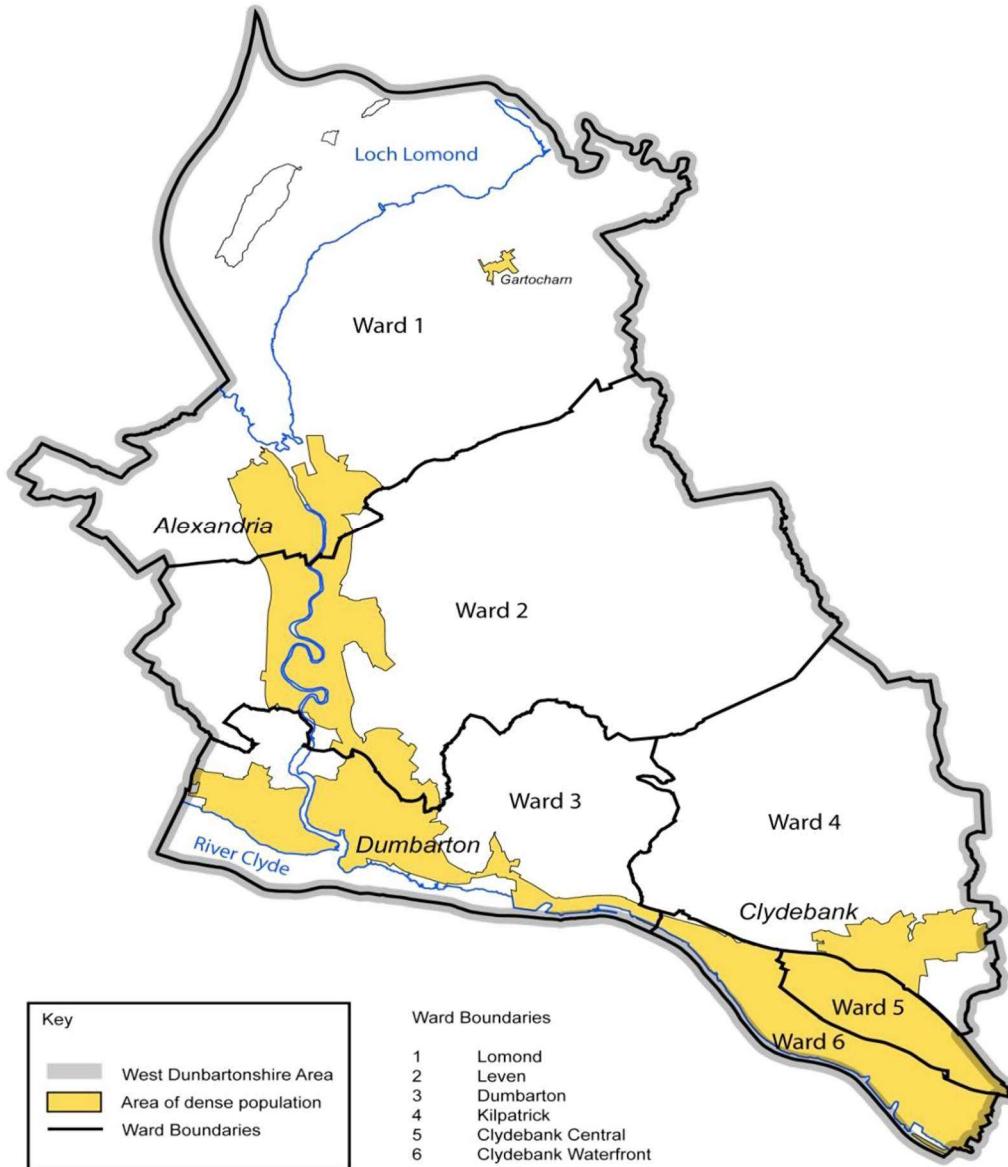


West Dunbartonshire Council  
Benefit and Debt Information and Advice Service  
Three-Year Plan April 2022 – March 2025



# West Dunbartonshire Multi Member Ward Map



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## 1. Debt and Benefits Advice Services Three year Plan Key Points

There is a number of reasons for providing access to debt and benefits welfare advice. Most notable is the complexity of the welfare system that can often lead to lower levels of take up or errors in the process. These challenges can have a significant negative impact on families facing disadvantage; exacerbating already difficult circumstances.

West Dunbartonshire has a higher than average proportion of households living in difficult circumstances which are described in **Section 3, West Dunbartonshire Challenges**. In this section we provide an indication of the scale and extent of disadvantage, identify the key drivers as lack of opportunity and income and higher levels of benefit dependency. This is cross cut with 'trigger or transition events' or changes in household circumstances that can adversely affect households with limited resources.

These transitions include, but are not limited to events like: having a child; a child starting primary or secondary school; transitions to adulthood and work for young people; and people moving into retirement. All with implications for access to benefits and most likely to affect the already vulnerable. We identify the types of households most likely to be affected in order to ensure we target our resources in the most effective way.

Information and Advice services are defined in '**Section 4: Defining Information and Advice Services**'. Here we identify the basic aims and approaches of an information and advice service and identify the three main types of service: sign posting; case management; and advocacy.

In '**Section 5, West Dunbartonshire Debt and Benefits Advice Services**' we provide an overview of how the service is resourced and managed within the context of Employability and Housing Services. In '**Section 6 Working4U Debt and Benefit Advice**' we provide information about: accessing the service: the type of service available; and how we support our staff to maintain their levels of expertise.

In '**Section 7 Measuring Progress and Impact**' we outline our approach to a common advice management and performance framework reporting that establishes the type of information we collect and use to demonstrate our effectiveness. In '**Section 8 Measuring Success**' we provide details of the effect our service is having. Demonstrating that in the last three years we have helped approximately 23,000 people. Among this we have assisted those supported to manage approximately £9million of debt, while supporting service users to increase their benefit from income by approximately £29million.

Our aim in the forthcoming years, taking into account changes brought about by COVID-19, and recovery is assist service users to maximise income from benefits (approximately £27million) and assist service users to manage approximately £6-7million of debt.

In '**Section 9 Partnerships Working**' we recognise the value of partnership working and outline our views of how this will work in West Dunbartonshire.; committing ourselves to working in partnership in order to co-ordinate existing services to identify and pursue more effective and efficient services.

West Dunbartonshire Debt and Benefit Advice Service (Working4U Money) is accredited by the Scottish Government Quality Assurance Framework: Scottish National Standards for Information and Advice Providers. In '**Section 10 Continuous Improvement Actions**' we commit to actions that will maintain that standard and give service users confidence that we

*Deliver advice and information services in West Dunbartonshire where anyone is able to obtain the information and advice and support they need, when they need it and obtain access in the way they need it.*

## 2. Introduction

Around 30million people in the UK receive income from at least one of the range of social security benefits and tax credits that are available. These benefits are vital to the wellbeing of the most vulnerable in society. However, because of the complexity of the system, claimants do not always secure the benefits they are entitled to. There is a number of reasons for this:

**Table 1: Reasons for Unclaimed Benefits**

Reasons	Impact
<b>Take-up.</b> People don't always claim what they are entitled to...	<p>The Department of Work and Pensions estimate that in 2020 only 7 out of 10 of those in the UK entitled to Pension Credit claimed the benefit; £1.7 billion unclaimed.</p> <p>86% of Housing Benefit (for pensioners) that could have been claimed was claimed; 1.1billion unclaimed..</p> <p>£12.3billion went unclaimed in 2009/10. If claimed this could have improved the living standards for many people</p> <p><i>DWP. (2012). Income Related Benefits: Estimates of Take-up in 2019 to 2020.</i></p> <p><a href="https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/612212/income-related-benefits-estimates-of-take-up-financial-year-2019-to-2020.pdf">Income-related benefits: estimates of take-up: financial year 2019 to 2020 - GOV.UK (www.gov.uk)</a></p>
<b>Complexity.</b> The benefit system can be difficult to understand...	<p>Claimants need different levels of support to understand their entitlement, or to complete the appropriate forms with full and accurate information.</p>
<b>Claim Errors.</b> The claiming process can involve both official and claimant error...	<p>The DWP estimates that £8.4 billion are overpaid in error, and £2.5billion are underpaid. The consequences in either situation can be devastating for households with limited resources.</p> <p><i>DWP. (2020). Fraud and Error in the Benefit System for the financial year ending 2021.</i></p> <p><a href="https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/612212/fraud-and-error-in-the-benefit-system-for-the-financial-year-ending-2021.pdf">Fraud and error in the benefit system for financial year ending 2021 - GOV.UK (www.gov.uk)</a></p>
<b>Appeals:</b> Without help, people are unsure when it's right to appeal and how to go about it...	<p>Claimants need support to understand whether there are grounds to challenge a decision on benefit entitlements.</p>
<b>Welfare Reform:</b> The rules for accessing benefits are constantly changing...	<p>Claimants require specialist support to assist them with the transitions and legislation changes.</p>

These factors are part of the rationale for the provision of welfare and debt management services. Other drivers include the scale and extent of disadvantage in any given community and a household's ability to deal with changes in economic circumstances and their resilience.

### 3. West Dunbartonshire Challenges

It states within the Scottish National Standards for Information and Advice providers (SNSIAP) that services must undertake a review to determine the profile of their local community and any special needs that may exist. In this section of the plan we will provide some background information from desk-based research on the profile of West Dunbartonshire.

