

**2022/23**  
**DELIVERY PLAN**

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**SUPPLY,  
DISTRIBUTION AND  
PROPERTY**



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## 1. Introduction

Supply, Distribution and Property comprises a wide range of services covering Corporate Asset Management, Building Services, Housing Asset & Investment and the Corporate Procurement Unit (CPU). It is one of 8 strategic areas responsible for delivering the Council's Strategic Plan. Key actions to help achieve that are set out in this Delivery Plan, together with actions to address any performance issues and service priorities identified in the planning process.

The progress of this Plan for will be monitored and managed by the management team and reported to Corporate Services Committee twice yearly, at mid-year and year-end for Corporate Procurement Unit (CPU). Infrastructure, Regeneration and Economic Development Committee for Corporate Asset Management and Housing and Communities Committee for Building Services and Housing Asset & Investment.

## 2. Performance Review

The Supply, Distribution and Property management team completed a detailed review of 2021/22 performance, focusing on the following:

- 2021/22 Delivery Plan year end progress;
- 2021/22 Quality Standards year end progress;
- Local Government Benchmarking Framework (LGBF) comparative data;
- Telephone Survey feedback;
- Complaints;
- Continuous Improvement (Fit for Future reviews)
- Other benchmarking/feedback.

This review highlighted our key achievements in 2021/22 as well as the challenges to be addressed in 2022/23. These are summarised below.

### **Key Achievements in 2021/22**

Listed below are some of the major achievements in each service area. Despite the unprecedented challenges the coronavirus pandemic has created including restrictions and additional duties, each service within SD&P has found new ways of continuing the delivery of critical front line services. All services achieved many other outcomes throughout the year which are not recorded here but are as important.

## **Corporate Asset Management**

- Supported the delivery of major capital projects including delivery of phase 1 of the new Renton campus, development phase of new Faifley Community Campus, new build housing projects and development phase of Exxon City Deal Project.
- Effectively managed COVID-19 PPE store and supported COVID-19 testing facilities.
- Developed office accommodation plans and managed access and occupancy.
- Developed and implemented a new Disposal Strategy.

## **Housing Asset & Investment**

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

- Over 3500 internal upgrades including; kitchens, bathrooms, showers, adaptations, central heating, smoke detectors, windows and doors
- Over 700 environmental improvements including bin stores
- Over 600 external improvements including; new roof coverings, external insulated render and tenement structural refurbishments
- Over 300 New Build Homes as part of the Strategic Housing Investment Programme (SHIP)
- Continuation and working towards SHQS & EESSH compliance performance and reduced SHQS abeyance numbers through the strategic planning and management of housing assets.

## **Building Services**

- Improved capacity, capability and skills by through agreed structure changes which will provide additional skills, experience Managed the recovery from the pandemic, focusing and completing the significant backlog of (non urgent) repairs. Improved/ maintained performance in some Performance Indicators despite COVID-19 restrictions.
- Implemented hand held devices (IHMS) across the craft workers and continued to support learning and changes to process
- Progressed the programme of the Council Assets capital funded improvement projects.

## **Corporate Procurement Unit**

- Delivered a new 5 year Procurement Strategy.
- Increased the procurement spend compliance to 98% in 2020/2021 and at the first six months of 2021/2022, was also 98%.
- Delivered annual performance procurement savings of £0.732m.
- Increased procurement spend on local enterprises and suppliers who have a presence in West Dunbartonshire to 43.1%.
- Collaborated with partners to make a positive contribution to sustainability through procurement decisions

- Collaborated with partners and suppliers to deliver and increase local social and community benefits.

