to the population of West Dunbartonshire by spending our resources both where they add value and by getting the best outcome for the public pound.

3. Strategic Content & Aims

A great deal of work has been done in recent years to ensure that the Council has a CPU that is both tactical and strategic. We have moved from a devolved procurement structure to a centralised category management procurement model. Staffing capacity and capability has been expanded to develop a more professional procurement service, better equipped to guide and assist services to deliver best value. The Council's *Corporate Procurement Strategy: 2017/18 to 2020/21* sets out the key objectives and actions for the next stage of this development journey.

The Corporate Procurement Strategy has been closely aligned with the Council's Strategic Plan. The Strategic Plan identified key priorities for the Council, which in turn reflect the Scottish Model of Procurement and the National Outcomes as set by the Scottish Government.

The Council recognises the importance of its CPU and the role that this function can play in helping the Council to meet these challenges. The overriding goal of the CPU is to seek best value for money on all goods, works and services bought by the Council and to continuously improve the procurement process.

All of our procurement projects are designed to be open, transparent and accountable by complying with the EU Consolidated Public Procurement Directive, Procurement (Scotland) Regulations 2016 and the Council's Financial Regulations, Standing Orders as well as procurement best practice. The procedures are designed to ensure that all companies interested in the Council's contract opportunities are treated in a fair, open and transparent manner.

The Council's procurement leadership and governance, tender development, contract management and the purchasing processes are assessed by Scotland Excel as part of the Procurement & Commercial Improvement Programme (PCIP). The PCIP focuses on policies and procedures that drive procurement performance. The PCIP is assessed on the following basis: Level 1, Level 2, Level 3 and Level 4. The Council needs to have the requirements for Level 1 before they can be assessed at Level 2, all the requirements of Level 2 before they can be assessed at Level 3 and so on.

4. Objectives, Milestones and Outcomes

This Corporate Procurement Strategy has set out 5 clear procurement objectives for 2017/18 - 2020/21 which will help us to meet the operational and strategic needs of the Council. In this section, we will set out the specific actions and which will enable us to meet our strategic objectives:

- a) Develop and implement a procurement plan to deliver community benefits through procurement processes;
- b) Develop procurement leadership, governance and controls across the Council;
- c) Develop and implement new ways of working in procurement activity;
- d) Develop supplier relationship management across the Council; and
- e) Implement actions arising from the PCIP assessment.

Please see *Appendix 1: Procurement Strategy Action Plan* for more detail.

5. Spend and Finance

The Council procures a diverse range of goods, services and works, ranging from individual stationery products to health and social care services to major capital works.

The Council's total spend with third party suppliers in 2016/17 was £165m of which 79.39% was spent via tendered contracts and frameworks agreements. The overall Capital and Revenue procurement savings achieved for financial year 2016/17 was £2.14 million.

a. Category Management

In the financial year 16/17, the top 10 commodity spend on the three category areas – Place, People and Corporate Indirect, are:

Commodity	Category	Aggregate Spend
Facilities & Management Services	Place / Corporate Indirects	£57.15m
Social Community Care	People	£32.43m
Construction	Place	£21.4m
Environmental Services	Place / Corporate Indirects	£6.98m
Utilities	Corporate Indirects	£5.3m
Construction Materials	Place	£4.95m
ICT	Corporate Indirects	£4.94m
Education	Corporate Indirects	£4.23m
Housing Management	Place / People	£3.96m
Financial Services	Corporate Indirects	£3.39m

b. Suppliers

In financial year 16/17, the top 25 suppliers to the Council account for 58.28% of the Council's total spend.

Supplier	Aggregate Spend
HUB West Scotland Limited	£41.17m
West Dunbartonshire Schools Ltd	£11.1m
Barr Environmental	£3.65m
Morgan Sindall Plc	£3.49m
Cornerstone Community Care	£3.25m
Hill View Nursing Home	£3.01m
Key Housing Association	£2.83m
EDF Energy	£2.65m
Strathclyde Passenger Transport	£2.49m
W H Kirkwood Ltd	£2.19m
Turner Facilities Management Limited	£2.05m
HC-One Limited	£1.99m
GHI Contracts Ltd	£1.83m
Four Seasons Healthcare	£1.73m
Quarriers	£1.42m
The Richmond Fellowship Scotland	£1.41m
AON UK Limited	£1.41m
GO-Wright Ltd	£1.34m
Greenlight Environmental Ltd	£1.26m
City Technical Services UK Ltd	£1.24m
Balquhider House	£1.07m
Scottish Fuels	£1m
Kibble Education and Care Centre	£0.9m
Share Scotland	£0.89m

Luddon Construction	£0.89m
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20% of suppliers amount to 91% of the Council's total procurement spend.

c. Small and Medium Enterprises

Within the existing legal and regulatory framework, the Council aims to use its procurement activity to support the development of both local and national companies, with a particular focus on small and medium enterprises (SMEs). The spend in 2016/17 from SME's is highlighted below:

Medium Suppliers: £42.07m

Small Suppliers: £21.82m

d. e-Procurement

The Council has two initiatives to drive e-Procurement, e-Sourcing and Purchase to Pay (P2P).

e-Sourcing is the drive to use PCS-T (Public Contracts Scotland – Tenders) and PCS (Public Contracts Scotland) as the tools to execute tenders and contract awards. PCS-T is fully compliant with the ESPD (European Single Procurement Document) and current regulation. This requires both the Council and supplier to work in a controlled and electronic environment in the issue, clarification, receipt and evaluation of tenders and mini-competitions. In addition, the Council during this strategy period will undertake a trial of the e-Auction functionality. This is a strategic sourcing mechanism to establish best value where the market is price competitive.

The Council has a dedicated Purchase to Pay (P2P) Transformation project headed up by the CPU's Developments Team.

The need to invest in and transform the Council's P2P systems, processes and procedures is supported by a previous independent review conducted by the Scottish Government and by the recent PCIP, both of which highlighted inefficiencies, insufficient controls and inconsistent information management.

The procurement and implementation of a P2P System has been identified as a catalyst in ensuring further improvements, efficiencies and revenue generation within the Council.

The purpose of the project is to deliver increased control of ordering in line with Council procedures, increase the efficiency and effectiveness of the ordering and invoice process and to maximise rebates and savings available to the Council using spend leverage and strategic initiatives to generate funds through spending (i.e. purchase card).

6. Performance, Performance Indicators, Monitoring, Reporting and Development

The procurement objectives and the targeted outcomes of this Corporate Procurement Strategy will be monitored via a procurement strategy action plan which takes account of the PCIP assessment and the Council's 5 year Strategic Plan. The performance against this procurement strategy action plan will be reported to and monitored by the Council's Strategic Director Transformation and Public Sector Reform and the Senior Leadership Team. See Appendix 1: Procurement Strategy Action Plan.

The table below highlights the PCIP scores in October 2016 with the Local Authority average scores and targets the PCIP scores in 2018:

	WDC Scores - 2016	Local Authority Average Scores - 2016	Target WDC Scores - 2018
Leadership & Governance	72.5%	72.5%	78.8%
Development & Tender	62.5%	59%	72.9%
Contract	37.5%	52%	50%
Purchasing Processes	83.3%	73.2%	83.3%
Total	64%	65%	73%

The table below highlights the Performance Indicators financial year 2016 with and targets the PCIP scores in 2018:

	Financial Year - 2016	Targets for Financial Year - 2017
RES/PRO/003: Percentage of P2P savings target achieved.	-	100%
RES/PRO/004: Percentage of all contracts delivering community benefits.	-	20%
RES/PRO/005: The increased percentage of	-	75%

spend on contract.		
RES/PRO/006: The percentage of all contracts that have at least one supplier management meeting each year.	-	40%
SEON04: Percentage of procurement spent on local small / medium enterprises.	9.44%	12%

The actions and objectives are managed through the Council's Covalent System and are reviewed regularly by the CPU management team.

7. Policies, Tools and Procedures

a. Policy Summaries:

Ensuring Equalities in Procurement:

The Council is committed to the promotion of equal opportunities in all its policies and services. The Council's duties in line with Public Sector Equality Duty (PSED) extend to its purchase of goods, services and works from external providers.

Local Procurement Policy and Sustainable Procurement Policy

The Council recognises the important role that SMEs and social economy enterprises play in sustaining the local economy and highlights the need for the Council to work together with a newly developed local business forum to develop an integrated action plan.

Sustainable procurement is about the procurement of goods, works and services in ways that take into account the social, economic and environmental impact that such purchasing has on people and communities.

We will be fully compliant with the Procurement Reform (Scotland) Act 2014 and general and other duties contained therein, including the Sustainable Procurement Duty.

There is an action in place to merge the Local Procurement and Sustainable Procurement policies into a single policy.

Supplier Relationship Management Policy:

The purpose of Supplier Relationship Management is to:

- Ensure any contract is successfully executed;
- Provide a formalised system of monitoring supplier performance against the contract requirements;
- Ensure there is clarity of the roles and responsibilities by all parties relating to Supplier Relationship management;
- Monitor overall compliance by all parties to the terms of the agreement and contract key performance indicators and service level agreements;
- Facilitate the identification and management of relationships with key supplier representatives;
- Identify potential additional savings due to proactive supplier relationship management including added value performance measures, demand, cost, supply chain, efficiencies and effectiveness management;
- Realise estimated savings due to continuous monitoring of spend information;
- Co-ordination of the supply chain and intervention points;
- Provide a focus for development of initiatives and innovation; and
- Deliver learning and knowledge.

There is an action to revise and re-issue this policy.

b. Tools:

The Council has embedded various tools within the strategic procurement process to assist and ensure best value. Utilisation of the tools also supports compliance with the Sustainable Procurement Duty. The key tools utilised by the CPU are as follows:

National Tools:

- Procurement Journey;
- Procurement and Commercial Improvement Programme;
- Scottish Model of Procurement; and
- National Outcomes.

Scottish Government Sustainable Tools:

- Sustainability Test; and
- Flexible Framework.

Contract Management Tools:

- PCS-T;
- PECOS and such other tools; and
- Contracts Database.

e-Learning

- e-Procurement training modules; and
- Procurement Fundamentals.

c. Processes:

The Council's Standing Orders and Financial Regulations apply to all contracts made by or on behalf of the Council for the execution of works, services and the supply of goods.

The Standing Orders and Financial Regulations are subject to the over-riding provisions of European Union (EU), United Kingdom and Scottish legislation. They are also subject to any EU Commission, UK Government and Scottish Government guidance on public procurement that may be issued from time to time.

The Standing Orders shall not apply to any contracts made on behalf of the Council by Scottish Procurement, Scotland Excel or any other central purchasing body with whom the Council has made arrangements for the award of works, supplies or services contracts on its behalf.

8. Strategy Ownership & Contact Details

Annabel Travers
Corporate Procurement Manager
Garshake Road
Dumbarton
Tel: 01389 737 748

Appendix 1: Procurement Strategy Action Plan

This Corporate Procurement Strategy is for 3 years with year 1 specifically defined in the Procurement Strategy Action Plan with years 2 and 3 to be refined at the next refresh in a year's time.

Procurement Objectives	Milestones	Target Date	Progress
a) Develop and implement a procurement plan to deliver community benefits through procurement processes	Develop the Community Benefits procedure.	Dec 2017	Not yet started.
	Develop a standard matrix of planned community benefits.	March 2018	<u>Progressing:</u> <ul style="list-style-type: none"> (RES/PRO/004): A Performance Indicator exists for contracts delivering community benefits. CPU expect to achieve this target.
b) Develop procurement leadership, governance and controls across the Council	Revise and reissue the sub £50,000 procurement guidance.	Sept 2017	<u>Progressing:</u> <ul style="list-style-type: none"> Developing the sub £50,000 procurement guidance in-conjunction with the QuickQuote training - see Procurement Objectives c, Milestone 4.
	Produce an updated Procurement Strategy.	Sept 2017	<u>Progressing:</u> <ul style="list-style-type: none"> Going to the August 2017 Corporate Services Committee.
	Produce the procurement Annual Report.	March 2018	Not yet started.
	Continue to review and revise the Procurement Procedures including the development of a Procurement Manual.	Dec 2017	<u>Progressing:</u> <ul style="list-style-type: none"> Produced the Procurement Request Form which is to be completed by the Service Area prior to a procurement exercise being initiated. Produced a Contract Strategy Lite document to make the process leaner and more efficient.

	Revise and reissue the Local Procurement Policy and the Sustainability Policy as one document.	March 2018	<u>Progressing:</u> <ul style="list-style-type: none"> • (SEON04): A Performance Indicator exists for procurement spent on local small/medium enterprises. The CPU expect to achieve this target.
	Continued update of participants in the Inspiring Leaders programme.	Beyond March 2018	<u>Progressing:</u> <ul style="list-style-type: none"> • 3 CPU staff members are on the programme. 1 CPU staff member joining the programme and more will follow.
	Facilitate more CPU integration into service areas.	Beyond March 2018	<u>Progressing:</u> <ul style="list-style-type: none"> • CPU are beginning to make progress in this area but this has been limited as the CPU are finding out about projects after they have started. • Plan to develop a Projects Milestone Plan, formally the Pipeline Plan, to manage.
c) Develop and implement new ways of working in procurement activity	Integrate the Milestone Plan and the Pipeline Plan into a single master document – <i>Projects Milestone Plan</i> .	Aug 2017	Not yet started.
	Implement more flexible working model in preparation for moving office to the new offices.	Dec 2017	<u>Progressing:</u> <ul style="list-style-type: none"> • The CPU staff are working from home fairly well but need to locate to other relevant buildings too - including external buildings not part of WDC property assets.
	Project management of Projects Milestone Plan across Place, People and Corporate In-directs categories	Nov 2017	Not yet started.

	Introduce defined and robust controls in approaches to procurement.	Dec 2017	<u>Progressing:</u> <ul style="list-style-type: none"> • Produced the Procurement Request Form which is to be completed by the Service Area prior to a procurement exercise being initiated. • Produced a Contract Strategy Lite document to make the process leaner and more efficient. • To develop and roll out of Quick Quote training starting in September 2017. • To develop and roll out of Procurement Awareness training starting in September 2017. • To develop and roll out a one page Tender Summary report to replace the cumbersome Tender Completion Report. This will allow for the new reporting requirements of the Tendering Committee. • To develop PAMG report to grant the use of strategic / business consultancy.
	Trial the use of e-auction within 2017/2018.	March 2018	Not yet started.
	Continue with the P2P Project - Phase 2.	Beyond March 2018	<u>Progressing:</u> <ul style="list-style-type: none"> • (RES/PRO/003): A Performance Indicator exists for percentage of P2P savings. The CPU expect to achieve this target. • P2P Project - Phase 1 has been implemented. • <i>P2P Project - Phase 2 Implementation</i> is going to Corporate Services Committee in August 2017.
d) Develop supplier relationship management across the Council	Host a meet the buyer event called "Open for Business".	Aug 2017	<u>Progressing:</u> <ul style="list-style-type: none"> • Venue booked. • The opening speakers confirmed. • The service areas and major third party suppliers' stalls booked. • Pamphlets & pop-up stands are ordered.

			<ul style="list-style-type: none"> • Tea & coffee ordered. • Advertised on social media and Public Contract Scotland.
	Conclude pilot of Public Contract Scotland – Tender (PCS-T) contract and supplier management module.	March 2018	<u>Progressing:</u> <ul style="list-style-type: none"> • Two pilots for IHMS and Waste are being moved forward and this is being supported by the service areas. Further work is being undertaken to reach the KPI implementation stage.
	Revise and reissue the Supplier Relationship Management policy.	Dec 2017	Not yet started.
e) Implement actions arising from the Procurement and Commercial Improvement Programme assessment	Procurement Representation: Procurement plays a leadership role both within the Council and out-with it in order to deliver objectives.	Beyond March 2018	<u>Progressing:</u> <ul style="list-style-type: none"> • Currently at Level 3.5 out of 4 for October 2016 PCIP. The CPU expect to remain at Level 3.5 for the 2018 PCIP.
	Procurement Influence: Procurement is heavily involved in all high value or high risk procurement activity.	Beyond March 2018	<u>Progressing:</u> <ul style="list-style-type: none"> • Currently at Level 3 out of 4 for October 2016 PCIP. The CPU expect to go to Level 3.5 for the 2018 PCIP.
	Procurement Strategy: The Procurement strategy is delivering continuous improvement and outcomes referenced within the corporate annual report.	Beyond March 2018	<u>Progressing:</u> <ul style="list-style-type: none"> • Currently at Level 3 out of 4 for October 2016 PCIP. The CPU expect to go to Level 3.5 for the 2018 PCIP.
	Resource & Skills: The Council maximises resource through collaboration or innovative approaches.	Beyond March 2018	<u>Progressing:</u> <ul style="list-style-type: none"> • Currently at Level 3 out of 4 for October 2016 PCIP. The CPU expect to remain at Level 3 for the 2018 PCIP.
	Capability: The Council works across public sector to develop pool of professional talent, collaborating with others and supporting the National strategy.	Beyond March 2018	<u>Progressing:</u> <ul style="list-style-type: none"> • Currently at Level 3 out of 4 for October 2016 PCIP. The CPU expect to go to Level 3.5 for the 2018 PCIP.

