

# Agenda



## Meeting of West Dunbartonshire Council

**Date:** Thursday, 14 February 2019

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**Time:** 14:00

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

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**Contact:** Christine McCaffary  
Tel: 01389 737186 – [christine.mccaffary@west-dunbarton.gov.uk](mailto:christine.mccaffary@west-dunbarton.gov.uk)

Dear Member

Please attend a meeting of **West Dunbartonshire Council** as detailed above.  
The business is shown on the attached agenda.

Yours faithfully

**JOYCE WHITE**

Chief Executive

Distribution:-

Provost William Hendrie  
Bailie Denis Agnew  
Councillor Jim Bollan  
Councillor Jim Brown  
Councillor Gail Casey  
Councillor Karen Conaghan  
Councillor Ian Dickson  
Councillor Diane Docherty  
Councillor Jim Finn  
Councillor Daniel Lennie  
Councillor Caroline McAllister

Councillor Douglas McAllister  
Councillor David McBride  
Councillor Jonathan McColl  
Councillor Iain McLaren  
Councillor Marie McNair  
Councillor John Millar  
Councillor John Mooney  
Councillor Lawrence O'Neill  
Councillor Sally Page  
Councillor Martin Rooney  
Councillor Brian Walker

Chief Executive

Strategic Director - Transformation & Public Service Reform

Strategic Director - Regeneration, Environment & Growth

Chief Officer - West Dunbartonshire Health & Social Care Partnership

Date of issue: 1 February 2019

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# **WEST DUNBARTONSHIRE COUNCIL**

**THURSDAY, 14 FEBRUARY 2019**

## **AGENDA**

### **1 STATEMENT BY CHAIR – AUDIO STREAMING**

The Chair will be heard in connection with the above.

### **2 APOLOGIES**

### **3 DECLARATIONS OF INTEREST**

### **4 MINUTES OF PREVIOUS MEETING 7 – 14**

Submit for approval as a correct record, the Minutes of meeting of West Dunbartonshire Council held on 19 December 2018.

### **5 MINUTES OF AUDIT COMMITTEE 15 – 24**

Submit for information and where necessary ratification, the Minutes of Meetings of the Audit Committee held on:-

- (a) 26 September 2018
- (b) 12 December 2018

### **6 OPEN FORUM**

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

### **7 GLASGOW CITY DEAL CITY REGION - UPDATE 25 – 74**

Submit report by the Strategic Lead – Regeneration advising of the progress with the implementation of the Glasgow City Region, City Deal.

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|-----------|--|------------------|
| <b>8</b>  | <b>REVIEW OF PLANNING AUTHORITY SCHEME OF DELEGATION</b>   | <b>75 - 84</b>   |
|           | Submit report by the Strategic Lead – Regulatory seeking approval of a revised Scheme of Delegation.   |                  |
| <b>9</b>  | <b>GENERAL SERVICES BUDGETARY CONTROL REPORT TO 31 DECEMBER 2018 (PERIOD 9)</b>  | <b>85 - 162</b>  |
|           | Submit report by the Strategic Lead – Resources advising on the General Services revenue budget and the approved capital programme to 31 December 2018.  |                  |
| <b>10</b> | <b>HOUSING REVENUE ACCOUNT BUDGETARY CONTROL REPORT – TO 31 DECEMBER 2018 (PERIOD 9)</b>   | <b>163 - 173</b> |
|           | Submit report by the Strategic Lead – Housing & Employability providing an update on the financial performance to 31 December 2018 (Period 9) of the HRA revenue and capital budgets.  |                  |
| <b>11</b> | <b>COUNCIL TAX SETTING 2019/20 AND BUDGET UPDATE 2019/20</b>   | <b>To Follow</b> |
|           | Submit report by the Strategic Lead – Resources on the above.  |                  |
| <b>12</b> | <b>HOUSING REVENUE ACCOUNT (HRA) ESTIMATES AND RENT SETTING 2019/20</b>  | <b>To Follow</b> |
|           | Submit report by the Strategic Lead – Housing & Employability on the above.  |                  |
| <b>13</b> | <b>NOTICE OF MOTIONS</b>   |                  |
|           | <b>(a) Motion by Councillor Jim Bolland – Request for Information</b>  |                  |
|           | Council agrees to provide a suitably redacted full copy, to any Councillor requesting one, of the joint Police/Internal Audit report into allegations of contract Fraud and Corruption by senior Council officers. If agreed, the full suitably redacted report should be made available within 7 days of today's meeting. |                  |
|           | <b>(b)/</b>  |                  |

**(b) Motion by Councillor Jim Bollan – Referral to Audit Scotland**

Council agrees that the joint Police/Internal Audit report into the allegations of Fraud and Corruption by senior council officers will be referred to Audit Scotland and no officer implicated in the report will be allowed to leave the Council's employment voluntarily with any type of a package until Audit Scotland have reached a conclusion.

**(c) Motion by Councillor Sally Page - Passivehaus Standard**

This Council will support the future building of social and affordable homes to a Passivehaus standard.

It is understood that the current Council building programme to 2021 builds to a Scottish Silver Active Standard.

The Passivehaus standard will exceed this with the dual benefits of lower carbon emission and affordable, comfortable living.

**(d) Motion by Councillor Sally Page – Fairer Settlement for Councils in Scotland**

West Dunbartonshire Council acknowledges the increase in money for Scotland through the Barnett consequentials; strongly condemns the amount awarded to Local Government in the Holyrood Budget and agrees to write to the Finance Secretary to request a fairer settlement for Council's across Scotland.

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## WEST DUNBARTONSHIRE COUNCIL

At the Meeting of West Dunbartonshire Council held in the Civic Space, Council Offices, 16 Church Street, Dumbarton on Wednesday, 19 December 2018 at 6.00 p.m.

**Present:** Provost William Hendrie, Bailie Denis Agnew and Councillors Jim Bolla, Jim Brown, Gail Casey, Karen Conaghan, Ian Dickson, Diane Docherty, Jim Finn, Daniel Lennie, Caroline McAllister, Douglas McAllister\*, David McBride, Jonathan McColl, Iain McLaren, Marie McNair, John Millar\*, John Mooney, Lawrence O'Neill, Sally Page, Martin Rooney and Brian Walker

Note:- arrived later in the meeting

**Attending:** Joyce White, Chief Executive; Angela Wilson, Strategic Director - Transformation & Public Service Reform; Richard Cairns, Strategic Director – Regeneration, Environment & Growth; Beth Culshaw, Chief Officer, West Dunbartonshire Health & Social Care Partnership; Peter Hissett, Strategic Lead – Regulatory (Legal Officer); Stephen West, Strategic Lead – Resources; Laura Mason, Chief Education Officer; Victoria Rogers, Strategic Lead – People & Technology; Malcolm Bennie, Strategic Lead – Communications, Culture & Communities; Jim McAloon, Strategic Lead – Regeneration; Peter Barry, Strategic Lead – Housing & Employability; Julie Slavin, Chief Financial Officer, West Dunbartonshire Health & Social Care Partnership; Gillian McNeilly, Finance Manager; and Christine McCaffary, Senior Democratic Services Officer.

**Provost William Hendrie in the Chair**

### PROVOST'S REMARKS

Provost Hendrie advised Council that he intended considering Item 10 – General Services Budget Preparation 2019/20 to 2021/22 – Budget Update immediately after the Deputation.

He further advised that he had received, and accepted a request from Councillor O'Neill for an urgent item of business to be considered in connection with the start time of Tendering Committee meetings, and that this would be considered after the last item of business on the agenda.

## **STATEMENT BY CHAIR – AUDIO STREAMING**

The Provost advised that the meeting was being audio streamed and broadcast live to the internet and would be available for playback.

## **MINUTE OF SILENCE**

At the request of the Provost, the Council observed a minute's silence as a mark of respect for the loss of 3 crew members of the Flying Phantom tug boat which sank in the River Clyde on 19 December 2007, and for the loss of 3 family members from Dumbarton in the Glasgow bin lorry accident on 22 December 2014.

## **DECLARATIONS OF INTEREST**

Councillor McLaren declared a non financial interest in Item 10 – General Services Budget Preparation 2019/20 to 2021/22 – Budget Update being a member of Dumbarton Chamber of Commerce.

Councillors Bollan, Rooney and Casey declared non financial interests in Item 13 – Motion by Councillor Bollan – BAM TUPE Agreement for Janitorial Staff, all being members of Unite.

Note:- Councillors Douglas McAllister and Millar arrived at this point in the meeting.

## **MINUTES OF PREVIOUS MEETING**

The Minutes of Meeting of West Dunbartonshire Council held on 28 November 2018 were submitted and approved as a correct record.

## **OPEN FORUM**

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

## **REQUEST FOR DEPUTATION UNISON – BUDGET CUTS**

In accordance with Standing Order 18 the Council agreed to receive a deputation from Unison in connection with the above.

The Provost invited the delegation forward to speak to the meeting. Val Jennings, Unison and Jim Halfpenny, EIS were then heard in support of the Drop the Debt Campaign and the need for a parallel budget, both urging Members to engage in meaningful engagement with the Trades Unions and to join them in an anti-cuts campaign to help protect jobs and services in West Dunbartonshire.



## GENERAL SERVICES BUDGET PREPARATION 2019/20 TO 2021/22 – BUDGET UPDATE

A report was submitted by the Strategic Lead – Resources providing details of savings options generated by the Corporate Management Team for Members' consideration in closing the projected budget gap in setting the General Fund revenue budget for 2019/20.

The Strategic Lead also provided Members with a verbal update in connection with a Budget Update Briefing that had been circulated in advance of the meeting, and was then heard in answer to Members' questions.

Councillor Rooney, seconded by Councillor McBride moved:-

1. Council notes that as a result of Barnett consequential the Scottish Government will receive a budget increase in 2019/20 of around **£950m** from the UK Government. At the same time the Scottish Government is failing to properly fund Scottish Councils
2. West Dunbartonshire Council will not accept another year of SNP cuts and agrees the only way that this Council's financial situation will improve is through fair funding from the SNP Government.
3. Council also notes the positive proposal to change the Loans Fund Policy to write off assets over a longer period and that this could save the council £3m per year.
4. It is noted within the briefing note issued to members that taking account of a number of variables, including the settlement update, the budget gap would move from £2.066m to £2.140m, assuming the £3m from the Loans Fund policy change is agreed.
5. It was also noted that the Teachers Pension assumption of £2.3m would be funded by UK Government and this assumption is already factored into the budget assumptions' of 28<sup>th</sup> November.
6. Excerpt from the approved West Dunbartonshire Council Long Term Financial Strategy, Annex 2, Assumptions built into the 2019/20, 2020/21 and 2021/22 Indicative Revenue Estimates includes: *"Any additional costs relating to revaluation of the discount rate on Teachers pension scheme will be funded by Scottish Government."* (LONG TERM FINANCIAL STRATEGY, Page. 379).
7. Therefore, Serial 4.6 of the Report highlights a potential change in assumption of the treatment of this risk, however Labour's view is that there is no requirement to earmark this £2.3m as it's already built into the budget assumptions that the Scottish Government will fund it.
8. In addition, the Council has an unused earmarked reserves available as part of its budget considerations. Excerpt from Council meeting 27<sup>th</sup>

September: *"Of the earmarked balance £2.038m has been set aside for the council's Change Fund and £1.000m for an Apprenticeship Fund."*  
(West Dunbartonshire Council Statement of Accounts for the Year Ended 31 March 2018, Page 5).

9. It is recognised that some of the Change Fund will have been utilised during 2018 but around £1.5m has not been utilised.
10. As well as the recurring funds for 2019/20 onwards, there is a **£3m** In-Year benefit to the Council by changing the Loans Fund Policy.
11. When the unspent £1.5m Change Fund and the £0.9m left after closing the 2019/20 budget gap, it means that there would still be around £2.4m of reserves available for use.
12. So the 2019/20 budget gap could be closed using recurring savings from the Loans fund Policy change and there would still be around £2.4m of available resources to the Council.
13. Given the above, this council agrees to reject the additional savings options set out in this report.
14. To call for a report to a future Council meeting on the reserves position to allow for all elected members to take an informed and considered view on the Management Adjustments and allow members to reject those which they do not support

NOTE: Budget Changes:

£2.1million Gap uses £3m in 2019/20

Use 2018/19 -£3m in year effect

-£0.9m Spare

-£1.5m Change Fund

-£2.4m

-£2.2m MA's

Balance £0.2m

As an amendment Councillor Dickson, seconded by Councillor McColl moved:-

Council thanks officers for the report and notes that the projected budget gap as reported at November 2018 Council would have been met by carrying out additional debt refinancing, however new pressures have increased the projected gap.

While Council recognises that the total funding provided to us through the draft settlement offer from Scottish Government is a real-terms increase in the total funding the Council will have to provide services, the expansion of

ringfencing and new service provision means that the effect of this draft settlement offer is to reduce the core budget the Council has available to provide our day to day services.

While we agree that the enhanced budgets targeting new work to reduce child poverty, close the attainment gap and improved wellbeing are welcome, Council agrees that our core services still need to be funded or the potential benefits of the new service provision will not be realised; instead we risk exacerbating the very problems in our communities that the Scottish Government are trying to resolve.

COSLA Leaders have also voted to offer Local Government staff an enhanced Pay Offer, which if accepted by the Joint Trade Unions will add more than £1.1m to our wages bill over the coming two years, and increase our budget gap.

An enhanced offer is also being made to teachers, however the enhancement is being fully funded by the Scottish Government and therefore there would be no impact on the Council budget gap as a result of acceptance.

Pay negotiations are on-going with both collective bargaining groups and the current draft settlement is extremely complex; there are still a number of unknown variables, therefore Council agrees that it would not be appropriate to consult on savings options at this time.

The Scottish Government budget consultation remains open until January 11<sup>th</sup> 2019, and Council notes that while COSLA lobbying continues, the Leader of the Council will also be having high level discussions with the Scottish Government on behalf of West Dunbartonshire Council; Council fully supports the Leader of the Council to lobby on our behalf and asks Council officers and other members to provide appropriate assistance when required.

Council agrees that the February Council meeting will be brought forward to 2pm on February 14<sup>th</sup> in Clydebank Town Hall, to allow Council to set the Council tax rate and agree the content and process for the public consultation. The Council plans to finalise its budget on March 27<sup>th</sup> 2019, with this meeting moving to 2pm in Church Street. This new timescale takes us beyond the Scottish Government's budget consultation period and we should have more clarity around allocations, ring-fencing and any new budget pressures.

At the request of Councillor O'Neill the Council proceeded by way of a roll call vote.

On a vote being taken 11 members voted for the amendment, namely Provost Hendrie, Bailie Agnew and Councillors Brown, Conaghan, Dickson, Docherty, Finn, Caroline McAllister, McColl, McLaren and McNair, 9 members voted for the motion, namely Councillors Bolla, Casey, Lennie, Douglas McAllister, McBride, Millar, Mooney, O'Neill and Rooney, and 2 members abstained, namely Councillors Page and Walker.

The amendment was accordingly declared carried.

## **ADJOURNMENT**

Having heard the Provost, the Council agreed to adjourn the meeting for a period of 10 minutes. The meeting reconvened at 7.40 p.m. with all Members listed in the sederunt present, with the exception of Councillor Finn.