## **Key Challenges from 2021/22**

### **Workforce.**

- The principle challenge has continued to be in relation to the COVID-19 pandemic. Including adapting to changing legislation and guidance to ensure continued delivery of front line services and safe working conditions for employees.
- The turnover coupled with the time taken to replace, recruit and train employees across Supply Distribution and Property was a particular challenge in 2021/22 when demands on all services were higher than normal as a result of the pandemic.
- Exceptionally high levels of sickness/ isolation particularly in Building Services had significant impact on our ability to deliver maintenance and repairs and projects.
- The national skills shortage of qualified and experienced officers in Building Services, Procurement, and Corporate Asset Management, resulted in reduced workforce numbers, increased demands on existing teams and a high staff turnover. This has resulted in alternative service delivery models being introduced

### **Capital Projects**

- Progression of key capital projects, including the new Renton Campus and Clydebank Care Home and the Housing Investment Programme faced disruption due to COVID-19 where a significant period of time has been lost.
- Increasing issues relating to supply of labour and materials, due to increased energy, transport and raw material costs, impacted on supply chains, and third parties and our ability to carry out works within budget and on time.
- Construction inflation with labour and material costs increasing over the last year.
- Increased scrutiny at both local and national level including funding applications, monitoring and reporting required a significant amount of management time impacting on service delivery.

### **Building Services**

- Due to the nationwide buoyant building sector following the easing of COVID-19 restrictions, the team experienced difficulty in the recruitment and retention. As a result some capital funded improvement projects targets' were not fully achieved and impacted our ability to meet performance target dates on all repairs.
- As a result of not meeting service demands, there was a significant increase in enquiries and complaints from tenants, residents and elected members.
- Efforts to complete the backlog of repairs and difficulty in recruiting resources did impact on the team overall performance, time to respond to emergency repairs and average days taken to complete non-emergency repairs with the annual targets not being achieved.

### **Corporate Procurement Unit**

- Increased scrutiny at both local and national level including funding applications, monitoring and reporting required a significant amount of management time impacting on service delivery.
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## **3. Strategic Assessment**

The Supply Distribution and Property management team completed a strategic assessment to determine the major influences on service delivery and priorities in 2022/23. These are summarised below.

### **Financial Challenges**

The entire public sector is facing significant financial challenges. The Council are currently faced with an estimated cumulative funding gap in 2023/24 of £18.3m rising to £24.2m in 2024/25. Funding pressures relating to COVID-19 will continue in 2022/23, and whilst there is still some carried forward COVID-19 funding from the Scottish Government available for use in 2022/23, it is difficult to assess whether it will continue to be sufficient due to the ongoing unpredictability of the impact of the pandemic on people's lives and local businesses. We will continue to monitor the overall financial position of the Council and updates on estimated future budget gaps will be reported to Elected Members throughout 2022/23.

These challenges mean further action is required to balance our budget and protect services for residents. This will mean that, within Supply Distribution and Property available funding will be reduced and we will need to reconfigure how we work and what we do to deliver further efficiencies

### **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, budgets which have been identified as being more susceptible to fluctuations include:

- **Building Materials;** 2022/23 budget - £3.5M. Nationally there has been a significant inflation in cost of building supplies and materials as well as challenges with supply due to increased energy, transport and raw material costs. Higher material costs will be passed onto client budgets through service recharges and any cost increase will put pressure on client maintenance and investment budgets.
- **Labour costs;** 2022/23 budget - £20.1M. Nationally there continues to be challenges in recruitment and retention of staff due to a skills shortage of qualified and experienced officers. This impacts both our workforce and that of sub-contractors.
- **Transport fuel costs** - 2022/23 budget £750,000. The price of petrol/diesel can fluctuate a great deal based on market prices. Higher fuel and hire costs will be passed onto client budgets through service recharges and any cost increase will put pressure on client maintenance and investment budgets.
- **Capital Plan** - Nationally there has been a significant inflation in cost of building supplies and materials and in some cases shortfall in supplies. For some projects this may need to increased costs or slippage in delivery of the capital projects.

## Corporate Asset Management

### **Corporate Asset Management Strategy**

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. The new 5 year strategy is due from 2022 and will be developed in conjunction with and to meet the aspirations of the council's strategic priorities from 2022.

### **Income from Capital Receipts**

Continuing to secure income to the Council is a key priority and the Corporate Asset Management Plan supports this through delivery of 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. An annual update will be provided on the progress of disposals. In the current financial climate there will be a significant dependency on the effectiveness of this plan and the outcomes.

### **Consultancy Services**

Consultancy Services sits within Corporate Asset Management and is the Council's design and construction contract consultancy. Consultancy Services administers and manages capital programmed construction works providing technical assistance, feasibility and cost studies on behalf of other services

## **Housing Capital Investment Programme**

A refreshed HRA Capital Plan for period 2022/26, totalling £47m was agreed at Council March 2022. 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.

