

Agenda



Corporate Services Committee

Date: Wednesday, 8 September 2021

Time: 14:00

Venue: Zoom Video Conference

Contact: Committee.Admin@west-dunbarton.gov.uk

Dear Member

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

Yours faithfully

JOYCE WHITE

Chief Executive

Distribution:-

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

Chief Executive
Chief Officers

Date of issue: 26 August 2021

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CORPORATE SERVICES COMMITTEE

WEDNESDAY, 8 SEPTEMBER 2021

AGENDA

1 STATEMENT BY CHAIR – AUDIO STREAMING

The Chair will be heard in connection with the above.

2 APOLOGIES

3 DECLARATIONS OF INTEREST

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

4 MINUTES OF PREVIOUS MEETING 5 – 10

Submit for approval as a correct record, the Minutes of Meeting of the Corporate Services Committee held on 19 May 2021.

5 MINUTES OF JOINT CONSULTATIVE FORUM – 10 JUNE 2021 11 – 14

Submit for information and where necessary ratification, the Minutes of Meeting of the Joint Consultative Forum held on 10 June 2021.

6 OPEN FORUM

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

7 WRITE OFF OF MISCELLANEOUS INCOME DEBTOR ACCOUNTS – QUARTER 1, 2021/22 15 – 17

Submit report by the Chief Officer – Resources seeking approval for the write off of debts in respect of miscellaneous income debtor accounts, which have been deemed as irrecoverable during Quarter 1 2021/22.

8/

8 THE PROVISION OF MANAGED WORK FOR HOUSING BENEFIT AND COUNCIL TAX REDUCTION 19 – 22

Submit report by the Chief Officer – Resources seeking approval to procure the provision of managed work associated with the processing of Housing Benefit (HB) and Council Tax Reduction (CTR) claims.

9 CORPORATE SERVICES BUDGETARY CONTROL REPORT TO 31 JULY 2021 (PERIOD 4) 23 – 49

Submit report by the Chief Officer – Resources advising on the performance of the Corporate Services budget for the period to 31 July 2021.

10 PAYMENT PROCESSING SERVICES 51 – 54

Submit report by the Chief Officer – Resources seeking approval to initiate a formal procurement process for West Dunbartonshire Council's and West Dunbartonshire Leisure Trust's Payment Processing Services.

11 PROCUREMENT IMPROVEMENT 55 – 129

Submit report by the Chief Officer – Supply, Distribution and Property providing an update on the procurement outcomes achieved in 2020/21 and seeking approval to publish the Annual Procurement Report for 2020/21 and the Procurement Strategy – 2021/26.

12 STRATEGIC RISKS 2017-22 131 – 177

Submit report by the Chief Officer – People & Technology providing an update on the strategic risks for 2017-22.

13 COUNCIL WORKFORCE PLAN 2017-2022: ANNUAL ACTION PLAN 2020/2021 179 – 220

Submit report by the Chief Officer – People & Technology providing an update on the Council's workforce planning activity for 2021/22.

14 FESTIVE NIGHTZONE To Follow

Submit report by the Chief Officer – Regulatory & Regeneration advising on the findings of the working group which was set up to investigate the viability of setting up a new safety initiative to replace the previous scheme, Night Zone West (NZW).

CORPORATE SERVICES COMMITTEE

At a Meeting of the Corporate Services Committee held by video conference on Wednesday, 19 May 2021 at 10.03 a.m.

Present: Councillors Jim Brown, Ian Dickson, Diane Docherty, Jim Finn, Daniel Lennie, Caroline McAllister, David McBride, Jonathan McColl, Iain McLaren, John Mooney, Lawrence O'Neill and Martin Rooney.

Attending: Joyce White, Chief Executive; Angela Wilson, Chief Officer – Supply, Distribution and Property; Peter Barry, Chief Officer – Housing and Employability; Peter Hessest, Chief Officer – Regulatory and Regeneration; Malcolm Bennie, Chief Officer – Citizen, Culture and Facilities; Victoria Rogers, Chief Officer – People and Technology; Stephen West, Chief Officer – Resources; Patricia Kerr, Service Manager – ICT; Geraldine Lyden, People and Change Partner; Arun Meron, Business Support Manager; Alison McBride, OD and Change Manager; Brian Miller, Section Head - People and Technology; Elaine Troup – Communities Manager; Annabel Travers, Procurement Manager; and Lynn Straker, Committee Officer.

Councillor Ian Dickson in the Chair

STATEMENT BY CHAIR – AUDIO STREAMING

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

DECLARATIONS OF INTEREST

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

MINUTES OF PREVIOUS MEETINGS

The Minutes of Meetings of the Corporate Services Committee held on (a) 17 February 2021 (Ordinary); and (b) 21 April 2021 (Special) were submitted and approved as correct records.

MINUTES OF JOINT CONSULTATIVE FORUM – 11 MARCH 2021

The Minutes of Meeting of the Joint Consultative Forum held on 11 March 2021 were submitted and all decisions contained therein were approved.

OPEN FORUM

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

DIGITAL TRANSFORMATION

A report was submitted by the Chief Officer – People and Technology providing an update on the further implementation of the Digital Strategy and seeking approval for the permanent establishment of the core team to support delivery of the Council's ambitious programme.

After discussion and having heard the Chief Executive, the Chief Officer – People and Technology and the Strategic People and Change Manager in further explanation of the report and in answer to Members' questions, the Committee agreed:-

- (1) to note that the Digital Strategy work-streams maximised the potential of digital technologies to improve outcomes and services for all our citizens and employees, whilst seeking to reduce costs;
- (2) to approve the permanent establishment of the Council's core team (currently employed on a fixed term basis); and
- (3) to approve the recruitment of a Graduate Service Designer on a fixed term basis to support the work of the Service Designer.

DELIVERY OF THE COMMUNITY EMPOWERMENT STRATEGY AND ACTION PLAN

A report was submitted by the Chief Officer – Housing and Employability setting out how West Dunbartonshire's Community Empowerment Strategy and Action Plan (approved 2019) would be delivered and seeking approval of additional resources to support delivery.

After discussion and having heard from the Chief Executive, the Chief Officer – Housing and Employability and the Communities Manager in further explanation of the report and in answer to Members' questions, the Committee agreed:-

- (1) to note the process set out for delivery of the Strategy; and
- (2) to approve the additional resources required for this work.

UNIVERSAL SERIAL BUS (USB) DATA DRIVE POLICY

A report was submitted by the Chief Officer – People and Technology seeking to approve the new USB Data Drive Policy.

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

- (1) to note that there had been several recent high profile cyber incidents with the most common means of attack being email and the direct introduction of malware via USB storage;
- (2) to note that the USB Data Drive Policy would become the seventh element of the Information and Communication Technology (ICT) Information Security Policy framework as follows:
 - West Dunbartonshire Council Information Security Policy;
 - West Dunbartonshire Council Acceptable Use Policy (AUP);
 - Acquisition and Disposal of ICT;
 - Privacy and Monitoring;
 - Information Security - DPA forum charter;
 - Reporting of Information Security concerns; and
 - USB Data Drive Policy.
- (3) to note that the Data Breach procedures document was also referenced in the USB data drive policy; and
- (4) to approve the Council USB Data Drive Policy as an addition to the Information – SOMETHING MISSING FROM HERE?

SESSION INITIATION PROTOCOL (SIP) TRUNKING PROJECT

A report was submitted by the Chief Officer – People and Technology seeking approval to tender for a SIP solution to facilitate the transition from legacy ISDN30 telephone lines and Virgin Media Centrex lines.

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

- (1) to note that the business case was approved by ICT Steering Board and the Chief Executive in March 2021 to proceed to Committee;
- (2) to approve the tender for a SIP Trunking telephony solution to replace the existing legacy analogue telephony lines;
- (3) to note that approval will be sought from the Tendering Committee to award the SIP Trunking telephony solution to the successful supplier; and

- (4) that on award, the implementation plan will be developed relevant to the tender solution and remitted to the Strategic Recovery and Resilience Group (SRRG).

JOB EVALUATION POLICY AND PROCEDURE

A report was submitted by the Chief Officer – People and Technology providing an update on the review of the Job Evaluation Policy and Procedure and the subsequent amendments as agreed with the relevant Trade Unions.

After discussion and having heard the People and Change Partner in further explanation of the report and in answer to Members' questions, the Committee agreed to approve the revisions made to the Job Evaluation Policy and Procedure (attached in Appendix 1 of the report).

TRADE UNION RECOGNITION AND FACILITIES AGREEMENT

A report was submitted by the Chief Officer – People and Technology providing an update on the review of the trade union facilities provision that supports the collaborative working arrangements with the Trade Unions.

After discussion and having heard the Chief Officer – People and Technology in further explanation of the report and in answer to Members' questions, the Committee agreed to note the content of the report and approve the amendments to the Trade Union Recognition and Facilities Agreement.

PEOPLE AND TECHNOLOGY DELIVERY PLAN 2020/21 YEAR-END PROGRESS REPORT AND 2021/22 DELIVERY PLAN

A report was submitted by the Chief Officer – People and Technology presenting the 2021/22 Delivery Plan and the year-end progress report for the 2020/21 Delivery Plan.

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

- (1) to note progress made on the delivery of the 2020/21 plan; and
- (2) to note the 2021/22 Delivery Plan.

REGULATORY DELIVERY PLAN 2020/21 YEAR-END PROGRESS, AND REGULATORY AND REGENERATION DELIVERY PLAN 2021/22

A report was submitted by the Chief Officer – Regulatory and Regeneration presenting the year-end progress of the 2020/21 Regulatory Delivery Plan and setting out the 2021/22 Delivery Plan for Regulatory and Regeneration.

Having heard the Chief Officer – Regulatory and Regeneration in further explanation of the report, the Committee agreed:-

- (1) to note the year-end position for 2020/21; and
- (2) to note the Delivery plan for 2021/22.

RESOURCES DELIVERY PLAN 2020/21 YEAR-END PROGRESS, AND RESOURCES DELIVERY PLAN 2021/22

A report was submitted by the Chief Officer – Resources presenting the year-end progress of the 2020/21 Delivery Plan and setting out the 2021/22 Delivery Plan.

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

- (1) to note the year-end position for 2020/21; and
- (2) to note the Delivery plan for 2021/22.

CITIZEN, CULTURE AND FACILITIES DELIVERY PLAN 2021/21 YEAR-END PROGRESS REPORT AND 2021/22 DELIVERY PLAN

A report was submitted by the Chief Officer – Citizen, Culture and Facilities presenting the 2021/22 Delivery Plan and the year-end progress of the 2020/21 Delivery Plan.

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

- (1) to note progress made on the delivery of the 2020/21 Delivery plan; and
- (2) to note the 2021/22 Delivery Plan.

PROCUREMENT YEAR-END PROGRESS REPORT 20/21 AND DELIVERY PLAN 21/22

A report was submitted by the Chief Officer – Supply, Distribution and Property presenting the year-end progress report for 2020/21 and the 2021/22 Delivery Plan for Procurement (now part of Supply, Distribution and Property Services).

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

- (1) to note progress made on the delivery of the 2020/21 plan; and
- (2) to note the 2021/22 Delivery Plan.

UPDATE OF VOLUNTARY GRANTS 2020/21

A report was submitted by the Chief Officer – Resources providing an update of the voluntary grants administered and awarded by West Dunbartonshire Community and Volunteering Services (WDCVS) in 2020/21 in respect of Community Chest, Playschemes, Cultural, and Social Transport Support Funding Grants on behalf of the Council.

Councillor Lennie moved:-

Committee notes the significant reduction in uptake of voluntary grants in 2020/21. We also recognise that this will have exacerbated social exclusion and loneliness. Accordingly, Committee recommends that the underspends are regarded as priority, additional funding in 2021/22 to promote community activity and social events. For example, summer and Christmas events. Committee asks for a report to come to a future meeting detailing this activity.

Following discussion and having heard the Chief Officer – Resources, the Committee agreed the motion, noting that the report would be submitted to the June Council meeting.

EQUALITY OUTCOMES AND MAINSTREAMING REPORT 2021-2025

A joint report was submitted by the Chief Officers – Citizen, Culture and Facilities and People and Technology presenting the draft Equality Outcomes and Mainstreaming Report 2021-2025 for approval.

After discussion and having heard both Chief Officers in further explanation of the report and in answer to Members' questions, the Committee agreed to approve the report and the equality outcomes and mainstreaming priorities it identified.

The meeting closed at 1.00 p.m.

JOINT CONSULTATIVE FORUM

At a Meeting of the Joint Consultative Forum held by Video Conference on Thursday, 10 June 2021 at 2.00 p.m.

Present: Councillors Karen Conaghan, Jim Finn, David McBride, Jonathan McColl and Iain McLaren; James Halfpenny (EIS); Paul Carey, Shirley Furie, David Scott and John Wagner* (GMB); Claire Mackenzie (SSTA); Val Jennings, Susan Shannon and David Smith (UNISON); and Margaret Wood (Unite).

*Arrived later in the meeting.

Attending: Victoria Rogers, Chief Officer – People & Technology; Malcolm Bennie, Chief Officer – Citizen, Culture & Facilities; Gail Macfarlane, Shared Head – Roads & Neighbourhood; Peter Barry, Chief Officer – Housing & Employability; Stephen West, Chief Officer – Resources; Angela Wilson, Chief Officer – Supply, Distribution & Property; Margaret-Jane Cardno, Head of Strategy and Transformation, Health & Social Care Partnership; Claire Cusick, Senior Education Officer – Pupil Support; Alison McBride, Strategic People & Change Manager; Louise Hastings, People & Change Partner; Raymond Lynch, Senior Solicitor; and Scott Kelly, Committee Officer.

Apologies: Apologies for absence were intimated on behalf of Claire Greer (GMB); Sylvia Chatfield, Head of Mental Health, Addictions and Learning Disabilities, Health & Social Care Partnership; Patricia Kerr, ICT Manager; and LeeAnne Galasso, People & Change Partner.

Councillor Karen Conaghan in the Chair

DECLARATIONS OF INTEREST

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

MINUTES OF PREVIOUS MEETING

The Minutes of Meeting of the Joint Consultative Forum held on 11 March 2021 were submitted and approved as a correct record.

Having heard the Chief Officer – People & Technology in answer to a Member's question concerning the item under the heading 'Trade Union Facility Agreement', the Forum noted the up to date position which was that agreement had been reached with all trade unions on amendments to the Agreement and that these had been approved by the Corporate Services Committee at its recent meeting.

Note: Mr Wagner entered the meeting at this point.

EMPLOYEE RELATIONS MONITORING: BI-ANNUAL AND ANNUAL UPDATE 2020/21

A report was submitted by the Chief Officer – People & Technology advising of the progress on employment relations matters for the period 1 October 2020 to March 2021 and annual analysis for 2020/21 across the Council.

Having heard the People & Change Partner in further explanation, the Forum agreed to note the contents of the report.

EMPLOYEE WELLBEING: ANNUAL UPDATE 2020/21 (COUNCIL WIDE)

A report was submitted by the Chief Officer – People & Technology providing detailed analysis on Council wide employee wellbeing and attendance for the period 1 April 2020 to 31 March 2021.

After discussion and having heard the People & Change Partner and the Chief Officer in explanation of the report and in answer to Members' questions, the Forum agreed to note the annual findings for reported absence for the period 1 April 2020 to 31 March 2021, and in particular:-

- (1) the decrease in Council wide sickness absence of 12,338 full time equivalent (FTE) days lost compared to the same period the previous year;
- (2) that work-related stress had decreased by 1%, that minor illness had decreased by 7.5% and that personal stress had increased by 5.5%; and
- (3) that a number of services had been restructured in Quarter 1 2019, and again in 2020, and so any historical comparisons should be considered as indicative and not an absolute figure.

TRADES UNIONS ISSUES

Long COVID (item requested by GMB)

The Forum heard from Mr Carey who described the effects of Long COVID on people, stressed its prevalence in particular demographic groups and emphasised that it would create challenges for all local authorities to address. He requested that the Council give consideration to its support for employees to help them to return to work.

Following discussion and having heard from the Chief Officer – People & Technology, the Forum agreed:-

- (1) to note that national guidance relating to this matter was awaited and that, in the meantime, the Council was following guidance issued by the Advisory, Conciliation and Arbitration Service (ACAS) and the National Institute for Care and Excellence (NICE) to support employees and was also using its own employee support policies to facilitate phased returns to work and adjustments to duties where these were appropriate; and
- (2) to note that this matter would continue to be a standing item on the agendas of Conveners Group meetings and that, at an appropriate time, an update could be submitted to a future meeting of the Forum.

Employment Opportunities for Teachers in West Dunbartonshire Council (item requested by EIS)

The Forum heard from Mr Halfpenny who stated that there were increasing problems with teachers in West Dunbartonshire not being employed at a particular school and not having enough opportunities to secure a permanent contract, and that this was in contrast with neighbouring authorities who offered permanency after two years of employment and ring-fenced teaching jobs for their own probationers. Mr Halfpenny expressed concern that probationary teachers would not seek employment in West Dunbartonshire and requested that the Council give consideration to its workforce planning in this regard.

In response, the Senior Education Officer – Pupil Support stated that dialogue in relation to this matter was continuing with teaching staff, and with trades unions in terms of the LNCT Agreement. She provided current information on permanent posts which would be filled in August 2021 and also emphasised that fixed term contracts did offer a level of job security for one or two years and that all probationers were added to the local supply list which offered substantial opportunities of work. However, she stressed that there were not enough posts in West Dunbartonshire to allow all probationers to be offered permanent contracts and that those who became eligible for permanency, per SNCT Agreement, after two years were given priority for vacancies as they arose.

Following discussion, the Forum agreed:-

- (1) to note the terms of the discussion which had taken place in relation to this matter;
- (2) to note that the Senior Education Officer – Pupil Support was unaware of neighbouring authorities ring-fencing posts for their own probationers but would check whether such a practice was taking place; and
- (3) to note that discussions with the teaching unions on possible changes to the LNCT Agreement would continue.

The meeting closed at 3.00 p.m.

DRAFT

WEST DUNBARTONSHIRE COUNCIL**Report by Chief Officer - Resources****Corporate Services Committee: 8th September 2021**

Subject: Write-Off of Miscellaneous Income Debtor Accounts - Quarter 1, 2021/22

1. Purpose

- 1.1** The purpose of this report is to seek Committee approval for the write off of debts in respect of miscellaneous income debtor accounts, which have been deemed as irrecoverable during Quarter 1 2021/22, arising from various years and reasons as detailed in the appendix.

2. Recommendations

- 2.1** It is recommended that the Committee approve the write-off of miscellaneous income debt valued at £64,043.95.

3. Background

- 3.1** Miscellaneous income debtor accounts are issued to individuals and organisations for the use of Council services. The Council's annual billing amount for miscellaneous income debtors is £18.5m of which approximately 80% is collected in the year it is billed. In certain circumstances these debts may become uncollectable.
- 3.2** Financial Regulation D4 which gives the Chief Officer - Resources authority to write-off individual debts up to £5,000.
- 3.3** Individual debts exceeding £5,000 can be written off only with the approval of Committee.

4. Main Issues

- 4.1** Miscellaneous debts totalling £64,043.95 are submitted for write off. Appendix 1 outlines the dates and reasons for write off.

5. People Implications

- 5.1** There are no people implications.

6. Financial & Procurement Implications

- 6.1** The value of miscellaneous income debtor accounts, being written off, can be accommodated within the Council's bad debt provision. There are no procurement implications.

7. Risk Analysis

- 7.1** If write offs are not approved this will affect the monitoring of performance against targets for performance indicators and budget monitoring.
- 7.2** If write offs are not approved the total level of debts would be overstated and by approving the write offs we are able to reflect the true debts that is collectable.

8. Equalities Impact Assessment (EIA)

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

9. Consultation

- 9.1** The views Legal Services have been requested on this report and have advised there are neither any issues nor concerns with the proposal.

10. Strategic Assessment

- 10.1** The write-off of uncollectible miscellaneous income debtors accounts forms part of the financial governance of the Council. Sound financial practice and budgetary control are imperative to assist with the governance of the Council and supports officers of the Council in achieving the five strategic priorities

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Stephen West
Chief Officer - Resources
Date: 29th July 2021

Person to Contact: Ryan Chalmers, Section Head (Revenues & Benefits),
Garshake Road.
Email: ryan.chalmers@west-dunbarton.gov.uk

Appendices: Appendix 1: Summary of Miscellaneous Income Write Off
by Year and Reasons

Background Papers: Detailed list of proposed write offs

Wards Affected: All Council wards.

Appendix 1-Summary of Miscellaneous Income Write Off by Category and Year

Year In Which The Debt Occurred	Miscellaneous Income Debtors Unreasonable
2009/10	£7,177.78
2012/13	£7,772.94
2013/14	£7,142.79
2014/15	£5,545.87
2015/16	£12,350.39
2017/18	£15,163.99
2018/19	£2,138.77
2019/20	£6,751.42
Totals	£64,043.95

Note

Unreasonable:

Where based on the individual circumstances of the debt/debtor, in these cases we may consider to write off the debt as unreasonable to recover.

WEST DUNBARTONSHIRE COUNCIL**Report by Strategic Lead - Resources****Corporate Services Committee: 8th September 2021**

Subject: The Provision of Managed Work for Housing Benefit and Council Tax Reduction

1. Purpose

- 1.1** The purpose of this report is to seek Committee approval to procure the provision of managed work associated with the processing of Housing Benefit (HB) and Council Tax Reduction (CTR) claims.

2. Recommendations

- 2.1** It is recommended that the Committee approves the procurement of the managed work associated with the processing of HB and CTR for a 2 year period with the unilateral option on the Council's part to extend for a further 2 x 12 month period subject to continued funding from Department for Work and Pensions (DWP) as per point 4.2 of this report.

3. Background

- 3.1** The Council processes HB and CTR claims and change of circumstances for claimants in our area that require assistance towards their rent and/or council tax.
- 3.2** The impact of Covid 19, welfare reform and other UK Government initiatives has resulted in an increase in demand and workload for the teams involved in processing these claims and changes of circumstances. In addition, as has previously been reported as a result of the ongoing uncertainty for staff due to the continued and long-delayed roll-out of Universal Credit (UC) by the DWP there has been an increased and ongoing turnover of staff.
- 3.3** The performance of the Council in relation to processing time for new claims and change of circumstances is monitored extremely closely by the DWP and is subject to both internal and external audits. It is also essential to point out that timely processing of HB and CTR is critical to the Council meeting its rent and council tax collection targets.
- 3.4** On 7th February 2018, the Committee approved the tender for the provision of managed work for HB and CTR with an annual spend up to £75,000.
- 3.5** Following approval in 2018, a tendering exercise was undertaken and the contract was awarded to the successful bidder for a 2 year period with the

unilateral option on the Council's part to extend for a further 1 x 12 month periods on 29th August 2018 at a meeting of the Tendering Committee..

4. Main Issues

- 4.1** It was anticipated that councils would see a reduction in caseload due to the introduction of UC however this has not been the case as the workload has increased due to the additional work required to obtain and process CTR claims from UC claimants. The impact of Covid-19 and welfare reforms has increased the workload in this service area however this is in an unpredictable manner with significant peaks in demand at different points of the year.
- 4.2** The DWP is providing Councils with new burdens funding on an annual basis and the intension is to use the new burdens funding towards the managed work contract up to £75,000 per year. At this point it is anticipated that this funding will continue be available for the next 4 years, however any change, i.e. reduced levels of new burdens funding from DWP, could lead to reductions in the scale of the managed work contract used each year.
- 4.3** The use of a managed work contract allows the section to manage the demands of the service, loss of staff as a result of turnover and sickness absence/ maternity leave, whilst maintain performance at expected levels.
- 4.4** It is anticipated that in any single financial year no more than £75,000 would be required and any use of this external resource would be a last resort and used only as necessary.

5. Options Appraisal

- 5.1** Consideration has also been given to realigning the Revenues and Benefits team (moving staff) between the three areas i.e. Housing Benefits, Council Tax and Corporate Debt. Whilst there are some similarities between Housing Benefits and Council Tax there are differences which will require a level of training if staff are moved to Housing Benefits and movement of staff would also impact on Council Tax performance, which would not be acceptable. In relation to Corporate Debt, the work is very different from Housing Benefits team and would require full training and this would impact the monies brought in by this team in terms of Rent, Council Tax and Sundry debt. Therefore, this was ruled out as a viable option.

6. People Implications

- 6.1** There are no people implications. As stated above the team has been experiencing staff turnover and difficulty in filling posts due to implementation of Universal Credit.

7. Financial & Procurement Implications

- 7.1** The DWP provides funding to mitigate the welfare reform changes which will be used to fund this increase along with the budget held for vacant posts which fund the current costs. There will therefore be no additional cost to the Council.
- 7.2** All procurement activity carried out by the Council in excess of £50,000 is subject to a contract strategy. The contract strategy for the provision of managed work for HB and CTR will be produced by the Corporate Procurement Unit in close consultation with Revenues and Benefits officers. The contract strategy shall include but may not be limited to; contract scope, service forward plan, the market, procurement model and routes – including existing delivery vehicles, roles and responsibilities, risks, issues and opportunities and ongoing contract management.
- 7.3** The provision of managed work for HB and CTR will contribute to delivery of the Council strategic priorities through continuing to provide high quality HB and CTR services and support individuals, families and carers live independently and with dignity by ensuring HB and CTR claims and change of circumstances are processed efficiently and accurately.

8. Risk Analysis

- 8.1** The DWP no longer set national targets however they monitor the speed of processing new claims and change in circumstances performance on a quarterly basis. If there is an increase in the processing times, the DWP's Performance Development Team (PDT) will contact the Council to discuss this and would be placed on performance monitoring framework. Failure to improve, could result in DWP intervention by the PDT and there could be a financial risk to the Council in terms of lost subsidy. Any processing delays can result in overpayments of benefit which require to be recovered.

9. Equalities Impact Assessment (EIA)

- 9.1** None

10. Consultation

- 10.1** The views Procurement and Legal Services have been requested on this report and have advised there are neither any issues nor concerns with the proposal.

11. Strategic Assessment

- 11.1** Sound financial practice and budgetary control are imperative to assist with the governance of the Council and supports officers of the Council in achieving the five strategic priorities of the Council's Strategic Plan. This report forms part of the financial governance of the Council.

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Stephen West

Chief Officers - Resources

Date: 19th July 2021

Person to Contact: Ryan Chalmers, Section Head (Revenues & Benefits),
Garshake Road. Telephone (01389) 737557.
Email: ryan.chalmers@west-dunbarton.gov.uk

Appendices: None

Background Papers: Report to Corporate Services Committee, 7 February
2018; and
Report to Corporate Services Committee, 12 November
2014

Wards Affected: All Council wards.

WEST DUNBARTONSHIRE COUNCIL
Report by the Strategic Lead Resources
Corporate Services Committee – 8 September 2021

**Subject: Corporate Services Budgetary Control Report to 31 July 2021
 (Period 4)**

1. Purpose

- 1.1** The purpose of this report is to advise the Committee on the performance of the Corporate Services budget for the period to 31 July 2021.

2. Recommendations

2.1 Members are asked to:

- i) note that the revenue account currently shows a projected annual favourable variance of £0.093m (0.29% of the total budget) which includes an adverse variance related to the potential impact of covid of £0.153m resulting in an underlying favourable variance of £0.246m (0.76% of the total budget); and
- ii) note that the capital account is showing a projected in-year underspend of £2.791m (49.7% of in-year budget) due to 2 projects showing projected underspends as a result of delays to these projects mainly caused by Covid 19 restrictions. The project life projection is currently showing a projected on budget spend.
- iii) note the progress on efficiencies incorporated into budgets for 2021/22.

3. Background

3.1 Revenue Budget

At the meeting of West Dunbartonshire Council on 3 March 2021, Members agreed the revenue estimates for 2021/22.

A total net budget of £32.280m was approved for services under the remit for Corporate Services at that time. Adjustments have been made since that date and the revised budget now under the remit of Corporate Services is £32.233m as detailed in the following table:

Description	£m
Budget Agreed March 2021	32.280
Share of Corporate Savings agreed in Budget	-0.092
Additional Scottish Government funding for Tobacco retail sampling	0.040

Centralisation of Mobile Phones to ICT	0.005
	32.233

3.2 Capital Budget

At the meeting of Council on 4 March 2021, Members also agreed the updated 10 year General Services Capital Plan for 2021/2022 to 2030/31. The next three years from 2021/22 to 2023/24 have been approved in detail with the remaining 7 years being indicative at this stage. The total project life budget approved for projects that have either commenced or are due to commence in that period total for Corporate Services was £16.305m.

4. **Main Issues**

Revenue Budget

4.1 The summary report at Appendix 1 identifies a projected annual favourable variance (underspend) of £0.093m (0.29% of the total budget), which includes an adverse variance related to the potential impact of covid of £0.153m. The underlying favourable variance is therefore £0.246m (0.76% of the total budget). The covid impact projection is based upon a range of assumptions as to how services will restart over the remainder of this financial year. Detailed service reports are attached as Appendix 2.

4.2 There are seven projected annual variances in excess of £0.050m. Notes on these variances are highlighted and noted within Appendix 3, with additional information on action being taken to minimise or mitigate overspends where possible.

4.3 Although the report indicates that expenditure is favourable in comparison to that anticipated during the budget exercise, the present variance should be viewed in the knowledge that there are a number of variable factors which could arise between now and 31 March and which could affect the year end results.

Capital Budget

4.4 Appendices 5 to 7 highlight 2 projects as showing an in-year underspend and 22 projects on target. The overall Corporate Services programme summary report at Appendix 5 shows that there is a projected £2.791m (49.7% of the total programmed budget) to be re-phased in future years.

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

Project	Variance £m
Heritage Capital Fund	(2.537)
ICT Security & DR	(0.253)

5. People Implications

5.1 There are no people implications.

6. Financial and Procurement Implications

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

6.2 Agreed management adjustments for 2021/22 are monitored with current indications being that the saving of £0.197m will be achieved (see Appendix 4).

7. Risk Analysis

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

8. Equalities Impact Assessment (EIA)

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

9. Consultation

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

10. Strategic Assessment

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

Stephen West
Strategic Lead Resources

Date: 20 August 2021

Person to Contact: Adrian Gray, Finance Business Partner
Council Offices, 16 Church Street, Dumbarton
Telephone: (01389) 737838

E-mail: adrian.gray@west-dunbarton.gov.uk

Appendices:

- Appendix 1 - Revenue Budgetary Control 2021/22
– Summary Report
- Appendix 2 - Revenue Budgetary Control 2021/22
– Service Reports
- Appendix 3 - Analysis of Revenue Variances over
£50,000
- Appendix 4 - 2021/22 Efficiencies Monitoring
- Appendix 5 - Overall Capital Programme Summary
Financials
- Appendix 6 - Capital Programme – Red Status
- Appendix 7 - Capital Programme – Green Status

Background Papers:

Ledger output – Period 4
General Services Revenue Estimates 2021/22 – Council 3
March 2021
General Services Capital Strategy 2020/21 to 2029/30 -
Council 4 March 2020

Wards Affected

All Wards

MONTH END DATE 31 July 2021

Service / Subjective Summary	Total Budget 2021/22	Spend to Date 2021/22	Forecast Spend	Variance 2021/22	Annual RAG Status	Net Variance attributable to covid	Underlying Variance excluding covid
	£000	£000	£000	£000	%	£000	£000
Audit	150	100	116	(34)	-23%	0	(34)
Finance	1,363	512	1,364	1	0%	(1)	2
Rent Rebates & Allowances	(260)	2,004	(260)	0	0%	0	0
Revenues & Benefits	2,030	974	2,059	29	1%	(1)	30
Finance Service Centre	304	84	302	(2)	-1%	(0)	(2)
Cost of Collection of Rates	41	(285)	26	(15)	-37%	(14)	(1)
Cost of Collection of Council Tax	(795)	(98)	(760)	35	4%	0	35
Central Admin Support	2,437	740	2,403	(34)	-1%	(1)	(33)
Procurement	519	281	513	(6)	-1%	0	(6)
Democratic and Registration Service	741	237	768	27	4%	43	(16)
Environmental Health	676	201	634	(42)	-6%	49	(91)
Licensing	72	48	78	6	-8%	(1)	7
Legal Services/Trading Standards	967	325	948	(19)	-2%	(2)	(17)
Planning	452	187	602	150	33%	139	11
Transactional Services	696	226	698	2	0%	(0)	2
Human Resources (including risk)	1,300	371	1,286	(14)	-1%	0	(14)
Information Services	4,296	2,156	4,303	7	0%	(30)	37
Change Support	282	97	281	(1)	0%	(0)	(1)
Communications & Marketing	313	104	318	5	2%	0	5
Citizen Services	1,270	370	1,259	(11)	-1%	(24)	13
Performance & Strategy	303	80	303	0	0%	0	0
Clydebank Town Hall	339	56	354	15	4%	16	(1)
Office Accommodation	1,512	234	1,430	(82)	-5%	(55)	(27)
Libraries	1,751	481	1,800	49	3%	38	11
Arts and Heritage	384	99	376	(8)	-2%	(9)	1
Catering Services	3,938	1,164	3,927	(11)	0%	0	(11)
Building Cleaning	1,681	644	1,573	(107)	-6%	0	(107)
Building Cleaning PPP	(303)	(135)	(301)	2	-1%	0	2
Facilities Assistants	2,012	572	1,976	(36)	-2%	13	(49)
Facilities Management	344	90	350	7	2%	0	7
Leisure Management	3,410	2,006	3,410	0	0%	0	0
Events	9	0	3	(7)	-72%	(6)	(1)
Total Net Expenditure	32,233	13,926	32,140	(93)	-0.29%	153	(246)

PERIOD 31 July 2021

Service Summary	Total Budget 2021/22	YTD Spend 2021/22	Forecast Spend 2021/22	Variance 2021/22	RAG Status
All Services	£000	£000	£000	£000	%
Employee	28,164	8,591	27,654	(510)	-2% ↑
Property	2,154	296	2,065	(89)	-4% ↑
Transport and Plant	172	22	158	(13)	-8% ↑
Supplies, Services and Admin	5,110	1,947	5,096	(13)	0% ↑
Payments to Other Bodies	5,880	9,846	13,304	7,424	126% ↓
Other	40,157	12,969	40,157	0	0% →
Gross Expenditure	81,636	33,671	88,434	6,798	8% ↓
Income	(49,399)	(19,746)	(56,294)	(6,896)	-14% ↑
Net Expenditure	32,237	13,926	32,140	(97)	-0.30% ↑
Audit	£000	£000	£000	£000	%
Employee	419	110	388	(31)	-7% ↑
Property				0	0% →
Transport and Plant	1	-	-	(1)	-100% ↑
Supplies, Services and Admin	2	2	2	0	0% →
Payments to Other Bodies	-	-	-	0	0% →
Other				0	0% →
Gross Expenditure	422	112	390	(32)	-8% ↑
Income	- 272	- 12	- 274	(2)	-1% ↑
Net Expenditure	150	100	116	(34)	-23% ↑
Finance	£000	£000	£000	£000	%
Employee	1,604	536	1,638	34	2% ↓
Property				0	0% →
Transport and Plant	1	0	0	(1)	-100% ↑
Supplies, Services and Admin	11	5	9	(2)	-18% ↑
Payments to Other Bodies	2	2	2	0	0% →
Other				0	0% →
Gross Expenditure	1,618	543	1,649	31	2% ↓
Income	(254)	(31)	(285)	(31)	-12% ↑
Net Expenditure	1,363	512	1,364	1	0% ↓
Rent Rebates & Allowances	£000	£000	£000	£000	%
Employee				0	0% →
Property				0	0% →
Transport and Plant				0	0% →
Supplies, Services and Admin				0	0% →
Payments to Other Bodies				0	0% →
Other	40,157	12,969	40,157	0	0% →
Gross Expenditure	40,157	12,969	40,157	0	0% →
Income	- 40,417	- 10,965	- 40,417	0	0% →
Net Expenditure	- 260	2,004	(260)	0	0% →

PERIOD 31 July 2021

Service Summary	Total Budget 2021/22	YTD Spend 2021/22	Forecast Spend 2021/22	Variance 2021/22	RAG Status
Revenues & Benefits	£000	£000	£000	£000	%
Employee	1,771	585	1,771	0	0%
Property	0	0	0	0	0%
Transport and Plant	2	0	1	(1)	-50%
Supplies, Services and Admin	28	7	28	0	0%
Payments to Other Bodies	899	499	894	(5)	-1%
Other				0	0%
Gross Expenditure	2,700	1,091	2,694	(6)	0%
Income	(670)	(117)	(635)	35	5%
Net Expenditure	2,030	974	2,059	29	1%
Finance Service Centre	£000	£000	£000	£000	%
Employee	257	78	255	(2)	-1%
Property	0	0	0	0	0%
Transport and Plant	0	0	0	0	0%
Supplies, Services and Admin	47	6	47	0	0%
Payments to Other Bodies				0	0%
Other				0	0%
Gross Expenditure	304	84	302	(2)	-1%
Income	0	0	0	0	0%
Net Expenditure	304	84	302	(2)	-1%
Cost of Collection of Rates	£000	£000	£000	£000	%
Employee				0	0%
Property				0	0%
Transport and Plant				0	0%
Supplies, Services and Admin	6	1	6	0	0%
Payments to Other Bodies	100	7,218	7,539	7,439	7439%
Other				0	0%
Gross Expenditure	106	7,219	7,545	7,439	7018%
Income	(65)	(7,504)	(7,519)	(7,454)	-11468%
Net Expenditure	41	285	26	(15)	-37%
Cost of Collection of Council Tax	£000	£000	£000	£000	%
Employee					0%
Property					0%
Transport and Plant					0%
Supplies, Services and Admin	59	12	59	0	0%
Payments to Other Bodies	38	9	38	0	0%
Other					0%
Gross Expenditure	97	21	97	0	0%
Income	(892)	(119)	(857)	35	4%
Net Expenditure	(795)	(98)	(760)	35	-4%