### **GENERAL FUND BUDGETARY CONTROL REPORT PERIOD 8 – 2018/19**

A report was submitted by the Strategic Lead – Resources advising on both the General Services revenue budget and the approved capital programme to 30 November 2018.

The Council agreed:-

- (1) to note that the revenue account currently shows a projected annual favourable variance of £0.132m (0.06% of the total budget); and
- (2) to note that the capital account shows that planned expenditure and resource for 2018/19 is lower than budgeted by £26.663m (31.84% of the budget), made up of £26.965m relating to project slippage, partially offset by £0.302m relating to an in year overspend.

### **HOUSING REVENUE ACCOUNT BUDGETARY CONTROL REPORT PERIOD 8 – 2018/19**

A report was submitted by the Strategic Lead – Housing & Employability providing an update on the financial performance to 30 November 2018 (Period 8) of the HRA revenue and capital budgets.

The Council agreed:-

- (1) to note the contents of the report which shows a projected favourable revenue variance of £0.066m (0.15%); and
- (2) to note the net projected annual position in relation to relevant capital projects which is highlighting a variance of £7.659m (22.9%) due to projected slippage of £8.092m (24.2%) and an overspend of £0.433m (1.3%)

### **TREASURY MANAGEMENT MID YEAR REPORT 2018/19**

A report was submitted by the Strategic Lead – Resources providing an update on treasury management during the first half of 2018/19.

The Council agreed:-

- (1) to note the treasury management stewardship information contained in the appendix to the report;

- (2) to approve the 2018/19 revised estimates of treasury and prudential indicators as advised within the appendix to the report (Tables A, B, C, D, E, F, H, M and O);
- (3) to approve the updated list of permitted investments detailed within paragraph 4.5.4 of the appendix to the report;
- (4) to approve the policy on the Statutory Repayment of loans fund advances detailed within paragraph 2.5 of the appendix to the report and note the ongoing review highlighted in paragraph 4.6 of the covering report; and
- (5) that the appendix to the report be remitted to the Audit Committee to ensure further scrutiny takes place.

### **REVIEW OF POLLING DISTRICTS AND POLLING PLACES**

A report was submitted by the Strategic Lead – Regulatory advising of the response to the consultations on the review of polling districts and polling places and seeking approval of the final polling scheme.

The Council agreed to adopt the scheme of polling districts and polling places as detailed in Appendix 1 to the report.

### **NOTICE OF MOTION**

#### **Motion by Councillor Jim Bollan – BAM TUPE Agreement for Janitorial Staff**

Councillor Bollan moved:-

Council agrees to insist that BAM Contractor honours in full the TUPE agreement signed with the Council regarding the terms and conditions for all janitorial positions in PPI/PPP WDC schools.

The TUPE agreement covered the full length of the Contract signed, 25 years. It appears Janitors may be employed by BAM on reduced terms and conditions which Council considers is contrary to the TUPE provisions of the PPP Project agreement signed by both parties.

Council calls upon BAM to adhere to the agreed terms and, if employees have lost out financially, full appropriate compensation needs to be paid by BAM to any employees so affected since the Contract was signed.

The Council agreed the motion.

## **URGENT ITEM OF BUSINESS MEETINGS OF TENDERING COMMITTEE**

Councillor O'Neill moved:-

Council agrees to alter the start time of all future Tendering Committees for the remainder of the term of this Administration to 9.30 a.m. – to take cognisance of the travelling times across the Authority for Elected Members, staff and the general public particularly during times of inclement weather.

This also reflects on the fact that 16 Church Street doors do not open to the general public until 9.15 a.m. each working day.

This time change proposal is not envisaged to impact on the scheduled start times of the Planning Committees which generally follow the Tendering Committee but Council may wish to consider also putting back the start time of Planning Committees by 15 minutes for the same period.

The urgency of this motion is to allow officers to be in a position to alter this proposed time change(s) in lieu of the next scheduled Tendering Committee taking place on Wednesday, 16<sup>th</sup> January 2019 and work would be required to facilitate this proposal this side of the New Year.

Councillor McColl asked if Councillor O'Neill would be willing to amend the first sentence to 'Council agrees to alter the start time of all future Tendering Committees for the remainder of the term of this Administration to allow start times no earlier than 9.30 a.m.'

Having heard Councillor O'Neill's acceptance to this change, the Council agreed the adjusted motion.

## **COMPLIMENTS OF THE SEASON**

Provost Hendrie wished Elected Members, everyone present and all Council employees a Merry Christmas and Happy New Year.

The meeting closed at 8.04 p.m.

## **AUDIT COMMITTEE**

At a Meeting of the Audit Committee held in the Council Chambers, Clydebank Town Hall, Dumbarton Road, Clydebank on Wednesday, 26 September 2018 at 10.00 a.m.

**Present:** Councillors Jim Brown, Karen Conaghan, Jonathan McColl, John Mooney and Martin Rooney, and Lay Member Ms Eilidh McKerry.

**Attending:** Joyce White, Chief Executive; Angela Wilson, Strategic Director – Transformation & Public Service Reform; Richard Cairns, Strategic Director – Regeneration, Environment & Growth; Stephen West, Strategic Lead – Resources; Malcolm Bennie, Strategic Lead – Communications, Culture & Communities; Colin McDougall, Audit and Risk Manager and Craig Stewart, Committee Officer.

**Also Attending:** Ms Carol Hislop, Senior Audit Manager and Zahrah Mahmood, Senior Auditor, Audit Scotland.

**Apologies:** Apologies for absence were intimated on behalf of Councillors Daniel Lennie, John Millar and Brian Walker.

**Councillor John Mooney in the Chair**

### **CHAIR'S REMARKS**

Prior to commencing with the business of the meeting, Councillor Mooney, Chair, welcomed everyone to the September meeting of the Committee and introduced Chris Johnston, who would be joining the Committee at its next meeting as a new Lay Member.

### **DECLARATIONS OF INTEREST**

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

### **MINUTES OF PREVIOUS MEETING**

The Minutes of Meeting of the Audit Committee held on 13 June 2018 were submitted and approved as a correct record.

## **OPEN FORUM**

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

## **AUDIT ACTION PLANS**

A report was submitted by the Strategic Lead – Resources advising of:-

- (a) recently issued Internal Audit action plans; and
- (b) progress made against action plans previously issued contained within Internal Audit and External Audit reports.

After discussion and having heard the Strategic Lead – Resources, the Chief Executive and relevant officers in further explanation and in answer to Members' questions, the Committee agreed:-

- (1) with regard to 'Project 136: Central Repairs & Maintenance Budget' contained in Appendix 1 to the report, that a report should be submitted to the next meeting of the Housing and Communities Committee on the current status of the new Integrated Housing Management System; and
- (2) otherwise to note the contents of the report.

## **NATIONAL FRAUD INITIATIVE IN SCOTLAND 2016-17**

A report was submitted by the Strategic Lead – Resources providing Committee with a national audit report, for information and consideration, which had been received from Audit Scotland.

After discussion and having heard the Audit and Risk Manager, Strategic Director – Transformation & Public Service Reform and relevant officers in further explanation of the report and in answer to Members' questions, the Committee agreed to note the contents of the report and the terms of the discussion which had taken place in respect of this matter.

## **PUBLIC INTEREST DISCLOSURES AND OTHER INTERNAL AUDIT INVESTIGATIONS – 1 JANUARY TO 30 JUNE 2018**

A report was submitted by the Strategic Lead – Resources advising of the outcome of investigations into allegations and disclosures in line with public interest disclosures and business irregularities policies received by Internal Audit between 1 January and 30 June 2018.



After discussion and having heard the Audit and Risk Manager and relevant officers in further explanation of the report and in answer to Members' questions, the Committee agreed to note the contents of the report.

The meeting closed at 10.45 a.m.

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## **AUDIT COMMITTEE**

At a Meeting of the Audit Committee held in the Civic Space, Council Offices, 16 Church Street, Dumbarton on Wednesday, 12 December 2018 at 10.00 a.m.

**Present:** Councillors Jim Brown, Karen Conaghan, John Mooney and Martin Rooney, and Lay Member Mr Chris Johnstone.

**Attending:** Angela Wilson, Strategic Director – Transformation & Public Service Reform; Richard Cairns, Strategic Director – Regeneration, Environment & Growth; Stephen West, Strategic Lead – Resources; Malcolm Bennie, Strategic Lead – Communications, Culture & Communities; Jim McAloon, Strategic Lead – Regeneration; Colin McDougall, Audit and Risk Manager; Stephen Daly, Customer Service Manager; Jennifer Ogilvie, Finance Business Partner; Michelle Lynn, Asset Co-ordinator and Craig Stewart, Committee Officer.

**Also Attending:** Ms Carol Hislop, Senior Audit Manager and Zahrah Mahmood, Senior Auditor, Audit Scotland.

**Apologies:** Apologies for absence were intimated on behalf of Councillors Daniel Lennie, Jonathan McColl and Brian Walker and Lay Member Ms Eilidh McKerry. Apologies were also intimated from Joyce White, Chief Executive.

**Councillor John Mooney in the Chair**

### **CHAIR'S REMARKS**

Councillor Mooney, Chair, welcomed everyone to the December meeting of the Audit Committee and introduced Chris Johnstone who was joining the Committee for the first time as its new Lay Member.

### **DECLARATIONS OF INTEREST**

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

## **MINUTES OF PREVIOUS MEETING**

The Minutes of Meeting of the Audit Committee held on 26 September 2018 were submitted and approved as a correct record.

## **OPEN FORUM**

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

## **TREASURY MANAGEMENT ANNUAL REPORT 2017/18**

A report was submitted by the Strategic Lead – Resources providing an update on treasury management during 2017/18.

After discussion and having heard the Finance Business Partner in further explanation of the report and in answer to Members' questions, the Committee agreed:-

- (1) to note that this report had been submitted to the meeting of Council held on 27 September 2018; and
- (2) otherwise to note the information provided within the Annual Report, as appended to the report.

## **AUDITED ANNUAL ACCOUNTS 2017/18**

A report was submitted by the Strategic Lead – Resources presenting the audited Financial Statements for 2017/18 for both the Council and the Charities administered by the Council; and highlighting matters of interest, as delegated by Council on 27 September 2018.

After discussion and having heard the Strategic Lead - Resources and the Senior Audit Manager, Audit Scotland, in further explanation and in answer to Members' questions, the Committee agreed:-

- (1) to note the contents of the report;
- (2) to note that the audited Annual Accounts 2017/18 of both the Council and the Charities were presented to, and approved by, Council on 27 September 2018; and
- (3) to note the findings of the audits as detailed in Audit Scotland's reports dated 27 September 2018.

## **AUDIT ACTION PLANS**

A report was submitted by the Strategic Lead – Resources advising of:-

- (a) recently issued Internal Audit action plans; and
- (b) progress made against action plans previously issued contained within Internal Audit and External Audit reports.

After discussion and having heard the Strategic Director - Transformation & Public Service Reform and relevant officers in further explanation and in answer to Members' questions, the Committee agreed:-

- (1) to note the terms of the discussion that had taken place in respect of this matter; and
- (2) otherwise to note the contents of the report.

## **INTERNAL AUDIT PLAN 2018/19 – HALF YEAR PROGRESS REPORT**

A report was submitted by the Strategic Lead – Resources advising on progress at the half year against the Audit Plan 2018/19.

After discussion and having heard the Audit and Risk Manager in further explanation and in answer to Members' questions, the Committee agreed:-

- (1) that it would be helpful for Members if this report could be reformatted, in future, to include more of the detail that was contained in the Appendices to the report; and
- (2) otherwise to note the contents of the report.

## **AUDIT COMMITTEE SELF-ASSESSMENT AND REPORTING ON AUDIT ASSIGNMENTS**

A report was submitted by the Strategic Lead – Resources advising on the results of a self-assessment exercise carried out recently by the Chair of the Audit Committee and the Audit and Risk Manager.

After discussion and having heard the Strategic Director - Transformation & Public Service Reform, Audit and Risk Manager and the Senior Audit Manager, Audit Scotland, in further explanation and in answer to Members' questions, the Committee agreed:-

- (1) to note the self-assessment, appended to the report, which showed that the Council's Audit Committee largely complied with Cipfa good practice and thereby could assess its performance as generally meeting the Cipfa requirements;

- (2) to approve the actions identified and request that these are now progressed;
- (3) to note that progress on the completion of the agreed actions would be reported annually to the Audit Committee;
- (4) to note the knowledge and skills framework for potential areas for development within the Elected Member development programme;
- (5) having reviewed the options in relation to the content of information provided to the Committee agreed to continue with the current approach which was:
  - (a) for planned audit assignments, provide action plan with a contextual summary, with the addition of further information on the key findings, and highlight the risks being mitigated; and
  - (b) for investigation work, provide summary information, with the addition of further information on the key findings, along with action plan; and
- (6) that, subject to monitoring/review, a self-assessment of the Audit Committee would be brought in on an annual reporting basis, commencing in September next year.

#### **SCOTTISH PUBLIC SERVICES OMBUDSMAN COMPLAINTS REPORT 2017/18**

A report was submitted by the Strategic Lead – Communications, Culture & Communities presenting the Scottish Public Services Ombudsman (SPSO) report on complaints handling by West Dunbartonshire Council for the year 1 April 2017 – 31 March 2018.

After discussion and having heard the Citizen & Digital Services Manager in further explanation of the report and in answer to Members' questions, the Committee agreed:-

- (1) to note the information contained within the report;
- (2) to note a commitment to improve response times for complaints to ensure compliance with the Scottish Public Services Ombudsman (SPSO) timelines;
- (3) to encourage an improvement culture that welcomed complaints in any form so that the Council could capture all expressions of dissatisfaction and use this information to drive future improvements;
- (4) to note that each service used the data provided to identify and progress improvement activity; and
- (5) to note that time was allocated at regular management teams for complaints analysis to allow Performance & Strategy Business Partners to support and capture improvement and learning activity for progress reporting.

### **COMPLIMENTS OF THE SEASON**

Councillor Mooney, Chair, wished everyone a Merry Christmas and a Happy New Year.

The meeting closed at 11.03 a.m.

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## **WEST DUNBARTONSHIRE COUNCIL**

### **Report by the Strategic Lead for Regeneration**

**Council: 14 February 2019**

**Subject: Glasgow City Region City Deal – Update**

#### **1. Purpose**

- 1.1** To note the progress with the implementation of the Glasgow City Region, City Deal.

#### **2. Recommendations**

- 2.1** It is recommended that Council:

- i) notes the progress of the Glasgow City Region (GCR) City Deal, and
- ii) notes the draft Glasgow City Region- Regional Skills Investment Plan (RSIP).

#### **3. Background**

- 3.1** The Glasgow City Region City Deal Infrastructure programme equates to £1.13bn of investment for over 20 projects over a ten year period. Projects are progressing and have reached various stages from Strategic, Outline and Full Business Case stages of approval.

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

- 4.1** The Outline Business Case (OBC) for the Exxon site project was originally approved at Council on 22 February 2017 and at the City Region Cabinet on 11 April 2017. A refreshed Outline Business Case was subsequently approved at Council on 28 November 2018 and approved at the Chief Executives' group on 31 January 2019 and will then presented to Cabinet on 12 February 2019. The Final Business Case is anticipated no later than November 2020.

