

# Agenda



## Corporate Services Committee

**Date:** Wednesday, 8 February 2017

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**Time:** 14:00

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**Venue:** Council Chambers, Clydebank Town Hall,  
Dumbarton Road, Clydebank

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**Contact:** Craig Stewart, Committee Officer  
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Dear Member

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

Yours faithfully

**JOYCE WHITE**

Chief Executive

Distribution:-

Councillor Kath Ryall (Chair)  
Councillor George Black  
Councillor Gail Casey  
Councillor Jim Finn  
Councillor David McBride  
Councillor Jonathan McColl  
Councillor Patrick McGlinchey  
Councillor John Mooney  
Councillor Lawrence O'Neill  
Councillor Tommy Rainey (Vice Chair)  
Councillor Gail Robertson  
Councillor Martin Rooney

All other Councillors for information

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

Date of issue: **27 January 2017**

## **CORPORATE SERVICES COMMITTEE**

**WEDNESDAY, 8 FEBRUARY 2017**

### **AGENDA**

**1 APOLOGIES**

**2 DECLARATIONS OF INTEREST**

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

**3 MINUTES OF PREVIOUS MEETING 5 - 9**

Submit for approval as a correct record, the Minutes of Meeting of the Corporate Services Committee held on 9 November 2016.

**4 MINUTES OF JOINT CONSULTATIVE FORUM – 8 DECEMBER 2016 11 - 14**

Submit for information and where necessary ratification, the Minutes of Meeting of the JCF held on 8 December 2016.

**5. CORPORATE SERVICES BUDGETARY CONTROL REPORT TO 31 DECEMBER 2016 (PERIOD 9) 15 - 36**

Submit report by the Strategic Director – Transformation & Public Service Reform advising on the performance of the Corporate Services budget for the period to 31 December 2016.

**6. WRITE-OFF OF MISCELLANEOUS INCOME DEBTOR ACCOUNTS – QUARTER 3, 2016/17 37 - 40**

Submit report by the Strategic Lead - Resources seeking approval for the write off of debts in respect of miscellaneous income debtor accounts, which have been deemed as irrecoverable during Quarter 3 2016/17, arising from various years and reasons as detailed in the Appendix.

**7. WRITE-OFF OF NATIONAL DOMESTIC RATES 41 - 48**

Submit report by the Strategic Lead - Resources seeking approval for the write-off of debts in respect of National Non-Domestic Rates (NNDR), which have been deemed as irrecoverable during the financial year 2016/17.

**8. ELECTION COUNTING CONTRACT: LOCAL GOVERNMENT ELECTION 2017 49 - 52**

Submit report by the Strategic Lead – Regulatory to note retrospectively the decision to award the contract for equipment, supplies and services to permit the conduct of electronic counting for the 2017 Local Government Elections.

**9. PEOPLE & TECHNOLOGY CONTRACTS AND SPEND 2017-18**

**53 - 82**

Submit report by the Strategic Lead – People & Technology:-

- (a) providing a detailed breakdown of the planned ICT Capital and Revenue spend on new and existing contracts in excess of £50,000 and seeking approval to procure and contract for the required goods and services; and
- (b) seeking authority to renew or, where appropriate, retender the Council's employee counselling service provision.

**10. WORKING WELL TOGETHER – ATTENDANCE  
MANAGEMENT: QUARTER 3**

**83 – 97**

Submit report by the Strategic Lead – People & Technology advising on attendance levels across the Council for quarter 3 (October – December 2016) and providing a breakdown of absence performance by Strategic Lead area.

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## **CORPORATE SERVICES COMMITTEE**

At a Meeting of the Corporate Services Committee held on Wednesday, 9 November 2016 in Committee Room 3, Council Offices, Garshake Road, Dumbarton at 2.02 p.m.

**Present:** Councillors George Black, David McBride, Jonathan McColl, Patrick McGlinchey, John Mooney, Gail Robertson, Martin Rooney and Kath Ryall.

**Attending:** Angela Wilson, Strategic Director – Transformation & Public Service Reform; Peter Hessett, Strategic Lead - Regulatory; Stephen West, Strategic Lead - Resources; Malcolm Bennie – Strategic Lead – Communication, Culture & Communities; Vicki Rogers, Strategic Lead – People & Technology; Darren Paterson, Strategic HR Manager; Andrew Gordon, Corporate Procurement Manager (Interim); Stephen Daly, Customer Services Manager; Ryan Chalmers, Section Head, Revenues & Benefits and Craig Stewart, Committee Officer.

**Apologies:** Apologies for absence were intimated on behalf of Councillors Gail Casey, Jim Finn, Lawrence O'Neill and Tommy Rainey.

**Councillor Kath Ryall 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 Corporate Services Committee held on 10 August 2016 were submitted and approved as a correct record.

### **MINUTES OF JOINT CONSULTATIVE FORUM – 1 SEPTEMBER 2016**

After discussion, the Minutes of Meeting of the JCF held on 1 September 2016 were submitted and all decisions contained therein were approved.

## **WRITE-OFF OF MISCELLANEOUS INCOME DEBTOR ACCOUNTS AND COUNCIL TAX – QUARTER 2, 2016/17**

A report was submitted by the Strategic Lead – Resources seeking approval of the write-off of debts in respect of miscellaneous income debtor accounts and council tax accounts, which have been deemed as irrecoverable during Quarter 2 2016/17, arising from various years and reasons as detailed in the Appendices to the report.

After discussion and having heard the Strategic Lead – Resources and Section Head, Revenues & Benefits in further explanation and in answer to Members' questions, the Committee agreed:-

- (1) to approve the write-off of miscellaneous income debt valued at £1,080.00; and council tax debt of £36,994.86; and
- (2) to note the comments at 4.3 of the report in relation to the proposed increase to the Financial Regulation D4 which gives the Strategic Lead – Resources authority to write-off individual debts up to £1,000.

## **STRATEGIC DELIVERY PLANS 2016/17 – MID-YEAR PROGRESS REPORTS**

Reports were submitted by the relevant Strategic Leads in relation to the undernoted four strategic areas, and were dealt with as follows:-

### **(1) Communications, Culture & Communities**

After discussion and having heard the Strategic Lead – Communications, Culture & Communities and the Customer Services Manager in answer to a Member's questions, the Committee agreed to note the contents of the report and the progress achieved at mid-year.

### **(2) People & Technology**

After discussion and having heard the Strategic Lead – People & Technology and the Strategic HR Manager in further explanation and in answer to a Member's questions, the Committee agreed to note the contents of the report and the progress achieved at mid-year.

### **(3) Regulatory**

The Strategic Lead – Regulatory advised the Committee of a correction to the report in respect of Paragraph 4.7 under the sub-heading Customer Feedback. Accordingly, it was noted that with regard to Stage 1 complaints, the average figure of 5 working days was incorrect and this figure should read 2.5 days. He also advised that no complaints had been upheld during the period covered by the report.

After discussion and having heard the Strategic Lead – Regulatory in further explanation and in answer to a Member's questions and the Strategic Lead – People & Technology, the Committee agreed to note the contents of this report and the progress achieved at mid-year.

#### **(4) Resources**

After discussion and having heard the Strategic Lead – Resources in further explanation and in answer to a Member's questions, the Committee agreed to note the contents of this report and the progress achieved at mid-year.

#### **CORPORATE SERVICES BUDGETARY CONTROL REPORT TO 30 SEPTEMBER 2016 (PERIOD 6)**

A report was submitted by the Strategic Lead – Resources advising on the performance of the Corporate Services budget for the period to 30 September 2016.

After discussion, the Committee agreed:-

- (1) to note that the revenue account currently showed a projected annual favourable variance of £0.015m (0.09% of the total budget); and
- (2) to note that the capital account shows was projecting a nil variance for both the current year and project life.

#### **PROCUREMENT STRATEGY (2015 TO 2017) – ANNUAL PROGRESS REPORT**

A report was submitted by the Strategic Lead – Resources providing an update on the outcomes achieved relative to the Council's Procurement Strategy, 2015 to 2017 and the areas of focus for the next 12 months.

After discussion and having heard the Strategic Director and the Corporate Procurement Manager (Interim) in further explanation and in answer to Members' questions, the Committee agreed to note the contents of the report.

#### **DIGITAL STRATEGY 2016-2021**

A report was submitted by the Strategic Lead – Communications, Culture & Communities setting out how the Council will make use of modern technology to provide customer service channels that increase choice, improve satisfaction and reduce costs.

After discussion and having heard the Strategic Lead in further explanation, the Committee agreed to approve the proposed direction of digital transformation at West Dunbartonshire Council on the basis detailed in the Appendix to the report.

#### **JOB EVALUATION POLICY AND PROCEDURE REVIEW**

A report was submitted by the Strategic Lead – People & Technology providing an update on the review of the Job Evaluation Policy and Procedure.

After discussion and having heard the Strategic Lead in further explanation and in answer to a Member's question, the Committee agreed:-

- (1) to note that the review of the Policy and Procedure had been agreed with Trade Unions at the Employee Liaison Group on 26 October 2016;
- (2) to approve the changes to the Job Evaluation Policy and Procedure; and
- (3) otherwise to note the contents of the report.

### **EARLY RETIREMENT, VOLUNTARY SEVERANCE AND REDEPLOYMENT – 1 APRIL TO 30 SEPTEMBER 2016**

A report was submitted by the Strategic Lead – People & Technology advising on early retirements, voluntary severance, and re-deployment during the 6 month period from 1 April to 30 September 2016.

The Committee agreed to note the contents of the report.

### **TRADE UNION RECOGNITION AND FACILITIES AGREEMENT**

A report was submitted by the Strategic Lead – People & Technology providing an update on the review of the internal structures that support the efficient and effective partnership working arrangements with the Trade Unions.

After discussion and having heard the Strategic Lead in answer to a Member's question, the Committee agreed to note the contents of the report and approved the amendments to the Trade Union Recognition and Facilities Agreement.

### **WORKING WELL TOGETHER – ATTENDANCE MANAGEMENT QUARTER 2**

A report was submitted by the Strategic Lead – People & Technology advising on attendance levels across the Council for Quarter 2 (July to September 2016) and providing a breakdown of absence performance by Strategic Lead area.

After discussion and having heard the Strategic Director and the Strategic Lead – People & Technology in further explanation and in answer to a Member's questions, it was agreed:-

- (1) to note, with satisfaction, the content of the report and the attendance results for Q2 2016/17, namely a significant decrease of 2106 FTE days lost (19.3%) compared to the same period last year; and
- (2) to note the supporting verbal commentary from the Director in respect of pertinent points/actions to note for the service areas within the locus of the Committee.



## BI-ANNUAL WORKFORCE MONITORING REPORT

A report was submitted by the Strategic Lead – People & Technology providing employee information relating to the period 1 April to 30 September 2016, including analysis against the same period in 2015.

The Committee agreed to note the following employment information for 1 April to 30 September 2016:-

- (1) Attendance statistics
- (2) Occupational health and counselling
- (3) Accidents/incidents
- (4) Discipline, grievance and dignity at work
- (5) Employee development
- (6) Recruitment monitoring
- (7) Staffing watch as at 11 June 2016

The meeting closed at 3.20 p.m.



## **JOINT CONSULTATIVE FORUM**

At a Meeting of the Joint Consultative Forum held in Committee Room 3, Council Offices, Garshake Road, Dumbarton on Thursday, 8 December 2016 at 2.05 p.m.

**Present:** Councillors Jim Finn, David McBride and Kath Ryall; James Halfpenny (EIS); David Scott (GMB); Claire Mackenzie (SSTA); Val Jennings, Andy McCallion, Peter O'Neill and Susan Shannon (UNISON); and James Docherty and Jackaleen McMonagle\* (Unite).

\*Arrived later in the meeting.

**Attending:** Keith Redpath, Chief Officer of the Health & Social Care Partnership; Angela Wilson, Strategic Director - Transformation and Public Service Reform; Ronnie Dinnie, Strategic Lead - Environment and Neighbourhood; Vicki Rogers, Strategic Lead - People and Technology; Stephen West, Strategic Lead – Resources; Darren Paterson, Strategic HR Manager; Matthew Boyle, Education Service Manager - Workforce/CPD; Linda Butler, Events and Employee Engagement Lead; Lorraine Mair, Organisational Development and Change Lead; Michelle McAloon, Lead HR Adviser; Raymond Lynch, Senior Solicitor; and Scott Kelly, Committee Officer.

**Apologies:** Apologies for absence were intimated on behalf of Councillors Gail Robertson and Tommy Rainey; Charlie McDonald (Unite); and Soumen Sengupta, Head of Strategy, Planning and Health Improvement.

### **APPOINTMENT OF CHAIR**

In the absence of the Chair of the Forum, Councillor McGlinchey, and the Vice Chair, Ms McMonagle, the Senior Solicitor requested that the Management Side nominate a chair for the meeting. Councillor McBride was so nominated and accordingly assumed the Chair.

**Councillor David McBride in the Chair**

### **DECLARATIONS OF INTEREST**

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

## **MINUTES OF PREVIOUS MEETING**

The Minutes of Meeting of the Joint Consultative Forum held on 1 September 2016 were submitted and approved as a correct record.

### **EMPLOYEE SURVEY 2015 – IMPROVEMENT PLAN UPDATE**

A report was submitted by the Strategic Lead - People and Technology providing an update on the improvement plan implemented to address the 2015 employee survey results.

After discussion and having heard the Strategic Lead - People and Technology and the Events and Employee Engagement Lead in explanation of the report and in answer to Members' questions, the Forum agreed to note the content of the report and the progress outlined in its Appendix.

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

### **UPDATE ON PERFORMANCE AND DEVELOPMENT PLANNING (PDP)**

A report was submitted by the Strategic Lead - People and Technology:-

- (1) providing an update on employees with a PDP in place for 2016/17, and the measures being taken to achieve target; and
- (2) providing an update on the current review of the PDP process.

There was also submitted (tabled) a revised version of Table 1 contained within the report which showed, by Strategic Lead areas, the up to date position in relation to the percentage of staff for whom a PDP was in place for 2016/17.

After discussion and having heard the Strategic Director - Transformation and Public Service Reform, the Strategic Lead - People and Technology, and the Organisational Development and Change Lead in explanation of the report and in answer to Members' questions, the Forum agreed to note the contents of the report.

### **SPECIAL LEAVE SCHEME**

The Strategic Lead - People and Technology provided a verbal update in respect of the Special Leave Scheme and was heard in answer to a Member's question.

The Forum agreed:-

- (1) to note that agreement had not been reached between Management and the Trades Unions in respect of revisions to the Special Leave Scheme;

- (2) to note that a short life working group had been established to facilitate discussions in respect of this matter;
- (3) to note that the Trades Unions had a particular concern in relation to the use of special leave for hospital appointments;
- (4) to note that the current scheme provided for special leave to be granted for hospital appointments but stated that in certain circumstances employees who used the Flexible Working Hours Scheme may be asked to use flexi leave for such appointments; and
- (5) to note that Management and the Trades Unions would continue to work jointly in an effort to reach agreement in respect of the scheme.

### **WORKING WELL TOGETHER: QUARTER 2 – 2016/2017**

A report was submitted by the Strategic Lead - People and Technology providing an update in respect of sickness absence within West Dunbartonshire Council and the actions progressed through the Attendance Working Group, as part of the Working Well Together initiative.

Following discussion and having heard officers in explanation of the report and in answer to Members' questions, the Forum agreed:-

- (1) to note that the Strategic Lead - People and Technology would provide Mr Halfpenny with information in support of the statement in paragraph 5.1 of the report that "being engaged in gainful employment has tangible health benefits, leads to improved health and wellbeing, and improved performance and engagement"; and
- (2) otherwise to note the contents of the report and the attendance results for Quarter 2 which showed a significant decrease of 2106 days lost (19.3%) compared to the same period last year.

### **DISCIPLINE AND GRIEVANCE – QUARTER 2 UPDATE (1 JULY 2016 – 30 SEPTEMBER 2016)**

A report was submitted by the Strategic Lead - People and Technology advising of progress on discipline and grievance for the period 1 July 2016 to 30 September 2016.

After discussion and having heard the Strategic Lead - People and Technology and the Lead HR Adviser in further explanation of the report and in answer to Members' questions, the Forum agreed to note the contents of the report.

## **TRADES UNIONS ISSUES**

### Special Leave (item requested by Joint Trades Unions)

The Forum agreed that this matter had been dealt with earlier in the meeting and need not be discussed further.

### Anti-Austerity Campaign (item requested by Joint Trades Unions)

Mr O'Neill informed the Forum of the Joint Trades Unions' local anti-austerity campaign which had recently been launched, and intimated that the Trades Unions would lobby Elected Members in respect of the campaign in advance of the meeting of Council to be held on 21 December 2016.

Councillor McBride, Chair, was heard in response and, following discussion, the Forum noted that details of the Scottish Government's settlement funding for local authorities was expected to be announced next week.

The meeting closed at 2.55 p.m.

DRAFT

**WEST DUNBARTONSHIRE COUNCIL**

**Report by the Strategic Director of Transformation and Public Sector Reform**

**Corporate Services Committee – 8 February 2017**

**Subject: Corporate Services Budgetary Control Report to 31 December 2016  
(Period 9)**

**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 December 2016.

**2. Recommendations**

- 2.1** Members are asked to:

- i) note that the revenue account currently shows a projected annual favourable variance of £0.165m (0.87% of the total budget); and
- ii) note that the capital account is projecting a favourable variance of £0.272m for the current year and a nil variance for the project life.

**3. Background**

Revenue

- 3.1** At the meeting of West Dunbartonshire Council on 24 February 2016, Members agreed the revenue estimates for 2016/2017, including a total net Corporate Services budget of £18.217m. Budget adjustments have taken place revising the budget to £18.928m as detailed below.

Budget Agreed February 2016	18.217
Transfer of Customer Services target to sundry services	0.100
Transfer of Corporate Savings target to Sundry Services	-0.116
Recurring Variances	-0.195
Central Admin Transfer	1.072
Transfer of Woman's Aid Budget to Sundry Services	-0.150
<b>Revised Budget</b>	<b>18.928</b>

### Capital

- 3.2** At the meeting of Council on 24 February 2016, Members also agreed the updated 10 year General Services Capital Plan. The three years from 2016/17 to 2018/19 have been approved in detail with the remaining seven years from 2019/20 to 2025/26 being indicative at this stage.