PERIOD 31 July 2021

Service Summary	Total Budget 2021/22	YTD Spend 2021/22	Forecast Spend 2021/22	Variance 2021/22	RAG Status
Procurement	£000	£000	£000	£000	%
Employee	935	281	921	(14)	-1%
Property	0	0	0	0	0%
Transport and Plant	1	0	1	0	0%
Supplies, Services and Admin	3	0	3	0	0%
Payments to Other Bodies	73	0	73	73	100%
Other	0	0	0	0	0%
Gross Expenditure	1,012	281	998	(14)	-1%
Income	(493)	0	(485)	8	2%
Net Expenditure	519	281	513	(6)	-1%
Democratic and Registration Service	£000	£000	£000	£000	%
Employee	848	263	834	(14)	-2%
Property	0	0	0	0	0%
Transport and Plant	1	0	1	0	0%
Supplies, Services and Admin	11	1	9	(2)	-18%
Payments to Other Bodies	0	0	0	0	0%
Other	0	0	0	0	0%
Gross Expenditure	860	264	844	(16)	-2%
Income	(119)	(27)	(76)	43	36%
Net Expenditure	741	237	768	27	4%
Central Admin Support	£000	£000	£000	£000	%
Employee	2,442	737	2,416	(26)	-1%
Property	0	0	0	0	0%
Transport and Plant	1	0	0	(1)	-100%
Supplies, Services and Admin	13	5	12	(1)	-8%
Payments to Other Bodies	0	0	0	0	0%
Other	0	0	0	0	0%
Gross Expenditure	2,456	742	2,428	(28)	-1%
Income	(18)	(2)	(25)	(7)	-39%
Net Expenditure	2,437	740	2,403	(34)	-1%
Environmental Health	£000	£000	£000	£000	%
Employee	949	261	859	(90)	-9%
Property	7	2	7	0	0%
Transport and Plant	12	2	12	0	0%
Supplies, Services and Admin	23	7	26	3	13%
Payments to Other Bodies	78	17	78	0	0%
Other	0	0	0	0	0%
Gross Expenditure	1,069	289	982	-87	-8%
Income	(392)	(88)	(348)	44	11%
Net Expenditure	676	201	634	(42)	-6%

PERIOD 31 July 2021

Service Summary	Total Budget 2021/22	YTD Spend 2021/22	Forecast Spend 2021/22	Variance 2021/22	RAG Status
Licensing	£000	£000	£000	£000	%
Employee	277	91	287	10	4%
Property				0	0%
Transport and Plant	1	0	0	(1)	-100%
Supplies, Services and Admin	7	4	7	0	0%
Payments to Other Bodies	8	0	8	0	0%
Other				0	0%
Gross Expenditure	293	95	302	9	3%
Income	(220)	(47)	(224)	(4)	-2%
Net Expenditure	72	48	78	6	8%
Legal Services/Trading Standards	£000	£000	£000	£000	%
Employee	1,094	335	1,086	(8)	-1%
Property				0	0%
Transport and Plant	4	0	2	(2)	-50%
Supplies, Services and Admin	18	6	17	(1)	-6%
Payments to Other Bodies	2	0	2	0	0%
Other				0	0%
Gross Expenditure	1,118	341	1,107	(11)	-1%
Income	(151)	(16)	(159)	(8)	-5%
Net Expenditure	967	325	948	(19)	-2%
Planning	£000	£000	£000	£000	%
Employee	1,165	358	1,134	(31)	-3%
Property				0	0%
Transport and Plant	5	0	2	(3)	-60%
Supplies, Services and Admin	24	18	54	30	125%
Payments to Other Bodies	130	5	130	0	0%
Other				0	0%
Gross Expenditure	1,324	381	1,320	(4)	0%
Income	(872)	(194)	(718)	154	18%
Net Expenditure	452	187	602	150	33%
Transactional Services	£000	£000	£000	£000	%
Employee	759	239	771	12	2%
Property				0	0%
Transport and Plant	1	0	0	(1)	-100%
Supplies, Services and Admin	5	1	5	0	0%
Payments to Other Bodies				0	0%
Other				0	0%
Gross Expenditure	765	240	776	11	1%
Income	(69)	(14)	(78)	(9)	-13%
Net Expenditure	696	226	698	2	0%

PERIOD 31 July 2021

Service Summary	Total Budget 2021/22	YTD Spend 2021/22	Forecast Spend 2021/22	Variance 2021/22		RAG Status
	£000	£000	£000	£000	%	
Human Resources (including risk)						
Employee	1,032	308	1,020	(12)	-1%	↑
Property	0	0	0	0	0%	→
Transport and Plant	3	1	1	(2)	-67%	↑
Supplies, Services and Admin	4	2	4	0	0%	→
Payments to Other Bodies	261	60	261	0	0%	→
Other				0	0%	→
Gross Expenditure	1,300	371	1,286	(14)	-1%	↑
Income				0	0%	→
Net Expenditure	1,300	371	1,286	(14)	-1%	↑
Information Services						
Employee	2,101	671	2,143	42	2%	↓
Property				0	0%	→
Transport and Plant	3	0	2	(1)	-33%	↑
Supplies, Services and Admin	2,600	1,561	2,596	(4)	0%	↑
Payments to Other Bodies	19	3	19	0	0%	→
Other				0	0%	→
Gross Expenditure	4,723	2,235	4,760	37	1%	↓
Income	(427)	(79)	(457)	(30)	-7%	↑
Net Expenditure	4,296	2,156	4,303	7	0%	↓
Change Support						
Employee	333	110	332	(1)	0%	↑
Property				0	0%	→
Transport and Plant	0	0	0	0	0%	→
Supplies, Services and Admin	1	0	1	0	0%	→
Payments to Other Bodies				0	0%	→
Other				0	0%	→
Gross Expenditure	334	110	333	(1)	0%	↑
Income	(52)	(13)	(52)	0	0%	→
Net Expenditure	282	97	281	(1)	0%	↑
Communications & Marketing						
Employee	320	108	324	4	1%	↓
Property	0	0	0	0	0%	→
Transport and Plant	1	0	1	0	0%	→
Supplies, Services and Admin	14	1	15	1	7%	↓
Payments to Other Bodies	0	0	0	0	0%	→
Other	0	0	0	0	0%	→
Gross Expenditure	335	109	340	5	1%	↓
Income	(22)	(5)	(22)	0	0%	→
Net Expenditure	313	104	318	5	2%	↓

PERIOD 31 July 2021

Service Summary	Total Budget 2021/22	YTD Spend 2021/22	Forecast Spend 2021/22	Variance 2021/22	RAG Status
Citizen Services	£000	£000	£000	£000	%
Employee	1,247	386	1,260	13	1%
Property	0	0	0	0	0%
Transport and Plant	1	0	1	0	0%
Supplies, Services and Admin	22	8	22	0	0%
Payments to Other Bodies	0	0	0	(0)	-100%
Other	0	0	0	0	0%
Gross Expenditure	1,270	394	1,283	13	1%
Income	0	(24)	(24)	(24)	0%
Net Expenditure	1,270	370	1,259	(11)	-1%
Performance & Strategy	£000	£000	£000	£000	%
Employee	309	76	299	(10)	-3%
Property	0	0	0	0	0%
Transport and Plant	1	0	1	0	0%
Supplies, Services and Admin	4	0	5	1	25%
Payments to Other Bodies	21	4	21	0	0%
Other	0	0	0	0	0%
Gross Expenditure	335	80	326	(9)	-3%
Income	(32)	0	(23)	9	28%
Net Expenditure	303	80	303	0	0%
Clydebank Town Hall	£000	£000	£000	£000	%
Employee	390	47	188	(202)	-52%
Property	201	11	168	(33)	-16%
Transport and Plant	0	0	0	0	0%
Supplies, Services and Admin	48	1	18	(30)	-63%
Payments to Other Bodies	0	0	0	0	0%
Other	0	0	0	0	0%
Gross Expenditure	639	59	374	(265)	-41%
Income	(300)	(3)	(20)	280	93%
Net Expenditure	339	56	354	15	4%
Office Accommodation	£000	£000	£000	£000	%
Employee	138	35	132	(6)	-4%
Property	1,384	191	1,324	(60)	-4%
Transport and Plant	1	0	1	0	0%
Supplies, Services and Admin	69	5	50	(19)	-28%
Payments to Other Bodies	20	3	23	3	15%
Other	0	0	0	0	0%
Gross Expenditure	1,612	234	1,530	(82)	-5%
Income	(100)	0	(100)	0	0%
Net Expenditure	1,512	234	1,430	(82)	-5%

PERIOD 31 July 2021

Service Summary	Total Budget 2021/22	YTD Spend 2021/22	Forecast Spend 2021/22	Variance 2021/22	RAG Status
Libraries	£000	£000	£000	£000	%
Employee	1,289	385	1,293	4	0%
Property	254	12	254	0	0%
Transport and Plant	16	2	16	0	0%
Supplies, Services and Admin	236	83	243	7	3%
Payments to Other Bodies	0	0	0	0	0%
Other	0	0	0	0	0%
Gross Expenditure	1,795	482	1,806	11	1%
Income	(44)	(1)	(6)	38	86%
Net Expenditure	1,751	481	1,800	49	3%
Arts and Heritage	£000	£000	£000	£000	%
Employee	359	95	345	(14)	-4%
Property	3	0	3	0	0%
Transport and Plant	1	0	1	0	0%
Supplies, Services and Admin	34	3	34	0	0%
Payments to Other Bodies	43	3	44	1	2%
Other	0	0	0	0	0%
Gross Expenditure	440	101	427	(13)	-3%
Income	(56)	(2)	(51)	5	9%
Net Expenditure	384	99	376	(8)	-2%
Catering Services	£000	£000	£000	£000	%
Employee	3,277	987	3,266	(12)	0%
Property	69	12	69	(0)	0%
Transport and Plant	110	17	111	1	1%
Supplies, Services and Admin	1,762	197	1,762	(0)	0%
Payments to Other Bodies	29	7	29	0	0%
Other	0	0	0	0	0%
Gross Expenditure	5,247	1,218	5,236	(11)	0%
Income	(1,309)	(54)	(1,309)	0	0%
Net Expenditure	3,938	1,164	3,927	(11)	0%
Building Cleaning	£000	£000	£000	£000	%
Employee	1,773	618	1,659	(114)	-6%
Property	164	43	164	0	0%
Transport and Plant	2	0	2	0	0%
Supplies, Services and Admin	20	10	24	4	20%
Payments to Other Bodies	0	0	0	0	0%
Other	0	0	0	0	0%
Gross Expenditure	1,958	671	1,849	(110)	-6%
Income	(278)	(27)	(276)	(278)	-100%
Net Expenditure	1,681	644	1,573	(107)	-6%

PERIOD 31 July 2021

Service Summary	Total Budget 2021/22	YTD Spend 2021/22	Forecast Spend 2021/22	Variance 2021/22	RAG Status
Building Cleaning PPP	£000	£000	£000	£000	%
Employee	679	199	681	2	0%
Property	42	11	42	0	0%
Transport and Plant	0	0	0	0	0%
Supplies, Services and Admin	12	1	12	0	0%
Payments to Other Bodies	0	0	0	0	0%
Other	0	0	0	0	0%
Gross Expenditure	732	211	735	2	0%
Income	(1,035)	(345)	(1,035)	0	0%
Net Expenditure	(303)	(135)	(301)	2	-1%
Facilities Assistants	£000	£000	£000	£000	%
Employee	2,039	582	1,986	(53)	-3%
Property	27	15	31	4	15%
Transport and Plant	1	0	1	0	0%
Supplies, Services and Admin	13	0	13	0	0%
Payments to Other Bodies	0	0	0	0	0%
Other	0	0	0	0	0%
Gross Expenditure	2,081	597	2,032	(49)	-2%
Income	(69)	(25)	(56)	13	19%
Net Expenditure	2,012	572	1,976	(36)	-2%
Facilities Management	£000	£000	£000	£000	%
Employee	359	110	366	7	2%
Property	0	0	0	0	0%
Transport and Plant	2	0	2	0	0%
Supplies, Services and Admin	3	0	3	0	2%
Payments to Other Bodies	0	0	0	0	0%
Other	0	0	0	0	0%
Gross Expenditure	364	111	371	8	2%
Income	(20)	(21)	(21)	(1)	-4%
Net Expenditure	344	90	350	7	2%
Leisure Management	£000	£000	£000	£000	%
Employee	0	0	0	0	0%
Property	0	0	0	0	0%
Transport and Plant	0	0	0	0	0%
Supplies, Services and Admin	0	0	0	0	0%
Payments to Other Bodies	4,144	2,016	4,144	0	0%
Other	0	0	0	0	0%
Gross Expenditure	4,144	2,016	4,144	0	0%
Income	(733)	(11)	(733)	0	0%
Net Expenditure	3,410	2,006	3,410	0	0%

PERIOD 31 July 2021

Service Summary	Total Budget 2021/22	YTD Spend 2021/22	Forecast Spend 2021/22	Variance 2021/22	RAG Status
Events	£000	£000	£000	£000	%
Employee	0	0	0	0	0% →
Property	2	0	2	0	0% →
Transport and Plant	0	0	0	(0)	-100% ↑
Supplies, Services and Admin	10	0	10	(0)	-3% ↑
Payments to Other Bodies	14	0	0	(14)	-100% ↑
Other	0	0	0	0	0% →
Gross Expenditure	26	0	12	(15)	-56% ↑
Income	(17)	0	(9)	8	47% ↓
Net Expenditure	9	0	3	(7)	-72% ↑

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2021/2022
ANALYSIS FOR VARIANCES OVER £50,000

APPENDIX 3

PERIOD END DATE

31 July 2021

Budget Details	Variance Analysis				RAG Status
	Total Budget	Annual Spend	Variance		
	£000	£000	£000	%	
Cost of Collection of Rates	41	26	(15)	-37%	↑
Service Description	This service collects Non Domestic Rates from local (and some national) organisations on behalf of Scottish Government				
Main Issues / Reason for Variance	Although there is a small overall adverse variance there is a large adverse variance in Payment to Other Bodies which is the Covid 19 Business Rates Grants, however this will be offset in total by income received				
Mitigating Action	No action required				
Anticipated Outcome	Underspend is anticipated				
Environmental Health	676	634	(42)	-6%	↑
Service Description	The 3 Groups within this service (Food and Business Group, Environmental Pollution Group and Community Health Protection Group) are responsible for all aspects of Environmental Health work.				
Main Issues / Reason for Variance	The main reason for the favourable variance is reduced employee costs due to vacancies however this is partially offset by a reduction in expected income due to Covid 19.				
Mitigating Action	No action can be taken at this time				
Anticipated Outcome	Underspend is anticipated				
Planning	452	602	150	33%	↓
Service Description	This Service provides Building & Planning services				
Main Issues / Reason for Variance	The main reason for the adverse variance is that income is lower than budgeted due to cancelled or delayed building projects, due to Covid 19. Two further variances are occurring with Employee costs favourable due to staff vacancies and Payments to Other Bodies adverse by a similar amount due the anticipated cost of an ongoing legal case which is not budgeted.				
Mitigating Action	No action required				
Anticipated Outcome	Overspend is anticipated				
Clydebank Town Hall	339	354	15	4%	↓
Service Description	The service provides civic accommodation and facilities within Clydebank				
Main Issues / Reason for Variance	The main reason for the variance is that the closure of the Town Hall has resulted in a loss of income as well as reduced expenditure on certain budgets. The absence of events has delayed the need to have certain posts filled and this has offset some of the income loss.				
Mitigating Action	No action can be taken at this time				
Anticipated Outcome	An overspend is anticipated.				

Budget Details	Variance Analysis				RAG Status
	Total Budget	Annual Spend	Variance		
	£000	£000	£000	%	
Office Accommodation	1,512	1,430	(82)	-5%	↑
Service Description	Provision of Shared Office Accommodation				
Main Issues / Reason for Variance	Projection for electricity is lower as buildings are not yet open to capacity; postage is lower and also the window cleaning contract has come back much lower than budgeted.				
Mitigating Action	None required				
Anticipated Outcome	Underspend is anticipated				
Building Cleaning	1,681	1,573	(107)	-6%	↑
Service Description	This service provides cleaning services across all council buildings				
Main Issues / Reason for Variance	The reason for the favourable variance is the number of ongoing vacancies				
Mitigating Action	None required at present				
Anticipated Outcome	Underspend likely				
Facilities Assistants	2,012	1,976	(36)	-2%	↑
Service Description	This service provides Facility Assistants throughout WDC buildings				
Main Issues / Reason for Variance	There is an underspend against employee costs because of vacancies. This is partly offset by reduced income from out of hours recharges.				
Mitigating Action	None required at present				
Anticipated Outcome	Underspend likely				

WEST DUNBARTONSHIRE COUNCIL
MONITORING OF EFFICIENCIES AND MANAGEMENT ADJUSTMENTS 2021/22

APPENDIX 4

Efficiency reference	Efficiency Detail	Strategic Lead Area	budgeted Amount £	Projection of Total Saved £	Projection of Total Not Saved £	Comment
MA1	Review of service provision	Resources	105,000	105,000	-	This has been fully achieved
SNP budget item	General Efficiency target	Resources Share	5,000	5,000	-	This has been fully allocated
SNP budget item	General Efficiency target	People & Technology Share	15,000	15,000	-	This has been fully allocated
SNP budget item	General Efficiency target	Citizens, Culture and Facilities Share	72,000	72,000	-	This has been fully allocated
			197,000	197,000	-	

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

APPENDIX 5

MONTH END DATE

31 July 2021

PERIOD

4

Project Status Analysis	Project Life Status Analysis				Current Year Project Status Analysis					
	Number of Projects at RAG Status	% Projects at RAG Status	Spend to Date £000	% Project Spend at RAG Status	Number of Projects at RAG Status	% Projects at RAG Status	Spend to Date £000	% Project Spend at RAG Status		
Red										
Projects are forecast to be overspent and/or experience material delay to completion	2	8%	342	8%	2	8%	29	23%		
Amber										
Projects are either at risk of being overspent and/or delay in completion (although this is unquantifiable at present) or the project has any issues that require to be reported at this time	0	0%	0	0%	0	0%	0	0%		
Green										
Projects are on target both in relation to overall budget and the forecast stages in the project life cycle and no issues are anticipated at this time	22	92%	3,712	92%	22	92%	97	77%		
TOTAL EXPENDITURE	24	100%	4,054	100%	24	100%	127	100%		
	Project Life Financials				Current Year Financials					
	Budget £000	Spend to Date £000	Forecast Spend £000	Forecast Variance £000	Budget £000	Spend to Date £000	Forecast Spend £000	Forecast Variance £000	Slippage £000	Over/ (Under) £000
Red										
Projects are forecast to be overspent and/or significant delay to completion	4,904	342	4,904	0	3,441	29	650	(2,791)	(2,791)	0
Amber										
Projects are either at risk of being overspent and/or delay in completion (although this is unquantifiable at present) or the project has any issues that require to be reported at this time	0	0	0	0	0	0	0	0	0	0
Green										
Projects are on target both in relation to overall budget and the forecast stages in the project life cycle and no issues are anticipated at this time	11,401	3,712	11,402	1	2,172	97	2,172	0	0	0
TOTAL EXPENDITURE	16,305	4,054	16,305	1	5,612	127	2,822	(2,790)	(2,791)	

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

APPENDIX 6

PERIOD END DATE

31 July 2021

PERIOD

4

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

1	Heritage Capital Fund						
	Project Life Financials	4,000	312	8%	4,000	0	0%
	Current Year Financials	2,537	(0)	0%	0	(2,537)	-100%
	Project Description	Heritage Capital Fund.					
	Project Manager	Michelle Lynn/ Sarah Christie					
	Chief Officer	Malcolm Bennie					
	Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date	31-Mar-23		
Main Issues / Reason for Variance							
Works had been delayed due to COVID-19 restrictions, however are now on revised schedule to complete by March 2023. Spend in 2021/22 is expected to be minimal and budget at this time is expected to be rephased to 2022/23.							
Mitigating Action							
None available at this time.							
Anticipated Outcome							
Project to be delivered on budget and within revised timescale.							

2	ICT Modernisation						
	Project Life Financials	903	29	3%	903	0	0%
	Current Year Financials	903	29	3%	650	(253)	-28%
	Project Description	This budget is to facilitate ICT infrastructure and modernise working practices.					
	Project Manager	Patricia Kerr					
	Chief Officer	Victoria Rogers					
	Project Lifecycle	Planned End Date		31-Mar-22	Forecast End Date		31-Mar-23
	Main Issues / Reason for Variance						
In addition to supply chain issues continue for both Chromebooks and laptop providers, there has been a new framework agreed							
Mitigating Action							
Escalate and meet framework suppliers to confirm delivery lead times.							
Anticipated Outcome							
Two thirds of Budget spent with some of the HSCP allocation carried for the wider system review project for case management.							

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

APPENDIX 7

PERIOD END DATE

31 July 2021

PERIOD

4

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

1 **Valuation Joint Board - Requisition of ICT Equipment**

Project Life Financials	3	0	0%	3	0	0%
Current Year Financials	3	0	0%	3	0	0%

Project Description Acquisition of a claims/incident management system supported by an electronic document management system.

Project Manager David Thomson

Chief Officer David Thomson

Project Lifecycle Planned End Date 31-Mar-22 Forecast End Date 31-Mar-22

Main Issues / Reason for Variance

The purchase of laptops and PCs have been delayed due to issues with the approved supplier, however project has been delayed further due to resources being directed to more prioritised work. This has effected the forecast end date and works therefore were rescheduled to 2021/22. It is hopeful budget can be utilised with final budget spend forecast in 2021/22.

Mitigating Action

None available at this time.

Anticipated Outcome

Requisition re ICT Equipment.

2 **Making Tax Digital**

Project Life Financials	40	0	0%	40	0	0%
Current Year Financials	40	0	0%	40	0	0%

Project Description Making Tax Digital.

Project Manager Karen Shannon

Chief Officer Stephen West

Project Lifecycle Planned End Date 31-Mar-22 Forecast End Date 31-Mar-22

Main Issues / Reason for Variance

Making Tax Digital guidance has changed since bid submitted. Officers are continuing to reassess WDC plans for Making Tax Digital to ensure that the Council remains compliant. Digital linking of data on our excel spreadsheets has been completed in preparation of the next phase launch.

Mitigating Action

None required at this time.

Anticipated Outcome

WDC compliance with HMRC Making Tax Digital.

3 **Payment Card Industry Data Security Standard (PCIDSS)**

Project Life Financials	30	0	0%	30	0	0%
Current Year Financials	30	0	0%	30	0	0%

Project Description Module would ensure that WDC were compliant with the current requirements of PCIDSS for card payments without the need for numerous costly workarounds

Project Manager Karen Shannon

Chief Officer Stephen West

Project Lifecycle Planned End Date 31-Mar-22 Forecast End Date 31-Mar-23

Main Issues / Reason for Variance

Project initiation meeting completed and project plan agreed with a Go Live Date 15 Dec 2021. Thereafter PCIDSS module can commence. This project will need to be reviewed in light of the revised workstyle exercise and is therefore not likely to be completed until 2022/23, however at this time full budget spend forecast in 2021/22 for time being.

Mitigating Action

None required at this time.

Anticipated Outcome

Upgraded version with PCI compliant telephone payment system.

PERIOD END DATE

31 July 2021

PERIOD

4

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

4	Electronic Insurance System						
	Project Life Financials	50	43	86%	51	1	1%
	Current Year Financials	7	0	0%	8	1	10%
	Project Description	Acquisition of a claims/incident management system supported by an electronic document management system.					
	Project Manager	Karen Shannon					
	Chief Officer	Stephen West					
	Project Lifecycle	Planned End Date	31-Mar-22	Forecast End Date	31-Mar-22		
Main Issues / Reason for Variance							
The various claim forms and departmental reports have been reviewed and updated and the relevant online request forms were submitted to the Digital Sub-Group to be converted to Online Achieve Forms. The various claim forms and departmental reports have now been converted to Online Achieve Forms and are in the process of being tested. Once complete, the supplier will take matters forward with their design team. An anticipated timeline for completion of the project, taking into account the various stages i.e. development, testing, going live etc. will be drawn up in conjunction with the supplier at that time. Budget spend anticipated in 2021/22.							
Mitigating Action							
None required at this time.							
Anticipated Outcome							
Upgraded Electronic Insurance System.							

5	Enhancements to Cash Receipting System						
	Project Life Financials	40	0	0%	40	0	0%
	Current Year Financials	40	0	0%	40	0	0%
	Project Description	To enhance the cash receipting system in the way payments are made and allocated to back office by increasing the level of security that is required for online payments made by customers					
	Project Manager	Karen Shannon					
	Chief Officer	Stephen West					
	Project Lifecycle	Planned End Date	31-Mar-22	Forecast End Date	30-Sep-23		
Main Issues / Reason for Variance							
Mandatory Security Upgrade commenced with a Go Live date of September 2021 for online payments.							
Mitigating Action							
None required at this time.							
Anticipated Outcome							
Enhancements to the cash receipting system including PCI compliant telephone payment system.							

6	Agresso development						
	Project Life Financials	30	0	1%	30	0	0%
	Current Year Financials	30	0	0%	30	0	0%
	Project Description	2020/21 bid is to carry out an upgrade of Agresso which was last upgraded in 2015. Requirement to upgrade is to maintain level of support available from Unit 4 who have advised that support for older versions of the system is being reduced.					
	Project Manager	Adrian Gray					
	Chief Officer	Stephen West					
	Project Lifecycle	Planned End Date	31-Mar-22	Forecast End Date	28-Feb-22		
	Main Issues / Reason for Variance						
	Agresso development plans to be implemented in 2021/22, full budget spend anticipated.						
	Mitigating Action						
None required at this time.							
Anticipated Outcome							
Development of Agresso system later than originally anticipated but within original budget.							

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

APPENDIX 7

PERIOD END DATE

31 July 2021

PERIOD

4

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

7

Legal Case Management System

Project Life Financials	33	0	0%	33	0	0%
Current Year Financials	33	0	0%	33	0	0%
Project Description	Legal Case Management System					
Project Manager	Alan Douglas					
Chief Officer	Peter Hesselst					
Project Lifecycle	Planned End Date	31-Mar-22	Forecast End Date	31-Mar-22		
Main Issues / Reason for Variance						
Budget has been rephased from 2020/21. The project could not proceed as originally planned as Officers are required to access the office and hardware the system will run on and COVID-19 restrictions have prevented this. Tenders had been held, however the project may have to go back out to tender following the upgrade to Microsoft 365. Legal will discuss with ICT in the coming months, however it is still hoped project will be complete on budget and in this financial year.						
Mitigating Action						
Legal to discuss impact of Microsoft 365 with ICT.						
Anticipated Outcome						
Project to be completed in 2021/22 assuming return to office and with the support of ICT.						

8

Solicitor Project Support

Project Life Financials	53	0	0%	53	0	0%
Current Year Financials	20	0	0%	20	0	0%
Project Description	Solicitor costs.					
Project Manager	Gillian McNamara/ Michael McGuinness					
Chief Officer	Peter Hesselst					
Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date	31-Mar-24		
Main Issues / Reason for Variance						
Recruitment for trainee solicitor underway. Anticipated that the budget will be fully spent.						
Mitigating Action						
None required at this time.						
Anticipated Outcome						
Solicitor support for Capital Projects, with full budget spend.						

9

Trading Standards Scam Prevention

Project Life Financials	10	8	81%	10	0	0%
Current Year Financials	2	0	0%	2	0	0%
Project Description	Call blocking devices to be fitted to the phones of WDC's most vulnerable residents which will block unknown numbers from connecting and limiting incoming calls to only known and trusted numbers, for vulnerable consumers who may be susceptible to hard selling techniques, scams and other frauds.					
Project Manager	Tony Cairns/ Alan Douglas					
Chief Officer	Peter Hesselst					
Project Lifecycle	Planned End Date	31-Mar-22	Forecast End Date	30-Jun-21		
Main Issues / Reason for Variance						
Final balance of budget rephased from 2021/22 as project could not complete in 2021/22 due to COVID-19 restrictions. Quotes have been obtained for a further 20 call blocker devices for instillation in the homes of vulnerable residents so protecting them from telephone scams, which will utilise the remaining budget.						
Mitigating Action						
None required at this time.						
Anticipated Outcome						
To protect WDC's most vulnerable residents from phone calls from which they may fall victim of hard selling techniques, scams and other frauds.						

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

APPENDIX 7

PERIOD END DATE

31 July 2021

PERIOD

4

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

10	Antonine Wall Heritage Lottery Fund						
	Project Life Financials	10	0	0%	10	0	0%
	Current Year Financials	10	0	0%	10	0	0%
	Project Description	Antonine Wall Heritage Lottery Fund.					
	Project Manager	Pamela Clifford					
	Chief Officer	Peter Hessett					
	Project Lifecycle	Planned End Date	31-Mar-22	Forecast End Date	31-Mar-22		
Main Issues / Reason for Variance							
No issues identified. Budget spend anticipated.							
Mitigating Action							
None Required.							
Anticipated Outcome							
Preservation of Historic Site.							

11

Project Life Financials	15	0	0%	15	0	0%
Current Year Financials	15	0	0%	15	0	0%
Project Description	To improve Housing Repairs telephone platform for incoming calls, providing improved Management Information.					
Project Manager	Stephen Daly					
Chief Officer	Malcolm Bennie					
Project Lifecycle	Planned End Date	31-Mar-22	Forecast End Date	31-Mar-22		
Main Issues / Reason for Variance						
Project has been rephased from 2021/22. Works were scoped with ICT in previous year but delayed due to COVID-19 lockdown and prioritising of support for critical services by both ICT and Citizen Services. Project progressing in 2021/22 with contractor appointed to carry out initial script upgrades which commenced June 2021. Budget spend anticipated in 2021/22.						
Mitigating Action						
None required.						
Anticipated Outcome						
Review of service requirements & telephony functionality will inform works to improve citizen experience.						

12	Transformation of Infrastructure Libraries and Museums						
	Project Life Financials	421	143	34%	421	0	0%
	Current Year Financials	278	0	0%	278	0	0%
	Project Description	To improve performance and efficiency of Council's Libraries and Cultural Services.					
	Project Manager	David Main					
	Chief Officer	Malcolm Bennie					
	Project Lifecycle	Planned End Date	31-Mar-22	Forecast End Date	31-Mar-22		
	Main Issues / Reason for Variance						
	Contract has now been awarded through a formal tendering process. Officers are currently in a voluntary standstill period following award. Once this is complete, Officers will be engaging with the successful supplier to progress the spend. Full budget spend anticipated in 2021/22.						
	Mitigating Action						
None required at this time.							
Anticipated Outcome							
Project will be delivered within budget.							

PERIOD END DATE

31 July 2021

PERIOD

4

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

13	Civic Heart Works - Refurbishment of Clydebank Town Hall						
	Project Life Financials	3,341	3,331	100%	3,341	0	0%
	Current Year Financials	9	0	0%	9	0	0%
	Project Description	Refurbishment of Clydebank Town Hall.					
	Project Manager	Michelle Lynn/Amanda Graham					
	Chief Officer	Angela Wilson					
	Project Lifecycle	Planned End Date	31-Mar-22	Forecast End Date	31-May-21		
	Main Issues / Reason for Variance						
	Works complete.						
	Mitigating Action						
	None required at this time.						
	Anticipated Outcome						
	Project will be delivered within budget.						

14	Glencairn House						
	Project Life Financials	5,050	0	0%	5,050	0	0%
	Current Year Financials	110	0	0%	110	0	0%
	Project Description	Re-development of Glencairn House in Dumbarton High St to a purpose built library and museum.					
	Project Manager	Michelle Lynn/ Sarah Christie					
	Chief Officer	Malcolm Bennie					
	Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date	31-Mar-24		
Main Issues / Reason for Variance							
The Business Case for the Glencairn House project was outlined in a report to the IRED committee on 21 August 2019. The report sought and received approval to proceed with the project. Architects have been appointed and progress for initial development stage should be complete end August. Majority match funding for the project is now focused on achieving the Levelling Up Fund and application paused with National Lottery Heritage Fund (NLHF) will recommence in this context.							
Mitigating Action							
None required.							
Anticipated Outcome							
Re-development of Glencairn House in Dumbarton High St to a purpose built library and museum, within budget albeit later than originally anticipated.							

15	Alexandria Community Centre Sports Hall re-flooring						
	Project Life Financials	40	0	0%	40	0	0%
	Current Year Financials	40	0	0%	40	0	0%
	Project Description	Alexandria Community Centre Sports Hall re-flooring					
	Project Manager	John Anderson					
	Chief Officer	John Anderson					
	Project Lifecycle	Planned End Date	31-Mar-22	Forecast End Date	28-Feb-22		
	Main Issues / Reason for Variance						
	This project was rephased from 2021/22 as The Alexandria Community Centre Sports Hall was being utilised as COVID-19 vaccine centre so works were unable to be carried out in 2021/22. It is anticipated this project will progress this financial year and budget spent before 31 March 2022.						
	Mitigating Action						
None required.							
Anticipated Outcome							
New floor fitted in Alexandria Community Sports Hall.							

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

APPENDIX 7

PERIOD END DATE

31 July 2021

PERIOD

4

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

16 Fund Blended Meetings

Project Life Financials	12	0	0%	12	0	0%
Current Year Financials	12	0	0%	12	0	0%
Project Description	Money to Fund Blended Meetings					
Project Manager	George Hawthorn					
Chief Officer	Victoria Rogers					
Project Lifecycle	Planned End Date	31-Mar-22	Forecast End Date	31-Aug-21		
Main Issues / Reason for Variance						
Installation has been delayed due to delay in supply of kit from third party provider. It is now anticipated that project will be completed by September 2021.						
Mitigating Action						
Installation has been rescheduled.						
Anticipated Outcome						
System in place by September 2021						

17 Internet of Things Asset Tracking

Internet of Things Asset Tracking						
Project Life Financials	60	37	62%	60	0	0%
Current Year Financials	53	30	57%	53	0	0%
Project Description	Asset Tracking.					
Project Manager	Patricia Kerr					
Chief Officer	Victoria Rogers					
Project Lifecycle	Planned End Date	31-Mar-22	Forecast End Date	31-Mar-22		
Main Issues / Reason for Variance						
Project progressing on time and budget in line with the agreed plan. Budget spend anticipated.						
Mitigating Action						
None required at this stage.						
Anticipated Outcome						
Project complete on time and on budget.						

18 ICT Security & DR

ICT Security & DR						
Project Life Financials	1,120	54	5%	1,120	0	0%
Current Year Financials	1,120	54	5%	1,120	0	0%
Project Description	The project is for the enhancement of security systems, server replacement and the update of corporate applications to ensure compliance with 15/16 PSN requirements, to enhance the Disaster recovery capabilities of WDC.					
Project Manager	Brian Miller/ Patricia Kerr					
Chief Officer	Victoria Rogers					
Project Lifecycle	Planned End Date	31-Mar-22	Forecast End Date	31-Mar-22		
Main Issues / Reason for Variance						
Projects are at procurement stage and on target to spend this financial year. There is some concern re the overall ICT supply chain issues and this is being monitored.						
Mitigating Action						
Monitor supply chain.						
Anticipated Outcome						
Majority of budget spent.						

PERIOD END DATE

31 July 2021

PERIOD

4

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

19	365 Implementation						
	Project Life Financials	250	43	17%	250	0	0%
	Current Year Financials	169	13	7%	169	0	0%
	Project Description	Project services to delivery Microsoft 365 Implementation including 3rd party supplier, training, technical consultancy etc.					
	Project Manager	Dorota Piotrowicz/ Patricia Kerr					
	Chief Officer	Victoria Rogers					
	Project Lifecycle	Planned End Date	31-Mar-22	Forecast End Date	30-Jun-22		
	Main Issues / Reason for Variance						
	Budget is committed and invoices will be submitted by suppliers on completion of works as per agreed project plan. Initial invoices due re works completed to date. Full budget spend anticipated.						
	Mitigating Action						
	Agree project plan so that spend profile can be finalised.						
	Anticipated Outcome						
	Budget spent and possibly accelerate spend from 2022/23.						
20	Education Software Licensing Refresh						
	Project Life Financials	270	2	1%	270	0	0%
	Current Year Financials	58	0	0%	58	0	0%
	Project Description	End of Life Software Upgrades for Education.					
	Project Manager	James Gallacher/ Patricia Kerr					
	Chief Officer	Victoria Rogers					
	Project Lifecycle	Planned End Date	31-Mar-29	Forecast End Date	31-Mar-29		
	Main Issues / Reason for Variance						
	This project will be triggered by identification of out of date software and where none is identified the budget will be carried to following year. At this time no Education-specific software has been identified during the annual network security penetration test. However ICT Education Steering Board will also approach schools for a review of current software requirements. Officers are forecasting full budget spend which will be revised as the year progresses.						
	Mitigating Action						
	Liaise with schools re planned changes to software needed to delivery the curriculum.						
	Anticipated Outcome						
	Any replacement software to be at testing stage (rather than budget spent) due to constraints of replacing software during an academic year.						
21	IoT Employee Resilience Support						
	Project Life Financials	100	50	50%	100	0	0%
	Current Year Financials	50	0	0%	50	0	0%
	Project Description	Employee Resilience Online Support Tool.					
	Project Manager	Alison McBride					
	Chief Officer	Victoria Rogers					
	Project Lifecycle	Planned End Date	31-Mar-22	Forecast End Date	30-Sep-21		
	Main Issues / Reason for Variance						
	Final payment due September, full budget spend to be incurred.						
	Mitigating Action						
	None required.						
	Anticipated Outcome						
	Full project rollout.						

PERIOD END DATE

31 July 2021

PERIOD

4

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

22	Development of Workforce Management System						
	Project Life Financials	423	0	0%	423	0	0%
	Current Year Financials	42	0	0%	42	0	0%
	Project Description	Project to develop the Workforce Management System.					
	Project Manager	Arun Menon					
	Chief Officer	Victoria Rogers					
	Project Lifecycle	Planned End Date	31-Mar-30	Forecast End Date	31-Mar-30		
	Main Issues / Reason for Variance						
	Full current year budget spend anticipated.						
	Mitigating Action						
None required.							
Anticipated Outcome							
Development of Workforce Management System.							

WEST DUNBARTONSHIRE COUNCIL

Report by Chief Officer – Resources

Corporate Services Committee: 8 September 2021

Subject: Payment Processing Services

1. Purpose

- 1.1** The purpose of this report is to seek Committee approval to initiate a formal procurement process for West Dunbartonshire Council's (the Council) and West Dunbartonshire Leisure Trust's (the Trust) Payment Processing Services.

2. Recommendations

- 2.1** It is recommended that Committee:
- a) approves the initiation of a formal procurement process for the Payment Processing Service for the Council and the Trust for a 3 year period from 1 April 2022 until 31 March 2025 with an option to extend for a further two additional up to 12 months until 31 March 2027; and
 - b) notes that a report will be brought to a future Tendering Committee seeking approval for the Chief Officer - Regulatory and Regeneration to conclude the award of a new contract following evaluation of tender submissions received, on behalf of the Council and the Trust.