#### **5. Glasgow City Region City Deal Update**

- 5.1** The Glasgow City Region, Chief Executives' Group met on 29 November 2018 and approved the following projects:
- i) Renfrewshire Council - Augmented Outline Business Case- Glasgow Airport Investment Area. With no change to scope or funding but considered by the PMO to be fully HM Treasury Green Book compliant;

- ii) South Lanarkshire Council- Full Business Case- Hamilton Community Growth Area- Highstonehall Road improvements project with funding requirement of £2.31m;
- iii) South Lanarkshire Council- Full Business Case- Newton Community Growth Area- Westburn Roundabout project with funding requirement of £1.75m;
- iv) Glasgow City Council- Augmented Outline Business Case- Canal and North Gateway. With no change to scope or funding but considered to be fully HM Treasury Green Book compliant;
- v) Glasgow City Council- Augmented Outline Business Case- Clyde Waterfront and West End Innovation Quarter. With no change to scope or funding but considered to be fully HM Treasury Green Book compliant;
- vi) Glasgow City Council- Augmented Outline Business Case- Enabling Infrastructure and Integrated Public Realm. With no change to scope or funding but considered to be fully HM Treasury Green Book compliant; and
- vii) Glasgow City Council- Augmented Outline Business Case- Collegelands Calton Barras. With no change to scope or funding but considered to be fully HM Treasury Green Book compliant.

**5.2** The Glasgow City Region, Chief Executives' Group met on 31 January 2019 and approved the following projects:

- i) East Renfrewshire Council- Augmented Outline Business Case (to HM Treasury Green Book compliance standard) - East Renfrewshire Business Boost. The M77 Corridor OBC, of which Business Boost is a component, was approved by Cabinet on 18 August 2015. A subsequent FBC for Business Boost was approved by Chief Executives' on 30 November 2017. The Business Boost project has completed construction and is entering the operational phase;
- ii) East Renfrewshire Council- Augmented Outline & Full Business Case- Lavern Works Regeneration Project (phase 2). The M77 Strategic Corridor OBC was approved by Cabinet in August 2015. This approval also covered the FBC for the Lavern Works component. The Lavern Works project has completed construction and is now operational;
- iii) Inverclyde Council- Strategic Business Case – Inchgreen Project with an overall project budget of £9.427m with the SBC seeking £0.150m to progress project to OBC; and
- iv) West Dunbartonshire Council- Augmented Outline Business Case- Exxon Site Development Project was approved at Council on 28

November 2018. The Chief Executives' group approved the refreshed OBC, which is now considered as HM Treasury Green Book compliant, and noted the additional funding requirement of £6.153m.

- 5.3** The independent Evaluation of Local Growth Interventions- One Year out Report for the Glasgow City Region was presented to the Chief Executives' Group by SQW consultants on 31 January 2019 for their consideration. This forms part of the Gateway Review 1 which will be completed by the Government by the end of March 2020. This report is available as a background paper.
- 5.4** Glasgow City Council Internal Audit- Glasgow City Region City Deal- Provision of Assurance report was presented to the Chief Executives' group on 31 January 2019. This advised members of the main findings of the two audit reports with a summary of action taken in regards to the Assurance Provision and the Risk and Issue Management and Mitigating Actions. All actions pertain to the PMO at a City Region programme level. The two related reports are available as background papers.
- 5.5** In terms of monitoring and delivering Glasgow City Region City Deal Community Benefits, a report was provided to the Chief Executives' Group on 31 January 2019 providing an update regarding a proposal to develop a shared, regional approach to assist member authorities and the PMO with the monitoring and management of community benefits secured through City Deal contracts.
- 5.6** The first meeting of the Glasgow City Regional Partnership was held 31 October 2018 where it was agreed to revise the Regional Economic Strategy during 2019. As a result a Regional Strategic Assessment is being prepared by the Economic Intelligence Working Group providing a baseline of the current state of the Glasgow City Region Economy. It will inform the Glasgow City Region City Deal Programme Business Case and provide a baseline for the 2019 review of the Regional Economic Strategy. The Regional Strategic Assessment will be reported to the Glasgow City Regional Partnership meeting on 28 February 2019.
- 5.7 Glasgow City Region West Partnership- Regional Improvement Plan (Phase 2)**
- 5.7.1** The Glasgow City Region Education Improvement Collaborative (GCREIC), now known as the Glasgow City Region West Partnership is progressing the Regional Improvement Plan.
- 5.7.2** The Regional Improvement plan incorporated 8 workstreams:
- Collaborative learning networks
  - Empowerment
  - Curricular networks and networks of Additional Support for Learning (ASL) schools

- Career Long Professional Learning (CLPL) which will build learning networks
- Systems improvement
- Curriculum design
- Leadership and succession planning
- Families and communities

**5.7.3** Workstreams have now established working groups where we have representation. The Leadership and Succession Planning workstream is led by Council's Chief Education Officer.

## **5.8 Finance Group Update**

**5.8.1** An updated draft of the assurance framework has been prepared and is subject to consultation which runs until the end of February 2019.

**5.8.2** A paper outlining programme progress as at Gateway One is anticipated to be available for circulation autumn 2019 with a view to being presented to Cabinet in December 2019 and thereafter to the Scottish Government. If approved this will release the next tranche of £150m funding for City Region projects.

**5.8.3** North Lanarkshire Council are looking to realign the funding already approved for a number of projects towards the Ravenscraig project due to changes in Taxation Incremental Finance (TIF) funding, however this is subject to the governance processes within the Assurance Framework and a further economic evaluation.

**5.8.4** There is likely to be an underspend in relation to Working Matters at 31 March 2019 and while DWP are open to local authorities within the City Region approaching them to access the grant underspend from 1 April 2019 it is likely that this would require a commitment of match funding from the local authority.

## **5.9 Labour Market Working Group (LMG) Update**

**5.9.1** The City Deal Working Matters programme finishes on 31 March 2019 and the Council is working towards methods for continuing the available support for the current participants and future service users. This includes 'mainstreaming' the service within the context of our Phase 2 ESF 'Employability Pipeline' Programme and the 'Poverty and Social Inclusion' Programme. The Council incorporate the lessons learned from the Working Matters Programme in order to enhance the experience of future participants. This will include support to address physical and mental health and reinforces the need to work with, and become more integrated and aligned, with health services in order to gain access to services such as: occupational therapy, psychological and physiotherapy services- key requirements for supporting those most distant from the labour market.

**5.9.2** The Council approach will be set within the context of the emerging approach to the delivery of employability which is set out in documents such as '*No One Left Behind*' and Scotland's Health Strategy with emphasis on priorities identified by the Alcohol and Drug Partnership and priorities set out in '*Rights, Respect and Recovery*'. The Council will continue to support service users and encourage them in their progression towards and into work through the provision of job applications and interviews support, accessing vocational learning and volunteering and/or participating in work experience. The Council will continue to provide in-work support; an element that has proven to be more intensive than anticipated, but with notable success, for example one of our service users, after a substantially long period of unemployment, secured work and was voted 'Employee of the Month'.

## **5.10 Housing and Equalities group update**

**5.10.1** The Glasgow City Region Housing portfolio is led on behalf of the City region by West Dunbartonshire Council. It was established to:

- Deliver the relevant actions within the Glasgow City Region Economic Strategy & Action Plan relating to the portfolio;
- Develop and deliver the Regional Housing Strategy including strategic guidance on the housing aspects of delivering the City Deal Programme and the Regional Economic Strategy & Action Plan; and
- To develop additional policies or activities that can identify or maximise the economic benefits delivered by housing within the City Region.

**5.10.2** The purpose and scope of the Regional Strategy for Housing Delivery will focus on the delivery of 110,000 new homes by 2035 in the Glasgow City Region and address the following:

- identify options for joint procurement and promoting skills
- work collaboratively to enforce standards in private rented sector
- share methods to encourage investment in multi-tenure flats
- explore options for regional approach to empty homes and property conditions
- establish common framework for community benefits, specifically for tackling deprivation
- identify options for regional framework for surplus public land assets and development.

**5.10.3** A detailed project plan and project brief for the resource required to develop the Housing Strategy is being prepared. An outline of the timescale and key milestones are set out in the table below:

Scope & Purpose agreed	January 2019
Draft project plan	January-March 2019
Approve project plan	March 2019
Approve project brief	March 2019
Engage key partners and stakeholders to prepare Draft Strategy	March-September 2019
Consultation	September-December 2019
Portfolio approve Finalised Strategy	March 2020
Cabinet	April 2020

**5.10.4** The United Nations Housing and Land Management Committee is meeting in Glasgow, likely to be September 2019. There is an opportunity for the GCR Housing Portfolio to showcase its work within Glasgow City Region. A proposal paper on what the Housing Portfolio could present is being prepared. The Regional Economic Strategy Action Plan has two specific actions relating to housing:

- to meet the identified need and demand for housing across the City Region, we will enable the construction of over 110, 000 new homes, including social housing, by 2035; and
- to meet the identified need and demand for housing across the City Region, we will develop a Glasgow City Region Housing Strategy, supported by a co-ordinated Housing Investment Plan, and bringing together all local authorities and housing partners.

## **5.11 Skills Portfolio group update**

**5.11.1** Glasgow City Region has one of the most highly skilled labour markets in the UK with more than 42% of the working age population having degree level qualifications; however, by contrast it also has 11% of working age adults with no qualifications.

**5.11.2** Skills investment is devolved to the Scottish Government and delivered through a range of national programmes via Skills Development Scotland and further and higher Education bodies.

**5.11.3** A Skills Investment Plan (SIP) for the City Region was initially drafted in August 2016 prior to publication of the Regional Economic Strategy and Action Plan (RES) in February 2017. Understandably, at that time the SIP focussed on delivery of the City Deal Programme and related employment opportunities.

**5.11.4** The RES sets out a number of high level objectives that influence the skills agenda supported by a range of actions to be taken forward by the Skills and Employment Portfolio Group, which is led by South Lanarkshire Council. These include,

- creating a skills and employment system that meets the current and future needs of GCR businesses and supports residents to access jobs and progression opportunities;
- further integrating education and training services and aligning our skills and training investment; and
- aiming to achieve a 50% reduction in the number of adults with no qualifications.

**5.11.5** In addition to the RES, changes in economic conditions and the wider policy and delivery landscape for skills and employment since the SIP was drafted, have identified a need to prepare a new Skills Investment Plan for the City Region.

**5.11.6** The draft Regional Skills Investment Plan was approved by the City Region Cabinet on 11 December 2018. In preparing the plan an extensive consultation exercise was undertaken with a wide range of a partners supported by an evidential base on future supply and demand for employment and demographic changes. Nonetheless, as part of the approval of the draft plans it is now subject to a further round of consultation to ensure that all partners are supportive of the plan and its future implementation.

**5.11.7** Responsibility for the Regional Skills Investment Plan will sit with the City Region Skills and Employment Portfolio Group, chaired by South Lanarkshire Council. The Portfolio Group is asking each of the City Region Local Authorities to note the Draft Regional Skills Investment Plan (RSIP). The draft RSIP is provided as Appendix 1.

## **6. West Dunbartonshire Council City Deal Project**

**6.1** A refreshed Outline Business Case for the Exxon City Region project was approved at Council on 28 November 2018. This was approved at the City Region Chief Executives' Group and Cabinet on 31 January 2019 and 12 February 2019 respectively.

**6.2** Discussions are continuing with ExxonMobil in relation to the commercial land transaction details, which will be brought before Council for consideration once an agreement in principle has been agreed. The most recent meeting with ExxonMobil took place on 24 January 2019.

**6.3** The Council has met with all third party landowners are progressing as planned and will progress in parallel with Council's negotiations with ExxonMobil.

## **7. People Implications**

**7.1** There are a number of senior officers involved in the City Region initiative across services of the Council and as part of the project board.

## **8. Financial Implications**

- 8.1** The Council approved refreshed Outline Business Case for the Exxon project has an overall budget requirement of £34.050m.
- 8.2** It is anticipated that the expenditure for the City Deal project for 2018/19 will be £0.238m. As at 31 January 2019 the total project Capital expenditure was £1.477m.
- 8.3** The OBC approved budget expenditure for the City Deal Exxon project remains at £2.948m. This will provide sufficient funding to take us to FBC, proposed for November 2020.

## **9. Risk Analysis**

- 9.1** There are a number of project risks associated with the development at the Exxon Mobil project site and these are contained within the risk register of the refreshed OBC.

## **10. Equalities Impact Assessment**

- 10.1** An Equalities Impact Assessment is not necessary for this report.

## **11. Consultation**

- 11.1** Consultation with all key stakeholders is progressing as we continue to work as part of the Glasgow City Region.

## **12. Strategic Assessment**

- 12.1** At its meeting on 25 October 2017, the Council agreed that one of its main strategic priorities for 2017 - 2022 is:

- A Strong local economy and improved employment opportunities

- 12.2** The proposals within this report are specifically designed to deliver on this priority.

**Jim McAloon**  
**Strategic Lead, Regeneration**  
**Date: 30 January 2019**

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**Appendix:** Appendix 1- Draft Regional Skills Investment Plan (RSIP)



<b>Background Reports:</b>	<p>Gateway Review 1- Independent Evaluation of Local growth Interventions- One Year Out Report- SQW.</p> <p>Glasgow City Council Internal Audit- Glasgow City Region City Deal- Provision of Assurance report and Risk and Issue Management and Mitigating Actions report.</p>
<b>Background Papers:</b>	<p>Glasgow City Region City Deal – Council updates on the following dates: 28 November 2018, 29 August 2018, 27 June 2018, 31 May 2018, 5 March 2018, 20 December 2017, 25 October 2017, 30 August 2017, 28 June 2017, 26 April 2017, 22 February 2017, 21 December 2016, 26 October 2016, 31 August 2016, 29 June 2016, 27 April 2016, 24 February 2016, 16 December 2015, 25 August 2015.</p>
<b>Wards Affected:</b>	All



# GLASGOW CITY REGION REGIONAL SKILLS INVESTMENT PLAN 2019 - 2024



# 1. Foreword

This is a time of real opportunity for Glasgow City Region. With a diverse economy, contributing more than £43 billion per annum to the Scottish economy, and containing 34% of Scotland's jobs, Glasgow City Region is already Scotland's economic powerhouse.

Our ground-breaking City Deal Programme, investing over £1.13bn in infrastructure, employment and innovation over 20 years, is already making a difference with more than 8,000 unemployed people supported to secure sustained employment. In time the City Deal Programme will help generate an additional 29,000 jobs and add £2.2bn to the city region economy. In 2017 the eight city region local authorities also launched a Regional Economic Strategy and Action Plan with ambitious targets to further grow the regional economy by 2035. Most recently, we have expanded our City Region Deal partnership to include both the UK and Scottish Governments and key agencies to create Scotland's first Regional Economic Partnership.

The changing nature of the economy demands different and higher skills, including digital skills, across all sectors. To capitalise on future opportunities and promote inclusive economic growth, we must ensure that our skills supply can keep pace with demand and is able to see off challenges. This Regional Skills Investment Plan is designed to do precisely that, while also seeking to align education, training and employability services.

Glasgow City Region has one of the most highly skilled labour markets in the UK with more than 42% of the working age population having degree level qualifications- however, it also has real challenges with a reducing working age population, high economic inactivity and 11% of working age adults with no qualifications. These figures vary across the city region and while the Regional Skills Investment Plan focuses on common challenges and opportunities, it also recognises distinctive local issues. The plan seeks to address these challenges by

investing in skills throughout the city region towards a common mission, strategic outcomes and areas for action.