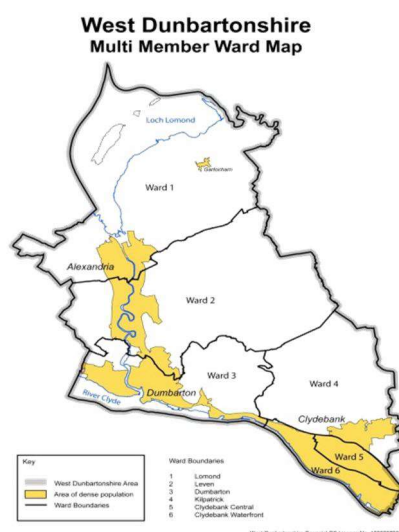
West Dunbartonshire, an area of 98 square miles, is located west of Glasgow and shares borders with Argyll and Bute, East Dunbartonshire and Stirlingshire, Renfrewshire and Glasgow. **Map 1** provides an indication of the location of West Dunbartonshire.



West Dunbartonshire has a population of approximately 88,340 people with the majority living with the three town centres of Clydebank, Dumbarton and Alexandria.

These are set within six ‘multi-member’ wards, illustrated in **Map 1**.

1. Lomond;
2. Leven;
3. Dumbarton;
4. Kilpatrick;
5. Clydebank Central;
6. Clydebank Waterfront.



The need for access to debt and welfare services will be determined, to some extent by the factors that contribute to disadvantage and poverty.

#### Levels of Disadvantage

The West Dunbartonshire local authority area consists of 121 of Scotland’s 6,978 Scottish Index of Multiple Deprivation data zones and 17 Community Council areas.

Of the 121 Datazones 48 are in the 20% most deprived in Scotland:

**Table 2: West Dunbartonshire Datazones**

Ward Area	Number of Datazones	Number in 20% most deprived	Proportion in 20% most deprived
Clydebank Waterfront	21	11	52%
Clydebank Central	19	9	47%
Lomond	16	7	44%
Leven	26	10	38%
Kilpatrick	16	5	31%
Dumbarton	23	6	26%
<b>Total</b>	<b>121</b>	<b>48</b>	<b>40%</b>

**Table 1** illustrates a number of points:

- All Wards in West Dunbartonshire have incidence of deprivation;
- 40% of the population of 88,340 are living in a datazone which is in the 20% most deprived in Scotland;
- With 11 of 21 (52.4%) datazones in the most deprived 20%, Clydebank Waterfront has the greatest share of deprivation;
- Clydebank Waterfront, Clydebank Central and Lomond have higher than local incidence of datazones in the 20% most deprived.

### Drivers of Disadvantage

The key drivers of poverty identified in the Scottish Government legislation on child poverty include income levels and the cost of living. Income is determined, to an extent, by levels of economic activity, employment and the level of uptake of benefits.

By drawing the statistics compiled by the local employability partnership we have a clear illustration of the challenges faced by people living in West Dunbartonshire. These statistics are reproduced in **Appendix 1**.

Analysis of the figures demonstrate that when compared to the Glasgow City Region and Scotland, West Dunbartonshire has a comparatively higher rates of:

- benefit claimant counts;
- households that are workless;
- Economic Inactivity;
- Unemployment;
- Long term sick and disabled; and
- Number of people (per 1,000) in receipt of incapacity based benefits.

All areas where there is the likelihood of the need for support through access to information and advice services to ensure maximum take up of benefits.

### Target groups

SNSIAP standards state that all service providers must be committed to providing equity of access to services for all. We provide a service that is open to all; however, given the socio/economic circumstances we will prioritise people who are most vulnerable to disadvantage.

In West Dunbartonshire, the risk of poverty is higher for certain priority groups. For example, the risk of relative poverty is highest for children living in families where the mother is under 25 years of age, in a minority ethnic household or in lone parent families.



Risk of combined low income and material deprivation is especially high for children in lone-parent households, larger families, households where someone is disabled and families where the mother is under 25 years of age.

In addition, household financial well-being may also be affected by the negative impact life transitions. Life transitions are typically the most significant milestones in people's lives. As a result they often become our greatest challenges and will have a direct impact on the quality of our lives.

Transitions include life stage transitions, such as having a child, a child starting primary or secondary school, or transitions to adulthood and work for young people and people moving into retirement. All with implications for access to benefits.

Other kinds of transitions in personal circumstances which are often less easy to predict include: relationship break-down; losing a job; falling ill; having your tenancy ended unexpectedly; or imprisonment or release from prison. All with the potential to generate debt as well as the need to access benefits.

It is therefore not sufficient to focus on particular groups without understanding circumstances, transitions and barriers that affect families and individuals on a daily basis and provide support that is customised to their specific circumstances.

Given these socio economic circumstances and associated challenges there is a clear rationale for the provision of debt and money advice in West Dunbartonshire. West Dunbartonshire Council has established such a service to:

*Deliver advice and information services in West Dunbartonshire where anyone is able to obtain the information and advice and support they need, when they need it and obtain access in the way they need it.*

While this means providing support for all residents who need support we will place emphasis on supporting people facing difficult transitions, including, for example:

- Those with life limiting conditions;
- People affected by mental health issues;
- Those affected by drug and alcohol mis-use;
- Those affected by housing and homelessness
- Newly unemployed and retired.

Meanwhile we will place emphasis on supporting families with children who are more susceptible to poverty and disadvantage, including families with children:

- where the mother is under 25 years of age;
- larger families;
- minority ethnic households;
- lone parent families;
- families with children under 1 year old.

At a local level Community Planning West Dunbartonshire has emphasised the need to focus efforts on supporting:

- Families and children with experience of the care system;
- Children with caring responsibilities; and
- Those living in areas of high material deprivation.

Information and advice services to address debt and benefits will be key to addressing the challenges people from these households face. It is, however, important to understand what that service may consist of.

## 4. Defining Information and Advice Services

When considering the provision of advice it is important to stress that when people contact a service provider the product they seek is not the service but the outcome. That is, if they require welfare benefits advice the product they want is the benefit.

It is important to be able to manage these expectations and to be clear about the broader outcomes from receiving advice. This outcome will include providing service users with a better understanding of: their options; rights and responsibilities; and the available assistance to support them when taking action to resolve their problem.

Advice is likely to comprise some or all of the following components:

- Listening to clients;
- Diagnosing the problem;
- Giving information;
- Advising on the options available;
- Taking action on behalf of clients;
- Negotiating on their behalf;
- Representing clients' cases at tribunals and courts;
- Referral where appropriate; and
- Enabling or empowering the individual to take informed action on their own behalf.

These activities are subdivided into three types of intervention:

### **Type I – Active Information, Sign-posting and Explanation**

This work refers to activities such as providing information or referring the service user to other available resources or services and the explanation of technical terms or clarifying an official document.

### **Type II – Casework**

This includes a diagnostic interview where the problem and all relevant issues are identified and making a judgement as to whether the individual has a case that can be pursued.

Once it has been established that the individual has a case that can be pursued, activities may include:

- Setting out an individual's options or courses of action;
- Encouraging the user to take action on their own behalf;
- Providing practical aid with letters or forms;
- Negotiating with third parties on the user's behalf;
- Introducing the enquirer by referral to another source of help; and
- Support to users in making their own case.

### **Type III – Advocacy, Representation and Mediation at Tribunal**

This work includes a range of further actions arising from the casework undertaken above and includes, for example: Advocacy and Representation and Mediation.

In addition, information and advice providers are likely to undertake 'social policy' work at some level. This means collecting information generated by individual casework activities and aggregating this in order to identify trends and emerging issues. This will allow service providers to gather local intelligence that will be of use to the providers or planners of other services.

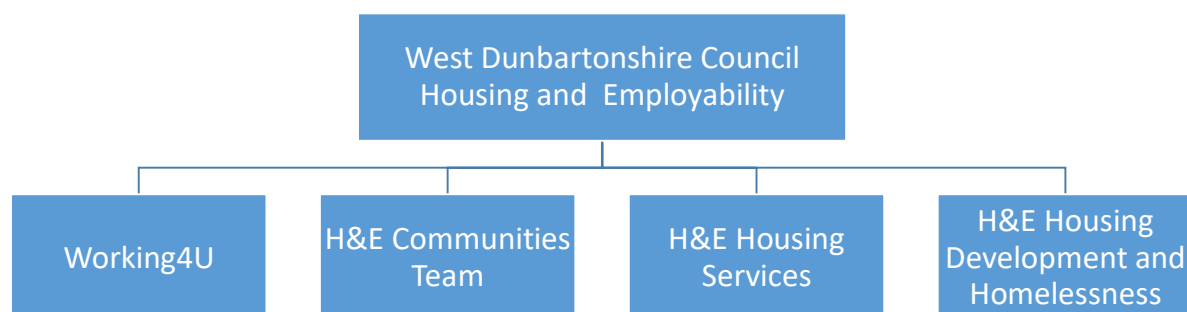
## 5. West Dunbartonshire Debt and Benefits Advice Services

SNSIAP state that all service providers must have clear management structures that identify the roles and responsibilities of all post-holders involved in the planning, management and delivery of the service. In this section of the plan we identify management structures and resources for the delivery of debt and benefit advice.