3. Background

- 3.1** Following a tender exercise in 2018, the current provider was appointed for a period of 3 years with an option to extend for a further 12 months to 31 March 2022 (approved at Tendering Committee 21 March 2018).
- 3.2** The payment processing service provides residents and businesses with the facility to pay Council Tax, Debtors and Rent at post office and pay-point outlets.

4. Main Issues

- 4.1** It is essential that a new contract is in place to commence 1 April 2022. There is a lead in time of around 12 weeks to transfer from one provider to another to ensure a seamless process of continuation of service.
- 4.2** Based on current levels of use of these payment types it's estimated that the aggregate value of this contract over the period of this contract for the Council may exceed the Public Contract (Scotland) Regulations 2015 Threshold of £189,330.

5. People Implications

- 5.1** There are no people implications.

6. Financial and Procurement Implications

- 6.1** The financial implications will depend on the level and extent of the service utilised by the citizens of West Dunbartonshire Council however, there is an ongoing budgetary provision to meet the current level of expenditure. Payment options provided to citizens of the Council are being reviewed on an ongoing basis to ensure that, as an organisation, we offer facilities to ensure that all citizens have access to at least one payment method.
- 6.2** All procurement activity carried out by the Council in excess of £50,000 is subject to a contract strategy. The contract strategy for the payment processing service will be produced by the Corporate Procurement Unit in consultation with Finance officers. The contract strategy shall include but may not be limited to; contract scope, service forward plan, the market, procurement model and routes – including existing delivery vehicles such as national collaborative framework, roles and responsibilities, risks, issues and opportunities and ongoing contract management.
- 6.3** The payment processing service will contribute to delivery of the Council strategic priorities through the provision of fit for purpose services on a best value basis. Further opportunities to maximise the positive social, economical and environmental impact for West Dunbartonshire through the contract will also be explored, e.g. through the use of Community Benefit Clauses.

7. Risk Analysis

- 7.1** If the contract is not tendered we will not be compliant with the Council's Procurement Policy. The existing supplier will be able to continue to deliver the service. However, the prices may be subject to fluctuation and may no longer be competitive.
- 7.2** Having a contract in place enables the prices to be set for a fixed period of time and formal terms and conditions to be put in place, to ensure that the Council and the Trust receive best value.

8. Equalities Impact Assessment (EIA)

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

9. Consultation

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

10. Strategic Assessment

- 10.1** Sound financial practice and budgetary control are imperative to

assist in the governance of the Council and assists officers in achieving the strategic priorities.

Stephen West
Chief Officer - Resources
25 August 2021

Person to Contact:	Karen Shannon Section Head (Finance, Administration & Control) Council Offices, 16 Church Street , Dumbarton Tel: 01389 737842 Karen.Shannon@west-dunbarton.gov.uk
Appendices:	None
Background Papers:	Corporate Services Committee 29 November 2017; Tendering Committee 21 March 2018; and Equalities Impact Screening.
Wards Affected:	All

WEST DUNBARTONSHIRE COUNCIL

Report by Chief Officer – Supply, Distribution and Property Services

Corporate Services Committee: 8 September 2021

Subject: Procurement Improvement**1. Purpose**

- 1.1** The purpose of this report is to update the Corporate Services Committee on the procurement outcomes achieved in 2020/21 and to seek approval to publish the Annual Procurement Report for 2020/21 and the Procurement Strategy – 2021/26.

2. Recommendations

- 2.1** It is recommended that the Members:

- a) Notes the remaining procurement outcomes achieved in 2020/21 in the Annual Procurement Strategy as outlined in [Appendix 1](#);
- b) Approves the Annual Procurement Report for 2020/21 for publication as outlined in [Appendix 2](#);
- c) Notes the social benefits delivered in 2020/21 as outlined in [Appendix 3](#); and
- d) Approves the Procurement Strategy - 2021/26 for publication as detailed in [Appendix 4](#)

3. Background

- 3.1** The *Procurement Reform (Scotland) Act 2014* (the Act) requires that the Council must prepare and publish a Procurement Strategy (Strategy) or review its Strategy for the current financial year and updates as appropriate. The Strategy supports the Council's Financial Regulations, procurement legislation and sustainability duties. The Act also requires the Council to publish an Annual Procurement Report (APR) which summarises the performance of the Council in delivering its Strategy. The APR relates specifically to regulated procurement which is defined as: "...any procurement from £50k for Supplies and Services contracts and from £2m for Works contracts. A regulated procurement is completed when the award notice is published or where the procurement process otherwise comes to an end."
- 3.2** The procurement outcomes achieved relative to the Annual Procurement Strategy (APS) for 2019/20 are detailed in the [Year - End Procurement Strategy Performance Report 2019/20](#) which was noted by the Corporate Services Committee on 11 November 2020.

4. Main Issues

- 4.1 Procurement Strategy Progress**

4.1.1 The previous Strategy 2017/21 facilitated the outcomes below:

- Updated Financial Regulations, processes and procedures to comply with changing procurement regulations;
- Improved level of procurement compliant spend;
- Developed and implemented i-Learn Procurement Training
- Supported procurement savings of £2.337m;
- Delivered 27 e-auctions;
- Introduced the Contract and Supplier Management policy in all relevant contracts;
- Adopted the Scottish Government's Procurement Journey which standardised and aligned the Council's processes and procedures;
- Developed procurement guidance for suppliers;
- Established a facility for the community to request social benefits they would like to see from suppliers; and
- Developed the Sustainability in Procurement guidance and a Fair Working Practices Statement for internal and external stakeholders

4.1.2 Most of the procurement outcomes achieved relative to the APS for 2020/21 are detailed in the [Procurement Year End Progress Report 20/21 and Delivery Plan 21/22](#) which was noted by the Corporate Services Committee on 19 May 2021. Some of the performance indicators and a milestone of an action were not available at that time and have been subsequently measured when the data became available. Therefore the full procurement outcomes achieved relative to the APS for 2020/21 are detailed in [Appendix 1](#).

4.2 Local Spend

4.2.1 The Council has a target to maximise the procurement opportunities for local businesses. The spend with local businesses and businesses who have a presence in West Dunbartonshire 2020/21 was 31.6%, which fell short of the target of 36%. A substantial decrease in spend in 2020/21 with Clydeside Regeneration Limited (related to Queens Quay and the Energy Centre build) has in part affected our spend levels.

4.3 Procurement Compliant Spend

4.3.1 For 2020/21, the Council's total procurement spend was £166.982m. The Council's compliant procurement spend was 98% / £163.574m which has fallen short of the 100% target however this is still an improvement from last year's achievement of 90.3%.

4.3.2 Further, the Council's total regulated procurement spend was £154.296m. The Council's compliant regulated procurement spend is 98.4% / £151.863m which again has fallen short of the 100% target however this is still an improvement from last year's achievement of 90.7%.

4.3.3 Positive progress has been made throughout the year across all services to improve compliance. This will continue to remain a priority for the Corporate Procurement Unit to support and work with services in continuing to increase the compliance with Financial Regulations.

4.4 Annual Procurement Report

4.4.1 The APR can be found at [Appendix 2](#). The Members should note that the format is designed to ensure compliance in publishing information required in line with the Act. It highlights progress made over the past financial year on regulated procurements undertaken and sets out the compliant regulated procurements awarded.

4.4.2 A summary of future regulated procurements anticipated in the next two financial years is provided in the APR. As much detail as possible about what the Council intends to procure has been provided but doesn't include ad-hoc or reactive requirements. Therefore, until full scoping activities are undertaken and the contract strategies are complete, the timeline, contracting approach and values may be subject to change.

4.5 Contract Management

4.5.1 The supplier's performance against each of the performance indicators is captured through scorecards. The performance of scorecards in 2020/21 met the target of 75% which improved significantly over the previous year achievements of 55%.

4.6 Social Benefits

4.6.1 It is important that we achieve the social benefits which have been agreed by suppliers and that we can evidence this. The Members may be aware that there is regular discussion at Tendering Committee on a monthly basis where Members scrutinise the social benefits proposals within contracts. During the COVID-19 crisis, many of the Council's suppliers were unable to deliver social benefits. As businesses are becoming fully operational again, the Council will re-engage suppliers on social benefit delivery. [Appendix 3](#) provides the information we have to date on those social benefits delivered in 2020/21.

4.7 Procurement Strategy – 2021/26

4.7.1 The Strategy – 2021/26 is contained within [Appendix 4](#). This includes the Action Plan that was detailed in the [Procurement Year End Progress Report 20/21 and Delivery Plan 21/22](#).

5. People Implications

5.1 There are no people implications arising from this report.

6. Financial and Procurement Implications

6.1 There are no direct financial or procurement implications arising from this report. However, it is important that all officers of the Council supports the actions required to continuously improve procurement compliance.

7. Risk Analysis

7.1 There is a risk that improved performance, process and capability in procurement is not achieved, however this can be mitigated through the delivery of the Strategy – 2021/26.

8. Equalities Impact Assessment (EIA)

8.1 An EIA is not required with this report.

9. Consultation

9.1 Ongoing engagement continues across service management teams to progress procurement compliance and social benefits.

10. Strategic Assessment

10.1 This report supports the Council's aims in terms of providing open, accountable and accessible local government and supporting the following strategic priority:

- A strong local economy and improved employment opportunities;
- Meaningful community engagement with active empowered and informed citizens who feel safe and engaged; and
- Open, accountable and accessible local government.

Name: Angela Wilson

Designation: Chief Officer – Supply, Distribution and Property Services


Date: 16 August 2021

Person to Contact: Annabel Travers, Procurement Manager,
annabel.travers@west-dunbarton.gov.uk.






Appendices: [Appendix 1](#): Procurement Strategy Annual Action Plan 2020/21;
[Appendix 2](#): Annual Procurement Report 2020/21;
[Appendix 3](#): Social Benefits 2020/21; and
[Appendix 4](#): Procurement Strategy 2021/26



Background Papers: Corporate Services Committee on 19 May 2021,
[Procurement Year End Progress Report 20/21 and Delivery Plan 21/22](#).


Appendix 1: Procurement Strategy – Annual Action Plan 2020/21




	1. A strong local economy and improved job opportunities


	A growing economy

Performance Indicator	2019/20	2020/21					Latest Note	Managed By
	Value	Status	Value	Target	Long Trend	Short Trend		
% of procurement spent on local small/medium-sized enterprises and SMEs who have a presence in West Dunbartonshire	N/A		31.6%	36%			The actual % of procurement spent on local small / medium-sized enterprises and SMEs who have a presence in West Dunbartonshire 2020/21 was 31.6%, which fell short of the target of 36%. This was due to a substantial decrease in spend in 2020/21 from Clydeside Regeneration Limited which was related to Queens Quay and the Energy Centre build.	Annabel Travers
% of procurement spent on local small / medium-sized enterprises	8.23%	Data available Feb 2022		14%			External performance indicator (Local Benchmarking Framework). The latest data for 2019/20 shows that target was missed representing a decline in both the long and short term trend.	Annabel Travers


Action Title	Status	Progress	Due Date	Comments	Managed By
Implement a range of actions to improve Council spend with local businesses and small and medium-sized enterprises (SMEs)			31-Mar-2021	Completed actions included supplier feedback; updated contract documentation and implemented the Procurement Guidance for Suppliers.	Annabel Travers







	Increased employment and training opportunities


Performance Indicator	2019/20	2020/21					Latest Note	Managed By
	Value	Status	Value	Target	Long Trend	Short Trend		
Percentage of social benefits points delivered against social benefits points required (From £50k)	64.3%		87.9%	75%			Social benefits points secured - 705 and social benefits points delivered - 620. This equates to 87.94%. The performance has improved significantly over the previous year and we will continue to embed the social benefits points into contract activity.	Annabel Travers


Action Title	Status	Progress	Due Date	Comments	Managed By
Implement targeted social benefits		<div><div>100%</div></div>	31-Mar-2021	This action has been successfully completed. Updated tender documentation to reflect Lessons Learned on Contract & Supplier Management with supporting guidance.	Annabel Travers

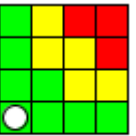
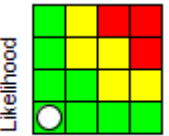
	4. Open, accountable and accessible local government
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	Strong financial governance and sustainable budget management (Service Objective)
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Performance Indicator	2019/20	2020/21					Latest Note	Managed By
	Value	Status	Value	Target	Long Trend	Short Trend		
Annual Cash Savings target achieved	£544,022.05		£1,023,594	£400,000			Target exceeded showing improvements in both the short and long term: Revenue - £358,535 and Capital - £665,059.	Annabel Travers
Percentage of contracts that are compliant	90.3%		98%	100%			For 2020/21, the Council's total procurement spend was £166.982m. The Council's procurement spend that was compliant was 98% / £163.574m which has fallen short of the 100% target however this is still an improvement from 2019/20 figure of 90.3% (and the "spot" compliance from April 2020 figure of 95.2%).	Annabel Travers







Action Title	Status	Progress	Due Date	Comments	Managed By
Further embed the Contract & Supplier Management (CSM) Policy across the Council		<div><div>100%</div></div>	31-Mar-2021	Updated tender documentation to reflect Lessons Learned on Contract & Supplier Management with supporting guidance.	Annabel Travers


Action Title	Status	Progress	Due Date	Comments	Managed By
Implement a range of actions to improve compliant spend in line with Financial Regulations and regulated procurements		<div><div>100%</div></div>	31-Mar-2021	This action has been successfully completed by monitoring and reporting of progress and implementing a new i-Learn Procurement Awareness Training module.	Annabel Travers



Risk	Current Risk Matrix	Target Risk Matrix	Latest Note	Assigned To
Non-compliance with procurement legislation	 <p>Likelihood</p> <p>Impact</p>	 <p>Likelihood</p> <p>Impact</p>	The Council's regulated procurement spend that was compliant was 98.4% / £151.863m. Therefore there is currently a proportion of spend that is non-compliant. Improvement actions to address the areas of non-compliance spend activity are being taken forward.	Annabel Travers

	5. Efficient and effective frontline services that improve the everyday lives of residents
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	A continuously improving Council delivering best value
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Performance Indicator	2019/20	2020					Latest Note	Managed By
	Value	Status	Value	Target	Long Trend	Short Trend		
External assessment of procurement - PCIP score (Procurement and Commercial Improvement Programme)	75.52%		84%	84%			This is part of the Corporate Procurement Unit's continuous improvement activity on: Leadership and Governance; Development and Tender; Contract; and Key Purchasing Processes.	Annabel Travers
Percentage of C&SM scorecards submitted against the total number due	55%		75%	75%			The supplier's performance against each of the PIs is captured through scorecards. The % of scorecards submitted in 2020/21 met the target of 75% which improved significantly over the previous year at 55%.	Annabel Travers

Action Title	Status	Progress	Due Date	Comments	Managed By
Lead and deliver the Council Wide Pipeline of projects		<div><div>100%</div></div>	31-Mar-2021	This action has been successfully completed by developing a team brief on the process for Flexible Category Management, allocating new projects, updating changes, taking action where required and monitoring and reporting of progress to service areas.	Annabel Travers

Action Title	Status	Progress	Due Date	Comments	Managed By
Undertake annual benchmarking to ensure best practice and improve performance		<div><div>100%</div></div>	31-Mar-2021	This action has been successfully completed through regular discussion with other Councils including sharing strategies, specs, exploring joint procurements, sharing lessons learned, exploring collaboration opportunities and option appraisals and general benchmarking.	Annabel Travers
Explore opportunities for expanded use of e-auctions as part of a viable procurement route		<div><div>100%</div></div>	31-Mar-2021	This action has been successfully completed with e-auctions for Building & Timber. Electrical Materials, Trade Materials, Waste Receptacles, Microsoft Education Licenses, Microsoft Corporate Licences and Tyres.	Annabel Travers

Annual Procurement Report

2020 / 2021



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1. Introduction

1.1 In accordance with Section 15 of the *Procurement Reform (Scotland) Act 2014*, the Council published its Procurement Strategy for the period 2017 to 2021. Section 18(2) (a) of the *Procurement Reform (Scotland) Act 2014* requires the Council to detail “...a summary of the regulated procurements that have been completed during the year covered by the report”. This Annual Procurement Report (APR) outlines the key elements of regulated procurements for the period 1 April 2020 – 31 March 2021.

1.2 The Strategy is closely aligned to the Council’s vision, values and ethos and describes the role procurement has in supporting the delivery of the Council’s Strategic Plan. It sets out the key procurement objectives of the Council for 2017 to 2021. The delivery of these objectives will support the Council as it continues to face significant challenges, including:

- Resilience planning including COVID-19 response;
- Impact of Brexit;
- Building a stronger community through commissioning services which aim to give more power to the community and promote community action;
- Supporting services to meet financial requirements;
- Continuing to proactively engage with all sectors across the local economy; and
- Sustainability duties and Climate Change duties

1.3 This APR sets out the achievements and future plans for the Council’s regulated procurement activity. Regulated procurement refers to any procurement from £50k for Supplies and Services contracts and from £2m for Works contracts. A regulated procurement is completed when the award notice is published or where the procurement process otherwise comes to an end. Regulated procurements can refer to procurements delivered through new contracts or from utilising framework agreements (FA) or dynamic purchasing systems (DPS).

- 1.4** The Council maintains a public [Contract Register](#) which provides information on current contracts. The Tendering Committee approves new contracts for Supplies, Services and Works with a value from £50k and Social Care and Other Specific Services from the Light Touch Regime threshold (currently from £663,540).
- 1.5** The Scottish Government's [Annex A: Summary of Regulated Procurements for 2020/21](#), is attached to this report. This is an assessment done by the Council utilising the Scottish Government's template. As well as the mandatory data, the Council has gone further by detailing additional data including the data pertaining to businesses in the community.

2. Summary of regulated procurement completed

- 2.1** Details of regulated procurements awarded by the Council between 1 April 2020 and 31 March 2021 can be found within Annexes A and [Annex B: Regulated Procurements](#). Collaborations with other public bodies to maximise mutual benefits, where appropriate, are included in the regulated procurements. This includes Scottish Government, Cosla, Crown Commercial Services, Scotland Excel and the Council all acting as the contracting authority when procuring Supplies, Services and Works.
- 2.2** During the year, four contracts were appropriately awarded without a competitive procurement process:

Reason	Regulated Contract
Response to COVID-19	Provision of School Meal Vouchers During Lockdown
	Emergency Provision of Protective Personal Equipment
People based	Community Based Psychological, Counselling and Supported Recovery Services for Adults
	Prevention and Intervention Services for Young People

3. Review of regulated procurement compliance

- 3.1 Based on an analysis of the financial year 2020/21 spend data, of the £154,296,266 regulated procurement spend, £151,862,575 or 98.4% was compliant with regulated procurements:

Spend Type	Total Regulated Spend	Compliant Regulated Spend	Non-Compliant Regulated Spend	Percentage Compliant
Supplies	£12,451,388	£12,300,608	£150,780	98.8%
Services	£76,966,625	£74,683,713	£2,282,911	97%
Works	£64,878,253	£64,878,253	£0	100%
Total	£154,296,266	£151,862,575	£2,433,691	98.4%

- 3.2 The summary detail is shown in [Annex C: Non-Compliant Regulated Spend](#); and this also highlights where further work is required to achieve increased rates of compliance. Where there has been non-compliance with procedures, this may be due to previous partnership arrangements which now require a Direct Award or within Light Touch Regime arrangements, or the combined value of spend across various services may be more than the Financial Regulation limits.

4. Social (community) benefits summary

- 4.1 The Council is committed to working with our local community and businesses to maximise local social value - one of the five strategic aims in the Council's Strategic Plan is for *a strong local economy and improved employment opportunities*.
- 4.2 The Council has implemented specific clauses within procurement contracts from £50k, known as social benefit clauses. Social benefit clauses are requirements which deliver wider benefits to our local community in addition to the core purpose of a contract. These clauses can be used to build a range of economic, social or

environmental benefits into Council contracts through a range of options which may include, but are not limited to:

- Employment, work experience, training or modern apprenticeship opportunities;
- Education engagement and curriculum support activities;
- Support for community and environment projects through donation of money, labour, equipment or materials; and
- Other initiatives to support and develop local businesses, community groups and the local third sector

4.3 A social benefits questionnaire is part of the procurement documentation issued to all bidders of Council tenders and includes target social benefits points based on the annual value of the contract. This is a transparent, fair and accountable approach for assessing the impact of Social Benefits. Details of social benefits delivered between 1 April 2020 and 31 March 2021 can be found at [Annex A](#).

5. Supported businesses and social enterprises

5.1 A supported business' primary aim is the social and professional integration of disabled or disadvantaged persons. At least 30% of the employees of those businesses must be disabled or disadvantaged. This is delivered, not only through the supplies, services and works they deliver, but also by providing meaningful employment, training and social support for those who may otherwise be excluded from the workplace.

5.2 There are no supported businesses located within the West Dunbartonshire area and there was no regulated spend with supported businesses during 2020/21. However, the Council had supported business non-regulated spend with City Building (Contracts) LLP/ Royal Strathclyde Blindcraft Industries, Matrix Educational Furniture Limited and Lady Haig's Poppy Factory.

5.3 Social enterprises aim to make a profit but unlike traditional businesses, they reinvest or donate their profits to create positive social change. They empower communities, tackle social problems and create jobs - particularly for people who are at a disadvantage in the standard jobs market. According to the [Social Enterprise Census 2017](#), there was 5,600 social enterprises operating in Scotland with 68 located within the West Dunbartonshire area.

5.4 From the data that was available on social enterprises, of the Council's regulated procurement spend, there was 37 social enterprises that the Council spent with in 2020/21 with six social enterprises with a base in West Dunbartonshire:

Social Enterprise	Spend in 2020/21
Cornerstone Community Care	£3,967,738
Quarriers Homes	£1,503,115
Richmond Fellowship	£1,236,424
Carevisions	£994,070
Erskine Hospital	£989,599
Kibble Education and Care Centre	£973,299
Share Scotland	£799,158
East Park	£551,374
Carman Care*	£419,729
Blue Triangle	£393,452
Harmeny Education Trust Limited	£352,013
Arisaig Services	£276,519
Dumbarton District Women's Aid*	£262,187

Social Enterprise	Spend in 2020/21
Scottish Autism	£246,781
Balnacraig School	£245,107
Unity Enterprise	£227,700
Clydebank Womens Aid*	£187,020
Morningside Carehomes Scotland Ltd	£186,600
Sense Scotland	£159,666
Lomond & Clyde Care & Repair Ltd*	£157,263
SWIIS Foster Care Ltd	£152,757
JMT Care Services Limited	£151,654
Fostering Relations Ltd	£134,434
Enable	£132,425
Ben View Resource Centre*	£129,251
Foster Care Connect	£127,856
Up 2 Us	£111,244
William Simpson's Home	£110,447
Trust Housing Association Ltd	£91,950
Camphill Blair Drummond Trust Ltd	£87,284
David Cargill House	£79,201
Sacro	£64,761
Hansel Alliance	£59,867

Social Enterprise	Spend in 2020/21
Home From Home (Scotland) Ltd*	£58,667
Garvald West Linton Limited	£55,263
Scottish Association of Mental Health	£52,579
Neighbourhood Networks	£52,506

* Based in West Dunbartonshire

6. Sustainability

- 6.1** The sustainable procurement policies and guidelines from the Scottish Government identify a range of policies, tools and procedures that enable compliance with the Sustainable Procurement Duty. In addition to applying these policies, tools and procedures, the supporting outcomes of the Council's Strategic Plan are an indication of the golden thread in terms of sustainability.
- 6.2** Biodiversity is a term that describes the variety of life on our planet and includes every variety and species of animal, plant and microbes, the habitat in which they live and the interactions between species and habitats. It is an important indicator of a healthy environment. The Council's [Biodiversity Report](#) describes what the Council have delivered in terms of biodiversity conservation and enhancements.
- 6.3** The Council have developed a new [Climate Change Strategy](#) as a route map for 2021-22 and beyond. This Strategy sets foundations for a plan of action and response to Scotland's Climate Emergency and 2045 net zero carbon reduction target.
- 6.4** Everything procured, from construction works to waste services to janitorial supplies has an impact on the environment and society. Therefore, the Council is able to make a positive contribution to sustainability through its procurement decisions. The [Sustainability in Procurement Guidance](#) details how the Council will meet its commitments to sustainable procurement.

6.5 Examples of procurement activity in 2020/21 which has contributed to the Council's compliance with Sustainability Duties including Climate Change Duties and Circular Economy are:

Regulated Contract	Sustainability Duties
Catering Services at Clydebank Leisure Centre	Elimination of single use plastic and use of paper and wood materials
Outdoor Event Bar and Catering Services	Bio-degradable UK sourced packaging, wooden cutlery and paper sachets, optimising routes to maximise fuel efficiency and purchasing sustainable food
Server Maintenance Renewal	Phasing out the use of ozone depleting substances and minimising the release of greenhouse gases, volatile organic compounds and other damaging substances and extending the useful life of devices
Provision of Digital TV Maintenance Services	Optimising routes to maximise fuel efficiency, transitioning to hybrid / electric vehicles
Provision of School Meal Vouchers During Lockdown	Providing free lunches for pupils for those in need
Demolition Of the former Playdrome Leisure Centre Clydebank	Optimising routes to maximise fuel efficiency, sharing of vehicles, use of local sub-contractors, recycling 100% of polythene, metal, rigid plastic, plasterboard, brick / inert, cardboard, PVC window frames and fluorescent light tubes with up to 98% of all non-hazardous materials recycled and the residual 2% is shredded and baled and sent to Energy from Waste plant

Regulated Contract	Sustainability Duties
Processing & Treatment of Mixed Scrap Metal	100% diversion / reuse from landfill with material traveling to one location thus generating carbon savings in the transportation process
Treatment and Disposal of Recyclable/ Residual Waste for Inert Soil & Rubble / Emergency Contract for Processing & Treatment of Waste Wood / Treatment and Disposal of Street Sweepings and Gully Waste	100% diversion or reuse and diversion from landfill and with material traveling to one location only thus maximising fuel efficiency
Furniture Fittings and Equipment for the New Clydebank Care Home	Sustainable, environmentally friendly products and maximising fuel efficiency
The Upgrade of Levensgrove Park Additional Needs Play	Timber is farmed from sustainable and certified forests and pressure treated against rot, natural rubber components, latex is milked from a sustainable source, aluminum uprights are from recycled material, recycled rubber is used within the base of the rubber surfacing and all base materials are ethically sourced
Argyll Park Tennis Courts	Low energy LED floodlighting installed
The Upgrade of Central Alexandria Play Area	Excess soils are delivered to a local recycling facilities, use of recycled materials in equipment, "wetpour" from play areas is shredded into smaller rubber granules and 100% recycled, orders what's needed to optimise routes to maximise fuel efficiency

Regulated Contract	Sustainability Duties
Replacement of Existing Boiler Plant at Carleith Primary School and Braehead Primary School	Replace oil usage with gas boilers which contributes towards achieving a target of a 2% reduction in energy use per annum
Provision of Community Based Psychological Services / Counselling and Supported Recovery Services for Adults	Efficiently maintaining vehicles and by optimising routes to maximise fuel efficiency
Maintenance of Wet Central Heating Systems & Ancillary Equipment	Sources timber in an environmentally appropriate way and minimising the number of visits to the customer to resolve faults
Subcontractors for Building Services	Maximising fuel efficiency
Provision of Dumbarton Area Council on Alcohol's Community Based Alcohol Support Service	Sustainably sourced uniforms and the use of sustainable materials
Provision of Home Care and Housing Support Services	Efficiently maintaining vehicles and by optimising routes to maximise fuel efficiency
Provision of Alcohol Related Brain Damage Community Support Services	Sustainably sourced uniforms and the use of sustainable materials
Provision of Recovery Group Programmes	Sustainably sourced uniforms and the use of sustainable materials
Provision of Care at Home, Housing Support and Respite Services for Those Living With Dementia	Sustainably sourced uniforms and the use of sustainable materials

7. Future regulated procurements

7.1 Over the next two years, there will be a mix of recurring requirements and one-off opportunities. A summary of procurements anticipated in the next two years is

provided in [Annex D: Future Regulated Procurement](#). This doesn't include ad-hoc or reactive requirements and until full scoping activities are undertaken and the contract strategies are complete, the timeline, contracting approach and values may be subject to change.

8. The Annual Procurement Report owner

Annabel Travers

Procurement Manager

annabel.travers@west-dunbarton.gov.uk

DRAFT

Annex A: Summary of Regulated Procurements 1 April 2020 – 31 March 2021

Question	Response
1) Organisation and Report Details	
a) Contracting Authority Name	West Dunbartonshire Council
b) Period of the annual procurement report	1 April 2020 – 31 March 2021
c) Required by s18 Procurement Reform (Scotland) Act 2014 to prepare an annual procurement report?	Yes
2. Summary of Regulated Procurements Completed 1 April 2020 – 31 March 2021	
a) Total number of regulated contracts awarded	35
b) Total value of regulated contracts awarded	£16,362,225
c) Total number of unique suppliers awarded a place on a regulated contract	33
i) how many of these unique suppliers are SMEs	20
ii) how many of these unique suppliers how many are Third sector bodies	2
Additional Information	
Award of regulated Supplies contracts	6 / £744,158
Award of regulated Service contracts	21 / £9,697,885

Question	Response
Award of regulated Works contracts	8 / £5,920,182
Award of regulated FAs / DPS	0 / £0
Award of regulated contracts to local SMEs	22 / £11,996,609
Award of regulated contracts to local large suppliers	13 / £4,365,616
Award of regulated contracts to SMEs with a presence in West Dunbartonshire	9 / £5,623,717
Award of regulated contracts to large suppliers with a presence in West Dunbartonshire	4 / £1,594,726
Award of regulated contracts to local Third sector bodies	2 / £531,124
3. Review of Regulated Procurements Compliance	
a) Number of regulated contracts awarded that complied with Procurement Strategy	35
b) Number of regulated contracts awarded that did not comply with Procurement Strategy	0
4. Community Benefit Requirements Summary	
a) Total number of regulated contracts awarded with a value of £4 million or greater	1

Question	Response
b) Total number of regulated contracts awarded with a value of £4 million or greater that contain Community Benefit Requirements	1
c) Total number of regulated contracts awarded with a value of less than £4 million that contain a Community Benefit Requirements	31
d) Number of Jobs Filled by Priority Groups	2
e) Number of Apprenticeships Filled by Priority Groups	1
f) Number of Work Placements for Priority Groups	0
g) Number of Qualifications Achieved Through Training by Priority Groups	0
h) Total Value of contracts sub-contracted to SMEs	Not measured
i) Total Value of contracts sub-contracted to Social Enterprises	Not measured
j) Total Value of contracts sub-contracted to Supported Businesses	Not measured
k) Other community benefit(s) fulfilled	9

Question	Response
5. Fair Work and the real Living Wage	
a) Number of regulated contracts which included a scored Fair Work criterion	2
b) Number of unique suppliers who have committed to pay the real Living Wage in the delivery of a regulated contract	23
c) Number of unique suppliers who are accredited Living Wage employers and were awarded a regulated contract	5
d) Number of unique suppliers who have signed up to the Scottish Business Pledge and were awarded a regulated contract	3
6. Payment Performance	
a) Number of valid invoices received during the reporting period	60,861
b) Percentage of invoices paid on time ("On time" means within the time period set out in the contract terms)	89.5%
c) Number of regulated contracts awarded containing a contract term requiring the prompt payment of invoices in public contract supply chains	8

Question	Response
d) Number of concerns raised by sub-contractors about the timely payment of invoices within the supply chain of public contracts	Not measured
7. Supported Businesses Summary	
a) Number of regulated contracts awarded to supported businesses	0
b) Total spend with supported businesses including:	£31,070
i) spend on regulated contracts	0
ii) spend on non-regulated contracts	£31,070
8. Spend and Savings Summary	
a) Total procurement spend	£166,981,773 (all spend)
b) Total procurement spend with SMEs	39.7% (all spend)
c) Total procurement spend with Third sector bodies	£26,325,976
d) Percentage of total procurement spend through collaborative contracts	£28,907,400
e) Total targeted cash savings	£400,000

Question	Response
i) targeted cash savings for Cat A contracts	Not measured
ii) targeted cash savings for Cat B contracts	Not measured
iii) targeted cash savings for Cat C contracts	Not measured
f) Total delivered cash savings	£ 1,023,594
i) delivered cash savings for Cat A contracts	Not measured
ii) delivered cash savings for Cat B contracts	Not measured
iii) delivered cash savings for Cat C contracts	Not measured
g) Total non-cash savings value	Not measured
9. Future Regulated Procurements 1 April 2021 – 31 March 2023	
a) Total number of regulated procurements expected to commence in the next two financial years	76
b) Total estimated value of regulated procurements expected to commence in the next two financial years	£200,000,000

Annex B: Regulated Procurements

Procurement Title	Appointed Supplier	Estimated Total Value	Award Date	Start Date	End Date (excluding extensions)
Treatment & Disposal of Street Sweepings & Gully Waste	Barr Environmental Limited	£55,000	01/04/2020	01/04/2020	01/04/2023
Carers Support and Advice	Carers Of West Dunbartonshire	£350,000	01/04/2020	01/04/2020	01/04/2022
Argyll Park Tennis Courts	Doe Sport Ltd	£191,624	01/04/2020	01/04/2020	01/08/2020
Provision of Free School Meals During Lockdown	Farmfoods Ltd	£1,236,924	01/04/2020	01/04/2020	30/04/2021
Independent Advocacy Services for Adults	Lomond & Argyll Advocacy Service	£570,531	01/04/2020	01/04/2020	31/03/2023
Emergency Award of PPE Equipment – Facemasks	MI Supplies Ltd	£68,000	01/04/2020	01/04/2020	20/08/2020
Furniture Fittings and Equipment for the New Clydebank Care Home	Senator International Limited	£141,345	01/04/2020	01/04/2020	01/10/2020
Development of Exxon Project Final Business Case (FBC) Additional Task	Stantec UK Ltd	£785,000	01/04/2020	01/04/2020	30/06/2022

Procurement Title	Appointed Supplier	Estimated Total Value	Award Date	Start Date	End Date (excluding extensions)
Provision of Light Commercial Vehicles	Toyota (GB) Plc	£83,138	01/04/2020	01/04/2020	30/01/2022
Provision of Light Commercial Vehicles Lot 1: Passenger Cars 4X4 Double Cab (x 4)	Toyota (GB) Plc	£83,957.20	01/04/2020	01/04/2020	30/01/2022
Provision of Light Commercial Vehicles Lot 1: Passenger Cars 4x4 Car (x1)	Parks Motor Group,	£15,442.82	01/04/2020	01/04/2020	30/01/2022
Provision of Light Commercial Vehicles Lot 1: Large Saloon car (x1)	Ford Retail Limited	£17, 777.80	01/04/2020	01/04/2020	30/01/2022
Oil to Gas Boiler Upgrade, Carleith Primary School, Clydebank	Truedeal Building Services Ltd	£111,705	01/04/2020	01/04/2020	01/05/2020
Prevention and Intervention Services for Young People	Y-Sort-It	£181,124	01/04/2020	01/04/2020	01/04/2021
Upgrade of Levensgrove Additional Needs Play Area	Wicksteed Leisure Ltd	£104,155	20/04/2020	20/04/2020	20/08/2020
Emergency Contract for the Treatment & Disposal of Residual Waste	Barr Environmental Limited	£3,700,000	01/05/2020	01/05/2020	30/04/2021
Emergency Contract for Processing & Treatment of Mixed Recyclate	ENVA Scotland Ltd (Ex William Tracey Ltd)	£425,000	18/05/2020	18/05/2020	17/05/2021

Procurement Title	Appointed Supplier	Estimated Total Value	Award Date	Start Date	End Date (excluding extensions)
Asbestos Surveys for External Wall Insulation Programme	Franks Portlock Consulting Ltd	£163,000	25/05/2020	25/05/2020	24/11/2022
Bar & Catering Services for Events	Supreme Fast Foods Ltd	£68,000	01/06/2020	01/06/2020	31/08/2023
Oil to Gas Boiler Upgrade, Braehead Primary School, Dumbarton, West Dunbartonshire	Truedeal Building Services Ltd	£149,533	01/06/2020	01/06/2020	01/10/2020
Antonine Wall Replica Roman Distance Slabs Project	Covanburn Contracts Ltd	£200,097	15/06/2020	15/06/2020	14/12/2020
Treatment and Disposal of Inert Waste - Soil & Rubble	William Thompson & Son (Dumbarton) Ltd	£140,000	15/06/2020	15/06/2020	14/12/2023
Robotic Process Automation Software	UiPath S.R.L.	£137,720	26/06/2020	26/06/2020	21/06/2022
Microsoft Licences for Education Estate	Insight Direct (UK) Ltd	£89,040	01/07/2020	01/07/2020	01/07/2021
Maintenance of Wet Central Heating Systems, Ancillary Equipment & Gas Appliances	City Technical Services (UK) Ltd	£4,842,200	06/07/2020	06/07/2020	05/07/2022
Catering Services at Clydebank Leisure Centre	Beangrinder Coffee Company Ltd	£130,300	10/07/2020	10/07/2020	09/08/2022

Procurement Title	Appointed Supplier	Estimated Total Value	Award Date	Start Date	End Date (excluding extensions)
Provision of Light Commercial Vehicles Lot 2: Arborist (x1)	Ford Retail Limited	£39,601	01/08/2020	01/08/2020	31/07/2025
Provision of Light Commercial Vehicles Lot 2: Crew Cab Tippers (x21), Crew Cab Tippers & Tail Lift (x10), Crew Cab Tippers & Jib Crane (x2), Small Vans L1 (x9), Dog Warden Van (x1), Pest Control Van (x1), Panel Vans L2-H2 (x50), Panel Vans L3-H3 (x10)	Parks Motor Group,	£2,153,916	01/08/2020	01/08/2020	31/07/2025
Provision of Light Commercial Vehicles and Associated Services: Lot 2 - Crew Cab Tippers & Tail Lift (x10)	Parks Motor Group (Peugeot Motor Company Ltd)	£302,446	01/08/2020	01/08/2020	31/07/2025
Provision of Light Commercial Vehicles and Associated Services: Lot 2 - Crew Cab Tippers including Jib Crane (x2)	Parks Motor Group (Peugeot Motor Company Ltd); Hamilton	£60,189	01/08/2020	01/08/2020	31/07/2025
Upgrade of Central Alexandria Play Area	Scotplay & Sports Limited	£99,838	03/08/2020	03/08/2020	03/12/2020
Supply of Electricity for the District Heating Network	EDF Energy	£880,000	01/09/2020	01/09/2020	31/08/2021

Procurement Title	Appointed Supplier	Estimated Total Value	Award Date	Start Date	End Date (excluding extensions)
Server Maintenance Renewal	Park Place Technologies Ltd	£57,009	02/09/2020	02/09/2020	01/09/2021
Replacement of Wider Area Network (WAN) Switches	Capita Business Services Ltd	£103,272	21/10/2020	22/10/2020	21/10/2021
Provision of Mobile Voice & Data Services	Vodafone Ltd	£121,542	01/11/2020	01/11/2020	31/10/2022
Community Based Psychological, Counselling & Supported Recovery Services for Adults	Stepping Stones Organisation	£387,031	01/12/2020	01/12/2020	31/03/2022
Appointment of an Employer's Agent for the New Build Housing Programme	WSP UK Limited	Commercial Sensitive	14/12/2020	14/12/2020	13/12/2023
Installation of Kitchens, Bathrooms and Showers	Everwarm Services Limited	£86,432	01/01/2021	01/01/2021	31/08/2021
Demolition of the Former Playdrome Leisure Centre Clydebank	Dem-Master Demolition Ltd	£221,030	01/02/2021	01/02/2021	01/03/2022
Reception, Processing, Treatment & Recycling of Mixed Scrap Metal	Doherty & Lafferty Ltd	£120,000	02/03/2021	02/03/2021	01/09/2024

Annex C: Non-Compliant Regulated Spend

Procurement Title	Estimated Annual Spend	Actions
Provision of Community Services (Justice Services)	£64,761	Transferring this requirement to in-house provision.
Provision of House Clearances and House Cleaning and the Supply of Domestic Furniture	£378,919	A new contract is being finalised for the Provision of Cleaning Services for Homeless and Void Properties. The Contract Strategy and the specification for Provision of Domestic Furniture and Furnishings have been send to the service for review.
Provision of Learning Disability Services – Community Based Support Service	£227,700	This contract are now been awarded.
Advice & Support Services / Children and Young People Residential Placements	£52,506	This contract are now been awarded.
Residential Housing Support Services	£683,639	Expired on 30 September 2020. Working with service to put new contracts place pending leasing requirements.
Provision of Resin Paths	£75,870	Being progressed as part of the Back-up Contractors projects.
Legacy Fuel Cards	£68,584	Not been transferred to the new contract with UK Fuels. Working the services to switch to UK Fuels.
Provision for Traffic Management Services	£144,501	Part Compliant (£59,233) via QuickQuotes. Working with service to put a new contract place.
Provision of Furniture Recycling	£58,667	Previous partnering arrangement in place currently. Working with service to determine if they derive any benefit from this arrangement.

