

2021-22 DELIVERY PLAN

SUPPLY, DISTRIBUTION & PROPERTY



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1. Overview

Supply, Distribution and Property (SD&P) comprises a wide range of services covering Corporate Asset Management, Building Services, Housing Asset & Development and the Corporate Procurement Unit (CPU).

With a net revenue budget of £2.775m and a capital budget of £11.520m, it is one of 8 strategic areas with responsibility for delivering the Council's Strategic Plan.

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

Progress will be monitored and managed on a regular basis at SD&P management team meetings and reported twice yearly to Infrastructure, Regeneration & Economic Development (IRED) Committee; progress of the Corporate Procurement will also be reported to Corporate Services Committee, at mid-year and year end.

2. Performance Review

The SD&P management team completed a detailed performance review of 2020/21, looking at:

Key performance Indicators (Appendix 2)

Monitoring and analysing current and previous performance helps to identify trends and to understand where we need to implement improvement actions to meet both the service objectives and overall Council priorities.

Benchmarking (Appendix 3)

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

User feedback including Complaints (Appendix 3)

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

Quality Standards (Appendix 4)

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

Key Achievements 2020/21

The Supply, Distribution and Property Service came together following a management restructure in January 2021. During 2020/21 the teams delivered a range of key achievements on behalf of the Council. During the COVID-19 pandemic, this service area has continued to ensure statutory and functions were delivered; the following section contains some of the more notable achievements as well as a number of performance challenges to be addressed in 2021/22.

Corporate Asset Management

- Developed the new Climate Change Strategy
- Supported the delivery of major capital projects including the new Energy Centre at Queen's Quay, new Clydebank Care Home and new build Housing projects
- Delivered savings through effective management of the Council's Assets
- Reduced energy consumption in 20/21 by 5.6%
- Implemented and effectively managed COVID-19 PPE store
- Worked with partners to identify COVID-19 testing facilities and vaccination centres and to ensure they become operational

Housing Asset & Investment

Monitored the HRA capital investment programme to ensure the delivery of:

- 200 environmental improvements including bin stores
- 4,525 internal upgrades including kitchens, bathrooms, showers; special needs adaptations, central heating, smoke detectors, windows and doors
- 449 external improvements including new roof coverings; external insulated render and tenement structural refurbishments
- 112 New Build Homes as part of the Strategic Housing Investment Programme (SHIP)
- Improved SHQS & EESSH compliance performance by 3.65% & 2.41% points respectively, and reduced SHQS abeyance numbers through the strategic planning and management of housing assets

Building Services

- Achieved certification to the Quality Management System and requirement of the International Standard EN ISO 9001: 2015
- Contributed to the delivery of the Council's Housing Asset and Investment Projects
- Contributed to the delivery of the Corporate Asset Management Improvement Projects
- Maintained performance in some key SHR/ARC and Local Performance Indicators despite COVID-19 restrictions
- Improved Health and Safety and compliance within the service in relation to legislation

Corporate Procurement Unit

- Increased the procurement spend compliance to 95.2% and delivered annual performance procurement savings of £1.024m

- Developed and published the Procurement Guidance for Suppliers and increased the % of procurement spend on local enterprises and suppliers who have a presence in West Dunbartonshire to 35.07% (in the first six months of FY2020/21)
- Developed and rolled out the new I-Procurement Awareness Training
- Collaborated with partners and suppliers to continue to improve and deliver local social and community benefits

Challenges

The principle challenge over the last year has been the COVID-19 pandemic. Specifically, the delivery of front line services, for example building services, maintenance and repairs, supporting the procurement and provision of essential PPE equipment and responding to changing guidance and legislation. Many employees quickly adapted to working at home while minimising the impact on service delivery. Progression of key capital projects remained a challenge and in particular the Housing Investment Programme where a significant period of time has been lost, impacting upon our ability to carry out works.

3. Strategic Assessment

The management team completed a strategic assessment and performance review to determine the major influences on service delivery and strategic priorities for 2021/22. As a result, the following factors will have a significant influence on the work of service in 2021/22:

Financial Challenges

The entire public sector is facing significant financial challenges. When the 2021/22 budget was set in March 2021, the Council was predicting cumulative funding gaps in 2022/23 and 2023/24 of £4.890m and £10.422m respectively. Funding pressures relating to COVID-19 continue into 2021/22, and with costs related to COVID-19 difficult to predict and some funding from the Scottish Government already announced, we will continue to monitor the overall financial position of the Council. The long term finance strategy is due to be reported to Council later in 2021, together with a draft 3-year detailed budget position. This means that further action continues to be required to balance our budget and protect services for residents.