West Dunbartonshire Council Debt and Benefits Service is set within the Housing and Employability Strategic Service. Housing and Employability comprises a wide range of services covering Communities, Housing Development and Homelessness, Housing Operations and Working 4U.

Housing and Employability is one of eight strategic areas responsible for delivering the Council's Strategic Plan. Key actions to help achieve that are set out in the Housing and Employability Delivery Plan, together with actions to address any performance issues and service priorities that are identified in the planning process.

The Housing and Employability organisation structure is set out in **Diagram 2**:



The Housing and Employability Service is responsible for planning delivery of services in response to a number of legislative and policy drivers. This places information and advice services within a set of integrated services that can collectively provide a whole system approach. The main policy and strategic areas that the Housing and Employability teams are responsible for are summarised in **Appendix 2**.

### Managing Information and Advice Services

There are substantial benefits for integration and alignment of services gained from locating debt and benefits information and advice services within the Housing and Employability Strategic area. Working4U was established to take on that role.

#### **Working 4U Profile**

Working4U is an integrated service that supports residents in West Dunbartonshire to improve their skills, learning and financial situations, assisting them to address ‘trigger’ issues and pursue their learning and employment ambitions.

The specialist components of Working4U’s services are:

#### ***Community Learning and Development.***

Learning and Development primarily supports disadvantaged or vulnerable groups and individuals of all ages to engage in learning, with a focus on bringing about change in their lives and communities.

#### ***Employability***

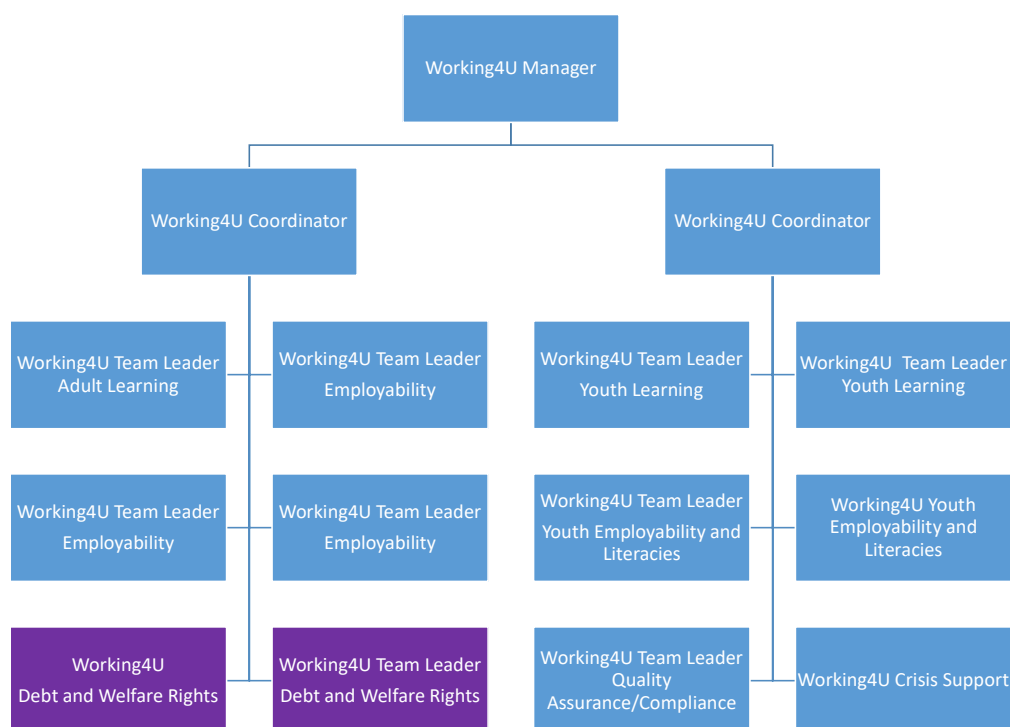
Employability encompasses all the things that enable people to increase their chances of overcoming barriers to opportunity, getting a job, staying in a job, and progressing further in work.

### **Information and Advice**

Information and Advice is set within the policy context designed to support a flourishing Scottish economy and help people to lead productive lives in safe and secure communities. Working 4U will achieve this through the provision of debt counselling, income maximisation support, money advice and welfare benefit advice services.

Working4U employs 116 people in a mixture of full and part time posts. The organisation has a manager supported by two coordinators. Each coordinator is supported by six team leaders. Two of the team leaders have responsibility for leading on debt and benefits information and advice services.

**Diagram 3** provides an illustration of the Working4U structure and demonstrates where debt and benefit advice services are located.



### **Resources**

All staff should be able to describe their role where they can refer matters for decision. The Working4U Debt and Benefits Advice Service (Working4U Money) is a Scottish National Standards accredited Information and Advice provider<sup>1</sup> with 28 members of staff. The team is managed by a Working4U co-ordinator and consists of two team leaders who, between them, are responsible for 26 Working4U Officers. The Working4U officers provide information and advice support to the residents of West Dunbartonshire.

The team leaders are suitably qualified to provide supervision and staff delivering the service have the appropriate skills, expertise and experience required to deliver an effective and reliable service.

<sup>1</sup> <https://www.slab.org.uk/advice-agencies/scottish-national-standards-for-information-and-advice-partners/list-of-agencies-already-accredited/>

**Appendix 3** provides summary job profiles for the Working4U Co-ordinators, Team Leaders and Working4U Officers (frontline debt and benefit advice staff).

Staff costs are approximately £1million a year for the delivery of the service. This consists of West Dunbartonshire Council investment of approximately £850,000 each year with further funding of approximately £150,000 a year from Macmillan Cancer.

Funding provided by West Dunbartonshire Council for the service is reviewed annually as part of the West Dunbartonshire Council budget setting process. The annual budget is also subject to negotiation with Macmillan Cancer as part of their grant award review process

## 6. Working4U Debt and Benefit Advice

All service providers must be clear about the remit of their service and the boundaries of their service.

### Guiding Principles

In delivering our services we will adhere to a set of guiding principles to ensure we are:

- **Empathetic.** Our services are client orientated, private and confidential.
- **Insightful.** We will work with clients to understand their circumstances, diagnose the issues and provide them with options including onward referral and follow-up actions; and
- **Trustworthy.** Our advisers will have sufficient experience and expertise to provide service users with options that will address their circumstances.

We will know that we have achieved our aims if people in West Dunbartonshire who need our services are able to say they:

- Know how to find out about information, advice and advocacy services that are available in their community, and how to access these services.
- Can easily find, gain access to, and use the information, advice and advocacy they need to improve or maintain their independence, wellbeing and resilience, both day to day and in times of crisis.
- Are confident the information provided is relevant, easy-to-understand, consistent, accurate and up to date and they feel able to make informed decisions about the options available to them and their families.
- Know where to go to speak to someone who could help them achieve the changes they require or want to make.
- Understand the factors affecting their circumstances and feel more confident about dealing with them and improving their quality of life as a result of the advice, information and advocacy support they have received.

### Service Types

West Dunbartonshire Council Debt and Benefit Information Service (Working4U Money) provides access to Type 1, Type 2 and Type 3 Information and Advice.

The service is free and offers confidential and impartial advice and advocacy for all West Dunbartonshire residents on the following matters:

### Benefits and Tax Credits

- Benefit checks to ensure claimants are receiving their full entitlement;
- Help in completing benefits forms;
- Supporting residents to challenge decisions;
- Representing residents at benefit appeal tribunals.

### Debts

- Preparing financial statements and offering budgeting advice;
- Negotiating repayment arrangements with creditors;
- Supporting tenants and homeowners with arrears;
- Helping with court forms;
- Advice and help with insolvency.

The service also acts as a gateway to support on fuel efficiency; food insecurity and COVID-19 crisis support.

Type 1 supporting information about benefits and advice can be found at:

<https://www.west-dunbarton.gov.uk/jobs-and-training/working4u/money/benefit-and-advice/>

Following the link will provide access to a benefits calculator and information about:

- Benefits for expectant mothers, children and families;
- Benefits for working age adults;
- Benefits for older people;
- Benefits for people/families affected by cancer;
- Benefits for people who are sick, disabled or a carer; and
- Bereavement benefits.

This information will be reviewed as changes to welfare benefits becomes available.

### Accessing the Service

All service providers must regularly review the methods of delivery for their service to ensure accessibility and the effective use of resources.

Under normal circumstances we run advice sessions the three main population centres in West Dunbartonshire and can offer a home visit to residents if are they unable to attend an advice session because they are either housebound or due to health reasons.

As a temporary measure face to face sessions and home visits have been suspended as a result of public health advice about COVID-19. Services have been replaced with phone and digital, on-line interviews and advice. This will be reviewed on a regular basis with services being resumed in line with health advice.

The Working4U Money service locations are:

**Table 3: Service Locations Opening Hours and Contact Details**

Location	Address, Opening Hours, Contact Details
<b>Alexandria</b>	Homeless and Housing Hub, 17 Mitchell Way, Alexandria, G83 0LW. Monday to Thursday: 08:45am to 4:30pm. Friday: 08:45am to 3:55pm. Telephone: 0138977 6929
<b>Dumbarton</b>	Council Offices, 16 Church Street, Dumbarton, G82 1QL. Monday to Thursday: 08:45am to 4:30pm. Friday: 08:45am to 3:55pm. Telephone: 01389 776929.
<b>Clydebank</b>	Clydebank Town Centre Office, 10 Sylvania Way South, Clydebank, G81 1EA. Monday to Thursday: 09:30am to 3:30pm. Friday: 09:30am to 3:30pm. Telephone: 01389 776929

As a result of our aim to focus on priority groups we provide access to information and advice by appointment in the following outreach centres:

**Table 4: Outreach Locations and Contact Details**

Location	Address and Contact Number
<b>Goldenhill Mental Health Resource Centre</b>	199, Dumbarton Road, Clydebank, G83 4XJ. Telephone: 0141 941 4400.
<b>Riverview Mental Health Resource Centre</b>	Joint Hospital, Cardross Road, Dumbarton, G82 5JA Telephone: 01389 812070.