Procurement Title	Estimated Annual Spend	Actions
Provision of Vehicle and Plant Hire / 3G Pitch Maintenance	£52,410	Compliant (£30,508) via the Scotland Excel framework agreement for Vehicle and Plant Hire. Non-compliant (£21,902). Work with service(s) to put a new contract place.
Provision of Drainage Services	£50,140	Working with the services to put contract in place.
Provision of Independent Advocacy Services	£66,241	Previous partnering arrangement in place currently. Working with service to determine if they derive any benefit from this arrangement.
Provision of Support and Advocacy for Women Experiencing Domestic Abuse	£449,207	Previous partnering arrangement in place currently. Work with service(s) to put a new contract place.
Community Bathing Service, Youth Clubs, Lunch Clubs and a Befriending Service	£129,251	Previous partnering arrangement in place currently. Working with service to determine if they derive any benefit from this arrangement.
Provision of Housing Support Services	£181,155	Previous partnering arrangement in place currently. Working with service to determine if they derive any benefit from this arrangement.
Provision of One to One Counselling and Emotional Literacy Programmes for Children	£73,365	Working with service to determine if they derive any benefit from this arrangement.

Procurement Title	Estimated Annual Spend	Actions
Provision of Support Services for Children and Young People	£66,518	Work with services to put a new contract place. Estimated contract award October 2021.

* This table also including partial compliance

Annex D: Future Regulated Procurement

Procurement Title	Estimated Total Value	New / Extended / Re-let	Contract Notice Advertised	Estimated Award Date	Estimated Start Date
Provision of Children and Young People Residential Placements	£151,914	Re-let	N/A	Qtr 1 - 2021/22	Qtr 2 - 2021/21
Provision of Childrens' Residential Care And Education Including Short Breaks	£1,455,724	Re-let	N/A	Qtr 1 - 2021/22	Qtr 2 - 2021/21
Renewal of Citrix Netscaler Licenses	£350,000	Re-let	N/A	Qtr 1 - 2021/22	Qtr 1 - 2021/22
Internal Alterations to form in Office Space in 119 Main Street, Alexandria	£101,000	New	Qtr 1 - 2021/22	Qtr 1 - 2021/22	Qtr 2 - 2021/22
Provision of Oil to Gas Boiler Plant Replacement St Mary's PS Alexandria	£235,000	New	Qtr 1 - 2021/22	Qtr 1 - 2021/22	Qtr 2 - 2021/22
Microsoft Licenses for Education IT estate	£90,000	Re-let	N/A	Qtr 1 - 2022/23	Qtr 2 - 2022/23

Procurement Title	Estimated Total Value	New / Extended / Re-let	Contract Notice Advertised	Estimated Award Date	Estimated Start Date
Provision of Residential Housing Support Services for Young People and Adults	£1,600,000	Re-let	Qtr 2 - 2021/21	Qtr 2 - 2021/21	Qtr 4 - 2021/21
Provision of Accommodation Based Services for People with Physical Disabilities	£1,251,485	Re-let	N/A	Qtr 2 - 2021/21	Qtr 2 - 2021/21
Provision of Window Cleaning Services for 6 Council Buildings	£160,000	Re-let	Qtr 1 - 2021/22	Qtr 2 - 2021/21	Qtr 2 - 2021/21
Subcontractors for Building Services	£10,000,000	Re-let	Qtr 1 - 2021/22	Qtr 2 – 2021/21	Qtr 3 – 2021/21
Exxon Infrastructure Contractor	£34,000,000	New	Qtr 2 - 2021/22	Qtr 2 - 2021/22	Qtr 3 - 2021/22
Smollett Fountain Refurbishment	£105,000	New	Qtr 2 - 2021/22	Qtr 2 - 2021/22	Qtr 2 - 2021/22
Provision of Corporate Taxis	£500,000	Re-let	Qtr 1 - 2021/22	Qtr 2 - 2021/22	Qtr 2 - 2021/22
Provision of Server Maintenance	£120,000	Re-let	N/A	Qtr 2 - 2021/22	Qtr 2 - 2021/22

Procurement Title	Estimated Total Value	New / Extended / Re-let	Contract Notice Advertised	Estimated Award Date	Estimated Start Date
Provision of Business Gateway Workshops & Expert Help Services	£147,900	Re-let	Qtr 4 - 2020/21	Qtr 2 - 2021/22	Qtr 2 - 2021/22
Supply and Installation of Floor Finishes	£320,000	Re-let	Qtr 2 - 2021/22	Qtr 2 - 2021/22	Qtr 3 - 2021/22
Supply of Waste Compactors	£62,000	New	N/A	Qtr 2 - 2021/22	Qtr 2 - 2021/22
Provision of Fostering for Adults with a Learning Disability	£1,680,000	Re-let	N/A	Qtr 2 - 2021/22	Qtr 3 - 2021/22
Provision of the Processing & Treatment of WEEE	£0	Re-let	Qtr 1 - 2021/22	Qtr 2 - 2021/22	Qtr 2 - 2021/22
Provision of Temporary Agency Staff	TBC	New	N/A	Qtr 2 - 2021/22	Qtr 2 - 2021/22
Provision of Residential Care and Education within Residential Schools and Care Homes for Children or Young People	£400,000	Re-let	N/A	Qtr 2 - 2021/22	Qtr 2 - 2021/22
Provision of 24 Hour Residential / Nursing Care within a Care Home Setting	£307,840	Re-let	N/A	Qtr 2 - 2021/22	Qtr 2 - 2021/22

Procurement Title	Estimated Total Value	New / Extended / Re-let	Contract Notice Advertised	Estimated Award Date	Estimated Start Date
Provision of Support Services for Children	£159,636	New	N/A	Qtr 2 – 2021/22	Qtr 2 – 2021/22
Provision of Childrens Residential Care - Placements	£1,455,726	New	N/A	Qtr 2 – 2021/22	Qtr 2 – 2021/22
Provision of Fostering and Continuing Care Services	£837,977	Re-let	N/A	Qtr 2 – 2021/22	Qtr 2 – 2021/22
Measured Term Contract for Design, Supply, Erection & Dismantling Of Scaffolding	£2,200,000	Re-let	Qtr 2 – 2021/22	Qtr 3 - 2021/22	Qtr 3 - 2021/22
Accommodation Based Services for St Andrews Project	£1,136,000	New	N/A	Qtr 3 – 2021/22	Qtr 3 – 2021/22
Provision of Exxon Environmental Insurance	TBC	New	Qtr 2 - 2021/22	Qtr 3 - 2021/22	Qtr 3 - 2021/22
Supply of Roadstone Materials	£150,000	Re-let	N/A	Qtr 3 - 2021/22	Qtr 3 - 2021/22
Demolition of Willox Park Care Home	£370,000	New	Qtr 3 - 2021/22	Qtr 3 - 2021/22	Qtr 3 - 2021/22

Procurement Title	Estimated Total Value	New / Extended / Re-let	Contract Notice Advertised	Estimated Award Date	Estimated Start Date
Provision of Payments Processing System	£160,000	Re-let	Qtr 3 - 2021/22	Qtr 3 - 2021/22	Qtr 3 - 2021/22
New Build of West Bridgend Community Centre	£1,200,000	New	Qtr 2 - 2021/22	Qtr 3 - 2021/22	Qtr 3 - 2021/22
Provision of Digitisation of Local History / Archive Materials	TBC	New	Qtr 2 - 2021/22	Qtr 3 - 2021/22	Qtr 3 - 2021/22
Provision of Street Lighting Maintenance (WDC & IC)	TBC	Re-let	Qtr 2 - 2021/22	Qtr 3 - 2021/22	Qtr 3 - 2021/22
Provision of Storage Array Network Storage Trunking Project - Telephone Line Replacement	£100,000	New	Qtr 2 - 2021/22	Qtr 3 - 2021/22	Qtr 3 - 2021/22
Provision of Postal Services	£300,000	Re-let	Qtr 2 - 2021/22	Qtr 3 - 2021/22	Qtr 3 - 2021/22
Construction of Allotments	£400,000	New	Qtr 2 - 2021/22	Qtr 3 - 2021/22	Qtr 3 - 2021/22
Supply of Domestic Furniture and Furnishings	£1,500,000	Re-let	Qtr 2 - 2021/22	Qtr 3 - 2021/22	Qtr 3 - 2021/22

Procurement Title	Estimated Total Value	New / Extended / Re-let	Contract Notice Advertised	Estimated Award Date	Estimated Start Date
New Sport Changing Facility Duntocher	£300,000	New	Qtr 2 - 2021/22	Qtr 3 - 2021/22	Qtr 3 - 2021/22
New Changing Facility At OLSP	£250,000	New	Qtr 2 - 2021/22	Qtr 3 - 2021/22	Qtr 3 - 2021/22
New Changing Facility at Lusset Glen	£150,000	New	Qtr 2 - 2021/22	Qtr 3 - 2021/22	Qtr 3 - 2021/22
Provision of Accommodation Based Services for People with Learning Disabilities	£465,000	Re-let	N/A	Qtr 3 - 2021/22	Qtr 3 - 2021/22
Provision of Housing Benefits Managed Service	£120,000	Re-let	Qtr 2 - 2021/22	Qtr 3 - 2021/22	Qtr 3 - 2021/22
Measured Term Contract for Metal Fencing & Light Engineering	£400,000	Re-let	Qtr 1 - 2021/22	Qtr 3 - 2021/22	Qtr 3 - 2021/22
Supply of Storage Array Network Storage	£305,000	New	Qtr 2 – 2021/22	Qtr 3 – 2021/22	Qtr 3 – 2021/22
Supply of Energy (Gas & Electricity) for District Heating Network 2021	£5,890,000	New	Qtr 3 - 2021/22	Qtr 4 - 2021/22	Qtr 4 - 2021/22
Provision for Traffic Management Services	£578,000	Re-let	Qtr 3 - 2021/22	Qtr 4 - 2021/22	Qtr 4 - 2021/22

Procurement Title	Estimated Total Value	New / Extended / Re-let	Contract Notice Advertised	Estimated Award Date	Estimated Start Date
Provision of Vehicle and Plant Hire / 3G Pitch Maintenance	£209,640	Re-let	Qtr 3 - 2021/22	Qtr 4 - 2021/22	Qtr 4 - 2021/22
Provision of Drainage Services	£200,560	Re-let	Qtr 3 - 2021/22	Qtr 4 - 2021/22	Qtr 4 - 2021/22
Provision of Independent Advocacy Services	£198,723	Re-let	Qtr 3 - 2021/22	Qtr 4 - 2021/22	Qtr 4 - 2021/22
Infrastructure Roads	£4,400,000	New	Qtr 2 - 2023/24	Qtr 4 - 2023/24	Qtr 4 - 2023/24
Microsoft 365 Licences	TBA	New	N/A	TBA	TBA
Vehicle Replacement Programme 2021/22	£3,180,000	New	N/A	TBA	TBA
Vehicle Replacement Programme 2022/23	£3,180,000	New	N/A	TBA	TBA
Supply of Franking Machines and Postage Costs	£84,000	Re-let	TBC	TBC	TBC
Balloch Village Street Design & Build: Phase 2, Station Square	£800,000	New	TBC	TBC	TBC

Procurement Title	Estimated Total Value	New / Extended / Re-let	Contract Notice Advertised	Estimated Award Date	Estimated Start Date
Construction of Dumbarton Waterfront Walkway Phase 2	£630,000	New	TBC	TBC	TBC
Dumbarton Waterfront Walkway, Construction Phase 1	£700,000	New	TBC	TBC	TBC
Provision of Meadow Centre Air Handling Unit	£150,000	New	TBC	TBC	TBC
Flood Prevention Scheme at River Leven	£800,000	New	TBC	TBC	TBC
Dumbarton Rock Floodlighting Installation	£80,000	New	TBC	TBC	TBC
Provision of Furniture Recycling	£320,000	Re-let	TBC	TBC	TBC
Provision of an Update to Employability Client Information Database	£120,000	Extension	TBC	TBC	TBC
Extension of Vale of Leven Cemetery	£500,000	New	TBC	TBC	TBC
Road Improvement of the A813 Phases 1 & 2	TBC	New	TBC	TBC	TBC

Procurement Title	Estimated Total Value	New / Extended / Re-let	Contract Notice Advertised	Estimated Award Date	Estimated Start Date
Road Improvement of the A811	TBC	New	TBC	TBC	TBC
Housing Support for Care Leavers Service	£710,000	Re-let	N/A	TBC	TBC
Passivhaus Appraisal (# House Types)	£1,200,000	New	TBC	TBC	TBC
Provision of a Noise Insulation Scheme	£86,000	New	TBC	TBC	TBC
Provision of Fruit And Vegetables	TBC	Re-let	TBC	TBC	TBC
Provision of 5 Council's Waste Requirements	£83,000,000 (WDC Spend)	New	TBC	TBC	TBC
Construction of Clydebank Canal Community Centre	£947,000	New	TBC	TBC	TBC
Alexandria Public Realm Temp Works	TBC	TBC	TBC	TBC	TBC
Alexandria Public Realm Perm & Masterplan	TBC	TBC	TBC	TBC	TBC

Procurement Title	Estimated Total Value	New / Extended / Re-let	Contract Notice Advertised	Estimated Award Date	Estimated Start Date
Provision of Processing & Treatment of Comingled Recyclate	£2,500,000	Re-let	TBC	TBC	TBC
Clydebank Town Hall Roof Repairs	TBC	New	TBC	TBC	TBC
Supply of Vehicle Maintenance and Parts	£560,000	Re-let	TBC	TBC	TBC
Provision of Block Buildings Insurance	£4,000,000	Re-let	TBC	TBC	TBC
Supply of 3 x Tractors	TBC	New	TBC	TBC	TBC
Provision of Support and Advocacy for Women Experiencing Domestic Abuse	£1,012,000	New	TBC	TBC	TBC

Appendix 3: Social Benefits Delivered 1 April 2020 – 31 March 2021

Contract Title	Contract Actual Start Date	Supplier Name	Classification	Description	Details of Social Benefits Delivered
Library Books and Textbooks	19/02/2018	Askews & Holts Library Services Ltd	Communities	Donations of materials to support a local community project.	Donation of a selection of books to Ben View Centre.
Milk and Associated Services	02/07/2018	Muller UK & Ireland Group LLP T/a Muller Milk & Ingredients	Employment, Skills and Training	Any other measurable and committed support for local Community Benefits as part of this contract.	Marketing campaign with ASSIST.
					Donated zoo tickets.
					Cookery competition.
Social Care Agency Workers	01/08/2018	JOBS and CO Ltd	Employment, Skills and Training	Any other measurable and committed support for local Community Benefits as part of this contract.	Participated in this year's Kiltwalk raising a total of £480.27.

Contract Title	Contract Actual Start Date	Supplier Name	Classification	Description	Details of Social Benefits Delivered
Haldane Housing Construction	29/08/2018	CCG (Scotland) Ltd	Employment, Skills and Training	Recruit member of staff from within the West Dunbartonshire geographical area.	4 x new employees (Cleaner / Labour / Labour / Plumber).
				Deliver quarterly workshops, covering career skills, mock interviews etc., within a school or community learning environment.	Careers event at OLSP.
					Virtual employability Q&A.
					DWP CV and interview techniques webinar with job seekers.
					Case study videos sent to DWP for construction week resources.
			Communities	Donations of materials to support a local community project.	Donation £3,500 community garden project.
St Andrews Housing Construction	29/08/2018	CCG (Scotland) Ltd	Employment, Skills and Training	Deliver quarterly workshops, covering career skills, mock interviews etc., within a school or community learning environment.	Attended Clydebank High School Careers event and attended WDC apprentice event.

Contract Title	Contract Actual Start Date	Supplier Name	Classification	Description	Details of Social Benefits Delivered
External Wall Insulation and Renewal of Roofs to Council Housing Stock	10/09/2018	BCA Insulation Limited	Employment, Skills and Training	Use of West Dunbartonshire based organisations for sub-contracting opportunities.	Procurement of company to do the post install EPC's.
				Recruit member of staff from within the West Dunbartonshire geographical area.	Labour sourced and utilised (mainly non-skilled labour) as and when programme required resource support.
				Offer a new registered apprenticeship to a resident of the West Dunbartonshire geographical area.	1 x apprentice roofer.
Fresh Meats, Cooked Meats and Fresh Fish	01/10/2018	McLays Ltd	Health and Wellbeing	Donation of goods to local food-share scheme.	4th delivery of food.

Contract Title	Contract Actual Start Date	Supplier Name	Classification	Description	Details of Social Benefits Delivered
Domestic Furniture and Furnishings	18/10/2018	The Furnishing Service	Environment	Supporting the reduction of non-recyclable materials throughout the West Dunbartonshire area.	8 tonnes of waste from landfill.
					Recycled 100% of all goods uplifted.
					Waste sent to recycling plants to be turned into flooring.
					Waste from packaging taken to be recycled.
Housing Support for Care Leavers Service	01/12/2018	Catch Scotland Ltd	Employment, Skills and Training	Any other measurable and committed support for local Community Benefits as part of this contract.	3 x student placements.
					Removals for elderly / vulnerable people as and when required.
					Young people organised a charity football match to raise money for suicide prevention - £163 was raised.
			Communities	Donation of labour to support a local community project.	Donation £500 to charity golf day.
					As part of young people's training, decorated houses for elderly / vulnerable people.

Contract Title	Contract Actual Start Date	Supplier Name	Classification	Description	Details of Social Benefits Delivered
Replacement of Bridge Deck & Associated Works for A811 Lomond Bridge Balloch	29/01/2020	Balfour Beatty Civil Engineering Limited	Employment, Skills and Training	Recruit member of staff from within the West Dunbartonshire geographical area.	1 x new employee.
				Facilitate quarterly work experience opportunities covering a range of work based skills.	1 week spent on work placements / pre-employment course.
				Deliver quarterly workshops, covering career skills, mock interviews etc., within a school or community learning environment.	1 local school / college visit to deliver career talks, curriculum support, literacy support, safety talks. 10 hours dedicated support young people (under 24 years old) into work e.g. CV advice, mock interviews, careers guidance.

Contract Title	Contract Actual Start Date	Supplier Name	Classification	Description	Details of Social Benefits Delivered
Dumbarton Waterfront Gateway	02/03/2020	P1 Solutions Ltd	Employment, Skills and Training	Recruit member of staff from within the West Dunbartonshire geographical area.	1 x new employee.
				Any other measurable and committed support for local Community Benefits as part of this contract.	Lifting and re-laying a section of paving outside of site so the pattern merged into the new area.
					A £500 discount on the additional instructed asphalt works required at the end of the project.
					Laying turf around the play area instead of seeding (as noted in the specification) to provide an immediate impact.
Robotics Process Automation (RPA) Solution Consultancy	31/03/2020	VKY Intelligent Automation Limited	Communities	Sponsorship of a local sports team.	Donation of £250 to Dunbartonshire Disability Sports Club.
Furniture Fittings and Equipment for the New Clydebank Care Home	01/04/2020	Senator International Limited	Communities	Donations of materials to support a local community project.	Donation of 32 framed prints delivered to the care home.

Contract Title	Contract Actual Start Date	Supplier Name	Classification	Description	Details of Social Benefits Delivered
Treatment and Disposal of Street Sweepings and Gully Waste	01/04/2020	Barr Environmental Ltd	Health and Wellbeing	Donation of goods to local food-share scheme.	Donation of £500 to local Food Share scheme.
Provision of Carers Support & Advice	01/04/2020	Carers of West Dunbartonshire	Employment, Skills and Training	Recruit member of staff from within the West Dunbartonshire geographical area.	1 x new employee to a new Marketing and Comms post.
				Any other measurable and committed support for local Community Benefits as part of this contract.	Donation of £500 to Y Sort It to support young people and families with Hardship, but also includes supporting them with their Health & Wellbeing.
Treatment and Disposal of Recyclable and Residual Waste for Inert Soil & Rubble	01/06/2020	William Thompson & Son (Dumbarton) Ltd	Employment, Skills and Training	Recruit member of staff from within the West Dunbartonshire geographical area.	1 x new employee.

Contract Title	Contract Actual Start Date	Supplier Name	Classification	Description	Details of Social Benefits Delivered
Maintenance of Wet Central Heating Systems & Ancillary Equipment	06/07/2020	City Technical Services UK Ltd	Employment, Skills and Training	Recruit member of staff from within the West Dunbartonshire geographical area.	2 x new employees.
				Offer a new registered apprenticeship to a resident of the West Dunbartonshire geographical area.	1 x apprentice.
				Use of West Dunbartonshire based organisations for sub-contracting opportunities.	Opened a new account with Rembrant Timber based in Levensale Industrial Estate, spending nearly £3K to date.
					Rented office space within the Leven Valley Enterprise Centre, Castelhill Road, Dumbarton, G82 5BB, Unit 16, with 3 staff.
					Moved from Glasgow suppliers to Dumbarton suppliers - Plumbcentre and Wolseley Groups based in Broadmeadow Industrial Estate.

Contract Title	Contract Actual Start Date	Supplier Name	Classification	Description	Details of Social Benefits Delivered
Demolition of the Former Playdrome Leisure Centre Clydebank	23/01/2021	Dem-Master Demolition Ltd	Communities	Donation of money to the Community Fund to provide support for victims of domestic abuse.	£600 pound donation.
			Health and Wellbeing	Donation of goods to local food-share scheme.	£600 pound donation.
				Sponsoring a charity that promotes physical or mental health or wellbeing.	£600 pound donation - St Margaret's Hospital.

Sustainable Procurement & Commercial Improvement Strategy

September 2021 – September 2026



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1. Chief Executive's Introduction

- 1.1 West Dunbartonshire is a diverse area with a rich industrial heritage still evident in the local communities today. The three main areas are Clydebank, Dumbarton and the Vale of Leven.
- 1.2 As with all public sector organisations, West Dunbartonshire Council (Council) continues to face significant health, legislative, financial and sustainability challenges. This Sustainable Procurement and Commercial Improvement Strategy (Strategy) sets out the vision, objectives and actions which will direct and govern procurement activities for the Council. These reflect both national legislation and local policies, resilience, sustainability and continued Best Value.
- 1.3 This Strategy is aligned to the [National Performance Framework](#) which sets out the core purpose and values and [National Outcomes](#) and [Indicators](#):



2. Our Vision and Mission

2.1 The Council's vision is:

“West Dunbartonshire Council will deliver high quality services, led by priorities identified by the communities of West Dunbartonshire, in an open and transparent way.”

2.2 The following Procurement Vision and Procurement Mission Statement have been established to support the Council's vision and continue as a key enabler of continuous improvement.

2.3 Procurement Vision:

“The Council's vision for procurement is to continue to support services to achieve the highest level of procurement performance and sustainable procurement practices for the benefit of the Council and its communities.”

2.4 Procurement Mission Statement:

“We aim to provide customer focused, best value procurement services by continuing to delivers savings and benefits; improve access to Council contracts; maximise efficiency and collaboration; embed sustainability; and provide procurement guidance, knowledge and support to Council workforce.”

3. Strategy Rationale and Context

3.1 The Council has adapted the seven new [Public Procurement Priorities](#) that have been published recently by the Scottish Government and added the last priority area as outlined below:

- Leadership and visibility;
- Sustainable economic recovery;

- Supply chain resilience;
- Maximise impact of the Sustainable Duty;
- Climate emergency;
- Achieving professional excellence;
- Develop our use of systems to utilise sustainable outcomes and support reporting; and
- Securing long term value

4. Strategic Aims, Objectives and Key Priorities

4.1 The Council currently spends circa £167m per annum on supplies, services and works and it is critical that the spending power of the Council is utilised to influence and actively promote positive change. Continuing to collaborate with all stakeholders is essential; and to build on existing networks to improve engagement with communities and local businesses including third sector organisations.

4.2 The Council has set priorities within its Strategic Plan 2017 to 2022 ([Plan](#)). The [Plan](#) also reflects the commitment to the [National Outcomes](#) and [Indicators](#) via the [Local Area Improvement Plan](#). The Strategy will be updated next year to reflect the renewed Plan.

4.3 With the commitment and communication of our procurement priority areas and relevance to the Plan, the Council can be confident that its procurement activity will benefit all stakeholders of West Dunbartonshire.

4.4 Procurement Priority One - Leadership and Visibility:

- **Strategic Priorities**

Open, accountable & accessible local government;

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

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

- **Procurement Aims**

Engage and influence leaders;

Raise profile with better stakeholder communications internally & externally;

Identify and “own” escalated issues.

- **Success Statements**

Increase the visibility of procurement, reviewing and refreshing the Council’s existing engagement with key stakeholders internally and externally,

improving communications and ensuring that all leaders understand their role in driving and enabling impactful procurement.

Identify, mitigate and manage risks and issues acting on the outcomes of the various reviews on the impact of the Sustainable Procurement Duty - including feedback from suppliers.

Actively support cross-sector working and ensuring that this Procurement Strategy is embedded into day to day working.

4.5 Procurement Priority Two - Sustainable Economic Recovery:

- **Strategic Priorities**

Open, accountable & accessible local government; and

A strong local economy and improved job opportunities.

- **Procurement Aims**

Mainstream Sustainable Procurement Toolkit and related tools;

Use of Intelligent Data and local partnerships;

Inclusive and responsible Supply Chains; and

Understand what good looks like, tracking performance and tackling opportunities to deliver better outcomes.

- **Success Statements**

The Council will broaden the impact of the Sustainable Procurement Duty, seeking to deliver wider socio-economic and environmental benefits for our communities. This will support responsible procurement practices, including identifying and pursuing equality and protected characteristic outcomes in relevant procurements and continuing to embed Fair Work First principles in contracts and supply chains.

The Council will continue to maximise opportunities for local businesses to bid for and win contracts through the intelligent use of procurement data.

4.6 Procurement Priority Three - Supply Chain Resilience:

- **Strategic Priorities**

Open, accountable & accessible local government; and
A strong local economy and improved job opportunities.

- **Procurement Aims**

Manage business continuity through supply chain shocks;
Build / support immediate and longer term resilience in critical supply chains;
and
Collaborate on opportunities to grow capacity and capability in targeted sustainable supply chains.

- **Success Statements**

The Council will assess and mitigate key commercial risks associated with political, societal and health changes (e.g. COVID-19 and EU Withdrawal) to assure supply chains that underpin services, mitigating and managing risk.

The Council will ensure immediate and longer term resilience is embedded in to critical supply chains and identify opportunities to target, create or grow sustainable supply chains through collaborative working, including implementing targeted guidance on building, growing and maintaining critical supply chains.

4.7 Procurement Priority Four - Maximise Impact of the Sustainable Duty:

- **Strategic Priorities**

Open, accountable & accessible local government;

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

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

A strong local economy and improved job opportunities.

- **Procurement Aims**

Understand and utilise any flexibility within current rules and to support economic recovery; and

Explore further options to maximise priority outcomes and financial wellbeing

- **Success Statement**

The Council will assess the coordinated feedback from a range of targeted approaches to test the impact of the Sustainable Duty. Assessing what's desirable and legal and develop a plan to address the findings through targeted leadership, capability, policy, tools, data & effective reporting and / or other appropriate vehicles.

4.8 Procurement Priority Five - Climate Emergency:

- **Strategic Priorities**

Open, accountable & accessible local government; and

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

- **Procurement Aims**

Embed climate considerations - 'whether', 'what', 'how' and 'how much' the Council buys approach;

Integrate climate action in the contract and supplier management activities; and

Seek local leaders, stakeholders and suppliers commitment to developing cross-functional roadmaps that utilise opportunities while delivering on our climate ambitions.

- **Success Statements**

The Council will mobilise the circa £167m procurement spend to support the climate change duty and circular economy obligations.

The Council will identify and mitigate risks, exploiting opportunities and priorities through in-sector and cross-sectoral ways of working.

The Council will develop a Climate Change Action Plan that utilises opportunities in delivering the climate ambitions.

The Council will benchmark industry best practice and work collaboratively across the local authorities to develop practical approaches and capability to influence a green recovery and wider climate and circular economy ambitions.

4.9 Procurement Priority Six - Achieving Professional Excellence:

- **Strategic Priorities**

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

Strong local economy and improved job opportunities.

- **Procurement Aims**

Create and develop the talent to build skills and competencies that drive consistency in approaches; and

Ensure that training and professional development continues to be available during the COVID-19 and post COVID-19 period.

- **Success Statement**

The Council will support professional standards for recruitment and development and will continue to support and facilitate the training required by procurement professionals and those spending public money.

4.10 Procurement Priority Seven - Develop our use of systems to utilise sustainable outcomes and support reporting:

- **Strategic Priorities**

A strong local economy and improved job opportunities;

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

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

- **Procurement Aims**

Embed systems and procurement best practice.

- **Success Statement**

The Council will encourage and support use of collaboratively developed national and sectoral systems and best practice tools to utilise sustainable outcomes, support national reporting and bring benefits.

4.11 Procurement Priority Eight - Securing long term value:

- **The Council's Strategic Plan Priorities**

A strong local economy and improved job opportunities;

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

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

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

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

- **Procurement Aims**

Embedding and sustaining commercial improvement procurement activities thus securing long term value.

- **Success Statement**

The Council will use best practice commercial improvement techniques to achieve demand rationalisation, innovation, savings and sustainability outcomes.

5. Supporting Suppliers & Communities

5.1 The Council website '[Procurement](#)' provides information and further links to support for those interested in doing business with the Council. Local businesses and the third sector play a valuable role in supporting the work of the Council. Through positive procurement activities, we will help remove the barriers often faced by local businesses and the third sector where they have limited resources in bidding for work tendered by the Council. Our website contains supportive information including:

- [Procurement Guidance](#);
- [Sustainability in Procurement Guidance](#);
- [Supplier Journey](#) - provides guidance on how to bid for public sector contracts;
- Link to [Public Contracts Scotland](#) - the main portal used to advertise contract opportunities;
- Links to [Scottish Procurement & Commercial Directorate](#), [Scotland Excel](#) and [Crown Commercial Services](#) who are the contract authorities for collaborative framework agreements and dynamic purchasing systems;
- Details on how to submit a [valid invoice](#);
- The [Contract Register](#) which provides details of 'live' contracts along with the dates these are due to end; and
- Details of the [procurement and financial regulations](#) that govern procurement activity.

5.2 The Council, through delivery of the [Business Gateway Service](#) can support businesses to grow regardless of which stage they are at on the business life-cycle. Support is available for:

- Business planning;
- Understanding and accessing finance;
- Marketing;
- Identifying premises
- Recruiting staff; and
- Access to other business support organisations.

5.3 The Council also delivers support to local businesses to access public sector opportunities through the [Supplier Development Programme](#) (SDP) by providing training, information, webinars and templates. The Council's website 'Procurement' will provide forthcoming supplier events and relevant workshops.

5.4 The Council is also an active participant in Glasgow City Region City Deal. The Glasgow City Region City Deal will continue to fund major infrastructure projects; create thousands of new jobs and assist thousands of unemployed people back to work; improve public transport and connectivity; drive business innovation and growth and generate billions of pounds of private sector investment. Further information is available through:

- [Procurement Strategy](#); and
- [Community Benefits Strategy](#)

5.5 Local businesses, community groups, education establishments or charitable organisations can submit a request for specific help via the Council's Local [Social Benefits Wish List](#). As part of this process, if a supplier has selected options to provide support to the local communities, this Wish List will be shared with the supplier at the contract implementation stage and appropriate requests will be considered and selected to be delivered.

6. Capacity and Skills

- 6.1** The Council will continue to drive excellence in procurement through professional skills and expertise. The Council will also continue to attend workshops, sessions and briefings on any new tools and guidance and provide support to the workforce on the application of these to ensure best practice is maintained.

7. Regulations, Policies, Guidance and Tools

- 7.1** The Council requires to use regulations, policies, guidance and tools concerning public procurement activity. The Council also uses the Scottish Government's tools including:

- [Public Contracts Scotland;](#)
- [Public Contract Scotland - Tender Portal;](#)
- [Procurement Journey;](#)
- [Sustainable Procurement Tools;](#) and
- [Climate Literacy For Procurers](#)

- 7.2** The Council's own regulations, policies, guidance and tools concerning procurement activity includes:

- [Scheme of Delegation;](#)
- [Standing Orders;](#)
- [Financial Regulations;](#)
- [Code of Conduct;](#)
- [Contract and Supplier Management Policy;](#) and
- [Climate Change Strategy](#)

8. Implementation, Monitoring, Reviewing and Reporting

- 8.1** The Actions and Performance Indicators from these Procurement Priorities which are all interlinked, are detailed in [Appendix 2: Procurement Delivery Plan – 2021/22](#) which was noted by the Corporate Services Committee on 19 May 2021.

The performance will be monitored by the Procurement Manager and reported to the Strategic Leadership.

- 8.2** The Procurement Delivery Plan will be reported to the Corporate Services Committee annually together with the Annual Procurement Report that records the performance against the Strategy.
- 8.3** The Council's procurement is subject to an assessment by Scotland Excel on behalf of the Scottish Government. The Procurement and Commercial Improvement (PCIP) assessment reviews the strength of policies and procedures driving procurement performance in:
- Leadership and Governance;
 - Development and Tender;
 - Contract; and
 - Key Purchasing Processes
- 8.4** The Council procedures are designed around this programme which identifies best practice in the sector with the Council achieving the highest PCIP performance band.

9. Strategy Ownership and Contact Details

Annabel Travers

Procurement Manager

annabel.travers@west-dunbarton.gov.uk

Appendix 1: Mandatory Requirements of the *Procurement Reform (Scotland) Act* 2014 and Statutory Guidance Obligations

How the Council Intends to Make Sure That Its Regulated Procurements Will:	Procurement Strategy Response
Contribute to the carrying out of its functions and the achievement of its purposes	<ul style="list-style-type: none"> • The Council have a robust spotlight on monitoring and reporting performance. These priorities are embedded and supported by the Procurement Delivery Plan. • Cross organizational consultation to ensure the Strategy aligned to Council's Strategic Priorities and National Performance Framework, National Outcomes and Indicators. • Effective consultation will also take place during the procurement activity.
Deliver value for money	<p>The Council:</p> <ul style="list-style-type: none"> • Engages earlier on market insights, innovations and benchmarking to inform contract strategies. • Continues to collaborate with other public bodies on procurement activity. • Considers the use of Total Cost of Ownership where appropriate in procurement activity. • Incorporates and delivers economic, social and environmental wellbeing and promotes innovative and fit for purpose solutions through contracts. • Monitors supplier performance in terms of cost, quality, service, social benefits and price and action where appropriate when the Supplier doesn't meet those expectations.

How the Council Intends to Make Sure That Its Regulated Procurements Will:	Procurement Strategy Response
<p>Be carried out in compliance with its duty to treat relevant economic operators equally and without discrimination</p>	<ul style="list-style-type: none"> • <u>The Treaty on the Functioning of the European Union (1958)</u> and the Council's Standing Orders Relating to Contracts, Financial Regulations and this Procurement Strategy apply to all contracts, framework agreements and dynamic purchasing systems awarded by or on behalf of the Council. <p>Further, the Council:</p> <ul style="list-style-type: none"> • Website '<u>Procurement</u>' provides information to support for those interested in doing business with the Council. • Delivers support to suppliers to access public sector opportunities through the <u>SDP</u> by providing training, information, webinars and templates. • Regularly uses early market engagement with emphasis on attracting local businesses. • Considers at the contract strategy stage the opportunity to break requirements into smaller lots. • Emphasises the importance of local businesses through procurement guidance to the Council's workforce. • In terms and conditions for works contracts from £4m and supplies and services contracts from £1m (<i>Procurement Reform (Scotland) Act</i>), the suppliers must advertise to local businesses within the West Dunbartonshire area, the opportunity to apply to join the supplier's supply chain. • In the tender documentation, the use of West Dunbartonshire based organisations for sub-contracting opportunities is actively encouraged.