This will undoubtedly mean that within the SD&P service area, available funding will be reduced and we will need to consider how we respond to this – for example, change how we do our jobs, where we work, and reduce the number of people employed.

Exxon/ City Deal

The Exxon City Deal project for WDC has a Budget of £34.05m over the next five years. As the site transfer deal is complete and planning permission in principle has been agreed, the focus now moves towards progressing work to allow the Final

Business Case to be prepared. One of the key factors during 2021/22 is to progress the sale of land with 3rd party land owners to allow the project to progress on programme.

Corporate Asset Management

The Service is responsible for the strategic management of the Council's assets, including operational and non-operational properties and is responsible for the delivery of the Corporate Asset Management Strategy. In responding to the pandemic, the mobilisation of the workforce to a more flexible working position requires new solutions for workforce accommodation. These will inform the development of the new 5 year Corporate Asset Management Strategy and implementation plan.

Continuing to secure income to the council is a key priority and the Corporate Asset Management plan supports this through delivery capital receipts from disposal of key strategic sites. The plan will highlight non-performing property assets, inform the process for considering future disposals, and generate additional income through the disposal of redundant assets. A revised disposal strategy will be presented to IRED committee in May 2021 for agreement.

Climate Change Strategy

Corporate Asset Management will continue to be a key service in the delivery of the Climate Change Strategy and be an active member of the Climate Change Action Group. During 21/22 we will ensure our plans and actions relating to Asset related issues, contribute to overall outcomes of the Climate Change Strategy.

Housing Capital Investment Programme

A refreshed HRA Capital Plan for period 2021/25, totalling £186m, was agreed at Council on 3 March 2021. The programme will help deliver the requirements of the Scottish Housing Quality Standards (SHQS), the Energy Efficiency Standard for Social Housing (EESH) its landlord obligations, health and safety responsibilities and deliver the Council's new build programme. Delivering the programme in line with the budget, timescales and implementation plan is a significant priority.

Building Services

The new Housing Revenue Account (HRA) Capital Plan 2021/25 together with the Corporate Asset capital improvement projects, sets out the significant operational programme of work for Building Services.

- Corporate asset upgrades and improvement projects;
- Council housing reroofing programme;
- External wall insulation and render programme;
- Council housing kitchen, bathroom, shower, heating, special needs adaptations and uPVC window and door installation programmes; and
- Appropriate statutory works and projects.

The review of Building Services and the subsequent action plan is a strategic priority and a critical influencing factor for the service. The plan requires a renewed project management focus to enable the service to drive forward improvements, continue to operate as a trading organisation and secure best value. A new 5 year business plan will set out the programme of work for the service.

Corporate Procurement

The Council has a statutory duty to produce and publish its Procurement Strategy. A new 5 year strategy will be developed and implemented from 2021, which will set out the vision, objectives and actions which directing and governing procurement activities. It will reflect national and local policies and the Council's procurement focus areas:

- Delivering savings and benefits
- Improving access to the Council's contracts
- Maximising efficiency and collaboration
- Embedding sustainability

Ensuring that sustainability and commercial improvement is a key focus in procurement activity, will help promote the economic, environmental and social outcomes that support growth. This will be influenced by the climate change strategy.

Equalities

The Council has set out a range of equality outcomes for 2021-25 in line with its statutory duty, each led by a relevant strategic service area. By focusing on outcomes, the Council aims to bring practical improvements to the life chances of those who experience discrimination and disadvantage. In 2020/21 we will continue to mainstream equalities and consider them in all areas of business.

Continuous Improvement

In 2020 to support continuous improvement, the Council embarked on a programme of Fit for Future service reviews. Using a range of tools, information is gathered and reviewed to identify improvements and to ensure our services are efficient and that we make best use of our resources. Corporate Procurement and Corporate Asset Management will participate in the programme in 2021/22.

Budget Sensitivity Analysis

In reviewing the service budget projections, consideration has been given to sensitivity of these budgets, in particular for higher risk/ higher value budgets which may have a significant impact on budgetary control and future budget projections. The analysis has considered sensitivity around demand, costs and charges, and income levels. Within this service is the Housing Maintenance Trading Account (HMTA). During 2020/21 there has been a significant impact on the service mainly due to COVID-19. It is anticipated that this impact will continue in 2021/22 until the effects of COVID 19 have settled. The budget will be monitored throughout the year and the impact minimised as much as possible.