Key features of our Regional Skills Investment Plan include:

- Align education and skills planning and investment across the city region
- Increase job density and productivity with average earnings in top quartile of UK city regions
- Reduce earning and employment inequalities
- Reduce percentage of employers reporting skills shortages to below the Scottish average and in top quartile of UK city regions
- Halve the gaps in education, skills and employment outcomes between SIMD bottom 10% and city region average
- Reduce economic inactivity due to health or disability and adults with no qualifications

This Regional Skills Investment Plan has been co-produced with key partners including our regional colleges, universities, Skills Development Scotland and others, and it has been designed to support the needs of the Glasgow City Region economy and the ambitions of government and the Skills and Enterprise Strategic Board. The plan takes account of a wide range of economic and political scenarios, including BREXIT, to ensure that Glasgow City Region develops the skills required to achieve its ambitions for inclusive economic growth. We have designed a robust structure to oversee the plan and make the changes required to meet opportunities and respond to challenges, and to ensure an agile and adaptive skills system appropriate for the City Region over the next five years.

It gives me great pleasure to recommend this Regional Skills Investment Plan. I look forward to working with my colleagues in the City Region authorities and with wider Regional Economic Partners to implement the plan and contribute to inclusive economic growth across the City Region.

**Councillor John Ross, Leader South Lanarkshire Council**

**Glasgow City Region Portfolio Lead, Skills and Employment**

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## **Glasgow City Region is Scotland's economic powerhouse, home to one third of Scotland's people and businesses and one of the most productive City Regions of the United Kingdom.**

This section sets out the wider strategic and policy context within which Glasgow City Region operates and identifies key implications for the Regional Skills Investment Plan.

Although a functioning economic geography in its own right, with 93% of its workers living within the City Region, Glasgow City Region is not immune to world events and its economic performance is strongly influenced by the reserved powers of the UK Government in areas such as international relations, trade, employment and welfare, and the devolved powers of The Scottish Government in areas such as education, training and aspects of social security.

While the UK and Scottish economies have recovered, in terms of output and employment, from the deep recession that began in 2008, productivity and earnings growth have both failed to ignite with weak growth, well below 2% per annum, projected to continue for the next 2 or 3 years.

## **Economic and Policy Context**

One of the biggest factors for future economic growth is BREXIT. Although the full effects of this will not be felt in the short run and will be dependent on the specifics of the Deal, many economic experts project significant negative impacts on UK trade and on foreign direct investment with severe consequences for economic growth, employment and real incomes.

### **UK Strategy and Policy Context**

Although the UK government has power over the major economic drivers of the Scottish economy through its management of macroeconomic policy, economic development and skills are essentially devolved matters. However, a number of recent UK Government initiatives cut across devolved policy areas.

#### **Apprenticeship Levy**

Introduced in 2017, the Apprenticeship Levy is a tax on UK employers across the UK with an annual payroll bill of over £3 million, including public sector organisations. Paid at the rate of 0.5% of the total pay bill, the tax can be used to fund apprenticeship training.

Within Scotland, around a third of the levy raised is from local authorities, NHS boards, colleges and universities, and other public sector organisations. The amount raised from the levy in Scotland is retained by The Scottish Government to invest in work-based learning. As part of this, a £15 M annual Workforce Development Fund enables levy-payers and companies in their supply chain to access up to £15,000 per organisation to invest in upskilling and reskilling through Scotland's colleges.

There is evidence in England that some Levy payers have reduced their investment in apprenticeships as a consequence, however, Scottish Ministers remain fully committed to the 30,000 starts target for Modern and Graduate Apprenticeships in Scotland and 5,000 starts for Foundation Apprenticeships.

### **Industrial Strategy**

Published in November 2017, the UK Government's 'Industrial Strategy: building a Britain fit for the future', aims to boost productivity by backing businesses to create good jobs and increase the earning power of people throughout the UK with investment in skills, industries and infrastructure.

The strategy sets out five key policies covering *Ideas* (including a £725m Challenge Fund incentivising partnerships to address global challenges such as ageing population, mobility or artificial intelligence), *Business Environment* (including Sector Deals and a new £2.5bn Investment Fund), *People* (includes investment in maths, digital and technical education and creating a new National Retraining Scheme), *Places* (including agreeing Local Industrial Strategies and a new Transforming Cities fund to provide £1.7bn for intra-city transport) and *Infrastructure* (supporting investment in transport, housing and digital infrastructure).

The Industrial Strategy covers all of the UK, yet many of the policy areas identified as drivers of productivity and earmarked for investment are devolved, including skills, housing and transport. The strategy commits to working with partners in the devolved administrations.

### **UK Shared Prosperity Fund**

With BREXIT comes the end of European Structural and Investment Funds (ESIF) which have supported economic development, skills and employment activity in the UK since the 1980s. In the current EU budget period, 2014 – 2020, the UK is set to receive €10.9 billion (Euros).

The UK Government is committed to bringing forward a successor to ESIF, referred to as the UK Shared Prosperity Fund (UKSPF), with the explicit objective of “*tackling inequalities between communities by raising productivity, especially in those parts of the country whose economies are furthest behind.*”

It is not clear yet how this fund will be distributed across the four regions of the UK or indeed what it will be able to fund, how it will be administered in each of the devolved administrations and the requirement for match funding. What is known, from the Ministerial Statement published on 24 July 2018, is that

- the fund will seek to strengthen the foundations of productivity, as set out in the Industrial Strategy;
- the ambition is for a simplified, integrated fund that will ensure investments are targeted effectively to align with the challenges faced by places across the four nations;
- the fund will operate across the UK; and
- that the fund will recognise a national framework in England and local Industrial Strategies currently consulting on its proposed, European Union Structural Funds

### **Welfare System**

Major aspects of the welfare system, including Universal Credit, remain reserved to Westminster, although the 2016 Scotland Act devolved new powers relating to social security including responsibility over certain benefits.

Universal Credit wraps up six benefits for people who are out of work and for those in work and on low incomes and includes Housing Benefit. Full Service Universal Credit is being rolled out in stages across the UK and now includes all of the Glasgow City Region.

Benefits devolved to the Scottish Government include five ill health and disability benefits as well as Carers Allowance and five other benefits. These will come on stream over the next three years with the first benefit, Sure Start being

available from December 2018. The Scottish Government has said it wants to create a distinctive social security system based on dignity, fairness and respect, which will help to support those who need it, when they need it.

### *Devolution of Economic Governance – City Deals and Regional Growth Deals*

For a number of years, the UK Government has been developing and implementing a strategic policy perspective around decentralisation of government, principally to City Regions and regional growth areas. The fundamental thinking in terms of this development is the idea that City Regions are in a better position than central government to identify the types of policies and programmes that will further the economic growth of their localities. This notion has principally been applied to infrastructure and skills investment.

This approach is shared by The Scottish Government. Following the Glasgow and Clyde Valley City Region Deal signed in 2014, there are now jointly funded City Deals or City Region Growth Deals covering Edinburgh and South East Scotland, Aberdeen and Aberdeenshire, Inverness and Highlands, Stirling and Clackmannanshire and Tay Cities. Further City Region Deals are in negotiation between the Scottish and UK Governments.

### **Scottish Strategy and Policy Context**

Many of the drivers for economic growth, including the components required for this Regional Skills Investment Plan, are devolved to The Scottish Government through the Scotland Act (1998) and amendments thereof in 2012 and 2016.

#### *Scotland's Economic Strategy*

Launched in 2015, the Economic Strategy sets out the Scottish Government's purpose *"to create a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth"* and it has two key goals:

- Increasing competitiveness through enhanced productivity.
- Tackling inequality through increased participation in employment.

The Strategy provides a framework for the achievement of these goals, with actions targeted on four broad priority areas:

- *Investing* in our people and our infrastructure in a sustainable way.
- Fostering a culture of *innovation*, and research and development.
- Promoting *inclusive growth*, and creating opportunity through a fair and inclusive jobs market and regional cohesion.
- Promoting Scotland on the *international* stage to boost our trade and investment, influence and networks.

#### *Inclusive Growth*

Throughout the Economic Strategy above and in a range of other Scottish and UK policy documents, there is an increasing emphasis on inclusive growth. There are many definitions of what *inclusive growth* is and how to measure it, however, in essence inclusive growth is the need to generate both sustainable economic growth and a fairer distribution of the benefits of growth. There is recognition that appropriate investment in employability and skills will have a major role to play in achieving this.

Although brisk growth rates do not automatically generate gains in terms of inclusion, which is why the Scottish Government has raised the strategic significance of inclusive growth, there is evidence that high growth combined with a tightening labour market *can* benefit those groups such as disabled people, ethnic minorities and other equalities groups that experience poorer employment outcomes. This means that we will need to work harder to ensure the opportunities emerging in the economy are better distributed than has been the case in the past



Achieving inclusive growth is a central objective of Scottish Government policy, but also central to the priorities of Glasgow City Region.

The Scottish Government has published a suite of strategies and policies to support the economic development and inclusive growth agendas, all of which impact upon City Regions and sub-regions of Scotland, these include

- a growing emphasis on the role of Scotland's colleges and universities in helping drive economic growth and promote greater inclusion. The development of a network of **Regional Colleges** and **Regional College Outcome Agreements** was designed in such a way as to accelerate this contribution.
  - Scotland's youth employment strategy, **Developing the Young Workforce** (2014), set out a programme to reduce youth unemployment in Scotland by 50% over seven years. Actions included improvements to services at key transition stages, an expansion to the work-based learning offer in Scotland, and the establishment of industry-led regional groups to broker better partnerships between schools and employers.
  - The **sectoral focus** in terms of economic development is retained in Scotland's Economic Strategy, and skills are a key element of international competitiveness for our key sectors. Sectoral Skills Investment Plans describe the skills challenges and opportunities across Scotland's key sectors giving a picture of the economic and labour market situation, trends in skills and qualification supply and employers' perspectives on the big skills issues affecting sector growth. They are developed with key industry players through a process of labour market and skills supply research and analysis, industry consultation and action planning with industry and partners across Scotland's education and skills system. Use of the plans can help drive up the productivity and competitiveness of key sectors in Glasgow City Region as well as tackling any current or impending skills shortages which can hold back the growth of these sectors.
  - **Devolution of employment services** emerged from the Smith Commission (2014). A transitional Scottish employment service was introduced from April 2017, with the launch of the new national programme – **Fair Start Scotland** – in April 2018. Additionally, the Scottish Government plans to co-ordinate employment services much more effectively with DWP JobCentre Plus, and with other cognate services such as health, community learning and development, housing and criminal justice. This is part of a wider agenda for alignment and integration and the future of employability services in Scotland set out in **No One Left Behind: next steps for employability support** (March 2018)
  - Employment is viewed by the Scottish Government as an outcome which needs to be shared more equally across a wide range of protected groups in relation to gender, ethnicity, disability and others, as articulated in the **Fairer Scotland Action Plan** (October 2016). More specifically, the Scottish Government has committed to at least halving the disability employment gap set out in **A Fairer Scotland for Disabled People** (April 2018). People with socio-economic disadvantage have been added to the list of protected groups. **The Fairer Scotland Duty**, which came in to effect in April 2018, places a legal responsibility on public bodies in Scotland to actively consider and report on how they can reduce inequalities of outcome caused by socioeconomic disadvantage, when making strategic decisions.
- Skills investment can be a significant element in improving access to and retention of jobs, and better paid jobs.
- While employment law is reserved to the UK Government, The Scottish Government has developed a range of policies and interventions to promote and support **Fair Work** including setting targets to increase the numbers of people receiving the Real Living Wage. A **Fair Work Action Plan** will be published in 2019. Skills investment is seen as central to the creation and achievement of decent working opportunities through increasing earnings capacity.

- Tackling Child Poverty is high on the agenda for all of The Scottish Government economic policies and interventions. *Every Child, Every Chance: the tackling Child Poverty Delivery Plan 2018-2022* published in March 2018, sets out ambitious targets to reduce child poverty by 2030. A £50 million Child Poverty Fund includes £12 million for a new *intensive employment support for parents* to help those already in work to build skills, progress through their careers and earn more as well as supporting those who are unemployed to move in to work.

### *Enterprise and Skills Review*

The 2016 Enterprise and Skills Review has proposed major reform of Scotland's enterprise and skills agencies to better align them to delivering Scotland's economic strategy, including the establishment of an *Enterprise and Skills Strategic Board* to oversee their work.

A key work stream on the *15-24 Learner Journey* recommended:

- The need for *better advice and guidance* for young people around subject choices and career options.
- The need for *more work-based learning opportunities*.
- The need for *shorter learner journeys through education*, by better alignment and articulation of school, college and university pathways.

A five stage *Skills Alignment skills planning model* has been proposed, bringing together investment in universities, colleges and work-based learning to better meet the needs of the Scottish economy. This will see Skills Development Scotland and the Scottish Funding Council working closely together to plan:

- Agreed skills demand assessment
- Joint provision planning
- Integrated processes for progressing institutional Outcome Agreements and commissioning Training Providers

- Co-ordinated Outcome Agreement Execution and training Provider Contract Management
- Joint Review and Evaluation

The Strategic Board's Strategic Plan, *Working Collaboratively for a Better Scotland*, (October 2018) sets out four missions to drive increased productivity and inclusive growth, including Skills for the Future. These recommendations are built upon three principles:

- A demand led skills system that builds upon industry and learner needs;
- Well-informed learner demand; and
- A system that encourages lifelong learning

It recommends the implementation of the five-stage skills alignment planning model, and defining the *meta-skills* required to thrive in the future economy and asks The Scottish Government for more agile support for *upskilling and reskilling*.

The Scottish Government's *Economic Action Plan* (October 2018) sets out progress on delivering the economic strategy and work towards the outcomes in the *National Performance Framework*. In its skills chapter, it details current action on employment support, further and higher education, training and upskilling and re-skilling.

A final aspect of the Scottish landscape is the significant importance placed by the Scottish Government on the contribution that can be made to inclusive growth by *third sector* organisations, both as direct employers and as providers of key services, and also by *trade unions*, for example in relation to promoting and supporting workplace learning.

## Glasgow City Region Policy and Strategy Context

Glasgow City Region comprises the eight local authorities of East Dunbartonshire, East Renfrewshire, Glasgow City, Inverclyde, North Lanarkshire, Renfrewshire, South Lanarkshire and West Dunbartonshire, and emerged to build on the successful partnership established to win and deliver the Glasgow and Clyde Valley City Deal.

### *Glasgow and Clyde Valley City Deal*

The historic £1.13 billion City Deal Programme, Scotland's first City Deal, was signed in 2014 with £500 million investment each from both the Scottish and UK Governments and the remaining £130 million coming from the Local Authorities themselves. The 20 year programme comprises some 26 individual projects investing in Infrastructure, Skills & Employment and Innovation & Business Growth and aims to add £2.2 billion to the City Region economy, lever an additional £3.3 billion from the private sector and generate 29,000 additional jobs.

Skills and employment projects supported by the Deal ran for three years from 2015 to 2018 and comprised:

- £9 million 'Working Matters' employment programme to support 4,000 individuals in receipt of Employment Support Allowance, assisting at least 600 into sustained work
- £15 million 'Youth Gateway' integrated employment programme to work with 15,000 young people aged 16-24, helping 5,000 into sustained work.
- £300,000 In-Work Progression Pilot to support the training and development of staff in low income jobs within the care sector.