## **Housing Capital Improvements**

The refreshed Housing Revenue Account (HRA) Capital Plan 2022/26 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.

## **Building Services**

### **Improvement Plan for Building Services – workforce**

The review of Building Services and the subsequent action plan is a strategic priority and a critical influencing factor for Building Services. . Progress of phase 2 of the 5 year business plan, including implementing new structure which will facilitate/ improve / enhance both capacity and capability at management level. .Significant actions require to be addressed 22/23 including individual performance management, workforce planning, working arrangements and remuneration.

### **Improvements of Buildings Service**

Phase 2 of the review will involve other areas of the service including planning, supervision stores operations. Improvements to customer experience, speed of delivery, quality and consistency of the repairs provision, and working practices are significant priorities within this plan.

## **Corporate Procurement Unit**

### **CPU – Improvement Plan**



Following the Fit for Future service review of Procurement an action plan is being progressed to address key findings over a 3 year period, 2021/2024. This includes streamlining the customer experience, improving on line guidance and forms, improving process and procedural documents, user training and service engagement together with team resilience and communication.

### **Contract Supplier Management Policy**

The refresh of the Contract and Supplier Management Policy will be progressed and aims to ensure that suppliers and Council officers adhere to their agreed contractual obligations including social benefit delivery.

### **CPU – Strategy**

The Councils Procurement Strategy sets out the vision, objectives and actions to direct procurement activity reflecting national and local policies, and key focus areas. Progress against these, including delivering savings and benefits continue to be monitored.

### **Council Wide Climate Change Strategy**

The Council has developed a Climate Change Strategy in response to Scotland's climate emergency and to provide a route map towards meeting Scotland's national net zero carbon target by 2045. This Strategy has informed the development of a Climate Change Action Plan for 2022/23 to ensure environmental actions are devolved to relevant service areas and climate change action is mainstreamed across council policies, operations and the wider public. Progress against the actions assigned to SD&P will be monitored.

### **Continuous Improvement**

To support continuous improvement, the Council has an established programme of Fit for Future service reviews. Using a range of tools, that encapsulates service design, maturity assessments and employee engagement, information is gathered and reviewed to identify improvements and to ensure our services are efficient and that we make best use of our resources. During 2022/2023 we will assess the performance of the services within SD&P with a view to determining if any service would benefit from a Fit for Future service review.

### **Action Plan**

The challenges identified in Section 2 and the key factors identified in Section 3 have informed SD&P priorities for 2022/2023. Appendix 1 sets out the action plan to address them. It also includes:

- performance indicators and targets that will enable progress to be monitored and reported to stakeholders;
- strategic workforce actions to address workforce issues identified in the planning process; and

- strategic and/or service risks, including those relating to the pandemic.

The Council has identified risks at both a strategic and service level. Strategic risks represent the potential for the Council to take advantage of opportunities or fail to meet stated strategic objectives and those that require strategic leadership; while service risks relate to service delivery and represent the potential for impact on individual services, or the experience of those who work within the services, i.e. employees, partners, contractors and volunteers or service users and clients in receipt of the services provided. In identifying the relevant risks for 2022/2023 and actions to mitigate them, the aim is to improve or maintain the current position (i.e. the current risk score) set out in the appendix.

## 4. Resources

### Finance

Supply Distribution and Property has a net revenue budget of £2.73m (net income) and a capital budget of £6.20m in 2022/2023. A breakdown by service area is set out below. We will make the best use of the resources available to deliver on key priority areas and secure external/match funding where this is possible.