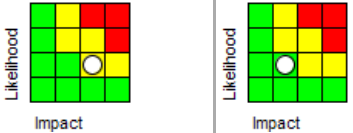
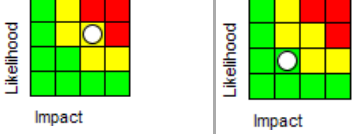
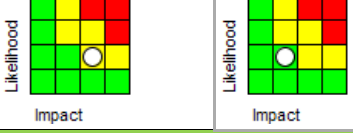
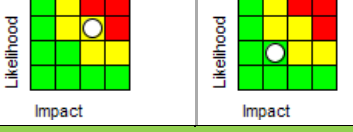
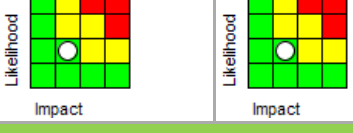
Action Plan & Risks

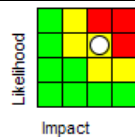
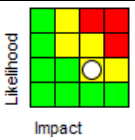
The management team has developed an action plan to address the key priorities and desired outcomes (Appendix 2). The plan is supported by a range of performance indicators to enable progress to be monitored on a regular basis and reported to Committee, at mid-year and year end.

4. Risks

The Council has identified risks at both a strategic and service level. Strategic risks represent the potential for the Council to fail to meet its stated strategic objectives and those that require strategic leadership. Service risks relate to service delivery and represent the potential for impact on services, those who work within the services, volunteers, service users or clients. In planning for 2021/22, the strategic area considered the Council's strategic risks and identified risks specific to the service. (See below) Actions to mitigate these risks are set out in our action plan or in our operational plans, with the aim of improving or maintaining the current position (i.e. the current risk score).

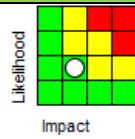
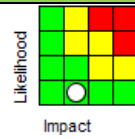
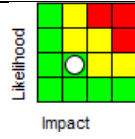
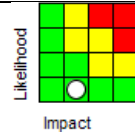
Risk & Description	Note	Current Risk	Target Risk
<p>Strategic Risk - Council Assets Risk that the Council's assets and facilities are not fully fit for purpose with consequent adverse impact on our ability to deliver efficient and effective services</p>	<p>Although budgets and asset management plans remain in place for management of Council Assets, it should be noted that COVID-19 has impacted early year progress on programmes but not to the extent that would adversely affect the risk. Further COVID-19 disruptions have inhibited full delivery of programmes that manage/invest in the assets.</p>		
		<p>Managed by Craig Jardine; Alan Young</p>	
<p>Failure to deliver the Queens Quay District Heating Network into the Golden Jubilee Hospital</p>	<p>Budget has been set with 50% match funding agreed by LCITP. Early negotiations progressing well Golden Jubilee however work cannot start until agreement is formalized.</p>		
		<p>Managed by Craig Jardine</p>	
<p>Failure to implement improvement plan to ensure Building Services are fit for purpose</p>	<p>The plan requires a renewed project management approach to drive forward, focus and ensure progress is being made against significant priorities.</p>		
		<p>Managed by Martin Feeney</p>	

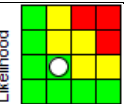

<p>Failure to fully implement IHMS system across building services</p>	<p>Implementation of key actions will continue on a phased basis across the building services workforce, in conjunction with continued development of system functionality.</p>	 <p>Managed by Martin Feeney</p>
<p>Failure to demonstrate robust financial and productivity systems within building services</p>	<p>The development of new costing model will mitigate against this financial risk. Process change and review will improve the system for charging of works</p>	 <p>Managed by Martin Feeney</p>
<p>Failure to meet citizen expectations and service standards in housing maintenance, repairs and improvements</p>	<p>This risk will be mitigated through the implementation of the Building Services improvement plan</p>	 <p>Managed by Martin Feeney</p>
<p>Failure to deliver medical adaptations in agreed target timescales</p>	<p>New Risk. Target timescale for medical adaptations is 60 days average.</p>	 <p>Managed By Alan Young</p>
<p>Failure to secure best value of procurement spend and ensure compliance with financial regulations</p>	<p>Improved procurement management process, contract strategies, planning, monitoring and reporting in collaboration with services will continue to mitigate against non compliant procurement spend</p>	 <p>Managed by</p>