	<p>Internal Control Systems: Audits of procurement have highlighted only minor (lowest level) risks or issues in the past 3 years. Compliance to policies and procedures is robust and actions addressed.</p>	<p>Beyond March 2018</p>	<p><u>Progressing:</u></p> <ul style="list-style-type: none"> • Currently at Level 2.5 out of 4 for October 2016 PCIP. The CPU expect to remain at Level 2.5 for the 2018 PCIP.
	<p>Risk Management: A risk management process is embedded totally within the procurement process across the Council.</p>	<p>Beyond March 2018</p>	<p><u>Progressing:</u></p> <ul style="list-style-type: none"> • Currently at Level 3 out of 4 for October 2016 PCIP. The CPU expect to remain at Level 3 for the 2018 PCIP.
	<p>Fraud Awareness & Prevention: The Council can evidence that they actively investigate opportunities, on an on-going basis, of financial fraud and takes appropriate action.</p>	<p>Beyond March 2018</p>	<p><u>Progressing:</u></p> <ul style="list-style-type: none"> • Currently at Level 3 out of 4 for October 2016 PCIP. The CPU expect to remain at Level 3 for the 2018 PCIP.
	<p>Commercial Acumen: Risk reduction and benefits are delivered through improved commercial acumen within the Council and all those involved in commercial decisions are aware of how commercial decisions affect Council priorities.</p>	<p>Beyond March 2018</p>	<p><u>Progressing:</u></p> <ul style="list-style-type: none"> • Currently at Level 2 out of 4 for October 2016 PCIP. The CPU expect to go to Level 3 for the 2018 PCIP.
	<p>Continuous Improvement of Procurement Activity: Best practice and improvements are recognised externally to the Council. The Council actively facilitates and promotes improved</p>	<p>Beyond March 2018</p>	<p><u>Progressing:</u></p> <ul style="list-style-type: none"> • Currently at Level 3 out of 4 for October 2016 PCIP. The CPU expect to remain at Level 3 for the 2018 PCIP.

	procurement performance across other organisations.		
	Spend Analysis: Implementation of a category management approach.	Beyond March 2018	<u>Progressing:</u> <ul style="list-style-type: none"> • Currently at Level 3.5 out of 4 for October 2016 PCIP. The CPU expect to remain at Level 3.5 for the 2018 PCIP.
	Strategy Development: Expertise on specific categories exists in the Council and has resulted in market leading / innovative solutions.	Beyond March 2018	<u>Progressing:</u> <ul style="list-style-type: none"> • Currently at Level 3 out of 4 for October 2016 PCIP. The CPU expect to remain at Level 3 for the 2018 PCIP.
	Specification: The Council has proactive market engagement and has influenced the supply market to drive innovation.	Beyond March 2018	<u>Progressing:</u> <ul style="list-style-type: none"> • Currently at Level 2.5 out of 4 for October 2016 PCIP. The CPU expect to remain at Level 2.5 for the 2018 PCIP.
	Implementation & Exit Strategies: The Council learns from previous procurement exercises and shares them with peers.	Beyond March 2018	<u>Progressing:</u> <ul style="list-style-type: none"> • Currently at Level 2 out of 4 for October 2016 PCIP. The CPU expect to go to Level 3 for the 2018 PCIP.
	Evaluation Criteria: The Council can demonstrate achieving outcomes through sophisticated modelling.	Beyond March 2018	<u>Progressing:</u> <ul style="list-style-type: none"> • Currently at Level 2 out of 4 for October 2016 PCIP. The CPU expect to go to Level 2.5 for the 2018 PCIP.
	Sustainability: The Council is delivering and tracking community, local economic and environmental benefits and can convert to a value to the Council.	Beyond March 2018	<u>Progressing:</u> <ul style="list-style-type: none"> • Currently at Level 2 out of 4 for October 2016 PCIP. The CPU expect to go to Level 3 for the 2018 PCIP.
	Contract & Supplier Management: A continuous improvement approach to CSM is in place and shared/benchmarked with other	Beyond March 2018	<u>Progressing:</u> <ul style="list-style-type: none"> • Currently at Level 3 out of 4 for October 2016 PCIP. The CPU expect to remain at Level 3 for the 2018 PCIP.

organisations.		
Contractual Obligations & Additional Benefits: Suppliers are motivated to improve performance.	Beyond March 2018	<p><u>Progressing:</u></p> <ul style="list-style-type: none"> • Currently at Level 1.5 out of 4 for October 2016 PCIP. The CPU expect to go to Level 2.5 for the 2018 PCIP. • Continue to progress with supplier relationship management - a Performance Indicator exists for percentage of all contracts that have at least one supplier management meeting each year (<u>RES/PRO/006</u>). The CPU expect to achieve this target. • Continual to improve the supplier relationship management initiatives such as the buyer event called “Open for Business”.
Contract Compliance: IT Systems in place to flag and control maverick spend.	Beyond March 2018	<p><u>Progressing:</u></p> <ul style="list-style-type: none"> • Currently at Level 1 out of 4 for October 2016 PCIP. The CPU expect to go to Level 2 for the 2018 PCIP. • Develop within the contracts database, a spend analysis tool to monitor “on contract” spend more closely. • Increase the per cent of spend on contract - a Performance Indicator exists for increased percentage of spend on contract (<u>RES/PRO/005</u>). The CPU expect to exceed this target. • On-going through the Projects Milestone Plan, formally the Pipeline Plan, to manage. •
Demand Management: Demand management is considered throughout the supply chain and reported at a senior (i.e. SMT) level.	Beyond March 2018	<p><u>Progressing:</u></p> <ul style="list-style-type: none"> • Currently at Level 2 out of 4 for October 2016 PCIP. The CPU expect to remain at Level 2 for the 2018 PCIP.
Lessons Learned: Lessons learned shared and sought out-	Beyond March	<p><u>Progressing:</u></p> <ul style="list-style-type: none"> • Currently at Level 1 out of 4 for October 2016 PCIP. The

	with the Council, where appropriate.	2018	CPU expect to go to Level 2 for the 2018 PCIP.
	Goods Receipt and Payment Process: Fully integrated end to end system in place with MI generated to support management of performance and commercial decisions	Beyond March 2018	<u>Progressing:</u> <ul style="list-style-type: none"> • Currently at Level 3 out of 4 for October 2016 PCIP. The CPU expect to remain at Level 3 for the 2018 PCIP.
	Stock Management: Suppliers fully embedded into logistics planning and processes.	Beyond March 2018	<u>Progressing:</u> <ul style="list-style-type: none"> • Currently at Level 2 but recorded as a Level 4 to balance up with logistics questions in other sectors in the October 2016 PCIP. The CPU expect to remain at Level 2 (Level 4) for the 2018 PCIP.
	Procurement Process Automation: The Council's ICT strategy is continuously benchmarked against the ICT markets capability and developments.	Beyond March 2018	<u>Progressing:</u> <ul style="list-style-type: none"> • Currently at Level 3 out of 4 for October 2016 PCIP. The CPU expect to remain at Level 3 for the 2018 PCIP.

WEST DUNBARTONSHIRE COUNCIL

Report by the Strategic Lead - Resources

Corporate Services Committee: 23rd August 2017

Subject: Purchase to Pay (P2P) Project - Phase 2 Implementation

1. Purpose

- 1.1** The report is to provide Members with information on the Purchase to Pay (P2P) project with a request for approval to commence the procurement exercise and implementation of Phase 2 of the project.
- 1.2** This report describes the issues with our current ordering and payment process, the steps taken in Phase 1 to improve efficiency and increase rebate and the change proposals to be implemented in Phase 2.

2. Recommendations

- 2.1** It is recommended that the Corporate Services Committee:
- (i) notes the contents of this report and the benefits which can be realised from the introduction of an integrated P2P solution;
 - (ii) approves the process to procure the supply, implementation and ongoing support / maintenance of the P2P solution stages – section 4 in this report; and
 - (iii) notes that the outcome of the procurement processes will be reported to a future Tendering Committee.

3. Background

- 3.1** The Council's Procurement Strategy has prioritised the need to *"...develop key purchasing systems and processes across the Council with due consideration for local and national ICT Strategy requirements, existing budget constraints and the need to ensure best value whilst reducing purchase to pay costs."*
- 3.2** The need to invest in and transform the Council's P2P systems, processes and procedures is supported by a previous independent review conducted by the Scottish Government and by the recent Procurement and Commercial Improvement Plan (PCIP) both of which highlighted inefficiencies, insufficient controls and inconsistent information management.
- 3.3** A P2P Project Board is well established and oversees the transformation of Council wide P2P, with that seen as an enabler to the Councils wider Strategic Change Programme.

3.5 Through the initiatives delivered through Phase 1, the following savings / efficiencies have been delivered in year 16/17:

- The number of manually processed invoices reduced by 47%;
- Increased purchase card rebate by £14,433 above initial rebate of £50,000;
- Introduced e-invoicing; and
- Introduced consolidated billing.

3.6 As well as developing and implementing the Phase 1 efficiency savings, the CMT approved the development of a business case for further system improvements and rationalisations to build upon the work of Phase 1. The project team identified three potential solutions for Phase 2 and developed an Options Appraisal which was considered by the P2P Project Board on 4th May 2017. The Options Appraisal outlined the following:

- PECOS integration (the Purchase to Pay system) with wider Council systems;
- Replace PECOS with a bespoke designed enhanced purchasing system; or
- Expand the Unit 4 Business World (Agresso) ledger software to include purchasing functionality.

3.7 The Options Appraisal detailed each option along with a cost / benefit analysis. It was recommended to the P2P Project Board to approve option 1 - PECOS Integration, as this represented a solution with the best cost / benefits ratio, as well as providing the same base functionality as the options 2 and 3.

4. Main Issues

4.1 The proposal outlined below has been assessed against the ICT Strategy for duplication of systems and / or system functionality. The solution proposed is not available within any of the Council's current systems. The proposal where there is third party software (Stages 1 and 4) do not require WDC to procure any further ICT software assets. The other proposals require upgrade or development to existing systems. There will be on-going maintenance fees for stages 1, 6, and 7, which will be assumed into revenue budgets for the service area (Finance for stages 1 and 7 and ICT for stage 6) but will be offset by the anticipated savings.

4.2 In response to the P2P Project Board approving option 1, PECOS Integration as the preferred solution, the P2P Project Board is seeking approval from Corporate Services Committee to commence the appropriate procurement exercises covering the following elements of further P2P improvement:

4.2.1 Stage 1 - Purchase Card Facilitation Provider: A third party provider to affect orders and pay through our current MasterCard provider, providing additional card rebate revenue. The P2P Project Board is seeking approval to source this through the Crown Commercial Services Digital Marketplace and the result will be either a mini-competition (competitive process for suppliers already on that framework agreement) or direct award (a contract is awarded to a supplier on framework agreement without further competition).

- 4.2.2 Stage 2 - PECOS Integration:** Integrate the order and invoice information from our other purchasing systems into PECOS, to create a central P2P system data repository.
- 4.2.3 Stage 3 - Agresso Card Payment File:** Development of Agresso to create a new payment type (P Card) to transact invoices that can be paid by card.
- 4.2.4 Stage 4 - Advance Order Funding:** The purpose is to introduce an alternative revenue stream from suppliers by offering them, through a third party, the options to take a proportion of the order value at the time of order, returning a rebate to the Council. The P2P Project Board is seeking approval to source this through run this requirement as an open tender (open to all suppliers), advertised through Public Contract Scotland.
- 4.2.5 Stage 5 - Supply Base Market Rebate:** The purpose being to elicit rebate and improved payment terms from a wider proportion of the supply base through more efficient payment terms and methods.
- 4.2.6 Stage 6 - Manual Invoice Digitisation:** The proposal is to digitise the remaining manual invoices for batch loading into Agresso or PECOS.
- 4.2.7 Stage 7 - Commitment Accounting:** This allows purchase order values to be recorded against budgets prior to expenditure, giving management teams greater awareness and control of upcoming costs, and help mitigate uncontrolled budget overspend.
- 4.3** The Primary objective of the P2P project is to help create a more efficient, effective, compliant and controlled structure to ordering and paying for Works, Goods and Services, whilst generating a revenue stream from rebates by offering improved payment terms through the above initiatives. The solution will improve procurement compliance and controls required by legislation and Council policy.
- 4.4** By offering suppliers various options of when they can receive funds, as well as making the invoicing process more efficient, we are striving to be recognised as a customer of choice to large national companies, as well as, local Small and Medium Enterprises (SMEs).
- 4.5** The development of the Options Appraisal identified three options that would provide the required output. It focused on means to increase card payment uptake, reduce manual invoice keying, increase e-invoicing, centralise order data and increase controls on ordering to reduce off-contract spend.
- 4.6** Implementing P2P Phase 2 will see service improvements and efficiency gains across the Council through better working practices, efficient ordering and payment methods, effective management information and increased revenue – all of which should save time. The time releasing savings have not been assumed into the project savings calculations as any efficiency will be managed through other employee rationalisation projects. Therefore in the analysis

below only the additional cash rebates are used to show the expected net financial benefit arising from this project. The seven stages of the project have been identified in relation to their benefits, as follows:

	Benefit	Saving
Stage 1 Facilitated card payment	Greater uptake of card payments increasing card rebate.	Income Generation: £44,000 card rebate per annum from year 2
Stage 2 PECOS Integration	<ul style="list-style-type: none"> • Commitment accounting interface into Agresso from PECOS only. • Further Facilitated card payment implementation without additional interface costs • Greater workflow authorisation • Advance order funding interface with PECOS only • Enhance P2P solutions such as e-invoicing and self-billing reducing manual invoice keying. • Improvement of PECOS efficiency i.e. forced settled, mismatched etc 	Time Releasing: £36,000 efficiency savings by not processing manual invoices from Year 2
Stage 3 Agresso card payment file	Allows an option for manual invoices to be paid by card, and also assist with PECOS orders that can be paid by card.	Income Generation: £9,900 increased card rebate from Year 2
Stage 4 Advance Order Funding	Releases funds to the supplier at order stage (reducing the financial burden of contract for SMEs), and through fee paid to take early funds, rebate generated for the Council	Income Generation: £10,000 per annum by year 2, increasing by £10,000 per year up to an estimated value of £50,000 per year.
Stage 5 Supply market rebate	Potential improvement on payment terms to council, generation of discounts and potential rebate	The initiative will be part of the overall procurement savings figures.
Stage 6 Invoice Digitisation	Reduce the number of paper invoices received requiring manual keying.	Time releasing: £11,250 per annum by year 2
Stage 7 Commitment Accounting	Improved spend forecasting, and budget control. Mitigate risk of uncontrolled budget overspending.	Time releasing: £19,680 per annum by year 2

4.7 A high level implementation plan has been introduced and is outlined as follows:

Task Name	Est. Duration	Start	Finish
P2P Phase 2	262 Days	Fri 12/05/17	Mon 14/05/18
• Purchase Card Facilitation Provider	193 Days	Fri 12/05/17	Tue 06/02/18
• PECOS Integration	226 Days	Tue 30/05/17	Wed 11/04/18
• Advance Order Funding	144 Days	Mon 26/06/17	Thu 11/01/18

• Agresso Card Payment File	70 Days	Mon 09/10/17	Fri 12/01/18
• Supply Market Based Rebate	82 Days	Fri 12/01/18	Mon 07/05/18
• Manual Invoice Digitisation	87 Days	Fri 12/01/18	Mon 14/05/18
• Commitment Accounting	60 Days	Mon 15/01/18	Fri 06/04/18

5. People Implications

5.1 WDC employees will require to implement and follow new ways of working and familiarise themselves become familiar with different systems and information management approaches. As stated above it is anticipated the project will generate time efficiencies, though these will be managed through the Central Administration Service on-going project, in order to avoid double counting and to integrate all such support efficiencies through a single focus.

5.2 The P2P project team is principally made up from members of the Procurement Developments Team, with input from members of the Finance Service Centre, ICT, and Finance. It is anticipated that during the development and implementation of the stages, specialist input will be required from these areas.

6. Financial Implications

6.1 The cost to implement P2P Phase 2 will be in the region of £47,528.

Table 1: Project Costs

Stage	Description	Implementation Costs	Recurring Costs	Total Year 1 Costs
1	Purchase Card Facilitation Provider	£11,500	£14,400	£25,900
2	PECOS Integration	£6,000	-	£6,000
3	Agresso Card Payment File & PECOS raised CIS orders	£9,948	-	£9,948
4	Advance Order Funding	£500	-	£500
5	Supply Base Market Rebate	£500	-	£500
6	Manual Invoice Digitisation	£500	£2,000	£2,500
7	Commitment Accounting	£18,580	£2,750	£21,330
Total:		£47,528	£19,150	£66,678

6.2 The recurring costs of £19,150 per year will be more than offset by the on-going savings.

6.3 The Options Appraisal for the implementation of Phase 2 includes a cost benefit analysis. The benefit analysis does not include savings attributed to staff efficiency due to the risk of “double counting” these savings within other rationalisation projects. Therefore the cost / benefit calculations are based on anticipated cash rebates only.

Table 2 Cost / Benefit analysis

	Description	Yr1	Yr2	Yr3	Yr4	Yr5
Costs						
1	Installation Costs	-£47,527	£0	£0	£0	£0
3	Recurring Costs Per Year	-£19,150	-£19,150	-£19,150	-£19,150	-£19,150
3	Cumulative Costs	-£66,677	-£85,827	-£104,977	-£124,127	-£143,277
Return						
4	Cashable Return Per Year	£18,475	£73,900	£83,900	£93,900	£103,900
5	Cumulative Return	£18,475	£92,375	£176,275	£270,175	£374,075
Savings						
6	Net Savings Per Year (row 3 & 5)	-£48,202	£54,750	£64,750	£74,750	£84,750
7	Costs / Savings From Previous Year (from row 8)	-	-£48,202	£6,548	£71,298	£146,048
8	Cumulative Net Savings (over 5 years)	-£48,202	£6,548	£71,298	£146,048	£230,798

6.4 It is estimated that when fully implemented a net on-going saving of approximately £85,000 per year will be achieved. The purchase and implementation costs will be funded from the earmarked Spend to Save budget.

7. Risk Analysis

7.1 If we do not improve our current methods of ordering and paying, there is a risk in some circumstances of uncontrolled Council spend.

7.2 If we do not implement new methods of allowing suppliers to access their funds, we run the risk of excluding SMEs from participating in Council contracts.

7.3 If we do not integrate our purchase order data into one central area we risk having to pay more for the integration of the purchase card facilitation solution by having to interface with more than PECOS to affect the orders.

7.4 There is a risk that the invoice digitisation will not be possible through multi-function devices or local software, and that using a third party will be cost prohibitive. The mitigation action will ensure that purchase orders are in place for each order, reducing the need to manually key.

8. Equalities Impact Assessment (EIA)

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

9. Consultation

9.1 This report has been subject to review by the members of the P2P Project Board, Finance and Legal Services.

10. Strategic Assessment

10.1 This report relates to delivering *Fit for Purpose Services*, as the main thrust of the report considers how best to use our ordering and payment systems to comply with legislation, improve service quality and generate revenue and savings to the Council, whilst achieving strong financial governance.

Stephen West
Strategic Lead - Resources
Date: 10/08/2017

Person to Contact: Derek McLean, Garshake Road, Dunbarton. Telephone 01389 7377290, Email: derek.mclean@west-dunbarton.gov.uk

Appendix: Nil

Background Papers: P2P Phase 2 Implementation Plan
Outline Options Appraisal P2P Phase 2

Wards Affected: All wards affected.

WEST DUNBARTONSHIRE COUNCIL**Report by Strategic Lead - Regulatory****Corporate Services Committee: 23 August 2017**

Subject: Review of Civil Ceremony Fees**1. Purpose**

- 1.1 The purpose of this report is to seek approval of a proposal to increase some civil ceremony fees following a recent review.

2. Recommendations

- 2.1 It is recommended that the Committee approves the increases to civil ceremony fees as detailed in the Appendix to this report with effect from 1 September 2017.

3. Background

- 3.1 Civil ceremonies include all civil marriages and civil partnerships conducted by the Council's registration service whether they are held in council premises or in external venues. These fees comprise three main elements: the first part of the fee is statutory and is set nationally by the National Records of Scotland (Scottish Government); the second part is an additional fee which can be added by the local authority to cover any additional costs it incurs; the third part relates to the accommodation fee (hire of room). This review relates to that part of the registration ceremony fee which is set by the local authority but does not include room hire.
- 3.2 In recent years, civil ceremony fees have been increased in accordance with the annual percentage increase to fees set by Council as part of the budget process. However, the recent introduction of Marriage Officers, which now makes it possible to offer these services on Sundays and Bank Holiday has prompted a review of the existing fees. A registration service benchmarking exercise was carried out by eleven local authorities in the West of Scotland area in 2016 and this information has been used to produce average ceremony fees for comparison purposes.

4. Main Issues**Sundays and Bank Holidays – External Venues**

- 4.1 In West Dunbartonshire the current fee being charged for ceremonies on Sundays and bank holidays matches the existing fee for civil ceremonies in external venues on a Saturday i.e. £409. However, when compared with the Humanist Society this fee is comparatively modest.