How the Council Intends to Make Sure That Its Regulated Procurements Will:	Procurement Strategy Response
Be undertaken in compliance with its duty to act in a transparent and proportionate manner	<ul style="list-style-type: none"> • <i>The Treaty on the Functioning of the European Union (1958)</i> and the Council's Standing Orders Relating to Contracts, Financial Regulations and this Procurement Strategy apply to all contracts, framework agreements and dynamic purchasing systems awarded by or on behalf of the Council. <p>Further, the Council:</p> <ul style="list-style-type: none"> • Website 'Procurement' provides information and support for those interested in doing business with the Council. • Delivers support to Suppliers to access public sector opportunities through the SDP by providing training, information, webinars and templates. • Publishes tender opportunities and award notices on Public Contracts Scotland portal.
Comply with the sustainable procurement duty	<p>The Council:</p> <ul style="list-style-type: none"> • Uses the Sustainable Procurement Toolkit within the procurement activities. • Uses the updated Social Benefits guidance and updated model tender documentation. • Continues to report on social benefit delivery to the elected members. • Promotes the Social Benefits Wish List for the communities to be involved in added benefits from the Council contracts.
The use of community benefit requirements	<ul style="list-style-type: none"> • As above




How the Council Intends to Make Sure That Its Regulated Procurements Will:	Procurement Strategy Response
Consulting and engaging with those affected by its procurements	<ul style="list-style-type: none"> • Continues to engage with its stakeholders in a number of ways - including Council website, social media channels, targeted forums with suppliers, Citizens' Feedback, Making a Complaint, surveys, consultations, etc. The Public Petitions Framework further enables communities to engage with the Council and participate in the decision making process. • Consultation was undertaken with lead officers to ensure the Strategy was aligned to Council's Strategic Priorities and National Performance Framework, National Outcomes and Indicators. • Effective consultation will also take place during the procurement activity. • The Council promotes the Social Benefits Wish List for the communities to be involved in added benefits from the Council contracts.
Payment of a living wage - to persons involved in producing, providing or constructing the subject matter of regulated procurements	<p>The Council:</p> <ul style="list-style-type: none"> • Promotes the Fair Working Practices Statement for internal and external stakeholders. • Uses the fair working practices within the model tender documentation.
Promoting compliance with health and safety at work, including how a supplier/ sub-contractor demonstrates compliance	<ul style="list-style-type: none"> • The Council uses the health and safety criterion that forms part of the evaluation for all appropriate contracts. This is a pass / fail criterion within the selection stage.

How the Council Intends to Make Sure That Its Regulated Procurements Will:	Procurement Strategy Response
The provision of prompt payment – no later than 30 days after invoice by the organisation to a supplier and/or sub-contractor, or by a sub-contractor to a sub-contractor	<ul style="list-style-type: none"> • The Council uses the prompt payment clauses that are embedded within our contractual terms and conditions.
Food procurement	<ul style="list-style-type: none"> • Through the Council's bespoke contracts and through collaborations with Scotland Excel, the Council are continuing to put in place contracts which meet the nutritional requirements for food, for all users of the Council's catering services, whilst promoting the highest standards of animal welfare, in accordance with all statutory guidance and legislation.

Appendix 2: Procurement Delivery Plan – 2021/22

The Actions and Performance Indicators from the Council's procurement priorities, which are all interlinked, are detailed in the table below:

	P	A strong local economy and improved job opportunities				
	Ob	A growing economy				
Procurement Priorities*	Performance Indicator	2019/20 Value	2020/21 Value	2020/21 Target	2021/22 Target	Managed By
One, Two, Eight	% of procurement spent on local enterprises and / or who have a presence in West Dunbartonshire	New indicator	31.6%	36%	38%	Annabel Travers
One, Two, Eight	% of procurement spent on local small / medium-sized enterprises (LGBF measure)	8.23%	Data available Feb'22	14%	14%	Annabel Travers
Procurement Priorities*	Action				Due Date	Managed By
One, Two, Eight	Improving access to the Council's contracts				31-Mar-22	Annabel Travers
	Ob	Increased employment and training opportunities				
Procurement Priorities*	Performance Indicator	2019/20 Value	2020/21 Value	2020/21 Target	2021/22 Target	Managed By
Two, Eight	% of Contract & Supplier Management scorecards delivered where the Supplier at a minimum, meets the Social Benefits expectations	New indicator			95%	Annabel Travers

Procurement Priorities*	Action					Due Date	Managed By
One, Eight	Deliver procurement savings and benefits					31-Mar-22	Annabel Travers
		Supported individuals, families and carers living independently and with dignity					
		Efficient and effective frontline services that improve the everyday lives of residents					
		A continuously improving Council delivering best value					
Procurement Priorities*	Performance Indicator		2019/20 Value	2020/21 Value	2020/21 Target	2021/22 Target	Managed By
One, Eight	Annual Cash Savings target achieved		£544,022.05	£1,024,595	£400,000	£400,000	Annabel Travers
One, Eight	% of contracts that are compliant		90.3%	98%	100%	100%	Annabel Travers
One, Eight	% of Contract & Supplier Management scorecards submitted against the total number due		55%	75%	75%	85%	Annabel Travers
Two, Eight	% of Contract & Supplier Management scorecards delivered where the Supplier at a minimum, meets the Cost expectations		New indicator			95%	Annabel Travers
Two, Eight	% of Contract & Supplier Management scorecards delivered where the Supplier at a minimum, meets the Quality expectations		New indicator			95%	Annabel Travers
Two, Eight	Percentage of Contract & Supplier Management scorecards delivered where the Supplier at a minimum, meets the Service expectations		New indicator			95%	Annabel Travers
Procurement Priorities*	Action					Due Date	Managed By
One	Deliver procurement savings and benefits					31-Mar-22	Annabel Travers

Three, Five, Six, Seven, Eight	Maximise procurement efficiency and collaboration	31-Mar- 22	Annabel Travers
Four, Six, Eight	Embed procurement sustainability	31-Mar- 22	Annabel Travers

WEST DUNBARTONSHIRE COUNCIL

Report by Chief Officer – People & Technology

Corporate Services Committee: 8th September 2021

Subject: Strategic Risks 2017-22

1. Purpose

1.1 To provide an update on the strategic risks for 2017-22.

2. Recommendations

2.1 It is recommended that the Committee note:

- The strategic risks as detailed at Appendix 1; and
- Supplementary EU Assurance Plans as detailed in Appendices 2 and 3.

3. Background

3.1 The Council's strategic risk arrangements are now well-embedded. The appended risks were fully reviewed and added to in 2017 with re-assessment undertaken bi-annually before being reported to this committee. This report is submitted as agreed to the Corporate Services and Audit Committees on a bi-annual basis.

4. Main Issues

Strategic Risk

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

4.2 Table 1 represents a risk dashboard that includes information on the original, current and target ratings for each strategic risk, as well as an assessment of the current risk status. Each strategic risk is identified and supported by more detailed information available on a "drill-down" basis in Appendix 1. Five Strategic Risks, associated actions and milestones are met, a further three are progressing as expected and likely to reach their assigned targets and SR011 and SR012 present particular challenges as set out at 4.7-4.12 but have progressed since last reported on. As previously reported, SR001 and

SR002 are significantly off target and unlikely to reach the intended risk outcome.

Table 1 Key Strategic Risk Information

Strategic Risk	Original Risk 2017 <small>*2020 for SR012 Pandemic</small>	Current Risk 2021	Target Risk 2022	Risk Status Rationale
SR 001 Financial Funding.				
SR 002 School improvements.				
SR 003 Council Assets.				
SR 004 Information Technology.				
SR 005 Partnerships.				
SR 006 Citizens and Communities.				
SR 007 Health and Safety of Employees and Others				
SR 008 Cyber Attack.				

SR 009 Early Years Agenda.				
SR 010 Resourced Workforce.				
SR 011 EU Exit				
SR 012 Pandemic (COVID)				

Risk Methodology and Reporting

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

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

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

- Current risk (with review dates set at pre-determined intervals); and
- Target risk (i.e. 31 March 2022 - the duration of the Strategic Plan).

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

Likelihood

Score	Descriptor
1	Unlikely
2	Likely
3	Very likely
4	Certain

Impact

Score	Descriptor
1	Minor
2	Moderate
3	Significant
4	Critical

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

Service Risk

- 4.6** Following the methodology in 4.3 to 4.4 above, each service has service owned operational risk registers in Pentana; these will be updated through the 2021/2022 service planning process.

4.7 EU Exit SR011

As previously reported, the EU-UK Trade and Cooperation Agreement now defines this area. Local risks were identified as disruption of services, workforce, and congestion at sea and airports, concerns around the supply of medicines were anticipated. Britain and Brussels reached an agreement in late 2020 that avoided tariffs or quotas on goods. However, traders are still confronted with new paperwork and unpredictable delays. There is a continuing risk across the whole of the UK regarding the distribution of goods due to a shortage of HGV drivers. However, this is not strictly the result of EU Exit as COVID has played a part in the shortfall. The result being delays in deliveries of products including clothing and food. Officials at the Department of Transport are in discussion with the haulage industry to tackle the crisis. One suggestion is to offer a fast-track licensing process to encourage people to come forward to help ahead of the winter months. Several WDC projects are seeing a potential link between construction price inflation, rarity of materials and EU exit. Covid-19 is also a potential factor and there is anecdotal evidence from contractors that there is a bigger pull in the EU as a single market, for the materials that are there. This is having serious implications for affordability and it is current. These price increases are being closely tracked by WDC and other partners. Although, the direct impact to West Dunbartonshire cannot be measured at this time it is recognised that there will be an inclusive impact due to it being a UK wide issue.

- 4.8** This was initially assessed as high risk. This severity of this risk could be reviewed given there has been no local impact since the UK left the EU. There are still 11 actions associated with SR011, with multiple owners, and the associated EU Exit plans are appended as usual.

4.9 The Council's Resilience Groups continue to work with the Civil Contingencies Service (CCS) as the main driver to support and monitor impact. Key officers and the Civil Contingencies Officer actively review the EU Exit Assurance Action Plans.

4.10 Pandemic (COVID-19) SR012

The impact of COVID has resulted in the development of a significant number of procedures, assessments and mitigations to support the various UK and Scottish Government initiatives and ultimately reduce the risk of transmission in the workforce and local community.

4.11 As a result, the Council has experienced significant COVID related budget spend across all service areas. This is currently in the region of £14m.

4.12 In respect of the strategic risk and consequent operational risks, four key areas have been identified and are listed below. The response and recovery landscape remains fluid.

- **Workforce:**
The Council is faced with significant workforce demands in relation to absence, reduction, recruitment and wellbeing. Risk rating amended from red to amber since last reported.
- **Service Delivery:**
The Council is faced with significant delivery demands in relation to moving services online, disruption, reduction and quality. Risk rating amended from red to amber since last reported.
- **Protection:**
The Council is faced with significant demands for protection in relation to additional and constant changing legislation and guidelines, PPE requirements, supply chain, cost of PPE and ensuring workforce safety. Risk rating amended from red to green since last reported.
- **Public Uncertainty:**
The Council is faced with significant demands around public uncertainty and leads to additional burdens upon services, seeking information, advice and support. Risk rating amended from red to green since last reported.

The situation in relation to Strategic Risk SR012 Pandemic is improving and, in advance of the next report, the above sub-risks will be further reviewed.

5. People Implications

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

6. Financial and Procurement Implications

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

7. Risk Analysis

- 7.1** Failure to ensure robust risk management is likely to result in the Council being criticised by External Auditors for not having an integrated approach to embedding risk management within the authority with the result that a “no scrutiny required” status would not be achieved.
- 7.2** Progressing with a robust risk management approach will demonstrate that the Council is taking ownership of risk management and ensuring effective measures are in place. The ability to demonstrate risk ownership should benefit the Council in terms of:
- Understanding risk and its potential impact on the Council’s priorities and objectives;
 - Reducing insurance premiums going forward by recognising that a mature approach to risk management will contribute to a reduction in the number and value of claims across a range of insurance classifications;
 - Contributing towards incident prevention based upon post-incident investigation;
 - Meeting statutory/regulatory requirements; and
 - Ensuring better partnership working with external and internal partners.

8. Equalities Impact Assessment (EIA)

- 8.1** An equalities screening was undertaken that identified no impact on a particular protected group.

9. Consultation

- 9.1** The strategic risks have been discussed with the Chief Officers and senior management representatives on the Operational Resilience Group. The reports to committee are available to the Trades Union and consultation undertake as required.

10. Strategic Assessment

- 10.1** At its meeting on 25 October 2017, the Council agreed that its five main strategic priorities for 2017 - 2022 are as follows:
- A Strong local economy and improved employment opportunities;
 - Supported individuals, families and carers living independently and with dignity;
 - Meaningful community engagement with active empowered and informed citizens who feel safe and engaged;

- Open, accountable and accessible local government; and
- Efficient and effective frontline services that improve the everyday lives of resident

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

Name: Victoria Rogers
Designation: Chief Officer People & Technology
Date: 11th August 2021

Person to Contact: John Duffy, Section Head Risk and Health & Safety
 Telephone 01389 737897
 Email John.Duffy2@west-dunbarton.gov.uk

Anna Murray, Risk & Health and Safety Graduate
 Email Anna.Murray@west-dunbarton.gov.uk

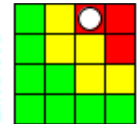
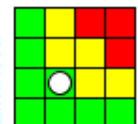
Appendices: Appendix 1: Detailed Strategic Risk List
 Appendix 2: WDC HSCP EU Exit Action Plan
 Appendix 3: WDC EU Exit Action Plan

Background Papers: Report to Council on 25 October 2017 - West
 Dunbartonshire Council Strategic Plan 2017-22
 Risk Management Framework
 EIA screening

Strategic Risk Report


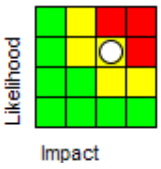
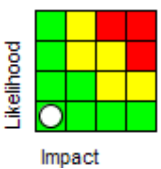
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SR 001

	SR 001 Significant financial funding reductions / limitations from Scottish Government	Current Risk Matrix	Current Rating	Last Review Date
Description	<p>It is expected that the Council will be faced with significant ongoing funding reductions/limited increases from the Scottish Government settlement. This is based on recent settlements and ongoing projected population change across Scotland. This coincides with a period where costs are expected to rise in relation to Social Care due to an aging population and capped powers to raise funds through Council Tax increases. The ongoing population decline of West Dunbartonshire versus the average population for the whole of Scotland leads directly to funding reductions with marginal impact on service delivery cost/need. Pay awards and other inflationary pressures are expected to continue to be higher than any settlement position.</p> <p>Covid-19 introduces a risk in relation to the potential net cost to the Council versus the ongoing funding support and/or financial flexibilities provided by the Scottish Government, though this is anticipated to be fully funded.</p>		12	23-Jul-2021
		Target Risk Matrix	Target Rating	Target Date
Potential Effect	<p>Shortfall in finances and therefore the Council is unable to provide all services as intended.</p>		4	31-Mar-2022
Measures of Impact	<ul style="list-style-type: none"> - Reduction in government grant - Demographic change (population decline/growth, aging population) - Cost reduction required including cutting level and/or quality of service provision - Increased Debt (collection of Council Tax, HRA rents, etc) 	Latest Note		
Risk Factors	<ul style="list-style-type: none"> - Level of government grant - Lack of time to plan for changes in the level of grant funding due to single year settlements and settlement information from Scottish Government - Welfare reform - General inflationary factors - Significant additional burdens - Capital receipts 			
Internal Controls	<ul style="list-style-type: none"> - 10 year Financial Strategy subject to regular review - Monitor and maintain General Services and Housing Revenue Account prudential targets - Reporting and monitoring of Treasury Management Strategy - Budgetary control process - Regular budgetary control and savings monitoring reports provided to CMT and Council / committees - Rigorous debt collection processes - Annual Internal Audit Plan - Work of External Auditors (external control) - Annual Governance Statement - Procurement Improvement Plan 	Managed By	Stephen West	
		Assigned To	Gillian McNeilly	
Progress of Linked Actions	No linked actions applicable			
Risk	- Annual exercise to identify efficiencies			


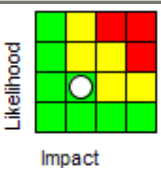
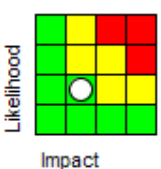
Opportunity	<ul style="list-style-type: none"> - Projects to implement new ways of working (e.g. commercialisation, asset management) - Enhance the reputation of the Council as an organisation which manages its finances soundly
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SR 002


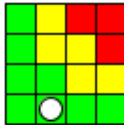
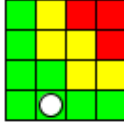
	SR 002 Failure to implement broad-ranging school improvement to raise attainment and achievement	Current Risk Matrix	Current Rating	Last Review Date
Description	<p>This risk concerns the delivery of excellence and equity for our young people to support them to attain and achieve at the highest level. In particular, it is aimed at bridging the attainment gap and breaking the cycle of disadvantage. This also includes the focus on intervention at early years to improve life chances at all points on the learning journey. A key driver is the Council's participation in the Scottish Attainment Challenge which will be delivered over 4-years from 2015. Year 3 commenced in April 2017 and will bring together the workstreams to deliver a self improving school system programme.</p>		9	26-Jul-2021
Potential Effect	<p>The national expectation for education would not be delivered. Improved outcomes for young people would not be attained and achieved. The Council would fail to meet the needs of individual learners. The Service would fail to bridge the attainment gap and break the cycle of disadvantage. The Council would fail in its legal duty for the education of young people within West Dunbartonshire. There would be reputational damage to the service and the wider Council. There would be a lack of income generation from external funding sources.</p>		1	31-Mar-2022
Measures of Impact	<p>Examination results - Her Majesty's Inspectors of Education inspection reports - validation reports - stakeholder feedback - local learning community attainment data - control group model - small test of change model - risk matrix model - bespoke model of intervention for young people and families at early stages to improve on attendance/lateness; social and emotional health; supports for mental health issues; parenting/behaviour management skills and early linguistic & cognitive development - pre/post intervention assessment - increased expectation of raising attainment being the responsibility of all - school to school collaboration with locally initiated bottom-up enquiry - higher level of Science Technology and Maths subject uptake in secondary schools - increased numbers of learners entering STEM related career pathways - standardised literacy and numeracy tests</p> <p>Evidence gathering is underway to provide robust evidence of attainment by end June.</p> <p>Direct comparison of latest years attainment data in 2015-19 should reflect different context of 2021</p>	Latest Note		SAC project plan submitted to SG in May 2021 reflects recovery strategy for attainment and equity outcomes.
Risk Factors	<p>Staff resources - adequate funding for projects - workforce development - effective leadership - accurate and timely data collection - accurate and timely reporting - effective communication with partners and external agencies - disrupted learning - staff absence - pupil absence - adapted model of delivery to ensure safety - limiting curriculum flexibility - learning style flexibility - impact of COVID on social and emotional wellbeing - risk to funding streams.</p> <p>Since March 2020 children have been at home working remotely for 7 months. There is increased risk of targets to narrow the attainment gap and increase attainment being affected. A contingency and recovery plan are in place. Therefore, this is not severe risk. However, it is predicted that there will be some impact due to extended periods of school closure.</p> <p>Need to ensure that assessment is not disproportionate and becomes a burden to pupils.</p>			



Internal Controls	Raising Attainment Strategy Project management by Service Manager Raising Attainment Project Board (led by Chief Education Officer) Termly progress reports submitted as part of Educational Service committee reports Relevant Continuous Professional Development programme to support education staff Meetings between WDC and Education Scotland/Her Majesty's Inspectors of Education BGE Attainment and Performance Data School Improvement Literacy, Numeracy and HWB Steering Group National Improvement Framework (NIF) Education Recovery Plan	Managed By	Laura Mason	
		Assigned To	Julie McGrogan	
Progress of Linked Actions	E/1920DP/02DEI Develop and Deliver Educational Improvement Across West Dunbartonshire			Andrew Brown; Julie McGrogan
Risk Opportunity	Improved attainment - improved attendance - reduced exclusions - reduced violent incidents - reduction requirement for targeted support over time - reduction requirement for specialist placements over time - improved learning & community engagement - children/pupils at risk identified earlier and more effectively - more empowered community providing self-sustaining peer support - increase in the percentage and range of positive destinations over time - increased access to digital learning resources			

SR 003


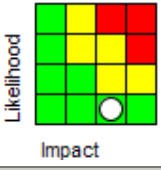
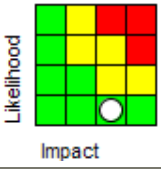
	SR 003 Councils Assets	Current Risk Matrix	Current Rating	Last Review Date
Description	Risk: That the Council's assets and facilities are not fully fit for purpose with consequent adverse impact on our ability to deliver efficient and effective services. Assets included in this assessment are; the Council's property portfolio, housing stock, roads and lighting, fleet and open space	 Likelihood Impact	4	02-Aug-2021
Potential Effect	- Assets are not utilised in the most effective and efficient manner - Service cannot be properly delivered to the satisfaction of service users - Service users seek alternative service provision - Increase in reactive maintenance costs - Roads assets in poor conditions - Assets fail to meet relevant standards	 Likelihood Impact	4	31-Mar-2022
Measures of Impact	- Condition surveys - Suitability surveys - Road Condition SPI - Customer perceptions of service delivery - Investment levels in upkeep and improvement of asset base and facilities - Staff satisfaction - Operating costs and savings	Latest Note The managers responsible for Council Assets have reviewed this risk in relation to current asset condition and the score at present should remain unchanged. Ongoing investment and control measures remain in place with appropriate asset management plans. Cautionary note that this risk may increase should there be a lack of maintenance and investment funds as this will have an impact on asset conditions and their suitability to meet the standards expected.		
Risk Factors	Adequacy of funding available to improve asset base - Adequacy of staff resources allocated to the area of asset management - Council buildings deemed to be unfit for existing purpose - Economic conditions may reduce level of potential capital receipts from surplus property sales - Over one third of the road network is in need of repair and the current long term capital funding only sustains a steady state condition of the road network - Increased public liability claims due to poor condition of roads			

	network		June 2021 Update, although budgets and asset management plans remain in place for management of Council Assets, it should be noted that COVID has impacted 20/21 year progress on programmes but not to the extent that would adversely affect the risk. Further COVID disruptions have inhibited full delivery of programmes that manage/invest in the assets and is anticipated to have carry over effect into 21/22 year however the ease of restrictions should see an increase in delivery of the asset management projects.
Internal Controls	<ul style="list-style-type: none"> - Corporate Asset Management Strategy (scheduled refresh in 2nd half of 2021/22 year) - Schools Estate Strategy - Capital Investment Team - Existence of Asset Management Group with meetings held on a regular basis - Property Asset Management Plan - HRA Capital Investment Programme (refreshed and delivered annually) - Capital plan - Roads and Lighting Asset Implementation Plan - Fleet Asset Implementation - Open Space Asset Implementation Plan - Detailed asset database that shows relevant information on a property by property basis - Sustainability Policy - Housing Improvement Board - Housing Improvement Plan - Housing Asset Management Strategy 	Managed By	Angela Wilson
		Assigned To	Craig Jardine; Michelle Lynn; Gail Macfarlane; Alan Young
Progress of Linked Actions	No linked actions applicable		
Risk Opportunity	<ul style="list-style-type: none"> - Enhance reputation of Council by being able to improve Council Estate, assets and service delivery (e.g. new school buildings, operational building upgrades, office and depot rationalisation projects, housing investment programme to meet SHQS/ESSH, roads upgrade programme, vehicle replacement programme, greenspace upgrade projects) - Enhance employee "feel good" factor by providing modern office accommodation equipped with up to date IT facilities - Secure external funding for development of assets (e.g. EC, lottery, Historic and Environment Scotland) - Prioritised Building Upgrade Plan - The continued implementation of the energy efficient street lighting project will both improve the asset and reduce costs significantly through reduced maintenance, energy consumption and carbon output. - The effect of these energy efficiencies has demonstrated that significant savings and environmental benefit can be achieved through the utilisation of developing technology. 		

	SR 004 Information Technology	Current Risk Matrix	Current Rating	Last Review Date
Description	Failure to keep pace with changing technology environment during periods of austerity and supplier rather than business led change	 Likelihood Impact	2	27-Jul-2021
Potential Effect	A lack of consistent, sufficiently robust planning in respect of ICT arrangements is likely to result in the Council being ill prepared to meet future demands in key service areas and lacking the capacity to respond effectively to changing need.	 Likelihood Impact	2	31-Mar-2022
Measures of Impact	<ul style="list-style-type: none"> - Degree of compliance with security controls to prevent data loss through poor o/s patching, cyber attack, firewall configurations etc - Extent of wireless connections in the Council network – all schools and refurbished Office accommodation complete - Number of ICT Help Desk calls resolved within half day - exceeding target of 35%. Target was increased. - Extent of functionality development in key Council systems (i.e. lack of development beyond base system leading to ineffective management information) – several channel shift projects delivered and more are in progress Workforce mgmt self service, increased volume of web and intranet traffic, streamlined financial and purchasing processes, document management. - Fit for purpose Council website, delivering information and services to a significant percentage of the Council's customers. - Provide efficient desktop services to meet changing workforce flexibility and property rationalisation requirements. Thin client deployment complete in corporate estate and started in Education. 5-year Device replacement programme in place. - Implementation of mobile and flexible working, enabling a downsizing of required office accommodation through enabling people to work more efficiently and to adopt a more flexible policy towards office accommodation and desk provision. Bridge St, Aurora, CTCO, Municipal, Church St complete. - Broadband speed in the Council area - WDC has 2nd highest broadband speeds in Scotland. Investigating funding options for fibre network. 	Latest Note	June 21. Council spend plans approved in March 21 demonstrate the Council's commitment to technology solutions and improvements.	
Risk Factors	Insufficient resourcing of ICT developments so that benefits and opportunities identified are not realised <ul style="list-style-type: none"> - poor network security controls implemented. lack of intrusion detections alerts, failure to respond to audit / PSN test findings and recommendations, insufficient resources allocated to security tasks. Service redesigned and resources aligned to security tasks and improved monitoring processes and tools implemented. - Poor project and programme change management arrangements. - Poor quality of mobile communication provision. - Poor uptake on channel shift 			
Internal Controls	<ul style="list-style-type: none"> - Capital programme established for technology refresh projects - Information & Communication Technology (ICT) Policy - Governance structures such as ICT Steering Board, Education ICT Steering Board, Digital Transformation Board in place to support integrated planning and decision making in relation to ICT - Use of both internal IT resources from across the Council and skilled specialist advisers in key areas 			
		Managed By	Victoria Rogers	
		Assigned To	James Gallacher; Patricia Kerr; Brian Miller	


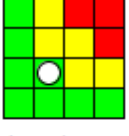
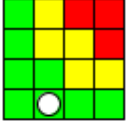
	- Fit for purpose data centre (with remote back up site). New shared data centre went live in Dec 2014 and new WDC data centre live January 2018. WDC and EDC are taking a lead role on data centre sharing across Scotland			
Progress of Linked Actions	P&T/2022/ICT/01 Support the Councils transformation and improvement projects		<input type="text" value="0%"/>	Patricia Kerr; Victoria Rogers
	P&T/2022/ICT/02 Deliver secure and compliant infrastructure to support Council wide services		<input type="text" value="0%"/>	Patricia Kerr; Victoria Rogers
Risk Opportunity	<ul style="list-style-type: none"> - COVID-19 has increased the number of users and services working remotely. several manual processes amended and driving process reviews across the Council. - rapid deployment of conferencing technologies has helped drive demand and give visibility to importance and suitability of digital technologies and processes - annual network penetration tests - Annual PSN compliance audit - Annual External Audit on ICT Controls - Continued investment and Modernisation of ICT infrastructure and its focus on network security and resilience. - Provide 21st century state of the art technology for employees and service users - Rationalise IT systems - Use of innovative IT linked service delivery models to effect change - Provide Council employees with secure access to email and supporting systems at times and locations of choice - Increased use of mobile devices eg tablet devices and mobile phones. - Provide self service style systems to employees and the local community 			

SR 005

	SR 005 Partnerships		Current Risk Matrix	Current Rating	Last Review Date
Description	The Council fails to engage adequately with partnership bodies	 Likelihood Impact	3	28-Jul-2021	
		Target Risk Matrix	Target Rating	Target Date	
Potential Effect	failure of partnership impacts on Councils obligations under Community Empowerment Act	 Likelihood Impact	3	31-Mar-2022	
Measures of Impact	partnership response to COVID19 Successful delivery of LOIP and supporting plans positive partnership inspections	Latest Note	Whilst Community Planning partnership is now being managed under a shared service agreement, the Community planning partnership is well established with strong partnership working arrangements in place reducing likelihood of this risk being realised.		
Risk Factors	<ul style="list-style-type: none"> - COVID19 response is agency specific and leads to gaps and missed opportunities - inability to deliver improved outcomes which require strong partnership activity - Council's reputation is adversely affected through a failed partnership arrangement 				
Internal Controls	<ul style="list-style-type: none"> - Robust partnership arrangements through community planning partnership - Align the Council's strategic plan with the Local Outcome 	Managed By	Amanda Graham		
		Assigned To	Amanda		


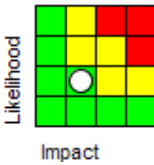
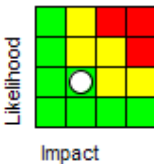

	Improvement Plan (LOIP) - Ensure that partners have signed up to deliver on the outcomes and targets set in the LOIP - Develop data sharing protocols with partner agencies - Participate in reform agenda as it impacts on Council area	Graham
Progress of Linked Actions	No linked actions applicable	
Risk Opportunity	- Position West Dunbartonshire as a modernising Council	


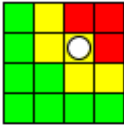
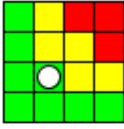
SR 006

	SR 006 citizens and communities	Current Risk Matrix	Current Rating	Last Review Date
Description	The risk is that the Council does not establish or maintain positive communications with local residents and the communities it represents	 Likelihood Impact	4	02-Aug-2021
Potential Effect	- Tensions develop with citizens and local community groups - reputational damage to council services - lack of trust in service provision	 Likelihood Impact	2	31-Mar-2022
Measures of Impact	- informed and engaged citizens participating in consultation activity - telephone survey monthly, quarterly and annual measures - increased social media engagement and reach	Latest Note No change to assessment. Continue to ensure strong engagement through the engaging communities' framework.		
Risk Factors	pace of change in response to COVID19 means services may not be communicating fully and effectively citizens may be suffering from information overwhelm and not engage in the high volume of updates being shared by services Services are having to change and update plans in response to new information - meaning it can be difficult to keep up with current position and ensure the message is shared Lack of appropriate staff development / skills may be lacking to support new model of service delivery inequity of engagement across the partnership on key local issues council seen as unresponsive to community if feedback from engagement not acted upon apathy within communities leads to little or no engagement some community groups feel their voices are not being heard			
Internal Controls	- Ensure robust mechanisms for public feedback (Embedding the Strategic Engagement Framework) - Annual budget consultation events - Citizens Panel - Open Forum questions at Council meetings - continue to deliver 4 issues of housing news each year - delivery of effective communications and public information through social media - use of telephone survey	Managed By	Malcolm Bennie	
		Assigned To	Amanda Graham	
Progress of Linked Actions	No linked actions applicable			
Risk Opportunity	citizens are more comfortable with the digital platform as a result of the enforced cessation of face to face services - this			

	presents an opportunity to modernise communication Community Empowerment Act participation requests asset transfer
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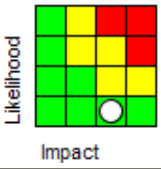
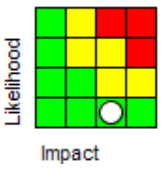
SR 007



	SR 007 Health and Safety of Employees and Others	Current Risk Matrix	Current Rating	Last Review Date
				
Description	Failure to meet the Council's duty to protect the health, safety and welfare of its employees and other people who might be affected by its business, either in the provision of an effective health and safety management system or in ensuring adherence to that system as part of an embedded health and safety culture.		4	29-Jul-2021
Potential Effect	Risk of an employee, service user, pupil (young person) or member of the public being seriously / fatally injured by fault of the Council. There are various risks associated with the outcome: reputational risk regarding negative publicity; financial risk in terms of claims management compensation to the injured party; risk of prosecution by the HSE resulting in a fine or, , Strategic Leads/Directors / Chief Executive being subject to criminal charges.		4	31-Mar-2022
Measures of Impact	Time and cost associated with in-house/HSE investigation. Service delivery impact in terms of injury-related absence and potentially enforced cessation of work activities. Impact of legal proceedings, in terms of costs, potential reputational damage and, worst case, risk of criminal charges.	Latest Note	Target Risk was reviewed and given current pandemic no change.	
Risk Factors	Resources, robust policies and practices, adequate H&S strategy.			
Internal Controls	<ul style="list-style-type: none"> • Council has in place a robust H&S policy and strategy (and separate Fire Risk Management Strategy) that includes service specific health and safety plans, duties and responsibilities for Chief Officers, managers and employees. • Adequate H&S resources in place to fulfil statutory obligations in terms of the Health and Safety at Work etc. Act and the Management of Health and Safety at Work Regulations. • Embedded H&S culture that discusses H&S issues at a top level and cascades throughout the organisation through the health and safety committee system. • Monthly reports to PaMG on organisational safety performance. • Each link H&S Officer attends Chief Officer meeting to report on service safety performance • Chief Officers have H&S committees at Directorate and Corporate level. • Workplace inspection and audit programme. • Service risk profiling. • H&S training needs analysis for every employee group. • Toolbox talks take place at directorate level. • The Council has in place a Trade Union Health and Safety Partnership Agreement. • Council promotes health and safety training for TUs to diploma level. 	Managed By Victoria Rogers Assigned To John Duffy; Alison McBride		
Progress of Linked Actions	P&T/2022/H&S/01 Embed an organisational health and safety culture though extending organisational use of Figtree and understanding of health & safety		<input type="text" value="0%"/>	Alison McBride
Risk Opportunity	Demonstrate to committees, elected members, Trade Unions, employees, the community and other external partners of robust H&S culture.			