		Annabel Travers
Failure to continue to achieve increased savings from procurement activity	As second or third generation revenue contracts seldom deliver the same cost savings as first generation, the contract strategies need to focus on governance, operating models, total cost of ownership, service quality and innovation	 
		Managed by
		Annabel Travers

Covid-19 Risks

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

Service Risk	Note	Current Risk	Target Risk
<p>Workforce The Council is faced with significant workforce demands in relation to absence, reduction, recruitment and wellbeing.</p>	SD&P employees are either at home or environments that have been risk assessed to maximise safety. In addition, the vaccination programme is rolling out and so the exposure to infection is greatly reduced. Wellbeing continues to be a key focus for the management team.		
		Managed By	
		Angela Wilson	
<p>Service delivery The Council is faced with significant delivery demands in relation to moving services online, disruption, reduction and quality.</p>	SD&P services have continued to provide essential services throughout the pandemic and have implemented agreed COVID-19 management procedures for frontline workers to ensure continued delivery of key programmes. For Building Services, only essential works for internal housing repairs have continued. Service delivery has also been affected by slippage of some capital investment projects in the last year and may still be a factor in the year ahead. Teams continue to meet regularly ensuring there is a continued focus on service priorities.		
		Managed By	
		Angela Wilson	

<p>Protection The Council is faced with significant demands for protection in relation to additional and constant changing legislation and guidelines, PPE requirements, supply chain, cost of PPE and ensuring workforce safety.</p>	<p>The CPU continue to focus on priorities that include PPE, supply chain issues, updated guidance and legislation. In addition to this Corporate Asset Management team will continue to support the PPE store in the immediate future. Building Services continue to adapt to changes in legislation and guidance The service also plans for known supply shortages; where these are unknown the service mitigates by reassigning resources and rescheduling of programmes of works. Changing legislation may impact on all other contractors which may have an impact on construction projects in general.</p>		
		<p>Managed By</p>	
		<p>Angela Wilson</p>	

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Appendix 1- Profile & Structure Chart

SUPPLY, DISTRIBUTION & PROPERTY

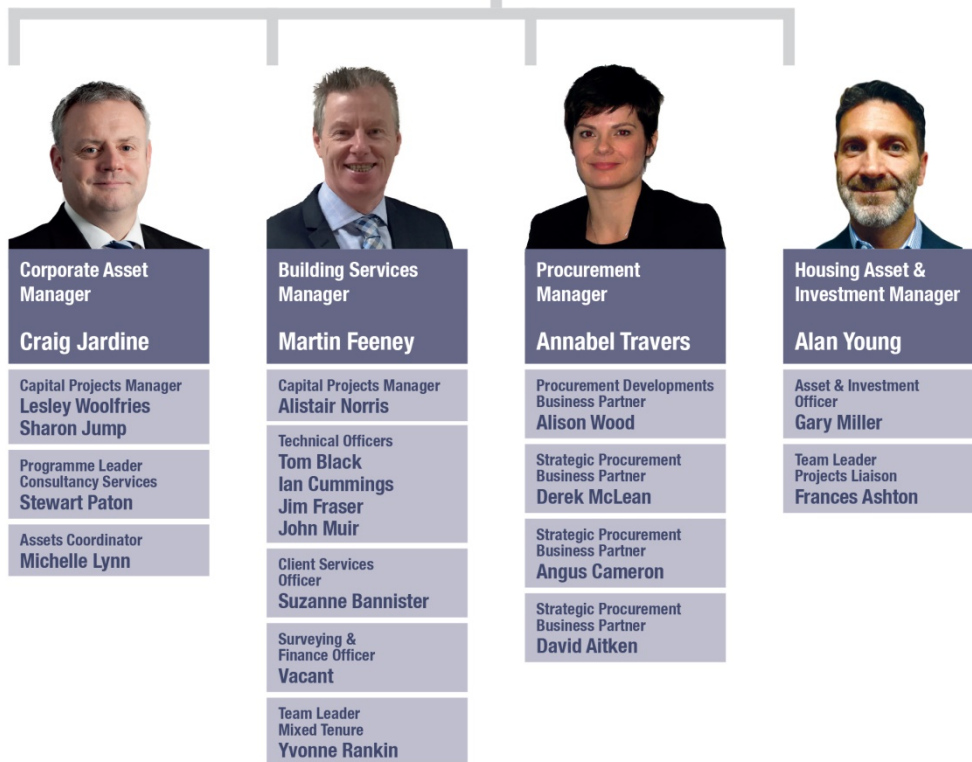
CHIEF OFFICER



**CHIEF OFFICER -
SUPPLY, DISTRIBUTION
& PROPERTY**

Angela Wilson

Leadership Support
Ashley MacIntyre



Housing Asset and Investment

Is responsible for planning, monitoring and managing the strategic delivery of the HRA capital investment programme, ensuring compliance with all appropriate legislation and associated regulations, policy and procedures. The service links directly to Housing Services by delivering an investment programme to meet their strategic housing asset management objectives.