A Skills Investment Plan was developed in 2016 to support delivery of the City Deal.

### *Glasgow City Region Economic Strategy and Action Plan*

Building on the momentum of the City Deal, the Local Authority Partners launched a Regional Economic Strategy (December 2016) and Economic Action Plan (February 2017). These set out an ambitious vision for 2035 and included targets and actions across 8 policy areas, including Enterprise, Inward Investment, Tourism and Skills and Employment.

Key objectives of the Strategy include

- Improve economic outcomes for all through addressing long standing barriers in the labour market such as skills and health, both for those who are currently out of work and those on low incomes; and
- Create a skills and employment system that meets the current and future needs of Glasgow City Region businesses and supports our residents to access jobs and progression opportunities

Since the Economic Strategy was launched a small team has been created to deliver on the actions across the themes of People, Business and Place through development groups for each policy area.

### *Glasgow City Region Economic Partnership*

The establishment of Regional Economic Partnerships was a key recommendation of the Enterprise and Skills Review. Glasgow City Region Regional Partnership is the first to be set up in Scotland and met for the first time in October 2018. The Partnership brings together the Chief Executives of the eight local authorities with senior officials from the UK and Scottish Governments, national agencies and business organisations. The initial work programme for the Regional Partnership includes, supporting those furthest from employment and being ready for the changing nature of the economy.

### Key implications for Glasgow City Region Skills Investment Plan:

- Our labour market will not be insulated from international disruptors such as digital change, Brexit and the fourth Industrial Revolution – we need to build long-term resilience and adaptability into our workforce;
- UK policy decisions on areas such as apprenticeships, industrial strategy and replacements to the European Structural Funds are not currently supporting City Region priorities – we need to be more adept at arguing for and securing our fair share of UK resources;
- Regional policy, continuing to devolve greater levels of governance and investment, is a huge opportunity for us - we need to continue to demonstrate that City Region working offers opportunities to plan and deliver strategically, creating greater returns in terms of GVA and jobs;
- Increasing productivity must continue to be a key priority for us – we need to capitalise upon our industrial strengths, infrastructure and international reputation for talent to grow and sustain our business base and supply chain;
- Inclusive growth must be at the heart of our approach – we need to tackle long-term poverty and disadvantage, and the 10% of our population with no skills, ensuring that no-one gets left behind
- Unlock the existing investment in education and skills – we need to better align the resources in our universities, colleges and work-based learning providers to meet the current and future needs of the city-region and increase the agility and adaptive resilience of the City Region skills system;
- Improve the Learner Journey for 15-24 year olds - we need to be more efficient at progressing our young people to the world of work;
- Guidance and support needs to be available to all ages, not just our young workforce - we need to be able to better support upskilling and reskilling of our workforce.

# City Region Labour Market

## Broad Economic and Labour Market Context for Skills Investment Plan

Before considering the performance of the Glasgow City Region in relation to employment and skills indicators, it is important to set out the broader economic and Labour market context within which the City Region has been operating.

- The UK and Scottish economies, in line with a number of other European economies, have been on a lower growth trajectory than the historical norm. This is projected to continue for the next 2 or 3 years.
- BREXIT has already had a dampening effect on business investment due to the uncertainty caused, and irrespective of the deal finally struck, it is likely there will be declines in trade, foreign direct investment and business investment which will impact upon the demand for labour.
- Irrespective of the deal, net migration from EU economies is likely to decline and may transform into net out-migration as citizens of other EU economies leave. Additionally, a tighter migration policy post-BREXIT as signalled by the recent Migration Advisory Committee report may lead to further reductions in the supply of labour.
- Recent work by the Fraser of Allander Institute estimates that around 40,000 jobs in the City Region are dependent on exports to the EU. The other risks to the City Region are reduced inward investment and some relocation of business activity to the EU assuming the UK leaves the Single Market.
- The balance of risks is probably more on the side of reduced demand for labour, leading to rising unemployment as the City Region – relative to other City Regions in Scotland - does not have a high dependency on EU workers. The latest figures suggest that around 26,500 jobs in the City Region are held by EU migrants.

### Scotland Needs a Successful Glasgow City Region

Glasgow City Region has:

- 34% of Scotland's population
- 34% of Scotland's jobs
- 38% of Scotland's unemployed
- 43% of Scotland's economically inactive working age population who are long-term sick or disabled
- 44% of Scotland's working age population with no qualifications

***It is clear that for the Scottish economy to deliver greater inclusive growth over time, Glasgow City Region must be doing the same.***

The more the Glasgow City Region Skills Investment Plan can contribute to addressing the above issues, the greater will be its contribution to the City Region's economic strategy and Scotland's comparative economic performance in a global context. The Regional Skills Investment Plan's contribution can in broad terms help to:

- Raise productivity and competitiveness;
- Promote employability and reduce inequality; and
- Where possible, make skills investments and design skills interventions which help drive both of the above.



## Glasgow City Region – A Well-Defined Labour Market

In administrative terms, the City Region is made up of 8 local authority areas and a smaller number of travel to work areas. However, analysis of Census data indicates that the City Region is a relatively self-contained labour market in travel to work terms

- 93% of jobs located within the City Region are filled by people who are residents of the City Region.
- 94% of City Region residents work within the City Region.
- Most of the balance is accounted for by travel to work between the City Region and the Ayrshire.

There are some nuances to be considered, however:

- Some local authority areas, principally East Dunbartonshire and East Renfrewshire, are predominantly dormitory areas with most people travelling to Glasgow or other larger local authorities for work
- Some local authorities, principally Inverclyde, are more self-contained with relatively high percentages of residents working within the local authority boundary
- There is a general tendency for travel to work distances to be greater for those in higher paid occupations and/or sectors
- People working part-time and on low wages tend to have very restricted travel to work patterns as travel to work costs will otherwise eat significantly into their weekly earnings.

The needs of this latter group in particular have to be given careful consideration when it comes to assessing the importance of local employment opportunities for promoting employability and improving earnings opportunities.

## City Region Performance on Key Indicators

This section considers the performance of the City Region, relative to Scotland as a whole on key economic and social indicators relevant to inclusive growth. Some capture directly skills measurements, but most relate to indicators where skills, broadly defined, exert a potentially significant impact.

### Job Density

Job density measures the size of the jobs base relative to the scale of the working age population. It is an indicator of the health of the regional economy in employment terms, and high and growing job densities generate opportunities for reducing unemployment, increasing participation rates of young people and narrowing gaps in employment opportunities for more disadvantaged groups, such as disabled people. A strong supply of appropriate skills can influence job densities by attracting more investment to the City Region, and encouraging more businesses to stay and grow within the City Region. *The key finding is the City Region's job density deficit relative to Scotland has narrowed dramatically over the 5 years to 2017.*

### Average Earnings

Two measures of average earnings are presented in Figure 1:

- Average weekly earnings, irrespective hours worked, stand at nearly £450 per week. This is around 1% higher than the Scottish average with the City Region's position improving in relative terms over the 5 years to 2017.
- Focusing on average full-time earnings, the figure for the City Region was nearly £550 in 2017. On this measure, the City Region only marginally outperformed Scotland as a whole, but had overturned a small deficit in earnings over the 5 years to 2017.

An encouraging feature is the relative improvement in the City Region's earnings performance relative to Scotland on both measures, possibly reflecting the strengthening of the jobs base noted above.

**Figure 1: Key City Region Indicators Benchmarked Against Scotland**

Indicator	GCR 2012	GCR 2017	2012 Gap	2017 Gap
Job density per 1,000 WA population	655.9	711.0	-11.8	-0.9
Average weekly earnings (£)	400.2	447.2	+4.3	+5.8
Average FT weekly earnings (£)	494.7	548.3	-3.6	+0.9
Employment rate (%)	67.0	71.4	-3.5	-2.9
Unemployment rate (%)	10.1	4.8	+2.0	+0.7
Youth (16 24) unemployment rate (%)	24.3	11.0	+4.0	+1.7
Economic inactivity rate	25.5	25.1	+2.3	+2.6
Economic Inactivity rate – LTS/disabled (%)	31.2	30.7	+2.8	+3.2
Working age with no qualifications (%)	13.3	11.2	+4.1	+4.7
Working age qualified to VQ Level 4+ (%)	37.3	42.8	-0.9	-1.1
16-19 participation rates (%)		91.4		-0.5

## Employment Rate

The employment rate is simply the percentage of working age (16-64) people in employment. It is the best overall measure of active participation in the labour market. There are obviously issues about the quality of employment, including the incidence of part-time and temporary work, as well as forms of self-employment which are dictated to by some employers rather than choices on the part of individuals – and of course the phenomenon of zero hours contracts, although nationally these account for less than 3% of all forms of employment. Turning to the City Region:

- The employment rate in 2017 was 71.4%. This is 2.9 percentage points below the Scottish figure.
- On the upside, the gap between the City Region and Scotland as a whole had narrowed from 3.5 percentage points in 2012.

This is again consistent with the relative improvement in the City Region's jobs base over this period. However, *more work needs to be done to bring more of the City Region's working age population into employment.*

## Unemployment Rate

The unemployment rate is measured on the basis of surveys of the population, and not on the numbers in receipt of benefits.

- The unemployment rate for the City Region more than halved from 10.1% to 4.8% over the 5 years up to 2017. This is the period over which the UK and Scottish economies as a whole began to recover from the recession which began around 2008.
- Over the same period, the gap between the City Region and Scotland as a whole also more than halved – although it remains the case that the unemployment rate in the City Region is 0.7 percentage points higher than the Scottish average.

## Youth (16-24) Unemployment Rate

At the outset of the economic recession, the Scottish government placed very great weight on tackling the rising problem of youth unemployment. Quite

rightly, this was seen as a major exercise in the prevention of potentially serious long-term unemployment among young people.

- In the 5 years to 2017, the City Region's youth unemployment rate fell from 24.3% to 11.0%.
- At the same time, the City Region saw a significant fall in its youth unemployment rate relative to the Scottish average – down from 4 percentage points to 1.7.

*Although youth unemployment remains high at more than double the rate for working age people, the absolute number of young unemployed people has fallen dramatically.*

## Participation Rate for 16-19s

The participation rate is a new measure trying to more accurately assess the number of young people not in education, employment or training. It has only recently been introduced, and involves quite complex assessments of the status of young people over the course of time, rather than at a single point time.

- The participation rate for the period most closely aligning with 2017 was 91.4%. This may seem high, but this is a measure of a number of potential active experiences including school, college, apprenticeship, university, other employment and training schemes, and work. The fact that nearly 10% of the City Region's young people are not engaged in any of this diverse range of options is a cause for concern.
- However this is a Scotland-wide problem, as the City Region's participation rate is only 0.5 percentage points below the Scottish average.

## Economic Inactivity Rate

Economic inactivity measures the number of people of working age who are not working or actively seeking work. It includes people in full-time education, those with significant caring responsibilities, and people who report they are unable to work due to long-term health issues and/or disabilities. It also includes people of working age who have retired from the workforce for whatever reasons.



- The City Region's economic inactivity rate was 25.1% in 2017, down marginally from 25.5% 5 years previously.
- However, over the 5 years the position relative to Scotland had deteriorated with the gap rising from 2.3 percentage points to 2.6.

*Although the change over 5 years was relatively modest in both absolute terms and relative to Scotland as a whole, it is disappointing that the relative improvements seen for employment and unemployment are not evident for economic inactivity.*

#### **Economic Inactivity Rate (Long Term Sick and Disabled)**

As many of those who are economically inactive are engaged in educational activities, which would be generally regarded as fruitful investments in human capital for the City Region, emphasis is often placed on working age people who are long-term sick or disabled as groups of the population with typically much lower income levels and who could potentially benefit from appropriate employment. The high incidence of this reason for economic inactivity first emerged as a significant phenomenon during the severe recession of the early to mid-1980s. Glasgow and Liverpool City Regions have long recorded particularly high figures on this indicator relative to national averages.

Over the period 2012 to 2017:

- The percentage of the City Region's economically inactive who are long-term sick or disabled fell from 31.2 to 30.7% – a very modest change despite a strengthening economy.
- Over the same period, the gap on this indicator between the City Region and the Scottish economy rose from 2.8 to 3.2 percentage points.

This confirms the earlier findings on employment, unemployment and youth participation rates, and shows that the *City Region still has a lot to do to get up to par with Scotland as a whole, and then go beyond this to outperform Scotland on these types of indicators.*

#### **Working Age Population with No Qualifications**

Over the decades, and across most of the developed economies, increasing numbers of people have enjoyed enhanced educational opportunities, leading to a significant uplift in the numbers with educational qualifications. However, the Glasgow City Region has lagged other City Regions and Scotland as a whole in this regard.

- In the 5 years to 2017, the percentage of the working age population with no qualifications fell from 13.3% to 11.2%. This is a significant improvement in a short time period.
- However, Scotland as a whole improved at a greater rate over the same period with the result that the gap between the City Region and Scotland rose from 4.1 to 4.7 percentage points.

Again it is a case of the Glasgow City Region showing improvement over time in an absolute sense, but still not managing to close the gap with Scotland as a whole.

#### **Working Age population Qualified to NVQ 4 and above**

Turning to the other end of the qualification spectrum:

- Over the 5 years to 2017, the percentage of the working age population qualified at graduate equivalent level or better rose significantly from 37.3% to 42.8%.
- However Scotland as a whole performed better than this, leading to a marginal increase in the City Region's deficit relative to Scotland from 0.9 percentage points to 1.1 percentage points.

#### **Feedback from Employers**

Up to this juncture, the analysis has drawn on broad indicators capturing various features of the economy, employment, the labour market and skills. This section focuses specifically on the perspectives that employers bring to the analysis of the city region's skills offer. It draws upon the biennial Employer Skills Survey carried out across the UK. Although the data are not analysed by city region

level, it is possible to compare the 3 major geographical areas of the city region with Scotland, where:

- Glasgow includes East Dunbartonshire and East Renfrewshire.
- Lanarkshire amalgamates North and South.
- West includes Renfrewshire, Inverclyde and West Dunbartonshire.

The findings of the 2017 survey are summarised in Figure 2.

### ***Skill Shortage Vacancies***

Skill shortage vacancies arise where employers are unable to fill vacancies because of no or insufficient applicants with the required skill sets. This imposes a cost on employers as they are unable to deliver required production or service levels, and so lose out on profit and, potentially more damaging, on buyer and consumer goodwill which can reduce the demand for their products and services. Looked at from a wider perspective, skill shortages represent a lost opportunity for unemployed people seeking work, or graduates from college and university with qualifications that do not match the employer skills need.

Figure 2 suggests that:

- Less than 1 in 10 employers reporting skill shortage vacancies.
- However, the percentage reporting skill shortage vacancies is higher in each of the 3 city region localities relative to Scotland as a whole.
- The percentage of all vacancies falling into the skill shortage category is however 31% in the West and 28% in Glasgow – compared to 24% for Scotland as a whole.