	SR 008 Threat of Cyber-attack	Current Risk Matrix	Current Rating	Last Review Date
Description	Data, systems and/or infrastructure are impacted as result of security attacks which are increasing in number at a time when this threat is already placing demands on resources to deliver increased levels of security controls.	 Likelihood Impact	9	27-Jul-2021
Potential Effect	<ul style="list-style-type: none"> • Disruption of Services impacting service delivery to citizens • Loss of Data • Staff and Citizen data loss with the potential for misuse such as identity fraud • Mis-information being delivered to the public via WDC communication channels • Potential for significant fines currently under the Data Protection Act and from May 2018 under the provisions of the General Data Protection Regulations • Reputational damage • Redirection of resources to deal with the effects of an attack and away from BAU work 	 Likelihood Impact	4	31-Mar-2022
Measures of Impact	<ul style="list-style-type: none"> • Recorded attempts from external sources to breach council cyber defences • Recorded cyber related incidents in the Cyber incident log • Quantity of breaches/incidents reported to the Information Commissioners Office • Fines levied for breaches 	Latest Note	July 2021. This risk remains significant as there have been several recent high profile public sector cyber attacks with high impact to the organisations. WDC experienced a small-scale attack fortunately affecting a single user but the need to ongoing user awareness and vigilance remains high. The risk of attacks happening out-with business hours continues to maintain the overall risk profile as significant and a review of WDCs requirement for preventative alert monitoring tools is underway at present.	
Risk Factors	<ul style="list-style-type: none"> • Inappropriate Cyber defences at the perimeter of the council networks • Inappropriate delivery of security patches to desktop and server estates • Compliance with security standards such as PSN, PCI, Public Sector Action Plan on Cyber resilience for Scotland • Continually changing threat landscape • Maintaining relevant skill sets among staff group/cost of securing expert resources 			
Internal Controls	<ul style="list-style-type: none"> • Implementation of internal Policies on Patching and hardware/software hardening and expanded during COVID to patch thin build devices remotely. • Annual PSN compliance audit including a comprehensive IT Health Check • Governance structure in place, ICT Steering Board consisting of senior management and relevant stakeholders meeting bi-monthly or as required in response to incidents/events • Programme of Internal and External ICT audits • PCI working group • Information Security/Data Protection forum • Multiple layers of Cyber defences • Network Segregation • Rolling programme of security awareness sessions • Interagency and cross Council working groups and sharing. • National Digital Office / Scottish Government Public Sector 	Managed By	James Gallacher; Patricia Kerr; Brian Miller	
		Assigned To	Iain Kerr	


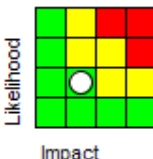
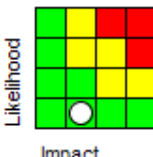
	Security programme and guidance			
Progress of Linked Actions	CS/IAAP/519 1. Underlying Technical Controls required to facilitate automatic failover to DR site still to be configured/tested	✓	100%	Patricia Kerr
	CS/IAAP/520 2. DR Plans for the main telephony delivery systems have yet to be implemented/tested	✓	100%	Patricia Kerr
	CS/IAAP/521 3. Systems without parallel DR arrangements are not fully tested	✓	100%	Patricia Kerr
	CS/IAAP/525 7. Lack of formal DR testing schedule at primary DR site	✓	100%	Patricia Kerr
	P&T/2022/ICT/01 Support the Councils transformation and improvement projects	▶	0%	Patricia Kerr; Victoria Rogers
	P&T/2022/ICT/02 Deliver secure and compliant infrastructure to support Council wide services	▶	0%	Patricia Kerr; Victoria Rogers
Risk Opportunity	<ul style="list-style-type: none"> • Increase Cyber resilience and awareness for staff, members and citizens • Contribute to Scottish Government Public Sector Action Plan on Cyber resilience for Scotland • Upskill staff to address current and emerging threats • Increased staff awareness across Council 			



SR 009


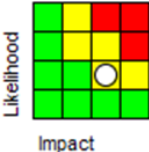
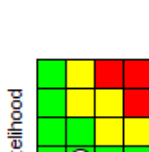






✓	SR 009 Failure to deliver the Early Years Agenda	Current Risk Matrix	Current Rating	Last Review Date
Description	Timescales for delivery of 1140 hours has been revised by the SG due to the impact of COVID 19 on progress with delivery. The statutory delivery date for eligible 2 year olds and all 3 and 4 year olds has been revised to August 2021. There is no risk to West Dunbartonshire Council as the statutory entitlement was delivered by May 2021 for all eligible 2 year olds and entitlement for all 3 and 4 year olds.	 Likelihood Impact	3	26-Jul-2021
		Target Risk Matrix	Target Rating	Target Date
Potential Effect	Reputational damage Failure to meet the Scottish Governments delivery plan to increase free ELC hours Children would not receive the best start in life Failure to meet our statutory duties Partner providers may be adversely affected	 Likelihood Impact	3	31-Mar-2022
Measures of Impact	Care Inspectorate standards All ELC meet the National Standard Criteria Key project milestones Scottish Government requirements Parental expectations Key personnel positions	Latest Note	The building programme for expansion and recruitment has been completed. All eligible 2 year olds and 3 and 4 year olds children receiving 1140 hours by May 2021.	
Risk Factors	Maintaining level of Scottish Government investment Availability of contractors within project timescales Recruitment of suitable staffing for centres Creation of flexible delivery model Staff engagement with the Early Years Strategy Quality of communication with parents and staff Successful transition to new delivery model Impact of closure due to COVID-19 will delay some projects		Care Inspections resumed July 2021, ELC below good will be re-inspected. Flexible delivery model will be reviewed to ensure that it meets parent expectations. Quality of ELC and curriculum delivery of the	

			new model will be closely monitored and supported by the central early years team.	
Internal Controls	Reports to Education Services Committee Early Learning and Childcare Strategy 2016 - 20 Care Inspectorate Children and Young Peoples Act (S) 2014 Education Governance Board Revised implementation plan for recovery Revised DLO building programme of works for outstanding projects Early Years Implementation Board Financial reports - budget monitoring and review Inter departmental working Partnership SLA's Workforce Development Change Board updates Reports to Scottish Government Improvement Service	Managed By	Laura Mason	
		Assigned To	Kathy Morrison	
Progress of Linked Actions	E/1920DP/11EYS Deliver the Early Years Strategy			Kathy Morrison
Risk Opportunity	Parents and children will receive a more flexible childcare service Greater opportunities to tackle the impacts of inequalities on the very young and vulnerable children Improvement in quality assessment and moderation and interactive play-based methodologies across the Early Level Accessible provision will play a vital role in reducing the poverty related attainment gap through high quality early learning and childcare Opportunities for professional learning to meet the standard required			

SR 010



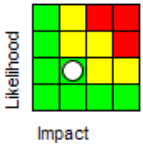
	SR 010 Ensure an appropriately resourced workforce.	Current Risk Matrix	Current Rating	Last Review Date
Description	Failure to ensure that there is an appropriately resourced workforce in place to meet future organisational needs, either in effectively executing the Council's 2017-22 Workforce Plan, or in ensuring that the Plan is adapted over time if and when earlier assumed circumstances change.	 Likelihood Impact	4	29-Jul-2021
Potential Effect	<ul style="list-style-type: none"> - Low staff morale - Inability to deliver services effectively - Reduced level of service - Lack of improvement or increase in staff absences - Council underachieves as an organisation - Employee conflict 	 Likelihood Impact	2	31-Mar-2022
Measures of Impact	<ul style="list-style-type: none"> - Access to and participation of employees in learning and development activities - Absence rate and trends - Employee turnover - Grievance, discipline and other monitoring information - Employee survey results and associated actions - Reports from external scrutiny bodies and award bodies - Benchmarking with appropriate comparators 	Latest Note Workforce planning has developed well alongside service delivery planning. This has been supported by better use of data in this area to inform decision making via the use of the console. New ACAS guidance (issued July 17) Return to Work and Hybrid Working reinforces the work WDC have undertaken to date, particularly around the		
Risk Factors	<ul style="list-style-type: none"> - Lack of appropriate development / shortage of skills may pose a risk to new models of service delivery - Lack of capability to deliver - Workforce unable to adapt to change 			



			workstyle exercise, employee consultation, remote working guidance, planned/ phased return and variations to contracts which all see WDC well placed in supporting the workforce. Despite a robust package of wellbeing resources being available, absence levels are starting to rise, with stress and MSK absences prevalent. WDC continue to provide additional access to counselling and face to face physio appointments about to restart. Leadership development opportunities for the senior manager network have been offered and due to start August whilst work to support employees digitally excluded continues. WDC Fit for Future programme continues to support services.		
Internal Controls	<ul style="list-style-type: none">- HR processes designed to meet service delivery needs- Develop new structures to reflect strategic priorities and aligned to Future Operation Model (FOM)- Align workforce plan to the Council's strategic planning processes (i.e. have the right people available at the right time with the right skills to fulfil properly all of the Council's strategic priorities)- Periodic review of pay arrangements in accordance with EHRC guidance (currently every 3 years)- Incorporation of succession planning into workforce planning framework- Identify training programmes to reskill staff as identified by training needs analysis- Effective use of SWITCH to support alternative careers- Flexible HR policies, in particular recruitment & selection, learning & development (including elearning), continuous improvement / development flexible working, attendance management, employee wellbeing related polices- Effective use of Occupational Health Service- Robust Be the Best Conversations process- Effective leadership and management behaviours and practice	Managed By	Victoria Rogers		
		Assigned To	Alison McBride		
Progress of Linked Actions	P&T/1920/SHR/02 Review and relaunch the Council’s Employee Wellbeing Strategy.		<div><div>100%</div></div>	100%	Alison McBride
	P&T/1920/SHR/04 Continue to embed the Council’s Strategic Workforce Planning Framework with a particular focus on the impact of digital skills		<div><div>100%</div></div>	100%	Alison McBride
Risk Opportunity	<ul style="list-style-type: none">- Identity previously unknown skills and talents in the workforce- Realise the potential of staff				



	SR 011 EU Exit	Current Risk Matrix	Current Rating	Last Review Date
Description	The Council has continued to proactively prepare for EU Exit, working alongside key partners and officers. Overtime, there may be service disruption, finance pressure, economic impacts. Since the UK left the EU, there has been no significant or noted impact of EU Exit in West Dunbartonshire. Ongoing lockdowns and restrictions have eased however no issues/concerns have been flagged.		6	03-Aug-2021
Potential Effect	<p>West Dunbartonshire Council has reviewed the risks on a regular basis taking particular attention of any local risks ensuring mitigating actions were put in place to minimise any local impact. Local impacts are yet to be realised however they are still being monitored through the EU Exit Assurance Action Plans (Council & HSCP). These continue to be live documents which are regularly reported to Audit Committee and Corporate Services Committee.</p> <p>For further information on the potential effect please refer to WD HSCP EU Exit Assurance Plan & WDC EU Exit Action Plan.</p>		2	31-Mar-2022
Measures of Impact	The measure of impact is detailed in both EU Exit Assurance Plans	Latest Note	The current rating of EU Exit has been downgraded to a 6 on the current risk matrix. A true reflection of the implications has yet to be realised due to the impact of Covid-19. Therefore, the EU Exit risk rating may increase as we gain a more developed understanding of the impact. At a local level the impact of EU Exit has not been fully realised.	
Risk Factors	Financial Workforce Goods, services & supply chains Community Regulation Insurance Education Global Pandemic			
Internal Controls	<p>All internal controls are managed through both EU Exit Assurance Action Plans.</p> <p>In addition, the Council's Resilience Groups continue to work with the Civil Contingencies Service (CCS) to act as the main driver to support and monitor the new Trade and Cooperation agreement.</p> <p>The Civil Contingencies Officer participates in EU Exit calls hosted by COSLA and working with other LAs to address any issues and raise concerns to Scottish Government. However, COSLA have reduced the frequency of their meetings.</p> <p>The Civil Contingencies Officer crossed referred both plans with the updated UK Planning Assumptions of reasonable worst-case scenarios and is a live document allowing officers to update their respective fields if and when required.</p>	Managed By	Victoria Rogers	
		Assigned To	Operational Resilience Group	
Progress of Linked Actions	SR011-1 Finance		100%	
	SR011-10 Workforce Planning		100%	
	SR011-2 Regeneration		100%	
	SR011-3 Procurement		100%	
	SR011-4 Legal & Environmental Health		100%	
	SR011-5 P&T impact of EU nationals employed by WDC		100%	






	SR011-6 Insurance	✓	100%	
	SR011-7 Communications	✓	100%	
	SR011-8 Resilience	✓	100%	
	SR011-9 Education	✓	100%	
Risk Opportunity				

SR 012

	SR 012 Pandemic (COVID)		Current Risk Matrix	Current Rating	Last Review Date
Description	The Council is faced with significant ongoing demands with disruption to service delivery, increasing PPE and workforce pressures as a result of Covid 19 and subsequent local and national outbreaks.			6	03-Aug-2021
	This involves both responding to the crisis and from services returning to a new normality based on Response, Recovery and Renew guidance produced by Scottish and National Government. NB. Financial risk is also reflected in SR001				
Potential Effect	Reduced service delivery, disruption to service provision, demand for increased workforce in many areas, increased financial pressures and difficulty in responding effectively to demands from employees, Trade Unions and the wider public.			2	31-Mar-2022
Measures of Impact	Reduction in government funding Reduction in revenue and income Service reductions or closures/reducing quality/limiting quantity Reduction in WDC/WDLT workforce Increased debt owed to the Council Reputational damage to WDLT and Council due to reduced delivery/quality of services		Scoring of SR012 Covid 19 has been marked at 6. The likelihood has reduced due to the success of the vaccination programme however there is still some concern around new variants. (However WDC citizens have taken the vaccine in high numbers which is encouraging. Self-isolation numbers have remained fairly low in the WDC workforce so disruption restricted to certain areas. A further COVID booster programme is planned to start in Autumn.		
Risk Factors	Level of government funding for COVID 19 Second wave of COVID-19 Local outbreaks, noncompliance resulting in further restrictions or local lockdown Workforce reduction/absence/recruitment difficulties/wellbeing impacted/additional PPE requirements/difficulty with supply chain/increased costs Concerns from Elected Members/employees/Trade Unions about provision/ safety of service/facilities Additional hardware/software to cope with prolonged remote working Significant additional burden in Capital receipts				
Internal Controls	10 year Financial Strategy as referred within SR001 Powers delegated to council officers to speed up critical decision making during pandemic Business continuity plans – organisational and service specific SRG/SRRG established as a key decision-making body guided by strategic council aims. Decisions noted and				
		Managed By	Victoria Rogers		
		Assigned To	John Duffy; Alison McBride		

	<p>reported periodically to full Council.</p> <p>Regular sharing of information and guidance to officers and managers in relation to COVID-19 via exception reporting and situation (SITREP) reporting to ORG/SRG</p> <p>ORG established as an operational delivery body to ensure consistent messages and SRG decisions implemented, governance and compliance managed via SRRG.</p> <p>Dedicated Intranet page established; acting as a vehicle for sharing current information and best practice.</p> <p>WDC officers/councillors are actively participating in national forums to update SG as to WDC's position and stay updated on national advice</p> <p>Regular Workforce updates issued to ensure clarity of message and provide clear advice</p> <p>WDC/WDLT management to undertake reviews to find efficiencies to reduce costs and improve sustainability opportunities for savings and greater sustainability.</p> <p>Additional forums for collective consultation and information sharing established with trade unions.</p>			
Sub-Risks Description	Sub-Risks Measures of Impact/Internal Controls	Sub-Risks Traffic Light Icon		Sub-Risks Managed By
Workforce	<p>The Council is faced with significant workforce demands in relation to absence, reduction, recruitment and wellbeing.</p> <p>Employees absence as a result of self-isolation, infection or caring requirements. Workforce reductions - due to insufficient funding, employees leaving due to caring requirements and anxiety.</p> <p>Recruitment issues caused by insufficient funding, demand in certain areas and skills. Wellbeing with employees working for an extended period at home, mental health, DSE and ongoing supports.</p> <p>Business Continuity Plans reflect employees' absences of up to 30% in determining how critical services will be delivered such diverting non critical roles to support key roles. Volunteer process in place to allow managers to apply for support and have volunteers identified and matched. To reduce the loss of key worker the council have promoted flexible working arrangements, providing childcare facilities and access to health supports.</p> <p>National and Government schemes accessed such as DWP Kickstart to supplement and support the local vaccination centres.</p> <p>West Dunbartonshire has been very receptive to the vaccine programme with high uptake across most age cohorts. This means the majority of West Dunbartonshire constituents have been vaccinated which helps build immunity, reduced the risk of developing coronavirus and makes symptoms milder.</p> <p>Wellbeing strategy in place with a focus on Mental Health supports, OH provider has delivered bespoke supports and i-learn has been expanded to support additional needs of the workforce. Significant internal demand on OH supports increasing costs substantially – little evidence of use of national supports for social care workers.</p> <p>New ACAS guidance (issued July 17) Return to Work and Hybrid Working reinforces the value and innovative approaches undertaken to date, particularly around the workstyle exercise, employee consultation, remote working guidance, planned/ phased return and variations to contracts which mean we are well placed for these changes.</p>			All relevant managers/ORG members
Service Delivery	<p>The Council is faced with significant delivery demands in relation to moving services online, disruption, reduction and quality.</p> <p>Services are disrupted as a result of employee's absence, increased demand or lack of equipment/supplies. Reduction & quality are impacted due to insufficient funding leading to reduced numbers of employees and impacting on quality-of-service delivery.</p> <p>The Council have moved where possible to meet the needs of citizens</p>			All relevant managers/ORG members

	<p>via a more digital delivery method. Transformation projects will be reviewed in light of the developments made in this area.</p> <p>Business Continuity Plans identify critical activities and the minimum resources required to deliver critical activities – these were updated within the last 12 months.</p> <p>Employees are being supported at home with the correct equipment (DSE), ensuring employees take time off, receive regular breaks and other supports such as BTB conversations.</p>			
Protection	<p>The Council is faced with significant demands for protection in relation to additional and constant changing legislation and guidelines, PPE requirements, supply chain, cost of PPE and ensuring workforce safety.</p> <p>WDC officers are actively participating in national forums to stay updated on national advice and ensure this is cascaded council wide. Officers from across the organisation review the SG COVID website daily to capture any changes.</p> <p>PPE demands continue and supply chain issues could impact upon our ability to purchase key equipment or resources, or affect any areas where we are reliant on a contractor. Business Continuity Plans consider supplier dependencies, including potential alternative suppliers.</p> <p>WDC have an established Risk assessment process to ensure safe practices for work.</p>			All relevant managers/O RG members
Public uncertainty	<p>The Council is faced with significant demands around public uncertainty and leads to additional burdens upon services, seeking information, advice and support.</p> <p>Council continue to work with key stakeholders and citizens to ensure clarity of information as services recommence, ensuring this is shared with members of the public via social media/Council website, alongside FAQs being made available where necessary.</p> <p>Information on updated Government advice is distributed through these channels regularly, and as soon as possible after Govt announcements, Requests made via the contact centre to reduce burden on services.</p> <p>Both symptomatic and asymptomatic testing has been undertaken across WDC. Messaging has been clear and a drive to ensure services review their digital presence is underway.</p>			All relevant managers/O RG members
Risk Opportunity	<p>Enhance reputation of Council by being able to provide confidence clear guidance and supports</p> <p>Continue to build on digital service delivery via Digital Board plans.</p> <p>Continue with estate, assets and service delivery</p> <p>Enhance employees "feeling valued" by providing good conditions, wellbeing opportunities and supports</p> <p>Secure external funding for assisting in the delivery of council aims</p>			

Risk Status	
	Alert
	High Risk
	Warning
	OK
	Unknown

West Dunbartonshire HSCP
EU- Exit Assurance Action Plan – July 2021

Background: The themes of Issues/Risks identified below are based on the updated UK and Scottish Planning assumptions (September 2020). On the 31st December, the Transition Period concluding EU Law jurisdiction in the UK and access to the EU Single Market ended. The new relationship is now will be defined by the EU-UK Trade and Cooperation Agreement (TCA).

The undernoted risks were identified and mitigating action was put in place to minimise any disruption. The Civil Contingencies Officer reached out to the contributing officers in the middle of July (2021) to determine if there were any concerns as a result of the UK departure from the EU. At this time, the risks and mitigating actions remain unchanged. The document will remain live and will be regularly reviewed and updated, if required.

Contributing Officers – Jen Watt, Civil Contingencies Officer (CCS); Lynda Dinnie, Facilities Manager; Audrey Slater, Head of People and Change (HSCP); Julie Slavin, Chief Financial Officer (HSCP); Sylvia Chatfield, Head of Mental Health, Learning Disability and Addictions, and Jonathan Hinds, Head of Children's Health, Care & Criminal Justice.

Travel, Freight & Borders – Jen Watt – July 2021			
Broad Risk	WD HSCP Impact	Action/Mitigation	Comments Updated – Jen Watt July 2021
Transport	<ul style="list-style-type: none"> - Key medicines/equipment and PPE may be delayed. 	<p>Continue the positive dialogue with GPs and Pharmaceutical colleagues that have been in place.</p> <p>Ongoing talks to Government and NHS about how EU Exit might affect medicine supplies, equipment and PPE in the short medium and long term.</p> <p>A Serious Short Protocol would be introduced in the case of a serious shortage and is only one tool that can be used to manage shortages. The Govt has well established processes for managing shortages in collaboration with manufacturers and suppliers, clinicians, NHS and</p>	<p>We will continue to liaise with NHS colleagues to obtain early notification of issues nationally and monitor.</p> <p>The formation of a senior Pharmacy Incident Response Team has been identified to address urgent and emerging issues with medicines supply.</p> <p>There have been no issues locally.</p>

		the Medicines and Healthcare Products Regulatory Agency,	
Disruption to Service – Jen Watt, Lynda Dinnie, Julie Slavin - July 2021			
Broad Risk	WD HSCP Impact	Action/Mitigation	Comments Update - Jen Watt, Lynda Dinnie, Julie Slavin - July 2021
Reduction, delay or stoppage in supply of medicines and medical supplies specially, radiopharmaceuticals, blood products, medical devices and clinical consumables. It is anticipated that any disruption will occur during the first three months after the end of the transition period.	<ul style="list-style-type: none"> - While this issue is being coordinated nationally by the NHS, there is potential impact on Care Homes, Care at Home and Healthcare - A shortage of some medicines were been reported but not necessarily attributable to EU-Exit. 	<p>Continue the positive dialogue with GPs and Pharmaceutical colleagues that have been in place.</p> <p>Pharmacy teams are constantly reviewing and updating local processes for managing medicine shortages.</p> <p>Incontinence Care products are hosted across Glasgow Greater and Clyde (GGC) so any additional cost would be picked up by the host.</p> <p>Hand Hygiene Products – Care Homes and Home Care Teams estimate that 6K per month is spent on aprons, bibs and gloves, pressure care products and protective clothing. PPE should be procured through BAU routes however, NSS Hub arrangements was extended until June 2021 then the Memorandum of Understand was extended until March next year.</p>	<p>NHS have nationally provided updates as follows: Pharmacy team have reviewed & updated local processes for managing medicines shortages including assessing whether additional people resource is required.</p> <p>SG has established a Scottish Medicine Shortage Response Group which will review evidence and intelligence, recommend action, and instigate escalation to the UK Medicines Shortage Group, of which SG is a member.</p> <p>The supply of PPE is stable and stock regularly replenished through supplies from NSS to local hubs. This arrangement is in place until the end of March 2022.</p>

Reduction of Clinical Consumables	<ul style="list-style-type: none"> - Insufficient Incontinence Care Products, Hand Hygiene Products, Aprons, Bibs gloves, moving handling products etc 	<p>As a result of Covid-19 costs have inflated due to COVID-19 and the need for additional PPE.</p> <p>Moving and Handling products – this type of equipment is purchased through Equipu contracts – Glasgow are the lead host authority therefore would be responsible for any additional costs. There was a reduction in activity due to COVID-19 restrictions and backlog in assessments.</p>	
Certain types of fresh food supply may decrease / prices of certain foods may increase	<ul style="list-style-type: none"> - Potential additional costs for services that purchase / supply food - Impacts on food provision at care homes and children homes. Possible food increase of 15% to 20% due to tariff changes, sterling depreciation and boarder disruption. 		<p>Facilities Services continue to maintain a very limited stock of tinned and dried food that is maintained year round, in case of single premise emergencies – while this is not EU Exit specific, it could be utilised in the event of a localised issue being experienced. It has recently been suggested that Care Homes and children's houses should hold their own emergency stock items. School Food Legislation is very strict and the types of products which Facilities Services hold are unlikely to benefit in the HSCP setting.</p> <p>WDC has continued to monitor this and in line with Govt and CoSLA recommendations, there is no intention to stockpile beyond this contingency as storage capacity and freezer space prohibits this.</p>

			In addition, if we started to see local shortages catering managers and cooks have their own procurement cards, which they presently use to purchase provisions via Scot Exel Suppliers however, the cards can also be used elsewhere if necessary.
Care Home Closures	<ul style="list-style-type: none"> - Commissioned care being handed back to HSCPs 	<p>Central Procurement contacted all external providers of care services – Care homes, Home Care and Supporting Living to complete a template, which covered workforce and supply chain.</p> <p>Surveys were also sent to Care homes to review their EU-Exit preparedness.</p>	<p>The response was only around 20%. However, those who did reply did not highlight any immediate risks to workforce, as those employed are mainly British Nationals. Although, concern about the availability of fresh food and medicines was highlighted.</p> <p>The most immediate risk to external care home providers is related to the impacts of Covid-19 on reduced occupancy levels and staff absence. This is monitored on a daily basis and HSCP support provided where appropriate and regular sustainability payments have been made (in line with CoSLA guidance) since October 2020.</p>
Workforce – Audrey Slater HR Lead HSCP – July 2021			
Broad Risk	WDC HSCP Impact	Action/Mitigation	Comments
Loss of employees – both highly skilled and lower skilled / entry level	<ul style="list-style-type: none"> - Impact on Care for People. Agency Employees - Potential risk if contracts are subcontracted companies employing EU nations - Increased pressure on unpaid carers 	<p>Signposting of key information / support in relation to EU Workers within the Council</p> <p>https://www.gov.scot/brexit/</p>	<p>90% of Care at Home is delivered by Council Workforce with no immediate concerns around EU Nationals as this is predominately comprised of local residents who are UK citizen. In addition, WDC does not have reliable figures for the numbers of EU nationals living and working in West Dunbartonshire. WD HSCP has deemed this risk as LOW.</p>

	<ul style="list-style-type: none"> - Potential Failures of external providers delivering Care at Home due to employees shortages - The impact of EU withdrawal may result in a loss of skilled labour in key sectors. Whilst construction is one obvious area of risk where skilled labour is already tight, West Dunbartonshire also has a significant Healthcare workforce in the Golden Jubilee Hospital which is due to expand as an NHS centre of excellence. 		<p>The Council itself invests in apprenticeships training and works closely with local colleges to increase the number of apprenticeships in specific areas of predicted demand. However, these actions will not be of sufficient scale and will not address short-term shocks to labour supply.</p> <p>There was an initial concern around the loss of EU workers driving up demand for labour, and the current labour pool in the City Region cannot easily and quickly replace these people. As a consequence there could have been pressures on the supply and cost of skilled and indeed unskilled labour. This is currently low but could rise in years to come. At this time, there has been no local workforce issues.</p> <p>Based on extrapolation from the work of the Fraser of Allander there could be between 2000 to 4000 EU nationals living in West Dunbartonshire, However, it is considered that this figure is unlikely to be representative of WD area. It is more likely that the majority of them are employed/reside elsewhere in the City Region.</p>
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Concurrent Risks – Julie Slavin and Jen Watt – July 2021

Broad Risk	WD HSCP Impact	Action/Mitigation	Comments
Seasonal Flu	<ul style="list-style-type: none"> - If there is an impact on the procurement to the flu vaccination this could have impact on the well-being of our most vulnerable in society 	Continued engagement with Scottish Government Health Resilience Unit, NHS Boards and Health and Social Care Partnerships.	<p><u>Seasonal Vaccination Programme</u></p> <p>Vaccines for the Seasonal Programme as procured by NHS Scotland National Procurement. This year's flu vaccine programme aims to begin in September and complete by November 2021. There are no concerns around the delivery of the vaccine as a result of EU Exit.</p> <p>The Mass Vaccination Programme is being successful delivered across WDC, there were some issues with the supply chain initially however this was rectified early on it</p>

Disruptive Weather	<ul style="list-style-type: none"> - Potential for unprecedented weather conditions which leads to reduction of employees, putting pressures on services to deliver 	Business Continuity Plans in place. Resilience Structures continue to be in place for COVID-19 and can flex accordingly.	<p>is unclear if this was a result EU Exit. We are now gearing up for the delivery of the Covid-19 Booster and Seasonal Flu Programme in conjunction with WDC colleagues.</p> <p>Regular weather monitoring in place by CCS and Roads Service.</p>
Global Pandemic (COVID 19)	<ul style="list-style-type: none"> - The ability to respond to two concurrent issues ensuring our workforce remain safe and well. - The residents of WDC becoming unwell putting additional pressure on NHS GGC and local care at home teams. 		
Other Impacts – Julie Slavin Finance Lead HSCP –July 2021			
Broad Risk	WD HSCP Impact	Action/Mitigation	Comments
Significant impact on support for older/disabled people/those with mental health issues	<ul style="list-style-type: none"> - In the early stages of EU Exit preparedness, it was recognised that older people that do not require any services from the HSCP may require additional 	Continue to monitor	The short supply of certain anti-depressants has stabilised, although the price remains above previous year's rates.

<p>Increase in unscheduled care and delayed discharge</p> <p>Social care providers willing but unable to meet requirements</p> <p>Children and families Social Work Section 12 payment</p>	<p>support if there were medicine or food shortages that may affect their wellbeing and subsequently require support from HSCP. The same could also be said from those with addictions and mental health issues -*Supplies have stabilised.</p> <p>- Overtime we may see an increase due to increase food costs and inflation putting pressure on HSCP to fund those falling below the headline.</p>	<p>Continue to monitor (at present no issues as a result of EU Exit)</p> <p>Continue to monitor (at present no issues as a result of EU Exit)</p> <p>Continue to monitor (at present no issues as a result of EU Exit)</p>	<p>Over the last year and a half, we have seen how quickly the HSCP responded to the pandemic and how quickly services mobilised to provide support remotely or face to face after appropriate risk assessment. There are also new pathways into mental health and addiction services funded by the Scottish Government through Local Mobilisation Plans.</p> <p>For those who are not known/open to services at this stage referrals through the “Duty Team” allow access to HSCP services/support. This promotes the positive dialogue with GPs and Pharmaceutical colleagues.</p> <p>PPE requirements are met through regular deliveries by NSS to local HSCP hubs. Section 12 payments continue to be used to support families in distress and this includes support for food costs and other essentials. No notable variation in need or demand to date and this continues to be monitored by finance and social work managers.</p> <p>Locally there has been no impact on the most vulnerable as a result of EU Exit. Given the sensitive nature of this risk the HSCP will continue to actively monitor and escalate any concerns.</p>
<p>Adult Social Care - consider loss or shortage of workers</p>	<p>The impact on the adult social care workforce is expected to be minimal in West Dunbartonshire, as this workforce is predominantly comprised of local</p>	<p>Continue to monitor. Transferring employees within the HSCP who have received appropriate training</p>	<p>Risk low – currently no impact</p>

who provide routine services	residents who are UK citizens. No impact at this time.	to pressure points. This is not as a result of EU Exit.	
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Business Continuity – Jen Watt – July 2021			
Broad risk	WD Impact(s)	Action	Comments
Assess impact of EU-Exit on Business Continuity Plans	Potential disruption to services <ul style="list-style-type: none"> - Food - Medicines - Employees 	<p>A review of the Council and HSCP will be undertaken this year taking cognisance of the lessons learned from COVID-19.</p> <p>Continued engagement with CoSLA and Scottish Government.</p> <p>Civil Contingencies Officer (CCO) continues to dial into COSLA teleconferences</p> <p>Resilience Structures in place: Local Response Management Team (LRMT), Strategic Resilience Group (SRG), Operational Resilience Group (ORG) and Resilience Group (RG).</p>	<p>Business Continuity planning remains an operational focus. Any changes will be reflected into the respective Business Continuity Plans.</p> <p>CoSLA has stood down the frequency of the EU Exit calls however, the CCO continues to dial in and disseminate key information.</p>

West Dunbartonshire Council
EU- Exit Assurance Action Plan – July 2021

Background: The themes of Issues/Risks identified below are based on the updated UK and Scottish Planning assumptions (September 2020). On the 31st December, the Transition Period concluding EU Law jurisdiction in the UK and access to the EU Single Market ended. The new relationship is now will be defined by the EU-UK Trade and Cooperation Agreement (TCA).

The undernoted risks were identified, and mitigating action was put in place to minimise any disruption. The Civil Contingencies Officer reached out to the contributing officers in the middle of July (2021) to determine if there were any initial or future concerns as a result of the UKs departure from the EU. At this time, the risks and mitigating actions remain unchanged. The document will remain live and will be regularly reviewed and updated, if required.

Contributing Officers – Jen Watt, Civil Contingencies Officer; Martin Keeley, Environmental Health Manager; Stella Kinloch, Section Head Transactional Services & Finance Service Centre; Derek McLean, Procurement Business Partner; Cameron Taylor, WDLT Health and Safety Co-ordinator; Stephen Brooks, Working4U Manager; Kenny Lang, Joint Services Fleet and Waste Manager; Lynda Dinnie, Facilities Manager; Alison McBride, Strategic People and Change Manager Patricia Kerr, ICT Manager and Michael McGuinness, Economic Development Manager.

Border Disruption – Martin Keeley and Stella Kinloch – July 2021

Broad Risk	Action	Comments
Congestion at sea ports & airports through delayed processes with potential impacts to: <ul style="list-style-type: none"> - Ports / Airports - Warehouse distribution centres - Motorway / Trunk Road network - Rail Network 	<ul style="list-style-type: none"> - Funding case to Scottish Government has been submitted through COSLA for LA Environmental Health resources nationally to support the delivery of services related to hub export sites and imports through Border Control Posts and in-land check points. Resource allocation will depend on the need to engage in food import 	<p>WDC EH Manager continues to be linked in through the Scottish Food Enforcement Liaison Committee to work with groups looking at EU Exit implications. While the position is being led nationally, by DEFRA. The risk-based system developed by the Scottish Food Enforcement Liaison Committee has been accepted for use on a UK basis. WDC EH Manager is linked to the various groups involved (including APHA, Scottish Government, Food Standards Scotland and Food Authorities (Local Authorities) and Port Health Working Groups (Imports and Exports).</p> <p>Scottish Government is aware of potential bottlenecks in the delivery of the system, with Local Authorities potentially having to resource hubs for delivery of the system. Food Standards Scotland has recruited temporary staff to assist with delivery at hubs. This is being monitored.</p>

Border Disruption – Martin Keeley and Stella Kinloch – July 2021

Broad Risk	Action	Comments
	<p>controls and / or enhanced export certification work to support the Scottish food sector. Food Standards Scotland are assisting with resource for export hub delivery and LA mutual aid provision is a consideration</p> <ul style="list-style-type: none"> - Requirement to directly deliver controls or the requirement to assist other food authorities in these matters (Regional / National Hubs for food export certification or port health controls for food import) - Signposting of Scottish Government EU Exit website providing information on passports / personal travel https://www.gov.scot/brexit/ 	<p>Through a change in the EH undergraduate education system, funded training (placement) for trainee Environmental Health Officers is now available to LAs. EH have engaged with the new undergraduate scheme and a trainee EH starts in September 2021.</p> <p>The likelihood of WDC becoming a port authority for food is still unknown. The demand for an establishment of an export hub(s) in WDC also still unknown.</p> <p>Information on DPEs and BIPs related to the EU are given here along with a Brexit reference. https://ec.europa.eu/food/safety/official_controls/legislation/imports/animal_en https://ec.europa.eu/food/safety/official_controls/legislation/imports/non-animal_en https://ec.europa.eu/food/animals/vet-border-control/bip_en</p>
Return of UK Nationals, currently in residence within other EU countries.	<ul style="list-style-type: none"> - Consider remit and membership of previous multi-disciplinary Syrian Refugee working group – as risks are similar. 	<p>Existing arrangements for the impact areas are in place and could cope with the numbers returning to local area.</p> <p>At this time, there is no indication that this poses a risk to WDC.</p>

Disruption to Service – Martin Keeley, Derek McLean, Cameron Taylor, Stephen Brooks, Kenny Lang and Lynda Dinnie – July 2021

Broad Risk	WD Impact	Action	Comments
Reduction, delay or stoppage in supply of medicines and medical supplies.			Please see bespoke HSCP Action Plan.
Reduction, delay or stoppage in movement, holding of animals and supply of veterinary medicines / supplies	-Concerns with regards to livestock welfare and disposal	Continued engagement with APHA and DEFRA	APHA and DEFRA look after the animal movements and it is under vet control for medicines etc. for farm animals. This continues to be monitored. No impact locally.
Reduction, delay or stoppage in supplies of other consumables	<ul style="list-style-type: none"> - Impacts on capital or infrastructure projects, e.g. new school at Renton - Impacts on other services provided through other nations, e.g. software - Impact to Chemicals (Leisure Trust) - Impact to construction industry due to import of raw material and 	<p>Services to consider supply and projects in line with significant assurance work carried out by Procurement. Supply, etc, which is continually monitored.</p> <p>Continued engagement with Facilities Manager re school and care home provisions.</p> <p>Refer to Broad Risk: <i>Certain types of fresh food may decrease /prices of certain foods many increase</i></p>	<p>Considerable work carried out by Scotland Excel to provide assurances. The Corporate Procurement Unit (CPU) sent out a supplier / provider questionnaire however, of the suppliers / providers that did respond, those responses were generic. The CPU also sent out questionnaires to the Council's service areas to ascertain contingency plans should a supplier / provider not meet the specification / delivery due to Brexit.</p> <p>REG and Legal have checked existing and future contracts in terms of where the risk lies and mitigate where possible.</p> <p>THE CPU will continue to monitor the supply chain and liaise with suppliers to ensure minimal disruption.</p> <p>Scottish Water / UK Water Suppliers have provided written assurance that their supply will be maintained.</p>

Disruption to Service – Martin Keeley, Derek McLean, Cameron Taylor, Stephen Brooks, Kenny Lang and Lynda Dinnie – July 2021

Broad Risk	WD Impact	Action	Comments
	<p>construction products</p> <p>- Polyaluminium Chloride (PAC) – supplier: Brenntag UK</p> <p>-Calcium Hypochlorite (HTH) – supplier: Brenntag UK</p> <p>-Carbon Dioxide – supplier: Air Products UK</p>	<p>Check on existing and future contracts in terms of where the risk lies. (service led)</p> <p>Continued engagement with supply chain for critical contracts to ensure early visibility of import issues</p> <p>WD Leisure continuing to monitor</p> <p>WD Leisure continuing to monitor</p> <p>WD Leisure continuing to monitor</p>	<p>Hydrochloric acid is one of the main components of PAC. It has been advised that Scottish Water will be prioritised if shortages become critical.</p> <p>WD Leisure has now discontinued its CO2 contract and solely uses sodium bisulphate for pH control. No disruption to supply is anticipated.</p>
<p>Impact upon low income groups as a result of lack of supply of foods or price increase of fuel, food, etc</p>	<p>- Potential welfare requirements (including Welfare Fund) enhanced</p> <p>- Potential impacts upon foodbank/food provision capacity</p>	<p>Engagement with Working 4U/Communities Teams to gauge how foodbanks may be affected / can be linked in with</p> <p>Consideration on messaging with regards to the type of supplies foodbanks need</p>	<p>Risk of additional costs due to welfare needs of the public. This continues to be a risk. Due to the current restrictions and lockdowns, we have not yet seen the true impact of EU Exit however restrictions are now easing, and we have not experienced any significant impacts.</p> <p>WDC has continued to provide funding to support two local foodbank charities. The food banks have built strong a relationship with the Council. As such, this will enable regular monitoring of potential impacts or shortages and allow concerns to be raised using appropriate and recognised channels.</p>

Disruption to Service – Martin Keeley, Derek McLean, Cameron Taylor, Stephen Brooks, Kenny Lang and Lynda Dinnie – July 2021

Broad Risk	WD Impact	Action	Comments
		<p>Consider the level of social welfare funding available against potential need (W4U - include consideration of fuel poverty)</p> <p>Continued engagement with local food banks</p>	<p>Regular campaigns to encourage donations to West Dunbartonshire Community Foodbanks is ongoing. Activity on the Intranet to encourage officers to donate and highlighting thanks for those who have donated to keep the project relevant.</p> <p>Foodbanks continue to have sufficient stock supplies and money to purchase stock if it was to run low. They have highlighted that their social media campaigns have typically led to upsurge in donations, which continues to be the case. The group has contact with the Communities Team with regards community budgeting grants.</p> <p>Working 4U liaise with local organisations (foodbanks and third sector organisations) providing access to low cost cafes and support for 'food on a budget' for people with limited resources.</p> <p>The aim is to work with key organisations to develop an action plan that will include action to:</p> <ul style="list-style-type: none"> • Raise awareness of the need for services; • promote availability of food and services; • maintain/increase supplies of food and donations to the organisations (from individuals, local business, public and third sector organisations; • Support access to additional funds for the provision of food. <p>Covid-19 Food insecurity Group was established to address emergency food demands. This infrastructure will remain intact for the near future and can be extended to support those in need if the true impact of EU Exit is realised. At this time, there hasn't been a rise in foodbank referrals. In the first two weeks of August, three foodbank referrals came through the Crisis Support team. However, these were not linked to EU Exit.</p>

Disruption to Service – Martin Keeley, Derek McLean, Cameron Taylor, Stephen Brooks, Kenny Lang and Lynda Dinnie – July 2021			
Broad Risk	WD Impact	Action	Comments
Fuel Supply Disruption	<ul style="list-style-type: none"> - Potential requests for Council Resources - Potential impact on Council reserves 	Roads / Transportation to consider ensuring Council reserves are at optimal levels and processes in the event of requests from partner agencies	<p>As part of planning for a no deal, the UK and Scottish Government assumptions suggested there would not be an impact on fuel levels, etc.</p> <p>A Trade and Cooperation Deal has been agreed therefore, there are no immediate concerns. However, we will continue to monitor.</p>
Increased unemployment as a result of economic disruption	<ul style="list-style-type: none"> - Greater number of people in receipt of benefits with additional knock-on demand for support services. Including welfare/debt advice, employability support and discretionary welfare payments 	<p>Working 4U will work with strategic partners to ensure information about access to services is widely available</p> <p>Continued review of services to ensure increasing areas of demand are addressed</p>	<p>Working 4U continue to coordinate efforts of service providers through joint working with strategic partners in:</p> <ul style="list-style-type: none"> • The West Dunbartonshire Information and Advice Partnership • The local strategic employability group
Certain types of fresh food may decrease /prices of certain foods many increase	<ul style="list-style-type: none"> - Potential additional costs for services/that purchase/supply foods to increase by up to 20% due to tariff changes, sterling depreciation and boarder disruption - Impacts on food provision at schools, care homes, etc 	<p>Short term: Consider earmarking additional resource, or consider use of prudential reserve if required</p> <p>Long term: Consider building in additional costs into the long term finance strategy based on evidence post- EU Exit</p>	<p>WDC 20-21 budget for supply of food to Education and HSCP is set. Risk of additional costs.</p> <p>The risk of cost increases arising from EU-Exit has been advised to Council in the budget preparation reports since October 2018. The budget report advised that any price variations would be reported and that it is expected that the Council would manage such price variations should they arise through ongoing budgetary control and, if necessary, use of free reserves. This will continue to be monitored. At this time, we have not yet seen any arising costs.</p> <p>Facilities Management continue to maintain a very limited stock of tinned and dried food that is maintained year round, in case of single premise</p>

Disruption to Service – Martin Keeley, Derek McLean, Cameron Taylor, Stephen Brooks, Kenny Lang and Lynda Dinnie – July 2021			
Broad Risk	WD Impact	Action	Comments
			<p>emergencies – while this is not EU Exit specific, it could be utilised in the event of a localised issue being experienced.</p> <p>In line with Scottish Government and CoSLA advice, there is no intention to stockpile beyond this contingency as storage capacity as freezer space prohibits this. In addition, nursery and school meals are produced in line with national legislation, which details nutrient requirements. Most meals are therefore produced using fresh fruit, vegetables and other produce, which has an extremely limited shelf life and is not suitable for stockpiling.</p> <p>In addition, considerable work has been undertaken by Scotland Excel to engage with suppliers in an effort to ensure a robust supply chain where at all possible.</p> <p>If we started to see local shortages catering managers and cooks have their own procurement cards, which they presently use to purchase provisions via Scot Exel Suppliers however, the cards can also be used elsewhere if necessary.</p>

Information & Data Sharing – Stella Kinloch July 2021			
Broad Risk	WDC Impact(s)	Action	Comments
Disrupt in flow of personal data due to legal requirements affecting law enforcement / intelligence sharing between UK & EU	<ul style="list-style-type: none"> - Delay in PVGs, significant impact on teaching & care staff - SSSC registration requirements 	Seek information / assurance / guidance from Scottish Government	<p>Scottish Government Update in relation to PVGs is as follows: <i>“Disclosure Scotland currently uses arrangements under the Directive and Council Decision to request information from 12 Member States for nationals of those Member States to work in childcare positions in Scotland. If the UK should leave, the EU without a deal then the arrangements will end.”</i></p> <p>In the short-term, recruiting organisations will have to make use of certificates of good conduct provided by the individual. Disclosure Scotland is not</p>

Information & Data Sharing – Stella Kinloch July 2021

Broad Risk	WDC Impact(s)	Action	Comments
			involved in that process. PVG disclosure requests will rely on information held in UK records only, and will be handled in line with the 14-day service level target". No impact thus far.