## **4. Main Issues**

### Revenue

- 4.1** The summary report at Appendix 1 identifies a projected annual favourable variance (underspend) of £0.165m (0.87% of the total budget). Detailed service reports are attached as Appendix 2.
- 4.2** Notes on the projected annual variances in excess of £0.050m are highlighted and noted within Appendix 3, with additional information on action being taken to minimise or mitigate overspends where possible.
- 4.3** Although the report indicates that expenditure is favourable in comparison to that anticipated during the budget exercise, the present variance should be viewed in the knowledge that there are a number of variable factors which could arise between now and 31 March and which could affect the year end results.
- 4.4** Agreed savings and management adjustments for 2016/17 are monitored with current indications showing that of the total target being monitored (£2.112m), the majority of actions are currently on target to be achieved (see Appendix 4). It should be noted that any variances are included within the service information and variances identified within this report.

### Capital

- 4.5** The overall Corporate Services programme summary report at Appendix 5 shows that planned expenditure and resource is projected to show a favourable variance of £0.272m in the current year and a nil variance for the project life. There is one project currently at red status and 2 projects at amber status, as described in Appendices 6 and 7.

## **5. People Implications**

- 5.1** There are no people implications.

## **6. Financial and Procurement Implications**

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

## **7. Risk Analysis**



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

## 8. Equalities Impact Assessment (EIA)

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

## 9. Consultation

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

## 10. Strategic Assessment

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

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**Angela Wilson**

**Strategic Director of Transformation and Public Sector Reform**

**Date: 17 January 2017**

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**Person to Contact:** Jackie Allison, Finance Business Partner  
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**Appendices:**

- Appendix 1 - Revenue Budgetary Control 2016/17 – Summary Report
- Appendix 2 - Revenue Budgetary Control 2016/17 – Service Reports
- Appendix 3 - Analysis of Revenue Variances over £50,000
- Appendix 4 - 2016/17 Savings and Management Adjustments Monitoring
- Appendix 5 - Overall Capital Programme Summary Financials
- Appendix 6 - Red Status Capital Projects
- Appendix 7 - Amber Status Capital Projects

**Background Papers:** Ledger output – Period 9  
General Services Revenue Estimates 2016/17  
General Services Capital Plan 2016/17 to 2018/19 - Council  
24 February 2016

Corporate Services Budgetary Control Report to 31  
December (Period 9)

**Wards Affected**

All Wards

WEST DUNBARTONSHIRE COUNCIL  
REVENUE BUDGETARY CONTROL 2016/2017  
CORPORATE SERVICES SUMMARY

APPENDIX 1

MONTH END DATE 31 December 2016

Service / Subjective Summary	Total Budget 2016/17	Spend to Date 2016/17	% Spend of the Total Budget	Forecast Spend	Forecast Variance 2016/17		Annual RAG Status
	£000	£000	%	£000	£000	%	
0 Audit	353	330	93%	344	(9)	-3%	↑
Finance	1,428	1,137	80%	1,463	35	2%	↓
Rent Rebates & Allowances	(15)	(7)	47%	(22)	(7)	-47%	↑
Revenues & Benefits	2,309	1,857	80%	2,259	(50)	-2%	↑
Debtors & Creditors	330	269	82%	340	10	3%	↓
Cost of Collection of Rates	41	3	7%	41	0	0%	→
Cost of Collection of Council Tax	(752)	(155)	21%	(751)	1	0%	↓
Procurement	628	669	107%	635	7	1%	↓
Administrative & Democratic Services	2,570	2,507	98%	2,474	(96)	-4%	↑
Environmental Health/ Trading Standards	1,174	818	70%	1,153	(21)	-2%	↑
Licensing	(155)	(112)	72%	(122)	33	21%	↓
Legal Services	664	514	77%	615	(49)	-7%	↑
Transactional Services	697	508	73%	698	1	0%	↓
Human Resources (including risk)	1,305	863	66%	1,257	(48)	-4%	↑
Information Services	3,189	2,661	83%	3,200	11	0%	↓
Change Support	474	338	71%	450	(24)	-5%	↑
Communications & Marketing	276	206	75%	267	(9)	-3%	↑
Customer Service	1,190	835	70%	1,170	(20)	-2%	↑
Policy, Planning and Performance	454	343	76%	446	(8)	-2%	↑
Working4U	2,038	1,898	93%	2,092	54	3%	↓
Communities	730	409	56%	754	24	3%	↓
<b>Total Net Expenditure</b>	<b>18,928</b>	<b>15,892</b>	<b>84%</b>	<b>18,763</b>	<b>(165)</b>	<b>-0.87%</b>	<b>↑</b>



WEST DUNBARTONSHIRE COUNCIL  
REVENUE BUDGETARY CONTROL 2016/2017  
CORPORATE SERVICES COMMITTEE DETAIL

APPENDIX 2

YEAR END DATE 31 December 2016

Service Summary	Total Budget 2016/17	YTD Spend 2016/17	Forecast Spend 2016/17	Forecast Annual Variance 2016/17	RAG Status
<b>All Services</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>
Employee	19,733	14,006	19,558	(175)	-1% ↑
Property	90	67	92	2	2% ↓
Transport and Plant	116	57	108	(8)	-7% ↑
Supplies, Services and Admin	1,882	1,836	1,938	56	3% ↓
Payments to Other Bodies	50,566	35,714	48,437	(2,129)	-4% ↑
Other	0	0	0	0	0% →
<b>Gross Expenditure</b>	<b>72,388</b>	<b>51,680</b>	<b>70,133</b>	<b>(2,255)</b>	<b>-3%</b> ↑
<b>Income</b>	<b>(53,460)</b>	<b>(35,789)</b>	<b>(51,370)</b>	<b>2,090</b>	<b>4%</b> ↓
<b>Net Expenditure</b>	<b>18,928</b>	<b>15,892</b>	<b>18,763</b>	<b>(165)</b>	<b>-1%</b> ↑
<b>Audit</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>
Employee	439	337	459	20	5% ↓
Property	0	0	0	0	0% →
Transport and Plant	1	1	1	0	0% →
Supplies, Services and Admin	3	5	6	3	100% ↓
Payments to Other Bodies	10	1	3	(7)	-70% ↑
Other	0	0	0	0	0% →
<b>Gross Expenditure</b>	<b>453</b>	<b>344</b>	<b>469</b>	<b>16</b>	<b>4%</b> ↓
<b>Income</b>	<b>(100)</b>	<b>(14)</b>	<b>(125)</b>	<b>(25)</b>	<b>-25%</b> ↑
<b>Net Expenditure</b>	<b>353</b>	<b>330</b>	<b>344</b>	<b>(9)</b>	<b>-3%</b> ↑
<b>Finance</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>
Employee	1,542	1,140	1,579	37	2% ↓
Property	0	0	0	0	0% →
Transport and Plant	1	1	2	1	100% ↓
Supplies, Services and Admin	12	11	17	5	42% ↓
Payments to Other Bodies	2	2	2	0	0% →
Other	0	0	0	0	0% →
<b>Gross Expenditure</b>	<b>1,557</b>	<b>1,154</b>	<b>1,600</b>	<b>43</b>	<b>3%</b> ↓
<b>Income</b>	<b>(129)</b>	<b>(17)</b>	<b>(137)</b>	<b>(8)</b>	<b>-6%</b> ↑
<b>Net Expenditure</b>	<b>1,428</b>	<b>1,137</b>	<b>1,463</b>	<b>35</b>	<b>2%</b> ↓

WEST DUNBARTONSHIRE COUNCIL  
REVENUE BUDGETARY CONTROL 2016/2017  
CORPORATE SERVICES COMMITTEE DETAIL

APPENDIX 2

YEAR END DATE 31 December 2016

Service Summary	Total Budget 2016/17	YTD Spend 2016/17	Forecast Spend 2016/17	Forecast Annual Variance 2016/17	RAG Status	
<b>Rent Rebates &amp; Allowances</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>	
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	48,003	33,978	45,866	(2,137)	-4%	↑
Other	0	0	0	0	0%	→
<b>Gross Expenditure</b>	<b>48,003</b>	<b>33,978</b>	<b>45,866</b>	<b>(2,137)</b>	<b>-4%</b>	<b>↑</b>
<b>Income</b>	<b>(48,018)</b>	<b>(33,985)</b>	<b>(45,888)</b>	<b>2,130</b>	<b>4%</b>	<b>↓</b>
<b>Net Expenditure</b>	<b>(15)</b>	<b>(7)</b>	<b>(22)</b>	<b>(7)</b>	<b>47%</b>	<b>↑</b>
<b>Revenues &amp; Benefits</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>	
Employee	2,226	1,572	2,162	(64)	-3%	↑
Property	0	0	0	0	0%	→
Transport and Plant	6	4	6	0	0%	→
Supplies, Services and Admin	36	25	40	4	11%	↓
Payments to Other Bodies	870	695	896	26	3%	↓
Other	0	0	0	0	0%	→
<b>Gross Expenditure</b>	<b>3,138</b>	<b>2,296</b>	<b>3,104</b>	<b>(34)</b>	<b>-1%</b>	<b>↑</b>
<b>Income</b>	<b>(829)</b>	<b>(439)</b>	<b>(845)</b>	<b>(16)</b>	<b>-2%</b>	<b>↑</b>
<b>Net Expenditure</b>	<b>2,309</b>	<b>1,857</b>	<b>2,259</b>	<b>(50)</b>	<b>-2%</b>	<b>↑</b>
<b>Debtors &amp; Creditors</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>	
Employee	277	227	284	7	3%	↓
Property	0	0	0	0	0%	→
Transport and Plant	0	0	0	0	0%	→
Supplies, Services and Admin	53	42	56	3	6%	↓
Payments to Other Bodies	0	0	0	0	0%	→
Other	0	0	0	0	0%	→
<b>Gross Expenditure</b>	<b>330</b>	<b>269</b>	<b>340</b>	<b>10</b>	<b>3%</b>	<b>↓</b>
<b>Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>→</b>
<b>Net Expenditure</b>	<b>330</b>	<b>269</b>	<b>340</b>	<b>10</b>	<b>3%</b>	<b>↓</b>

WEST DUNBARTONSHIRE COUNCIL  
REVENUE BUDGETARY CONTROL 2016/2017  
CORPORATE SERVICES COMMITTEE DETAIL

APPENDIX 2

YEAR END DATE 31 December 2016

Service Summary	Total Budget 2016/17	YTD Spend 2016/17	Forecast Spend 2016/17	Forecast Annual Variance 2016/17	RAG Status	
<b>Cost of Collection of Rates</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>	
Employee	0	0	0	0	0%	→
Property	0	0	0	0	0%	→
Transport and Plant	0	0	0	0	0%	→
Supplies, Services and Admin	10	3	10	0	0%	→
Payments to Other Bodies	96	0	96	0	0%	→
Other	0	0	0	0	0%	→
<b>Gross Expenditure</b>	<b>106</b>	<b>3</b>	<b>106</b>	<b>0</b>	<b>0%</b>	<b>→</b>
<b>Income</b>	<b>(65)</b>	<b>0</b>	<b>(65)</b>	<b>0</b>	<b>0%</b>	<b>→</b>
<b>Net Expenditure</b>	<b>41</b>	<b>3</b>	<b>41</b>	<b>0</b>	<b>0%</b>	<b>→</b>
<b>Cost of Collection of Council Tax</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>	
Employee	0	0	0	0	0%	→
Property	0	0	0	0	0%	→
Transport and Plant	0	0	0	0	0%	→
Supplies, Services and Admin	79	73	80	1	1%	↓
Payments to Other Bodies	46	33	46	0	0%	→
Other	0	0	0	0	0%	→
<b>Gross Expenditure</b>	<b>125</b>	<b>106</b>	<b>126</b>	<b>1</b>	<b>1%</b>	<b>↓</b>
<b>Income</b>	<b>(877)</b>	<b>(261)</b>	<b>(877)</b>	<b>0</b>	<b>0%</b>	<b>→</b>
<b>Net Expenditure</b>	<b>(752)</b>	<b>(155)</b>	<b>(751)</b>	<b>1</b>	<b>0%</b>	<b>↓</b>
<b>Procurement</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>	
Employee	874	598	839	(35)	-4%	↑
Property	0	0	0	0	0%	→
Transport and Plant	1	1	1	0	0%	→
Supplies, Services and Admin	1	1	1	0	0%	→
Payments to Other Bodies	69	69	69	0	0%	→
Other	0	0	0	0	0%	→
<b>Gross Expenditure</b>	<b>945</b>	<b>669</b>	<b>910</b>	<b>(35)</b>	<b>-4%</b>	<b>↑</b>
<b>Income</b>	<b>(317)</b>	<b>0</b>	<b>(275)</b>	<b>42</b>	<b>13%</b>	<b>↓</b>
<b>Net Expenditure</b>	<b>628</b>	<b>669</b>	<b>635</b>	<b>7</b>	<b>1%</b>	<b>↓</b>

WEST DUNBARTONSHIRE COUNCIL  
REVENUE BUDGETARY CONTROL 2016/2017  
CORPORATE SERVICES COMMITTEE DETAIL

APPENDIX 2

YEAR END DATE 31 December 2016

Service Summary	Total Budget 2016/17	YTD Spend 2016/17	Forecast Spend 2016/17	Forecast Annual Variance 2016/17	RAG Status
<b>Administrative &amp; Democratic Services</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>
Employee	3,587	2,567	3,514	(73)	-2% ↑
Property	0	0	0	0	0% →
Transport and Plant	5	2	3	(2)	-40% ↑
Supplies, Services and Admin	26	22	27	1	4% ↓
Payments to Other Bodies	0	0	0	0	0% →
Other	0	0	0	0	0% →
<b>Gross Expenditure</b>	<b>3,618</b>	<b>2,591</b>	<b>3,544</b>	<b>(74)</b>	<b>-2%</b> ↑
<b>Income</b>	<b>(1,048)</b>	<b>(84)</b>	<b>(1,070)</b>	<b>(22)</b>	<b>-2%</b> ↑
<b>Net Expenditure</b>	<b>2,570</b>	<b>2,507</b>	<b>2,474</b>	<b>(96)</b>	<b>-4%</b> ↑
<b>Environmental Health/ Trading Standards</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>
Employee	1,180	844	1,160	(20)	-2% ↑
Property	9	7	9	0	0% →
Transport and Plant	23	15	25	2	9% ↓
Supplies, Services and Admin	46	27	47	1	2% ↓
Payments to Other Bodies	87	50	87	0	0% →
Other	0	0	0	0	0% →
<b>Gross Expenditure</b>	<b>1,345</b>	<b>943</b>	<b>1,328</b>	<b>(17)</b>	<b>-1%</b> ↑
<b>Income</b>	<b>(171)</b>	<b>(125)</b>	<b>(175)</b>	<b>(4)</b>	<b>-2%</b> ↑
<b>Net Expenditure</b>	<b>1,174</b>	<b>818</b>	<b>1,153</b>	<b>(21)</b>	<b>-2%</b> ↑
<b>Licensing</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>
Employee	188	139	190	2	1% ↓
Property	0	0	0	0	0% →
Transport and Plant	1	1	1	0	0% →
Supplies, Services and Admin	5	23	35	30	600% ↓
Payments to Other Bodies	0	0	3	3	0% ↓
Other	0	0	0	0	0% →
<b>Gross Expenditure</b>	<b>194</b>	<b>163</b>	<b>229</b>	<b>35</b>	<b>18%</b> ↓
<b>Income</b>	<b>(349)</b>	<b>(275)</b>	<b>(351)</b>	<b>(2)</b>	<b>-1%</b> ↑
<b>Net Expenditure</b>	<b>(155)</b>	<b>(112)</b>	<b>(122)</b>	<b>33</b>	<b>-21%</b> ↓



WEST DUNBARTONSHIRE COUNCIL  
REVENUE BUDGETARY CONTROL 2016/2017  
CORPORATE SERVICES COMMITTEE DETAIL

APPENDIX 2

YEAR END DATE **31 December 2016**

Service Summary	Total Budget 2016/17	YTD Spend 2016/17	Forecast Spend 2016/17	Forecast Annual Variance 2016/17	RAG Status
<b>Legal Services</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>
Employee	778	534	726	(52)	-7% ↑
Property	0	0	0	0	0% →
Transport and Plant	1	1	1	0	0% →
Supplies, Services and Admin	16	9	17	1	6% ↓
Payments to Other Bodies	0	0	0	0	0% →
Other	0	0	0	0	0% →
<b>Gross Expenditure</b>	<b>795</b>	<b>544</b>	<b>744</b>	<b>(51)</b>	<b>-6%</b> ↑
<b>Income</b>	<b>(131)</b>	<b>(30)</b>	<b>(129)</b>	<b>2</b>	<b>2%</b> ↓
<b>Net Expenditure</b>	<b>664</b>	<b>514</b>	<b>615</b>	<b>(49)</b>	<b>-7%</b> ↑
<b>Transactional Services</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>
Employee	689	503	689	0	0% →
Property	0	0	0	0	0% →
Transport and Plant	0	0	0	0	0% →
Supplies, Services and Admin	8	5	9	1	13% ↓
Payments to Other Bodies	0	0	0	0	0% →
Other	0	0	0	0	0% →
<b>Gross Expenditure</b>	<b>697</b>	<b>508</b>	<b>698</b>	<b>1</b>	<b>0%</b> ↓
<b>Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b> →
<b>Net Expenditure</b>	<b>697</b>	<b>508</b>	<b>698</b>	<b>1</b>	<b>0%</b> ↓
<b>Human Resources (including risk)</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>
Employee	1,038	718	994	(44)	-4% ↑
Property	16	1	15	(1)	-6% ↑
Transport and Plant	5	2	4	(1)	-20% ↑
Supplies, Services and Admin	12	10	12	0	0% →
Payments to Other Bodies	234	132	232	(2)	-1% ↑
Other	0	0	0	0	0% →
<b>Gross Expenditure</b>	<b>1,305</b>	<b>863</b>	<b>1,257</b>	<b>(48)</b>	<b>-4%</b> ↑
<b>Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b> →
<b>Net Expenditure</b>	<b>1,305</b>	<b>863</b>	<b>1,257</b>	<b>(48)</b>	<b>-4%</b> ↑