The average cost of a ceremony conducted by a Humanist celebrant from the Humanist Society Scotland is £523; this includes a fee for joining the Society, which is mandatory, and the statutory cost of giving notice via the registration service but does not cover the celebrant's travel costs. It is therefore proposed that the West Dunbartonshire Council fee be set at £450 for Sundays and Bank Holidays in external venues. This is slightly higher than other West of Scotland local authorities where the average fee is £434.30.

Other Fees – Leven Room and Clyde Room

- 4.2** It is a statutory requirement for every local authority to provide a room for a couple with two witnesses at the statutory minimum rate of £125 from Monday to Friday. These ceremonies take place in the Leven Room in the Municipal Buildings, Dumbarton and in the Clyde Room, Clydebank Town hall. At the time when the decision was taken to conduct these ceremonies in these rooms, it was agreed that the registration service should not add any additional costs if the couple decided to invite more guests. It should also be noted that the registration service would normally provide two members of staff to attend such ceremonies; one to deal with the wedding party and conduct the ceremony and the second to attend to the guests. This is of particular importance at the Clydebank Town Hall where guests are asked to arrive at a separate entrance from the wedding party. It is now proposed that an additional charge of £75 is added when a couple decide to invite guests to their ceremonies in these rooms resulting in a new registration fee of £200. This compares favourably with other West of Scotland local authorities where the average fee a midweek ceremony with guests is £221.65.
- 4.3** It is also proposed that the registration fee for a Saturday civil ceremony with guests for the Clyde Room be increased to £300 to reflect the additional costs associated with providing registration staff on a Saturday. This compares favourably with other West of Scotland local authorities where the average fee for this type of ceremony on a Saturday is £357.60.

Other fees – Clydebank Town Hall

- 4.4** When the Council agreed to transfer responsibility for the management of the Clydebank Town Hall to Facilities Management in 2011 it was also agreed that an hourly rate be applied to all accommodation regardless of their use. Previously civil ceremonies attracted a higher accommodation rate than normal bookings administered by the Events Team. The consequence of this change was that civil ceremonies in Clydebank are now considerably cheaper than other West of Scotland local authority areas. For example, the current total cost of a midweek civil ceremony in Clydebank Town Hall (Grand Hall) with up to 250 guests is £183.33, which includes a statutory registration fee of £125 and £58.33 for the room hire. This is lower than other West of Scotland local authorities where the average fee for this type of ceremony held midweek is £228.90. It proposed that the registration fee for midweek ceremonies in the Clydebank Town Hall be increased to £200 and the fee for Saturdays be set at £300.

4.5 The full list of fees for other ceremony rooms, where it is proposed that increases are applied, is shown in the Appendix to this report. All other ceremony fees will remain as published on the Council's website: <http://www.west-dunbarton.gov.uk/birth-marriage-death/marriage-and-civil-partnership/marriage/>.

5. People Implications

5.1 There are no implications for employees of this Council.

6. Financial and Procurement Implications

6.1 The proposed increases in registration ceremony fees will result in an annual increase in income of approximately £5000 (based on a similar number of ceremonies conducted as per 2016). The proposed rates are in line with fees charged by other local authorities in the West of Scotland and are competitive when compared with fees being charged by the Humanist Society Scotland.

6.2 There are no procurement implications.

7. Risk Analysis

7.1 There are no risks associated with the proposals within this report.

8. Equalities Impact Assessment (EIA)

8.1 An initial EIA screening was undertaken and found that there are no impacts on any equalities groups. While it could be argued that any increase in fees could have an adverse impact on people on low incomes, the statutory minimum rate of £125 ensures that civil ceremonies are accessible to all persons regardless of income levels.

9. Consultation

9.1 Officers from legal and finance have been consulted on the content of this report.

10. Strategic Assessment

10.1 This report does not have a direct impact on the Council's Strategic priorities.

Peter Hessett
Strategic Lead - Regulatory

Date: 25 July 2017

Person to Contact: George Hawthorn, Section Head, Democratic Services, Council Offices, Garshake Road, Dumbarton. Telephone 01389 737204 or e-mail: george.hawthorn@west-dunbarton.gov.uk

Appendices: 1. Proposed increases to Ceremony Fees 2017.

Background Papers: Extract on Ceremony Fees taken from Benchmarking Exercise undertaken by West of Scotland Registration Group (2016).

Wards Affected: All

Proposed Increase of Civil Ceremony Fees - 2017

Appendix

	<u>Current Fee</u>	<u>Proposed Fee</u>	<u>West of Scotland Average</u>	<u>Total Cost incl. Accommodation</u>
<u>Leven Room, Municipal Buildings, Dumbarton</u>				
Monday - Friday (Bride, Groom, 2 Witnesses and Guests)	£125.00	£200.00	£221.65	£200.00
Saturday	£252.00	£300.00	£357.60	£300.00
<u>Clyde Room, Clydebank Town Hall - Accommodation fee £18.33 per hour charged by Town Hall.</u>				
Monday - Friday (Bride, Groom, 2 Witnesses and Guests)	£125.00	£200.00	£221.65	£218.33
Saturday	£252.00	£300.00	£357.60	£318.33
<u>Ceremony Room, Clydebank Town Hall - Accommodation fee £39.17 per hour charged by Town Hall)</u>				
Monday - Friday (Bride, Groom, 2 Witnesses and Guests)	£164.17	£200.00	£228.90	£239.17
Saturday	£291.17	£300.00	£367.20	£339.17
<u>Garden Gallery, Clydebank Town Hall - Accommodation Fee of £45.00 per hour charge by Town Hall)</u>				
Monday - Friday (Bride, Groom, 2 Witnesses and Guests)	£125.00	£200.00	£228.90	£245.00
Saturday	£297.00	£300.00	£367.20	£345.00
<u>Reception Hall, Clydebank Town Hall - Accommodation Fee of £45.00 per hour charge by Town Hall)</u>				
Monday - Friday (Bride, Groom, 2 Witnesses and Guests)	£170.00	£200.00	£228.90	£245.00
Saturday	£297.00	£300.00	£367.20	£345.00
<u>Grand Hall, Clydebank Town Hall - Accommodation Fee of £58.33 per hour charge by Town Hall)</u>				
Monday - Friday (Bride, Groom, 2 Witnesses and Guests)	£183.33	£200.00	£228.90	£258.33
Saturday	£310.33	£300.00	£367.20	£358.33
<u>External Venues</u>				
Sundays/Bank Holidays	£409.00	£450.00	£434.30	N/A

WEST DUNBARTONSHIRE COUNCIL**Report by Strategic Lead - People and Technology****Corporate Services Committee: 23 August 2017**

Subject: Information and Communication Technology (ICT) Strategy 2017-22**1. Purpose**

- 1.1** The ICT strategy and associated ICT Asset Management Plan (AMP) provide a framework for the design, sourcing and delivery of services to support new ways of working and Service transformation.

2. Recommendations

- 2.1** The Committee is asked to:

2.1.1 Approve the proposed ICT Strategy 2017-22 (Appendix 1); and

2.1.2 Approve the proposed ICT Asset Management Plan (AMP) (Appendix 2).

3. Background

- 3.1** The previous ICT Strategy was approved at Corporate & Efficient Governance Committee in April 2011 and covered the period 2011–16 and, in line with the associated project plans, significant technology improvements were delivered during that period.

- 3.2** Consultation on the ICT Strategy has been undertaken with all Strategic Leads. The intention is to review and update the ICT Asset Management Plan annually to ensure it is aligned to corporate and strategic area delivery plans.

Drivers

- 3.3** There are three main areas that continue to drive changes in the way ICT is used and delivered, namely:

3.3.1 Agile working, where service delivery is focused on providing mobility to those delivering the services to our citizens/communities;

3.3.2 Digital By Default, which promotes online services for citizens in favour of face to face and telephone and enables citizens to have 24\7 access to transactional services; and

3.3.3 Sharing, where it is accepted that it is more cost effective for organisations to share the burden, cost and risk. This encompasses a range of service delivery models, for example:

- Hosted / Cloud are also known as Software as a Service (SaaS), Infrastructure as a Service (IaaS). In this delivery model the product/system or service is purchased by the Council but is run from the supplier's or another 3rd party location rather than on premise. Examples include the Council's Covalent Performance Management system and Webuy ordering system. This also applies to the Council's Income Management system which is partially hosted externally and part held on premise;
- Outsourcing is a business practice used by companies to reduce costs or improve efficiency by shifting tasks, operations, jobs or processes to an external contracted third party for a significant period of time. This has been used for IT services at Edinburgh and previously by Highland Council. Some IT components will remain on premise to connect locations and users to the cloud service;
- On Premise service is where the infrastructure and systems are owned/licensed and held on the Council's premises;
- Partnerships where organisations form a formal or informal partnership for the delivery of a specific service as is the case for Leisure Trust (LT), Valuation Joint Board (VJB), and current shared data centre with East Dunbartonshire; and
- Hybrid service delivery model is similar to the current WDC model where a range of delivery models are used, partnerships, hosted and on premise.

Investment

3.4 The investment in modern ICT infrastructure and systems is now well established in West Dunbartonshire. The ICT Modernisation Programme delivered a solid foundation for five of the key IT infrastructure components during the period 2013-16:

3.4.1 Wide Area Network (WAN) – external network that connects all 100 WDC locations securely to each other and to the outside world;

3.4.2 Local Area Network (LAN) – internal network that connects all the wall ports in each room/building. All 100 WDC locations were upgraded to a standard technology and configuration;

3.4.3 Wireless LAN – extension of the LAN but using wireless rather than wall ports. Wireless was delivered to all schools, nurseries and main office buildings;

- 3.4.4** Voice over Internet Protocol (VOIP) Telephony – making use of the LAN and WAN networks to provide the voice connections within an organisation rather than a separate infrastructure and facilitates users logging in from any Council location. Approximately 1,400 extensions were moved to VOIP telephony; and
- 3.4.5** Mobile desktop technology (Thin Client) – software applications (e.g. email, Word, Agresso) are not installed on a user's local PC but instead are held centrally on a server. This reduces the support needed for end devices (saving the equivalent of three FTE) and also enables mobility as users can access their applications and data from any Council location.
- 3.5** The Council's planned capital and revenue spend on ICT for 2017-18 was approved by Corporate Services Committee in February 2017. ICT spend and plans are centrally governed by ICT Steering Board and overseen by Strategic Asset Management Group (SAMG).

4. Main Issues

- 4.1.** This ICT Strategy and associated Asset Management Plan set out the direction of travel for the Council's core infrastructure and business systems and includes the priorities for future investment, namely:
- 4.1.1.** To secure and incorporate improved resilience and disaster recovery capability into the infrastructure;
- 4.1.2.** To modernise business systems to allow process improvements, driving down cost of service delivery through increased use of online digital services where possible and improving the quality of service delivery through access to up to date and accurate information;
- 4.1.3.** To support flexible working and mobile service delivery; and
- 4.1.4.** To deliver an improving, reliable and efficient ICT service enabled by a shared service delivery model.

Next Steps

- 4.2.** The Council's core infrastructure is in a strong position with most of the basic infrastructure building blocks now in place. Investment in wireless, energy efficient "thin client" terminals, secure network design and new telephony has shown considerable foresight evidenced by the increased utilisation of Chromebooks in schools; office relocation projects when employees are on thin client now require only specialist devices to be relocated; and increased take up of flexible working across many Council locations.
- 4.3.** Several of the Council's business systems are ageing and are in the process of modernising E.g. Housing Management and Job Costing. Some excellent progress has already been made on the following;

- Office rationalisation is driving mobile and flexible working including electronic document handling;
 - Self-Serve for all services within People & Technology (Organisational Development (OD) & Change, ICT, Strategic HR and Transaction Support) is driving channel shift;
 - A range of services and citizen engagement being transacted via the Council's revamped website;
 - The curriculum is increasingly being delivered using mobile devices rather than in fixed classroom suites;
 - Electronic work schedules being delivered to home carers; and
 - Electronic and consolidated invoicing, payments via purchase cards, ordering online and via catalogues is transforming administrative financial processes from manual to electronic.
- 4.4.** Cybersecurity will be a prominent feature for product research, training, partnership working and spend in the coming years as the volume and frequency of attacks increase and our dependency on systems and data grows.
- 4.5.** In addition to plans for infrastructure and system projects and spend, the ICT Strategy and AMP recognises and includes an improvement plan for the ICT Service processes, controls and governance.

5. People Implications

- 5.1** Existing ICT employees will be allocated to the various projects included in this report depending on the skills and level of resourcing required and available. Where a shortfall is identified or specific technical expertise is required ICT will follow the appropriate procurement and governance processes to procure those skills as part of the Capital programme. This is generally needed in relation to the introduction of a new technology and a supplier is procured for their expertise.
- 5.2** ICT will consider funding temporary ICT resources for capital projects where a requirement is identified. This worked very successfully for the Thin Client rollout project where it was identified that it was more cost effective to employ temporary resources than to engage the supplier at the rates they proposed.
- 5.3** Any changes to the current ICT service delivery model, e.g. shared service, hosted/cloud services could have an impact on the current ICT resource. These options would be the subject of specific and separate business case / option appraisal work and submitted for committee consideration at the relevant time.

6. Financial and Procurement Implications

- 6.1** Revenue budget provision exists for all license and maintenance support spend and there is a robust process to ensure that strategic areas liaise with ICT when introducing new systems and services. This ensures systems are supported by the relevant 3rd party supplier and also gives visibility so that related savings and spend can be identified.
- 6.2** The cost estimates for capital spend are based on high level research and may vary due to factors such as inflation, exchange rates but will remain within the existing capital plan approved by Corporate Services Committee in February 2017 as projects can be scaled up or down.
- 6.3** Further funding may be required to deliver the ICT AMP and any such bid would be the subject of specific reports for consideration.
- 6.4** Approximately 60% of the 2017-18 ICT capital spend will be via framework agreements and processes are in place to test best value. Spend on systems will involve competitive tendering processes, in line with procurement guidance as part of the annual review of ICT planned spend.

7. Risk Analysis

- 7.1** There is a risk that the capital project actual costs may exceed the capital project estimates. This risk can be mitigated by a range of procurement strategy options being explored as well as building scalability into the tender for example reducing the number of devices being replaced or specification of the device.
- 7.2** There is a risk that the Council is unable to resource the delivery of the ICT AMP. This will be mitigated by undertaking an annual review of the AMP and ensure aligned to corporate and service priorities. Where additional funding is required separate business cases will be made.

8. Equalities Impact Assessment (EIA)

- 8.1** A screening has been carried out and there is no impact on any specific group. The ICT Strategy and Asset Management plan are technology based to support the workforce in their service delivery.
- 8.2** In the event that a service delivery change is being considered this will be submitted as a separate report and an equalities screening will be undertaken.

9. Strategic Environmental Assessment (SEA)

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

10. Consultation

10.1 The appropriate Legal and Finance officers have been consulted in the preparation of this report.

11. Strategic Assessment

11.1 High quality IT equipment and services contribute to the Council's strategic priority of delivering fit for purpose estate and facilities and delivers a positive response to staff feedback in the annual ICT Customer Satisfaction Survey.

Victoria Rogers
Strategic Lead - People and Technology
23 July 2017

Person to Contact: Patricia Kerr, Manager of ICT

Appendices: ICT Strategy 2017-22
ICT Asset Management Plan 2017-22
EIA – ICT Strategy and Asset Management Plan 2017-22

Background Papers: 8 February 2017 Council – ICT Revenue and Capital Spend

Wards Affected: None



Information & Communications Technology (ICT) Strategy 2017-22



Table of Contents

1.	ICT Strategy	3
2.	Principles and Vision.....	4
3.	Governance	6
4.	Resourcing	8
5.	Core Infrastructure Technologies and Foundations	12
6.	Key Programmes.....	17

1. ICT Strategy

1.1. Introduction

This new Information and Communication Technology (ICT) strategy has been updated in recognition of:

- Increased demand for technology to support business transformation;
- The pace of technological change;
- New delivery models for IT services and technologies; and
- The increased global threat to organisations from Cyber Security attacks.

This strategy must be read alongside:

- The Council's Digital Strategy 2016-2021;
- The National Digital Strategy;
- The Cyber Resilience Strategy for Scotland; and
- The Council's Asset Management and Service Delivery plans which provide a context for the scale of transformation being delivered across the Council.

This strategy provides a framework for how ICT services will be designed, sourced and delivered to support new ways of working and delivering services where employees and citizens experience real benefit.

This strategy must allow for an element of flexibility and regular review to incorporate new requirements, for example, Information and Records Management or Graphical Information System (GIS) strategies as they arise.

Although the Council has led the way in sharing ICT services, notably the shared data centre with East Dunbartonshire Council, the pace of sharing could increase in coming years and the Council's IT Strategy must be able to adapt to these external factors. Other factors include delivering and consuming services with partner organisations (Valuation Joint Board (VJB), Health & Social Care (HSCP), and Leisure Trust (LT)).

The rate of change in ICT technology is rapid, and coupled with growth in the uptake for mobile devices, social media, high-speed broadband and open data, present huge opportunities and challenges for the Council. In order to keep up with advances in technology and meet the increasing expectation of employees and citizens it is imperative that the Council has a clear and progressive approach to continuously improving and transforming services and associated technologies at pace.

2. Principles and Vision

This ICT Strategy aims to:

‘maximise the potential of technologies to help services improve outcomes for all our citizens and employees’.

The ICT Service will work with all council services to help achieve the above vision and will be underpinned by the principles outlined below.

2.1. Make sure the foundations work

The unseen side of technology is critical and our performance needs to deliver notable improvement on the previous strategy period. Our networks, storage, security and application & infrastructure maintenance are interdependent and interconnected where a change in one element may have an effect on another. Improving how we manage technology changes and upgrading is a key principle especially with regard to our most high profile and complex project – data centre relocation.

2.2. Hold information once and securely

We aim to support service departments to collect, maintain and secure employee and citizen details once. This information will then be used to update all our main systems. At present this is already in place for some systems but further projects will be instigated to ensure data will be secure and citizens provided once. Risk and security controls should be balanced according to business objectives – security controls need to be proportionate to risk.

2.3. Provide Data to Support Decision-making

We will help services to share the right data within the Council and with our partners. We will promote and use data analytics to help services make the right decisions and open up our data where we can to provide communities and business access to what we hold.

2.4. Reuse, Purchase, only build as a last resort

We aim to maximise the use of existing ICT assets and ensure they are fully utilised. This includes sharing assets owned by other organisations before seeking to purchase additional assets/systems. Only as a last resort should systems be developed internally. ICT will identify, explore existing assets, ensuring sharing, hosting options considered

2.5. Present easy to use, integrated and standard interfaces

Regardless of the way citizens and employees choose to contact the Council the experience should be the same and this can be enabled by ensuring that it is an integrated experience. IT Services will be delivered as “digital by default” and employees who can, will be enabled and encouraged to self-serve with other channels being available for urgent and emergency issues.

2.6. Skilled and Innovative Workforce

ICT employees will maintain the necessary skills to manage and develop the networks, systems and services we deliver. We will adapt to and embrace emerging technologies where service delivery can benefit and improve and readily allow innovation in order to benefit citizens. We will contribute to the support and development of ICT and digital skills across the Council.