These figures are disappointing given that on labour supply indicators Glasgow city region has relatively more surplus labour than the Scottish economy. It suggests that there is ***scope to realign skills provision to more effectively meet employer needs and at the same time provide greater employment opportunities for jobseekers.***

### ***Skills Gaps***

Skills gaps arise where employers report a percentage of their employees are operating below required competence levels for particular jobs. There are a range of simple explanations accounting for this – such as relatively recent recruits who are still learning on the job, or employees who have been required to change the job roles but are still not up to speed with the new responsibilities. In general terms, however, skills gaps reflect situations where employees are operating below the required levels of productivity to help the organisation maximise its effectiveness and productivity, and profitability in the case of private enterprises. Figure 2 shows that:

- In all parts of the city region the percentage of employers reporting skill gaps is above the Scottish average, although the difference is marginal in statistical terms.
- The same conclusion applies in terms of the percentage of all staff with skill gaps, but Lanarkshire is below the Scottish average

### ***Skills Underutilisation***

As the term reflects, this involves situations where workers are in roles or carrying out tasks which do not take full advantage of the skill sets and qualifications possessed by them. This may have performance and productivity consequences for employers to the extent that some of these workers are less well motivated because they are not benefiting from the skills development and qualifications which they possess. However, it has wider implications for the effectiveness of the skills system as a whole. If people are being skilled and qualified in areas where they are unable to realise the benefits terms of earnings and employment, this is not good for individuals – but nor is it good for the city region economy as a whole. Figure 2 indicates that:

- 41% of employers in the West of the city region report staff whose skills or qualifications are underutilised, falling to 38% in Glasgow and 32% in Lanarkshire. The Scottish average is 35%.

- In terms of the percentage of staff whose skills or qualifications are underutilised this is close to 10% in Glasgow and Lanarkshire and, and in Scotland as a whole.

In broad terms, Glasgow city region employers are reporting similar levels of skills underutilisation to those across Scotland as a whole.

### Skills Supply

Although many issues have been identified where skills have a part to play in their solution, it is important to record the substantial publicly funded skills effort mounted annually within the city region. Funding for 2018/19, excluding capital funding is:

- £232 million for the colleges.
- £338 million for the universities, excluding UWS which has a major campus beyond the city region.

SDS's budgets cannot be disaggregated by city region. However, a substantial contribution is made to city region skills development through the apprenticeship family. Figures for apprenticeship starts in 2017/18 were:

- 518 for Foundation Apprenticeships, 42% of the Scottish total.
- 9,794 for Modern Apprenticeships, 36% of the Scottish total.
- 109 for Graduate Apprenticeships, 39% of the Scottish total.

This excludes the investment in training and skills development made by employers to promote workforce development. This is very difficult to estimate,

### Broad Messages from Indicators

The review of the set of indicators capturing various dimensions of employment, skills and the labour market points to a number of broad conclusions:

- The evidence on job density and average earnings points clearly to an **improvement** in the position of Glasgow city region relative to Scotland as a whole
- On a number of other supply-side indicators, however, particularly those relating to the employment rate, economic inactivity and working age people lacking qualifications, there is a **great deal still to be done** and a deteriorating position in relative terms on a number of these indicators.

Given that the supply-side indicators show a continuing position of relative labour surplus, it is a little disquieting to find employers, particularly those in Glasgow, reporting more problems with **labour shortages and skills gaps** in their workforces than the Scottish average.

not least because a key cost to employers is the time their employees spend off the job while undergoing training.

**Figure 2: Employer Skills Survey, 2017**

Indicator	Glasgow	Lanarkshire	West	Scotland
% of employers with skill shortage vacancies	8	7	9	6
Skill shortage vacancies as % of all vacancies	28	14	31	24
% of employers reporting skills gaps	18	18	19	16
% of all staff with skills gaps	6	3	7	5
% of employers with underutilised staff in terms of skills/qualifications	38	32	41	35
% of all staff underutilised	9	9	7	9

## Looking Forward – Projections for Labour Demand and Supply

This section takes a forward look on both the demand and supply sides of the city region's labour market. There are uncertainties with relation to the projections on both sides.

- The demand side projections assume that changes in employment and the labour market will conform to past patterns and trends – but there are major uncertainties that can lead to significant breaks with the past, including BREXIT and digitalisation.
- The supply side is traditionally based on firmer ground as there are robust projections for the level and age breakdown of the population. However, the major uncertainties here is what happens to migration post-BREXIT.

### Labour Demand by Occupation

Although the public discourse on the future of employment assumes a greater emphasis on higher skill levels and the occupations that require these, the projections to 2028 are more complex than this.

- There is a strong projected **growth in management and professional occupations, and in skilled trades such as construction**.
- However strong **growth** is also projected for **sales and customer service** jobs and a range of **'elementary' occupations**.
- A modest decline in demand is projected for people working in metal trades, as well as operatives working in semiskilled jobs, principally in manufacturing.

Much more significant than the growth in or decline of broad occupational areas is the notion of **replacement demand**. Even if an occupation is in decline, due to workers retiring, migrating or simply leaving the occupational area altogether, there will be many vacancies to be filled over the next decade. Consider 'elementary' clerical jobs as an example.

- In 10 years' time there will be 4,000 fewer jobs in this occupational area.
- Over the course of the next 10 years, there will be 48,000 jobs which need to be filled due to replacement demand.

### Labour Demand by Sector

In relation to sectors of the economy:

- Significant employment **growth** is anticipated in **professional, scientific and technical activities, construction, and administrative and support services**.
- Major declines in employment are projected for **manufacturing and public administration**.
- In relation to the Scottish government's **key sectors**, growth is projected in financial and business services, health and social care, childcare and tourism – but with modest declines in energy, engineering, food and drink, life sciences.

### Labour Demand by Job and Qualification Levels

Looking forward a decade:

- 43% of jobs are projected to be high-level, 30% middle level and 27% low-level.
- In terms of qualifications for the jobs over the next decade due to replacement demand and net growth, 67% of the jobs will require qualifications at HNC and equivalents or above. Only 10% of the jobs will have no qualifications requirements.

### Labour Supply

The employment projection for 2028 is for a **net increase of only 38,000 jobs**, and this does not factor in any negative impacts due to BREXIT. This sets the requirement in terms of increased labour supply, putting to one side the level and type of qualifications attained.



The working age (16-64) *population is projected to decline by 25,000* over the period 2017-2027. This suggests there may be a problem in terms of the overall labour supply. However, it is important to note the erosion of 65 as a hard retirement age, partly due to changes in state retirement pension, but also the impacts of collapsing private sector employer pension schemes. Additionally the population has generally grown healthier over time, allowing more people to work for longer than previous generations. The 65 to 74 age group is now the fastest growing element of the UK working population. Across the city region, there are now 21,000 employed in this age band, up by 34% the last 5 years.

The big area of uncertainty relates to *migration* as a source of labour supply for the city region. For 2017/18, 26,500 EU migrants were employed within the city region – 3.3% of total employment. This makes the city region much less at risk of labour supply loss than other city regions across Scotland – principally Edinburgh and Aberdeen city regions. UK figures are now showing a decline in the number of EU migrants employed in the labour market – but this is not yet showing in figures for Scotland. The number of EU migrants employed in Scotland rose by 32,700 between 2015/16 and 2017/18.

On balance, the city region may experience more pressing issues around labour supply over the course of the next 10 years, but this requires an optimistic stance on employment and labour demand post-BREXIT.

An additional consideration is that the *potential tightening of the city region's labour market could stimulate significant progress on some of the current shortcomings* identified in the statistical analysis benchmarking Glasgow city region against Scotland. For example, *bringing the city region's employment rate up to the Scottish average would add 29,000 people* to the labour supply, hopefully increasing significantly their incomes at the same time. Additionally, as demonstrated clearly in the statistical benchmarking exercise, there is scope to reduce unemployment and increase the employment rates for the long term sick and disabled, those with low or no qualifications and other disadvantaged groups – *so promoting growth and securing gains in terms of inclusion*.

## Implications of National and Global Labour Demand and Supply Issues

In this final section we consider labour demand and supply issues generated by national and global trends. It is fair to say that the city regions globally most adept at managing and indeed exploiting these trends will find themselves at a significant competitive advantage in terms of their economies, and their ability to attract and retain talent.

### Rise of In-Work Poverty

It is now well-established that in Scotland, and the UK more generally, in-work poverty has been on the rise for the last 5 years or so. The latest figures for Scotland report that 65% of children in relative poverty and 58% of working age adults are in households with one more earner. This reflects a combination of the difficulties in accessing fair work and the failure to upgrade benefits, including working tax credits, in line with inflation. The Skills Investment Plan needs to both support productivity growth and tackle inequalities to take forward inclusion. This requires a sharper focus on in-work employability and skills interventions to help stall and then reverse the rise in in-work poverty.

### Demography

In broad terms, the demographic trends through to the 2040s facing Scotland are as follows:

- Under 16's remaining relatively flat.
- 16 – 64 age group is declining.
- 65+ age group increasing.

Recent statistical evidence from across the globe shows that there has been a significant downward shift in fertility rates, which then underpins very similar trends to those identified for Scotland. What we confront is not unique to Scotland by any manner of means. At the city region level, we need to think much more profoundly about the implications of this for our education and skills system, for our services and for the nature and future of our economy.

### Skills Underutilisation

The statistical evidence for Scotland suggests that anywhere between 28% and 52% of graduates are underutilised in their employment role. The findings for the UK as a whole are similar in terms of scale, and likewise for a number of OECD economies. The evidence from the Employer Skills Survey also provided evidence on this for the Glasgow city region. This tends to be viewed as a problem – and clearly it is for the individuals who have undergone education and training but are not reaping the anticipated rewards. If indeed the city region is moving to a position where labour shortage replaces labour surplus as the norm, the underutilisation of skills within the city region can be turned to advantage by facilitating the redeployment of underutilised skills to parts of the city region labour market where they will be used. More generally, skills investment planning needs to be much more sensitive to the needs of the employer marketplace, and much more flexible and responsive in meeting new demands as well as reducing capacity where skills are not being as well utilised.

### Gender, STEM and Digital Skills

There is now widespread awareness of the importance of STEM and digital skills as jobs and sectors evolve. There is now a significant body of evidence at the Scottish and UK levels that female participation in school, college and university courses in the STEM and digital areas equates to only approximately 25%. This means that 1 in 4 potential labour market entrants with these skill sets is essentially discounted. The implication is that a prolonged demand for these skills within the city region would lead to significant labour shortages and loss of competitive advantage to other city regions across the UK and beyond which have been able to significantly raise female participation in the relevant subject areas. The response needed here is in the early years of the education process.

### Digital Destruction

There is now a general acceptance that digitalisation will transform the occupational landscape. From GPs to conveyancers, and from shop assistants to

welders - and across a range of other occupations - many jobs will disappear or be radically transformed. There is little argument that this will happen, and indeed is already happening. However, there is less certainty about the timescales and the extent of change within these timescales. Clearly all of this will impact significantly on national and regional skills systems across the globe. The skills systems that are able to demonstrate great *agility*, and are able to *respond quickly* as change comes fast upon them, will prove to be the most *resilient* and also the most effective in supporting their economies and working populations. The Glasgow city region needs to be one of the places that has developed this type of agile and responsive skills system.

### Skills 4.0

Industry 4.0 will be much more digitally enabled, and the likelihood is that the nature of the skill sets required within global economies and the city regions to underpin competitiveness will be far removed from what is the current conventional requirement. Work carried out by Skills Development Scotland has sought to identify these new *meta skills*, and describe them in some detail. The major requirement now is to develop a fuller understanding of how most effectively to create these skills not only in the young people coming through our school system, but also in the existing workforces which may need to transform quickly to retain and/or create a competitive edge in a global marketplace.

### BREXIT

Finishing with the most immediate threat in the broader landscape, it is likely that whatever BREXIT deal is agreed – including ‘No Deal’ - there will be in the UK, its regions and city regions two broader impacts in the relatively short run.

- *Redundancies* will increase in those sectors most exposed to the EU for trade. There may also be relocations of existing UK businesses, moving part or all of their operations to the EU. So in broad terms there will be a reduction in demand for labour.

- Paradoxically, there may also be *labour shortages* as a significant number of EU workers return to their home economies or move to other EU economies.

This will create a challenge for Glasgow city region, but for competitor city regions across the UK as well. There is an opportunity here to move quickly by assembling much more resource to support the well-established *PACE* process for responding to redundancies to maximise the redeployment of the existing workforces. At the same time, it will be essential to develop significant training and retraining resources that can be targeted at the labour shortages resulting from return migration by EU migrants. The *Transition Training Fund* developed in the north-east of Scotland to cope with the downturn in oil and gas is a good model for what could be done. *Planning needs to begin now if the city region's response is to be ready for effective deployment if and when needed.*

**Glasgow City Region must excel in its response to all of the above challenges if it genuinely has ambitions to be a globally competitive and fully inclusive city region.**

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# Mission, Strategic Outcomes and Priority Action Areas

## Purpose

The purpose of this section is to create a platform for the more detailed Skills Action Plan to be deployed to support the implementation of the overall Skills Investment Plan. This platform consists of:

- The long-term **mission** which will drive the design and delivery of the Skills Investment Plan.
- The **strategic outcomes** against which the effectiveness of the Skills Investment Plan will be assessed, and which will need to be met if the mission is to be achieved.
- The **priority action areas** which will form the basis of detailed skills investment decisions and actions needed to progress towards the strategic outcomes

## The Strategic Context

Earlier sections set out in some detail the policy and strategic context for the Glasgow city region Skills Investment Plan, as well as a statistical analysis benchmarking employment and skills indicators for the city region against Scottish levels. At the start of this section, it is helpful to locate the Skills Investment Plan within the wider *Glasgow City Region Economic Strategy 2017-2035*. There are 3 important elements relevant to the development of the Skills Investment Plan:

- The core **aim** is sustained and inclusive economic growth through
  - Significant uplifts in **productivity** and **incomes**;
  - **More and better jobs** created by strengthening and growing a diverse business base; and
  - **Increasing labour supply** by supporting more people into work, and attracting and retaining talent
- Developing a **skills system** with a key role in supporting people, business and other key organisations to **reach their full potential**
- To achieve the above, **skills development must contribute to 3 key areas**:
  - **Improving connectivity between skills strategies** at the city region and the Scottish levels.
  - Moving to a position where more employment and **skills investment decisions are made at the city region level**.
  - Ensuring that **skills provision is better aligned to business needs**.

## Key Messages: Review of Statistics and Key Trends

The review of the performance of the city region on statistical terms, allied with the consideration of broader economic trends, generated a number of key messages relevant to the Skills Investment Plan. These are summarised succinctly below.

### *Labour Market Inequalities Persist*

Although the city region has made good progress in recent years in relation to the underlying economy, this has not yet transmitted itself in significant terms to long-standing problems such as the high proportions of economically inactive people due to long-term sickness and disability, and the generally lower employment rate for working age people compared to Scotland as a whole.

### *Rise of In-Work Poverty*

Figures for the city region are difficult to obtain on a robust basis. However the Scottish evidence shows unequivocally that in-work poverty, including the number of children in poverty, have been rising steadily for at least the last 5 years and now stands at unacceptable levels. There scope to gain purchase on this problem by introducing more effective interventions to stimulate employer investment in upskilling their workforces, so enhancing their earning capacity. This will also help employers to grow, and will help the city region to grow inclusively.

### *The Demographic Challenge*

The city region's working age population will decline by around 25,000 over the next 10 years. This potential loss of labour supply could be exacerbated if there is a reduction in the number of EU workers employed in the city region. This makes it all the more important to make full use of the potential workforce, including those more disadvantaged groups with much lower employment rates – such as disabled people and those with no or low qualifications. This will help sustain economic growth and make it more inclusive.