WEST DUNBARTONSHIRE COUNCIL  
REVENUE BUDGETARY CONTROL 2016/2017  
CORPORATE SERVICES COMMITTEE DETAIL

APPENDIX 2

YEAR END DATE 31 December 2016

Service Summary	Total Budget 2016/17	YTD Spend 2016/17	Forecast Spend 2016/17	Forecast Annual Variance 2016/17	RAG Status
<b>Information Services</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>
Employee	1,784	1,110	1,771	(13)	-1% ↑
Property	0	0	1	1	0% ↓
Transport and Plant	7	4	6	(1)	-14% ↑
Supplies, Services and Admin	1,387	1,538	1,412	25	2% ↓
Payments to Other Bodies	11	12	13	2	18% ↓
Other	0	0	0	0	0% →
<b>Gross Expenditure</b>	<b>3,189</b>	<b>2,664</b>	<b>3,203</b>	<b>14</b>	<b>0%</b> ↓
<b>Income</b>	<b>0</b>	<b>(3)</b>	<b>(3)</b>	<b>(3)</b>	<b>0%</b> ↑
<b>Net Expenditure</b>	<b>3,189</b>	<b>2,661</b>	<b>3,200</b>	<b>11</b>	<b>0%</b> ↓
<b>Change Support</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>
Employee	473	337	449	(24)	-5% ↑
Property	0	0	0	0	0% →
Transport and Plant	0	0	0	0	0% →
Supplies, Services and Admin	1	1	1	0	0% →
Payments to Other Bodies	0	0	0	0	0% →
Other	0	0	0	0	0% →
<b>Gross Expenditure</b>	<b>474</b>	<b>338</b>	<b>450</b>	<b>(24)</b>	<b>-5%</b> ↑
<b>Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b> →
<b>Net Expenditure</b>	<b>474</b>	<b>338</b>	<b>450</b>	<b>(24)</b>	<b>-5%</b> ↑
<b>Communications &amp; Marketing</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>
Employee	246	198	243	(3)	-1% ↑
Property	0	0	0	0	0% →
Transport and Plant	1	0	1	0	0% →
Supplies, Services and Admin	26	10	24	(2)	-8% ↑
Payments to Other Bodies	3	2	3	0	0% →
Other	0	0	0	0	0% →
<b>Gross Expenditure</b>	<b>276</b>	<b>210</b>	<b>271</b>	<b>(5)</b>	<b>-2%</b> ↑
<b>Income</b>	<b>0</b>	<b>(4)</b>	<b>(4)</b>	<b>(4)</b>	<b>0%</b> ↑
<b>Net Expenditure</b>	<b>276</b>	<b>206</b>	<b>267</b>	<b>(9)</b>	<b>-3%</b> ↑

WEST DUNBARTONSHIRE COUNCIL  
REVENUE BUDGETARY CONTROL 2016/2017  
CORPORATE SERVICES COMMITTEE DETAIL

APPENDIX 2

YEAR END DATE **31 December 2016**

Service Summary	Total Budget 2016/17	YTD Spend 2016/17	Forecast Spend 2016/17	Forecast Annual Variance 2016/17	RAG Status
<b>Customer Service</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>
Employee	1,103	771	1,086	(17)	-2% ↑
Property	65	58	65	0	0% →
Transport and Plant	2	1	1	(1)	-50% ↑
Supplies, Services and Admin	17	5	17	0	0% →
Payments to Other Bodies	3	0	1	(2)	-67% ↑
Other	0	0	0	0	0% →
<b>Gross Expenditure</b>	<b>1,190</b>	<b>835</b>	<b>1,170</b>	<b>(20)</b>	<b>-2%</b> ↑
<b>Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b> →
<b>Net Expenditure</b>	<b>1,190</b>	<b>835</b>	<b>1,170</b>	<b>(20)</b>	<b>-2%</b> ↑
<b>Policy, Planning and Performance</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>
Employee	410	325	420	10	2% ↓
Property	0	0	0	0	0% →
Transport and Plant	1	0	1	(0)	-8% ↑
Supplies, Services and Admin	7	2	2	(5)	-73% ↑
Payments to Other Bodies	35	16	23	(12)	-34% ↑
Other	0	0	0	0	0% →
<b>Gross Expenditure</b>	<b>454</b>	<b>343</b>	<b>446</b>	<b>(8)</b>	<b>-2%</b> ↑
<b>Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b> →
<b>Net Expenditure</b>	<b>454</b>	<b>343</b>	<b>446</b>	<b>(8)</b>	<b>-2%</b> ↑
<b>Working4U</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>
Employee	2,460	1,779	2,531	71	3% ↓
Property	0	0	0	0	0% →
Transport and Plant	57	23	51	(6)	-11% ↑
Supplies, Services and Admin	54	20	43	(11)	-20% ↑
Payments to Other Bodies	746	542	746	0	0% →
Other	0	0	0	0	0% →
<b>Gross Expenditure</b>	<b>3,317</b>	<b>2,364</b>	<b>3,371</b>	<b>54</b>	<b>2%</b> ↓
<b>Income</b>	<b>(1,279)</b>	<b>(466)</b>	<b>(1,279)</b>	<b>0</b>	<b>0%</b> →
<b>Net Expenditure</b>	<b>2,038</b>	<b>1,898</b>	<b>2,092</b>	<b>54</b>	<b>3%</b> ↓

WEST DUNBARTONSHIRE COUNCIL  
 REVENUE BUDGETARY CONTROL 2016/2017  
 CORPORATE SERVICES COMMITTEE DETAIL

APPENDIX 2

YEAR END DATE 31 December 2016

Service Summary	Total Budget 2016/17	YTD Spend 2016/17	Forecast Spend 2016/17	Forecast Annual Variance 2016/17	RAG Status
<b>Communities</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>
Employee	439	307	462	23	5% ↓
Property	0	1	2	2	0% ↓
Transport and Plant	4	1	4	0	0% →
Supplies, Services and Admin	83	4	82	(1)	-1% ↑
Payments to Other Bodies	351	182	351	0	0% →
Other	0	0	0	0	0% →
<b>Gross Expenditure</b>	<b>877</b>	<b>495</b>	<b>901</b>	<b>24</b>	<b>3%</b> ↓
<b>Income</b>	<b>(147)</b>	<b>(86)</b>	<b>(147)</b>	<b>0</b>	<b>0%</b> →
<b>Net Expenditure</b>	<b>730</b>	<b>409</b>	<b>754</b>	<b>24</b>	<b>3%</b> ↓

WEST DUNBARTONSHIRE COUNCIL  
 REVENUE BUDGETARY CONTROL 2016/2017  
 ANALYSIS FOR VARIANCES OVER £50,000

APPENDIX 3

YEAR END DATE

31 December 2016

Budget Details	Variance Analysis			
	Total Budget	Forecast Spend	Variance	RAG Status
	£000	£000	£000	%

Administrative & Democratic Services	2,570	2,474	(96)	-4%	↑
Service Description	This services deals with the administration functions and Democrtatic Services wiithn the Authority				
Main Issues / Reason for Variance	The main resaon for the variance is due to vacancies.				
Mitigating Action	No mitigating action rquired.				
Anticipated Outcome	It is anticipated that the underspend will contiune throughout the year.				

Working4U	2,038	2,092	54	3%	↓
Service Description	This service incorporates a number of individual services the Council provides to its residents such as Advice services on benefits and debt, as well as community learning and development				
Main Issues / Reason for Variance	This adverse variance is due to the an underachievement of the savings target by £70K in order to maintain adequate welfare rights service				
Mitigating Action	Management will continue to monitor and maximise actions taken to achieve a level of savings, where appropriate				
Anticipated Outcome	At this time, an overspend is anticipated				



Efficiency reference		Efficiency Detail	budgeted Amount £	Projection of Total Saved £	Projection of Total Not Saved £	Comment
2015/16	MA2	Service Rationalisation: Corporate & Community Planning; Advice Services; CLD; Performance and Policy; Anti-Social Behaviour; and potentially others	1,338,000	1,268,000	70,000	This adverse variance is due to the an underachievement of the savings target by £70K in order to maintain adequate welfare rights service
2015/16	MA4	Clerical & Admin Review - Organisation Wide	200,000	200,000	-	on track
2015/16	MA11	New workforce models within Corporate Services through removal of vacant posts, more efficient working practices	124,065	124,065	-	on track
2016/17	MA1	Further service delivery rationalisation in CL&D, Working4U, Community Engagement	50,000	50,000	-	on track
2016/17	MA2	Reduction in Advertising	2,214	2,214	-	on track
2016/17	MA3	Review of staffing structures within Corporate Services	263,357	263,357	-	on track
2016/17	MA4	Introduce Marriage Officers	2,500	2,500	-	on track
2016/17	MA5	Stop provision of bottled water at committee meetings	3,000	3,000	-	on track
2016/17	MA7	Reduction of stationery budgets	5,000	5,000	-	on track
2016/17	MA8	Advertising changes for Elected Member Surgeries	3,000	3,000	-	on track
2016/17	MA10	Employability Service vacates Poplar Road	21,000	21,000	-	on track
<b>TOTAL</b>			<b>2,012,136</b>	<b>1,942,136</b>	<b>70,000</b>	





WEST DUNBARTONSHIRE COUNCIL  
GENERAL SERVICES CAPITAL PROGRAMME  
OVERALL PROGRAMME SUMMARY

APPENDIX 5

MONTH END DATE

PERIOD

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
<b>Red</b> Projects are forecast to be overspent and/or experience material delay to completion	1	8%	0	0%	1	8%	0	0%
<b>Amber</b> 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	2	17%	1,091	15%	2	17%	5	1%
<b>Green</b> 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	9	75%	6,368	85%	9	75%	583	99%
<b>TOTAL EXPENDITURE</b>	<b>12</b>	<b>100%</b>	<b>7,459</b>	<b>100%</b>	<b>12</b>	<b>100%</b>	<b>588</b>	<b>100%</b>

	Project Life Financials				Current Year Financials					
	Budget £000	Spend to Date £000	Forecast Spend £000	Forecast Variance £000	Budget £000	Spend to Date £000	Forecast Spend £000	Forecast Variance £000	Re-Phasing £000	Over/ (Under) £000
<b>Red</b> Projects are forecast to be overspent and/or significant delay to completion	1,000	0	1,000	0	500	0	250	(250)	(250)	0
<b>Amber</b> Projects are either at risk of being overspent and/or delay in completion (although this is unquantifiable at present) or the project has any issues that require to be reported at this time	1,115	1,091	1,115	0	29	5	7	(22)	(22)	0
<b>Green</b> 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	7,979	6,368	7,979	0	2,014	583	2,014	(0)	0	(0)
<b>TOTAL EXPENDITURE</b>	<b>10,094</b>	<b>7,459</b>	<b>10,094</b>	<b>0</b>	<b>2,543</b>	<b>588</b>	<b>2,271</b>	<b>(272)</b>	<b>(272)</b>	<b>(0)</b>

MONTH END DATE

31 December 2016

PERIOD

9

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

<b>1 Invest in "Your Community Initiative" (Amanda Coulthard)</b>						
Project Life Financials	1,000	0	0%	1,000	0	0%
Current Year Financials	500	0	0%	250	(250)	-50%
Project Description	Capital budget to support roll out of your community. This will deliver on implementation of a participatory budgeting approach in 17 defined neighbourhoods and support spend to					
Project Lifecycle	Planned End Date	31-Mar-18	Forecast End Date	31-Mar-18		
<b>Main Issues / Reason for Variance</b>						
Project is focused on delivering capital support to localised community empowerment. £0.425m has been allocated to participatory budgeting which will allow local residents to feel ownership of how money is spent in their local area. Applications were received towards the end of October, have been assessed and voting sessions have taken place. At this time there is only approximately £0.040m of eligible bids that are appropriate to be funded from capital with the intention that a second round of applications will be opened early in the new year. The remainder of the budget (£0.575m) will be used to invest in areas where an innovative solution of short term remedial action is required based on community led improvement. It is unlikely that spend in this financial year will exceed £0.250m.						
<b>Mitigating Action</b>						
The opportunity to mitigate is limited due to the level of applications received.						
<b>Anticipated Outcome</b>						
Increased community participation and empowerment, in line with aspiration of new legislation. A sense of trust between community and services that action will be taken where it is required, and that services are responsive to varying local needs.						

<b>TOTAL PROJECTS AT RED STATUS</b>						
<u>Project Life Financials</u>						
Corporate Services	1,000	0	0%	1,000	0	0%
<u>Current Year Financials</u>						
Corporate Services	500	0	0%	250	(250)	-50%

MONTH END DATE

31 December 2016

PERIOD

9

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

**1 Workforce Management System (Arun Menon)**

Project Life Financials	1,099	1,085	99%	1,099	(0)	0%
Current Year Financials	15	1	5%	1	(14)	-93%

Project Description Rollout of self service module of existing Workforce Management System

Project Lifecycle Planned End Date 31-Mar-16 Forecast End Date 31-Mar-18

**Main Issues / Reason for Variance**

There have been issues identified during the testing of the version 8 solution. This has impacted on the implementation timescale and has been raised by all seven LA Heads of Personnel to Frontier. If testing progresses without any further issues, the proposed go-live date is now August 2017. It is unlikely that any further spend on the system would be undertaken this financial year resulting in a requirement to carry forward the funding to FY 2017/18.

**Mitigating Action**

Any issues are also being raised nationally by officers and through Frontier user groups and the 7 Scottish Local Authority Heads of HR. WDC is also exploring legal options. Until implementation of the latest module is complete, it is challenging to forecast exact timelines.

**Anticipated Outcome**

This upgrade will improve general system functionality, enable greater self service, reduce manual interventions especially around pay calculations

**2 Agresso Upgrade (Adrian Gray)**

Project Life Financials	16	7	41%	16	0	2%
Current Year Financials	14	4	30%	6	(8)	-55%

Project Description Upgrade of Agresso System

Project Lifecycle Planned End Date 01-Sep-16 Forecast End Date 31-Mar-18

**Main Issues / Reason for Variance**

This project began in January 2016 and it was always known that it would run into the new financial year. The initial basic upgrade was intended to happen prior to the beginning of March 2016 with subsequent development works to commence after the basic upgrade was completed. We have been working to overcome a number of technical difficulties with the basic upgrade and having resolved the majority of these, the basic system upgrade went ahead on 12th May 2016. Work has commenced on the other planned developments and it is anticipated that the first of these can be completed by the end of November 2016, revised target dates have yet to be agreed for the remaining developments planned.

**Mitigating Action**

None required. The project is being monitored by the P2P Project Board as this is an enabler project for the wider P2P agenda.

**Anticipated Outcome**

Upgrade has been successfully implemented with the exception of one system function which is being developed by the supplier, a work-around in now in place in the meantime which is proving to be a satisfactory compromise. Work has commenced on implementation of first of prescribed further developments, anticipated to be completed by end of November 2016. Revised target dates yet to be agreed for the remaining developments but will occur during this financial year. Funding allocated is anticipated to be spent in full at the conclusion of the project.

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

APPENDIX 7

MONTH END DATE

31 December 2016

PERIOD

9

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

TOTAL PROJECTS AT AMBER STATUS						
<u>Project Life Financials</u>						
Corporate Services	1,115	1,091	98%	1,115	0	0%
<u>Current Year Financials</u>						
Corporate Services	29	5	0%	7	(22)	-75%

**WEST DUNBARTONSHIRE COUNCIL****Report by Strategic Lead - Resources****Corporate Services Committee: 8 February 2017**

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**Subject: Write-Off of Miscellaneous Income Debtor Accounts - Quarter 3, 2016/17****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 3 2016/17, 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 £29,882.21.

**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** At the Council meeting held on 21 December 2016, Council agreed to increase Financial Regulation D4 which gives the Strategic Lead - Resources authority to write-off individual debts. It was agreed to increase this from £1,000 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 £29,882.21 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

.....  
**Stephen West**  
**Strategic Lead - Resources**  
**Date: 9 January 2017**

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

<b>Year</b>	<b>Miscellaneous Income Debtors Deceased</b>	<b>Miscellaneous Income Debtors Prescribed</b>	<b>Total</b>
2007/08		£6,031.25	£6,031.25
2008/09	£5,878.55		£5,878.55
2009/10	£7,381.95		£7,381.95
2011/12		£10,590.46	£10,590.46
<b>Totals</b>	<b>£13,260.50</b>	<b>£16,621.71</b>	<b>£29,882.21</b>

### **Note**

#### **Deceased:**

When someone dies who owes debt we contact the executor of the estate and check records to determine whether any estate exists against which a claim could be made.

#### **Prescribed:**

Prescribed is the legal terminology under the Prescription & Limitations (Scotland) Act 1973. This means a debt cannot be enforced after 5 years from the date it became due. The period applies in the absence of a relevant claim e.g. a court decree, summary warrant, or acknowledgement of the debt via letter or payment. Where a relevant claim has been made, statute advises that all debts cannot be legally collected after 20 years of the last payment or acknowledgment of the debt and a debt becomes prescribed at that point.





**WEST DUNBARTONSHIRE COUNCIL****Report by Strategic Lead - Resources****Corporate Services Committee: 8<sup>th</sup> February 2017**

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

- 1.1** The purpose of this report is to recommend for approval the write-off of debts in respect of National Non-Domestic Rates (NNDR), which have been deemed as irrecoverable during the financial year 2016/17.

**2. Recommendations**

- 2.1** It is recommended that the Committee approve the write-off of NNDR accounts totalling £535,646.48

**3. Background**

- 3.1** The NNDR is a national rate of non-domestic properties and is determined each year by the Scottish Parliament. All local authorities collect the rates and the monies collected are pooled into a national central fund. The Scottish Government allocates a grant to each authority from this fund through the Local Government Finance settlement. The Council's annual billing amount for NNDR in 2016/17 is £32.5 million. In 2015/16 the Council collected 98.08% of NNDR which had increased from 97.85% in 2014/15.
- 3.2** The grant distribution formula used by the Scottish Government has regard to the amount of NNDR collectable by each local authority. The Council makes an annual return to the Scottish Government detailing the amounts collected for each year. Included in this return is a note of any amounts written off as uncollectable. As such, NNDR collected by a local authority represents a receipt of grant income. Specific debts deemed uncollectable are written off and the reduction in NNDR collected locally is compensated for in future grant settlements.
- 3.3** At the Council meeting held on 21 December 2016, Council agreed to increase Financial Regulation D4 which gives the Strategic Lead - Resources authority to write-off individual debts. It was agreed to increase this from £1,000 to £5,000. NNDR debts exceeding £5,000 can be written off only with the approval of Committee.
- 3.4** A report is submitted annually to Committee seeking approval for write-off of irrecoverable debts. The write-offs are not specific to any one year but instead are the debts which have been deemed irrecoverable during 2016/17. The table below shows the distribution of the recommended write off over the

years from which the debts were originally raised. Write off can be due to a number of reasons, for example, a company has ceased trading or a review of outstanding cases has now deemed that the debt is irrecoverable.