Service Area	Gross Expenditure 2022/23 (£m)	Gross Income 2022/23 (£m)	Net Expenditure 2022/23 (£m)	Capital Budget 2022/23 (£m)
Consultancy Services	0.845	(0.235)	0.610	0.000
Corporate Assets	2.628	(4.781)	(2.153)	0.000
Capital Investment Team	0.557	(0.719)	(0.162)	2.785
Private Sector Housing Grant	0.525	(0.446)	0.079	0.000
Corporate Asset Maintenance	4.862	(5.128)	(0.266)	3.337
Housing Asset Maintenance & Investment	0.494	(0.412)	0.082	0.000
CPU	0.981	(0.500)	0.481	0.000
HMTA	18.395	(19.796)	(1.401)	0.078
<b>Total</b>	<b>29.287</b>	<b>(32.017)</b>	<b>(2.730)</b>	<b>6.200</b>

## Employees

### **Employee Numbers** (data to be confirmed)

The headcount and full time equivalent staff in each service area (as of 31<sup>st</sup> March 2022) are as follows:

<b>Service Area</b>	<b>Headcount</b>	<b>FTE</b>
Corporate Asset Management	43	36.10
Housing Asset & Investment	10	8.80
Maintenance & Repairs	347	336.12
CPU	19	17.14
<b>TOTAL</b>	<b>419</b>	<b>398.16</b>

### **Absence in 2021/22**

The quarterly absence statistics for Supply Distribution and Property are shown below together with the Council average for the same periods for comparison. The figures have been higher than the Council average throughout 2021/2022:

<b>Absence in 2021/22</b>	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>Annual FTE days lost per FTE employee</b>
<b>Supply, Distribution &amp; Property</b>	5.4	5.00	4.41	4.56	<b>17.20</b>
<b>COUNCIL WIDE TOTAL</b>	3.27	3.58	4.5	5.03	14.55

## Appendix 1: Action Plan



<b>P</b>	2. Our Environment
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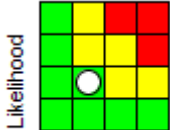
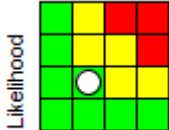
<b>Ob</b>	Objective 6. Our neighbourhoods are sustainable and attractive
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Performance Indicator –	Owner
% of Special Needs Adaptation projects completed from receipt of referral to carrying out survey, design and submission of building warrant	Craig Jardine
Percentage of repairs appointments kept	Martin Feeney
% of properties that require a gas safety record which had a gas check and record completed by the anniversary date	Martin Feeney
Percentage of reactive repairs carried out completed right first time	Martin Feeney
% of tenants satisfied with the repairs and maintenance service	Martin Feeney
Average length of time taken to complete emergency repairs	Martin Feeney
Average time taken to complete medical adaptations	Alan Young

Performance Indicator –	Owner
% of council dwellings that meet the Scottish Housing Quality Standard	Alan Young
Average time taken to complete non-emergency repairs	Martin Feeney
% of council houses that are energy efficient	Alan Young
% of Housing and General Services projects supported by consultancy services	Craig Jardine

Action	Due Date	Owner
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-2023	Alan Young
Deliver the HRA Capital Investment programme for 2022/23	31-Mar-2023	Alan Young
Ensure the Council's Housing stock progresses towards the achievement of the energy efficiency standard for social housing.	31-Mar-2023	Alan Young

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Owner
Failure to deliver medical adaptations in agreed target timescales	This is monitored to ensure target timescale of 60 days average for housing medical adaptations is adhered to ensure satisfaction with the service and support those in need of this service.	 <p>Likelihood</p> <p>Impact</p>	 <p>Likelihood</p> <p>Impact</p>	31-Mar-2022	Angela Wilson

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Owner
Failure to maintain Housing Stock	The risk that Council's Housing Stock are not fully fit for purpose with consequent adverse impact on our ability to deliver efficient and effective housing for Council tenants.	 Likelihood Impact	 Likelihood Impact	31-Mar-2022	Angela Wilson

**P** 3. Our Economy

**Ob** Objective 7. Our area has the infrastructure for sustainable and inclusive growth where businesses can flourish

Performance Indicator	Owner
% of Contract & Supplier Management scorecards delivered where the Supplier at a minimum, meets the Social Benefits expectations.	Annabel Travers
% of procurement spent on local small/medium-sized enterprises and SMEs who have a presence in West Dunbartonshire	Annabel Travers

Action	Due Date	Owner
Continue to incorporate social benefits in the contract activity	31-Mar-2023	Annabel Travers