2.7. Cost Performance

The ICT assets will be managed to ensure they provide value for money. ICT support services continue to strive for efficiencies for example by re-introducing a Technical Helpdesk, promoting self-service and the use of new technologies and partners in delivering our support services to the Council.

3. Governance

3.1. Role of the ICT Steering Board

The overall aim and role of the ICT Steering Board is to set the strategic direction for ICT for the Council and to make strategic decisions about all ICT developments. The ICT Steering Board will oversee the prioritisation, development and delivery of the ICT capital works programme, ensuring the most appropriate deployment of funds and resources in support of the Council's corporate and service objectives. This extends to the assessment of outcomes and ensuring that expected benefits are delivered. Responsibilities include:

- Approval of ICT Strategy, Plans, Policies and Standards;
- Consideration and approval of corporate and Service Proposals for inclusion in ICT capital and Asset Management Plans;
- Ongoing monitoring and review of ICT Capital and Asset Plans;
- Review of Benefit Realisation for completed projects;
- Review of ICT customer satisfaction and other benchmark performance;
- Ensuring that ICT integrates as an essential component of the Council's wider strategies and Plans; and
- Representing the key principle that ICT is fundamental to the overall success of WDC's transformation programme at relevant Project Boards.

3.2. Other Governance Bodies

3.2.1. The Strategic Asset Management Group (SAMG) is responsible for:

- Monitoring the implementation of the ICT Asset Management Plan;
- Encouraging Elected Members, Directors and Strategic Leads to keep up to date on ICT opportunities and seek input from ICT colleagues to then help shape any new objectives; and
- Supporting ICT activity with the right level of funding and resources.

3.2.2. The Performance, Monitoring and Review Group (PMRG) will:

- Support the ICT Steering Board to ensure compliance with the implementation, development and review of the ICT strategy;
- Ensure that appropriate resource is provided for the effective delivery of the associated ICT Asset Management Plan and that priorities are clearly articulated within their areas of responsibility;
- Ensure that the costs associated with digital and service transformation will be incorporated into project briefs and business cases that are reported to the Council's Change Board; and

- Ensure that the strategy remains aligned with the Council's priorities and strategies.

4. Resourcing

4.1. ICT Structure

WDC has a centralised ICT function providing a full range of support services to all corporate and education establishments, users and services as well as services to partner organisations (Valuation Joint Board and Leisure Trust as well as to HSCP employees based at WDC locations). ICT operates from two main data centres - Garshake (soon to relocate to Aurora) and at William Patrick Library in East Dunbartonshire. ICT employees are based across several locations, Garshake, Bridge St, Aurora, Vale One Stop Shop as well as all 5 High Schools. ICT employees are encouraged to work flexibly including home working. The ICT Service is part of People & Technology Service and operates as one central service with three distinct areas of responsibility:

- **Business Applications Management and Partnering (13 FTE)** – Procurement (specification and tendering) of new systems, and project management of their implementation and testing. Deliver first line support of applications, installation and testing of software upgrades and new releases, interfaces between applications. Also includes the service liaison role. The Helpdesk service is predominantly phone-handling at present but with the aim to channel shift more users to use self-service;
- **Device Management (13 FTE)** - desktop support to all corporate and to all education establishments including support for mobile phones and tablets as well as traditional PCs and laptops. Over 3,000 Chromebooks are deployed across the education estate and once connected to the Wi-Fi network by ICT employees these are predominately managed by Teachers. This role also includes asset configuration/license management, including streamlining of administration tasks associated with print and mobile (MOB) billing; and
- **Infrastructure Management (23.5 FTE)** - Procurement (specification and tendering) of new infrastructure, and project management of their implementation and testing. Provision and maintenance of application servers, file and print servers, thin client environment support and management, voice and data network connections, network security, telephone switches.

4.2. ICT Revenue

The total revenue cost of the ICT service in 2017/18 is £3.467m, as summarised in the table below. This equates to around 1.5% of the council's total revenue budget. A significant part of the budget (£1.6m) is for externally provided supplies and services for license and maintenance agreements.

ICT 2017-18 REVENUE BUDGET	£000,s
Employee budget	1,778
Supplies services and Admin Costs	1,683
Transport Related expenses	6
TOTAL REVENUE BUDGET	3,467

The ICT service has continued to delivered year on year annual savings through system and process rationalisation and through investing in new technology which supports new ways of working. Use of IT systems and services is a key enabler in the drive for efficiencies and support for business process improvement across services areas and budget growth may therefore be required to support these organisational change projects. For example if mobile technology is deployed to employees who do not currently consume IT services, then there will be additional license costs to factor into future revenue budgets.

4.3. ICT Capital Investment

During the previous Strategy period the £4.165M investment in ICT delivered the foundations for ICT as an enabler for change. The projects delivered for this capital investment included a minimum standard for network bandwidth for all locations; Wi-Fi in all schools and nurseries; standard security set up to comply with Cabinet Office requirements for Public Services Network (PSN); flexible telephony infrastructure; and flexible and standard desktop application environment council-wide to support a mobile workforce.

The investment in IT has delivered a solid foundation for the future capital programme to build on, for example to enable additional employees to work flexibly. The on-going capital programme to invest in improved IT infrastructure to support new or changing business needs is detailed below. Additionally, investment funding has been provided for service-specific projects such as Purchase to Pay (P2P) and Integrated Housing Management System (IHMS) outwith the funding noted below.

The ICT Steering Board oversee the prioritisation, development and delivery of the ICT capital work programme prior to seeking committee approval, ensuring the most appropriate deployment of funds and resources in support of the Council's corporate and service objectives. This extends to the assessment of outcomes and ensuring that expected benefits are delivered.

The capital allocation for ICT, and as outlined in the ICT Asset Management Plan 2017-22 (AMP), will focus on PC replacement, increasing network bandwidth, delivering limited infrastructure sustainability to meet security compliance requirements, and extending mobility to support service transformation. Some of the actions of the ICT Strategy may result in business cases seeking additional funding where improvements cannot be accommodated fully within the existing ICT Capital Programme.

Capital / Project Title	2017/18	2018/19	2019/20
ICT Modernisation / Infrastructure	£613,000	£622,000	£575,000
ICT Core Infrastructure	£0	£200,000	£200,000
ICT Security and DR	£180,000	£0	£0
Total	£793,000	£822,000	£757,000

4.4. Future Resources

Budgetary pressures are expected to continue over the strategy period given the overall financial outlook. As with all council support services, demonstrating efficiency and best value while supporting the organisations continued improvement is crucial.

The importance of prioritising the ICT work programme is vital to ensure that the Council maximises the benefits from any investment in ICT. The ICT Steering Group plays a critical role in this process. Changes to funding will impact the range and scale of projects delivered and many of the planned actions are dependent on business case justification. If the business cases do not show a benefit to the Council then these actions will not be progressed. Consideration will be given to resourcing unplanned and/or ad hoc service projects including the potential for capitalising ICT resources from the project budget to support the project deliverables.

4.5. Benchmarking

ICT Joined the Scottish Society of IT Managers (SOCITM) benchmarking services in 2014 and is annually benchmarked against 10 other Local Authorities. There are a range of optional benchmark elements and WDC are providing data for the majority of these. WDC's general performance within the 11 Council benchmark group across the range of indicators, is below the average percentile. The Scottish benchmark group compare very favourably against the English and Welsh

benchmark groups. The SOCITM benchmark group is a subscription-based service which due to recent and continuing financial pressures may account for the low number of Council's taking part. We will continue to monitor the value and benefits of this service.

4.6. IT Service Management

We have initiated a formal IT Service Management (ITSM) methodology with the aim of aligning ICT service delivery with the business needs of the Council's Services. We have selected the Information Technology Infrastructure Management Library (ITIL) methodology which was developed by the UK Government's Office of Government Computing (OGC). This will help to ensure all IT services are appropriately aligned to the Council's stated goals and visions and managing ICT assets and services in a controlled manner.

5. Core Infrastructure Technologies and Foundations

5.1. Infrastructure

Every service across the Council depends to some extent on IT services and systems to capture, process, protect and manage data. This is a large and complex information and technology landscape comprising:

- 17,000 - 20,000 emails sent per week;
- Approx. 2200 mobile phone (MOB) contracts;
- Approx. 3800 users (corporate and teaching);
- Approx. 12000 pupils;
- Approx. 7000 Windows devices;
- Approx. 4000 Chromebooks in early years and schools;
- 349 servers; (physical and virtual)
- 45 networked schools and early years ;
- 51 Networked council offices;
- Approx. 260 applications; and
- 150 terabytes of storage used.

5.2. Data Centres

The service operates from three data centres/computer rooms, two computer rooms in Garshake which will move to a new energy-efficient data centre in Aurora during 2017 and the other is a data centre shared with East Dunbartonshire. Both host consolidated and virtualised server environments and will form the basis of a reciprocal sharing arrangement as agreed by both Councils in 2014.

The data centre relocation project will require planning and project management to ensure risks, dependencies, etc. are identified, mitigated where possible and communicated. This project provides an opportunity to enhance our current infrastructure documentation and identify single points of failure which can then become part of Disaster Recovery (DR) plans for the future.

These data centres operating together, share the load of the Council's 260 applications several of which have resilience incorporated should an incident arise. The data centres can run independently should a disaster occur at either site however manual intervention is required should a major incident arise.

Our shared data centre initiative has raised the profile of both Councils and their ability to be innovative and efficient.

WDC adopts a tiered approach to data storage and as such consolidates server data on Primary Storage Area Network (SAN) storage where it is practicable and irrespective of server architecture. Secondary SAN storage is used for archiving and data retention purposes and work will continue in support of the Council's Records Management team to ensure we are compliant with our statutory and

legal obligations. All tiered data is replicated between the WDC data centre and the WDC DR data centre at EDC.

5.3. Cloud Services

With the Council's data centres proving a cost effective and efficient service coupled with the recent investment in new client infrastructure, we will test the business case for cloud / hybrid cloud services and if cost effective, then review the funding model required. Where our suppliers offer real benefits in hosting externally, and where it is cost effective to do so, we will continue to take advantage of external hosting on a case by case basis - for example our current card payment system is hosted with the supplier.

When evaluating external hosted services we will consider the following criteria:

- Identifiable reductions in running and support costs can be achieved;
- Delivering capacity quickly and securely where rapid scalability is required ;
- Data security;
- Access from a variety of devices / platforms is required;
- Shared capacity allocated according to demand; and
- Disaster Recovery and service resilience requirements and improvement potential.

The emergence of cloud services provided on secure platforms that comply with the requirements of the Cabinet Office PSN will be investigated and developed where appropriate. Server and cloud virtualisation technology will be procured from multiple vendors allowing the best available solutions to be provided to the Council. Cloud services allow the individual elements in terms of infrastructure, platform and software to be provided where appropriate. These elements can be delivered and managed by IT employees using a combination of private and public cloud services.

5.4. Network Communications

Our network communications platform underpins all of the Council's systems. The Council requires secure and reliable interconnection between all employees, partners, citizens and the systems we use. The network will be managed and maintained to the highest standards of operation and availability as follows:

- Supplier performance on our contractual wide area network availability;
- Test and consider the use of the Scottish Wide Area Network (SWAN) framework for improved performance and/or cost savings/benefits. SWAN framework is available to join until March 2020;
- Explore use of optical fibre connectivity as a potential alternative to our current Wide Area Network (WAN) technology and this may include working

with SWAN and other suppliers to deliver with advantage of potential for highly scalable bandwidth being a very attractive outcome;

- Local Area Network (LAN) service to ensure the base network operates at optimum levels;
- Wireless network that sits alongside the existing wired LAN to give mobile or flexible (Wi-Fi) workers access to systems from all corporate locations;
- Centralise and manage a password controlled Guest Wireless access and ensure it is enabled throughout the managed wireless network;
- VPN connectivity for remote working;
- A secure, filtered and managed internet connectivity services for council and public access; and
- A secure communication link to the Cabinet Office PSN.

These systems will be managed and delivered in a manner that allows the Council to maintain the services whilst obtaining the best possible value for money.

5.5. Cybersecurity

The growth of the internet has been a huge social and technological change and has revolutionised how local authorities deliver services and interact with their citizens. Our increasing dependence on cyberspace has brought new risks, risks that key data and systems can be compromised or damaged in ways that are hard to detect or defend against.

Our Cybersecurity policies and practices will protect our information, data, systems and networks from attacks and unauthorised access. We will guard against Cyber-attacks and intrusions and we will protect sensitive personal or business information, and prevent disruption to the operations of the Council.

We will:

- Support the Council in managing the risks related to information technology through increased user awareness, appropriate security practice and the implementation of the Council's Information Security Policy;
- Provide secure and easily used IT infrastructure and services to allow the secure management and sharing of information across the Council;
- Promote and support local implementation of the Council's Information Security Policy, identification of sensitive information assets, and mitigation of associated risks;
- Raise the profile of cybersecurity through employee expertise, skills and competence specific, relevant skills and experience;
- Improve information security awareness across the Council;
- Provide tools and protocols to allow the sharing of information securely within and outside the Council on any device;
- Implement consistent system and physical access controls ;

- Provide the detection and reporting of information security incidents across the Council;
- Maintain appropriate filtering products; and
- Maintain appropriate intrusion detection and intrusion prevention tools.

5.6. Other Technologies

In addition to the core technologies outlined above significant resourcing will be allocated to the following services and systems to ensure fully maintained and remain fit for purpose.

5.6.1. Telephony - VOIP and Instant Messaging

Recent investment in VOIP telephony and Jabber instant messenger has transformed how we work and do business. It is expected that further deployment of these tools will raise employee expectations for more technologies that make their work easier.

5.6.2. MS Office

The common desktop toolset for creation of documents, spreadsheets, database and presentation tools etc.

5.6.3. MS Exchange

This is the Councils corporate electronic mail system and calendar system and recently upgraded to Outlook 2010. WDC also has email archive functionality via SourceOne.

5.6.4. MyAccount

Introduction of My Account National Authentication Service is ongoing and offers citizens access to personalised and relevant local and national digital services.

5.6.5. Single Secure Payment Engine

Payment Card Industry Data Security Standards (PCI DSS) compliant infrastructure and technologies to best ensure payments are processed safely and securely whether it is online, face to face or over the phone.

The Council is already seeing increasing levels of threat to payment card information and increasingly onerous security requirements associated with mitigating the risk around accepting card payments. Our adopted approach to externally host the processing of our card payments effectively transfers the risk associated with internally processing sensitive card

information as much as possible to the expert payment service providers, the card issuing banks and its citizens.

5.6.6. Records Management

To support the Council stay compliant with legislation we will continue to deploy document management technologies. This will support the Council's Records Management Service to monitor information management compliance regulations. In addition to ensuring appropriate disposal and retention, our document management technology is helping employees work more flexibility with access to documents from any location and on the go. ICT will continue to assist employees to clear out unwanted historic data so that our statutory and legal obligations are being met.

5.6.7. Council Website

WDC has become a Society of IT Managers (SOCITM) accredited website in recent years and this has been one of the catalysts for offering modern transactional services online. Increased social media presence and direct communication with citizens via the website supports greater levels of self service and electronic interaction for citizens. The current focus is to integrate further with the recently launched national MyAccount Single sign-on project to make the journey simpler and more effective for our citizens and to maximise the number of online self-service transactions.

ICT is a key enabler in this evolution which has combined the adoption of web technologies with the essential integration of business applications. As more services transact business online a key project for ICT it to ensure the website is resilient with high availability and minimal down time. This needs to also be considered against a backdrop of new and ever evolving security threats and the associated challenges.

6. Key Programmes

In addition to the fundamental technologies covered above, there are a number of Key Programmes required to help deliver service improvements and achieve the outcomes that matter to the Council's citizens. The Key Programmes provide the cornerstone for an ICT Asset Management Plan for 2017 through to 2022:

6.1. Digital By Default

For many of us our day to day lives are lived online – shopping, banking, booking holidays, booking appointments, paying bills, keeping-up with friends and family. Councils are now expected to have an online presence with simple applications being available to book appointments, halls and leisure facilities, pay bills, check transaction status and make applications. Citizens expect to use built-in two factor authentication and verification systems such as Touch ID, and replace debit or credit payment cards with a software app such as Apple Pay. Our technology must keep pace with those widely available to our citizens.

The Digital By Default approach outlined in the Council's Digital Strategy is underpinned by technology changes and improvements and the actions have been incorporated into the ICT Asset Management Plan (AMP). Also included are technology improvements to deliver Digital by Default and mobility for employees and the need for ICT to support projects such as Workforce Management and Purchase to Pay to continue the transformation of internal services.

It is recognized that some citizens need assistance to engage digitally with the Council. ICT will help to encourage digital take up through promotion and information resources and supporting users to transition to digital through projects such as supporting the implementation of Moodle online training resource and contributing to the development of ICT-related training materials.

6.2. Flexible and Mobile Workforce

The Council already enables a flexible and mobile workforce in many of the large office buildings. Continuing this work will be part of the ICT AMP; to offer the workforce a range of suitable mobile devices and connections which operate securely and efficiently on our network, whilst delivering productivity benefits and supporting excellent service. We will support our workforce in enhancing their skills to take full advantage of existing and new technologies.

6.3. ICT in Education and Learning

The Scottish Government launched a Digital Learning and Teaching Strategy in September 2016. The vision is that Scotland's educators, learners and parents take full advantage of the opportunities offered by digital technology in order to raise

attainment, ambition and opportunities for all and that conditions are created to realise this vision and unlock the potential of digital technology in schools.

The Council has made good progress already with over 4,000 Chromebooks deployed across early years, Primary and Secondary schools. The device replacement programme is focused on new technology pilots to ensure innovative Teaching and Learning is the focus for our Schools. Work has already started on increasing bandwidth across all Council locations but initially focusing on schools where performance is a priority.

As the Council is also promoting public access at Council offices and schools, it is important to ensure necessary bandwidth for the public, Council services and teaching & Learning. ICT have therefore included projects to secure and 'shape' Wi-Fi traffic and reserve capacity for employees, teachers and pupils.

The ICT service has embarked on an ambitious and successful programme of infrastructure initiatives to pilot thin client technology in a school environment. The successful pilot in the primary sector will be tested in a secondary environment to inform the strategic plans for Education ICT going forward. Deployment of a single Microsoft platform and extension of the corporate domain network for schools has already provided a solid foundation across the Education sector.

ICT support school work placements and Modern Apprentices, promoting ICT as a career and contributing to school development initiatives and in turn, help pupils acquire the skills, attributes and competencies necessary to flourish in life, learning and work now and in the future.

Additionally, ICT are integral to school new build and refurbishment projects specifying the latest technologies.

6.4. Making Data a Valuable Asset

Information is essential to all services within the Council in order that they can carry out their day to day duties but using that information to make informed business decisions and target scarce resources to benefit the citizen is vital to help transform service delivery and deliver services efficiently, for example:

- If we know that a household pays their Council Tax by monthly direct debit, we can target that same household to encourage payment for school trips by direct debit rather than cash or cheque which cost the Council more to process.
- Using GIS technology to plot fly-tipping incidents could help focus investment in CCTV technology which could help avoiding reactive work tasks as a result of better targeting of planned maintenance work.