Building Services

Is responsible for delivery of a planned maintenance programmes and building improvement projects for council houses and public buildings and responds to housing repairs, including 24 hour emergency repairs service for tenants. The service links directly to Housing Services and provides an appropriate client and contractor service.

Corporate Asset Management

provides in-house construction consultancy, design and management and support for housing and general services. Supports the effective management of all council assets, Council owned assets requiring disposal and asset valuations. Responsibility for operational and non-operational properties including Clydebank Property Company.

CPU

Leads and facilitates procurement activity to ensure efficient, effective and appropriate procurement processes are implemented across the organisation. This includes the generation of contract strategies and the development and implementation of key procurement systems and processes.

Appendix 2- Action Plan

P	A strong local economy and improved job opportunities					
Ob	A growing economy					
	Performance Indicator	2019/20 Value	2020/21 Value	2020/21 Target	2021/22 Target	Managed By
	% of procurement spent on local enterprises and / or who have a presence in West Dunbartonshire	New indicator	31.6%	36%	38%	Annabel Travers
	% of procurement spent on local small / medium-sized enterprises (LGBF measure)	8.23%	Data available Feb 2022	14%	14%	Annabel Travers
	Action				Due date	Managed By
	Improving access to the Council's contracts				31-Mar-22	Annabel Travers
Ob	Increased employment and training opportunities					
	Performance Indicator	2019/20 Value	2020/21 Value	2020/21 Target	2021/22 Target	Managed By
	% of Contract & Supplier Management scorecards delivered where the supplier at a minimum, meets the Social Benefits expectations.	New indicator			95%	Annabel Travers
	Action				Due date	Managed By
	Deliver procurement savings and benefits				31-Mar-22	Annabel Travers
P	Supported individuals, families and carers living independently and with dignity					

Ob	More affordable and suitable housing options				
Performance Indicator	2019/20 Value	2020/21 Value	2020/21 Target	2021/22 Target	Managed By
% of council dwellings that meet the Scottish Housing Quality Standard (SHQS)	95.57%	82.84%	96.37%	87.5%	Alan Young
*% of council houses that are energy efficient (meet the Energy Efficient Standards for Social Housing -ESSH)	79.68%	82.8%	84%	87.5%	Alan Young
Action				Due date	Managed By
Deliver the HRA Capital Investment programme for 2021/22				31-Mar-22	Alan Young
Ensure the Council's Housing stock maintains compliance with the Scottish Housing Quality Standard and reduce the number of properties held in abeyance				31-Mar-22	Alan Young
Ensure the Council's Housing stock maintains compliance with the Energy Efficiency Standard for Social Housing (ESSH)				31-Mar-22	Alan Young
P	Open, accountable and accessible local government				
Ob	Equity of access for all residents				
Performance Indicator	2019/20 Value	2020/21 Value	2020/21 Target	2021/22 Target	Managed By
% of council buildings in which all public areas are suitable for and accessible to disabled people	96.5%	96.5%	94.5%	96%	Craig Jardine
Proportion of operational buildings that are suitable for their current use %	93.3%	93.3%	93%	94%	Craig Jardine
Proportion of internal floor area of operational buildings in satisfactory condition %	89.1%	90.1%	90%	92%	Craig Jardine
Annual Cash Savings target achieved	£544,022.05	£1,024,595	£400k	£400k	Annabel Travers