In addition, we have staff sited in medical centres in West Dunbartonshire. These are:

**Table 5: Advice in GP Practices (Locations)**

Practice	Address
<b>Oakview</b>	Vale Centre for Health Main Street, Alexandria, G83 0UA
<b>Red Wing</b>	Clydebank Health Centre Queens Quay, Main Avenue, Clydebank, G81 1BS
<b>Green Wing</b>	Clydebank Health Centre Queens Quay, Main Avenue, Clydebank, G81 1BS
<b>Orange Wing</b>	Clydebank Health Centre Queens Quay, Main Avenue, Clydebank, G81 1BS

More information about our service can be found at:

<https://intranet.west-dunbarton.gov.uk/housing-employability/working4u/money/benefit-and-money-advice/>

The service provision is subject to review on an annual basis and the information about service provision will be updated to reflect on any changes implemented.

## Cancer Support

In addition to the Information and Advice services outlined we also specialise in supporting those affected by cancer and other long term health conditions. This includes two services: The Macmillan Benefits Team and Improving the Cancer Journey through which we can support access other grant aid and social care services.

### Improving the Cancer Journey

Those affected by cancer often don't know where to find financial, emotional or practical support. Improving the Cancer Journey was established to fill that gap. Service users are linked to a Macmillan ICJ Officer who will work with the service user to complete a needs assessment to identify and agree a personalised care plan that meets their needs. Needs assessments can be carried out in a convenient location including West Dunbartonshire Libraries or in a hospital setting.



The team can be contacted by telephone at: 0800 980 9070 or by email at:

[improving.cancerjourney@west-dunbarton.gov.uk](mailto:improving.cancerjourney@west-dunbarton.gov.uk)

### Macmillan Benefits Team

Our service covers the West Dunbartonshire Council area but in conjunction with Macmillan Cancer Support, we also provide services to all patients at the Beatson West of Scotland Cancer Centre.

Referral pathways have been established for those affected by cancer who are using Health Services at: the Vale of Leven Hospital; Gartnavel General Respiratory services; and GP practices.

**Table 6: Macmillan Benefit Team Location**

Location	Address and Contact Details
Beatson West of Scotland Cancer Centre	1053 Great Western Road, Glasgow, G12 0YN 0141 301 7374 Email: <a href="mailto:Beatson.MoneyAdviceService@ggc.scot.nhs.uk">Beatson.MoneyAdviceService@ggc.scot.nhs.uk</a>

Please Note: there is an external suspension on all Greater Glasgow & Clyde Health Board hospital sites due to infection control measures. We will review these measures as restrictions are eased.

### Workforce Development

Our recruitment and development has been established to ensure that we adhere to equal opportunities legislation and staff have the relevant experience and competences required to advise the public.

In addition, West Dunbartonshire Council has a comprehensive set of resources to encourage workforce development. This includes the Skills Passports that set out the required and optional learning for all employees and managers to help in planning their development.

Each passport is dated and valid for three years. This is to encourage and refresh a cycle of support for continuous learning and development. This also supports mandatory duties in relation to areas such as:

- Equality, Diversity and Human Rights;
- Child and Adult Protection;
- Equality Impact Assessment;
- Data protection and GDPR;
- Information Security;
- Supporting Employee Wellbeing;
- Health and Safety Risk Management.

For those roles which are dedicated to customer service, or are customer-facing through their day-to-day activities, there is opportunity to enhance knowledge and skills in areas such as communication, interpersonal skills, customer engagement, and through accredited programmes to support the requirement for higher levels of customer service skills.

We will be mindful of how well staff are valued and involved in shaping information and advice provision and we will continue to provide support, information and a range of continuous development opportunities.

Our commitment to providing staff with the flexible use of 35 hours of worktime to pursue learning that is consistent with the Information and Advice competences. This will include

- Encourage staff to undertake or review Certificate of Money Advice Practice (CMAP) University of Staffordshire
- Registration with Money Advice Scotland MATRICS learn: a blended learning platform that has been developed to update learning approaches and allow advisers to progress their training and development: accessed at: [MATRICS learn | Money Advice Scotland](#);
  - Level 1 – to help new advisers understand what debt advice is , why they need help and learn basic terminology;
  - Level 2 (Triage) Understanding the six steps and other interview skills;
  - Level 3 (professional debt adviser) dealing with all informal and statutory options;
  - Level 4 (specialist/supervisor) to specialise and be able to supervise, become a court lay rep or complete peer reviews.
- Encouraging staff to become Debt Arrangement Scheme accredited advisers;
- Encouraging and enabling staff to network and participate in various networks and practice sharing, for example National Association of Welfare Rights Association (NAWRA) and Rights Advice Scotland events; and
- Encouraging participation in regional and local partnerships and to contribute towards and learn/benefit from shared practice.
- Encouraging participation on Macmillan Learn zone development. This is learning resources, online courses, and professional development tools provided by Macmillan Cancer Support and can be accessed at: [LearnZone](#)

We will also provide staff with the required reference materials and journals to ensure they are aware of developments in the sector with specific reference to benefit changes and benefit reform.

On an annual basis we will purchase and disseminate the following reference material for use by the advisers:

- Disability Rights Handbook, 2022/23.
- Benefits for Migrants Handbook, 13th ed.
- Benefits for Migrants Handbook, 14th ed.
- Children's Handbook Scotland, 2022/23.
- Mental Health and Benefits Handbook, 1st ed.
- Debt Advice Handbook, 14th ed.
- Fuel Rights Handbook, 20th ed.

These activities and resources will be reviewed on an annual basis to ensure the service remains relevant an up to date.

## 7. Measuring Progress and Impact

In West Dunbartonshire we regularly review our work against our aims and objectives for the service and we make the results of these reviews available in a publicly accessible format. The service achieves this primarily as part of the 'Common Advice and Performance Management Reporting Framework' (CAPMRF).

The purpose of the Common Advice Performance Management Reporting Framework is to report and analyse the investment made by local authorities in advice services (covering both internal delivery and external commissioning) and to assess the outputs and impacts achieved for this investment. In doing so, the report aims to provide a mechanism for councils to benchmark their performance and identify scope to further improve the impact and value for money of these services.

There are a number of overarching outcomes for money and welfare rights advice that are reviewed through the CAPMR framework:

### **Effectiveness and client outcomes:**

- The client's situation has improved as a direct or indirect result of the money and/or welfare rights advice service's intervention.

### **Operational and service delivery outcomes:**

- All citizens requiring it can access good quality money and/or welfare rights advice via the channel that best meets their needs and preferences. Those who require face-to-face advice have access to it.

### **Efficiency outcomes:**

- The money and/or welfare rights advice service delivers good value for the resources invested in it.

### **Strategic outcomes:**

- The money and/or welfare rights advice service contributes to relevant local and national strategic outcomes.

### **Community and economic outcomes:**

- The money and/or welfare rights advice service contributes to outcomes which benefit the community and local economy.

There are five types of indicator included within the CAPMF:

#### **1. Context;**

Total Number of clients by: sex; year of birth; ethnicity; household composition; disability; household income; economic status; housing status; and child poverty priority groups.

Number of debt clients, debt types and amount owed.

#### **2. Input;**

Funding: annual funding provided by local authority and other sources

#### **3. Activity;**

Number of clients (existing in year and new clients); number of benefit entitlement checks carried out; number and source of referrals; contact information, average number of contacts for each client; proportion requiring multiple contacts, contacts by communication channel and on-line self-directed support (where available); number of open and closed cases in year (type,1,2 and 3)

#### **4. Output;**

Debt strategies agreed, number of claims submitted and awards made for each type of social security benefit; number that result in mandatory reconsiderations and appeals

#### **5. Outcome.**

Verified and unverified financial gain

Our data which is subject to the General Data Protection Regulations is provided through discussion and agreement with clients and is recorded by our advisers on our client information management database (Advice Pro).

Further information about how we gather, process and use personal information can be found on our website at:

<https://www.west-dunbarton.gov.uk/privacy/privacy-notice/>

The full CAPMF is reproduced in **Appendix 4**:

The CAPMF is managed on behalf of the 32 local authorities by the Local Authority Improvement Service and is publicly available on the Improvement Service website, which can be accessed at:

<https://www.improvementservice.org.uk/products-and-services/performance-management-and-benchmarking/common-advice-performance-management-framework/2020-21-report>

## 8. Measuring Success

### Working4U Team performance 2018 -2022

Working4U Money has a comprehensive set progress indicators that are consistent with the common advice performance management framework. Table 7 summarises the progress against key performance indicators.