The above intelligence is gathered by linking various data sets and systems to ensure there is a single view of a citizen, a single data management and

maintenance role that then feed data electronically to other systems, rather than duplicate data sets, processes and time.

ICT have successfully delivered several projects with services which have enabled service transformation and reduction in manual tasks and intervention. Building electronic data management processes that handle 80% of transactions frees up resources to deliver excellent services for the 20% that require more complex interaction.

Helping pilot and build case studies of successful data matching projects within the Council will help change the culture around data ownership and handling. A recent successful pilot to share data between the NHS and social work has also provided reassurance that even personal data can be shared securely and sensitively and has benefited the citizen as well as both organisations.

The Council must meet its regulatory obligations, to safely manage and secure the information it owns, while disposing of information that is no longer needed.

We will develop a culture that understands the balance between the costs of maintaining information held, versus the value of that information to the Council and the services that it delivers. Effective Records Management is fundamental to the overall programme for better Information Management and several projects are included in the ICT AMP as well as additional projects lead through Records Management Service in line with changing legislation.

6.5. Sharing and Partnership Working

Technology has a key role to play in both sharing opportunities and collaboration. WDC has successfully managed co-location for both WDC and NHS employees working within the Health and Social Care Partnership (HSCP). Other successful partnerships involving technology include:

- Criminal Justice across 3 Councils using a single technology platform;
- Valuation Joint Board delivering services for 3 Council Areas across 2 geographical locations; and
- Shared IT service desk system with East Dunbartonshire Council.

The drive to develop local and national partnerships and collaboration opportunities is growing as demand for services grow while funding is reducing. Using technology as a means to bringing public, third and private sector partners together with communities to deliver shared outcomes is viewed as an efficient service delivery model.

The ICT service will continue to enable efficient partner working through digital collaboration and information sharing technologies providing highly secure infrastructure and communications technologies. We will be part of the design of national initiatives, and facilitate the Council's commercialisation ambitions.

6.6. Business Applications

It is essential that our business applications and core ICT systems are fit for purpose, compliant and used appropriately. Where possible the Council will exploit existing investment, by reviewing requirements against existing functionality and encourage and facilitate pilot/proof of concept projects to reassure service areas. This review stage will include adjusting internal processes to achieve uniformity and best practice. We will explore opportunities to share systems prior to considering new or replacement systems. We will ensure that Business Applications include a vendor supported Application Programme Interface (APIs) which provides a standard means of connecting systems and makes it easier for both the user of the system and for technical resources. Where possible we will move towards generic non vendor tied API development.

6.7. Building on Strong Foundations

As the Council becomes ever more reliant on new applications, platforms and devices, the infrastructure must provide continued stability alongside growth.

We will:

- Provide secure, resilient end-to-end, high-performing network infrastructure and services;
- Create an efficient, shared and consolidated IT estate;
- Integrate with and leverage regional and national infrastructure;
- Develop a coherent technology architecture and roadmap for the Council, in order to support an increasing demand for digital services and future system renewal;
- Deliver a modern, high-performance network for the Council, improved wireless connectivity, and a managed network service for departments;
- Continue to expand our communications services and ensure the technology keeps up to date with service requirements;
- Assess WDC's readiness for "cloud services" and ensure decision making is based on comprehensive business case to support evaluation and procurement of services within the Council;
- Continue to implement a tiered approach to storage to support backup, active storage, utilising a combination of on premise and "cloud" services; and
- Enable efficient and effectively managed mobile devices using the appropriate infrastructure and tools.



ASSET MANAGEMENT PLAN

Information & Communications Technology (ICT) 2017-22



Contents

1	Introduction	3
2	ICT Strategic Objectives	5
3	ICT Asset Portfolio	7
4	Challenges and Issues	10
5	Future ICT Service Delivery	12
6	ICT Asset Management Improvement Plan	14
7	Asset Plan	16

1. Introduction

- 1.1. Asset Management is one of the Council's key Strategic Priorities and a review was undertaken in 2016 leading to updated plans for the management of the following assets being scheduled in 2017:
 - Property;
 - Open spaces;
 - Roads, structures, lighting and water related infrastructure;
 - Housing;
 - Vehicle fleet and plant; and
 - Information and information technology (ICT).
- 1.2. Governance and decision making are integral to the strategic planning process to ensure ICT investment is focussed on corporate priorities. The ICT Steering Board (previously known as ICT Modernisation Board) was established in 2012. The Board sets the strategic ICT direction for the Council and makes strategic decisions about all ICT developments. Capital and revenue spend on ICT will continue to be centrally governed by the ICT Steering Board and overseen by Strategic Asset Management Group (SAMG). The ICT Strategy 2017-22 includes improvements in this regard.
- 1.3. To deliver best value services and cost-effective assets, acquisition must follow robust procurement processes and consider full life cycle costs benefits etc. Improvements have already been implemented including the introduction of an ICT procurement pipeline.
- 1.4. The ICT Service will continue to assess its readiness and capability to deliver for the Council and must be able to adapt at pace to changing service demands, technologies and service delivery models. This is a key liaison role for the ICT Management team.
- 1.5. Since 2011 there has been substantial change in the management and governance of ICT resources.
- 1.6. In 2012, following business case approval, £4.165M was allocated to the ICT Modernisation Programme which funded five projects resulting in the delivery of a solid ICT foundation for WDC. The investment was partially funded as 'spend to save' with £100K staffing savings being delivered in 2014 and.
- 1.7. This major one off investment was the first corporate ICT infrastructure funding since the establishment of West Dunbartonshire Council in 1996 with previous funding being service and/or location led.
- 1.8. The Council's ICT Modernisation Programme delivered a standard platform for the Council's Wide Area Network (WAN) connecting all 100 locations with a unified secure external (WAN) and internal (LAN) infrastructure; flexible telephony deployed to 1400 users and 1000 wireless access points deployed across key Council locations and all schools, enabling new learning and

teaching methods and developing our future digital citizens. This opportunity allowed West Dunbartonshire to lead the way in terms of delivering a secure robust network infrastructure that subsequently became the successful design and model for the Scottish Wide Area Network (SWAN) framework agreement.

- 1.9. The ICT Modernisation Programme also delivered the technology to enable a flexible and mobile workforce to support the Office Rationalisation Project (ORP) with 1,800 employees able to access their personalised applications, data and telephony from any Council location via thin client and Voice Over Internet Protocol (VOIP) telephony technologies. This included a consolidation and replacement of our remote access solution.
- 1.10. In 2013 there was a significant change to the processes and procedures Councils needed to implement to evidence their compliance with the Cabinet Office's Secure Code of Connection (CoCo) to the Public Services Network (PSN).
- 1.11. A substantial review of ICT skills and structure required to support the ICT Modernised Infrastructure and new security compliance regime resulted in service hours and structure changes being implemented.
- 1.12. Delivering support and assisting in the delivery of service transformation projects will continue to be a priority for the ICT Service.
- 1.13. The scale of technology, structure and cybersecurity threats and consequential changes has unfortunately resulted in an unacceptable level of both planned and unplanned disruption to ICT services affecting service delivery across the Council. This is therefore a key area for improvement.

2. **ICT Strategic Objectives**

- 2.1. ICT' will assist the delivery of council strategic priorities through
 - 2.1.1. Understanding what Services need from ICT to help them deliver benefit the local community;
 - 2.1.2. Ensuring ICT assets are fit for purpose in terms of ease of use, meeting business requirements and innovative;
 - 2.1.3. Ensuring ICT Services are available though improvements in resilience and disaster recovery (DR) and minimising disruption;
 - 2.1.4. Securing data, systems and infrastructure; and
 - 2.1.5. Demonstrating that the ICT service is delivering for WDC using performance Indicators, service level agreements, management reporting and appropriate governance.
- 2.2. ICT Asset Management will be done in line with Information Technology Information Library (ITIL) best practice principles and processes. This framework promotes that ICT assets are identified, controlled and properly cared for throughout their lifecycle and aligned to the needs of business.
- 2.3. The investment in core technologies coupled with a renewed drive for service transformation means that more Council service areas are now ready to see and aspire to 'the art of the possible' and it is expected that many services working on silo systems and data will change practices and technologies during the life of this ICT Strategy and Asset Management Plan and the ICT Service must be ready to adapt.
- 2.4. Due to the volume, severity and business impact of recent ICT outages the main focus will be ITIL Availability Management which aims to give a clear overview of the end-to-end availability of a system / component. It includes understanding and justifying the costs associated with sustaining IT service-availability to support the business. High-level activities that will be carried out include gathering availability requirements for each IT component (focussing initially on highest priority), compiling associated availability plans, monitoring availability both planned and unplanned. It is important to monitoring the planned maintenance especially as demands for server maintenance increase because of Cabinet Office Public Services Network (PSN) audit compliance obligations.
- 2.5. We will use the following as a default set of criteria which includes ITIL Availability Management criteria when considering and making recommendations on ICT investments and improvements.

Principle	Outcome	Evidenced by
Functionality	Adaptable to business needs	Ease of use Fit for purpose Ease of future development Supports Corporate Plan
Maintainability & Serviceability	Keeping components in an operational state. The ability for an external supplier to maintain the availability of component or function under a third-party contract	Ease of repair in event of failure Reduced impact of upgrade/adaptation on availability/reliability Cost of maintenance Stable, reliable and upgradable.
Scalability	Able to achieve economies of scale Flexible use.	Ease of adapting to local needs Ease of growth and re-use Ease of consolidation
Interoperability	Integrates with internal Council systems and between external partners	Integrates with existing investments Conforms to standards Open and published interfaces Reused /shared by other Bodies
Affordability	Value of IT is realised	Supporting Business Case Lower overall lifecycle costs Lower procurement costs Lower support costs Lower incremental development costs
Reliability	Ability of an IT component to perform at an agreed level at described conditions	Improved confidence User satisfaction User confidence
Resilience	Reduced operational failure and a method of keeping services reliable. One popular method of resilience is redundancy	Reduced incidents and downtime Reduced cost to business User satisfaction User confidence
Security	Security refers to the confidentiality, integrity, and availability of the data associated with systems and services	Compliance Reduced risk User confidence

3 ICT Asset Portfolio

- 3.1 The ICT Asset Management plan must deliver more with less. Each ICT asset must be used to its maximum potential and obtain maximum value and return on investment.
- 3.2 To achieve this ICT requires effective Asset and Configuration management systems and processes to understand what ICT Assets we have, where they are located, how reliable they are and whether they support the business.
- 3.3 The IT Asset Management Plan covers the following key assets across the two different Council ICT environments, Schools and Corporate
- 3 Computer rooms/data centre environments – 2 computer rooms in Garshake and 1 shared data centre in East Dunbartonshire (including Server Racks, Uninterruptable Power Supplies (UPS), Generators and Air Conditioning);
 - Network Infrastructure for nearly 100 locations - 41 school/nursery, 58 Corp, Leisure Trust, Valuation Joint Board (VJB) locations. This includes cabling, wireless access points, controllers, switches, routers and hubs;
 - 349 Servers (physical and virtual);
 - 6 Storage arrays holding 150 terabytes of data;
 - Email accounts – just under 3000 employee mailboxes;
 - Backup Systems;
 - Security Systems – web and email filtering, firewalls, encryption, antivirus;
 - Telephone systems and handsets for 1,500 VOIP users and approximately 1000 traditional phone lines;
 - Approx 12,000 end user devices – desktop PCs, laptop, tablets, Chromebooks and thin client computers, mobile phones;
 - Approx 260 corporate & enterprise back office systems;
 - 157 Multi Function Devices (MFD) - printer/scanner/copier;
 - Peripheral devices (USB encrypted memory sticks, cameras, headphones, scanners etc); and
 - Licenses, contracts and certificates.
- 3.4 The scale of the Council's ICT environment is significant. It is estimated that, on an annual basis, the ICT Service:
- Handles approximately 5000 incidents and over 2000/pa requests for change from nearly 3000 users;
 - Supports over 1000 wireless access points;
 - Supports more than 3.5 million documents in our Electronic Document Management System (EDMS);
 - Our backup systems take secure copies of over 150 terabytes of data each week; and
 - In the last year alone, over 5 million emails were received – 17,000 – 20,000 per day.

- 3.5 The amount of Council data being stored, processed and reported upon continues to grow. Our storage systems need to grow to accommodate this data and our computing capacity needs to increase to allow the processing to take place in a timely manner and without disruption. Improved user data management practices are also needed to help ensure the Council is not paying for storage that is not needed.

Capital Spend

- 3.6 WDC's ICT Physical Assets have a value for insurance purposes of just under £5.40 million. ICT physical assets are typically depreciated over a period of 5 years, but systems have a longer lifecycle either through design or necessity.
- 3.7 Over £5M of capital has been invested on ICT over the last five years majority of which was allocated from General Services and a portion from Prudential Borrowing for ICT Modernisation Programme 2013-2016.

Procurement

- 3.8 Procurement of ICT assets is carried out through Framework Agreement call-off contracts, open tender and Scottish Government Contracts. The ICT service has successfully delivered joint procurement projects with a number of partners.
- 3.9 The Procurement & Commercial Improvement Programme (PCIP) advises that Councils should have a Procurement ICT strategy and this has been incorporated in this section.
- 3.10 The Procurement Service uses a number of systems to facilitate regulated and best practice procurement. This strategy notes the use of and future planning and development of the capability of these systems:
- 3.10.1 Purchase to Pay (P2P): This strategy acknowledged the progress being made in support of a more efficient P2P strategy within the Council. This will involve upgrades to current system capability within PECOS and Agresso, as well as the inclusion of third party suppliers via their software to improve order, receipt and payment to suppliers. The P2P project also has the strategy to digitally transmit and hold payment and invoice data moving away from paper based processes.
- 3.10.2 Public Contract Scotland (PCS): This is a Scottish Government operated tool to facilitate e-Procurement via tender advertisement and Quick Quotes (sub £50k tenders). WDC Corporate Procurement Unit will continue to use and promote this hosted software as the means of advertising tender opportunities and transmission of outcome notifications. WDC will continue to use PCS for Quick Quotes, but will also take an operational decision where the Corporate Procurement Manager (or delegate) decides the use of an alternative tool will provide best value.

3.10.3 Public Contract Scotland – Tenders (PCS-T): This is a Scottish Government operated tool to facilitate e-Procurement via tender management, contract management and monitoring and compliance. It is the strategy of the Corporate Procurement Unit to use this hosted software for the transmission and management of a compliant tender process.

3.10.4 Contracts Database: The Corporate Procurement Unit uses the contract database, which is a bespoke ICT developed SQL application, to store and report on tender and contract activity. The database is an analysis tool for supplier spend, community benefit recording and savings tracking.

3.10.5 Digitisation of procurement documentation: The Corporate Procurement Unit has a strategy to eliminate manual electronic forms where there is an element of workflow authorisation to the documentation, and replace with online forms.

4 Issues and Challenges

- 4.1 Delivery of Council Services could change significantly in the coming years. The Scottish Government National Digital and Local Government Strategies are driving some transformation eg services as Digital by Default.
- 4.2 The expansion of the national Scottish Wide Area Network (SWAN) network beyond NHS is progressing at pace with all Scottish Councils now connected for Education Services. This will continue to influence the way in which we share information and service provision.
- 4.3 Significant changes to the availability of remote and home working, the nature of devices owned and used by the public and employees coupled with exponential increase in broadband, wi-fi, 4G etc. sets an expectation that technology is always on and available and this trend continues to rise rapidly.
- 4.4 Investment in fibre infrastructure by the private sector will result in significantly improved connectivity in coming years and public sector agencies including SWAN are moving in this direction. We will explore opportunities for the Council to cost effectively lay its own fibre when undertaking other roads and buildings infrastructure works and then generate income as a result.
- 4.5 More service areas are using technology (devices, software, Internet of Things) to improve and streamline their processes introducing new costs into the Council. This places a demand for additional financial and people resources to maintain more systems and services, purchase additional licenses, mobile data contracts, technology services, more systems, resilient infrastructure etc. at a time when revenue pressures and the drive for savings are increasing.
- 4.6 Resilience and availability will be a key consideration including an assessment of the costs and return on investment for a resilient highly available infrastructure and /or replica environment needed in the event of a disaster.
- 4.7 One of the most significant changes facing Councils and wider public and private sectors is the threat from Cyber crime. The National Crime Agency © Crown Copyright 2016 published their National Strategic Assessment of Serious and Organised Crime 2016 report on 9 September 2016 which estimates that the '*annual cost of cyber crime to the UK in the low billions of pounds*'. Highlighted in the same report, '*the October 2015 Office of National Statistics (ONS) analysis of public experience of fraud and cyber crime identified 2.46 million incidents of Computer Misuse Act offences over a 12-month period*' of which '*16,349*' were reported to Action Fraud. The investment needed to protect citizen and employee data as well as guarding system availability to deliver key services has grown in the previous 5 years. National initiatives are being investigated in a bid to deliver a single efficient national solution rather than organisations working independently.
- 4.8 Widespread review of ICT service delivery models and funding is needed in order to close the gap between increasing demand and reducing budget.

Sharing, collaboration, partnerships, outsourcing and hosting are just some of the delivery models that need to be considered and financially assessed.

- 4.9 The trend towards sharing of systems and information with other agencies has started, but not at the speed to solve the imminent funding gap. West Dunbartonshire is one of the leading Council's in Scotland when it agreed to share data centres with East Dunbartonshire in 2013. It is almost certain that further sharing will require investment to harmonise and replace systems. Opportunities will present, such as current data centre sharing while others may be driven by changes in priorities. We will therefore be flexible and explore all opportunities for ICT sharing.

5 Future ICT Service Delivery

- 5.1 ICT assets can be considered in two broad areas: Core infrastructure and Business systems. Future investment in the Council's core infrastructure will be needed to build on the existing strong foundations delivered through the ICT Modernisation programme (2013-16).
- 5.2 During the implementation stages of the ICT Modernisation programme and more recently during a period of high volume and wide ranging changes for PSN Compliance, users experienced severe disruption to their ICT services. A key focus therefore is the security, resilience and availability of the core infrastructure as well as supporting Strategic Leads with their Business Continuity (BC) plans.
- 5.3 Table 1 shows the capital investment which was approved in February 2017 by Corporate Services Committee. This is subject to annual review.

Table 1 – ICT 2-year Capital Plan

Capital Bid / Project Title	2017/18	2018/19
ICT Modernisation / Infrastructure	£613,000	£922,000
ICT Core Infrastructure	£0	£200,000
ICT Security and DR	£180,000	£0
Total	£793,000	£1,122,000

- 5.4 Table 2 shows the project spend for 2017-18 which was approved at Corporate Services Committee February 2017. ICT planned spend will be agreed with ICT Steering Board annually prior to seeking committee approval. This will allow for the ICT Asset Plan to respond to and incorporate changing priorities.