% of contracts that are compliant	90.3%	97.9%	100%	100%	Annabel Travers	
Action				Due date	Managed By	
Develop and implement new Corporate Asset management plan 2021-26				31-Mar-22	Craig Jardine	
Develop and implement new Property Asset action plan				31-Mar-22	Craig Jardine	
Develop and implement new Disposal Strategy				31-Mar-22	Craig Jardine	
P	Efficient and effective frontline services that improve the everyday lives of residents					
Ob	A continuously improving Council delivering best value					
Performance Indicator	2019/20 Value	2020/21 Value	2020/21 Target	2021/22 Target	Managed by	
% of repairs appointments kept	90.28%	94.59%	90%	95%	Martin Feeney	
% of properties that require a gas safety record /check completed by the anniversary date	100%	97.7%	100%	100%	Martin Feeney	
% of reactive repairs carried out and completed right first time	92.91%	89.76%	92%	92%	Martin Feeney	
Average length of time taken to complete emergency repairs (hours)	4.56	6.14	4	4	Martin Feeney	
Average time taken to complete non-emergency repairs (days)	5.25	6.76	6.5	6.5	Martin Feeney	
% of Contract & Supplier Management scorecards submitted against the total number due	55%	75%	75%	85%	Annabel Travers	
% of Contract & Supplier Management scorecards delivered where the supplier at a minimum, meets the cost expectations.	New indicator			95%	Annabel Travers	
% of Contract & Supplier Management scorecards delivered where the Supplier at a minimum, meets the Quality expectations.	New indicator			95%	Annabel Travers	
% of Contract & Supplier Management scorecards delivered	New indicator			95%	Annabel Travers	

where the Supplier at a minimum, meets the Service expectations.			
Action		Due Date	Managed By
Support WDC to manage Covid-19 related issues with regards to service delivery		31-Mar-22	Craig Jardine
Successfully implement the IHMS into service delivery across all building services teams		31-Mar-22	Martin Feeney
Review, develop and test new financial costing / charging model for Building Services work		31-Mar-22	Martin Feeney
Develop the plan to address the outstanding council house repairs (due to COVID-19), Inform tenants and undertake repairs within agreed timescales.		31 Mar 22	Martin Feeney
Introduce project management approach to ensure continued implementation of the building services improvement plan (Phase 1)		31-Mar-22	Martin Feeney
Deliver procurement savings and benefits		31-Mar-22	Annabel Travers
Maximise procurement efficiency and collaboration		31-Mar-22	Annabel Travers
Embed procurement sustainability		31-Mar-22	Annabel Travers

* Percentage of council houses that are energy efficient -previously this measure had been calculated on progress towards the Scottish Housing Quality Standards – SAP ratings which were due to be achieved by 2015. The measure will now be based on progress towards meeting the Energy Efficiency Standard for Social Housing (ESSH).

Appendix 3 - Performance review

Benchmarking

The most recent comparative benchmarking data for all councils was published in February 2021 and relates to the period 2019/20. The service assumes organisational responsibility for six of the LGBF performance indicators. Overall the results showed:

- Three of the six indicators improved in ranked position and 1 retained its high ranked position;
- Two of the six indicators are ranked within the top five nationally;
- Four of the indicators performed better than the Scottish average;
- Five improved in performance, not just rank, from the previous year; and
- The LGBF measurement for the % procurement spend on local enterprises, excludes spend on third sector organisations and only includes spend above the de minimis value which puts WDC at a disadvantage; when we calculate this to include these factors, as well as suppliers who have a presence in West Dunbartonshire, performance is greatly improved on spend on local enterprises.

Performance indicator	2019/20	Rank 19/20	2018/19	Rank 18/19	Scotland 2019/20	Change in rank
Percentage of dwellings meeting SHQS	95.57%	13	91.92%	23	94.86%	↑
Average time taken to complete non-emergency repairs (days)	5.25	3	5.7	6	7.33	↑
Percentage of council dwellings that are energy efficient	79.68%	18	77.27%	16	84.1%	↓
Percentage of operational buildings that are suitable for their current use	93.28%	5	93.02%	5	82.47%	↔
Percentage of internal floor area of operational buildings in satisfactory condition	89.13%	19	80.97%	28	88.62%	↑
% of procurement spend spent on local enterprises	8.23%	32	10.89%	31	28.51%	↓

Service User Feedback

Building Services – Housing Repairs

During 2020/21 a customer satisfaction action plan was implemented to improve customer satisfaction. The table below shows performance over the last year. In addition to this, and in conjunction with the implementation of the new Integrated Housing Management System (IHMS) repair operatives gathered some feedback directly from tenants immediately after the repair using hand held devices. Further investigation around overall levels of dissatisfaction found that “timeliness” was a contributing factor to dissatisfaction.