### *Skills Underutilisation Is High*

Across Scotland, the proportion of graduates in non-graduate jobs is high, with estimates ranging between 28% and 51%. This raises issues about the appropriateness of the educational provision across the city region. Additionally, however, there is the potential to make better use of the skilled graduates, particularly at time when the number of working age people is in decline.

### *Changing Nature of Skills*

As digitalisation increasingly impacts upon the economy and the labour market, new skill sets will be required. These will include highly technical skills such as those required in the finance sector to design and engineer new products and customer interfaces. More generally, many jobs will require a reasonable level of digital awareness. In addition to this, a more generic set of meta skills is coming to the fore. The city region needs to be ahead of these trends to sustain and improve its competitiveness, and must guarantee wide access to the acquisition of these skills to ensure inclusivity.

### *BREXIT*

Whatever deal emerges from BREXIT, there will be challenges in terms of labour demand and supply. Potentially the city region may confront both an increase in redundancies and in skills shortages. Effective and well-resourced skills interventions would have a critical role to play in seeing the city region through a difficult period of readjustment.

#### **Overview**

Skills investments and interventions are not the solution to these problems – but they must form a major part of the contribution to a solution. Given this, actions to tackle these problems need to sit at the centre of the Skills Investment Plan.

## Perspectives of Key Stakeholders: Key Skills Challenges and Priorities for Action

A key part out of the work process for the development of the Regional Skills Investment Plan involved consultation with a wide range of key stakeholders across the city region. This included the public, the private and the third sector.

In the public sector, the consultations involved the local authorities, agencies such as Scottish Enterprise and Skills Development Scotland, DWP JobCentre Plus, colleges and universities, and the Scottish Government. Over 20 consultations were carried out on a one-to-one basis, and a major consultation event was held where participants were given presentations on the purpose of the Skills Investment Plan and the performance of the Glasgow City Region relative to other city regions and Scotland on a wide range of economic and skills related indicators.

The consultations generated a number of key skills challenges, some of which the Skills Investment Plan should seek to address. Some of these challenges have already been highlighted on the basis of the wider review of trends and the statistical comparisons between the city region and Scotland as a whole. As a large number of challenges were identified, these have been organised into groups.

### *High Levels of Inequality*

There was serious disquiet about the persistence of high degrees of inequality across the city region. Although skills interventions cannot alone solve these problems, there was a desire to see a strong focus on tackling inequalities within the Skills Investment Plan. This would need to involve reducing economic inactivity among those with long-term sickness and disability issues, but also tackling the relatively high incidence of working age people with no qualifications and the long-standing poor labour market experiences of the residents of our most deprived communities where the skills interventions deployed to date appeared to lack effectiveness. Additionally,, there was a view that whereas there were still employment problems for some groups of young people, particularly those failing to secure a good educational or employment

outcome by the late teens/early 20s, there was now a case for reallocating some funding from younger to older people of working age. Finally, it was felt that the capabilities of the 3<sup>rd</sup> sector in relation to engaging with more deprived and disadvantaged communities were not being fully utilised.

### *Insufficient Investment in Upskilling and Reskilling Existing Employees*

There was a broad view that, in a time of significant change in technologies, greater investment in the existing employed workforce was a necessity. Linked to this is the need to upskill and reskill those employees at the lower end of the earnings hierarchy, to help reduce in-work poverty, assist in the retention and progression of unemployed people finding work and to reduce inequalities in pay across gender and other key characteristics. At the same time, there is the potential to increase productivity and competitiveness in the business base.

### *Skills System insufficiently Responsive to Business Needs*

Feedback from the business community indicated a perception that the skills system was insufficiently responsive to the skill needs of employers. From their perspective, educational and skills provision still seemed somewhat dislocated from the current realities of the labour market in terms of curriculum. Additionally, it was hard to see strong evidence of important messages getting out to young people and adults on changing labour market demands and opportunities, and the skills required to access these.

### *Need For More Resilient Workforce*

In a context of increasing uncertainty in the European and wider global context, there is a sense that, just as businesses and other organisations need to build in resilience, so it must be with the city region's workforce. As future skill needs are very difficult anticipate in detail, this suggests a greater focus on the development of more generic softer skills and the meta skills likely to be associated with Industry 4.0, as well a broad level of digital awareness. The difficulty here is how to generate these more generic skills on a much more effective and sustainable basis. In some part, this reflects the fact that rarely is funding directed at attainment in these skills, and funding drives behaviour as we know. The Skills Investment Plan needs to address this full on.

### *Lack of Good City Region Intelligence on Skills*

Despite the volume of resources available across all the organisations involved in skills, there seem to be a lack of detailed and necessary intelligence on skill needs, and on the effectiveness of different types of skills interventions. There was clear recognition that Skills Development Scotland had made significant contributions to improving the situation, particularly through Regional Skills Assessments. However, there remained a lack of coordinated intelligence on current and specific skill needs in particular sectors and localities. The suspicion was that this was giving rise to skill shortages and recruitment problems. Additionally, the lack of collective intelligence on what was working well, or not so well, in relation to skills interventions probably meant that the money could be spent more effectively going forward.

### *Skills System Not Sufficiently Aligned and Coordinated at City Region Level*

There was concern across the spectrum of key stakeholders about the fact that limited decision making powers around skills investment resided at the city region level. However, it was well understood that, even with these powers, it would be essential to develop a more aligned and coordinated approach to education and skills across the city region. Essentially, active collaboration must replace competition and reluctance to engage if the city region is to develop a skills system that will work effectively for it in a competitive national and global environment for the next few decades. The city region needs to divert its competitive impulses to taking on other city regions across the UK and beyond.

### *Skills System Needs to Embed Agility and Resilience*

These are very challenging and uncertain times. A number of stakeholders had concerns that the city region skills system is not set up to deal with uncertainty and may struggle if there are major shocks in the labour market requiring significant shifts in curricula over a short period of time. As planning for specific future skill needs is extremely difficult, with repeated major failures in this approach over the last 50 or 60 years and across many economies, it is essential to develop a system which has much greater agility. This is a system where major shocks can be dealt with quickly and appropriately. Agility not only serves well the employing community and workforce, as well as the wider population

dependent on the services delivered, it helps maintain the integrity of the skills system itself and ensure its resilience in the face of major change. Skills Investment Plan should work to create such a system.

### *Skills Investment Plan: The Building Blocks*

This section sets out the key building blocks of the Skills Investment Plan, and these are the foundation for the more detailed Skills Action Plan which follows. The priority action areas are based on the key messages from the data, key trends and stakeholders discussed above.

### *Skills Investment Plan: Mission*

The purpose of the mission is to create a central long-term driver to help with the design and delivery of skills investment plan, but also to retain focus on what the city region needs to achieve through skills investment over the long term.

Rather than create a mission internally focused around skills, the decision was made to view skills as one of the key support columns for the *Glasgow City Region Economic Strategy 2017-2035*. The Glasgow City Region Skills Investment Plan mission is as follows:

***Create a skills system which underpins a strong, inclusive, competitive and outward-looking economy, sustaining growth and prosperity, with every person, business and sector reaching full potential. The system will be agile, with adaptive resilience, to see off challenges and exploit opportunities emerging from global technological, economic and skills trends***



As noted, the central aspects of the mission around economy are largely drawn from the Regional Economic Strategy. However, key aspects of the mission focus on the need to create a skills system which has both **agility and adaptive resilience**. There was a view coming through the consultation phase that, insofar as the city region has a skills 'system', it is slow to react to economic and labour market changes, and could be much better coordinated across its different components.

### **Skills Investment Plan: Strategic Outcomes**

The strategic outcomes set out number of requirements which must be met if the mission is to be achieved. In large measure, the strategic outcomes reflect a number of the broad areas where statistical evidence suggests that the city region currently under-performs relative to Scotland as a whole. As noted earlier in the Skills Investment Plan, Scotland needs a successful Glasgow city region – but so do the current and prospective working age population and the business community; and skills have a central role to play in continuing to support the development of the economy, and in tackling long-standing inequalities across different groups of the population in different localities within the city region.

The strategic outcomes which will help drive the design and delivery of the skills investment plan for the next 5 years – and beyond as the Plan adapts and

4. **Productivity, job density, % of standard jobs and average earnings are above the Scottish average, and in the top quartile of the UK core city regions**
5. **Inequalities in pay and employment access by gender, disability, ethnicity, and care experienced and other protected characteristics are below the Scottish average**
6. **Gaps in education, skills and employment outcomes between residents of the poorest 10% SIMD areas have halved relative to the city region average.**

evolves – are as follows:

One of the key features of the strategic outcomes is that they are all **measurable** to a high degree. On a point of detail, baseline measurements will need to be taken, followed up by ideally annual assessments of progress towards the strategic outcomes. The design of measures to cater for Strategic Outcome 1 will be a little more challenging, but this can and must be done.

### **Skills Investment Plan: Priority Action Areas**

In order to make good progress towards achieving the strategic outcomes, 7 broad priority action areas have been identified. These action areas will impact directly upon the strategic outcomes. The action areas are listed and briefly described below:

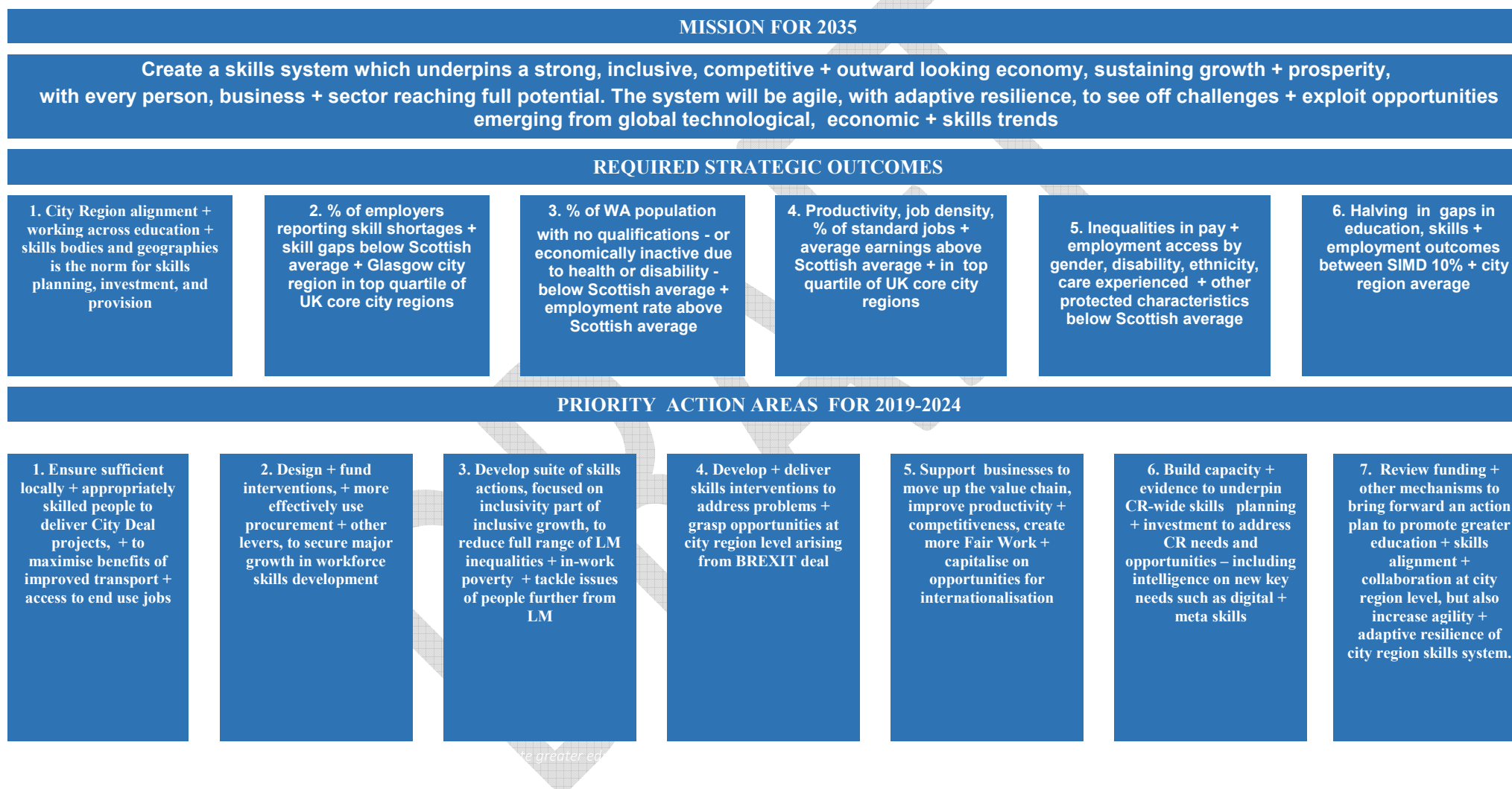
1. **Alignment and co-ordinated working at the city region level across education and skills bodies and geographies is the norm for skills planning, investment and provision**
2. **% of employers reporting skill shortages and skills gaps is below the Scottish average, and Glasgow city region is in the top quartile of the UK core city regions**
3. **% of working age population with no qualifications – or economically inactive due to health or disability – is below the Scottish average, and their employment rates are above the Scottish average**

1. **Ensure sufficient local and appropriately skilled people** are available to deliver effectively the range of **City Deal projects** – but also to **maximise the local employment benefits** from improved transport, and the new job creation flowing from the City Deal projects on their completion.
2. Design and fund interventions, and use more effectively procurement and other levers, to secure a **major expansion in skills development for existing employees**.

3. Develop a *suite of new skills actions focused on improving the inclusivity element of inclusive growth*, leading to a reduction in the full range of labour market inequalities and in-work poverty, and improved results in terms of job access, quality and sustainability for unemployed people further from the labour market.
4. Develop and deliver skills interventions to address problems and grasp opportunities, if any, at city region level arising from *BREXIT*.
5. Improve skills interventions to *support businesses to move up the value chain*, improve productivity and competitiveness, create more Fair Work and grasp opportunities for internationalisation.
6. *Build the evidence base and analytical capacity to underpin city region level skills planning and investment* to exploit fully skills interventions that will address city region needs and opportunities – including building intelligence and evidence-based interventions on critical emerging needs around *digital and meta skills*.
7. Conduct a full review of funding and other mechanisms prior to bring forward an action plan to *promote greater education and skills alignment and collaboration at city region level*, but also *increase the agility and adaptive resilience of the city region skills system*.

The chart below summaries the Mission, Strategic Outcomes and priority Action Areas in a simple fashion

**Figure 3: Mission, Required Strategic Outcomes, Priority Action Areas 2019 – 2024**



## Delivery Programme 2019 - 2024

**This section sets out the rationale and impact of planned activities in the priority action areas and detailed actions to support delivery of the six strategic outcomes.**

These actions have been validated with key partners, the Glasgow City Region Economic Partnership and Skills and Employment Portfolio Group members.

While these actions represent a coherent response to the challenges and opportunities identified in this Regional Skills Plan, they should not be viewed in isolation and form part of a wider comprehensive suite of actions for Business and Place themes of the Glasgow City Region Economic Strategy and Action Plan and updates thereof.

We expect this action plan to develop and evolve over time in response to emerging opportunities and changing economic conditions.

We commit to review and update the plan with City Region Partners on a regular basis.