Table 2 - Planned ICT Capital Spend 2017-18

Description	Estimated Capital spend Value	Estimated Revenue Implication From Year 2	Procurement Strategy
Device replacement for Corporate & Education - approximately 1500 devices replaced p.a.	£350,000	£20,000 10% of purchase price for thin client and chromebooks.	Framework Agreement
Mobility – VOIP expansion, devices and wireless to other locations	£40,000	£8,000	Existing Contract / Tender / Framework Agreement
Increase network bandwidth for Primary schools when required	£40,000	£8,000	Existing Contract / Tender / Framework Agreement

Replace end of life servers and switches	£100,000	£16,000 (20% of hardware costs)	Existing Contract / Tender / Framework Agreement
Backup Infrastructure	£40,000	none	Existing Contract / Tender / Framework Agreement
Web and Email filtering	£50,000	none	Existing Contract / Tender / Framework Agreement
Ransomware protection	£30,000	£6,000	Existing Contract / Tender / Framework Agreement
Smaller value works	£38,000	£7,600	Framework Agreement / Quotations
Sub Total -Technology Spend	£688,000	£65,600	
ICT Project Resourcing	£105,000	-£105,000	Allocation ` existing resources
Total	£793,000		

- 5.5 The Council's suite of business systems is more disparate, several of which are ageing and require modernisation. However some system improvements have taken place alongside increased use and deployment for example use of purchase cards, document management and electronic forms to support the overall transformation of these service areas from back office manual process driven to citizen facing self-serve.
- 5.6 Services must include ICT in their service planning process so that ICT can assist with predicting future requirements and investment for business systems as services look to transform their service delivery.
- 5.7 ICT will continue to undertake short-life pilots with services to ensure technology and process changes can be aligned. This worked very successfully for HR new start/leaver process; flexi pilot; tablet devices for Education; and homecare scheduling etc.
- 5.8 ICT will investigate opportunities to generate income. Some potential opportunities include: selling ICT service desk and / or support services; selling data centre space eg to Clydebank College and businesses in Titan Business Park; and generating income from our own fibre installations.
- 5.9 Section 7 summarises the areas where investment and/or resourcing is required for a range of Infrastructure and Systems Assets and includes Capital already been agreed by ICT Steering Board and approved by committee.

6 ICT ASSET MANAGEMENT IMPROVEMENT PLAN

- 6.1 WDC has a strong focus on continuous improvement to improve quality of service, manage risk, deliver best value and manage effectively the ICT costs associated with new business initiatives and technologies.
- 6.2 The highest priority area for improvement is system and service availability as outlined previously. During 2017 ICT Management will continue to review service delivery and performance to inform a prioritised service improvement plan.
- 6.3 In addition, the following table sets out a number of ICT service process improvement actions.

Action	Critical Success Factors
Review and improve Availability management processes	<ul style="list-style-type: none"> • Control of ICT Assets • Reduced disruption/improved availability • Focus on failing assets
Widen scope of current ITIL Configuration management processes	<ul style="list-style-type: none"> • Supports the delivery of quality ICT services • Economic service provision • Supports and integrates with other ITIL Service Management processes
Develop formal capacity management processes	<ul style="list-style-type: none"> • Accurate business forecasts • Knowledge of current and future technologies • Ability to demonstrate cost-effectiveness • Ability to plan and implement the appropriate ICT capacity to match business need.
Develop formal Financial Management processes (including assessment of ITIL process)	<ul style="list-style-type: none"> • Effective stewardship of ICT costs • Overall effectiveness of the process • Raise awareness with service areas on costs of services • Improved commercial awareness • Assess cost of hosting vs on premise • Management of supplier re hosting costs • Cost model for recharging/selling services
Engage with services to ensure that new projects and business systems are challenged appropriately and integrate with core platform ensuring best value	<ul style="list-style-type: none"> • Duplication of systems is avoided • Opportunities for maximising existing resources are identified • Focus on Corporate priorities • Improved resource management

<p>Report annually on asset status, plans and performance</p>	<ul style="list-style-type: none"> • Business forecasts for replacement and management of assets are accurate. • Value of existing assets are known • Focus on corporate priorities • Focus on delivery • Improve awareness on importance of service performance
<p>Continue to centralise ICT budgets and ICT spend</p>	<ul style="list-style-type: none"> • Duplication of systems is avoided • Opportunities for maximising existing resources are identified • support is more efficient due to standard components • Deliver savings
<p>Develop service standards / SLA for provision of ICT goods and services so that staff are clear about service priorities</p>	<ul style="list-style-type: none"> • Duplication of systems is avoided • Opportunities for maximising existing resources are identified • Economic service provision • Delivery is focussed on prioritising by impact, saving etc.

7 Asset Plan

Activity	Years				
	2017-18	2018-19	2019-20	2020-21	2021-22
1. ICT Service Review	<ul style="list-style-type: none"> Review of ICT Service especially with regard to but not limited to volume and impact of service disruptions. 	<ul style="list-style-type: none"> Implement service changes arising from review. Investigate service operating models 	<ul style="list-style-type: none"> Ongoing review and implementation of service improvements and delivery model 	<ul style="list-style-type: none"> Ongoing review and implementation of service processes improvements and service delivery model 	<ul style="list-style-type: none"> Ongoing review and implementation of service processes improvements and service delivery model
2. Network Infrastructure Increase bandwidth and additional Wi-Fi to support mobility	<ul style="list-style-type: none"> Investigate options fibre, broadband, MPLS Monitor capacity and implement upgrades for school estate Additional council locations eg Municipal as per ORP Contribute to National Digital Office (NDO) network review and common platforms 	<ul style="list-style-type: none"> Continue to upgrade wifi at schools Roll out to further Council /partner offices leisure centres, libraries, depots as per ORP (Roads – Council fibre where possible) Implement actions arising from NDO network review and common platforms 	<ul style="list-style-type: none"> Complete wifi installation at remaining feasible Council locations as per ORP Connect to fibre where feasible 	<ul style="list-style-type: none"> Connect to fibre where feasible Upgrade switches per location Delivery ICT element for ORP projects 	<ul style="list-style-type: none"> Connect to fibre where feasible Delivery ICT element for ORP projects
3. Server and Storage Infrastructure Disaster Recovery (DR), Business Continuity (BC) and resilience for servers as per agreed a 5-6 year server refresh strategy.	<ul style="list-style-type: none"> Replace File servers for user and service data Complete implementation of replacement storage and data archiving Service review of BC for business applications and identify critical systems Complete the development of server config database 	<ul style="list-style-type: none"> Replace end of life servers (approx. 10 per year) and cost and feasibility of resilient infrastructure for critical systems. Implement resilient solution including hosting options Implement technology to meet GDPR legislation. 	<ul style="list-style-type: none"> Replace end of life servers (approx. 10 per year). Cost & feasibility of resilient servers for critical systems. Implement resilient solution including hosting options Monitor and maintain storage capacity to meet business demands Options appraisal for Thin Client cloud vs infrastructure 	<ul style="list-style-type: none"> Replace end of life servers (approx. 10 per year) and cost and feasibility of resilient infrastructure for critical systems. Implement resilient solution including hosting options Monitor and maintain storage capacity to meet business demands Implement solution for thin client as per optional appraisal 	<ul style="list-style-type: none"> Replace end of life servers (approx. 10 per year) and cost and feasibility of resilient infrastructure for critical systems. Implement resilient solution including hosting options Monitor and maintain storage capacity to meet business demands

Activity	2016-17	2017-18	2018-19	2019-20	2020-21
4. Security Systems - portfolio of security systems includes firewalls, antivirus, encryption, filtering, remote access, intrusion detection and prevention (IDS, IPS).	<ul style="list-style-type: none"> • Complete the implementation of replacement firewalls. • Replace filtering solution. • Deliver compliant PSN audit • R&d of Ransomware prevention technologies 	<ul style="list-style-type: none"> • Deliver compliant PSN audit • Implement cyber security improvements • Contribute to National security group and projects • Monitor & reconfigure IDS and IPS settings 	<ul style="list-style-type: none"> • Deliver compliant PSN audit • Implement actions arising from national security group projects. • Replace / upgrade antivirus technology • Investigate shared security service 	<ul style="list-style-type: none"> • Deliver compliant PSN audit • Replace / upgrade encryption technology • Replace /upgrade firewall • Monitor & reconfigure IDS and IPS settings • Research security technologies 	<ul style="list-style-type: none"> • Deliver compliant PSN audit • Research security technologies
5. Backup Systems	<ul style="list-style-type: none"> • Monitor and manage backup schedules as data volumes change during ORP. • Feasibility study of shared backup infrastructure and processes. • Support Records Management user communication campaign 	<ul style="list-style-type: none"> • Support Records Management user communication campaign • Implement shared backup infrastructure 	<ul style="list-style-type: none"> • Monitor and manage backup schedules as changes made to server and storage infrastructure. • Investigate cloud backup services 	<ul style="list-style-type: none"> • Ongoing management of storage and schedules 	Ongoing management of storage and schedules
6. Telephony	<ul style="list-style-type: none"> • Extend IP telephony system by realigning licenses to maximise efficiency. • Cost the upgrade options for VOIP • Investigate shared VOIP solution • Complete MOB migration project. 	<ul style="list-style-type: none"> • Continue investigation of hosted/shared telephony solution and implement most cost effective solution. • Reduce number of fixed line telephony numbers. • Improve management of telephony number data 	<ul style="list-style-type: none"> • Pilot Unified Communications and collaboration environment (links Email, Video Conferencing and telephony) • MOB contract terminates – commence new 2-year/12 month extension 	<ul style="list-style-type: none"> • MOB – new contract implementation • 	

Activity	2016-17	2017-18	2018-19	2019-20	2020-21
7. Data Management and Matching – supporting service transformation projects	<ul style="list-style-type: none"> • Council Tax MyAccount matching • IHMS records matching and interfacing • ICT asset user and HR termination process • Phone numbers within various systems 	<ul style="list-style-type: none"> • MyAccount – school payment matching • MyAccount - Planning & BS • IHMS – continue for additional data sets 	<ul style="list-style-type: none"> • GIS – continue for additional data sets 		
8. Device Replacement programme as per agreed a 5 year refresh strategy	<ul style="list-style-type: none"> • Deliver accurate inventory data • Replace oldest 1500 traditional PCs with appropriate devices based on user work style. • Market test device costs • Research and pilot new devices to meet business needs • Maintain device security. • Monitor resourcing and licensing needed to support increasing device estate (target for schools is a 1:1 device ratio). 	<ul style="list-style-type: none"> • Review service model for device support including sharing opportunities. • Cost appraisal for Bring Your Own Device (BYOD) replacement strategy. • Replace oldest 1500 traditional PCs with appropriate devices based on user work style. • Market test device costs • Research and pilot new devices to meet business needs • Maintain device security. 	<ul style="list-style-type: none"> • Replace oldest 1500 traditional PCs with appropriate devices based on user work style. • Market test device costs • Research and pilot new devices to meet business needs • Maintain device security. 	<ul style="list-style-type: none"> • Replace oldest 1500 traditional PCs with appropriate devices based on user work style. • Market test device costs • Research and pilot new devices to meet business needs • Maintain device security. • Monitor device numbers and associated refresh strategy 	<ul style="list-style-type: none"> • Replace oldest 1500 traditional PCs with appropriate devices based on user work style. • Market test device costs • Research and pilot new devices to meet business needs • Maintain device security.
9. Reporting Systems	<ul style="list-style-type: none"> • Review the line off business reporting tools for duplication and synergies. 	<ul style="list-style-type: none"> • Options appraisal (including data implications) of disparate systems 	<ul style="list-style-type: none"> • Continue options appraisal of disparate systems 	<ul style="list-style-type: none"> • Standardise reporting tools 	

Activity	2016-17	2017-18	2018-19	2019-20	2020-21
10. Digital By Default – support the projects as per Digital Strategy	<ul style="list-style-type: none"> • MyAccount • Channel shift • Data Analytics • Citizen portal • Centralised call handling services • Web chat 	→	→	→	→
11. Line of Business Applications – support a range of service transformation projects agreed annually with services. (including but not limited to the following list)	<ul style="list-style-type: none"> • HR system • P2P project • Flexi system options • Data Centre relocation • Bookings System • Flexi system • Geographic Information System (GIS) • Embedded purchase cards • Collaboration tools – pilot • Online schools payments • Asset Management System • Property rationalisation 	→	→	→	→
Licensing	<ul style="list-style-type: none"> • Annual review of license requirements <ul style="list-style-type: none"> ○ thin client ○ Oracle ○ Microsoft ○ Business applications ○ Telephony (fixed and MOB) 	<ul style="list-style-type: none"> • Pilot products such as OpenOffice with view to potential future savings 	→	→	→

WEST DUNBARTONSHIRE COUNCIL

Report by Strategic Lead – People and Technology

Corporate Services Committee: Date 23 August 2017

Subject: Working Well Together - Attendance Management: Quarter 1 (1 April – 30 June 2017)

1. Purpose

- 1.1** The purpose of this report is to provide Committee with an update for Quarter 1 2017/18 in respect of sickness absence and to provide detailed analysis on the attendance performance for the strategic lead areas within the locus of this Committee.

2. Recommendations

- 2.1** It is recommended that the Committee note the content of the report and the attendance performance of the Strategic Lead areas covered by this report for Quarter 1, namely an increase of 0.11 FTE days lost (10%) compared to the same period last year as outlined in appendices 2 –5
- 2.2** The Committee is further asked to note, the Council's attendance results for Quarter 1, namely a increase of 0.2 FTE days lost (8.4%) compared to the same period last year. The councils attendance is outlined in appendix 1.

3. Background

- 3.1** The council is committed to improving attendance levels by setting ambitious targets for reducing days lost for all employees, supporting attendance at work and improving the health and wellbeing of all employees.

4. Main Issues

Service Performance

- 4.1** In Quarter 1 2017/18, for the Strategic Lead areas covered by this Committee 995.5 FTE days were lost due to sickness absence, an increase of 342 FTE days lost compared to the same period last year.

Table 1 below shows individual targets by Strategic Lead and the annual result for each area in 2016/17. The areas highlighted are those covered by this committee.

Table 1 – Council / Strategic Lead Targets (FTE days lost per employee) (strategic lead areas covered by this committee)

Strategic Lead	2017/18 Target	Year End Result 2016/17
Council Wide	7	10.47
Communications, Culture & Communities	6.5	4.7
People & Technology	4.5	3.55
Regulatory	6	6.23
Resources	7	9.63

Table 2 shows the results for the strategic leads within the locus of this committee and compares to the same period last year. None of the strategic lead areas absence was above the Council average of 2.55 FTE days lost per employee.

People and Technology have reported a very significant increase in absence when compared with the same period last year however it should be noted that absence in Quarter 1 2016/17 was very low and reported no long term absence. Since this area has a relatively low FTE a small number of employees with long term absences can have a significant impact on the statistics. Q1 2017/18 absence in this area is still well below the council average of 2.55 days.

Table 2 – Local performance (period)

Strategic Lead Area	Quarter 1 – 2017/18 FTE	Quarter 1 – 2016/17 FTE	Variance (%)
Council	2.55	2.35	+8.4%
Communications, Culture & Communities	0.6	0.78	-22.7%
People & Technology	1.23	0.22	+457.7%
Regulatory	1.63	1.30	+25.2%
Resources	1.4	1.92	-26.9%

Absence Duration – Local Performance

- 4.3** Table 3 shows the duration profile for the strategic lead areas within the locus of this committee and compares to the Council duration profile. Long term absence accounts for almost 70% of absence council wide however the strategic lead areas below report a lower percent of long term absence.
- 4.4** All strategic lead areas have reported a significant reduction in absence due to short term sickness, resulting in a corresponding increase in days lost due to long term absence.

Table 3 – Absence Duration – Local performance

Quarter 1	Short Term		Long Term	
	2016	2017	2016	2017
Council	49%	30.36%	51%	69.64%
Communications, Culture & Communities	89.22%	36.24%	10.78%	63.76%
People & Technology	100%	44.36%	0%	55.64%
Regulatory	77.3%	35.4%	22.70%	64.6%
Resources	43.24%	41.1%	56.76%	58.90%

- 4.5 The reasons for the long term absence are MSK, personal stress and pregnancy related conditions all which have a tendency to lead to long term sickness absence.
- 4.6 In order to continue to reduce the periods of long-term absence, managers are in early discussions with employees and referring them to Occupational Health for medical guidance on how to effectively support employees to return to work at the earliest opportunity.

Absence Reasons – Local Performance

- 4.7 Appendices (2-5) give a detailed breakdown of the reasons for absence for each of the Strategic Lead areas within the locus of this Committee. Table 5 shows the top 3 reasons for absence by Strategic Lead area and compares to Council results. While Minor illness is the top reason for absence Council Wide it is not the top reason for any of the individual strategic lead areas covered by this report, it does however feature in the top three reasons for all areas.
- 4.8 During the same period last year Minor illness was the top reason for absence in both Communications, Culture & Communities and People & Technology but did not feature for Regulatory where the top reason for absence was Accute Medical Conditions due to some long term absence cases. This year minor illness accounts for 28.54% of absence within Regulatory.
- 4.9 Within Resources although the top reason remains the same when compared with Q1 2016/17 Personal Stress did not feature in the top three reasons last year and now accounts for 16.64% of absence.

Table 5 – Reasons analysis – Local performance

	1		2		3	
	Reason	%	Reason	%	Reason	%
Council	Minor Illness	20.83	MSK	17.81	Acute	17.15
Communications, Culture & Communities	Preganancy Related	63.76%	Minor Illness	16.16%	Back Pain	13.10%
People & Technology	Reccurring Medical Conditions	47.47%	Stress – Personal	19.84%	Minor Illness	14.01%

Regulatory	MSK	30.09%	Minor Illness	28.54%	Stress – Personal	13.94%
Resources	Acute Medical Conditions	19.63%	Stress – Personal	16.64%	Minor Illness	15.14%

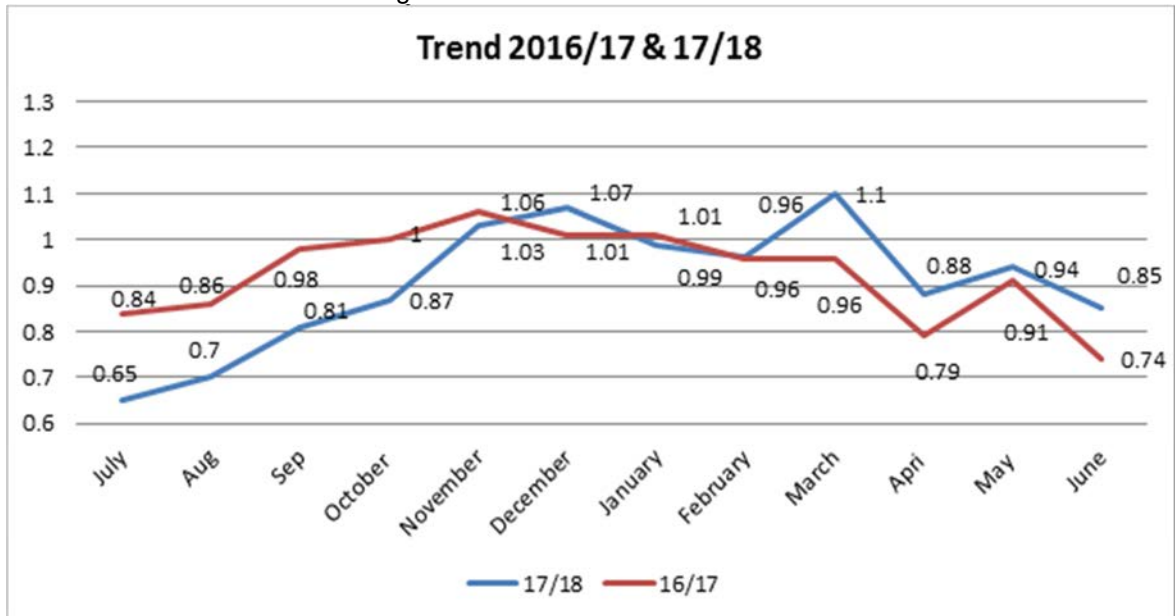
Council Performance - Quarter 1 2017/18

- 4.10 In Quarter 1 2017/18 a total of 11,549 FTE days were lost across the council due to sickness absence, an increase of 53 FTE days lost compared to the same period last year.
- 4.11 Council Wide Absence was reported as 2.55 FTE days lost per employee representing an 8.4% increase on the same period last year.