<b>Year</b>	<b>Total</b>
1993/1994	£9,198.88
2009/2010	£8,269.25
2010/2011	£22,000.48
2011/2012	£34,145.28
2012/2013	£61,380.55
2013/2014	£55,328.51
2014/2015	£159,876.62
2015/2016	£163,870.49
2016/2017	£21,576.42
<b>Total</b>	<b>£535,646.48</b>

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

#### **4. Main Issues**

- 4.1** Debts totalling £535,646.48 are submitted for write off. Non-collection of debts and request for write off is predominately due to the companies being liquidated, dissolved or sequestration. The following table identifies the reasons for NNDR write off in more detail.

<b>REASON</b>	<b>TOTAL</b>
Administration	£35,601.37
Dissolved	£356,909.12
Liquidation	£80,329.41
Sheriff Officers – Dissolved	£62,806.58
<b>Total</b>	<b>£535,646.48</b>

The attached appendix provides details of the individual debts involved, these are all limited companies as opposed to individuals or individuals using trading names, and therefore details and corresponding addresses have not been anonymised on account of Data Protection Act.

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

## **5. People Implications**

5.1 There are no people implications.

## **6. Financial and Procurement Implications**

6.1 The NNDR debts written off totalling £535,646.48 will be notified to the Scottish Government NNDR pool for reimbursement. There are no Procurement implications.

## **7. Risk Analysis**

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

## **8. Equalities Impact Assessment**

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

## **9. Consultation**

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

## **10. Strategic Assessment**

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

**Stephen West**  
**Strategic Lead - Resources**  
**Date: 25 January 2017**

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**Person to Contact:** Arun Menon, Business Support Manager,  
Garshake Road, Dumbarton.  
Tel: 01389 737832  
Email: [arun.menon@west-dunbarton.gov.uk](mailto:arun.menon@west-dunbarton.gov.uk)

**Appendices:** Details of debts for write-off

**Background Papers:** None

**Wards Affected:** All Council Wards.

**Appendix: Details of debts for write-off**

**1993/1994 Specific Write-Off List as at 31/03/2017**

			Balance for	
Reference Number	Name	Address	Write-Off	Reason
37029010019417	Spice Of Life Foods Ltd	201 Dumbarton Road, Clydebank	£9,198.88	Dissolved
		<b>Total</b>	<b>£9,198.88</b>	

**2009/2010 Specific Write-Off List as at 31/03/2017**

			Balance for	
Reference Number	Name	Address	Write-Off	Reason
37001981081036	la (Grp2) Limited	85 High Street, Dumbarton	£8,269.25	Dissolved
		<b>Total</b>	<b>£8,269.25</b>	

**2010/2011 Specific Write-Off List as at 31/03/2017**

			Balance for	
Reference Number	Name	Address	Write-Off	Reason
37001981081133	la (Grp2) Limited	85 High Street, Dumbarton	£7,920.61	Dissolved
37027093091132	Cawdor Maintenance Ltd	9 Dock Street, Clydebank	£6,222.73	Dissolved
37103652011135	Zumo Juice Bar (Clydebank) Ltd	8B Carinthia Way, Clydebank	£7,857.14	Dissolved
		<b>Total</b>	<b>£22,000.48</b>	

**2011/2012 Specific Write-Off List as at 31/03/2017**

			Balance for	
Reference Number	Name	Address	Write-Off	Reason
37006487071233	Newport Hospitality Ltd	Dumbuck Hotel, 11A Dumbuck, Milton, Dumbarton	£10,152.81	Dissolved

37033204071234	Mfm Management Limited	Singers, 68 Dumbarton Road, Clydebank	£9,296.96	Dissolved
37035762041231	G2 Clothing (Scotland) Ltd	72 Sylvania Way, Clydebank	£8,454.32	Dissolved
37088378101236	Dumbarton Car Repair Ltd	Unit 26, Broadmeadow Business Park, 2 Birch Road, Dumbarton	£6,241.19	Liquidation
<b>Total</b>			<b>£34,145.28</b>	

**2012/2013 Specific Write-Off List as at 31/03/2017**

Reference Number	Name	Address	Balance for Write-Off	Reason
37035258151337	TFB (Furniture) Ltd	29 Sylvania Way, Clydebank	£49,624.30	Dissolved
37088378101333	Dumbarton Car Repair Ltd	Unit 26, Broadmeadow Business Park, 2 Birch Road, Dumbarton	£11,756.25	Liquidation
<b>Total</b>			<b>£61,380.55</b>	

**2013/2014 Specific Write-Off List as at 31/03/2017**

Reference Number	Name	Address	Balance for Write-Off	Reason
37032674111433	Spinning Pub Ltd	John Brown's, 2 Chalmers Street, Clydebank	£5,984.06	Liquidation
37035258151434	TFB (Furniture) Ltd	29 Sylvania Way, Clydebank	£12,303.81	Dissolved
37035762051438	Gravity Clothing Scotland Ltd	72 Sylvania Way, Clydebank	£10,229.27	Dissolved
37087347071433	Kids Barn (2010) Ltd	Bankys Adventure Zone, 33 John Knox Street, Clydebank	£9,152.11	Dissolved
37088378101430	Dumbarton Car Repair Ltd	Unit 26, Broadmeadow Business Park, 2 Birch Road, Dumbarton	£12,069.75	Liquidation
37098659061431	Shoreview Limited	The Cabin Inn, 474 Dumbarton Road, Clydebank	£5,589.51	Dissolved
<b>Total</b>			<b>£55,328.51</b>	

**2014/2015 Specific Write-Off List as at 31/03/2017**

			<b>Balance for</b>	
<b>Reference Number</b>	<b>Name</b>	<b>Address</b>	<b>Write-Off</b>	<b>Reason</b>
37032674111530	Spinning Pub Ltd	John Brown's, 2 Chalmers Street, Clydebank	£5,256.98	Liquidation
37034936061536	Nybor Leisure Ltd	The Atlantis, 260 Kilbowie Road, Clydebank	£7,310.68	Liquidation
37035193131535	Glendale Associates Ltd	3 Sylvania Way, Clydebank	£16,783.37	Dissolved
37035258181534	Allsorts (UK) Limited	29 Sylvania Way, Clydebank	£37,201.15	Dissolved
37035452141533	No.1 Store Ltd	89 Sylvania Way, Clydebank	£12,585.35	Dissolved
37035525081531	Clydeway Limited	105 Sylvania Way, Clydebank	£23,837.25	Sheriff Officers - Dissolved
37035894031534	D Clothing Limited	46 Sylvania Way, Clydebank	£14,888.85	Sheriff Officers - Dissolved
37087347071530	Kids Barn (2010) Ltd	Bankys Adventure Zone, 33 John Knox Street, Clydebank	£9,377.61	Dissolved
37088351141536	Partners Vale Ltd	153 High Street, Dumbarton	£5,129.19	Dissolved
37088378101536	Dumbarton Car Repair Ltd	Unit 26, Broadmeadow Business Park, 2 Birch Road, Dumbarton	£12,304.88	Liquidation
37098705071537	Xtreme Soccer Dumbarton Ltd	Xtreme Soccer, 40 Castlegreen Street, Dumbarton	£7,049.05	Dissolved
37113216011534	PBE Facilities Ltd	Unit 3, 15 South Elgin Street, Clydebank	£8,152.26	Sheriff Officers - Dissolved
		<b>Total</b>	<b>£159,876.62</b>	

**2015/2016 Specific Write-Off List as at 31/03/2017**

			<b>Balance for</b>	
<b>Reference Number</b>	<b>Name</b>	<b>Address</b>	<b>Write-Off</b>	<b>Reason</b>
37034936061633	Nybor Leisure Ltd	The Atlantis, 260 Kilbowie Road,	£7,471.20	Liquidation

		Clydebank		
37035193131632	Glendale Associates Ltd	3 Sylvania Way, Clydebank	£10,740.06	Dissolved
37035258181631	Allsorts (UK) Limited	29 Sylvania Way, Clydebank	£15,324.42	Dissolved
37035452141630	No.1 Store Ltd	89 Sylvania Way, Clydebank	£27,786.21	Dissolved
37035525081637	Clydeaway Limited	105 Sylvania Way, Clydebank	£8,075.24	Sheriff Officers - Dissolved
37035525101635	Pink Retail Ltd	105 Sylvania Way, Clydebank	£20,672.59	Dissolved
37035762091630	Candy Gate Limited	72 Sylvania Way, Clydebank	£10,309.63	Dissolved
37035894031631	D Clothing Limited	46 Sylvania Way, Clydebank	£7,852.98	Sheriff Officers - Dissolved
37036475041634	A.Levy & Son Limited	90 Sylvania Way, Clydebank	£23,322.94	Administration
37077295041636	Ecosave Insulation Lintied	Block 13, Unit 1, 4 South Avenue Clydebank Business Park, Clydebank	£5,253.27	Liquidation
37087347071636	Kids Barn (2010) Ltd	Bankys Adventure Zone, 33 John Knox Street, Clydebank	£9,556.80	Dissolved
37088378101633	Dumbarton Car Repair Ltd	Unit 26, Broadmeadow Business Park, 2 Birch Road, Dumbarton	£6,681.15	Liquidation
37098705071634	Xtreme Soccer Dumbarton Ltd	Xtreme Soccer, 40 Castlegreen Street, Dumbarton	£10,824.00	Dissolved
<b>Total</b>			<b>£163,870.49</b>	

**2016/2017 Specific Write-Off List as at 31/03/2017**

Reference Number	Name	Address	Balance for Write-Off	Reason
37035525101732	Pink Retail Ltd	105 Sylvania Way, Clydebank	£9,297.99	Dissolved
37035967011732	British Home Stores	24 Sylvania Way, Clydebank	£12,278.43	Administration
<b>Total</b>			<b>£21,576.42</b>	



**WEST DUNBARTONSHIRE COUNCIL****Report by Strategic Lead - Regulatory****Corporate Services Committee: 8 February 2017**

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**Subject: Electronic Counting Contract: Local Government Election 2017****1. Purpose**

- 1.1** To note retrospectively the decision to award the contract for equipment, supplies and services to permit the conduct of electronic counting for the 2017 Local Government Elections.

**2. Recommendations**

- 2.1** Committee is requested to note the decision of the Chief Executive, acting in the capacity of Returning Officer for West Dunbartonshire, to approve the execution of the contractual documentation for the equipment, supplies and services necessary to ensure the proper conduct of the Local Government Elections 2017.

**3. Background**

- 3.1** Since 2007, Local Government Elections in Scotland have effectively required the use of an electronic counting system in order to efficiently and effectively deliver the election, due to the increased complexity in counting for Single Transferable Vote elections.
- 3.2** In 2012 this was delivered centrally by two companies (Logica and Opt2vote) following a tender by the Scottish Government, for a unified Scotland wide system, ensuring consistency and accuracy throughout the Council areas. The election was generally accepted as having been well run in 2012, and a similar procedure was followed in 2015 /16 for the award of the contract for 2017.
- 3.3** The same two companies, now named CGI and Idox Elections, were again successful, with Idox acting as sub-contractor to CGI.

**4. Main Issues**

- 4.1** Whilst the procurement of the system by the Scottish Government was completed by December 2015, the Council was only provided with the contractual framework in October 2016 with costs being confirmed in November, permitting signature by the mid-November deadline.

**4.2** With the short timeframe for the Council to indicate acceptance of the Contractual Terms and Conditions falling before the Corporate Services Committee in November and the final contract requiring to be signed by 18<sup>th</sup> November 2016, the decision was taken that it was necessary to proceed by way of a decision by the Chief Executive with a report to the next appropriate Committee seeking to note the award.

**4.3** The cost of the equipment, supplies, services and ballots amounts to £69,429 with reimbursement being due by the Scottish Government of the Equipment, Services and Software costs amounting to £53 923. The balance of £15,506 relating to the ballots, will be met from the Election Budget in the normal manner.

## **5. People Implications**

**5.1** There are no personnel issues associated with the acquisition of the Electronic Counting System.

## **6. Financial and Procurement Implications**

**6.1** The costs of the contract will be met from the Elections Budget backed off by a contribution by the Scottish Government.

**6.2** Corporate Procurement were advised of the situation prior to proceeding to accept the Terms and Conditions and placing the Contract.

## **7. Risk Analysis**

**7.1** If the system were not acquired, there would have been the likelihood of substantial delay in releasing the Council to announce the results of the Scottish Local Government Elections 2017, with corresponding reputational damage and possibility of challenge by third parties.

## **8. Equalities Impact Assessment (EIA)**

**8.1** A screening has been carried out. This report was not found to be relevant to any to equalities issues.

## **9. Consultation**

**9.1** Legal and Procurement Officers and the Section 95 Officer have been consulted on the content of this paper.

## **10. Strategic Assessment**

**10.1** Through ensuring the accuracy and efficiency of the electoral process, the contract contributes to delivering local democracy and thereby improves

community wellbeing.

**Name:** Peter Hessel  
**Designation:** Strategic Lead - Regulatory  
**Date:** 11 January 2017

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**Person to Contact:** Alan Douglas, Manager of Legal Services,  
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**Appendices:** None

**Background Papers:** **EIA Screening**

**Wards Affected:** All



**WEST DUNBARTONSHIRE COUNCIL****Report by Strategic Lead - People and Technology****Corporate Services Committee 8 February 2017**

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**Subject: People & Technology Contracts and Spend 2017-18****1. Purpose****1.1** The purpose of this report is:**1.1.1** To provide the Committee with a detailed breakdown of the planned ICT Capital and Revenue spend on new and existing contracts in excess of £50,000 and seek approval to procure and contract for the required goods and services; and**1.1.2** To seek authority to renew or, where appropriate, retender the Council's employee counselling service provision.**2. Recommendations****2.1** The Committee is asked to:**ICT Contracts & Spend****2.1.1** Note the ICT Revenue and Capital spend detail including the anticipated procurement method;**2.1.2** Note the decision of the Chief Executive to approve the execution of the contractual documentation for the equipment, supplies and services for a 5-year contract for the provision of the Council's Wide Area Network (WAN) to Capita IT Services Limited; and**2.1.3** Delegate authority to the Corporate Procurement Manager in consultation with the Strategic Lead - People and Technology to instruct the award of contracts for the planned P&T Revenue and Capital spend detailed in this report and associated appendix to suppliers providing the most economically advantageous offer to the Council.**Employee Counselling Provision****2.1.4** Provide authority to proceed in developing a strategy, for the procurement of Employee Counselling services on the basis of existing identified, approved and secured funds, which will consider all procurement options currently available and identify the route to market

and process to be followed.

- 2.1.5** Provide delegated authority to the Strategic Lead – People & Technology to renew or, where appropriate, retender and award the contract for the Council’s employee counselling service provision based on the resulting recommendation.

### **3. Background**

#### Employee Counselling Provision

- 3.1** The provision of an employee counselling service is central to supporting employee wellbeing and reducing absence levels.
- 3.2** The Council’s current contract with Therapeutic Counselling Services commenced on 1<sup>st</sup> October 2015. That contract was for 12 months with an option to extend for a further 6 months. The 6 month extension commenced on 1<sup>st</sup> October 2016 and ends on 31<sup>st</sup> March 2017.

#### ICT Contracts & Spend

- 3.3** The Council continues to make a substantial commitment to improving the ICT infrastructure to support service delivery through capital investment as agreed in the Council’s Capital plan and summarised below in Table 1.

**Table 1 – ICT 2-Year Capital Plan**

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

- 3.4** The project cost estimates for the capital spend outlined in Table 2 below are based on high level research and may vary but will remain within the existing capital plan approved by Council in February 2016 as outlined in Table 1 above. The scope for each project will include some spend flexibility in each area. The capital projects and spend listed in Table 2 includes £38,000 of capital which will be spent on smaller value works and the appropriate procurement route will be selected.
- 3.5** The investment projects for ICT capital spend as detailed in Table 2 below include the procurement strategy options and the potential year 2 revenue requirement for each project. The revenue impact on technology spend (estimated as £65,600) will form part of ICT revenue planning bids in future years based on the actual spend. The revenue impact of -£105,000 for staffing has already been included in 2017-18 revenue budgeting estimates.

**Table 2 - Planned ICT Capital Spend 2017-18**

<b>Description</b>	<b>Estimated Capital spend Value</b>	<b>Estimated Revenue Implication From Year 2</b>	<b>Procurement Strategy</b>
Device replacement for Corporate & Education - approximately 1500 devices replaced p.a.	£350,000	£20,000 10% of purchase price for thin client and chromebooks.	Framework
Mobility – VOIP expansion, devices and wireless to other locations	£40,000	£8,000	Existing Contract / Tender / Framework
Increase network bandwidth for Primary schools when required	£40,000	£8,000	Existing Contract / Tender / Framework
Replace end of life servers and switches	£100,000	£16,000 (20% of hardware costs)	Existing Contract / Tender / Framework
Backup Infrastructure	£40,000	none	Existing Contract / Tender / Framework
Webfiltering and Email filtering	£50,000	none	Existing Contract / Tender / Framework
Ransomware protection	£30,000	£6,000	Existing Contract / Tender / Framework
Smaller value works	£38,000	£7,600	Framework / Quotations
<b>Sub Total -Technology Spend</b>	<b>£688,000</b>	<b>£65,600</b>	
ICT Project Resourcing	£105,000	-£105,000	Allocation of existing resources
<b>Total</b>	<b>£793,000</b>		

**3.6** In addition to the planned Capital spend outlined above, the Council has annual ICT revenue spend of approximately £1,600,000 covering a range of goods and services for example corporate and departmental applications, telephony lines and licenses, network connectivity (wide area network, local area network, wireless network), security and application licenses. The detailed list is included in Appendix 1 of this report.

**3.7** While many of the annual maintenance and license payments and arrangements have been in place for several years, the introduction of a category management approach to Procurement has provided an opportunity to develop a commodity strategy for ICT. This strategy will be developed and

implemented jointly by Procurement and ICT over the next 12-24 months with the aim of securing better contracts, cashable and non-cashable benefits and improved supplier management practices and monitoring. . As part of this, the Council will explore opportunities for shared contracts and licensing with the aim of securing better deals and contracts.