 4. Our Council
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 Objective 10. Our workforce is resilient and skilled where digital technology supports service delivery for our residents
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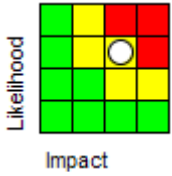
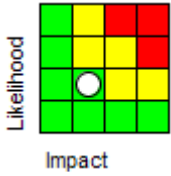
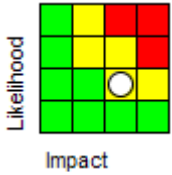
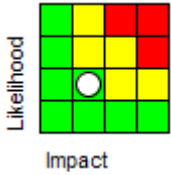
Action	Due Date	Owner
Develop and implement wellbeing, employee engagement, equality and training plans to enable capabilities, improved resilience and promotion of a diverse workforce.	31-Mar-2023	Angela Wilson
Develop and implement employee life cycle plans in line with the People First Strategy to attract and retain the workforce.	31-Mar-2023	Angela Wilson
Implement service review process including role design, use of new technology and new ways of working to add resilience, address gaps, and establish opportunities for efficiencies	31-Mar-2023	Angela Wilson
Develop and implement training plans and development opportunities to improve capabilities and resilience within the workforce.	31-Mar-2023	Angela Wilson

<b>Ob</b>	Objective 11. Our Council is adaptable and focused on delivering best value for our residents
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Performance Indicator	Owner
CM4c: Percentage of council buildings in which all public areas are suitable for and accessible to disabled people	Craig Jardine
Proportion of operational buildings that are suitable for their current use %	Craig Jardine
Proportion of internal floor area of operational buildings in satisfactory condition %	Craig Jardine
% of Contract & Supplier Management scorecards delivered where the Supplier at a minimum, meets the Cost expectations.	Annabel Travers
% of Contract & Supplier Management scorecards delivered where the Supplier at a minimum, meets the quality expectations	Annabel Travers
% of Contract & Supplier Management scorecards delivered where the Supplier at a minimum, meets the Service expectations.	Annabel Travers
% of C&SM scorecards submitted against the total number due	Annabel Travers
Annual Cash Savings target achieved	Annabel Travers
% of Contract award notices published within 30 calendar days from award letter being sent	Annabel Travers
% of capital projects supported by capital investment team, delivered within agreed plan	Craig Jardine
% of capital receipts achieved as forecast	Craig Jardine



Action	Due Date	Owner
Implement improvement plan for Building services – Phase 2	31-Mar-2023	Martin Feeny
Progress delivery of the Corporate Asset Management Strategy to align with the Councils Strategic Plan	31-Mar-2023	Craig Jardine
Monitor progress of capital projects managed by consultancy services	31-Mar-2023	Craig Jardine
Monitor the progress of disposal of key strategic sites over 22/23	31-Mar-2023	Craig Jardine
Implement the Fit for Future Action Plan for Procurement– P2P Phase 1	31-Mar-2023	Annabel Travers
Deliver procurement savings and benefits	31-Mar-2023	Annabel Travers
Refresh the Contract and Supply management Policy	31-Mar-2023	Annabel Travers

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Owner
Failure to implement improvement plan to ensure Building Services are fit for purpose	The implementation of the improvement plan will enhance the effectiveness, efficiency and best value of Building Services			31-Mar-2022	Angela Wilson
Failure to implement IHMS system across building services	The effective implementation of the IHMS system will delivery efficiency, improve case tracking, capture customer satisfaction and improve service delivery.			31-Mar-2022	Angela Wilson

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Owner
Failure to meet citizen expectation and service standards	Risk of citizen dissatisfaction due to us not doing what we say we will when we say we will or not completing required works first time.			31-Mar-2022	Angela Wilson
Failure to demonstrate robust financial and productivity systems within building services	The development of new costing model will mitigate against this financial risk. Process change and review will improve the system for charging of works			31-Mar-2022	Angela Wilson
Failure to secure best value of procurement spend and ensure compliance with financial regulations	Improved procurement management process, contract strategies, planning, monitoring and reporting in collaboration with services will continue to mitigate against non compliant procurement spend			23-May-2022	Angela Wilson
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			23-May-2022	Angela Wilson
Maintaining Council Assets that are fit for purpose	The risk that the Council's assets and facilities are not fully fit for purpose with consequent adverse impact on our ability to deliver efficient and effective services. Assets included in this assessment are; the Council's property portfolio and open space			01-Sept-2022	Angela Wilson