Chart 1 below shows the monthly trend for the last 12 months (July 2016 – June 2017) and compares with the same period last year.

In 2016/17, the Council’s absence performance improved by 11.3%, however this was largely due to a positive performance in the first half of the year. In the latter half of the year, the performance deteriorated leading to a declining picture which appears to have carried forward into this financial year.

Chart 1 – Absence Trend – Rolling Year



Employee Wellbeing Group

- 4.12** The Employee Wellbeing Group has been established to oversee the development, implementation and evaluation of the Council's Employee Health and Wellbeing strategy (and supporting delivery plans). The membership of this group includes representatives from Strategic HR, the Trades Unions, OD & Change, Occupational Health, Health & Safety, Health Improvement and Corporate Communications as well as a nominated service manager from each Strategic Lead area. All group members will participate in a range of working groups.

A smaller Core Group has also been established and will meet every other month to review progress in implementing the agreed action plans according to identified timescales, as well as evidence to support their effectiveness in delivering against strategic aims.

The Employee Wellbeing Group met on 6th June 2017 where the membership of the working groups was agreed. The working groups have since been meeting to develop draft action plans. These plans will be presented for discussion at the first meeting of the Core Group on 1st August.

5. People Implications

- 5.1** All Strategic Lead areas covered by this committee have reported an increase in absence compared to the same period last year. It is vital that effective and robust management of absence continues, as early intervention can have a positive impact upon employees, promoting early return to good health. However, there is still a risk that if the focus and attention by all stakeholders is not maintained, absence rates could rise making it difficult to achieve the Council's target of 7 FTE days (for Local Government Employees) for 2017/18.

6. Financial Implications

- 6.1** Based upon the estimated cost of a day's absence (£123 in 2017/18), table 5 provides the estimated cost of absence across the Council and the Strategic Lead areas.

Table 5 – Cost of absence

Strategic Lead Area	£
Communications, Culture & Communities	11,326
People & Technology	15,160
Regulatory	42,085
Resources	29,168
Council	1,420,527

7. Risk Analysis

7.1 /

- 7.1 Management are taking necessary steps such as early referrals to occupational health for advice on supporting employees to return to work at the earliest opportunity and to support employees sustain their attendance upon a return to work, however there is still a significant amount of work to do to continue to reduce absence.
- 7.2 Without maintaining and continuing to improve attendance there continues to be a potential risk of loss of productivity, reduced team performance and importantly, a detrimental impact to service delivery.

8. Equalities Impact Assessment (EIA)

- 8.1 This report is for noting only, therefore no EIA is required. Any associated policies are subject to Equalities Impact Screening and Assessment if required.

9. Consultation

- 9.1 Consultation is on-going with trades unions in the main through joint working on the Wellbeing Group and thereafter through the local Joint Consultative Committee, Employee Liason Group and for more strategic matters through Joint Consultative Forum.
- 9.2 Strategic Leads continued to be consulted through regular meetings with HR Business Partners.

10. Strategic Assessment

- 10.1 Effective attendance management will support the Council's aim to make best use of both financial and human resources resulting in a positive impact upon service provision.

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Appendices: Appendix 1 – Council Wide Q1 2017/18 Absence Summary
 Appendix 2 – Communications, Culture & Communities Q1 2017/18 Absence Summary
 Appendix 3 – People & Technology Q1 2017/18 Absence Summary
 Appendix 4 – Regulatory Q1 2017/18 Absence Summary
 Appendix 5 – Resources Q1 2017/18 Absence Summary

Background Papers: None

Wards Affected: None Page 106

Appendix 1 - WDC Absence Statistics

Strategic Area: Council Wide
Period: Quarter 1 2017/18



TABLE 1 - Headline Figure	Quarter 1 2017/18	2.55	Quarter 1 2016/17	2.35	Year on Year +/-	8.4%
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TABLE 2 - Days Lost per Employee

Strategic Area	FTE Employees	Intermittent (1-3 days)		Short Term (4-5 days)		Medium Term (6 days - 4 weeks)		Long Term (over 4 weeks)		Total Working Days Lost	Total FTE Days Lost	Total FTE Days Lost by FTE Employees
		Working Days Lost	% of Total Days Lost	Working Days Lost	% of Total Days Lost	Working Days Lost	% of Total Days Lost	Working Days Lost	% of Total Days Lost			
Child Healthcare & Criminal Justice	238.73	25	2.63%	40	4.20%	119	12.50%	768	80.67%	952	910.51	3.81
Community Health & Care	747.44	177.5	3.96%	131	2.92%	844.5	18.85%	3,326	74.26%	4,479	3,490.61	4.67
Finance & Resources	4.40	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00	0.00
Mental Health, Addiction & Learning Disabilities	141.59	45	6.01%	17	2.27%	132	17.62%	555	74.10%	749	652.16	4.61
Strategy, Planning & Health Improvement	24.95	11.5	56.10%	4	19.51%	5	24.39%	0	0.00%	20.5	18.45	0.74
Health & Social Care Partnership	1157.11	259	4.18%	192	3.10%	1,100.5	17.75%	4,649	74.98%	6,200.5	5,071.73	4.38
Environment & Neighbourhood	644.50	147.5	5.55%	103.5	3.89%	498.5	18.74%	1,910	71.82%	2,659.5	1,855.09	2.88
Housing & Employability	238.66	32	5.81%	27	4.90%	70	12.70%	422	76.59%	551	505.04	2.12
Regeneration	422.61	49.5	5.38%	86.5	9.41%	234.5	25.50%	549	59.71%	919.5	890.48	2.11
Regeneration, Environment & Growth	1305.77	229	5.54%	217	5.25%	803	19.44%	2,881	69.76%	4,130	3,250.61	2.49
Communications, Culture & Communities	152.67	13.5	11.79%	13	11.35%	15	13.10%	73	63.76%	114.5	92.08	0.60
Education Learning & Attainment - Support Staff	562.63	179.5	9.01%	126.5	6.35%	421.5	21.15%	1,265.5	63.50%	1,993	1,273.46	2.26
Education Learning & Attainment - Teachers	863.00	175.5	12.63%	82.5	5.94%	297	21.37%	835	60.07%	1,390	1,158.58	1.34
People & Technology	100.45	10	7.78%	9	7.00%	38	29.57%	71.5	55.64%	128.5	123.25	1.23
Regulatory	210.16	34	7.52%	18	3.98%	108	23.89%	292	64.60%	452	342.15	1.63
Resources	168.87	7	2.33%	25.5	8.49%	91	30.28%	177	58.90%	300.5	237.14	1.40
Transformation & Public Service Reform	2,057.78	419.5	9.58%	274.5	6.27%	970.5	22.17%	2,714	61.98%	4,378.5	3,226.66	1.57
Strategic Management	13.00	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00	0.00
COUNCIL-WIDE TOTAL	4,533.66	907.5	6.17%	683.5	4.65%	2,874	19.54%	10,244	69.64%	14,709	11,549.00	2.55

TABLE 3 - Breakdown of Days Lost by Duration Category

Duration	Working Days Lost	Percentage of Lost Days
Intermittent (1-3 days)	907.5	6.17%
Short Term (4-5 days)	683.5	4.65%
Medium Term (6 days-4 weeks)	2,874.0	19.54%
Long Term (over 4 weeks)	10,244.0	69.64%
TOTAL	14,709.0	100%

TABLE 4 - Absence Reasons

Strategic Area	FTE Employees	Minor Illness	Back Pain	Musculo-skeletal Injuries	Stress	Recurring Medical Conditions	Non Work Related Accident / Injuries	Work Related Accidents / Injuries	Mental Health	Acute Medical Conditions	Pregnancy Related Absence	Drink or Drug Related Condition	Stress - Work Related	Reason Not Disclosed	Total Working Days Lost	FTE Days Lost	Total FTE Days Lost by FTE Employee
Child Healthcare & Criminal Justice	238.73	147	13	118	106	197	6	38	40	224	8	0	55	0	952	910.51	3.81
Community Health & Care	747.44	394	145	982	814	270	93	129	236	775	98	0	543	0	4,479	3,490.61	4.67
Finance & Resources	4.40	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0.00
Mental Health, Addiction & Learning Disabilities	141.59	97	0	215	28	128	9	0	167	70	35	0	0	0	749	652.16	4.61
Strategy, Planning & Health Improvement	24.95	20.5	0	0	0	0	0	0	0	0	0	0	0	0	20.5	18.45	0.74
Health & Social Care Partnership	1,157.11	658.5	158	1,315	948	595	108	167	443	1,069	141	0	598	0	6,200.5	5,071.73	4.38
Environment & Neighbourhood	644.50	489	136	486	264	187	44	86	25	773.5	0	41	128	0	2,659.5	1,855.09	2.88
Housing & Employability	238.66	181	21	14	27	87	1	0	21	131	0	0	68	0	551	505.04	2.12
Regeneration	422.61	316.5	96	249	97	0	56	19	0	80	0	0	6	0	919.5	890.48	2.11
Regeneration, Environment & Growth	1,305.77	986.5	253	749	388	274	101	105	46	984.5	0	41	202	0	4,130	3,250.61	2.49
Communications, Culture & Communities	152.67	18.5	15	0	0	3	0	0	0	0	73	0	5	0	114.5	92.08	0.60
Education Learning & Attainment - Support Staff	562.63	648.5	35	167.5	336	86	42	76	156	260	11	52	123	0	1,993	1,273.46	2.26
Education Learning & Attainment - Teachers	863.00	559	8	233	88	110	47	10	0	126	98	0	111	0	1,390	1,158.58	1.34
People & Technology	100.45	18	5	0	25.5	61	19	0	0	0	0	0	0	0	128.5	123.25	1.23
Regulatory	210.16	129	11	136	63	7	7	0	0	24	59	0	16	0	452	342.15	1.63
Resources	168.87	45.5	9	19	50	13	35	0	30	59	0	0	40	0	300.5	237.14	1.40
Transformation & Public Service Reform	2,057.78	1,418.5	83	555.5	562.5	280	150	86	186	469	241	52	295	0	4,378.5	3,226.66	1.57
Strategic Management	13.00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0.00
COUNCIL-WIDE TOTAL	4,533.66	3,063.5	494	2,619.5	1,898.5	1,149	359	358	675	2,522.5	382	93	1,095	0	14,709	11,549.00	2.55

TABLE 5 - Days Lost by Absence Category

Absence Reason	Working Days Lost	Percentage of Lost Days
Minor Illness	3,064	20.83%
Back Pain	494	3.36%
Musculo-skeletal Injuries	2,620	17.81%
Stress	1,899	12.91%
Recurring Medical Conditions	1,149.0	7.81%
Non Work Related Accidents / Injuries	359	2.44%
Work Related Accidents / Injuries	358	2.43%
Mental Health	675	4.59%
Acute Medical Conditions	2,522.5	17.15%
Pregnancy Related Absence	382	2.60%
Drink or Drug Related Condition	93	0.63%
Stress - Work Related	1,095	7.44%
Reason Not Disclosed	0	0.00%
TOTAL	14,709	100%

	WDC Absence Statistics	Department: Communications, Culture & Communities Period: Q1 2017/18
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TABLE 1 - Headline Figure	Q1 2017/18	0.60	Q1 2016/17	0.78	Year on Year +/-	-22.7%
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TABLE 2 - Days Lost per Employee

Section / Team	FTE Employees	ACTUAL WORKING DAYS LOST				Total Working Days Lost	Total FTE Days Lost	Total FTE Days Lost by FTE Employees
		Intermittent 1-3 days	Short Term 4-5 days	Medium Term 6 days - 4 weeks	Long Term over 4 weeks			
Communications, Events & Engagement	7.13	1	0	0	0	1	0.80	0.11
Customer Services	43.70	1.5	5	0	41	47.5	43.37	0.99
Libraries & Cultural	92.23	11	8	15	32	66	47.91	0.52
Strat Org Pol & Perform	9.62	0	0	0	0	0	0.00	0.00
Communications, Culture & Communities TOTAL	152.67	13.5	13	15	73	114.5	92.08	0.60

TABLE 3 - Breakdown of Days Lost by

Duration	Total Working Days Lost	Percentage of Lost Days
Intermittent (1-3 days)	13.5	11.79%
Short Term (4-5 days)	13.0	11.35%
Medium Term (6 days-4 weeks)	15.0	13.10%
Long Term (over 4 weeks)	73.0	63.76%
TOTAL	114.5	100.00%

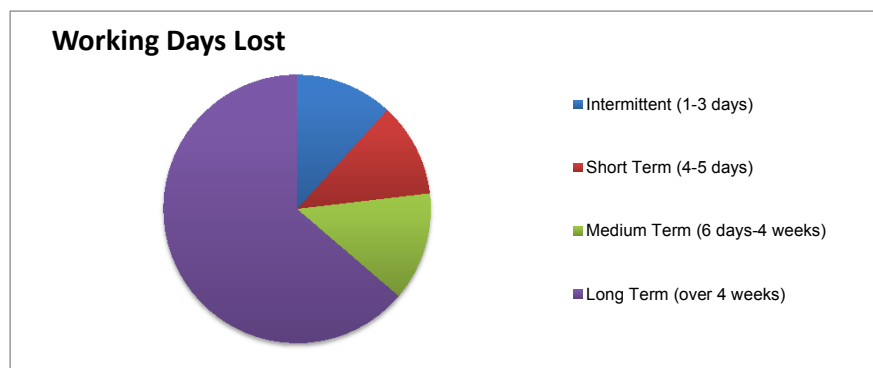


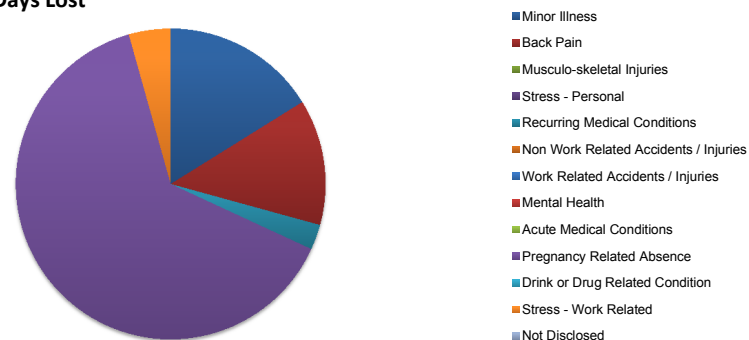
TABLE 4 - Absence Reasons

Section / Team	FTE Employees	Absence Reasons														Total Working Days Lost	FTE Days Lost	Total FTE Days Lost by FTE Employees
		Minor Illness	Back Pain	Musculo-skeletal Injuries	Stress - Personal	Recurring Medical Conditions	Non Work Related Accident / Injuries	Work Related Accidents / Injuries	Mental Health	Acute Medical Conditions	Pregnancy Related Absence	Drink or Drug Related Condition	Stress - Work Related	Not Disclosed				
Communications, Events & Engagement	7.13	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0.80	0.11
Customer Services	43.70	1.5	0	0	0	0	0	0	0	0	41	0	5	0	47.5	43.37	0.99	
Libraries & Cultural	92.23	16	15	0	0	3	0	0	0	0	32	0	0	0	66	47.91	0.52	
Strat Org Pol & Perform	9.62	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0.00	
Communications, Culture & Communities TOTAL	152.67	18.5	15	0	0	3	0	0	0	0	73	0	5	0	114.5	92.08	0.60	

TABLE 5 - Days Lost by Absence Category

Absence Reason	Total Working Days Lost	Percentage of Lost Days
Minor Illness	18.5	16.16%
Back Pain	15.0	13.10%
Musculo-skeletal Injuries	0.0	0.00%
Stress - Personal	0.0	0.00%
Recurring Medical Conditions	3.0	2.62%
Non Work Related Accidents / Injuries	0.0	0.00%
Work Related Accidents / Injuries	0.0	0.00%
Mental Health	0.0	0.00%
Acute Medical Conditions	0.0	0.00%
Pregnancy Related Absence	73.0	63.76%
Drink or Drug Related Condition	0.0	0.00%
Stress - Work Related	5.0	4.37%
Not Disclosed	0.0	0.00%
TOTAL	114.5	100.00%

Working Days Lost



	WDC Absence Statistics	Department: People & Technology Period: Q1 2017/18
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TABLE 1 - Headline Figure	Q1 2017/18	1.23	Q1 2016/17	0.22	Year on Year +/-	457.7%
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TABLE 2 - Days Lost per Employee

Section / Team	FTE Employees	ACTUAL WORKING DAYS LOST				Total Working Days Lost	Total FTE Days Lost	Total FTE Days Lost by FTE Employees
		Intermittent 1-3 days	Short Term 4-5 days	Medium Term 6 days - 4 weeks	Long Term over 4 weeks			
HR Service Centre	11.17	0	4	0	0	4	4.00	0.36
Pay & Remuneration	7.33	2	0	0	0	2	2.00	0.27
Business Support	18.50	2	4	0	0	6	6.00	0.32
IT Business Applications Management	10.30	2	0	0	61	63	63.00	6.12
IT Device Management	12.67	0	0	11	10.5	21.5	16.25	1.28
IT Infrastructure Management	21.52	3	0	21	0	24	24.00	1.12
IT Management	4.00	0	0	0	0	0	0.00	0.00
ICT Total	48.49	5	0	32	71.5	108.5	103.25	2.13
Organisational Development	13.00	3	0	0	0	3	3.00	0.23
Organisational Development & Change Total	13.00	3	0	0	0	3	3.00	0.23
Health & Safety	4.50	0	0	6	0	6	6.00	1.33
Strategic HR	15.96	0	5	0	0	5	5.00	0.31
Strategic HR Total	20.46	0	5	6	0	11	11.00	0.54
People & Technology TOTAL	100.45	10	9	38	71.5	128.5	123.25	1.23

TABLE 3 - Breakdown of Days Lost by Duration Category

Duration	Total Working Days Lost	Percentage of Lost Days
Intermittent (1-3 days)	10.0	7.78%
Short Term (4-5 days)	9.0	7.00%
Medium Term (6 days-4 weeks)	38.0	29.57%
Long Term (over 4 weeks)	71.5	55.64%
TOTAL	128.5	100.00%