- 3.8** The current revenue spend for individual requirements ranges from as low as £50 pa to £270,000 pa depending on the goods and services being purchased. Appendix 1 includes spend over £1,000 per supplier. The priority will be to focus on the higher value spend and ensure appropriate contracts are in place.

#### Specific Contract Issue

- 3.9** In 2013, the Council invested in a replacement WAN as part of the ICT Modernisation project which delivered the network connections between 100 council buildings and the connection to our shared data centre at East Dunbartonshire Council (EDC). The workstream to deliver the WAN was delayed due to BT Openreach issues. The final sites were migrated December 2016. In addition to project delays, and as reported to Elected Members, there were major service outages between October 2015 and April 2016.
- 3.10** The ICT Modernisation Board and project team supported by Legal Services have been negotiating a compensation deal with the supplier Capita IT Services Limited in the last 12 months which has included WAN service discounts.
- 3.11** A single year annual service and maintenance contract was purchased covering period from 1 November 2015 – 31 October 2016 for those sites migrated to the new WAN. During November and December 2016 the Council was officially out of support due to delays by Capita in presenting an acceptable compensation offer although support was being provided by Capita during that period. The technical WAN solution was delivered by Capita at a cost of approximately £800,000 to install and £320,000 annual charge.
- 3.12** Capita's proposal is to discount the annual charge as part of the compensation package. Capita's compensation offer is based on a 5-year contract for the WAN at a reduced price.
- 3.13** At the outset of the original WAN procurement, the intention was to monitor progress and services delivered as part of national frameworks such as Scottish Wide Area Network (SWAN) with a view to making a business case and seeking approval to migrate. The SWAN services and costs do not compare favourably alongside the current WDC costs provided by Capita but this will remain under review by the Council, and if the position improves relative to the then prevailing rates, we reserve the right to migrate to SWAN.



**3.14** The tendered annual service and maintenance charge is over the EU procurement threshold and subject to a competitive process unless specific mitigating reasons are identified. The mitigating reason is that the technical solution is a managed service using Capita equipment located in BT Exchanges and configured specifically for the Council. Specific installations and configuration services are also required at all 100 council sites. This equipment could not be used by other providers without express permission of Capita. If another provider were to deliver the WAN services, the Council would be required to go through the WAN project again with work and configuration required at all sites including a period of downtime and disruption at each location. The Council therefore issued a Voluntary Ex Ante Transparency Notices (VEAT) on 30 December 2016 which is a way to reduce the risk of having to cancel a contract due to claims against a direct award of a contract by a contracting authority and no queries or challenges have been received from the market place.

#### **4. Main Issues**

##### ICT Contracts & Spend

- 4.1** Some of the ICT contracts outlined in Appendix 1 are time bound as annual renewal fall due in January/February 2017 and decisions have been taken with support from the Convenor of Corporate Services to renew contracts for a 12 month period prior to Committee approval so that Council IT systems and services are fully maintained and supported during this interim period. These renewals are being undertaken following agreement with Corporate Procurement Manager and in consultation with the Strategic Lead - People and Technology to ensure the most appropriate procurement method is employed.
- 4.2** Consideration will be given to multi-year contracts where recurring capital/revenue has been approved and where this would deliver efficiencies and the authority sought in Paragraph 2.1 includes the option to enter into such multi-year arrangements including beyond the second year for those items listed in Section 3 and appendix 1 of this report.
- 4.3** As noted in paragraph 3.11, the WAN was officially outwith a contract for support, albeit Capita have continued to provide such support whilst negotiations were ongoing on compensation for delays. In order to secure a reduced charge, and to bring the WAN back under active support, it was necessary to conclude the contract by the end of the calendar year. Following agreement with the Convenor of Corporate Services, this was achieved on 30th December 2016, with a new five year contract being signed. This contract provides for the term to be shortened to a year if any challenge arose from the VEAT notice or if the five year period were not accepted by Committee. The extended contract also allows for migration to SWAN if it becomes the more favoured option. Proposed use of VEAT is to cover off our use of Regulation 33, on the grounds of b) ii) or b) iii).

**Clause 33 - Use of the negotiated procedure without prior publication:**

- (1) A contracting authority may award a public contract following negotiated procedure without prior publication of a contract notice or prior information notice in any of the following cases—**
- (a) where no tenders, no suitable tenders, no requests to participate or no suitable requests to participate have been submitted in response to an open procedure or a restricted procedure, provided that the initial conditions of the contract are not substantially altered and that a report is sent to the Commission where it so requests;**
  - (b) where the works, supplies or services can be supplied only by a particular economic operator for any of the following reasons—**
    - (i) the aim of the procurement is the creation or acquisition of a unique work of art or artistic performance;**
    - (ii) competition is absent for technical reasons;**
    - (iii) the protection of exclusive rights, including intellectual property rights,**

- 4.4** To mitigate the risks for the Council, we have included two conditions in the WAN contract amendment
- a. The Council would revert to a period of WAN service and maintenance sufficient to allow us to put in place alternative arrangements in the event that another supplier challenged the VEAT notice; and
  - b. The Council would revert to a period of WAN service and maintenance sufficient to allow us to put in place alternative arrangements in the event that Committee approval is not secured at the February 2017 Corporate Services Committee

In the event of our having to make such interim arrangements, the prices may revert to the full tendered price. The statutory period for any objection to the VEAT notice has now passed without challenge.

- 4.5** The procurement strategies for each of the Revenue and Capital projects included in this report will be developed on a project by project basis and will include consideration of market testing of existing collaborative framework agreements, running mini competitions as well as full tender processes.

Employee Counselling Provision

- 4.6** On expiry of the current contract on 31<sup>st</sup> March 2017 there will be no formal provision in place for employee counselling.
- 4.7** The Council's current employee counselling provision supports employees through immediate emotional support over the phone; access to a range of information, advice and guidance over the phone and on the website; assessment and referral to counselling provided on the telephone; online counselling through a live-internet text service as well as emails; and face to face counselling. This includes a variety of counselling interventions including Cognitive Behavioural Therapy (CBT), Person-Centred Counselling and

Mindfulness.

- 4.8 Employees can use the counselling provision for assistance with issues such as anxiety, stress, bullying at work or bereavement, which may be impacting on their performance and/or attendance at work.
- 4.9 Employee counselling is an employee support intervention that is usually short term in nature and provides an independent, specialist resource for people working across all services and in all working environments. Giving all employees access to a free, confidential, counselling service can potentially be viewed as part of an employer's duty of care.

## 5. People Implications

### ICT Contracts & Spend

- 5.1 Existing ICT and Procurement staff will be allocated to the procurement stage of various projects included in this report. Additionally, existing framework agreements will be used where best value can be demonstrated as this will reduce both project timescales and staffing resource requirements.
- 5.2 ICT will continue to consider funding of temporary ICT resources for Capital projects and these temporary posts will be funded from the approved ICT Capital plan.
- 5.3 Some of the identified projects are expected to include design, implementation, skill transfer and project consultancy services as specialist knowledge is required when introducing new technologies. It is expected that in-house ICT staff will gain knowledge and skills during the project to ensure they can deliver the on-going operational services.

### Employee Counselling Provision

- 5.4 The provision of a dedicated employee counselling provision demonstrates investment in the management of employee health and wellbeing.

## 6. Financial and Procurement Implications

### ICT Contracts & Spend

- 6.1 Revenue budget currently exists for all license and maintenance spend and a process exists whereby departments liaise with ICT when introducing new IT systems and services so that related savings and spend can be identified.
- 6.2 The cost estimates for capital spend are based on high level research and may vary due to factors such impact on prices due to Brexit but will remain within the existing capital plan approved by Council in February 2016 as outlined in Table 1 above as projects can be scaled up or down.

- 6.3** Early indication is that Brexit is having a negative impact on the revenue budget through increased annual maintenance renewal costs.
- 6.4** All procurement activity carried out by the Council in excess of £50,000 is subject to contract strategy. The contract strategy for ICT Contracts will be produced by the Corporate Procurement Unit in close consultation with ICT officers. The contract strategy shall include but 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 on-going contract management.
- 6.5** The tendering and contracting process will continue to identify potential year 2 revenue implications for new capital contracts and where required these will be included as burdens in future ICT revenue budget estimates. An indicative value has been included in Table 2 above however as many of the purchases are for replacement technology, it is anticipated that the current revenue spend on maintenance will off-set some of this.
- 6.6** The ICT Contracts will contribute to delivery of the Council's strategic priorities through the development of a robust contract strategy which will explore the inclusion of possible community benefits which improve economic growth and employability. Further opportunities to maximise the positive social, economic and environmental impact for West Dunbartonshire Council through the contracts will also be explored, e.g. through the use of Community Benefit Clauses and as included in current tender for print devices.

#### Employee Counselling Provision

- 6.7** The current annual approved budget for the employee counselling provision contract is £18,000. Additional costs relating to individual employees are charged to individual service areas (e.g. where an employee requires further counselling sessions in excess of the standard number covered in the contract).

Whilst the proposed duration of any new contract is still to be determined, this report is submitted on the assumption that it may exceed two years, therefore requiring Committee approval to proceed.

- 6.8** All procurement activity carried out by the Council in excess of £50K is subject to a contract strategy. The contract strategy for an employee counselling provision will be produced by the Corporate Procurement Unit in close consultation with officers from the Strategic HR Team. 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.

Further opportunities to maximise the positive social, economic 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**

### ICT Contracts & Spend

- 7.1** There is a risk that the capital project actual costs may exceed the capital project estimates as detailed in Table 1. This risk can be mitigated by a range of procurement strategy options being explored as well as building scalability into the tender for example reducing the number of devices being replaced or specification of the device.
- 7.2** Should the Council not approve the 5-year WAN contract, there is a risk regarding timescales and cost to replace the current WAN provider and technology. This can be mitigated by securing a shorter term contract for the WAN support service until a new solution is in place. A tender process should help mitigate the risk of increased revenue costs but is unlikely to negate the risk of further capital investment being required.

### Employee Counselling Provision

- 7.3** The requirement for the provision of employee counselling is an integral and critical component in the Council's strategy to reduce sickness absence and support improved attendance levels.
- 7.4** The provision of this counselling service facilitates shorter waiting times, improved access to specialist insight and flexibility of appointment times and locations makes this an attractive option. Counselling often helps employees who are absent from work, and there is evidence that counselling support can accelerate the rehabilitation of an absent employee, saving the organisation money in the long run.

## **8. Equalities Impact Assessment (EIA)**

### ICT Contracts & Spend

- 8.1** A screening has been carried out. The IT projects are technology based to support departmental staff in their service delivery. This report on spend is not relevant to equalities.
- 8.2** However the annual device replacement project will include delivery of specialist IT equipment/adaptations for staff and pupils with additional needs as required. This will also apply where public access devices are being replaced. The future procurement process will be carried out in line with the Council's procurement and equality guidance, and implementation planning will consider equality issues.

### Employee Counselling Provision

- 8.3** An Equality Impact Assessment has been completed on the decision to tender for the provision of employee counselling and highlights that this provision supports the Council's responsibilities under the Equality Act 2010 and the obligations outlined in the Equality and Human Rights Commission Employment Statutory Code of Practice.

## **9. Strategic Environmental Assessment (SEA)**

### ICT Contracts & Spend

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

## **10. Consultation**

- 10.1** Legal, Procurement and the Section 95 Officer have been consulted on the content of this paper.

## **11. Strategic Assessment**

### ICT Contracts & Spend

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

### Employee Counselling Provision

- 11.2** The provision of employee counselling supports the Council's Strategic priority of developing and retaining a committed and dynamic workforce by improving the health and wellbeing of employees and contributing to effective attendance management.

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**Designation:** Strategic Lead - People and Technology  
**Date:** 24 January 2017

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**Person to Contact:** Patricia Kerr, Manager of ICT  
Darren Paterson, Strategic HR Manager

**Appendices:** ICT Annual Revenue Spend  
EIA – ICT Maintenance & Capital Spend  
EIA – Employee Counselling Provision

**Background Papers:** 24 February 2016 Council - Final Budget Book 2016-17  
24 February 2016 Council - General Services 10 Year  
Capital Plan  
Members Briefing to Convenor Corporate Services -  
WAN annual contract Dec 2016

**Wards Affected:** None





Appendix 1 – ICT Annual Revenue Spend

Category	Company	Product Type	Renewal Date
Software	ARC Logics & Wolters Kluwer Financial Services	TeamMate	03/07/2017
Software	Astech.co.uk	CMIS Council Minutes	30/04/2017
Software	AVD Computing Ltd	Database Homeless Cases	31/03/2017
Software	Bramble.cc Ltd	EDM Mail Room	31/10/2017
Software	Cadassist Ltd	AUTOCAD LT	02/11/2017
Software	Cadassist Ltd	AUTOCAD LT	02/11/2017
Other	Capita IT Services	WAN Circuit Rental Year 2	31/10/2017
Hardware	Capita IT Services	Meraki Cloud Managed Appliance x1000	26/07/2018
Hardware	Capita IT Services	PPP Schools Project	31/08/2017
Software	Capita IT Services	SWSS Upgrade Support	13/12/2017
Hardware	Capita IT Services	Meraki MX84 Cloud Managed Appliance	31/03/2017
Software	Capita IT Services	UC Mgr-9 licence	27/06/2017
Hardware	Capita IT Services	Cisco	20/11/2017
Other	Capita IT Services	Meraki Cloud Managed AP	08/11/2017
Software	Capita IT Services	Cisco - Bellsmyre Campus	17/07/2017
Software	Capita Managed IT Solutions	Oracle Software Support	30/10/2017
Software	Care Monitoring 2000	CMBI Care Monitoring Licence	30/06/2017
Hardware	Caretower IT Security	Firewall	30/11/2017
Software	CIPFA Business Ltd	Asset Management	30/04/2017
Software	Civica Uk Ltd	Hosted ICON Annual Transaction	31/10/2017
Software	Civica Uk Ltd	Civica Flare	31/03/2017
Software	Civica Uk Ltd	Housing Benefits/Allocations	31/03/2017
Software	Civica Uk Ltd	EDM & Workflow Licence, Support & Maintenance	31/03/2017
Software	Civica Uk Ltd	EDM user licences	29/01/2017
Software	Civica Uk Ltd	AFD( Fraud) Licences	30/04/2017
Software	Civica Uk Ltd	EDM & Workflow Licence, Support	31/03/2017
Software	Covalent	Covalent CPM System	03/04/2017
Software	CSMAscnt	LP PLUS	20/08/2017
Software	CSMAscnt	OM PLUS	11/01/2017
Hardware	DataCard Ltd	Datacard Magna	28/02/2017
Software	Dell Computer Corp	Microsoft Academic EA	30/06/2017
Hardware	Dell Computer Corp	Dell Server	14/11/2017
Hardware	Dell Computer Corp	Wyse Device Software	30/11/2017
Software	Dell Computer Corp	Wyse Device Software	31/07/2017
Hardware	Dell Computer Corp	Dell Server	19/02/2017
Software	Dell Computer Corp	Wyse Device Software	14/06/2017
Hardware	Dell Computer Corp	Dell Server	02/09/2017

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Category	Company	Product Type	Renewal Date
Hardware	Egton	LAN Co-Term Mod Proj	30/04/2017
Hardware	Egton	LAN Co-Term Mod Proj	31/08/2017
Hardware	Egton	Switch	31/08/2017
Hardware	Egton	Dumbarton Academy New Build	31/07/2017
Software	Firmstep (Business Web Software)	Achieve Forms	30/11/2017
Software	Frontier Software PLC	CHRIS21	07/10/2017
Software	Full Control Networks Distribution Ltd	AirMagnet Wlan Design & Analysis Suite	18/07/2017
Hardware	Full Control Networks Distribution Ltd	Fluke LinkRunner	20/06/2017
Software	GGP	GGP GIS	31/03/2017
Software	Glasgow City Council	Education Gateway	06/06/2017
Software	Grey Matter Ltd	Yammer Ent Open Shrd Server Lic	22/11/2017
Software	Grey Matter Ltd	Yammer Ent Open Shrd Server Lic	31/03/2017
Software	Halarose Ltd	Elections Postal Votes/AvantGuard	28/02/2017
Software	Heriot Watt University	SCHOLAR Subscription	15/09/2017
Software	IDOX Software Limited	ORB-it Service Agreement	31/03/2017
Software	IDOX Software Limited	Spatially Enabled	31/03/2017
Software	IDOX Software Limited	Scottish Planning Connector	31/03/2017
Software	IDOX Software Limited	Maint- UNI-form Map Loader	31/03/2017
Software	IDOX Software Limited	Building Standards Connector	31/03/2017
Software	IDOX Software Limited	UFM GMS Exchange Connector - Enterprise	31/03/2017
Software	IDOX Software Limited	UFM DDE Link	31/03/2017
Software	Insight Direct (UK) Ltd	Citrix & Remote Access	30/05/2017
Software	Insight Direct (UK) Ltd	Microsoft New Corp ESA	31/12/2017
Software	IT2U Limited	SourceOne Email Management	17/03/2017
Hardware	IT2U Limited	Data Domain Expansion	17/11/2017
Hardware	IT2U Limited	Data Domain	30/12/2017
Software	IT2U Limited	Data Domain	15/04/2017
Hardware	IT2U Limited	Data Domain	31/03/2017
Other	Jumoo Ltd	Website	30/04/2017
Software	Kana Software Ltd	GTX Licence	31/03/2017
Software	Kana Software Ltd	GTX Licence	31/03/2017
Software	Magnet Solutions	LoCTA Annual Renewal	30/08/2017
Software	MTI Technology	Webfiltering	24/02/2017
Hardware	MTI Technology	Webfiltering	12/03/2017
Software	MTI Technology	Cloud Authentication Service	12/07/2019
Software	MTI Technology	Remote Access Co-Term	31/03/2017
Software	Mosaic Software	Bascomp	21/08/2017