**Table 7: Working4U Key Progress Indicators 2019 - 2022**

<b>Key Performance Indicators</b>	<b>2019/2020</b>	<b>2020/2021</b>	<b>2021/2022 * (Target)</b>
Total Number of Cases supported by Working4U Money	9,691	7,115	8,140
Total Value (£) of Income Generated	£11,486,332	£7,816,595	£7,228,787
Success Rate - All Claims (excluding withdrawn claims)	94.2%	95.6%	(96%)
Success Rate - Appeal Cases (excluding withdrawn claims)	82.9%	79.4%	(81%)
Number of Appeal Representations (Maximising Benefits)	98	50	(95)
Number of Mandatory Reconsideration Before Appeal Representations (Maximising Benefits)	150	104	(137)
Number of Successful, Maintained and Unsuccessful Claims, excluding Appeals (Maximising Benefits)	3,094	2,123	(2,514)
Value (£) of new debt managed	£3,275,163	£1,364,930	£2,494,835

\*Targets are based on a three year rolling average and assessment of the operating environment and those in brackets are not available at the time of writing.

The service has faced substantial challenges to maintain service delivery that was compliant with health restrictions due to Covid-19. As the figures for 2020/2021 and 2021/2022 have been negatively affected. We anticipate that the impact the negative will remain until COVID-19 restrictions are relaxed. Nevertheless we will apply stretch targets in order to contribute to COVID-19 recovery plans.

### Measuring Success- Working4U Key Indicator Targets 2022 - 2025

Table 8 provides an estimate of the anticipated progress against key progress indicators for the period 2022- 2025.

**Table 8: Key Performance Indicator Planning Estimates (2022 - 2025)**

Key Performance Indicators Estimates	2021/2022 (Target)	2022/2023 Estimate	2023/2024 Estimate	2024/2025 Estimate
Total Number of Cases supported by Working4U Money, of which:	8,140	7,647	7,825	8,158
Number supported with Type 1 support	4,497	4,158	4,255	4,436
Number supported with Type 2 support	3,676	3,453	3,534	3,684
Number supported with Type 3 support	38	36	37	38
Total Value (£) of Income Generated	£7,228,787	£7,951,666	£8,110,699	£8,313,466
Success Rate - All Claims (excluding withdrawn claims)	(96%)	95%	96%	96%
Success Rate - Appeal Cases (excluding withdrawn claims)	(81%)	81%	81%	81%
Number of Appeal Representations (Maximising Benefits)	(95)	75	81	84
Number of Mandatory Reconsideration Before Appeal Representations (Maximising Benefits)	(137)	130	134	137
Number of Successful, Maintained and Unsuccessful Claims, excluding Appeals (Maximising Benefits)	(2,514)	2,405	2,499	2,577
Value (£) of new debt managed	£2,494,835	£2,744,319	£2,799,205	£2,869,185

**Planning assumptions:**

We assume that the current level of investment in Working4U Money will remain throughout the planning period. Estimates of our outcomes will be subject to change each year. This will be based on the changing nature of demand and issues emerging from welfare reform and the general socio/economic operating environment.

We assume that COVID-19 restrictions will remain in place for part of 2022-2023. This will require realignment of services with a least some contacts with service users being conducted on-line and by telephone. Over the course of the plan we may also experience some changes in the availability of venues to meet service users. As such we will explore the potential and relevance of hybrid working; combining remote home working with office-based work.

We assume that approximately:

- 7% of cases will be Type 1 support;
- 91% of cases will be Type 2; and
- 3% of case will be Type 3.

These assumptions will be reviewed on an annual basis to take account of changing circumstances within the welfare benefits operating environment.

## 9. Partnership Working in West Dunbartonshire

All service providers must maintain regular contact and liaison with other providers in their locality. Referral agreements must be established between agencies to ensure that service users receive a consistent and seamless service.

In order to pursue these aims Working4U was instrumental in establishing the West Dunbartonshire Information and Advice Partnership. The partnership brings together organisations that have:

- a specific core function for the provision of benefits/debt information and advice services;
- a central of benefits/debt advice function, but provide advice on a range of advice issues,
- have multiple functions, one of which is provision of benefits/debt advice or information and have dedicated staff for this task; and
- multiple functions, and that have staff with generic roles, for example, housing or homelessness teams, or voluntary sector services that provide support to a particular client group across a range of issues and have a close interest in the provision of benefits/debt and other advice for their service users (connected stakeholders).

The partnership consists of:

- Working4U Money;
- West Dunbartonshire Citizens Advice Bureau; and
- Clydebank Asbestos Group.

A number of national and local organisations have a significant interest in the effective delivery of advice and information services. These connected stakeholders' aims and objectives will be assisted by local providers reporting progress against key priorities and the provision of access to services provided in our local communities. These connected partners will participate in the actions and activities of the partnership as appropriate. **Appendix 4** provides a list of examples of local and national stakeholders.

### Partnership Purpose

The overarching purpose of the partnership and this agreement is to:

- Strengthen the West Dunbartonshire Information and Advice Partnership;
- Facilitate effective collaboration to meet local need;
- Help to improve co-ordination to meet local need; and
- Build an open and productive relationship between service providers.

### Partnership Aims

The Rationale for the Partnership is to:

- co-ordinate existing services to identify and pursue more effective and efficient services;
- collaborate on the delivery of information and advice services;
- promote diversity and innovation in service provision;
- lead on collaborative projects across the voluntary and public sector;
- conduct and contribute to research and policy analysis;
- conduct media activity and campaigns to raise awareness of social needs and welfare;
- liaise with and lobby government at all levels in the promotion of welfare issues; and
- explore opportunities for maximising access to external resources



## **Partnership Actions**

The Partnership will commit to effective communication; consultation; cooperation and collaboration by:

- Communicating on an ongoing basis on any matters pertaining to the day to day delivery of services where mutual support is required;
- Consult with each other on proposed changes to practice where this may impact on the delivery of services;
- Collaborate through sharing ideas for innovation and improvement within overall service delivery;
- Commit to periodical meetings to review strategic and operational issues (bi-monthly or more frequent as agreed).

The partnership terms of reference and membership will be reviewed on an annual basis.

## **10. Continuous Improvement Actions**

Our three year plan is based around the delivery of debt and benefit advice services using the funding resources provided by West Dunbartonshire Council. We have established a set of stretch progress indicators and key progress indicators based on the common advice performance measurement framework that we report to the Convention of Scottish Local Government Improvement Service.

In addition we have a set of actions that are set around the Scottish National Standards for Information and Advice Providers: Quality Assurance Framework. The priorities for the short to medium term are outlined in the context of the relevant standard.

### **1 General Management**

To ensure that there is effective management of the service and its resources.

Priority Actions:

- Review the roles and responsibilities for those involved in the planning, management and delivery of the service and budget responsibilities as part of the annual Employability and Housing Service plan.
- Carry out an annual self-assessment review of our level of compliance with the Scottish National Standards for Information and Advice Providers.
- Review office procedures annually.
- Team meetings with action logs will take place quarterly (minimum) more frequently when required.

### **2 Standards for Planning**

To ensure that all members of the community have access to high quality information and advice. The planning of services is a key component of developing a quality service.

- We will publish a West Dunbartonshire Three-year plan identifying all those involved in the planning, management and delivery of the service this will provide information on whom staff and volunteers could refer matters for a decision. The plan will include:
  - Details of anticipated future demand, availability of resources and make provision for changes in advice patterns
- We will review the service annually and publish an on-line report that demonstrates progress against our aims and objectives. This will be published on the Improvement Service website and West Dunbartonshire Council website.
- Working4U quality assurance team will gather information; including performance information and service user satisfaction surveys that will contribute to independent review and evaluation.
- We will gather and review the views of service users annually and incorporate these views into our service provision.

### **3 Accessibility and Customer Care**

To ensure services are accessible to all members of the community and operate with the highest standards of customer care.

- We will work with service departments and partners to obtain the views about the effectiveness of our delivery.

- We will ensure that we carry out satisfaction surveys in a more systematic way and use service user input to test the results.
- We will review methods for distributing new cases to ensure equitable and effective caseload distribution.

#### **4 Providing the Service**

To ensure that ensure an effective and efficient service for their users.

- We will review all referral processes to ensure there are clear grounds for acceptance/rejection with information about responsibilities of the referring agency;
- We will ensure that we gather all required information to complete the required returns for the common advice performance management reporting framework. This will include time spent on cases and identification of the type of case.
- Update procedures to ensure clients are made aware that cases are closed and all documentation is returned as part of the process.
- Caseload reviews with staff, consistent with policy guidelines, are undertaken by team leaders.

#### **5 Competences**

To ensure that ensure that all staff gain, maintain and develop the skills and knowledge necessary to meet the needs of their service users.

- Review findings of the Scottish National Standards Information Advice Providers Peer Review with clear actions implemented to address case management recommendations and minimum recording requirements.
- Team leaders will record staff participation in training and development- completion dates should be included in documentation and signed off by line manager and staff.
- Records of participation in development and learning are maintained and up to date.

#### **6 Resourcing**

To ensure the resources necessary to underpin the delivery of the service

- We will conduct an annual review of the service and human resources as part of the Housing and Employability annual service and Council budget planning.
- We will conduct a survey about accessibility among service users.
- We will review premises and methods for access to services on an annual basis, more frequently if response to external events required.