Demonstrations & Disorder – Local Police Division – July 2021

Broad Risk	WDC Impact(s)	Action	Comments
Increase in protests in relation to: EU Exit <ul style="list-style-type: none"> - Irish / Northern Irish tension - Economic Instability 	<ul style="list-style-type: none"> - Increased license requests - Lack of Police / Partner resourcing to events 	Ensure awareness with relevant Leads / Officers for this.	Continued local engagement through WEST Local Resilience Partnership.

Workforce – Stella Kinloch/Jen Watt – July 2021

Broad Risk	WDC Impact(s)	Action	Comments
<p>Loss of staff – both highly skilled and lower skilled / entry level</p>	<p>- Impact on Care for People, Agency workers</p> <p>- Significant concern in Education regarding supply teachers, learning assistants, probationer allocations and officers with language skills</p> <p>-Potential risk if contracts are subcontracted companies employing EU-nationals</p>	<p>Signposting of key information / support in relation to EU Workers within the Council https://www.gov.scot/brexit/</p> <p>Education is revising processes with regards recruitment to reflect guidance and in relation to engagement with universities on earlier allocation of probationers</p>	<p>EU Nationals have already been identified within the organisation, letters were issued. Managers have access to a Right to Work report within HR21. HR continue to offer support to affected parties, if required.</p> <p>Noting right to work at point of engagement is the evidence requirement. There is no requirement to insist on Settled Status for any EU employees – identifying those of EU origin maybe seen, as discriminatory therefore no further action is required by WDC. WMS records providing country of origin remain up to date. HR Assistance remains available to all employees who may require assistance with the application process.</p> <p>The EU Settlement Scheme closed on the 30th June 2021. However, those who missed out can still apply if they have 'reasonable grounds' for not applying by the deadline.</p> <p>REG has consulted with existing contractors to seek assurance of continued project plans or the contingencies they have in place.</p> <p>WDC HR has identified 31 employees with contractual obligation whose origin is EU or EEA.</p> <p>A full review of all employee roles and impact on each service area has been undertaken and there is a low risk to service delivery, as there are no unique or difficult to fill positions identified, nor one single service impacted significantly should EU nationals return to country of origin.</p> <p>Section Head continues to monitor for any change notifications.</p> <p>Discretionary funds etc are in place however, the citizen or employee are required to make a claim for EUSS as these are safety nets until the person meets the requirements.</p>

Workforce – Stella Kinloch/Jen Watt – July 2021

Broad Risk	WDC Impact(s)	Action	Comments
Access to benefits Consider impact of loss of benefits arising from circumstances where low income groups and vulnerable people may be more affected by removal of EUSS on 30 June 2021.	<ul style="list-style-type: none"> - In terms of Workforce approx. less than 30 employees require EUSS. - Impact to UC maybe the most severe flag with no recourse to public funds. 	Communications via HR Workforce to Managers and Employees direct via online comms. Link to Working 4U to ensure West Dunbartonshire wide comms highlights support and impacts on Benefits where EUSS is not in place.	The Council will continue to support and offer assistance to aid citizens and employees to complete their status application.

Economic Instability – Michael McGuinness – July 2021

Broad risk	WD Impact(s)	Action	Comments
Provision of information to Local businesses	<ul style="list-style-type: none"> - Potential impact that the local business community will seek sources of information to allow them to adapt, following Brexit and use up limited resources of Business Support delivering Covid grants. 	Communications and the web team need to be ready to respond proactively to any messages that the wider Council needs to issue following Brexit. Promotion of good sources of information for local businesses to adapt to the new environment will be provided.	<p>Governments guidance has been provided regarding the transition phase: https://www.gov.uk/transition https://www.prepareforbrexit.scot/ https://www.gov.scot/brexit/</p> <p>There are also number of online tools to support the Business community as part of the transition from Europe. The Scottish Chamber, FSB, Business Gateway and Scottish Enterprise provide a range of tools and guidance support https://www.scottishchambers.org.uk/press-releases/prepare-for-brexit/ https://www.fsb.org.uk/campaign/uktransition.html https://www.bgateway.com/support-to-prepare-your-business-for-brexit https://www.scottish-enterprise.com/support-for-businesses/trading-after-brexit</p>

Economic Instability – Michael McGuinness – July 2021

Broad risk	WD Impact(s)	Action	Comments
<p>The likelihood of an economic crisis has increased and will have major impacts on disposable incomes and employability. The increased likelihood means that an economic is now more likely to occur concurrently with other risks</p>	<p>- This presents a risk to our workforce, our communities and local economy. This will affect our vulnerable communities and hinder local economic growth. This clearly presents a challenge for WD due to the already high rates of deprivation and unemployment. There is also a risk that individuals may require additional support as a result of EU Exit putting more pressure on the local authority.</p>	<p>Working 4U will work with strategic partners to ensure information about access to services is widely available</p> <p>Continued review of services to ensure increasing areas of demand are addressed</p>	<p>See above and page 5/6 relating to Increased unemployment as a result of economic disruption</p>

Business Continuity – Jen Watt – July 2021

Broad risk	WD Impact(s)	Action	Comments
Assess impact of EU-Exit on Business Continuity Plans	Potential disruption to services <ul style="list-style-type: none"> - Food - Medicines - Staff 	<p>A review of the Council and HSCP will be undertaken this year taking cognisance of the lessons learned from COVID-19.</p> <p>The Civil Contingencies Officer (CCO) is continuing to engage with CoSLA and Scottish Government</p>	<p>Business Continuity planning remains an operational focus. Any changes will be reflected into the respective Business Continuity Plans.</p> <p>CoSLA has stood down the frequency of the EU Exit calls however, the CCO continues to dial in and disseminate key information.</p>
Notable risk of disruptive concurrent event (Disruptive Weather, COVID-19, local incident). Covid-19 has not reduced the risk from pandemic influenza, a novel emerging infectious disease and coordinated industrial action.	Many of our officers have worked tirelessly through this pandemic without much leave to date. This <i>may</i> lead to key officers being on leave (as required for wellbeing) as we prepare for the months ahead.	<p>WDC has produced a suite of Business Continuity Plans and an Essential Service_Key worker List</p> <p>Resilience Structures in place. Strategic and Operational Resilience Groups and Resilience Group</p>	<p>SRG and ORG discussing allocation of leave, staggering leave for key roles and ensuring business continuity arrangements are robust.</p> <p>Regular weather monitoring in place by CCS and Roads Service.</p> <p>The Mass Vaccination Programme is being successful delivered across WDC, there were some issues with the supply chain initially however this was rectified early on it is unclear if this was a result EU Exit. We are now gearing up for the delivery of the Covid-19 Booster and Seasonal Flu Programme in conjunction with WDC colleagues.</p>

Other Considerations - Stephen West, Vicky-Jane Hastings and Patricia Kerr – July 2021

Broad Risk	WDC Impact(s)	Action	Comments
Other Financial Considerations	<p>-Impact of any fluctuations in the currency rate to expenditure.</p> <p>-Impact on future economic growth</p> <p>Impact on any regeneration projects and plans</p>	<p>Ensure council services purchasing though currency exchange remain within budget</p>	<p><u>Revenue spend</u> Our transactions are in UK Sterling Pounds (£) but there may be an increase in the cost due to market fluctuations. WDC are subjected annually to an approx. 3% increase for many ICT systems. The actual increase is built into the budget each year, however due to exchange rate fluctuations there is a lack of certainty and this may lead to an overspend.</p> <p>See comments below re reports to Council on the budget-setting process and approach to managing this financial risk.</p> <p><u>Capital spend (ICT)</u> Again, WDC transactions are in £ and there may be an increase in the cost if the market does fluctuate. For capital projects, WDC approach is to adjust the volumes to remain within budget as device prices change every 6 months on the frameworks anyway. WDC have in the past asked for capital funding approval to be accelerated from future years where we have an urgent requirement and have no budget left. Costs will be monitored and any variations reported through normal budgetary control processes, which highlight reasons for cost increases. This remains valid- July 2021. Several suppliers have advised of delivery lead-time delays.</p>
Expenditure	<p>- Impact of increasing inflation – costs to the council (excluding food): e.g. Energy costs; care agency costs</p>	<p>Monitor increases in costs of those identified as high risk/ high volume</p> <p>Monitor overall position through budgetary control process</p> <p>SHORT TERM: consider earmarking additional resources at the year-end for the risk; or consider use of</p>	<p>Energy bought in advance – short-term risk minimal; however could have a longer-term impact.</p> <p>The risk of cost increases arising from Brexit has been advised to Council in budget preparation reports since October 2018 and will continue to be advised. The final budget report each year advises that any price variations will continue to be reported.</p> <p>It is expected that Council would manage such price variations should they arise through ongoing budgetary control and, if necessary, use of free reserves.</p>

Other Considerations - Stephen West, Vicky-Jane Hastings and Patricia Kerr – July 2021

Broad Risk	WDC Impact(s)	Action	Comments
		<p>prudential reserve if required short term.</p> <p>LONGER TERM: consider building-in additional costs into the long term finance strategy based on evidence post-Brexit</p>	
Funding Support	- Impact to Council of chancellor revisiting the budget and affecting local government funding settlements	Monitor ongoing Brexit discussions and potential impact on the councils finances & the wider implications of the Scottish economy	Continue to monitor now the Trade and Cooperation deal has been agreed.
Capital Receipts	- Capital Receipts do not materialise or are lower than anticipated	<p>Longer term vision on capital programme for both income and expenditure levels</p> <p>Regular Strategic Asset Management Group updates feeding through to the capital budgetary control report (to both Council and CMT)</p> <p>Capital Disposal Strategy with longer term vision to allow movement in the assets due sold and timing of those assets</p> <p>Capital programme being monitored by CMT, Council and Committees on a regular basis</p>	Capital receipt opportunities are regularly discussed at SAMG and PAMG. The Council will continue to monitor the housing market to monitor and react to any impact.

Other Considerations - Stephen West, Vicky-Jane Hastings and Patricia Kerr – July 2021

Broad Risk	WDC Impact(s)	Action	Comments
		Early identification of possible issues to allow action to reduce spend or identify further surplus assets for possible disposal to minimise shortfall.	

WEST DUNBARTONSHIRE COUNCIL

Report by Chief Officer – People & Technology

Corporate Services Committee: 8th September 2021

Subject: Council Workforce Plan 2017-2022: Annual Action Plan 2020/21

1. Purpose

- 1.1** The purpose of this report is to provide an update on the Council's workforce planning activity for 2021/22.

2. Recommendations

- 2.1** The Committee is asked to:

- Note progress during 2020/21 in delivering against the Council Workforce Plan;
- Note the workforce profile as at 31st March 2021 and the key changes;
- Note the planned actions for 2021/2022; and
- Note that the Delivery Plans for each service include workforce annual action plans.

3. Background

- 3.1** The Council Workforce Plan 2017-2022 was approved by this Committee on 29th November 2017, having been developed in line with the Council's revised Strategic Planning Framework.

- 3.2** The Council Workforce Plan is subject to ongoing monitoring and evaluation to ensure that it remains effective in delivering required outcomes and responsive to any changes in circumstances which subsequently arise.

This report contains 3 sections and associated appendices:

- The progress and achievements made over the last year;
- The current workforce profile, examining any changes over the last year (Appendix 2); and
- A high level action plan for 2020/21 (Appendix 3)*.

*This will continue to be reviewed regularly due to the COVID pandemic and the impact of this on services and planning.

- 3.3** Progress updates are submitted to Corporate Services Committee on an annual basis, outlining progress to date and actions for the year ahead. The progress update (Appendix 1) and the action plan for 2021/22 (Appendix 3) are attached.

- 3.4** Workforce annual actions plans, for each Chief Officer Area are submitted to the relevant Committee as part of the Delivery Planning process.

- 3.5** Whilst separate planning processes exist in relation to West Dunbartonshire Health & Social Care Partnership (HSCP), appropriate alignment is in place to ensure that Council employees working within HSCP are included and benefit from all Council Wide initiatives and actions.

4. Main Issues

- 4.1** The attached annual action plans highlight the areas identified to be addressed over the 5 year period of the Council Workforce Plan, as follows:

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

4.2 Progress over the last year

- 4.2.1** As expected, the principle focus over the last year has been the COVID-19 pandemic and our response, adapting to ever changing legislation and guidance to ensure continued delivery of front line services and employee support. This has resulted in many changes to service delivery and individual service plans submitted to committee provide details of changes, challenges and achievements.
- 4.2.2** Services are reviewing and improving use of relevant data and the changing environment to predict future demand and explore opportunities to deliver services differently and more effectively. Where relevant, services are considering the opportunities and benefits of commercialisation, cross service working and shared services as appropriate.
- 4.2.3** In 2021, West Dunbartonshire Council was named as one of Scotland's most flexible employers thanks to a range of initiatives designed to improve employees' work-life balance. The award, from charity Flexibility Works, ranked the Council in the Top 10 from hundreds of entrants from all over the country. Judges were impressed with the high volume of the Council's workforce already working flexibly throughout the organisation, and praised the fact that all employees have a right to flexible working from their first day of employment with the application process now facilitating this. This commitment to flexibility will continue to adapt and evolve to support employees to work in a more agile and flexible way.

- 4.2.4** In 2020/21, the innovative Fit for Future service review process was introduced to further support continuous improvement. This programme uses a range of tools which encapsulate service design, maturity assessments and employee engagement. This information is gathered and reviewed to identify improvements, to ensure services are efficient and make best use of resources. Each review informs the next and these are going from strength to strength, developing a robust and effective process across services. To date, four reviews have been carried out in Waste, Working 4 U, Housing and Repairs contact centre and Procurement with a priority list that will eventually cover all services. This approach supports and promotes better use of data, informed decision making and improved people practices.
- 4.2.5** Surveys, self-evaluation and quality improvement exercises also continue to provide beneficial insight into areas for enhancement and have informed associated action plans. Services continue work in a more cohesive fashion, promoting a one council approach in projects such as Integrated Housing Management System, Digital transformation and Employee Wellbeing.
- 4.2.6** In recent years the council has placed great emphasis in supporting the development of the workforce, improving digital skills, embedding 'be the best' conversations, introducing skills passports and training plans whilst building resilience and career planning into service and team plans. Now, working more remotely, the need for these interactions is even more apparent and guiding managers to support their teams remotely has been a focus and will continue to be a priority in the coming year.
- 4.2.7** With a high percentage of employees currently working from home, the continued development of online employee engagement practice is essential. Trickle, a digital platform for employee engagement is being further developed and informs new advances. It has been rolled out across 27 teams and currently has 673 users with a full phased roll out across the council to be completed by June next year.
- 4.2.8** A full on-boarding review was intended to be delivered in 19/20 and while the project team was set up and initial meetings took place, this project was delayed by other priorities and carried forward to 21/22. This project seeks to review the systems and processes around recruitment, from attracting the right candidates to appointment and integrating and supporting a new employee into the organisation. The intention is to create a positive inspiring, informative and seamless journey from application to appointment and the first stages of employment. The group recommenced in August. An induction App was also created and has gone live to push out helpful organisational information that would assist employees in the first few months and this will be launched after the summer recess.
- 4.2.9** Since its' launch in late 2020, the workforce planning console has been successfully rolled out to the senior management network. This allows managers to see the workforce information for their reports and uses real time data direct from the Workforce Management System to assist decision

making. Continuous improvement allows for feedback and development of this console and a running programme has been developed. It also allows for the removal of, now unnecessary reports, that have been replaced by the console.

4.2.10 The 'Inspiring Leaders Programme' will restart this year (it had been halted due to COVID, and the suspension of face to face delivery) and People and Change will continue to support succession planning discussions, the development of leadership competencies and promoting a coaching ethos across the council. There are new leadership development opportunities commencing this year for middle/senior managers to further support succession planning and ensure dynamic leadership across the organisation.

4.2.11 Building on the positive equalities work already demonstrated such as flexible working and disability confident, a detailed action plan has been developed. This ambitious plan sets out how the equalities actions will be achieved over the next 4 years including how the responsibilities under the Public Sector Equality Duty can be better met. The vision is to create and promote West Dunbartonshire Council as an inclusive organisation where individuals feel that they can bring their whole selves to work and individuality is recognised and celebrated. The action plan straddles many facets, including data and system development, communication, learning and development, policies and procedures.

With an equalities representative as a key member of the on-boarding group there will be a focus on equalities to refine, ensure continuous review and improvement, reducing and removing barriers to employment for minority groups and implementing positive action.

4.2.12 With a revised approach to supporting employee wellbeing implemented in 2019/20, the focus in 2020/21 was to consolidate the key changes made to the infrastructure of the Employee Wellbeing Group and to realise the benefits brought by these changes. This included but not limited to clearer lines of communication through the Wellbeing Advocates and Wellbeing Managers groups, to ensure that the right support was available to employees at the right time. The pandemic highlighted the importance of continuing to support employees' mental health and, as a result, opportunities were provided that enabled employees to reflect on and build their resilience during what was a professionally and personally challenging time. Employee engagement has been key in driving the employee wellbeing agenda forward with feedback from Wellbeing Advocates, Trickle (the employee engagement app) and pulse surveys informing the range of supports that were available. The introduction of the Winter Wellbeing Toolkit and the Wellbeing Round ups have provided a clear single point of reference for employees to access resources that support their physical and mental wellbeing as well as offering learning opportunities to support the different ways of working that have been adopted over the last 17 months. Additionally, the last year has seen employees being further encouraged by senior leaders to take small and important steps to take care of their wellbeing. Blogs from Chief Officers and the Chief Executive have

stressed the importance of employees taking regular breaks, getting away from computer screens and working flexibly where possible to highlight that the Council values employees and the work they do. This work contributed to the Council being named as one of Scotland's Top 10 Flexible Employers in 2020/21.

4.2.13 Full details of the progress made against actions are contained in appendix 1.

4.4 The current workforce profile,

4.4.1 The current workforce profile is attached in Appendix 2, with comparisons made against the previous year and commentary on trends. The main observations are detailed below:

4.4.2 There was further review of the Senior Leadership structure, introducing an agile model as agreed by the Recruitment and Individual Performance Committee on 29th September 2020. The Chief Officer areas are as follows:

- Citizen , Culture, and Facilities
- Education, Learning and Attainment
- Housing and Employability
- People and Technology
- Regulatory and Regeneration
- Resources
- Roads and Transportation
- Supply, Distribution and Property

4.4.3 When compared to the same period last year, there has been a headcount increase of 72 across the council. This change is accounted for by a significant increase in permanent headcount (117) and a decrease of 29 fixed term contracts and an overall reduction of 16 apprenticeships. Reviewing the comparison data it is clear that overall the workforce continues to steadily grow, with the bulk of the increase in Education Learning and Attainment, due to the Early Years expansion and additional funding from Scottish Government for COVID recovery.

4.4.5 It is good to see a continuation of growth in permanent employment, which is a positive development, providing security and stability in times of uncertainty.

4.4.6 The overall sex profile remains largely unchanged with an overall split of 27.3% male and 72.7% female.

4.4.7 Over recent years there has been a gradual increase in men working part time. The percentage of men working part time has increased from 17% in 2015/16 compared to 21.6% in 2020/21. This is a positive development which shows a move to more modern ways of working with men accessing flexible retirement and part time working in ways that were previously not so evident.

- 4.4.8** Turnover has increased from 7.9% last year to 8.3%. Between 2016 and 2018, the turnover was between 8.6 and 8.7%, this reduced to 8% in 18/19 and further reduced to 7.9% in 19/20. It would appear that turnover is now returning to previous levels of circa 8.5%.
- 4.4.9.** This year the data showed that 3.9% of the workforce were working past the age of 65. This is an increase of 1.4% over the last 3 years, supporting the national profile of employees choosing to work longer for various reasons. The flexible working practices available in the council support this through flexible retirement, more flexible or part time working arrangements.

4.5 High level action plan for 2021/22

- 4.5.1** Appendix 3 outlines the high level action plan for 2021/22 identifying many council wide initiatives. These initiatives will feature in the delivery plans of services as appropriate along with their service specific actions.
- 4.5.2** With the workforce planning console embedded into the service planning process, this year will focus on continuous improvement of data and improving the organisations future focus. Concentrating on projective data and scenario planning while reviewing and simplifying the workforce planning framework and guidance to managers will support this.
- 4.5.3** The Fit for Future Reviews programme will continue across services, supporting and promoting better use of data, improved decision making and better people practices, fully utilising existing systems and technologies to improve service delivery and improving services for our citizens.
- 4.5.4** Continuous improvement initiatives, such as Lean six sigma, service design, coaching and mentoring and leadership development has been successfully embedded and this will continue now as core organisational deliverables. Services will also continue to promote and engage in cross organisational working, and explore the opportunities that this provides, including the potential for retraining of employees into other areas. To future proof the plans for service delivery, continued succession planning and talent management will be key in further supporting this.
- 4.5.5** A significant area of development will be the digitalisation programme for the organisation, managed through the Digital Transformation Board and chaired by the Chief Officer for People & Technology. Digital developments have increased tenfold with the COVID pandemic. The work already carried out in this area greatly assisted with employees benefiting from improvements to their digital literacy over recent years. All employees and Elected Members working from home during the pandemic have benefited from the launch of online collaboration tools such as MS teams, Zoom etc and this will continue to improve and evolve with the rollout of MS365.

- 4.5.6** To ensure employees are not digitally excluded, the focus on digital literacy and skills will continue. The already highly successful Excel and Outlook courses provided by West College Scotland will continue this year, supporting improved data usage, understanding and promoting new and efficient ways of working.
- 4.5.7** The organisational culture and environment had changed markedly during the preparation to move to offices of the future. This has continued to evolve and improve in the last year and will continue with a focus on wellbeing, working from home, employee engagement and promotion of more flexible working styles. As a forward thinking, innovative and creative council, we will continue to promote agile working where possible and support employees and managers across all service to embrace and embed the various workstyles. Currently 30% of previously office based employees are now working remotely and all employees have the opportunity for more flexible styles of working.
- 4.5.8** This year there will be continued support of employees in a more virtual environment using trickle, webinars, on line training, surveys, employee forums and support to ensure that employees feel engaged, supported and valued. Peer support groups/communities have been developed to allow for collaboration and networking e.g. wellbeing advocates and MS Teams ambassadors.
- 4.5.9** The on-boarding review is planned for 21/22 building on the work already undertaken, analysing all aspects of recruitment from attracting candidates to integrating a new employee into the organisation and demonstrating its' culture. Part of this project will also involve influencing how WDC is viewed and rated as an employer. This is paired with the development work, embedding and improving the exit interview process to provide an insight into the environment within services. Any trends will be identified and inform future action(s).
- 4.5.10** An increased focus on supporting the internal recruitment market. Increasing and devising employee development opportunities, succession planning and growing internal talent pools and career development plans.
- 4.5.11** The BAME profile has been identified as an area of focus for the Council's equality outcome to 'attract more diverse talent' by reviewing policies and practices to ensure that there are no barriers to entering employment for these groups as set out in the Equalities Mainstreaming report
- 4.5.12** Reporting on the changing working environments as employees are supported to work from home, work more flexibly and balance their work and personal commitments, as the country moves into the recovery and renewal phase of the COVID crisis and beyond.
- 4.5.13** Communication frameworks have had to change and evolve to support the organisation through the pandemic. This infrastructure will continue to be

utilised to improve communication frameworks for national and local messages, improving the information transfer across the organisation and ensuring the workforce is well informed.

4.5.14 Service Redesign programmes – the main vehicle for pushing this area forward will be the Fit for Future Programme but this can also be supported by the Automation Team and Digital Transformation Board. The introduction of MS365 will bring many opportunities and access to tools that services will require support with to ensure they can maximise benefits from the available applications.

In addition, service managers are reviewing workforce planning, structures and digital solutions to support service delivery and these are supported by the People & Change team in a number of ways such as change management, project support, training, automated forms, service design, employment advice and recruitment.

4.5.15 In 2019/20 a verification exercise was carried out to understand the composition of the workforce with a disability. This was undertaken using the Workforce Management system and a manual, paper exercise was also planned for early 2020. However this was halted due to COVID and now that restrictions are being lifted with recommence.

4.5.16 Now integrated into the organisational priorities, the Employee Wellbeing Strategy continue to focus on priority areas, responding to the needs of the organisation. There will be regular progress reports to the Change Board and JCF including monitoring the impact of the resulting actions.

4.5.17 Full details of the 2021/22 action plan are attached as Appendix 3.

5. People Implications

5.1 Integration of workforce planning within wider organisational planning processes ensures that workforce issues are effectively identified and addressed. This supports the Council's commitment to its' employees in relation to all aspects of their employment, ensuring that employees' needs are met and that efficient and modern services are effectively delivered both now and in the future.

6. Financial and Procurement Implications

6.1 There are no additional financial or procurement implications associated with this report. There are funding streams associated with the initiatives mentioned in this report but these are already secured.

7. Risk Analysis

- 7.1** A robust approach to workforce planning ensures that the Council identifies current and future needs and identifies potential risks to the council at an early stage. This proactive approach allows strategies and policies to be developed that ensure the continued delivery of best value services.

8. Equalities Impact Assessment (EIA)

- 8.1** A full EIA is not required in relation to the Council Workforce Plan as individual assessments will be undertaken in relation to each area of work referred to as it is progressed.

9. Consultation

- 9.1** The Strategic Leadership Group have been involved in the development of the plan through preparation of the Delivery Plans and this report and associated appendices have been provided to the relevant trade unions on 17th August 2021.

10. Strategic Assessment

- 10.1** This contents of this report and the workforce planning process supports the Council's aim to make the best use of both financial and human resources resulting in a positive impact upon service provision.

Victoria Rogers

Chief Officer - People & Technology

Date: 11th August 2021

Person to Contact:	Geraldine Lyden, People and Change Partner 16 Church Street, Dumbarton Tel: 07949800801 Email: geraldine.lyden@west-dunbarton.gov.uk
Appendices:	Appendix 1 – Council Workforce Plan Progress update Appendix 2 – Workforce Profile 31 st March 2021 Appendix 3 – Action Plan – 2021/22
Background Papers:	Council Workforce Plan 2017-2022 Strategic Lead Area Workforce Plans 2017-2022 Strategic Workforce Planning Framework
Wards Affected:	None

Corp- WFP- 2020-21

Generated on: 19 July 2021





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

Action Code & Title	Status	Progress	Due Date	Latest Note
WFP/2021/Corp /01 Proactive identification of SWITCH redeployment for areas of workforce growth		<div><div>100%</div></div>	31-Mar-2021	We had 11 enquiries that had to put on hold due to Coronavirus and the guidance in place. We were able to move ahead with 6 who were already in an ELCC as Early Years Assistants or Learning Assistants. 6 have completed their training and are seeking employment in ELCC. Two have already been successful in securing ELCO roles.
WFP/2021/Corp /02 Proactive identification of opportunities to develop the workforce		<div><div>100%</div></div>	31-Mar-2021	funding secured through working for U to support the career changers programme this year
WFP/2021/Corp /03 Continue to support culture of continuous improvement,		<div><div>100%</div></div>	31-Mar-2021	Complete for this year being developed and adapted for virtual delivery and support materials



Action Code & Title	Status	Progress	Due Date	Latest Note
developing quality improvement skills across middle managers				
WFP/2021/Corp /04 Identify and support relevant projects for continuous improvement	✓	<div><div>100%</div></div>	31-Mar-2021	Projects being managed through Digital Transformation Board with some delay in projects due to Covid. Fit for Future programme agreed and commenced.
WFP/2021/Corp /05 Continue to explore opportunities for cross organisational working	✓	<div><div>100%</div></div>	31-Mar-2021	
WFP/2021/Corp /06 Continue to embed succession planning and talent management programmes	✓	<div><div>100%</div></div>	31-Mar-2021	Complete for this year being developed and adapted for virtual delivery and support materials

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

Action Code & Title	Status	Progress	Due Date	Latest Note
WFP/2021 /Corp /07 Review results of digital skills survey carrying out training needs analysis accordingly in order to support the digital transformation agenda		<div><div>100%</div></div>	31-Mar-2021	Complete
WFP/2021 /Corp /08 Further develop leadership skills within services in line with the People Management Framework.		<div><div>100%</div></div>	31-Mar-2021	Complete for this year being developed and adapted for virtual delivery and support materials. Will be ongoing.




3. Improving resilience within teams


Action Code & Title	Status	Progress	Due Date	Latest Note
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Action Code & Title	Status	Progress	Due Date	Latest Note
WFP/2021 /Corp /09 Continue support implementation of Employee Wellbeing Strategy including providing representation on Employee Wellbeing Advocate and Managers Group.		<div><div>100%</div></div>	31-Mar-2021	Representation has been provided to Advocate and Managers groups with the service participating in a number of initiatives to support employee wellbeing throughout the year. This has including running a virtual book club, attending mental health webinars, conducting wellbeing surveys and providing targeted support to the teams who experienced particular challenges throughout the year.
WFP/2021 /Corp /10 Embed 'Be the Best' conversations into organizational culture to ensure opportunities exist to recognize employee contribution, employee		<div><div>100%</div></div>	31-Mar-2021	Complete for this year and ongoing




Action Code & Title	Status	Progress	Due Date	Latest Note
wellbeing and learning and development				

4. Ensuring clear, effective and stable organisational design

Action Code & Title	Status	Progress	Due Date	Latest Note
WFP/2021/Corp /11 Identify opportunities to introduce holistic/whole systems service review exercises		<div><div>100%</div></div>	31-Mar-2021	Fit for Future reviews undertaken with a programme for the ongoing years across all services
WFP/2021/Corp /12 Supporting different work styles to best support home working and social distancing in line with COVID government guidance		<div><div>100%</div></div>	31-Jul-2020	Additional work styles added to the system and an exercise carried out to ensure that a work style is held for each post along with a working from home category for each employee to support all employees to work from home or return to work as appropriate in line with government guidance
WFP/2021/Corp /13 Improved		<div><div>100%</div></div>	31-Aug-2020	23 workforce updates sent since pandemic started (as at August) this is still a current action – with 46 updates to date.

Action Code & Title	Status	Progress	Due Date	Latest Note
communication frameworks with employees and managers to translate the national messages and government guidance				
WFP/2021/Corp /20 Increased on line training provision for policy and practice to best support managers and employees		<div><div>100%</div></div>	31-Dec-2020	<p>Milestones not set for this action as Covid related work took priority.</p> <p>On-line training delivery up and running for:</p> <ul style="list-style-type: none"> • Welcome Induction • Building Services Leadership training • MS Teams • 30-OD minutes • HR Half Hours <p>A new booking approach has also been developed whereby employees can quickly and easily book (& cancel) training without logging into HR21.</p>

5. Addressing workforce diversity Objectives

Action Code & Title	Status	Progress	Due Date	Latest Note
WFP/2021/Corp /14 conclude the Scottish Local Government Living Wage (SLGLW) exercise with deletion of the grades below SLGLW.		<div><div>100%</div></div>	01-Dec-2020	
WFP/2021/Corp /15 Actions to address specific duties associated with disability – manual data verification exercise.		<div><div>75%</div></div>	31-Dec-2020	This was moved due to COVID. The preparation has been done and this is now scheduled for October.
WFP/2021/Corp /16 Annual equalities monitoring report		<div><div>100%</div></div>	30-Sep-2020	Complete

6. Improve use of technology and new ways of working

Action Code & Title	Status	Progress	Due Date	Latest Note
WFP/2021/Corp /17 Provision of technology to support new workstyles to enable more home and flexible working.	✓	<div><div>100%</div></div>	31-Dec-2020	
WFP/2021/Corp /18 Utilise and support the development of the Workforce Management console to better inform decisions and service delivery plans	✓	<div><div>100%</div></div>	31-Mar-2021	
WFP/2021/Corp /19 Further develop and roll out of induction app	✓	<div><div>100%</div></div>	31-Dec-2020	Induction app complete and launched

Appendix 2 – Workforce Profile – 31st March 2021

Table 1.1 listed below relates to the year end profile of the organisation's workforce as at 31st March 2021 and examines changes in that profile over time.

1. Headcount

	Apprentice	Fixed-Term	Permanent	Total		Casual	Invigilator
Citizen Culture & Facilities	3	39	633	675		12	0
Education	8	125	940	1073		46	57
Housing & Employability	4	43	273	320		8	0
People & Technology	4	20	95	119		0	0
Regulatory & Regeneration	0	10	103	113		5	0
Resources	0	16	232	248		0	0
Roads & Neighbourhood	22	21	350	393		34	0
Supply, Distribution & Property	28	57	354	439		0	0
Chief Exec Office	69	331	2980	3380		105	57
Child Health Care & Criminal Justice	0	19	251	270		23	0
Community Health & Care	1	25	959	985		46	0
Finance & Resources	0	1	5	6		0	0
Mental Health Addiction & Learning Disabilities	3	16	153	172		0	0
Strategy, Planning & Health Improvement	0	2	20	22		0	0
Health & Social Care Partnership	4	63	1388	1455		69	0
Strategic Management	0	0	13	13		0	0
Local Government Employees Total	73	394	4381	4848		174	57
Education (Teachers)	0	158	937	1095		288	0
Council Wide Total	73	552	5318	5943		462	57

Table 1.1

When compared to the same period last year, there has been headcount increase of 72 across the council. This is accounted for by a significant increase in permanent headcount (117) and a decrease of 29 fixed term contracts and an overall reduction of 16 apprenticeships.

Table 1.2 shows this year's figures compared to the last 4 years and illustrates a reduction in apprenticeship roles returning to figures similar to that of 2019. It also captures the workforce growth showing the positive shift from temporary headcount to permanent.

Table 1.2 Head count Variance

Overall Headcount Variance (31/03/2017 to 31/03/2021)	Apprentice			Fixed-Term			Permanent			Total	
	No.	%age of Total	Yearly var	No.	%age of Total	Yearly var	No.	%age of Total	Yearly var	No.	Yearly var
31/03/2017	95	1.7%	3%	426	7.6%	6%	5082	90.7%	-1%	5603	-1%
31/03/2018	71	1.2%	-25%	490	8.6%	15%	5127	90.1%	1%	5688	2%
31/03/2019	74	1.3%	4%	579	10.1%	18%	5081	88.6%	-1%	5734	1%
31/03/2021	89	1.5%	20%	581	9.9%	0%	5201	88.6%	2%	5871	2%
31/03/2021	73	1.2%	-18%	552	9.3%	-5%	5318	89.5%	2%	5943	1%

Table 3 below provides more information on the variance across all services. Similar to last year the comparison data illustrates the steady growth of the workforce. Notably Roads and Neighbourhood and Supply and Distribution have seen a significant shift in their demographic. They have both retained their significant apprenticeship allocation, with the majority of other areas reducing their allocation. Similarly the fixed term headcount has reduced with a corresponding increase in permanent headcount in supply distribution and property, reflecting the work being carried out in this area to stabilise the workforce and provide permanent roles where possible. In Roads and neighbourhood the temporary headcount has reduced significantly in the main due to the reduced seasonal greenspace contracts.