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Category	Company	Product Type	Renewal Date
Hardware	Maindec Computer	Dell Storage	02/09/2017
Hardware	Maindec Computer	Dell Storage	02/09/2017
Hardware	Maindec Computer	Server	02/09/2017
Hardware	Maindec Computer	StorEdge 12TB Disk Array	02/09/2017
Hardware	Maindec Computer	Quantum Scalar	02/09/2017
Hardware	Maindec Computer	Tape Library	02/09/2017
Hardware	Maindec Computer	Dell Server	02/09/2017
Hardware	Maindec Computer	Dell Server	02/09/2017
Hardware	Maindec Computer	Dell Server	02/09/2017
Hardware	Maindec Computer	Dell Server	02/09/2017
Hardware	Maindec Computer	Dell Server	02/09/2017
Hardware	Maindec Computer	Dell Server	02/09/2017
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Hardware	Maindec Computer	Dell Server	02/09/2017
Hardware	Maindec Computer	Scanner	11/05/2017
Hardware	Maindec Computer	Scanner	11/05/2017
Hardware	Maindec Computer	Scanner	11/05/2017
Hardware	Maindec Computer	Scanner	11/05/2017
Hardware	Maindec Computer	Scanner	11/05/2017
Hardware	Maindec Computer	Scanner	11/05/2017
Software	Merchant Software Ltd.	CARS -Corporate Arrears	31/05/2017
Software	Netopian Ltd	Netopian	14/02/2018
Software	NetSupport	NetSupport	31/03/2017
Software	Northgate IS	Orbis NDR	31/03/2017
Software	Northgate IS	Social Fund Software	31/03/2017
Software	Northgate Public Services	Revs & Bens Consolidated	31/03/2017

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Category	Company	Product Type	Renewal Date
Software	Ogilvie Communications Ltd	Endpoint Encryption	22/06/2017
Software	OLM Systems Ltd	CareFirst	31/03/2017
Software	OLM Systems Ltd	Care Monitoring 2000	30/06/2017
Software	OLM Systems Ltd	CareAssess Data Library	31/03/2017
Hardware	Oracle Corporation Ltd	Server	21/04/2017
Hardware	Oracle Corporation Ltd	Disk Array	21/04/2017
Hardware	Oracle Corporation Ltd	DDR2-667 DIMMs	02/09/2017
Software	Phoenix Software	MS Office Pro Plus	30/04/2017
Software	Phoenix Software	Messaging Gateway	26/01/2018
Software	Phoenix Software	Protection Enterprise	16/10/2017
Software	Phoenix Software	Scanning software	11/11/2017
Software	Phoenix Software	VMWare	21/03/2017
Software	Phoenix Software	AutoCad Revit	18/08/2017
Software	Phoenix Software	Jeff-Net Report Runner	06/07/2017
Software	Phoenix Software	Backup software Server	15/10/2017
Software	Phoenix Software	Backups software	02/02/2017
Software	Phoenix Software	VRTS Netbackup	27/09/2017
Software	Phoenix Software	TreeSize	17/09/2017
Software	Pillar Software Ltd	PROFESS	31/03/2017
Other	Pillar Software Ltd	Roads Support Fees	31/03/2017
Hardware	Pitney Bowes Ltd	Enveloper	16/09/2017
Other	PSS Ltd	Playground Monitoring	03/12/2017
Software	QoLcom	MDM software	11/09/2017
Software	RIBA Enterprises Ltd	NBS Building	31/03/2017
Other	RICS Books	BICS On-line	31/05/2017
Software	Room Booking System Ltd	Room Booking System	31/07/2017
Hardware	Scan Coin Ltd	Scan Coin	01/04/2017
Hardware	SCC	Sparc server	06/06/2017
Hardware	Schneider Electric IT UK Ltd	Galaxy 5000 60 Kva	08/07/2017
Software	Service Level Management Ltd	FormsMaster	26/11/2017
Software	SirsiDynix UK	SirsiDynix Symphony Software	30/11/2017
Software	Smarterways	Antivirus	25/06/2017
Software	Smarterways	Anti Virus (Education)	25/06/2017
Other	SOCITM Ltd.	Socitm User Satisfaction	28/02/2017
Other	SOCITM Ltd.	Subscription	31/12/2017
Software	South Lanarkshire Council	SEEMIS	17/04/2017
Software	Specialist Computer Centre (Elcom)	VMware	28/11/2017
Software	Sphere International Ltd	InfoAware	25/06/2017
Hardware	Stanley Security Solutions	Flexi System	31/12/2017

<b>Category</b>	<b>Company</b>	<b>Product Type</b>	<b>Renewal Date</b>
Software	Switchshop Limited	Firewall	22/03/2017
Software	Symantec (UK) Ltd	SECURE SITE PRO	19/05/2017
Software	Symantec (UK) Ltd	SSL Certificate	18/06/2018
Software	Symantec (UK) Ltd	SSL Certificate	18/05/2017
Software	Trapeze Group (UK) Ltd	Fleetmaster Telephone	31/03/2017
Software	UNIT4	Agresso - Bronze (BR1)	30/11/2017
Hardware	UNIT4	Agresso - Silver Uplift	30/11/2017
Other	West Lothian Council	L Gov Digital Transformation Partnership	14/05/2017
Software	ZOHO Corp	ADAudit Licence	27/10/2017
Software	ZOHO Corp	ADSelf Service	01/11/2017



## EQUALITY IMPACT: SCREENING AND ASSESSMENT FORM

This form is to be used in conjunction with the Equality Impact Assessment Guidelines. Please refer to these before starting; if you require further guidance contact [community.planning@west-dunbarton.gov.uk](mailto:community.planning@west-dunbarton.gov.uk)

<b>Section 1: Policy/Function/Decision (PFD) Details</b>	
A <b>PFD</b> is understood in the broad sense including the full range of functions, activities and decisions the council is responsible for.	
Name of PFD:	<i>ICT Maintenance Renewals and Capital Spend</i>
Lead Department & other departments/ partners involved:	<i>Corporate Services</i>
Responsible Officer	<i>Patricia Kerr</i>
Impact Assessment Team	<i>Patricia Kerr</i>
Is this a new or existing PFD?	<i>New: achieved through resignation and restructure of duties</i>
Start date: 01/01/2017	End date: 31/03/2018
Who are the main target groups/ who will be affected by the <b>PFD</b> ?	None – renewal of 3 <sup>rd</sup> party technology support contracts and Capital Spend approval
Is the PFD Relevant to the General duty to eliminate discrimination, promote equal opportunities or foster good relations? Please enter brief detail	No – section 8 & 9 completed.
<b>Yes:</b>	If yes, complete all sections, 2-9
<b>No:</b>	If no, complete only sections 8-9
	If don't know, complete sections 2 & 3 to help assess relevance
<b>Section 8: Signatures</b>	
The following signatures are required:	

Lead/ Responsible Officer:	Signature: <i>Patricia Kerr</i>	Date: 16-1-17
EIA Trained Officer:	Signature: Patricia Kerr	Date: 16-1-17
<b>Section 9: Follow up action</b>		
<b>Publishing:</b> Forward to community Planning and Policy for inclusion on intranet/internet pages	Signature:	Date:
<b>Service planning:</b> Link to service planning/ covalent – update your service plan/ covalent actions accordingly	Signature:	Date:
Give details, insert name and number of covalent action and or related PI: Will be incorporated within 2014/15 service plan		
<b>Committee Reporting:</b> complete relevant paragraph on committee report and provide further information as necessary	Signature:	Date:
<b>Completed form:</b> completed forms retained within department and copy passed to Policy Development Officer (Equality) within the CPP team	Signature:	Date:



## EQUALITY IMPACT: SCREENING AND ASSESSMENT FORM

This form is to be used in conjunction with the Equality Impact Assessment Guidelines. Please refer to these before starting; if you require further guidance contact [community.planning@west-dunbarton.gov.uk](mailto:community.planning@west-dunbarton.gov.uk)

<b>Section 1: Policy/Function/Decision (PFD) Details</b>	
A PFD is understood in the broad sense including the full range of functions, activities and decisions the council is responsible for.	
Name of PFD:	P & T Contracts & Spend 2017-18 (Employee Counselling Provision)
Lead Department & other departments/ partners involved:	People & Technology
Responsible Officer	<b>Darren Paterson</b>
Impact Assessment Team	Darren Paterson, Suzanne Callaghan
Is this a new or existing PFD?	<b>Existing</b>
Start date of EIA:18/01/17	End date of EIA: 18/01/17
Who are the main target groups/ Who will be affected by the PFD?	Employees in receipt of the Employee Counselling Provision support. The corresponding Committee Report is seeking approval to undertake a procurement exercise to secure a new contract for this provision (the existing contract coming to an end in March 2017)
Is the PFD Relevant to the General duty to eliminate discrimination, promote equal opportunities or foster good relations? Please enter brief detail	Yes. The Employee Counselling Provision may support employees seeking counselling linked to a protected characteristic (particularly mental health conditions which may meet the definition of 'disability' under the Equality Act 2010)
<b>Yes:</b>	If yes, complete all sections, 2-8
<b>No:</b>	If no, complete only sections 1 and 8
	If don't know, complete sections 2 & 3 to help assess relevance

## Section 2: Evidence

Please list the available evidence used to assess the impact of this PFD, including the sources listed below. Please also identify any gaps in evidence and what will be done to address this.

### Available evidence:

Consultation/ Involvement with community, including individuals or groups or staff as relevant	
Research and relevant information	Employee Counselling Provision is recognised as a workplace initiative which can help employees to deal with issues (particularly those relating to mental health) that might otherwise adversely impact their health and wellness, or work performance.
Officer knowledge	
Equality Monitoring information – including service and employee monitoring	
Feedback from service users, partner or other organisation as relevant	
Other	

### Are there any gaps in evidence? Please indicate how these will be addressed

Gaps identified	
Measure to address these	

*Note: Link to Section 6 below Action Plan to address any gaps in evidence*

**Section 3: Involvement and Consultation**

Include involvement and consultation relevant to this PFD, including what has already been done and what is required to be done, how this will be taken and results of the consultation.

Please outline details of any involvement or consultation, including dates carried out, protected characteristics. Also include involvement or consultation to be carried out as part of the developing and implementing the policy.

<b>Details of consultations</b>	<b>Dates</b>	<b>Findings</b>	<b>Characteristics</b>
			Race
			Sex
			Gender Reassignment
			Disability
			Age
			Religion/ Belief
			Sexual Orientation
			Civil Partnership/ Marriage
			Pregnancy/ Maternity

			Cross cutting
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*Note: Link to Section 6 below Action Plan*

### **Section 4: Analysis of positive and Negative Impacts**

<b>Protected Characteristic</b>	<b>Positive Impact</b>	<b>Negative Impact</b>	<b>No impact</b>
Race	There may be circumstances in which support is sought regarding issues which relate to the wider protected characteristics		
Sex	There may be circumstances in which support is sought regarding issues which relate to the wider protected characteristics		
Gender Re-assignment	There may be circumstances in which support is sought regarding issues which relate to the wider protected characteristics		
Disability	An employee counselling provision may support those employees with a disability, particularly related to mental health.		
Age	There may be circumstances in which support is sought regarding issues which relate to		

	the wider protected characteristics		
Religion/ Belief	There may be circumstances in which support is sought regarding issues which relate to the wider protected characteristics		
Sexual Orientation	There may be circumstances in which support is sought regarding issues which relate to the wider protected characteristics		
Civil Partnership/ Marriage; this PC is not listed as relevant for Specific Duties; however under the General Duty we are required to eliminate any discrimination for this PC.	There may be circumstances in which support is sought regarding issues which relate to the wider protected characteristics		

*Note: Link to Section 6 below Action Plan in terms of addressing impacts*

**Section 5: Addressing impacts**

Select which of the following apply (use can choose more than one) and give a brief explanation – to be expanded in Section 6: Action Plan

1. No major change	No major change
2. Continue the PFD	

3. Adjust the PFD	
4. Stop and remove the PFD	
Give reasons:	
<i>Note: Link to Section 6 below Action Plan</i>	

<b>Section 6: Action Plan</b> describe action which will be taken following the assessment in order to; reduce or remove any negative impacts, promote any positive impacts, or gather further information or evidence or further consultation				
<b>Action</b>	<b>Responsible person</b>	<b>Intended outcome</b>	<b>Date</b>	<b>Protected Characteristic</b>
Continue to seek feedback from users of the service to evaluate impact (including from an equalities	<b>Strategic HR Manager</b>	To demonstrate the benefits achieved through this provision, to employees and to the organisation	Ongoing	Disability

perspective)				
See above				Gender
See above				Gender Reassignment
See above				Race
See above				Age
See above				Religion/ Belief
See above				Sexual Orientation
See above				Civil Partnership/ Marriage
See above				Pregnancy/ Maternity
See above				Cross cutting

**Are there any negative impacts which cannot be reduced or removed?** please outline the reasons for continuing the PFD

**Section 6a: Procurement Actions, Record of Equality issues for Procurement.**

Complete this section if there is any procurement involved in this Policy which may require action to eliminate discrimination, advancing equality or fostering good relations: **If there is no procurement involved go straight to section 7.**

Confirm that you have read the <a href="#">WDC guidance on equality and procurement</a> if relevant. Y/N		
Question	Measure	Specification
What attitudes / skills should staff have to meet needs of the range of people from equality groups	n/a	Statement in Specification Documents
What measures are required to ensure that the supplies, services or works are accessible for to people from equality groups (this includes physical access and access to information/ communication)	n/a	Statement in Specification Documents
What arrangements are required to ensure that the supplies, services or works respond to particular religious or cultural requirements?	n/a	Statement in Specification Documents
What arrangements are required to ensure that the supplies, services or works meet the needs of equality groups	n/a	Statement in Specification Documents
Any other equality issues that should be taken into account in the contract specification:  If identified through discussion, a Technical Question in support of this requirement will be included within the procurement process		
<b>Section 7: Monitoring and review</b>		
Please detail the arrangements for review and monitoring of the policy		
How will the PFD be monitored? What equalities monitoring will be put in place?	Through provision and review of performance information and completed employee evaluation	



When will the PFD be reviewed?	Ongoing	
Is there any procurement involved in this PFD? If yes please confirm that you have read the WDC Equality and Diversity guidance on procurement	<b>Yes</b>	
<b>Section 8: Signatures</b>		
The following signatures are required:		
Lead/ Responsible Officer:	Signature: Darren Paterson	Date: 18/01/17
EIA Trained Officer:	Signature: Darren Paterson	Date: 18/01/17



**WEST DUNBARTONSHIRE COUNCIL**

**Report by Strategic Lead – People and Technology**

**Corporate Services Committee: 8 February 2017**

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**Subject: Working Well Together - Attendance Management: Quarter 3**

**1. Purpose**

1.1 The purpose of this report is to advise Committee on attendance levels across the Council for quarter 3 (October - December 2016). The report provides a breakdown of absence performance by Strategic Lead area.

**2. Recommendations**

2.1 It is recommended that the Committee note the content of the report and the attendance results for Q3 2016/17, namely a decrease of 337 FTE days lost (3.3%) compared to the same period last year.

2.2 The Committee is further directed to Appendices 1-4 which provides a breakdown of results for the Strategic Lead area(s) covered by this Committee.

2.3 The Committee is also asked to note the supporting verbal commentary from the Director in respect of pertinent points / actions to note for the service areas within the locus of this Committee.

**3. Background**

3.1 Improving attendance at work is a key strategic priority for the Council requiring commitment from elected members, Strategic Leadership Group, Trades Unions, individual managers and employees.

3.2 The Council has made a commitment to improving attendance levels by setting ambitious targets of reducing days lost for Local Government Employees to 7 FTE days lost per employee by 2017, and 5 FTE days lost for Teachers. Table 1 below shows individual targets by Strategic Lead area and provides a projected year end figure based upon the first 9 months of this year.

Table 1 – Strategic Lead Targets (FTE days lost per employee)

<b>Strategic Lead</b>	<b>2016/2017</b>	<b>Projected Year End 16/17</b>
<b>Council Wide</b>	<b>7</b>	<b>10.19</b>
CH&CJustice	9	11.82
CH&Care	10.5	17.68
MHA&LD	8.5	17.35
SP&HI	4.5	6.21

Resources	7	11.95
P&T	4.5	3.55
Regulatory	6	5.62
CCC	6.5	4.36
Ed Support	8.5	8.9
Ed T	5	4.76
Env & Neighbourhood Services	8	10.20
H & E	6.5	8
Regeneration	8.5	11.52

## Main Issues

### Quarter 3 Performance

- 4.1** Council Wide Absence was reported as 2.97 FTE days lost per employee representing a 3.3% improvement on quarter 3 last year. Chart 1 below shows the monthly trend for the last 12 months (January 2016 – December 2016) and compares with the same period last year. The results show that absence is following the usual seasonal trend and there has been a consistent improvement month on month until November 2016.

Chart 1 – Absence Trend – Rolling Year

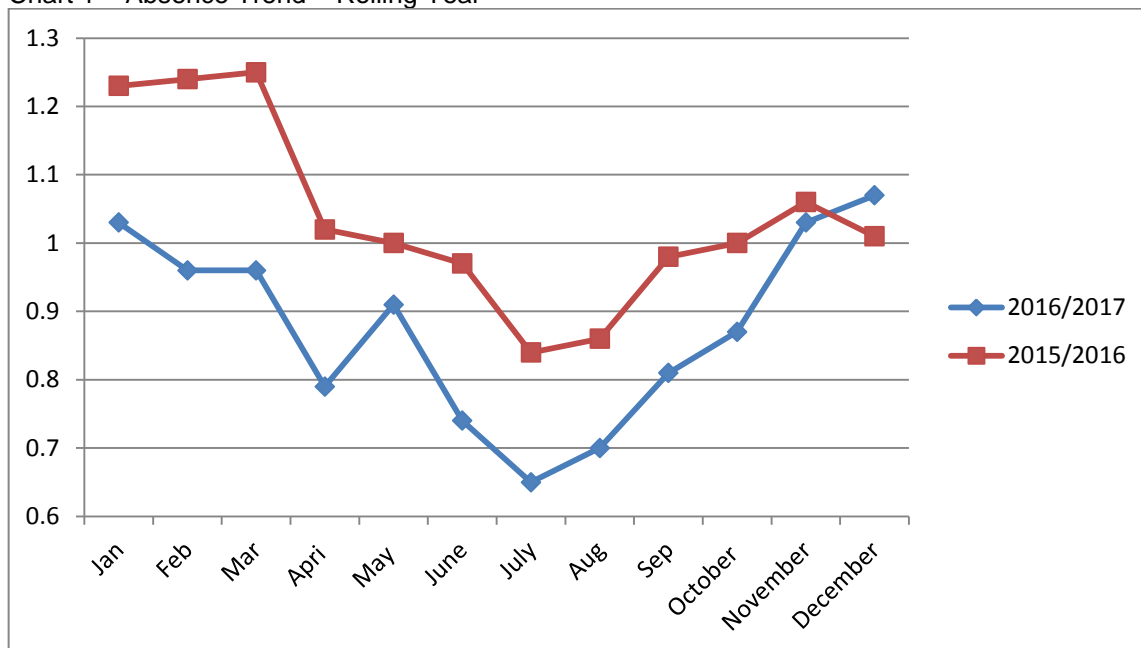


Table 2 shows the service breakdown across the Council. The results highlighted are those strategic lead areas whose absence was above the Council average of 2.97 FTE days lost per employee.