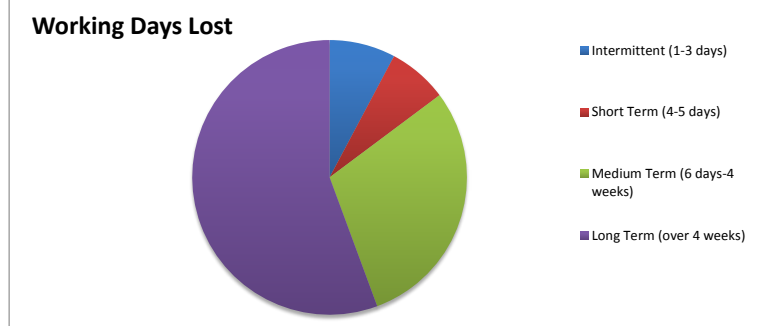


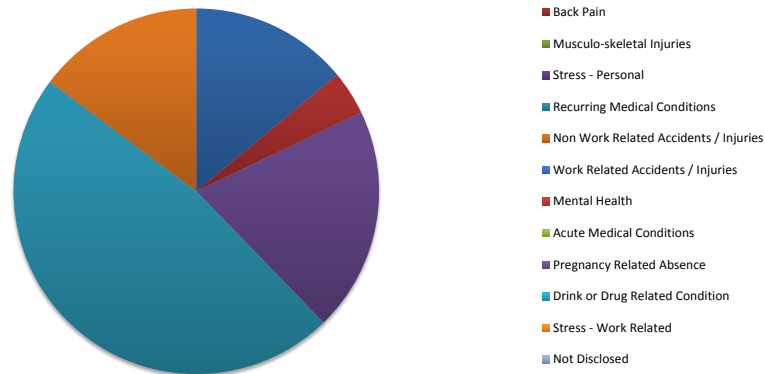
TABLE 4 - Absence Reasons

Service	FTE Employees	Absence Reasons														Total Working Days Lost	FTE Days Lost	Total FTE Days Lost by FTE Employees
		Minor Illness	Back Pain	Musculo-skeletal Injuries	Stress - Personal	Recurring Medical Conditions	Non Work Related Accident / Injuries	Work Related Accidents / Injuries	Mental Health	Acute Medical Conditions	Pregnancy Related Absence	Drink or Drug Related Condition	Stress - Work Related	Not Disclosed				
HR Service Centre	11.17	0	0	0	4	0	0	0	0	0	0	0	0	0	0	4	4.00	0.36
Pay & Remuneration	7.33	2	0	0	0	0	0	0	0	0	0	0	0	0	0	2	2.00	0.27
Business Support	18.50	2	0	0	4	0	0	0	0	0	0	0	0	0	0	6	6.00	0.32
IT Business Applications Management	10.30	2	0	0	0	61	0	0	0	0	0	0	0	0	0	63	63.00	6.12
IT Device Management	12.67	0	0	0	21.5	0	0	0	0	0	0	0	0	0	0	21.5	16.25	1.28
IT Infrastructure Management	21.52	5	0	0	0	0	19	0	0	0	0	0	0	0	0	24	24.00	1.12
IT Management	4.00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0.00
ICT Total	48.49	7	0	0	21.5	61	19	0	0	0	0	0	0	0	0	108.5	103.25	2.13
Organisational Development	13.00	3	0	0	0	0	0	0	0	0	0	0	0	0	0	3	3.00	0.23
Organisational Development & Change Total	13.00	3	0	0	0	0	0	0	0	0	0	0	0	0	0	3	3.00	0.23
Health & Safety	4.50	6	0	0	0	0	0	0	0	0	0	0	0	0	0	6	6.00	1.33
Strategic HR	15.96	0	5	0	0	0	0	0	0	0	0	0	0	0	0	5	5.00	0.31
Strategic HR Total	20.46	6	5	0	0	0	0	0	0	0	0	0	0	0	0	11	11.00	0.54
People & Transformation TOTAL	100.45	18	5	0	25.5	61	19	0	0	0	0	0	0	0	0	128.5	123.25	1.23

TABLE 5 - Days Lost by Absence Category

Absence Reason	Total Working Days Lost	Percentage of Lost Days
Minor Illness	18.0	14.01%
Back Pain	5.0	3.89%
Musculo-skeletal Injuries	0.0	0.00%
Stress - Personal	25.5	19.84%
Recurring Medical Conditions	61.0	47.47%
Non Work Related Accidents / Injuries	19.0	14.79%
Work Related Accidents / Injuries	0.0	0.00%
Mental Health	0.0	0.00%
Acute Medical Conditions	0.0	0.00%
Pregnancy Related Absence	0.0	0.00%
Drink or Drug Related Condition	0.0	0.00%
Stress - Work Related	0.0	0.00%
Not Disclosed	0.0	0.00%
TOTAL	128.5	100.00%

Working Days Lost



	WDC Absence Statistics	Department: Regulatory Period: Q1 2017/18
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TABLE 1 - Headline Figure	Q1 2017/18	1.63	Q1 2016/17	1.30	Year on Year +/-	25.2%
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TABLE 2 - Days Lost per Employee

Service / Team	FTE Employees	ACTUAL WORKING DAYS LOST				Total Working Days Lost	Total FTE Days Lost	Total FTE Days Lost by FTE Employees
		Intermittent 1-3 days	Short Term 4-5 days	Medium Term 6 days - 4 weeks	Long Term over 4 weeks			
Corporate Admin Support	85.64	13	9	82	56	160	135.00	1.58
Business Support	85.64	13	9	82	56	160	135.00	1.58
Admin Support Unit	34.91	10	4	11	136	161	99.66	2.85
Democratic Services	7.34	0	0	0	0	0	0.00	0.00
Leadership Support Team	7.00	0	0	10	0	10	10.00	1.43
Registration	7.00	0	0	0	14	14	7.00	1.00
Democratic Services Total	56.26	10	4	21	150	185	116.66	2.07
Community Health Protection	8.00	4	0	0	0	4	4.00	0.50
Environmental Pollution	5.63	2	0	0	22	24	24.00	4.26
Food & Business	5.77	2	0	0	0	2	2.00	0.35
Trading Standards	6.94	0	0	0	35	35	35.00	5.04
Environmental Health & Trading Standards Total	26.34	8	0	0	57	65	65.00	2.47
Contracts & Property	6.46	0	0	0	0	0	0.00	0.00
Licensing	6.00	3	0	5	0	8	8.00	1.33
Litigation & Support	3.76	0	0	0	0	0	0.00	0.00
Records Management	2.00	0	0	0	0	0	0.00	0.00
Legal, Licensing & Registration Total	18.21	3	0	5	0	8	8.00	0.44
Building Standards	4.50	0	0	0	29	29	14.50	3.22
Development Management	4.80	0	0	0	0	0	0.00	0.00
Forward Planning	3.90	0	5	0	0	5	3.00	0.77
Technical Support Team	6.50	0	0	0	0	0	0.00	0.00
Planning & Building Control Total	19.70	0	5	0	29	34	17.50	0.89
Regulatory Management	4.00	0	0	0	0	0	0.00	0.00
Regulatory TOTAL	210.16	34	18	108	292	452	342.15	1.63

TABLE 3 - Breakdown of Days Lost by Duration Category

Duration	Total Working Days Lost	Percentage of Lost Days
Intermittent (1-3 days)	34.0	7.52%
Short Term (4-5 days)	18.0	3.98%
Medium Term (6 days-4 weeks)	108.0	23.89%
Long Term (over 4 weeks)	292.0	64.60%
TOTAL	452.0	100.00%

Working Days Lost

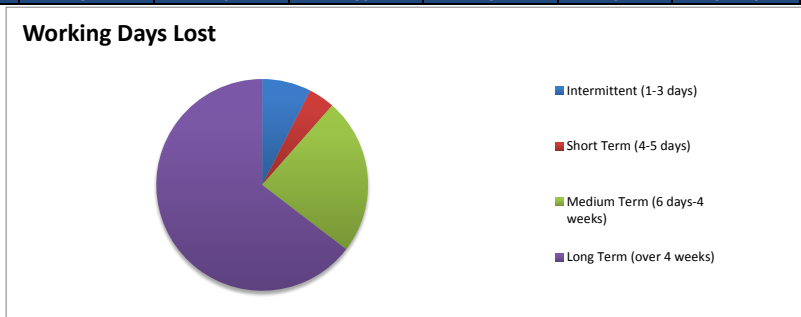


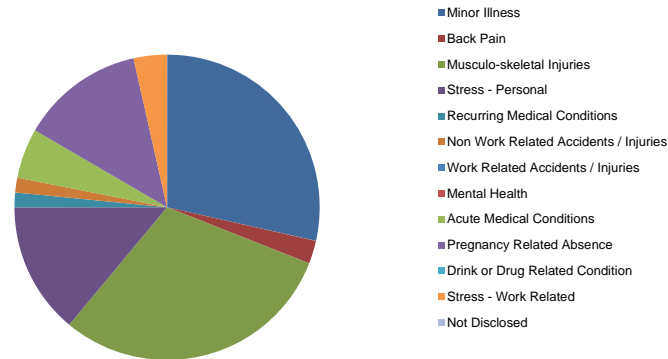
TABLE 4 - Absence Reasons

Service / Team	FTE Employees	Absence Reasons													Total Working Days Lost	FTE Days Lost	Total FTE Days Lost by FTE Employees
		Minor Illness	Back Pain	Musculo-skeletal Injuries	Stress - Personal	Recurring Medical Conditions	Non Work Related Accident / Injuries	Work Related Accidents / Injuries	Mental Health	Acute Medical Conditions	Pregnancy Related Absence	Drink or Drug Related Condition	Stress - Work Related	Not Disclosed			
Corporate Admin Support	85.64	28	9	3	49	7	7	0	0	0	46	0	11	0	160	135.00	1.58
Business Support	85.64	28	9	3	49	7	7	0	0	0	46	0	11	0	160	135.00	1.58
Admin Support Unit	34.91	90	2	52	0	0	0	0	0	0	13	0	4	0	161	99.66	2.85
Democratic Services	7.34	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0.00
Leadership Support Team	7.00	0	0	10	0	0	0	0	0	0	0	0	0	0	10	10.00	1.43
Registration	7.00	0	0	0	14	0	0	0	0	0	0	0	0	0	14	7.00	1.00
Democratic Services Total	56.26	90	2	62	14	0	0	0	0	0	13	0	4	0	185	116.66	2.07
Community Health Protection	8.00	3	0	0	0	0	0	0	0	0	0	0	1	0	4	4.00	0.50
Environmental Pollution	5.63	0	0	2	0	0	0	0	0	22	0	0	0	0	24	24.00	4.26
Food & Business	5.77	0	0	0	0	0	0	0	0	2	0	0	0	0	2	2.00	0.35
Trading Standards	6.94	0	0	35	0	0	0	0	0	0	0	0	0	0	35	35.00	5.04
Environmental Health & Trading Standards Total	26.34	3	0	37	0	0	0	0	0	24	0	0	1	0	65	65.00	2.47
Contracts & Property	6.46	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0.00
Licensing	6.00	3	0	5	0	0	0	0	0	0	0	0	0	0	8	8.00	1.33
Litigation & Support	3.76	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0.00
Records Management	2.00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0.00
Legal, Licensing & Registration Total	18.21	3	0	5	0	0	0	0	0	0	0	0	0	0	8	8.00	0.44
Building Standards	4.50	0	0	29	0	0	0	0	0	0	0	0	0	0	29	14.50	3.22
Development Management	4.80	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0.00
Forward Planning	3.90	5	0	0	0	0	0	0	0	0	0	0	0	0	5	3.00	0.77
Technical Support Team	6.50	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0.00
Planning & Building Control Total	19.70	5	0	29	0	0	0	0	0	0	0	0	0	0	34	17.50	0.89
Regulatory Management	4.00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0.00
Regulatory TOTAL	210.16	129	11	136	63	7	7	0	0	24	59	0	16	0	452	342.15	1.63

TABLE 5 - Days Lost by Absence Category

Absence Reason	Total Working Days Lost	Percentage of Lost Days
Minor Illness	129.0	28.54%
Back Pain	11.0	2.43%
Musculo-skeletal Injuries	136.0	30.09%
Stress - Personal	63.0	13.94%
Recurring Medical Conditions	7.0	1.55%
Non Work Related Accidents / Injuries	7.0	1.55%
Work Related Accidents / Injuries	0.0	0.00%
Mental Health	0.0	0.00%
Acute Medical Conditions	24.0	5.31%
Pregnancy Related Absence	59.0	13.05%
Drink or Drug Related Condition	0.0	0.00%
Stress - Work Related	16.0	3.54%
Not Disclosed	0.0	0.00%
TOTAL	452.0	100.00%

Working Days Lost




	WDC Absence Statistics		Department: Resources Period: Q1 2017/18			

TABLE 1 - Headline Figure	Q1 2017/18	1.40	Q1 2016/17	1.92	Year on Year +/-	-26.9%
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TABLE 2 - Days Lost per Employee

Section / Team	FTE Employees	ACTUAL WORKING DAYS LOST				Total Working Days Lost	Total FTE Days Lost	Total FTE Days Lost by FTE Employees
		Intermittent 1-3 days	Short Term 4-5 days	Medium Term 6 days - 4 weeks	Long Term over 4 weeks			
Audit & Fraud	8.43	0	0	0	0	0	0.00	0.00
Audit & Fraud Total	8.43	0	0	0	0	0	0.00	0.00
Benefits	23.05	4	13	13	70	100	80.81	3.51
Business Support	3.00	0	0	0	0	0	0.00	0.00
Corporate Debt Team	41.59	0	4	31	68	103	82.52	1.98
Council Tax	13.55	0	4.5	0	0	4.5	4.50	0.33
Council Tax & Benefits	1.00	0	0	0	0	0	0.00	0.00
Debtors	1.25	0	0	0	0	0	0.00	0.00
Finance Service Centre	9.48	0	0	0	0	0	0.00	0.00
Revenues & Benefits	2.00	0	0	0	0	0	0.00	0.00
Support/Cont Development	6.00	0	0	0	0	0	0.00	0.00
Business Support Total	100.91	4	21.5	44	138	207.5	167.84	1.66
Capital Projects	1.00	0	0	0	0	0	0.00	0.00
Cash & Banking	5.34	3	0	0	0	3	3.00	0.56
Corporate Finance	6.70	0	0	22	0	22	19.40	2.90
Development & Support	2.00	0	0	0	0	0	0.00	0.00
Education Finance	8.60	0	0	8	39	47	31.40	3.65
Finance & Treasury	2.00	0	0	0	0	0	0.00	0.00
Governance	0.50	0	0	0	0	0	0.00	0.00
HEED Finance	7.80	0	0	11	0	11	5.50	0.71
HSCP Finance	1.00	0	0	0	0	0	0.00	0.00
Insurance	2.00	0	0	6	0	6	6.00	3.00
Reconciliations	3.56	0	4	0	0	4	4.00	1.12
Finance & Treasury Total	40.50	3	4	47	39	93	69.30	1.71
Procurement	19.02	0	0	0	0	0	0.00	0.00
Procurement Total	19.02	0	0	0	0	0	0.00	0.00
Resources Total	168.87	7	25.5	91	177	300.5	237.14	1.40

TABLE 3 - Breakdown of Days Lost by Duration Category

Duration	Total Working Days Lost	Percentage of Lost Days
Intermittent (1-3 days)	7.0	2.33%
Short Term (4-5 days)	25.5	8.49%
Medium Term (6 days-4 weeks)	91.0	30.28%
Long Term (over 4 weeks)	177.0	58.90%
TOTAL	300.5	100.00%

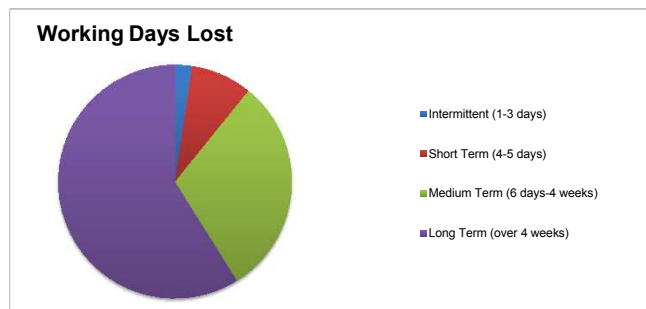


TABLE 4 - Absence Reasons

Service	FTE Employees	Absence Reasons													Total Working Days Lost	FTE Days Lost	
		Minor Illness	Back Pain	Musculo-skeletal Injuries	Stress - Personal	Recurring Medical Conditions	Non Work Related Accident / Injuries	Work Related Accidents / Injuries	Mental Health	Acute Medical Conditions	Pregnancy Related Absence	Drink or Drug Related Condition	Stress - Work Related	Not Disclosed			
Audit & Fraud	8.43	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00
Audit & Fraud Total	8.43	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00
Benefits	23.05	12	0	3	15	0	35	0	0	6	0	29	0	100	0	80.81	
Business Support	3.00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	
Corporate Debt Team	41.59	13	9	16	35	0	0	0	30	0	0	0	0	103	0	82.52	
Council Tax	13.55	4.5	0	0	0	0	0	0	0	0	0	0	0	4.5	0	4.50	
Council Tax & Benefits	1.00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	
Debtors	1.25	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	
Finance Service Centre	9.48	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	
Revenues & Benefits	2.00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	
Support/Cont Development	6.00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	
Business Support Total	100.91	29.5	9	19	50	0	35	0	30	6	0	29	0	207.5	0	167.84	
Capital Projects	1.00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	
Cash & Banking	5.34	3	0	0	0	0	0	0	0	0	0	0	0	3	0	3.00	
Corporate Finance	6.70	9	0	0	0	13	0	0	0	0	0	0	0	22	0	19.40	
Development & Support	2.00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	
Education Finance	8.60	0	0	0	0	0	0	0	0	47	0	0	0	47	0	31.40	
Finance & Treasury	2.00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	
Governance	0.50	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	
HEED Finance	7.80	0	0	0	0	0	0	0	0	0	0	11	0	11	0	5.50	
HSCP Finance	1.00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	
Insurance	2.00	0	0	0	0	0	0	0	6	0	0	0	0	6	0	6.00	
Reconciliations	3.56	4	0	0	0	0	0	0	0	0	0	0	0	4	0	4.00	
Finance & Treasury Total	40.50	16	0	0	0	13	0	0	0	53	0	11	0	93	0	69.30	
Procurement	19.02	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	
Procurement Total	19.02	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	
Resources Total	168.87	45.5	9	19	50	13	35	0	30	59	0	0	40	0	300.5	237.14	

TABLE 5 - Days Lost by Absence Category

Absence Reason	Total Working Days Lost	Percentage of Lost Days
Minor Illness	45.5	15.14%
Back Pain	9.0	3.00%
Musculo-skeletal Injuries	19.0	6.32%
Stress - Personal	50.0	16.64%
Recurring Medical Conditions	13.0	4.33%
Non Work Related Accidents / Injuries	35.0	11.65%
Work Related Accidents / Injuries	0.0	0.00%
Mental Health	30.0	9.98%
Acute Medical Conditions	59.0	19.63%
Pregnancy Related Absence	0.0	0.00%
Drink or Drug Related Condition	0.0	0.00%
Stress - Work Related	40.0	13.31%
Not Disclosed	0.0	0.00%
TOTAL	300.5	100.00%

Working Days Lost