## Appendix 1: Key Socio Economic Statistics

### Table 9: Key Socio Economic Statistics

Indicator	West Dunbart onshire	Top Performing Scottish Local Authority	Glasgow City Region	Scotland	Percentage Gap	Volume Gap
% Children in Child Poverty	26.8	15.8	26.0	24.3	-2.5	-400
% of Children in Low Income Families	22.0	10.3	21.1	18.6	-3.4	-500
Families with Children receiving Universal Credit or Tax Credits (%)	39.3	20.0	37.7	35.0	-4.3	-500
Families with Dependent Children eligible for Child Benefit (%)	96.5	81.0	94.1	92.5	-4.0	-400
Claimant Count Rate (%)	6.7	2.0	5.7	4.9	-1.8	-1,000
% of Household that are workless	30.1	13.4	24.8	21.5	-8.6	-2,100
% of School Leavers in Positive Destination	89.7	98.4	93.6	93.3	3.7	0
Participation Rate (%)	90.8	97.2	92.4	92.2	1.4	0
Degree-level Qualifications Rate (%)	39.0	65.8	47.4	49.3	10.3	5,800
No Qualifications Rate (%)	13.9	4.9	10.6	8.0	-5.9	-3,200
Number of Incapacity Based Benefits (per 1,000 16 - 64 population)	90.3	35.1	75.0	59.9	-30.5	-1,700
Economic Inactive: Long-term Sick/Disabled Rate (%)	37.1	19.4	30.7	28.7	-8.4	-1,100
Economic Inactivity Rate (%)	23.2	13.7	24.3	23.2	0.0	0
Employment Rate (%)	72.9	82.4	72.2	73.5	0.6	300
Unemployment Rate (%)	5.1	2.0	4.6	4.4	-0.7	-300
Employment in low pay sectors (%)	26.4	21.6	30.8	29.6	-	-
% of Residents employed in Quality Work	71.9	72.9	67.4	62.6	-	n/a
Gender Employment Gap (% difference between Male and Female Employment Rates)	3.9	-2.4	10.6	8.0	n/a	n/a
Median Weekly Earnings (Residence-based, full-time)	650.9	809.4	643.3	622.0	-	-
Underemployment Rate (%)	6.0	3.4	7.4	8.1	-	-
% Employed in SOC 1 Occupations	5.3	19.4	8.0	8.9	3.6	1,600

## Appendix 2: Housing and Employability Service Legislative and Policy Drivers

- **Community Empowerment (Scotland) Act 2015**

The Act sets out clear requirements for public bodies in promoting a greater level of local decision making and empowerment of citizens. This includes, for example, Asset Transfers, Participation Requests and Community Planning.

- **Homelessness Prevention Duty**

The Council as strategic housing authority will ensure that the recommendations contained in the 'Ending Homelessness Together High Level Action Plan' are successfully implemented in the context of wider reforms to homelessness provision in West Dunbartonshire.

- **Local Housing Strategy & Housing to 2040**

The Housing (Scotland) Act 2001 ('the 2001 Act') places a statutory requirement on local authorities to produce a LHS that sets out its strategy, priorities and plans for the delivery of housing and related services. This is carried out by members of the Housing and Employability Service.

- **Rapid Rehousing/Housing First**

Rapid Rehousing is about taking a housing led approach for people that have experienced homelessness, making sure they reach a settled housing option as quickly as possible rather than staying in temporary accommodation for too long.

- **Child Poverty (Scotland) Act 2017**

The Act places a duty on local authorities and health boards to report annually on what they are doing to contribute to reducing child poverty. The local child poverty action report must set out a range of commitments to address the key drivers of poverty.

- **Community Learning and Development**

The Community Learning and Development (Scotland) Regulations 2013 place a statutory requirement on local authorities to publish a plan every three years. The plan should outline how the local authority will co-ordinate and secure 'adequate and efficient' Community Learning and Development (CLD) provision with other sector partners.

- **Employability**

Since the publication of 'A New Future for Employability Support in Scotland' in 2016 the employability system in Scotland has undergone a transformation. This has not only brought with it focussed No One Left Behind funding but also the requirement to clearly demonstrate partnership working and a commitment co-ordinating resources to achieve better outcomes for people seeking to move towards and into employment.

- **Statement of provision for period products**

The Period Products (Free Provision) (Scotland) Act 2021 received Royal Assent on 12th January 2021. The Act requires local authorities to ensure period products (like pads and tampons) can easily be picked up free of charge for anyone who needs to use them.

## Appendix 3: Summarised Staff Job Profiles

### Working4U Co-ordinator

#### Job Purpose

The job holder will be a key member of the Working4U Management team with direct line management responsibilities and a key role in shaping the Working4U strategy of the Council ensuring delivery of high quality integrated and specialist customer service in the areas of

- Employability including Modern Apprenticeships and wider externally funded employment and training initiatives
- Community Learning and Development including adult learning and community literacies, digital literacies, and youth services
- Advice Service including welfare benefits advice and assistance, money advice and financial education and effective responses to welfare reform

The job holder will be the key liaison officer between the Council's transformation of Adult and Youth services and the operational delivery of Working4U Services.

The Adult Services Coordinator is broadly responsible for Community Learning and Development – Adult Learning and Community Literacies, European funded employability services and other externally funded initiatives. Also, Advice Services including welfare benefits advice, money advice and financial education for adults.

### Working4U Team Leader

#### Job Purpose

The job holder will be a key member of the Working4U Management team with direct line management responsibilities and a key role in shaping the Working4U strategy of the Council ensuring delivery of high quality integrated and specialist customer service in the areas of

- Employability including National Training programmes, European funded Employability Programmes and wider externally funded employment and training initiatives
- Community Learning and Development including adult learning and community literacies, digital literacies, and youth services
- Advice Service including welfare benefits advice and assistance, money advice and financial education and effective responses to welfare reform

The job holder will be a key liaison officer between the Council's transformation of Adult/ Youth services and the day to day management and operational delivery of Working4U Services.

The Adult Services Senior Worker post is broadly responsible for the day to day management and operational delivery of designated elements of Community Learning and Development – Adult Learning and Community Literacies, Adult Employability and Advice Services.

### Working4U Welfare Rights Macmillan Service/Working4U Welfare Rights Officer

#### Job Purpose

The post holder will be expected to deliver services in line with the Council's Corporate Objectives. Providing an integrated, comprehensive and effective welfare rights & money advice service from Housing Operations, and other locations, throughout West Dunbartonshire, as required.

This will include maximising income including in and out-of-work benefits up to and including appeal representation and assisting with debt management. Holistic assessment will also include access to training/education/employment through the Working 4U initiative, Social Care services and with other issues relating to financial and social exclusion.

The post holder will also be expected to deliver training and contribute to personal/service improvement and development.

**Key Accountabilities:**

- Provide welfare rights and money advice service within the Housing Operations Team, One Stop Shops, CHCP offices, and in locations throughout West Dunbartonshire, as appropriate. To undertake home visits as required.
- Maximise income in relation to in and out-of-work benefits, up to and including Appeal Representation, and provide money advice support to people accessing the service.
- Ensure that holistic assessment identifies additional needs, i.e. employability, learning, housing, social care, etc.
- Develop and deliver training in welfare rights and money advice.
- Provide information to support colleagues and partner agencies on issues of welfare rights & money advice.
- Maintain & update such records as required and maintain relevant processes and paperwork

**Key Performance Areas:**

- To provide a welfare rights and money advice service in locations across West Dunbartonshire
- To assist in the completion of benefit claim forms including online claims.
- To progress benefit claims and money advice to conclusion on behalf of people accessing the service to ensuring effective income maximisation and debt management including representation at Appeals Tribunals
- To refer and support residents to access appropriate specialist services, where required.
- To deliver effective working relationships with internal and external partners including Working 4U, CHCP, Housing, JCP, DWP, etc.
- To contribute to the planning development and evaluation of the Advice Service
- Prepare and deliver relevant Welfare Benefits & Money Advice training/information sessions to internal colleagues, external agencies/partners/voluntary groups, where required
- Establish & maintain integrated effective working relationships with team members, internal & external colleagues
- To promote financial and social inclusion
- To commit to continuous professional development
- Commitment to personal development

**Appendix 3: Common Advice Performance Management Framework**  
**Table 10: Common Advice Performance Management Framework - Context**

Indicator	Definition	Notes		
<b>Context</b>				
Total number of clients per demographic measure	Local authorities are required to provide the total number of clients dealt with per financial year, broken down into the following categories:	Sex Male Female Not recorded	The figures provided for this measure should include the total clients supported during the financial year, including those whose support has continued from the previous financial year. Below each recording category, a data check box has been provided which calculates the total number listed within the demographic category.  If there are figures missing for a demographic category, e.g. one service cannot provide data for household income, the missing clients should be included under not recorded or this should be noted in the additional information box.	
		Year of birth		
		Optional age range		
		Ethnicity White Mixed or Multiple Ethnic Groups Asian, Asian Scottish or Asian British African Caribbean or Black Other Ethnic Group Not recorded Prefer not to say		
		Household composition		
		Disability or long term condition		
		Household income		
		Economic status		
		Housing status		
		Child poverty Priority groups		Record the total number of clients in each child poverty priority group. If the client falls under more than one category record them multiple times under each of the categories
		Total number of individual clients who are counted in child poverty groups		Record the total number of individual clients who can be counted within any of these child poverty priority groups. Each individual client should only be counted once under this total, regardless of how many categories they fall under.