Repairs satisfaction survey (telephone survey)	2020/21 Q1	2020/21 Q2	2020/21 Q3	2020/21 Q4	Total
Satisfaction with the ease of accessing the Repairs Service?	81%	79%	83%	81%	80%
Satisfaction with the time taken by the Repairs Service to deal with the repair from initial report to completion?	78%	76%	71%	68%	74%
Satisfaction with the quality of work and materials used?	78%	77%	85%	71%	76%

Repairs satisfaction survey (Telephone Survey (TS) & Hand Held Devices (HHD))	2020/21 Q1		2020/21 Q2		2020/21 Q3		2020/21 Q4		Total 2021/22
	TS	HHD	TS	HHD	TS	HHD	TS	HHD	
Overall satisfaction with the repairs carried out	78%	100%	75%	100%	68%	99.46%	69%	99.6%	90%

Complaints

Between 1 April and 31 December 2020, the service (including Economic Development) received a total of 191 complaints representing a 15% reduction from the same period in the previous year. We will continue to review complaints on a regular basis to identify and address any issues that emerge.

Service Area	1 April - 31 December 2020			
	Total Received	Total closed Stage 1	Upheld Stage 1	Upheld Stage 2
Repairs & Maintenance	158	99	77	16
Factored Owners	8	3	1	0
Quality of Housing (Capital Investment)	9	15	8	0
Commercial Estates	3	3	0	0
Economic Development	3	3	0	0
Total	191	119	86	16
Complaint Category				
Citizen expectation not met - quality of service	124		58	12
Citizen expectation not met – timescales	53		26	3
Council policy – level of service provision	2		0	0
Employee behaviour	7		0	1
Error in Service Delivery	4		2	0
Contractor	1		0	0
Total	191		86	16

Appendix 4- Quality Standards

The Council has a local Good Governance Code based on guidance from CIPFA. The Council's compliance with its Code is reviewed each year and a supporting action plan is developed to ensure improved compliance is achieved. The Code details a range of principles which should be adhered to by the Council, and details the behaviours and actions which demonstrate good governance in practice. The Good Governance Code requires that the organisation considers the approach to the use of quality standards. These quality standards will be monitored and managed by the management team of each service at regular meetings, and reported annually to the relevant service committee along with the delivery plan.

Service	Quality Standard	How will this be measured
Building Services	We will ensure successful continuation of Buildings Services Certification of the International Quality Management Standard ISO 9001	Annual review and assessment of ISO 9001:2015 continuing suitability and conformance of management system against the requirements of the International/British Standards with no major non-conformance issues identified.
Corporate Asset Management	We will improve the condition of properties to match service needs and delivery, and to extend the life of the building assets	% of buildings moving from <ul style="list-style-type: none"> • Category D to C, • C to B, • maintained at Category B and A.
Housing Asset & Investment	We will complete medical adaptations in an average of 60 days	Number of medical adaptations completed on average in 60 days.
CPU	We will set-up a meeting with the service within 10 working days of receipt of a procurement request	% meetings held within 10 working days of procurement request
	We will evaluate procurement / tender responses in conjunction with the service within 5 weeks of procurement / tender returns	% of procurement/tender responses carried out within 5 weeks of procurement /tender returns
	We will publish the Contract Award Notice within 30 calendar days from the award letter being sent	% of Contract award notices published within 30 calendar days from award letter being sent

Appendix 5- Resources

Finance

The 2021/22 net revenue budget for the SD&P Strategic service area is £2.775m. The resources to deliver on this in 2021/22 action plan for SD&P are:-

Service	Gross Expend 2021/22 £m	Gross Income 2021/22 £m	Net expenditure/ (Income) 2021/22 £m
Consultancy Services	1.344	(0.558)	0.786
Corporate Assets	3.154	(5.424)	(2.270)
Capital Investment Team	0.268	(0.557)	(0.289)
Private Sector Housing Grant	0.524	(0.446)	0.078
Corporate Asset Maintenance	4.810	(5.076)	(0.266)
Housing Asset Maintenance & Investment	0.488	(0.436)	0.052
Procurement	1.012	(0.493)	0.519
HMTA	23.603	(24.988)	(1.385)
Total	35.203	37.978	(2.775)

SD&P also have responsibility for a considerable HRA, both revenue and capital.