Table 2 – Strategic Breakdown Quarter 3

<b>Strategic Lead Area Quarter 3</b>	<b>No of FTE e/ees</b>	<b>Days Lost FTE* (2016/17)</b>
Council Wide	<b>4461.05</b>	<b>2.97</b>
Child Healthcare & Criminal Justice	232.16	<b>3.13</b>
Community Health & Care	751.56	<b>5.22</b>
Mental Health, Addiction & Learning Disabilities	145.90	<b>4.62</b>
Strategy, Planning & Health Improvement	26.91	2.94
Environment & Neighbourhood	631.02	2.84
Housing & Employability	239.66	2.64
Regeneration	415.45	<b>3.12</b>
Communications, Culture & Communities	153.26	1.35
Education – Support	112.75	2.45
People & Technology	175.87	1.56
Regulatory	175.69	2.11
Resources	522.43	<b>3.25</b>
Education - Teachers	865.72	1.75

\*Total number of FTE days lost divided by the number of FTE employees

### Absence Duration

- 4.2** Table 3 shows the duration breakdown for quarter 3 and compares to the same period last year. Long term absence has reduced overall and we are now seeing a more balanced picture, with long term absence accounting for 52% of days lost. This is consistent with the significant reduction in days lost due to Acute Medical Conditions, Recurring Medical Conditions and Stress, which tend to be long term in nature.

Table 3 – Absence Duration – Council Wide

<b>Quarter 3</b>	<b>2016/17</b>	<b>2015/16</b>
Short Term (under 20 days)	48%	43%
Long Term (over 20 days)	52%	57%

### Absence Reasons

- 4.3** Table 4 shows the reasons for absence recorded in quarter 3 this year and last year. Minor Illness accounted for most days lost in the quarter, with an additional 490 days lost compared to Q3 last year. The second highest reason was Acute Medical Conditions followed closely by MSK. Although days lost due to Stress fell compared to quarter 3 last year, the number of Stress absences was higher in December, compared to December last year.

Major transformational change across the organisation has had an impact upon stress related absence. All stress is being addressed through early use of the Stress Policy, including stress risk assessment procedures, early referral to Occupational Health and referral to the employee counselling

service. In addition, managers are and HR are looking to identify hotspot areas and to devise a targeted approach using the HSE management standards.

Table 4 – Reasons analysis

Q3	2016/17			2015/16		
AR Code	Reason	Work Days lost	% of days lost	Reason	Work Days lost	% of days lost
1	Minor Illness	4,757.5	28.95%	Minor Illness	4,267.5	24.58%
2	Back Pain	580.5	3.53%	Back Pain	774.5	4.46%
3	Musculo-skeletal Injuries	2,600.0	15.82%	Musculo-skeletal Injuries	2,639.5	15.21%
4	Stress	1,936.0	11.78%	Stress	2,879.5	16.59%
5	Recur Medical Conditions	1,174.0	7.14%	Recur Medical Conditions	1,186.0	6.83%
6	Non Work Related Accidents / Injuries	430.0	2.62%	Non Work Related Accidents / Injuries	271.5	1.56%
7	Work Related Accidents / Injuries	227.0	1.38%	Work Related Accidents / Injuries	303.0	1.75%
8	Mental Health	892.0	5.43%	Mental Health	1,336.0	7.70%
9	Acute Medical Conditions	2,577.0	15.68%	Acute Medical Conditions	3,010.0	17.34%
10	Pregnancy Related Absence	310.0	1.89%	Pregnancy Related Absence	275.0	1.58%
11	Drink or Drug Related Condition	7.0	0.04%	Drink or Drug Related Condition	84.0	0.48%
12	Stress - Work Related	834.0	5.07%	N/A		
13	Reason Not Disclosed	109.0	0.66%	Reason Not Disclosed	332.0	1.91%

#### Employee Wellbeing Group

**4.4** The Attendance Working Group has now been disbanded with the Employee Wellbeing Group aiming to commence in February. Nominations from Strategic Lead areas and Trades Unions are currently being sought. In the interim period, the activities and initiatives are discussed and/or progressed through the Employee Liaison Group (ELG). Throughout the lifespan of the Attendance Working Group (January 2013 – October 2016) there have been a number of achievements, some of which are discussed below.

#### Communication

**4.4.1** The following initiatives were undertaken to encourage collective ownership of attendance and to consider alternatives to absence, such as:

- Poster campaigns – Cost of a day’s absence / “...can you give 90%?” / “Can you work from home?”
- Absence results published on intranet

- Disclosing Your Disability
- Promoting Flexible Working as an alternative to absence

### Policy Development

**4.4.2** The following policies, schemes and were revised, or introduced by the Attendance Working Group:

- Attendance Management Policy
- Disability Leave Scheme
- Tailored Adjustment Agreements
- Carer's Leave Scheme
- Cancer Support Policy
- No Smoking Policy (Smoke-free grounds)
- Personal Days
- Bereavement Leave Scheme

### Employee / Manager Engagement

**4.4.3** The AWG also introduced a number of employee / manager engagement and upskilling activities including:

- Employee Carer's Support Network
- Absence presentations at employee events to reinforce communication messages
- Manager Masterclasses
- Employee Absence Workshops (for irregular attenders)
- Employee Charter

### Recognition

**4.4.4** As a result of the initiatives developed and implemented by the Attendance Working Group, the Council has been asked by various external partners to share their good practice, through invitations to speak at events and the sharing of policies. In addition, the Council has received the following formal recognition:

- 2015 - Winners, Scottish Top Employers for Working Families – Best for all stages of Fatherhood
- 2016 – Winners, Scottish Top Employers for Working Families – Best for Carers and Eldercare
- 2016 – Winners, UK Working Families Special Award – Best for Carers and Eldercare
- Carers UK (Kitemark) awarded Exemplary status (first local authority in Scotland).

## **5. People Implications**

**5.1** Absence impacts not only those who are absent from work due to illness or injury but also those remaining at work. The absence levels experienced within our services leads to significant additional burdens on our attending

workforce. Striving to reduce absence through the appropriate support to those with health issues as well as ensuring that we provide the right assistance to those at work is fundamental to the successful achievement of our annual target.

## **6. Financial Implications**

- 6.1** Significant absence levels impact on the Council in terms of cost, service delivery and motivation. In quarter 3, the Council lost a total of 13,241.95 FTE working days of productivity to sickness absence which is a small improvement of 3.3% compared to quarter 3 last year. Based upon the nominal daily cost of a day's absence (£118.00), it is estimated that the cost of absence for the Council in the quarter was £1.56m. This figure does not take into account the indirect costs of absence such as overtime, loss of productivity, reduced team performance.

## **7. Risk Analysis**

- 7.1** Compared with quarter 3 last year, there continues to be a significant improvement in absence performance, however, there is still a risk that if the focus and attention by all stakeholders is not maintained, absence rates could rise making it difficult to achieve the Council's target of 7 FTE days for 2016/17. This would contribute adversely to the Council's overall performance.

## **8. Equalities Impact Assessment (EIA)**

- 8.1** An Equalities Impact Assessment Screening has been undertaken and noted that a high level of employees on long term sickness absence will be covered by the Equality Act 2010. Measures to mitigate impact include reasonable adjustments, introduction of Tailored Adjustment Agreements, Disability Leave, Carers' Leave and the provision of Occupational Health advice.

## **9. Consultation**

- 9.1** Consultation is on-going with Trade unions through the ELG, JCF and JCCs to identify and address attendance issues.
- 9.2** Strategic Leads continued to be consulted through regular meetings with HR Business Partners.

## **10. Strategic Assessment**

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

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**Vicki Rogers**



## **Strategic Lead, People and Technology**

**Date: 12 January 2017**

**Person to Contact:** Tracy Keenan, HR Business Partner,  
People & Technology,  
  
Garshake Road, Dumbarton  
Tel: 01389 737687  
Email: [tracy.keenan@west-dunbarton.gov.uk](mailto:tracy.keenan@west-dunbarton.gov.uk).

**Appendices:** Appendix 1 – Quarter 3 – P&T Absence  
Appendix 2 – Quarter 3 – Resources  
Appendix 3 – Quarter 3 – Regulatory  
Appendix 4 – Quarter 3 – Communications, Culture and  
Communities

**Background Papers:** None

**Wards Affected:** None

## Appendix 1 - WDC Absence Statistics

Strategic Area: People & Technology  
Period: Quarter 3 - 2016/17



TABLE 1 - Days Lost per Employee

Strategic Area	FTE Employees	Intermittent (1-3 days)		Short Term (4-5 days)		Medium Term (6 days - 4 weeks)		Long Term (over 4 weeks)		Total Working Days Lost	Total FTE Days Lost	Total FTE Days Lost by FTE Employees
		Working Days Lost	% of Total Days Lost	Working Days Lost	% of Total Days Lost	Working Days Lost	% of Total Days Lost	Working Days Lost	% of Total Days Lost			
HR Service Centre	11.50	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00	0.00
Pay & Remuneration	9.00	1	100.00%	0	0.00%	0	0.00%	0	0.00%	1	1.00	0.11
<b>Business Support Total</b>	<b>20.50</b>	<b>1</b>	<b>100.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>1</b>	<b>1.00</b>	<b>0.05</b>
ICT Connect	40.85	21	23.20%	5	5.52%	43.5	48.07%	21	23.20%	90.5	90.50	2.22
ICT Infrastructure Development	12.00	3	25.00%	0	0.00%	9	75.00%	0	0.00%	12	12.00	1.00
ICT Management	4.00	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00	0.00
<b>ICT Total</b>	<b>56.85</b>	<b>24</b>	<b>23.41%</b>	<b>5</b>	<b>4.88%</b>	<b>52.5</b>	<b>51.22%</b>	<b>21</b>	<b>20.49%</b>	<b>102.5</b>	<b>102.50</b>	<b>1.80</b>
Organisational Development	12.83	5.5	52.38%	0	0.00%	5	47.62%	0	0.00%	10.5	10.50	0.82
<b>Organisational Development &amp; Change Total</b>	<b>12.83</b>	<b>5.5</b>	<b>52.38%</b>	<b>0</b>	<b>0.00%</b>	<b>5</b>	<b>47.62%</b>	<b>0</b>	<b>0.00%</b>	<b>10.5</b>	<b>10.50</b>	<b>0.82</b>
Health & Safety	4.83	3	4.84%	0	0.00%	16	25.81%	43	69.35%	62	62.00	12.84
Strategic HR	17.73	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00	0.00
<b>Strategic HR Total</b>	<b>22.56</b>	<b>3</b>	<b>4.84%</b>	<b>0</b>	<b>0.00%</b>	<b>16</b>	<b>25.81%</b>	<b>43</b>	<b>69.35%</b>	<b>62</b>	<b>62.00</b>	<b>2.75</b>
<b>People &amp; Technology TOTAL</b>	<b>112.74</b>	<b>33.5</b>	<b>19.03%</b>	<b>5</b>	<b>2.84%</b>	<b>73.5</b>	<b>41.76%</b>	<b>64</b>	<b>36.36%</b>	<b>176</b>	<b>176.00</b>	<b>1.56</b>

TABLE 2 - Breakdown of Days Lost by Duration Category

Duration	Working Days Lost	Percentage of Lost Days
Intermittent (1-3 days)	33.5	19.03%
Short Term (4-5 days)	5.0	2.84%
Medium Term (6 days-4 weeks)	73.5	41.76%
Long Term (over 4 weeks)	64.0	36.36%
<b>TOTAL</b>	<b>176.0</b>	<b>100%</b>

**TABLE 3 - Absence Reasons**

Strategic Area	FTE Employees	Minor Illness	Back Pain	Musculo-skeletal Injuries	Stress	Recurring Medical Conditions	Non Work Related Accident / Injuries	Work Related Accidents / Injuries	Mental Health	Acute Medical Conditions	Pregnancy Related Absence	Drink or Drug Related Condition	Stress - Work Related	Reason Not Disclosed	Total Working Days Lost	FTE Days Lost	Total FTE Days Lost by FTE Employee
HR Service Centre	11.50	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0.00
Pay & Remuneration	9.00	1	0	0	0	0	0	0	0	0	0	0	0	0	1	1.00	0.11
<b>Business Support Total</b>	<b>20.50</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1.00</b>	<b>0.05</b>
ICT Connect	40.85	27	9	2	0	40	0	0	0	7.5	0	0	5	0	90.5	90.50	2.22
ICT Infrastructure Development	12.00	12	0	0	0	0	0	0	0	0	0	0	0	0	12	12.00	1.00
ICT Management	4.00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0.00
<b>ICT Total</b>	<b>56.85</b>	<b>39</b>	<b>9</b>	<b>2</b>	<b>0</b>	<b>40</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7.5</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>102.5</b>	<b>102.50</b>	<b>1.80</b>
Organisational Development	12.83	10.5	0	0	0	0	0	0	0	0	0	0	0	0	10.5	10.50	0.82
<b>Organisational Development &amp; Change Total</b>	<b>12.83</b>	<b>10.5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10.5</b>	<b>10.50</b>	<b>0.82</b>
Health & Safety	4.83	3	0	0	0	0	0	0	0	59	0	0	0	0	62	62.00	12.84
Strategic HR	17.73	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0.00
<b>Strategic HR Total</b>	<b>22.56</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>59</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>62</b>	<b>62.00</b>	<b>2.75</b>
<b>People &amp; Technology TOTAL</b>	<b>112.74</b>	<b>53.5</b>	<b>9</b>	<b>2</b>	<b>0</b>	<b>40</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>66.5</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>176</b>	<b>176.00</b>	<b>1.56</b>

**TABLE 4 - Days Lost by Absence Category**

Absence Reason	Working Days Lost	Percentage of Lost Days
Minor Illness	53.5	30.40%
Back Pain	9.0	5.11%
Musculo-skeletal Injuries	2.0	1.14%
Stress	0.0	0.00%
Recurring Medical Conditions	40.0	22.73%
Non Work Related Accidents / Injuries	0.0	0.00%
Work Related Accidents / Injuries	0.0	0.00%
Mental Health	0.0	0.00%
Acute Medical Conditions	66.5	37.78%
Pregnancy Related Absence	0.0	0.00%
Drink or Drug Related Condition	0.0	0.00%
Stress - Work Related	5.0	2.84%
Reason Not Disclosed	0.0	0.00%
<b>TOTAL</b>	<b>176.0</b>	<b>100%</b>



# Appendix 1 - WDC Absence Statistics

Strategic Area: Resources  
Period: Quarter 3 - 2016/17



TABLE 1 - Days Lost per Employee

Strategic Area	FTE Employees	Intermittent (1-3 days)		Short Term (4-5 days)		Medium Term (6 days - 4 weeks)		Long Term (over 4 weeks)		Total Working Days Lost	Total FTE Days Lost	Total FTE Days Lost by FTE Employees
		Working Days Lost	% of Total Days Lost	Working Days Lost	% of Total Days Lost	Working Days Lost	% of Total Days Lost	Working Days Lost	% of Total Days Lost			
Audit & Fraud	10.60	5	16.13%	0	0.00%	26	83.87%	0	0.00%	31	31.00	2.92
<b>Audit &amp; Fraud Total</b>	<b>10.60</b>	<b>5</b>	<b>16.13%</b>	<b>0</b>	<b>0.00%</b>	<b>26</b>	<b>83.87%</b>	<b>0</b>	<b>0.00%</b>	<b>31</b>	<b>31.00</b>	<b>2.92</b>
Benefits	21.31	11	8.59%	0	0.00%	42	32.81%	75	58.59%	128	117.93	5.53
Business Support	3.00	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00	0.00
Corporate Debt Team	45.62	16	9.76%	4	2.44%	81	49.39%	63	38.41%	164	158.81	3.48
Council Tax	13.07	2	2.78%	5	6.94%	44	61.11%	21	29.17%	72	62.77	4.80
Council Tax & Benefits	1.00	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00	0.00
Creditors	3.61	0	0.00%	0	0.00%	0	0.00%	64	100.00%	64	64.00	17.73
Debtors	8.00	7	100.00%	0	0.00%	0	0.00%	0	0.00%	7	5.26	0.66
Revenues & Benefits	2.00	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00	0.00
Support/Cont Development	6.00	0	0.00%	4	100.00%	0	0.00%	0	0.00%	4	4.00	0.67
<b>Business Support Total</b>	<b>103.61</b>	<b>36</b>	<b>8.20%</b>	<b>13</b>	<b>2.96%</b>	<b>167</b>	<b>38.04%</b>	<b>223</b>	<b>50.80%</b>	<b>439</b>	<b>412.77</b>	<b>3.98</b>
Capital Projects	1.00	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00	0.00
Cash & Banking	5.76	2	100.00%	0	0.00%	0	0.00%	0	0.00%	2	2.00	0.35
HSCP Finance	1.73	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00	0.00
Corporate Finance	6.25	5	12.50%	0	0.00%	0	0.00%	35	87.50%	40	32.71	5.23
Development & Support	2.00	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00	0.00
Education Finance	8.60	0	0.00%	0	0.00%	3	100.00%	0	0.00%	3	2.63	0.31
Finance & Treasury Management	2.00	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00	0.00
Governance	0.50	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00	0.00
HEED Finance	7.30	2	7.41%	0	0.00%	0	0.00%	25	92.59%	27	14.50	1.99
Insurance	2.00	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00	0.00
Reconciliations	2.47	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00	0.00
<b>Finance &amp; Treasury Total</b>	<b>39.61</b>	<b>9</b>	<b>12.50%</b>	<b>0</b>	<b>0.00%</b>	<b>3</b>	<b>4.17%</b>	<b>60</b>	<b>83.33%</b>	<b>72</b>	<b>51.84</b>	<b>1.31</b>
Procurement	21.86	1	1.33%	4	5.33%	28	37.33%	42	56.00%	75	75.00	3.43
<b>Procurement Total</b>	<b>21.86</b>	<b>1</b>	<b>1.33%</b>	<b>4</b>	<b>5.33%</b>	<b>28</b>	<b>37.33%</b>	<b>42</b>	<b>56.00%</b>	<b>75</b>	<b>75.00</b>	<b>3.43</b>
<b>Resources TOTAL</b>	<b>175.68</b>	<b>51</b>	<b>8.27%</b>	<b>17</b>	<b>2.76%</b>	<b>224</b>	<b>36.30%</b>	<b>325</b>	<b>52.67%</b>	<b>617</b>	<b>570.61</b>	<b>3.25</b>