Indicator	Definition		Notes
Number of debt clients and amount owed by clients	Local authorities are required to provide the total number of clients and amount of debt, associated with each category listed. The figures provided for this measure should relate to all clients when they make initial contact with the service (before receiving debt advice). It is accepted that, in the course of receiving advice, further debts may be identified:		The figures provided for this measure should include the debts of all clients who made initial contact in the current year and those existing clients whose support is ongoing from the previous year. This should include clients whose cases have been closed within the financial year.
	Local authorities are required to provide the total number of clients dealt with per financial year, broken down into the following categories:	Total number of debt clients	Record the total number of clients supported with debt advice during the reporting year. Each individual client should only be recorded once, regardless of the number of debts they present with.
		Total amount owed	Record the total amount of debt owed by clients receiving debt advice during the reporting year. This should include all debts owed by each individual client.
		Number of debts for each client	
Amount of debt owed			

**Table 11: Common Advice Performance Management Framework - Input Indicators**

Indicator	Definition	Notes
<b>Input Indicators</b>		
Funding	<p>Total sum of local authority funding for money and welfare rights advice: Each service should provide the total annual sum of funding the local authority provides for money and welfare rights advice in the service.</p> <p>Services will be asked to confirm if the funding figures provided covers only money and welfare rights advice.</p>	<p>Figures should include overhead costs (gross salary costs, i.e. including employer's costs)</p> <p>If funding for money and welfare rights advice is included as part of the total funding for the provision of general advice, this should be apportioned to give an estimation e.g. if the provision of money and welfare rights advice takes up 70% of service activity, then 70% of total funding should be recorded.</p> <p>If the local authority funding covers a different period than the reporting period (12 months to 31.03.2022) this funding should be apportioned to give an estimation e.g. if the local authority provides funding for money and welfare rights advice between January 2021 and June 2021 this would mean that 50% of this funding period (the months April 2021 to June 2021) fall within the reporting period, therefore 50% of this funding should be recorded.</p>
	<p>Each service should provide the annual sums of funding that money and welfare rights advice within the service receive from other sources of funding, including:</p> <ul style="list-style-type: none"> <li>• Big Lottery Fund</li> <li>• European Social Fund</li> <li>• Macmillan Cancer Support</li> <li>• Scottish Government</li> <li>• Scottish Legal Aid Board</li> <li>• Other (please specify)</li> <li>• Alternative category: Total</li> </ul>	<p>This is used to evidence that local authority investment in core services enables funding to be attracted for other services.</p> <p>However, if the local authority receives external funding for a specific project, that is not part of the core service, e.g. the local authority does not fund any staff for this project, then activity for these projects should not be included.</p>

**Table 12: Common Advice Performance Management Framework - Activity Indicators**

Indicator	Definition		Notes
<b>Activity</b>			
Volume	Number of clients	<p><b>Total Clients</b> supported by the service in the 12 months to 31/03/2022 i.e. the total individual people supported by the service during the reporting period, including those accessing support for the first time and existing clients whose support is ongoing from the previous year or who have previously been supported by the service and have used the service again in the reporting year with a new issue.</p>	<p>Clients are individuals for which the service has taken some action to support the person and/or resolve the issue, e.g. signposting, referrals and casework The framework takes a client-focused, rather than case-based approach to the measurement of volume. As such, each client supported by the service should be counted only once, regardless of the number of different issues they present with, or the number of times they present.</p> <p>The number of Total Clients should be higher than the number of New Clients, as Total Clients should include the total number of New Clients and the total number of existing clients, whose support is ongoing from the previous financial year.</p>
		<p><b>Total New Clients</b> supported by the service in the 12 months to 31/03/2022 i.e. a client who has not previously received support from the service and has accessed support for the first time during the reporting period.</p>	
	Number of referrals	<p>Total number of <b>self-referrals</b></p>	<p>The total number of individual people who established contact with the service on their own behalf An individual may be counted under both ‘self-referral’ or ‘referrals from other organisations/services’ if contact was established by individual themselves and by another organisation.</p>
		<p>Total number of <b>referrals from other organisations/services</b></p>	<p>A ‘referral’ is where contact with the service is initially established by another organisation/service on behalf of a client. If more than one referral is received for the same individual, please count each referral individually. An individual may be counted under both ‘self-referral’ or ‘referrals from other organisations/services’ if contact was established by individual themselves and by another organisation.</p>

Indicator	Definition		Notes
			Referrals from other services within the local authority should also be included here.
Volume	Contact Information	<b>Total individuals who contacted</b> the service in relation to money or welfare rights advice, over the last financial year	A money or welfare rights advice contact can be defined as an enquiry from a person seeking information on a money or welfare rights advice matter.  This should include the total number of individuals who have contacted the service including those who contact with a query, but no further action is taken by the service. Only include an individual once. If repeated contact is made by the same individual, do not count the additional contacts separately.
		<b>Average number of contacts</b> per client	This can be calculated as the total number of all contacts made with clients (e.g. the total number of client interactions with the service, including multiple contacts from the same individual) across the reporting period, divided by the total number of clients supported over the reporting period.
		Proportion of clients where <b>multiple contacts</b> are needed to support the client and/or resolve the issue	This should be recorded as the percentage of clients where more than one interaction between an adviser and the client is needed to close a case.
	Total number of initial contacts by channel	<ul style="list-style-type: none"> <li>• Email</li> <li>• Face-to-face</li> <li>• Telephone</li> <li>• Web</li> <li>• Webchat</li> <li>• Other (please specify)</li> <li>• Not Recorded</li> </ul>	Only include the channel through which the individual first contacted the service. If repeated contact is made by the same individual, do not count the additional contacts separately. Contact established with the service via the completion of online forms should be included under 'Email'. 'Web' should be measured via the number of unique page views of the service's website.
	On-line support	Does your service have an online benefit calculator?	Services should answer 'yes' if there is tool available for public use on the web page for the service
		Does your service have an online budgeting tool?	Services should answer 'yes' if there is tool available for public use on the web page for the service
		How many individuals have used the online benefit calculator in the 12 months to 31.03.2021?	This should be recorded as the number of unique web click-throughs to the results page of the tool

Indicator	Definition		Notes
		How many individuals have used the online budgeting calculator in the 12 months to 31.03.2021?	This should be recorded as the number of unique web click-throughs to the results page of the tool
Volume	Referrals	Self-Referral • Alternative category: Total local authority referrals • Local Authority: <ul style="list-style-type: none"> <li>○ Employability</li> <li>○ Housing</li> <li>○ Revenues</li> <li>○ Social Services</li> <li>○ LA Other (please specify)</li> </ul> • Primary Health Care • Third Sector • Other (please specify) • Not Recorded	Self-referrals should be recorded as the of individual people who established contact with the service on their own behalf. A ‘referral’ is where contact with the service is initially established by another organisation/service on behalf of a client. If more than one referral is received for the same individual, please count each referral individually.  The alterative category ‘Total local authority referrals’ should only be completed by services who cannot provide a breakdown of local authority referrals by department.
	Number of <b>open cases</b> at the end of the financial year	• SNSIAP Type I Cases • SNSIAP Type II Cases • SNISAP Type III Cases • Alternative Category: <ul style="list-style-type: none"> <li>○ Open cases associated with Type I only</li> <li>○ Open cases associated with Type II only</li> <li>○ Open cases associated with Type III only</li> <li>○ Open cases associated with both Type I &amp; Type II</li> <li>○ Open cases associated with both Type II &amp; Type III</li> <li>○ Open cases associated with both Type I &amp; Type III</li> <li>○ Open cases associated with all of Type I, II and III</li> </ul>	<ul style="list-style-type: none"> <li>• Type I – Active Information, Sign-posting and Explanation</li> <li>• Type II – Casework</li> <li>• Type III – Advocacy, Representation, and Mediation at Tribunal or Court Action Level</li> <li>• If you record multiple types of advice together and are unable to separate all cases by the associated SNSIAP type of advice please record the number of cases associated with each alternative grouped SNISAP Type. Please only record each individual case once under the associated SNSIAP grouping.</li> </ul>
	Number of <b>cases closed</b> during the financial year	<ul style="list-style-type: none"> <li>• SNSIAP Type I Cases</li> <li>• SNSIAP Type II Cases</li> <li>• SNISAP Type III Cases</li> <li>• Alternative Category:</li> </ul>	<ul style="list-style-type: none"> <li>• Type I – Active Information, Sign-posting and Explanation</li> <li>• Type II – Casework</li> </ul>

Indicator	Definition		Notes
		<ul style="list-style-type: none"> <li>○ Closed cases associated with Type I only</li> <li>○ Closed cases associated with Type II only</li> <li>○ Closed cases associated with Type III only</li> <li>○ Closed cases associated with both Type I &amp; Type II</li> <li>○ Closed cases associated with both Type II &amp; Type III</li> <li>○ Closed cases associated with both Type I &amp; Type III</li> <li>○ Closed cases associated with all of Type I, II and III</li> </ul>	<ul style="list-style-type: none"> <li>● Type III – Advocacy, Representation, and Mediation at Tribunal or Court Action Level</li> <li>● If you record multiple types of advice together and are unable to separate all cases by the associated SNSIAP type of advice please record the number of cases associated with each alternative grouped SNISAP Type. Please only record each individual case once under the associated SNSIAP grouping.</li> </ul>