Education Learning and Attainment, have seen the anticipated increase associated with the Early Years expansion and additional grant funding from Scottish Government for COVID recovery. For teachers the reduction in temporary headcount relates to 21 fewer probationers and a reduction in permanent recruitment / appointments allowing for temporary contracts to be issued and permanent appointments will be addressed through the ongoing staffing exercise.

Table 1.3 Variance across services

2021 compared to 2020	Apprentice	Variance	Fixed-Term	Variance	Permanent	Variance	Total	Variance
Citizen Culture & Facilities	3	-2	39	17	633	6	675	21
Education	8	-5	125	14	940	85	1073	94
Housing & Employability	4	-5	43	9	273	10	320	14
People & Technology	4	-2	20	16	95	-3	119	11
Regulatory & Regeneration	0	-1	10	1	103	7	113	7
Resources	0	0	16	3	232	-11	248	-8
Roads & Neighbourhood	22	0	21	-29	350	-9	393	-38
Supply, Distribution & Property	28	0	57	-40	354	42	439	2
Chief Exec Office	69	-15	331	-9	2980	127	3380	103
Child Health Care & Criminal Justice	0	0	19	0	251	5	270	5
Community Health & Care	1	0	25	-9	959	25	985	16
Finance & Resources	0	0	1	0	5	0	6	0
Mental Health Addiction & Learning Disabilities	3	-1	16	2	153	-7	172	-6
Strategy, Planning & Health Improvement	0	0	2	-1	20	2	22	1
Health & Social Care Partnership	4	-1	63	-8	1388	25	1455	16
Strategic Management	0	0	0	0	13	-1	32	18
Local Government Employees Total	73	-15	394	-17	4381	130	4848	97
Education (Teachers)	0	0	158	-12	937	-13	1095	-25
Council Wide Total	73	-16	552	-29	5318	117	5943	72

Table 1.4 Casual variance

	2020	2021	
	Casual 2020	Casual	Invigilator
Citizen Culture & Facilities	11	12	0
Education	111	46	57
Housing & Employability	12	8	0
People & Technology	0	0	0
Regulatory & Regeneration	4	5	0
Resources	0	0	0
Roads & Neighbourhood	3	34	0
Supply, Distribution & Property	0	0	0
Chief Exec Office	141	105	57
Child Health Care & Criminal Justice	26	23	0
Community Health & Care	42	46	0
Finance & Resources	0	0	0
Mental Health Addiction & Learning Disabilities	0	0	0
Strategy, Planning & Health Improvement	0	0	0
Health & Social Care Partnership	68	69	0
Strategic Management	0	0	0
Local Government Employees Total	209	174	57
Education (Teachers)	226	288	0
Council Wide Total	435	462	57

Table 1.4 shows the casual variance compared to last year and shows an increase in casuals registered for work with WDC. Invigilators were previously reported in this category but have been removed as they are not covered by any bargaining group (Local Government or Teachers) and their pay is reclaimed by WDC and paid by SQA.

The significant reduction in this area is accounted for by seasonal employees who are retained as casual in between seasonal contracts to allow for participation in casual work as required. Seasonable contracts commence early April and they still featured in the end of year statistics. Teachers was another area of increase with an additional 62 teachers registered for casual work compared to last year.

2. Full time Equivalent

	Apprentice	Fixed-Term	Permanent	Total
Citizen Culture & Facilities	3.00	21.46	414.79	439.24
Education	8.50	93.77	771.47	873.74
Housing & Employability	4.00	36.01	258.17	298.18
People & Technology	3.50	15.43	89.43	108.36
Regulatory & Regeneration	0.00	8.50	96.97	105.47
Resources	0.00	15.80	198.69	214.49
Roads & Neighbourhood	22.00	20.19	303.63	345.81
Supply, Distribution & Property	28.00	56.43	342.38	426.81
Chief Exec Office	69.00	267.58	2475.52	2812.11
Child Health Care & Criminal Justice	0.00	16.84	225.96	242.80
Community Health & Care	1.00	16.85	717.85	735.70
Finance & Resources	0.00	1.00	4.50	5.50
Mental Health Addiction & Learning Disabilities	3.00	9.09	123.62	135.71
Strategy, Planning & Health Improvement	0.00	1.50	18.93	20.43
Health & Social Care Partnership	4.00	45.28	1090.85	1140.13
Strategic Management	0.00	0.00	13.00	13.00
Local Government Employees Total	73.00	312.87	3579.37	3965.24
Education (Teachers)	0.00	150.70	861.20	1011.90
Council Wide Total	73.00	463.57	4440.57	4977.14

Overall FTE Variance (31/03/2017 to 31/03/2021)	Apprentice			Fixed-Term			Permanent			Total	
	No.	%age of Total	Yearly var	No.	%age of Total	Yearly var	No.	%age of Total	Yearly var	No.	Yearly var
31/03/2017	95	2.1%	4%	364	8.1%	4%	4025	89.7%	-3%	4485	-2%
31/03/2018	51.9	1.2%	-45%	314	7.0%	-14%	4147	91.9%	3%	4513	1%
31/03/2019	74	1.6%	43%	464	9.8%	48%	4191	88.6%	1%	4728	5%
31/03/2020	88	1.8%	19%	503	10.2%	8%	4343	88.0%	4%	4934	4%
31/03/2021	73	1.5%	-17%	464	9.3%	-8%	4441	89.2%	2%	4977	1%

Last year the overall FTE had increased by 4% while the headcount had grown by 2% demonstrating that not only was the council employing more people but these people are working more contracted hours than in previous years. This year the growth is balanced at 1% across both FTE and Headcount demonstrating a gradual and consistent growth in both headcount and working hours.

3. Fixed Term Contracts

There are 552 employees working on a fixed term basis and 166 of these hold fixed term contracts which have a duration exceeding 2 years. The table below illustrates the location of these employees and compares to last year. The breakdown reflects the Government funded fixed term initiatives in Education and HSCP. There has also been an increase in Roads and Neighbourhood reflecting the increased use of seasonal greenspace operatives and drivers compared to last year when much of this work was halted due to COVID. There is also an increase in Housing and Employability reflecting the increased funding in the employability team.

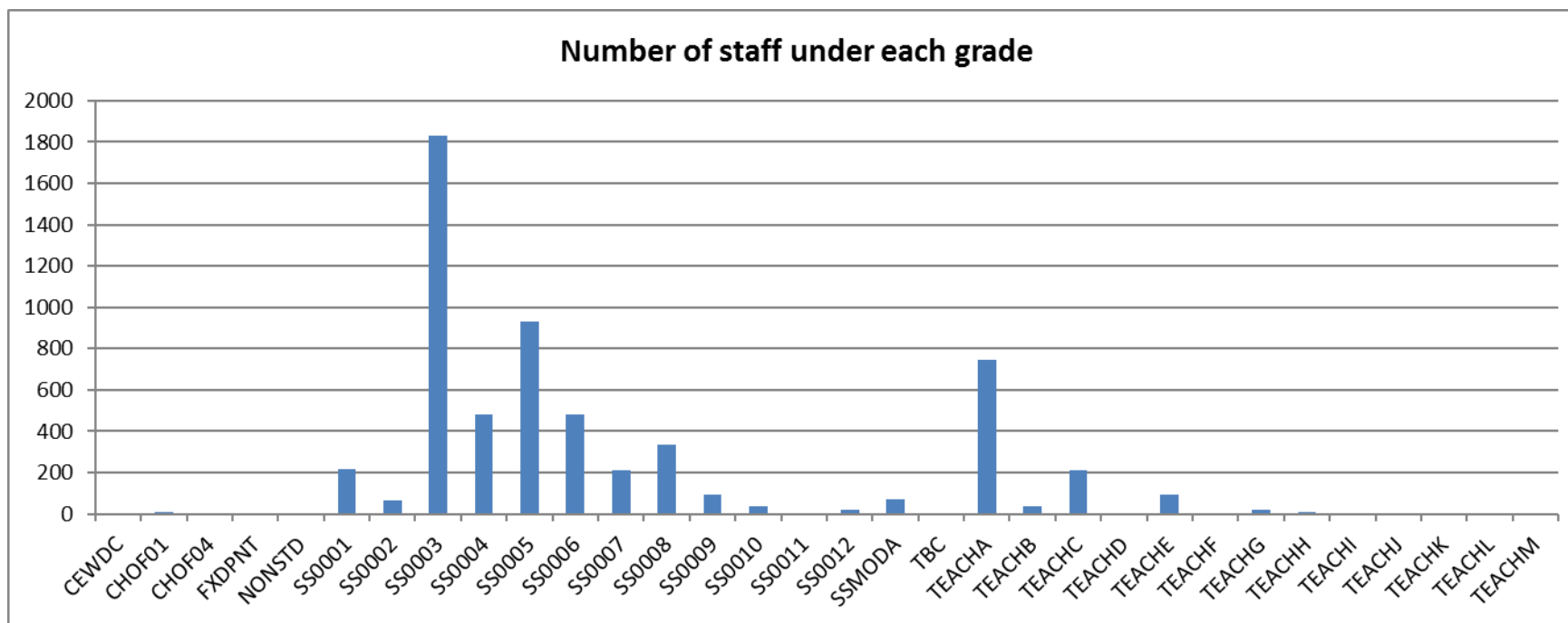
	2020	2021
Citizen Culture & Facilities	0	3
Education	2	37
Housing & Employability	5	18
People & Technology	0	0
Regulatory & Regeneration	0	7
Resources	0	3
Roads & Neighbourhood	7	20
Supply, Distribution & Property	43	49
Chief Exec Office	57	137
Child Health Care & Criminal Justice	5	6
Community Health & Care	1	5
Finance & Resources	1	1
Mental Health Addiction & Learning Disabilities	1	5
Strategy, Planning & Health Improvement	0	1
Health & Social Care Partnership	8	18
Strategic Management	0	0
Local Government Employees Total	65	155
Education (Teachers)	3	11
Council Wide Total	68	166

4. Full time / Part time Split.

	Full-Time	Part-Time
Citizen Culture & Facilities	143	532
Education	413	660
Housing & Employability	269	51
People & Technology	86	33
Regulatory & Regeneration	90	23
Resources	149	99
Roads & Neighbourhood	301	92
Supply, Distribution & Property	395	44
Chief Exec Office	1846	1534
Child Health Care & Criminal Justice	201	69
Community Health & Care	193	792
Finance & Resources	5	1
Mental Health Addiction & Learning Disabilities	74	98
Strategy, Planning & Health Improvement	16	6
Health & Social Care Partnership	489	966
Strategic Management	13	0
Local Government Employees Total	2348	2500
Education (Teachers)	828	267
Council Wide Total	3176	2767

The number of full time contracts has reduced this year by 11 and the number of part time contracts has increased by 83. The percentage of part time contracts has increased by 1% this year with 47% of the workforce term time, sessional or reduced working hours and 53% working a full time contract.

5. Grade Profile



As shown above the most prominent grade amongst Local Government Employees remains Grade 3, followed by Grade 5. For teachers the most prominent grade is a Main Grade Teacher.

6. Sex Profile

	Female		Male	
	Headcount	Percentage	Headcount	Percentage
Citizen Culture & Facilities	561	83.1%	114	16.9%
Education	1002	93.4%	71	6.6%
Housing & Employability	175	54.7%	145	45.3%
People & Technology	61	51.3%	58	48.7%
Regulatory & Regeneration	73	64.6%	40	35.4%
Resources	213	85.9%	35	14.1%
Roads & Neighbourhood	33	8.4%	360	91.6%
Supply, Distribution & Property	61	13.9%	378	86.1%
Chief Exec Office	2179	64.5%	1201	35.5%
Child Health Care & Criminal Justice	211	78.1%	59	21.9%
Community Health & Care	897	91.1%	88	8.9%
Finance & Resources	6	100.0%	0	0.0%
Mental Health Addiction & Learning Disabilities	116	67.4%	56	32.6%
Strategy, Planning & Health Improvement	21	95.5%	1	4.5%
Health & Social Care Partnership	1251	86.0%	204	14.0%
Strategic Management	7	53.8%	6	46.2%
Local Government Employees Total	3437	70.9%	1411	29.1%
Education (Teachers)	883	80.6%	212	19.4%
Council Wide Total	4320	72.7%	1623	27.3%

The sex profile remains fairly consistent with 72.7% of the workforce female and 27.3% male. There are no significant changes across the workforce with female predominance in Education and HSCP and male predominance in Roads and neighbourhood and Supply Distribution and Property.

7. Age Profile

	16-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65+
Citizen Culture & Facilities	0.6%	2.7%	4.1%	7.6%	10.1%	10.5%	8.6%	13.6%	19.9%	16.1%	6.2%
Education	2.5%	4.8%	3.6%	3.3%	7.4%	9.4%	8.1%	17.3%	17.6%	17.6%	8.4%
Housing & Employability	1.8%	6.4%	8.4%	9.6%	9.3%	8.0%	9.8%	12.5%	18.5%	11.8%	3.9%
People & Technology	1.0%	4.8%	6.1%	8.0%	9.7%	11.3%	10.7%	15.6%	17.4%	11.4%	4.0%
Regulatory & Regeneration	0.4%	1.5%	5.6%	10.4%	12.6%	11.5%	13.0%	13.3%	17.8%	10.0%	4.1%
Resources	0.2%	2.6%	6.5%	7.1%	5.7%	8.2%	9.0%	17.0%	20.1%	16.6%	6.9%
Roads & Neighbourhood	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	16.7%	33.3%	0.0%	0.0%
Supply, Distribution & Property	1.8%	6.4%	8.4%	9.6%	9.3%	8.0%	9.8%	12.5%	18.5%	11.8%	3.9%
Chief Exec Office	1.0%	4.8%	6.1%	8.0%	9.7%	11.3%	10.7%	15.6%	17.4%	11.4%	4.0%
Child Health Care & Criminal Justice	0.4%	1.5%	5.6%	10.4%	12.6%	11.5%	13.0%	13.3%	17.8%	10.0%	4.1%
Community Health & Care	0.2%	2.6%	6.5%	7.1%	5.7%	8.2%	9.0%	17.0%	20.1%	16.6%	6.9%
Finance & Resources	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	16.7%	33.3%	0.0%	0.0%
Mental Health Addiction & Learning Disabilities	0.6%	2.9%	5.8%	8.1%	14.0%	8.7%	11.6%	16.3%	20.3%	8.1%	3.5%
Strategy, Planning & Health Improvement	0.0%	4.5%	0.0%	4.5%	18.2%	22.7%	9.1%	18.2%	13.6%	4.5%	4.5%
Health & Social Care Partnership	0.3%	2.5%	6.1%	7.8%	8.1%	9.1%	10.2%	16.2%	19.7%	14.2%	5.9%
Strategic Management	0.0%	0.0%	0.0%	0.0%	0.0%	7.7%	38.5%	7.7%	30.8%	15.4%	0.0%
Local Government Employees Total	8.3%	4.1%	6.1%	7.9%	9.2%	10.6%	10.6%	15.8%	18.1%	12.3%	4.6%
Education (Teachers)	0.0%	3.7%	16.3%	15.9%	16.0%	14.6%	9.2%	11.4%	7.4%	4.5%	1.0%
Council Wide Total	0.6%	4.0%	7.9%	9.4%	10.4%	11.3%	10.4%	15.0%	16.2%	10.8%	3.9%

The distribution curve for the age demographic across the council remains fairly consistent with previous years. The highest proportion of people are in the 50-54 and 55-59 age group. There has been a reduction in the 16-19 age group consistent with the reduction in modern apprenticeship. Although the percentage of employees working past 65 across the council has stabilised local government employees have seen a further increase of 0.3% and teachers have shown a reduction of 0.5% compared to last year. Education (LG) has the most notable change with an increase from 1.6% in the over 65 category to 8.4%. This reflects the increase in normal pension age to 66 and this will continue to be evident.

8. Length of Service

	Less than 1 year		1 to 9 years		10 or more years	
	Headcount	Percentage	Headcount	Percentage	Headcount	Percentage
Citizen Culture & Facilities	76	11.3%	236	35.0%	363	53.8%
Education	124	11.6%	399	37.2%	550	51.3%
Housing & Employability	24	7.5%	120	37.5%	176	55.0%
People & Technology	22	18.5%	37	31.1%	60	50.4%
Regulatory & Regeneration	2	1.8%	43	38.1%	68	60.2%
Resources	11	4.4%	71	28.6%	166	66.9%
Roads & Neighbourhood	16	4.1%	126	32.1%	251	63.9%
Supply, Distribution & Property	11	2.5%	196	44.6%	232	52.8%
Chief Exec Office	286	8.5%	1228	36.3%	1866	55.2%
Child Health Care & Criminal Justice	17	6.3%	86	31.9%	167	61.9%
Community Health & Care	90	9.1%	371	37.7%	524	53.2%
Finance & Resources	0	0.0%	2	33.3%	4	66.7%
Mental Health Addiction & Learning Disabilities	6	3.5%	70	40.7%	96	55.8%
Strategy, Planning & Health Improvement	1	4.5%	3	13.6%	18	81.8%
Health & Social Care Partnership	114	7.8%	532	36.6%	809	55.6%
Strategic Management	0	0.0%	8	61.5%	5	38.5%
Local Government Employees Total	400	8.3%	1768	36.5%	2680	55.3%
Education (Teachers)	82	7.5%	489	44.7%	524	47.9%
Council Wide Total	482	8.1%	2257	38.0%	3204	53.9%

The distribution of Length of service remains fairly consistent with the highest percentage serving 10 years or more.

* Above data pertains to WDC service only (excluding continuous service with any public authority to which the redundancy Payments Modification Order (Local Government) 1983 (as amended applies)

9. New Start

482 new employees joined the council in 2020/21 which is a decrease of 43 from last year and a return to a figures similar to the previous 2 years (2017/18, 2018/19) which saw 487 and 486 respectively. The table below shows this information by service and contract type.

New Start Employees				
	Apprentice	Fixed-Term	Permanent	Total
Citizen Culture & Facilities	0	29	47	76
Education	4	43	77	124
Housing & Employability	0	13	11	24
People & Technology	0	19	3	22
Regulatory & Regeneration	0	0	2	2
Resources	0	6	5	11
Roads & Neighbourhood	10	0	6	16
Supply, Distribution & Property	6	3	2	11
Chief Exec Office	20	113	153	286
Child Health Care & Criminal Justice	0	5	12	17
Community Health & Care	0	9	81	90
Finance & Resources	0	0	0	0
Mental Health Addiction & Learning Disabilities	0	3	3	6
Strategy, Planning & Health Improvement	0	0	1	1
Health & Social Care Partnership	0	17	97	114
Strategic Management	0	0	0	0
Local Government Employees Total	20.0	130.0	250.0	400
Education (Teachers)	0	73	9	82
Council Wide Total	20	203	259	482

10. Turnover

The information below presents crude turnover (ie based on all leavers) and shows a slight increase in turnover compared to last year. Between 2016-18 the turnover figure was between 8.6 and 8.7%, this reduced to 8% in 18/19 and further reduced to 7.9% in 19/20. It would appear that turnover is now returning to nearer the previous levels of circa 8.5%.

	Staff at 1 April 2020	Staff at 1 April 2021	Average	Leavers in Last 12 Months	Turnover %
Citizen Culture & Facilities	654	675	665	87	13.1%
Education	979	1073	1026	78	7.6%
Housing & Employability	306	320	313	22	7.0%
People & Technology	108	119	114	10	8.8%
Regulatory & Regeneration	120	113	117	8	6.9%
Resources	256	248	252	18	7.1%
Roads & Neighbourhood	431	393	412	27	6.6%
Supply, Distribution & Property	444	439	442	14	3.2%
Chief Exec Office	3298	3380	3339	264	7.9%
Child Health Care & Criminal Justice	265	270	268	13	4.9%
Community Health & Care	969	985	977	91	9.3%
Finance & Resources	6	6	6	1	16.7%
Mental Health Addiction & Learning Disabilities	178	172	175	12	6.9%
Strategy, Planning & Health Improvement	21	22	22	0	0.0%
Health & Social Care Partnership	1439	1455	1447	117	8.1%
Strategic Management	14	13	14	1	7.4%
Local Government Employees Total	4751	4848	4800	382	8.0%
Education (Teachers)	1120	1095	1108	108	9.8%
Council Wide Total	5871	5943	5907	490	8.3%

11. Leavers

The numbers of leavers has increased to 490 employees leaving the organisation compared to 457 last year, 475 in 2019.

	Death in Service	Dismissal End of Cont	Dismissal Ill Health	Dismissal Summary	Dismissal With Notice	Employee Not Started	Redundancy	Resignation	Retiral - Age	Retiral - Efficiency	Retiral - Ill Health	Retiral on Option (60+)	Severance - Efficiency	Teacher - End Fixed Term	Teacher - Ill Health	Teacher - Other	Teacher - Retirement	Unused Casual	Total
Citizen Culture & Facilities	1	14	4	0	1	1	0	54	7	0	3	0	1	0	1	0	0	0	87
Education	0	4	1	0	0	0	1	52	16	1	2	0	0	0	0	1	0	0	78
Housing & Employability	0	6	1	0	0	0	0	9	4	0	0	1	0	0	0	0	0	1	22
People & Technology	0	3	1	0	0	0	0	3	3	0	0	0	0	0	0	0	0	0	10
Regulatory & Regeneration	0	1	0	0	0	0	0	3	3	0	0	1	0	0	0	0	0	0	8
Resources	1	0	1	0	0	0	0	11	4	0	0	1	0	0	0	0	0	0	18
Roads & Neighbourhood	3	7	2	0	0	2	0	8	4	0	0	1	0	0	0	0	0	0	27
Supply, Distribution & Property	0	1	0	0	0	0	0	9	3	0	1	0	0	0	0	0	0	0	14
Chief Exec Office	5	36	10	0	1	3	1	149	44	1	6	4	1	0	1	1	0	1	264
Child Health Care & Criminal Justice	0	0	0	0	0	0	0	8	5	0	0	0	0	0	0	0	0	0	13
Community Health & Care	3	0	8	4	2	0	0	40	20	0	8	3	0	1	0	0	0	2	91
Finance & Resources	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Mental Health Addiction & Learning Disabilities	1	1	0	0	0	0	0	7	3	0	0	0	0	0	0	0	0	0	12
Strategy, Planning & Health Improvement	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Health & Social Care Partnership	4	2	8	4	2	0	0	55	28	0	8	3	0	1	0	0	0	2	117
Strategic Management	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1
Local Government Employees Total	9	38	18	4	3	3	1	204	72	2	14	7	1	1	1	1	0	3	382
Education (Teachers)	0	33	1	0	0	1	0	29	23	0	1	0	0	19	0	0	1	0	108
Council Wide Total	9	71	19	4	3	4	1	233	95	2	15	7	1	20	1	1	1	3	490

12. Apprentices

	Level 2	Level 3	Total
Citizen Culture & Facilities	0	3	3
Education	0	8	8
Housing & Employability	3	1	4
People & Technology	0	4	4
Regulatory & Regeneration	0	0	0
Resources	0	0	0
Roads & Neighbourhood	11	11	22
Supply, Distribution & Property	0	28	28
Chief Exec Office	14	55	69
Child Health Care & Criminal Justice	0	0	0
Community Health & Care	0	1	1
Finance & Resources	0	0	0
Mental Health Addiction & Learning Disabilities	1	2	3
Strategy, Planning & Health Improvement	0	0	0
Health & Social Care Partnership	1	3	4
Strategic Management	0	0	0
Local Government Employees Total	15	58	73
Education (Teachers)	0	0	0
Council Wide Total	15	58	73

There has been a reduction in the number of apprenticeships supported by the council across both level 2 and level 3.

13. Sickness Absence

From 1st April 2020 to 31st March 2021, there was a decrease in Council wide sickness absence of 12,338 FTE days lost (approximately 34%) compared to 2019/20. It should be noted that this is in the context of the nationwide lockdowns during a year when some services were unable to operate fully and employees began working from home, where possible, or were only able to carry out essential work

The table below illustrates that the reasons for absence distribution across the year and Personal stress is the highest category of absence followed by acute medical conditions and muscular skeletal. Full details and analysis of sickness absence is covered in the wellbeing report submitted to committee.

Department	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	Notifiable Disease (Confirmed)			
Citizen Culture & Facilities	431.75	1989.7	409.5	1481.3	1624.9	27.3	398.3	97.9	744.1	545.9	26.3	4.0	384.3	634.7	8368.1	2,687.10	6.22
Education (Support Staff)	368.67	1944.9	199.7	1006.2	1888.7	783.3	310.7	136.0	1261.9	1570.3	169.3	0.0	422.1	885.4	10578.4	2,097.31	5.50
Housing & Employability	421.39	352.5	49.0	377.2	455.8	38.0	127.9	20.0	384.3	339.7	32.5	0.0	393.4	286.6	2857.0	2,433.69	5.78
People & Technology	2,774.47	22.2	0.0	7.9	109.9	15.0	7.1	0.0	0.0	175.3	10.0	0.0	10.9	3.0	361.3	15,022.12	5.41
Regulatory & Regeneration	237.00	26.7	0.0	0.0	119.9	0.0	0.0	0.0	0.0	52.1	0.0	0.0	84.3	22.1	305.1	2,499.14	10.54
Resources	735.23	90.4	51.4	116.1	398.8	7.3	117.0	44.3	37.1	191.4	39.1	0.0	157.6	55.9	1306.5	15,944.98	21.69
Roads & Neighbourhood	5.50	712.6	114.1	617.0	571.9	143.6	89.1	20.0	203.7	1680.4	0.0	0.0	1.0	22.2	4175.6	0.00	0.00
Supply Distribution & Property	421.39	449.4	381.9	576.8	1247.4	28.8	69.3	62.9	171.1	901.1	0.0	0.0	157.9	198.6	4245.1	2,433.69	5.78
Chief Exec Office Total	2,774.47	5588.5	1205.7	4182.5	6417.2	1043.2	1119.4	381.0	2802.3	5456.2	277.2	4.0	1611.5	2108.4	32197.1	15,022.12	5.41
Child Healthcare & Criminal Justice	237.00	241.0	15.7	277.1	441.8	43.6	440.6	0.0	374.1	711.5	52.4	0.0	266.0	122.4	2986.1	2,499.14	10.54
Community Health & Care	735.23	2570.2	923.4	4701.8	6492.0	2237.1	404.6	372.3	1513.6	4810.4	218.1	35.0	925.9	1474.5	26679.0	15,944.98	21.69
Finance & Resources	5.50	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Mental Health, Addiction & Learning Disabilities	137.91	219.3	19.7	91.3	126.4	52.9	69.1	0.0	522.6	173.0	20.7	0.0	124.1	75.7	1494.8	1,251.41	9.07
Strategy, Planning & Health Improvement	19.60	12.5	0.0	0.0	27.1	7.0	0.0	0.0	0.0	0.0	0.0	0.0	114.1	0.0	160.8	160.04	8.16
Health & Social Care Partnership	1,135.25	3042.9	958.8	5070.2	7087.4	2340.5	914.3	372.3	2410.2	5694.9	291.3	35.0	1430.2	1672.7	31320.7	19,855.57	17.49
Strategic Management	13.75	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	130.0	0.0	0.0	0.0	0.0	130.0	130.00	9.45
Strategic Management	13.75	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	130.0	0.0	0.0	0.0	0.0	130.0	130.00	9.45
LOCAL GOVERNMENT EMPLOYEES	3,923.47	8631.4	2164.5	9252.7	13504.6	3383.8	2033.7	753.3	5212.5	11281.1	568.5	39.0	3041.6	3781.1	63647.8	35,007.69	8.92
Education (Teachers)	925.15	907.2	41.7	408.4	826.3	234.8	4.0	3.0	307.7	963.3	212.6	0.0	84.9	337.9	4331.7	1,701.30	1.84
COUNCIL-WIDE TOTAL	4,848.62	9538.5	2206.2	9661.2	14330.9	3618.5	2037.7	756.3	5520.3	12244.4	781.0	39.0	3126.5	4119.0	67979.5	36,708.99	7.57

Absence Reason	Working	Percentage of Lost Days
Minor Illness	9,538.5	14.03%
Back Pain	2,206.2	3.25%
Musculo-skeletal Injuries	9,661.2	14.21%
Stress	14,330.9	21.08%
Recurring Medical Conditions	3,618.5	5.32%
Non Work Related Accidents / Injuries	2,037.7	3.00%
Work Related Accidents / Injuries	756.3	1.11%
Mental Health	5,520.3	8.12%
Acute Medical Conditions	12,244.4	18.01%
Pregnancy Related Absence	781.0	1.15%
Drink or Drug Related Condition	39.0	0.06%
Stress - Work Related	3,126.5	4.60%
Notifiable Disease (Confirmed)	4,119.0	6.06%
TOTAL	67,979.5	100%

Employees with no absence

The table below displays the number of employees who have had no absence during the year which accounts for 52.4% of the overall workforce. A 7.5% improvement from last year's figure of 44.9%

	Absence	No absence	Total
Citizen Culture & Facilities	57.0%	43.0%	100%
Education	49.7%	50.3%	100%
Housing & Employability	35.3%	64.7%	100%
People & Technology	15.1%	84.9%	100%
Regulatory & Regeneration	17.7%	82.3%	100%
Resources	27.4%	72.6%	100%
Roads & Neighbourhood	45.5%	54.5%	100%
Supply, Distribution & Property	47.6%	52.4%	100%
Chief Exec Office	45.1%	54.9%	100%
Child Health Care & Criminal Justice	36.7%	63.3%	100%
Community Health & Care	71.7%	28.3%	100%
Finance & Resources	0.0%	100.0%	100%
Mental Health Addiction & Learning Disabilities	42.4%	57.6%	100%
Strategy, Planning & Health Improvement	27.3%	72.7%	100%
Health & Social Care Partnership	60.8%	39.2%	100%
Strategic Management	7.7%	92.3%	100%
Local Government Employees Total	49.7%	50.3%	100%
Education (Teachers)	38.1%	61.9%	100%
Council Wide Total	47.6%	52.4%	100%

Appendix 3 - Corporate Workforce Plan 2017-2022 – Annual Action Plan 2021/22

1. Addressing the gap between current workforce supply and predicted future demand				
Strategy Continue to implement the outputs of service reviews to address gap taking cognisance of opportunities to realise savings through voluntary turnover and consideration of management spans of control				
Expected Outcome Gap is addressed, whilst: Protecting critical roles (and avoiding associated turnover) Ensuring service priorities are met Avoiding or minimising risk of voluntary or compulsory redundancy Enabling flexibility to address fluctuations in service demand through appropriate management of fixed-term contracts				
Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Embed the use of the Workforce Management Console, supporting better use of data to inform decision making and improve workforce planning practice.	Workforce	Increasing usage of console Well informed decision making	31-March 2022	All Managers
Fit for Future Reviews - Support and promote better use of data, improved decision making and better people practices. Fully utilising existing systems and technologies	Workforce	Improved employee engagement and delivery of improved people practices via Fit for Future Reviews.	31-Mar-2022	All managers

Action Title	Resource s needed	Measure of Outcome	Due Date	Assigned To
Continue to support a culture of continuous improvement. Identifying opportunities to develop the workforce	Workforce/ Systems	Streamlined, more efficient processes	31- Mar- 2022	All Managers
2. Addressing the gap between current and required additional workforce capabilities				
<p>Strategy Continued review and implementation of associated training plans to enable capabilities to be developed within existing workforce</p> <p>Expected Outcome Gap is addressed, whilst: Ensuring value for money in terms of training solutions Minimising requirement to recruit for new capabilities (and thereby avoiding or minimising risk of voluntary or compulsory redundancy) Ensuring service priorities are met as a result of application of those new capabilities Ensuring staff are encouraged to re-train and re-align to newer digital skills to allow the Council to reduce attrition while making jobs interesting</p>				

Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Continue to utilise and embed Service design/Lean/Six Sigma skills	Workforce	Efficiencies in processes identified and benefits realised.	31-Mar-2022	All Managers
Support Digital Transformation implementation and plan through ROI, consultancy only where necessary skills not internally available	Workforce /funding	Evidence of capability and subsequent organisational impact	31-Mar-2022	Patricia Kerr; Alison McBride
Build succession planning and explore and initiate workforce shadowing/ transfer opportunities.	Workforce	Level of re-training within existing staff groups; level of interest in council's Digital projects; map of skills and expertise along with a structured development programme for staff; avail and encourage adoption of self-training via tools such as LinkedIn Learning based on strategic priority areas	31-Mar-2022	All managers
In line with service reviews, further develop leadership skills within relevant services in line with the people management framework.	workforce	Well developed leadership skills. Collaborative and improved working practices. Reduction in ER issues.	31-Mar-2022	All managers
Continue to develop data analysis skills in areas /service where this continues to be required	Workforce	Improved skills in data analysis, specific system. Excel training uptake,	31-Mar-2022	All Managers
Continued review of current and future staffing requirements to support improved workforce planning. Considering changes to working practices to identify training needs following implementation of a range of process improvements – linkage to FFF reviews where these have been carried out	workforce	Improved workforce planning, including scenario planning and early identification of training requirements. Having the skills needed to carry out and develop the roles. Effective working practices with minimal processing delays and errors	31-Mar-2022	All Managers

3. Improve resilience within teams

Strategy

Develop and implement wellbeing and training plans in relation to critical roles to enable capabilities to be developed and resilience improved within existing workforce

Expected Outcome

Improved resilience across teams leading to improving employee engagement and lower absence levels

Retention of knowledge and skills associated with critical roles

Ensuring employees feel valued and results in improved practices, increased efficiency and productivity

Ensuring service priorities are met as a result of application of those new capabilities

Ensuring staff are encouraged to develop new skills

Action Title	Resource needed	Measure of Outcome	Due Date	Assigned To
Continued review of capacity across services in line with process improvement, developments and business as usual to identify opportunities for building resilience	Workforce	Monitoring delivery plan actions; meeting agreed SLAs; assess instances where teams have successfully completed ad-hoc requests from services	31-Mar-2022	All Managers
Continued implementation of one team approach within and across services ensuring cross skilling and resilience planning.	Workforce	Progression of individual/collective development interventions	31-Mar-2022	All Managers
Review of roles and profiles in line with service improvements to reflect changes in service and council ethos and one team approach	Workforce	Profiles that reflect service need and culture	21 Mar 2022	All managers
Continue to improve and develop employee engagement in a more virtual environment; use of trickle, webinars, online training, surveys, employee forums and support. Links with employee wellbeing	Workforce	Improved employee engagement and organisational alignment. Positive employee survey, maturity assessments, improved culture and people management practices	31-Mar-2022	All Managers

Support implementation of Employee Wellbeing Strategy including providing representation on Employee Wellbeing Advocate and Managers Group and Employee engagement.	Workforce	Improved employee engagement, lower sickness absence rates	31-Mar-2022	All Managers
Ensure teams are undertaking Be-the-best conversation on a regular basis with all employees, supporting improved employee engagement and recognition, identifying training needs, personal and professional development goals	Managers / Section Heads	Review 6 monthly; completed Be-the-best conversations Improved employee engagement, recognition, personal and professional development	31-Mar-2022	All Managers
Develop resilience plans that respond to the ongoing and future challenges relating to COVID 19	Managers	Well informed plans ensuring consideration of all challenges and risks	Ongoing	All Managers
Support the internal recruitment market and employee development opportunities supporting increased service resilience, talent development, succession planning and career development.	Managers	Increased employee development opportunities – secondments, acting up, internal recruitment.	Ongoing	All Managers

4. Ensuring clear, effective and stable organisational design

Strategy

Planned service reviews within and across Strategic Lead Areas
Supporting new ways of working and service delivery
COVID specific actions

Expected Outcome

Create a more agile and better informed workforce
A systems-based approach is adopted council wide utilising a service design approach to organisational change to improve service delivery and ensure it meets the needs of citizens.
More accessible online training and employee support provision

Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
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Supporting different work styles to best support home working and physical distancing in line with COVID government guidance	Workforce/ Funding (within existing resource or submissio n of evidence case)	Completion of assessment of workstyles. Data quality improvement for workstyles. Identification, progression and monitoring of remote working/workstyle exercise	31-Mar-2022	Alison McBride / All Managers
Improved communication frameworks with employees and managers to translate the national messages and government guidance	Workforce	Issue of workforce updates. Rollout of Trickle. Increased numbers of wellbeing advocates, Trickle champions and MS Team/Data ambassadors. Improved outcomes in Employee Engagement	31-Mar-2022	Geraldine Lyden/Alis on McBride All Managers
Increased on line training provision for policy and practice to best support managers and employees as the organisational environment changes. Webinars, on line training	Workforce	Evidence of increased capability /more agile workforce	31-Mar-2022	Alison McBride
Support service redesign programmes, considering the needs of all stakeholders to better improve services to others.	Workforce	Improved service provision	31 Mar 2022	All managers

5. Addressing workforce diversity objectives

Strategy

Develop and implement action plans in relation to the following:

Increase diversity in the Council workforce

Reduce the disability pay gap

Decrease occupational segregation

Outcomes of the Equal Pay Audits

Expected Outcome

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

WDC have completed Scottish Local Government Living Wage exercise

Progressing on equality indicators

Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Equalities action plan	Workforce	Implement equalities action plan – improved BAME profile; reduce occupational segregation	31-Mar-2022	Geraldine Lyden
Equal pay reporting - annual equalities monitoring report (every year) and Equal pay audit every 3 years. (next one June 2023)	Workforce	Audit carried out and concluded and relevant reports provided to committee.	31-Mar-2022	Geraldine Lyden
Consider and implement more flexible ways of working where possible, considering all people management policies and practices to better support the workforce	Workforce	Improved flexibilities, support improved work life balance and removal of barriers	31 Mar 2022	All Managers

6. Improved use of technology and new ways of working

Strategy

Implement Workplace of the Future Strategy

Develop and implement workforce and organisational development solutions

Expected Outcome

Improved efficiency and effectiveness of service provision Make better use of data Continue with council wide digital transformation				
Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Utilise and support the development of the Workforce Management console to better inform decisions and service delivery plans	Workforce/ Funding (within existing resource or submission of evidence case)	Ongoing utilisation and development of the console. Increased data usage to inform decisions	31-Mar-2022	Geraldine Lyden; Anne McFadden
Supporting the development and effective use of IHMS to the workforce ensuring appropriate utilisation and capability	Workforce	Effective use of IHMS to the workforce ensuring appropriate utilisation and capability	31-Mar-2022	Martin Feeney – all managers in service
Continue to develop and support the systems development in a more remote work environment – supporting hybrid meetings, more home and remote working, online solutions	Workforce	Successful transition to more remote practices	31-Mar - 2022	All Managers supported by IT