	Gross Expenditure (Revenue) £m	Capital £m
Budget line	45.491	34.591

Workforce Planning

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

Employees

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

Section	Headcount (12/4/21)	FTE
Capital Investment	8	8
CPU	21	19.51
Estates & Asset Management	53	49.87
Housing Asset and Investment	9	8.70
Building Services	348	340.72
Total	439	426.81

Absence in 2020/21

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual FTE days lost per FTE employee
SD&P	1.46	1.21	3.51	3.48	6.53
Council Wide Total	2.0	2.12	3.25	2.61	7.58

SL Workforce Plan 2017-2022 – Annual Action Plan 2021/22

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

Strategy

Continue to implement the outputs of service reviews to address gap taking cognisance of opportunities to realise savings through voluntary turnover and consideration of management spans of control

Expected Outcome

Gap is addressed, whilst:

- . Protecting critical roles (and avoiding associated turnover)
- . Ensuring service priorities are met
- . Avoiding or minimising risk of voluntary or compulsory redundancy
- . Enabling flexibility to address fluctuations in service demand through appropriate management of fixed-term contracts

Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Implement changes to the school estate (Primary and Early Years and cultural services budget).	Additional staff recruited on fixed	Resource requirements reviewed on an ongoing	31-Mar-2022	Craig Jardine

	term contracts	basis.		
Deliver the allocated General Services Capital Investment Programme project scheduled for 2021/22	Revised resources following full implementation of restructuring	Monitored through action plan	31-Mar-2022	Craig Jardine
Review current and future staffing requirements to ensure delivery of the HRA and CRA Capital Investment Programmes and Maintenance and Repairs Services for 2021/22	Additional staff recruited on fixed term contracts	Reviewed on ongoing basis at workforce planning meetings.	31-Mar-2022	Martin Feeney; Craig Jardine
Continue to review the CPU current structure in line with service requirements to address priorities and any gaps to meet demand	Workforce	Review on ongoing basis at workforce planning meetings.	31-Mar-2022	Annabel Travers
Fit for Purpose Review, Building Services – implement action plan in line with service requirements to address priorities and any gaps to meet demand	Workforce	Review in line with Action Plan for deliverables in 2022	31 March 2022 (ongoing into 2023)	Martin Feeney
2. Addressing the gap between current and required additional workforce capabilities				
Strategy				
Continued review and implementation of associated training plans to enable capabilities to be developed within existing workforce				
Expected Outcome				
Gap is addressed, whilst:				
. Ensuring value for money in terms of training solutions				
. Minimising requirement to recruit for new capabilities (and thereby avoiding or minimising risk of voluntary or compulsory redundancy)				
. Ensuring service priorities are met as a result of application of those new capabilities				
. Ensuring employees are encouraged to re-train and re-align to newer digital skills to allow the Council to reduce attrition while making jobs interesting				

Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Continue to implement training and coaching within the CPU to meet professional procurement requirements	Workforce	No. of CPU employees who have completed training	31-Mar-2022	Annabel Travers
Further develop leadership skills within services in line with the People Framework to support the changing remits and spans of control within SD&P services.	HROD budget	No. of managers who complete programme.	31-Mar-2022	All managers
Ensure training needs identified through Be the Best Conversations are implemented to enable capabilities to be developed within existing workforce	Workforce/ Budget	Quarterly review	31-Mar-2022	All managers
3. Improve resilience within teams				
Strategy Develop and implement training plan in relation to critical roles				
Expected Outcome Improved resilience across teams and retention of knowledge and skills associated with critical roles				
Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Continue to support implementation of Employee Wellbeing Strategy including providing representation on Employee Wellbeing Advocate and Managers Group.	Time	Improved employee engagement, lower sickness absence rates	31-Mar-2022	All managers
Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Embed 'Be the Best' conversations into organizational culture to ensure opportunities exist to recognize employee contribution, employee wellbeing and learning and development to address improvements identified in the Employee Survey	Time	Improvement in employee survey results.	31-Mar-2022	All managers

4. Ensuring clear, effective and stable organisational design

Strategy

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

Expected Outcome

A systems-based approach is adopted to organisational design, ensuring that services satisfy the needs of our citizens

Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
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Full Implementation of revised Asset Management Structure	HRBP/Service Managers	Quarterly review to ensure service delivery achieved.	30 June 2022	Angela Wilson
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5. Improved use of technology and new ways of working

Strategy
. Implement Workplace of the Future Strategy
. Develop and implement workforce and organisational development solutions

Expected Outcome
Improved efficiency and effectiveness of service provision

Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Support the development and effective use of IHMS to the workforce, ensuring appropriate utilisation and capability.	Workforce	Fully embedded and utilised providing robust Management Information	31 March 2022	Martin Feeney
Consider and implement more flexible ways of working where possible – considering the workstyles exercise	Workforce	More flexible ways of working across the service	Sept. 2021	All Managers