**Table 13: Common Advice Performance Management Framework - Output Indicators**

Indicator	Definition		Notes
<b>Output</b>			
Breakdown of debt strategy agreed with client	Debt clients outputs	Number in year agreed to proceed with debt strategy	This is a client focused measure – Each client should only be included once. Clients should be recorded if they have agreed to proceed with a debt strategy during the reporting year (12 months to 31.03.2022), regardless of whether they have additional debts where a strategy has not yet been agreed or if they change debt strategies throughout the year.
		Number of debt strategies agreed	This is an output focused measure – Each individual debt strategy agreed during the reporting year (12 months to 31.03.2022) should be recorded. This may include multiple strategies for the same individual if they are using multiple strategies simultaneously. Strategies agreed in previous years, should not be included even if the process is still ongoing.
		Number with debt outcome awaiting outcome	This should be recorded as the total number of debt clients supported during the reporting year where the outcome of discussions is not yet known.
		Total number of debt clients who did not agree a debt strategy	This should be recorded as the total number of debt clients where discussions have ended, and no debt strategy has been agreed. This should also include clients who disengaged with the service before a debt strategy could be agreed.
	Total number of debt strategies agree per:	<ul style="list-style-type: none"> <li>• Awaiting sequestration</li> <li>• Budgeting advice</li> <li>• Consolidation loan</li> <li>• Debt Arrangement Scheme</li> <li>• Debt written off</li> <li>• Debt and mental health evidence form</li> <li>• Direct deduction from benefit</li> <li>• Full and final settlement</li> <li>• Grant awarded</li> </ul>	Each individual debt strategy agreed during the reporting year should be recorded. If the client has moved from one strategy to another include the new strategy agreed, however, if they are using multiple strategies simultaneously, record all of them.

Indicator	Definition		Notes
	<ul style="list-style-type: none"> <li>• Alternative category: Total Moratorium</li> <li>• Formal moratorium</li> <li>• Informal moratorium</li> <li>• Mortgage to rent/shared equity</li> <li>• Nil payments/offers</li> <li>• Pro rata offers</li> <li>• Repayment plan</li> <li>• Sale of asset</li> <li>• Alternative category: Total Sequestration</li> <li>• Minimal Asset Process Sequestration</li> <li>• Full administration sequestration</li> <li>• Support for mortgage interest</li> <li>• Token payments</li> <li>• Trust Deed</li> <li>• Other (please specify)</li> </ul>		
Number of welfare/social security benefit claims that result in Mandatory Reconsiderations and Appeals, and their outcome	Local authorities are asked to provide the total number of claims submitted and the number of awards made/or continued to be paid after review for each type of welfare benefit in the financial year		The intention is to identify the support provided by advice agencies to service users to challenge decisions about the award of welfare/social security benefits and the result
	Total number of mandatory reconsiderations supported		
	Number of mandatory reconsiderations won		
	<b>Number of mandatory reconsiderations supported for each type of welfare/social security benefit:</b> And	<ul style="list-style-type: none"> <li>• Attendance Allowance</li> <li>• Carers Allowance</li> <li>• Child Benefit</li> <li>• Child Tax Credit</li> <li>• Cold Weather Payments and Winter Fuel Payments</li> <li>• Alternative Category: Total Contributory Benefits</li> </ul>	The alternative category 'Total Contributory Benefits' should only be completed by services who cannot provide a breakdown by 'Bereavement Benefits', 'New style ESA', 'New style JSA', 'Maternity Allowance', and 'State Pension'.



Indicator	Definition		Notes
	Number of mandatory reconsiderations <b>won</b> for each type of welfare/social security benefit:	<ul style="list-style-type: none"> <li>• Bereavement Benefits</li> <li>• Contribution-based/new style ESA</li> <li>• Contribution-based/new style JSA</li> <li>• Maternity Allowance</li> <li>• State Pension</li> <li>• Disability Allowance</li> <li>• Discretionary Housing Payments</li> <li>• ESA – Old Style</li> <li>• Funeral Expenses</li> <li>• Housing Benefit</li> <li>• Income Support</li> <li>• Industrial Injuries Disablement Benefit</li> <li>• JSA – Old style</li> <li>• One-off Grants</li> <li>• Pension Credit</li> <li>• Personal Independence Payment</li> <li>• Alternative Category: Total Social Security Benefits</li> <li>• Alternative Category: Total Best Start Grant               <ul style="list-style-type: none"> <li>• Best Start Grant – Pregnancy and Baby Payment</li> <li>• Best Start Grant – Early Learning Payment</li> <li>• Best Start Grant – School Age Payment</li> </ul> </li> <li>• Carer’s Allowance Supplement</li> <li>• Child Winter Heating Assistance</li> <li>• Funeral Support Payment</li> <li>• Job Start Payment</li> <li>• Scottish Child Payment</li> <li>• Young Carer Grant</li> </ul>	

Indicator	Definition	Notes
	<ul style="list-style-type: none"> <li>Alternative Category: Total Scottish Welfare Fund</li> </ul>	
in Mandatory Reconsiderations and Appeals, and their outcome	Number of appeals supported by the service	Please record activity relating to the current reporting year
	Number of appeals won	Please record activity relating to the current reporting year
	Total number of appeals lost	'Lost' outcomes reached during the reporting year should be recorded even if they relate to Appeals from a previous year
	Number of appeals awaiting outcome	Awaiting outcome should include a snapshot from the end of the reporting year of the number of appeals where an outcome is not yet known.
	Number of appeal withdrawn	Withdrawn should include the total number of appeals where the client has withdrawn during the reporting year, before an outcome was reached.
	Number of appeals for specific benefits	List the benefits and number of people appealing each

**Table 14: Common Advice Performance Management Framework - Outcome Indicators**

Indicator	Definition	Notes
<b>Outcome Indicators</b>		
Verified and unverified financial gain	<p>Financial gain is the total amount of income generated for clients per financial year as a result of the intervention of the money and/or welfare rights advice.</p> <p>Financial gain is verified if the money and/or welfare rights advice service has independent evidence of the level of financial gain. This may be achieved via confirmation of receipt of the gain by the client, or by accessing a client’s records with another organisation. Other verification methods may also be possible.</p> <p>Local authorities should provide the total sum of verified and unverified financial gain for the following:</p>	
Welfare Benefit Gains		<p>If the gain results from a change in benefits, only submit any additional payments gained (e.g. if a client was in receipt of benefits totalling £55.10 a week, and this increased to £82.30 a week following intervention, the figure submitted would be the new payment minus the old payment, and then calculated for the year. In this instance <math>82.30 - 55.10 = 27.20</math></p> <p>Multiplied by 52 = £1,414,40.</p>
Verified financial gain from <b>mandatory reconsiderations/appeals won</b>		<p>Financial gain from mandatory reconsiderations/appeals should include the full benefit amount as this may have been lost without the service’s intervention. The amount should be assumed for 12 months.</p>

Indicator	Definition	Notes
		The thinking behind it is that the role advice services play in ensuring service users continue to receive existing benefits should be reflected
<b>Other</b> verified welfare benefits financial gain (please specify)		Please include any other verified welfare benefits financial gain not included under awards and mandatory reconsiderations/appeals, e.g. grants accessed. Please specify what has been included.
Money Advice Gains	<b>Total verified money advice</b> financial gain	This should include financial gain from increased resources i.e. money that is no longer payable, due to a debt being written off, DAS etc.
unverified financial gain		<p>Please include financial gain that cannot be verified, e.g. financial gain relating to benefit entitlement checks. As with verified gains, these gains should be assumed for 12 months. Please specify what has been included.</p> <p>The alternative category ‘Total unverified financial gain’, should only be completed by services who cannot provide a breakdown by ‘money advice’ and ‘welfare benefits’.</p>
Verified financial gain for each type of benefit		Financial gain from awards should be assumed for 12 months. If the gain results from a change in benefits only submit any additional payments gained.

## Appendix 5: Connected Stakeholders/Partners

The strategic partners are committed to working with organisations that provide support to individuals that have barriers to social inclusion. This includes, but is not restricted to:

### Connected Stakeholders (Local)

- West Dunbartonshire Council's Housing and Homeless Service.
- West Dunbartonshire Your Community Team.
- West Dunbartonshire Council's Revenues and Benefits Service.
- West Dunbartonshire Council's Education Service.
- West Dunbartonshire Welfare Reform Group.
- Community Health and Care Partnership and associated projects and services for vulnerable groups such as the Addiction, Drug Partnership.
- Community Planning Partnership and associated Delivery Improvement Groups
- Local registered social landlords (wider role objectives);
- Community and voluntary organisations, including for example -Clydebank Asbestos Group, Foodshare and Credit Unions.

### Connected Stakeholders (National)

There are a number of agencies and organisations that have significant interest in the individual and collective efforts of the members of the West Dunbartonshire Advice Partnership. These include:

- DWP and West Dunbartonshire Jobcentreplus services.
- Scottish Social Security Agency
- Scotland Improvement Service – establishing a national framework for service delivery and reporting ;
- Scottish Legal Aid Board (Scottish National Standards for Advice and Information Service Providers);
- Macmillan Cancer Support – Transforming Care after Treatment (TCAT) and Improving the Cancer Journey (ICJ);
- Oxfam;
- Poverty Alliance;
- Citizen's Advice Scotland and its network of Partners.