TABLE 2 - Breakdown of Days Lost by Duration Category

Duration	Working Days Lost	Percentage of Lost Days
Intermittent (1-3 days)	51.0	8.27%
Short Term (4-5 days)	17.0	2.76%
Medium Term (6 days-4 weeks)	224.0	36.30%
Long Term (over 4 weeks)	325.0	52.67%
<b>TOTAL</b>	<b>617.0</b>	<b>100%</b>

**TABLE 3 - Absence Reasons**

Strategic Area	FTE Employees	Minor Illness	Back Pain	Musculo-skeletal Injuries	Stress	Recurring Medical Conditions	Non Work Related Accident / Injuries	Work Related Accidents / Injuries	Mental Health	Acute Medical Conditions	Pregnancy Related Absence	Drink or Drug Related Condition	Stress - Work Related	Reason Not Disclosed	Total Working Days Lost	FTE Days Lost	Total FTE Days Lost by FTE Employee
Audit & Fraud	10.60	5	0	0	0	0	0	0	0	26	0	0	0	0	31	31.00	2.92
<b>Audit &amp; Fraud Total</b>	<b>10.60</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>26</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>31</b>	<b>31.00</b>	<b>2.92</b>
Benefits	21.31	49	0	0	1	0	0	0	45	33	0	0	0	0	128	117.93	5.53
Business Support	3.00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0.00
Corporate Debt Team	45.62	31	0	0	48	26	0	0	39	20	0	0	0	0	164	158.81	3.48
Council Tax	13.07	22	0	0	17	0	0	0	0	33	0	0	0	0	72	62.77	4.80
Council Tax & Benefits	1.00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0.00
Creditors	3.61	0	0	64	0	0	0	0	0	0	0	0	0	0	64	64.00	17.73
Debtors	8.00	7	0	0	0	0	0	0	0	0	0	0	0	0	7	5.26	0.66
Revenues & Benefits	2.00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0.00
Support/Cont Development	6.00	4	0	0	0	0	0	0	0	0	0	0	0	0	4	4.00	0.67
<b>Business Support Total</b>	<b>103.61</b>	<b>113</b>	<b>0</b>	<b>64</b>	<b>66</b>	<b>26</b>	<b>0</b>	<b>0</b>	<b>84</b>	<b>86</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>439</b>	<b>412.77</b>	<b>3.98</b>
Capital Projects	1.00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0.00
Cash & Banking	5.76	0	0	2	0	0	0	0	0	0	0	0	0	0	2	2.00	0.35
HSCP Finance	1.73	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0.00
Corporate Finance	6.25	2	0	0	0	35	0	0	0	3	0	0	0	0	40	32.71	5.23
Development & Support	2.00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0.00
Education Finance	8.60	0	3	0	0	0	0	0	0	0	0	0	0	0	3	2.63	0.31
Finance & Treasury Management	2.00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0.00
Governance	0.50	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0.00
HEED Finance	7.30	2	0	0	25	0	0	0	0	0	0	0	0	0	27	14.50	1.99
Insurance	2.00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0.00
Reconciliations	2.47	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0.00
<b>Finance &amp; Treasury Total</b>	<b>39.61</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>25</b>	<b>35</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>72</b>	<b>51.84</b>	<b>1.31</b>
Procurement	21.86	5	0	0	0	0	0	0	0	52	18	0	0	0	75	75.00	3.43
<b>Procurement Total</b>	<b>21.86</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>52</b>	<b>18</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>75</b>	<b>75.00</b>	<b>3.43</b>
<b>Resources TOTAL</b>	<b>175.68</b>	<b>127</b>	<b>3</b>	<b>66</b>	<b>91</b>	<b>61</b>	<b>0</b>	<b>0</b>	<b>84</b>	<b>167</b>	<b>18</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>617</b>	<b>570.61</b>	<b>3.25</b>

**TABLE 4 - Days Lost by Absence Category**

Absence Reason	Working Days Lost	Percentage of Lost Days
Minor Illness	127.0	20.58%
Back Pain	3.0	0.49%
Musculo-skeletal Injuries	66.0	10.70%
Stress	91.0	14.75%
Recurring Medical Conditions	61.0	9.89%
Non Work Related Accidents / Injuries	0.0	0.00%
Work Related Accidents / Injuries	0.0	0.00%
Mental Health	84.0	13.61%
Acute Medical Conditions	167.0	27.07%
Pregnancy Related Absence	18.0	2.92%
Drink or Drug Related Condition	0.0	0.00%
Stress - Work Related	0.0	0.00%
Reason Not Disclosed	0.0	0.00%
<b>TOTAL</b>	<b>617.0</b>	<b>100%</b>

# Appendix 1 - WDC Absence Statistics

Strategic Area: Regulatory  
Period: Quarter 3 - 2016/17



TABLE 1 - Days Lost per Employee

Strategic Area	FTE Employees	Intermittent (1-3 days)		Short Term (4-5 days)		Medium Term (6 days - 4 weeks)		Long Term (over 4 weeks)		Total Working Days Lost	Total FTE Days Lost	Total FTE Days Lost by FTE Employees
		Working Days Lost	% of Total Days Lost	Working Days Lost	% of Total Days Lost	Working Days Lost	% of Total Days Lost	Working Days Lost	% of Total Days Lost			
Corporate Admin Support	43.88	15	13.64%	4	3.64%	26	23.64%	65	59.09%	110	102.19	2.33
<b>Business Support Total</b>	<b>43.88</b>	<b>15</b>	<b>13.64%</b>	<b>4</b>	<b>3.64%</b>	<b>26</b>	<b>23.64%</b>	<b>65</b>	<b>59.09%</b>	<b>110</b>	<b>102.19</b>	<b>2.33</b>
Admin Support Unit	38.55	7.5	4.25%	0	0.00%	45	25.50%	124	70.25%	176.5	149.51	3.88
Democratic Services	7.34	1	2.56%	0	0.00%	38	97.44%	0	0.00%	39	39.00	5.31
Leadership Support Team	7.00	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00	0.00
Registration	7.67	0	0.00%	0	0.00%	5	100.00%	0	0.00%	5	3.00	0.39
<b>Democratic Services Total</b>	<b>60.56</b>	<b>8.5</b>	<b>3.85%</b>	<b>0</b>	<b>0.00%</b>	<b>88</b>	<b>39.91%</b>	<b>124</b>	<b>56.24%</b>	<b>220.5</b>	<b>191.51</b>	<b>3.16</b>
Community Health Protection	8.00	3	100.00%	0	0.00%	0	0.00%	0	0.00%	3	3.00	0.38
Environmental Pollution	6.30	3	100.00%	0	0.00%	0	0.00%	0	0.00%	3	3.00	0.48
Food & Business	6.43	0	0.00%	0	0.00%	9	100.00%	0	0.00%	9	7.00	1.09
Trading Standards	7.00	3	10.71%	4	14.29%	0	0.00%	21	75.00%	28	28.00	4.00
<b>Environmental Health &amp; Trading Standards Total</b>	<b>27.73</b>	<b>9</b>	<b>20.93%</b>	<b>4</b>	<b>9.30%</b>	<b>9</b>	<b>20.93%</b>	<b>21</b>	<b>48.84%</b>	<b>43</b>	<b>41.00</b>	<b>1.48</b>
Contracts & Property	7.46	0	0.00%	0	0.00%	24	100.00%	0	0.00%	24	24.00	3.22
Licensing	6.00	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00	0.00
Litigation & Support	3.76	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00	0.00
Records Management	2.00	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00	0.00
<b>Legal, Licensing &amp; Registration Total</b>	<b>19.22</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>24</b>	<b>100.00%</b>	<b>0</b>	<b>0.00%</b>	<b>24</b>	<b>24.00</b>	<b>1.25</b>
Building Standards	4.50	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00	0.00
Development Management	4.80	2	100.00%	0	0.00%	0	0.00%	0	0.00%	2	2.00	0.42
Forward Planning	4.35	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00	0.00
Planning & Building Control Management	1.00	2	100.00%	0	0.00%	0	0.00%	0	0.00%	2	2.00	2.00
Technical Support Team	6.83	8	100.00%	0	0.00%	0	0.00%	0	0.00%	8	8.00	1.17
<b>Planning &amp; Building Control Total</b>	<b>21.48</b>	<b>12</b>	<b>100.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>12</b>	<b>12.00</b>	<b>0.56</b>
Regulatory Management	3.00	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00	0.00
<b>Regulatory TOTAL</b>	<b>175.87</b>	<b>44.5</b>	<b>10.87%</b>	<b>8</b>	<b>1.95%</b>	<b>147</b>	<b>35.90%</b>	<b>210</b>	<b>51.28%</b>	<b>409.5</b>	<b>370.70</b>	<b>2.11</b>

TABLE 2 - Breakdown of Days Lost by Duration Category

Duration	Working Days Lost	Percentage of Lost Days
Intermittent (1-3 days)	44.5	10.87%
Short Term (4-5 days)	8.0	1.95%
Medium Term (6 days-4 weeks)	147.0	35.90%
Long Term (over 4 weeks)	210.0	51.28%
<b>TOTAL</b>	<b>409.5</b>	<b>100%</b>

**TABLE 3 - Absence Reasons**

Strategic Area	FTE Employees	Minor Illness	Back Pain	Musculo-skeletal Injuries	Stress	Recurring Medical Conditions	Non Work Related Accident / Injuries	Work Related Accidents / Injuries	Mental Health	Acute Medical Conditions	Pregnancy Related Absence	Drink or Drug Related Condition	Stress - Work Related	Reason Not Disclosed	Total Working Days Lost	FTE Days Lost	Total FTE Days Lost by FTE Employee
Corporate Admin Support	43.88	42	0	0	35	0	5	0	0	28	0	0	0	0	110	102.19	2.33
<b>Business Support Total</b>	<b>43.88</b>	<b>42</b>	<b>0</b>	<b>0</b>	<b>35</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>28</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>110</b>	<b>102.19</b>	<b>2.33</b>
Admin Support Unit	38.55	39.5	0	0	0	0	0	0	0	80	18	0	39	0	176.5	149.51	3.88
Democratic Services	7.34	0	0	19	0	0	0	0	0	20	0	0	0	0	39	39.00	5.31
Leadership Support Team	7.00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0.00
Registration	7.67	5	0	0	0	0	0	0	0	0	0	0	0	0	5	3.00	0.39
<b>Democratic Services Total</b>	<b>60.56</b>	<b>44.5</b>	<b>0</b>	<b>19</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100</b>	<b>18</b>	<b>0</b>	<b>39</b>	<b>0</b>	<b>220.5</b>	<b>191.51</b>	<b>3.16</b>
Community Health Protection	8.00	3	0	0	0	0	0	0	0	0	0	0	0	0	3	3.00	0.38
Environmental Pollution	6.30	3	0	0	0	0	0	0	0	0	0	0	0	0	3	3.00	0.48
Food & Business	6.43	4	5	0	0	0	0	0	0	0	0	0	0	0	9	7.00	1.09
Trading Standards	7.00	7	0	0	0	0	21	0	0	0	0	0	0	0	28	28.00	4.00
<b>Environmental Health &amp; Trading Standards Total</b>	<b>27.73</b>	<b>17</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>21</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>43</b>	<b>41.00</b>	<b>1.48</b>
Contracts & Property	7.46	16	0	0	0	0	0	0	8	0	0	0	0	0	24	24.00	3.22
Licensing	6.00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0.00
Litigation & Support	3.76	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0.00
Records Management	2.00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0.00
<b>Legal, Licensing &amp; Registration Total</b>	<b>19.22</b>	<b>16</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>24</b>	<b>24.00</b>	<b>1.25</b>
Building Standards	4.50	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0.00
Development Management	4.80	2	0	0	0	0	0	0	0	0	0	0	0	0	2	2.00	0.42
Forward Planning	4.35	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0.00
Planning & Building Control Management	1.00	2	0	0	0	0	0	0	0	0	0	0	0	0	2	2.00	2.00
Technical Support Team	6.83	8	0	0	0	0	0	0	0	0	0	0	0	0	8	8.00	1.17
<b>Planning &amp; Building Control Total</b>	<b>21.48</b>	<b>12</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12</b>	<b>12.00</b>	<b>0.56</b>
Regulatory Management	3.00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0.00
<b>Regulatory TOTAL</b>	<b>175.87</b>	<b>131.5</b>	<b>5</b>	<b>19</b>	<b>35</b>	<b>0</b>	<b>26</b>	<b>0</b>	<b>8</b>	<b>128</b>	<b>18</b>	<b>0</b>	<b>39</b>	<b>0</b>	<b>409.5</b>	<b>370.70</b>	<b>2.11</b>

**TABLE 4 - Days Lost by Absence Category**

Absence Reason	Working Days Lost	Percentage of Lost Days
Minor Illness	131.5	32.11%
Back Pain	5.0	1.22%
Musculo-skeletal Injuries	19.0	4.64%
Stress	35.0	8.55%
Recurring Medical Conditions	0.0	0.00%
Non Work Related Accidents / Injuries	26.0	6.35%
Work Related Accidents / Injuries	0.0	0.00%
Mental Health	8.0	1.95%
Acute Medical Conditions	128.0	31.26%
Pregnancy Related Absence	18.0	4.40%
Drink or Drug Related Condition	0.0	0.00%
Stress - Work Related	39.0	9.52%
Reason Not Disclosed	0.0	0.00%
<b>TOTAL</b>	<b>409.5</b>	<b>100%</b>



## Appendix 1 - WDC Absence Statistics

Strategic Area: Communications, Culture & Communities  
Period: Quarter 3 - 2016/17



**TABLE 1 - Days Lost per Employee**

Strategic Area	FTE Employees	Intermittent (1-3 days)		Short Term (4-5 days)		Medium Term (6 days - 4 weeks)		Long Term (over 4 weeks)		Total Working Days Lost	Total FTE Days Lost	Total FTE Days Lost by FTE Employees
		Working Days Lost	% of Total Days Lost	Working Days Lost	% of Total Days Lost	Working Days Lost	% of Total Days Lost	Working Days Lost	% of Total Days Lost			
Communications, Events & Engagement	5.72	3	27.27%	8	72.73%	0	0.00%	0	0.00%	11	9.50	1.66
Customer Services	41.47	0	0.00%	4	4.37%	52.5	57.38%	35	38.25%	91.5	82.41	1.99
Libraries & Cultural	96.45	41	33.61%	8	6.56%	48	39.34%	25	20.49%	122	96.52	1.00
Strat Org Pol & Perform	9.62	0	0.00%	0	0.00%	19	100.00%	0	0.00%	19	19.00	1.98
<b>Communications, Culture &amp; Communities TOTAL</b>	<b>153.26</b>	<b>44</b>	<b>18.07%</b>	<b>20</b>	<b>8.21%</b>	<b>119.5</b>	<b>49.08%</b>	<b>60</b>	<b>24.64%</b>	<b>243.5</b>	<b>207.43</b>	<b>1.35</b>

**TABLE 2 - Breakdown of Days Lost by Duration Category**

Duration	Working Days Lost	Percentage of Lost Days
Intermittent (1-3 days)	44.0	18.07%
Short Term (4-5 days)	20.0	8.21%
Medium Term (6 days-4 weeks)	119.5	49.08%
Long Term (over 4 weeks)	60.0	24.64%
<b>TOTAL</b>	<b>243.5</b>	<b>100%</b>

**TABLE 3 - Absence Reasons**

Strategic Area	FTE Employees	Minor Illness	Back Pain	Musculo-skeletal Injuries	Stress	Recurring Medical Conditions	Non Work Related Accident / Injuries	Work Related Accidents / Injuries	Mental Health	Acute Medical Conditions	Pregnancy Related Absence	Drink or Drug Related Condition	Stress - Work Related	Reason Not Disclosed	Total Working Days Lost	FTE Days Lost	Total FTE Days Lost by FTE Employee
Communications, Events & Engagement	5.72	11	0	0	0	0	0	0	0	0	0	0	0	0	11	9.50	1.66
Customer Services	41.47	21.5	0	0	0	0	0	0	0	0	35	0	35	0	91.5	82.41	1.99
Libraries & Cultural	96.45	63	0	0	28	7	3	0	19	2	0	0	0	0	122	96.52	1.00
Strat Org Pol & Perform	9.62	0	0	0	0	0	0	0	0	19	0	0	0	0	19	19.00	1.98
<b>Communications, Culture &amp; Communities TOTAL</b>	<b>153.26</b>	<b>95.5</b>	<b>0</b>	<b>0</b>	<b>28</b>	<b>7</b>	<b>3</b>	<b>0</b>	<b>19</b>	<b>21</b>	<b>35</b>	<b>0</b>	<b>35</b>	<b>0</b>	<b>243.5</b>	<b>207.43</b>	<b>1.35</b>

**TABLE 4 - Days Lost by Absence Category**

Absence Reason	Working Days Lost	Percentage of Lost Days
Minor Illness	95.5	39.22%
Back Pain	0.0	0.00%
Musculo-skeletal Injuries	0.0	0.00%
Stress	28.0	11.50%
Recurring Medical Conditions	7.0	2.87%
Non Work Related Accidents / Injuries	3.0	1.23%
Work Related Accidents / Injuries	0.0	0.00%
Mental Health	19.0	7.80%
Acute Medical Conditions	21.0	8.62%
Pregnancy Related Absence	35.0	14.37%
Drink or Drug Related Condition	0.0	0.00%
Stress - Work Related	35.0	14.37%
Reason Not Disclosed	0.0	0.00%
<b>TOTAL</b>	<b>243.5</b>	<b>100%</b>