**PRIORITY ACTION AREA 1 – Ensure sufficient local and appropriately skilled people to deliver City Deal Projects, and to maximise benefits of improved transport and access to end use jobs.**

Rationale	Detailed Actions	Impact	Key Partners and Linkages	Timescale
<ul style="list-style-type: none"> <li>• Need closer working arrangements between City Deal Projects and Regional Skills and Employment delivery</li> <li>• Community Benefits can be used more effectively to support skills development and address labour market inequalities</li> <li>• Availability and cost of public transport can be a barrier to employment and contributes to labour market inequalities</li> <li>• Transport routes need to reflect changing nature of economy</li> </ul>	<ul style="list-style-type: none"> <li>• Establish and implement process for securing workforce planning and demand needs for City Deal Projects during construction and for end use</li> <li>• Establish and implement process for promoting details of contractors and end users to Skills and Employment as soon as identified</li> <li>• Review processes for specifying and managing Community Benefits in City Deal Projects; implement revised process ensuring consultation with Skills and Employment</li> <li>• Integration and alignment of College Regional Outcome Agreements and programmes to reflect demand</li> <li>• Undertake review of public transport routes and cost of transport to support access to end use jobs from all parts of the city region</li> </ul>	<ul style="list-style-type: none"> <li>• Sufficient and appropriately skilled local labour available in when required</li> <li>• Reduce labour market inequalities</li> <li>• Reduce % employers reporting skills shortages</li> <li>• Reduce % WA population with no qualification</li> <li>• Contribute to halving gaps in education, skills and employment outcomes between SIMD 10% and CR average</li> <li>• City Region alignment and working is the norm for skills planning, investment and provision</li> </ul>	<ul style="list-style-type: none"> <li>• Glasgow City Deal Project Managers and PMO</li> <li>• City Deal Procurement and Community Benefit Strategies</li> <li>• Local Authority Skills/ Employment and Enterprise Portfolio leads</li> <li>• Learning Providers</li> <li>• Skills Development Scotland</li> <li>• Regional Transport Strategy and Portfolio Leads</li> <li>• City Region Education Collaborative and Learner Journey Pathways</li> </ul>	<ul style="list-style-type: none"> <li>• Actions to identify and plot CD Project labour plans early priority – 2019</li> <li>• Processes for Community Benefits early priority - 2019</li> <li>• Skills engagement with contractors and end users as soon as identified – ongoing</li> <li>• Review of transport routes and cost early priority – 2019 and ongoing</li> <li>• Integration and Alignment of College ROAs – annual review</li> </ul>

PRIORITY ACTION AREA 2 – Design and fund interventions and more effectively use procurement and other levers to secure major growth in workforce skills development.				
Rationale	Detailed Actions	Impact	Key Partners and Linkages	Timescale
<ul style="list-style-type: none"> <li>Community benefit clauses are not routinely used in all capital and revenue contracts</li> <li>There is no/poor linkage of procurement levers from across the public sector to local/regional skills and employment pipelines</li> <li>Lack of skills development in Local Employability Pipelines</li> <li>In-work progression not a priority in employability pipelines</li> <li>Eligibility of workforce skills development for ESF and other funding streams</li> <li>Access and cost barriers to enhanced skills provision while working</li> </ul>	<ul style="list-style-type: none"> <li>Establish and implement a City Region approach to maximise the use of community benefit clauses throughout public sector procurement</li> <li>Work with Scottish Government in developing Wealth Creation Pilots</li> <li>Develop a Skills Compact with employers and single CR employer offer to promote progression, increase sustainability and secure growth in workforce skills</li> <li>Link above to Community Benefits and effective use of procurement and other levers</li> <li>Review Workforce Development offering and funding across the City Region</li> <li>Work with College Regions and other providers to develop a range of skills interventions to enable more 'earn and learn' options</li> <li>Develop and implement targeted interventions by sector to promote and support in-work progression</li> </ul>	<ul style="list-style-type: none"> <li>Improve the economic footprint of the City Region and address issues of labour market inequality</li> <li>Increase skills and contribute to 50% reduction in working age population with no qualifications</li> <li>Contribute to increased productivity through higher skills and earnings</li> </ul>	<ul style="list-style-type: none"> <li>All City Region Authorities and Regional Partners</li> <li>Scottish Government Procurement Strategy</li> <li>Fairer Scotland Duty</li> <li>Scotland Excel and Hub West</li> <li>Skills providers</li> <li>City Region Employers</li> <li>Enterprise and Skills Strategic Board: Strategic Plan</li> <li>Evaluation of CD In-Work Progression pilot</li> </ul>	<ul style="list-style-type: none"> <li>City Region approach to maximise CB clauses throughout public sector procurement - medium priority (2020 and ongoing)</li> <li>Wealth creation pilots – early priority (2019)</li> <li>Skills Compact and single CR Employer Offer – early priority (2019)</li> <li>Workforce development offer – early priority (2019 and ongoing)</li> <li>Targeted interventions to promote and support in-work progression – early priority (2019)</li> </ul>

**PRIORITY ACTION AREA 3 – Develop a suite of skills actions, focussed on inclusivity part of Inclusive Growth, to reduce full range of labour market inequalities and in-work poverty, and tackle issues of people further from the labour market.**

Rationale	Detailed Actions	Impact	Key Partners and Linkages	Timescale
<ul style="list-style-type: none"> <li>Glasgow City Region outperforms all other UK CRs in terms of WA population with degree level qualifications, however, region also has the highest level of WA population with no qualifications</li> <li>GCR employment rate is on a par with national averages and higher than other UK CRs, however, we continue to have higher than average levels of economic inactivity at 25%</li> <li>Employment rate is lower for people with disabilities and other disadvantaged groups including care leavers</li> <li>In-work poverty has increased significantly in the last 5 years</li> </ul>	<ul style="list-style-type: none"> <li>Introduce Glasgow City Region Fair Work Strategy and Living Wage</li> <li>Develop and implement a City Region Fair Work Accreditation Scheme</li> <li>Introduce Glasgow City Region Youth Guarantee focussed on priority groups and areas</li> <li>Develop and implement a City Region Recruitment Incentive for targeted groups as part of our Skills Compact with employers to promote progression, increase sustainability and secure growth in workforce skills</li> <li>Develop and implement our City Region Single Employability Offer for disadvantaged groups and those further from the labour market</li> <li>Commission specialist employment and support services for people with health barriers to employment and others disadvantaged or experiencing exclusion in the</li> </ul>	<ul style="list-style-type: none"> <li>Support those further from the labour market</li> <li>Reduce labour market inequalities and in-work poverty</li> <li>City Region alignment and working is the norm for delivery of skills and employability interventions</li> <li>Reduce % WA population with no qualifications</li> <li>Contribute to reducing Inequalities in pay and employment access by gender, disability, ethnicity, care experienced and other protected characteristics below Scottish average</li> <li>Contribute to increasing productivity through higher skills and earning</li> <li>Contribute to halving gaps in education, skills and employment outcomes between SIMD 10% and CR average</li> </ul>	<ul style="list-style-type: none"> <li>Scottish and UK Government partners and agencies</li> <li>Skills Development Scotland</li> <li>City Region Member Authorities</li> <li>City Region Skills &amp; Employment and Enterprise Portfolios</li> <li>Learning providers</li> <li>City Region Employers</li> <li>Third Sector and Community Organisations</li> <li>Health Services</li> <li>City Region Intelligence Hub, Performance Framework and Inclusive Growth Diagnostic</li> <li>Child Poverty and Fairer Scotland Duty</li> </ul>	<ul style="list-style-type: none"> <li>City Region Fair Work Strategy, Living Wage and Accreditation Scheme - early priority (2019)</li> <li>City Region Youth Guarantee and single offers – early priority (2019 and on-going)</li> <li>Intensive support for parents and tailored interventions to tackle in-work poverty – early priority (2019 and on-going)</li> <li>Specialist employability programmes – medium priority (2020 and on-going)</li> <li>City Region Equalities Framework and Assessment tool – medium priority (2020)</li> <li>Poverty Panel and poverty-proofing processes – medium priority (2020)</li> </ul>

Rationale	Detailed Actions	Impact	Key Partners and Linkages	Timescale
	<p>labour market</p> <ul style="list-style-type: none"> <li>• Develop tailored interventions to tackle in-work poverty</li> <li>• Implement our City Region Intensive Employability Programme for Parents to help tackle Child Poverty</li> <li>• Secure resources for Skills Investment and Employability Programmes for the City Region including from the Child Poverty Fund, European Structural Funds and UK Shared Prosperity Fund</li> <li>• Develop and implement City Region Equalities Framework and Impact Assessment</li> <li>• Establish City Region Poverty Panel and establish processes for poverty-proofing policies</li> </ul>			

PRIORITY ACTION AREA 4 – Develop and deliver skills interventions to address problems and grasp opportunities at city region level arising from BREXIT deal.				
Rationale	Detailed Actions	Impact	Key Partners and Linkages	Timescale
<ul style="list-style-type: none"> <li>• There remains a lot of uncertainty on the impact and opportunities arising from the BREXIT Deal</li> <li>• EU migrants make up 3.3% of GCR employment - net migration is likely to decline and tighter migration policies may lead to decline in labour supply</li> <li>• BREXIT has already had a dampening effect on business investment, potential declines in trade and foreign investment will reduce demand for labour</li> <li>• Estimated 40,000 jobs in the city region are dependent on exports to the EU</li> <li>• Potential redundancies in sectors most exposed to the EU for trade.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a mechanism for identifying, communicating and tracking problems and opportunities arising from BREXIT Deal</li> <li>• Establish a multi-agency BREXIT Taskforce to co-ordinate actions and improve our understanding of implications for the CR business base</li> <li>• Improve our understanding of EU migrant labour in GCR employment by sector and geographic focus and implement targeted skills interventions to mitigate risks</li> <li>• Work with the Scottish and UK Governments to ensure that post-study work visa policies allow us to retain talent and grow our regional economy</li> <li>• Develop a City Region Foreign Direct Investment Strategy targeted at key international markets in Europe, North America, and the Far East</li> </ul>	<ul style="list-style-type: none"> <li>• Improved understanding and preparedness for BREXIT</li> <li>• City Region alignment and working across skills and enterprise bodies and geographies is the norm</li> <li>• Minimise % employers reporting skills gaps</li> <li>• Reduce % WA population with no qualifications</li> </ul>	<ul style="list-style-type: none"> <li>• Scottish and UK Governments and Agencies</li> <li>• GCR Regional Economic Partnership</li> <li>• Chambers of Commerce and other business organisations</li> <li>• Scottish Enterprise</li> <li>• GCR Leads for Enterprise and Inward Investment</li> </ul>	<ul style="list-style-type: none"> <li>• Establishing task force to improve understanding of impact of BREXIT Deal – early priority (2019)</li> <li>• Detailed labour market analysis of EU labour in CR employment – early priority (2019)</li> <li>• Implement targeted skills interventions to mitigate impacts – medium term (2020 and ongoing)</li> <li>• City Region Investment Strategy – medium term (2019/20)</li> <li>• Post-study Visa Policies – medium term (2020)</li> </ul>

**PRIORITY ACTION AREA 5 – Support businesses to move up the value chain, improve productivity and competitiveness, create more Fair Work and capitalise on opportunities for internationalisation.**

Rationale	Detailed Actions	Impact	Key Partners and Linkages	Timescale
<ul style="list-style-type: none"> <li>• Skills gaps and under-utilisation contribute to lower productivity and limit opportunities</li> <li>• Difficulties in accessing fair work leads to increased poverty and inequalities</li> <li>• Improved productivity helps to increase competitiveness and maximise opportunities for internationalisation</li> </ul>	<p><b>Actions below are shared with the City Region Enterprise Portfolio</b></p> <ul style="list-style-type: none"> <li>• Develop CR single enterprise offer, growth strategy and action plan <b>(Enterprise)</b></li> <li>• Increase alignment between skills and enterprise through establishing and implementing a single CR Enterprise and Skills Hub <b>(shared)</b></li> <li>• Develop and implement a City Region Fair Work Accreditation Scheme</li> <li>• Develop a Skills Compact with employers and single CR employer offer to promote progression, increase sustainability and secure growth in workforce skills</li> <li>• Develop a City Region Foreign Direct Investment Strategy targeted at key international markets in Europe, North America, and the Far East <b>(Enterprise)</b></li> <li>• Increase investment in upskilling and reskilling, range and availability of learning opportunities and promote earn and learn</li> </ul>	<ul style="list-style-type: none"> <li>• City Region alignment and working across skills and enterprise bodies and geographies is the norm</li> <li>• Contribute to increasing productivity, % of standard jobs and average earnings above Scottish average and in top quartile of UK core city regions</li> <li>• Increase skills and contribute to 50% reduction in working age population with no qualifications</li> <li>• Reduce labour market inequalities and in-work poverty</li> <li>• Contribute to reducing Inequalities in pay and employment access by gender, disability, ethnicity, care experienced and other protected characteristics below Scottish average</li> </ul>	<ul style="list-style-type: none"> <li>• GCR Regional Partnership</li> <li>• City Region Skills/Employment and Business Portfolio leads</li> <li>• Scottish Enterprise</li> <li>• Skills Development Scotland</li> <li>• CR Businesses and business organisations</li> </ul>	<ul style="list-style-type: none"> <li>• Enterprise offer, growth strategy and action plan – early priority (2019)</li> <li>• City Region Fair Work Strategy, Living Wage and Accreditation Scheme - early priority (2019)</li> <li>• Enterprise and skills Hub- early priority (2019)</li> <li>• Skills Compact and single CR Employer Offer – early priority (2019)</li> <li>• City Region Investment Strategy – medium term (2019/20)</li> <li>• Increasing investment in upskilling/reskilling – early priority (2019/20 and ongoing)</li> </ul>

**PRIORITY ACTION AREA 6 – Build capacity and evidence to underpin City Region wide skills planning and investment to address City Region needs and maximise opportunities, including intelligence on new key skills needs such as digital and meta skills.**

Rationale	Detailed Actions	Impact	Key Partners and Linkages	Timescale
<ul style="list-style-type: none"> <li>Skills landscape across GCR comprises three separate college regions, six universities, two SDS Regions and three DWP districts</li> <li>No skills planning or investment decisions taken at CR level</li> <li>Increased automation and global technological advances contribute to the decline of traditional skills and require a greater prevalence of advanced digital skills and softer meta skills to enhance resilience</li> <li>Need for a more resilient labour market to ensure on-going competitiveness</li> <li>Funding is rarely directed at generic or meta skills</li> </ul>	<ul style="list-style-type: none"> <li>Establish a city region approach to horizon scanning for future employment and skills needs including advanced digital and meta skills</li> <li>Integration and alignment of College Regional Outcome Agreements and programmes</li> <li>Further integrate education and training services to help meet the employment demands of the city region</li> <li>Work with our skills providers and industry to build career route ways and increase opportunities for advanced digital skills</li> <li>Work with our skills providers to ensure integration of meta skills to all vocational learning opportunities</li> <li>Align skills and training investment to provide complementary skills and employability services across the city region</li> </ul>	<ul style="list-style-type: none"> <li>City Region alignment + working across education + skills bodies and geographies is the norm for skills planning, investment, and provision</li> <li>More focussed skills planning and investment to support key sectors and CR Inclusive Growth</li> <li>City Region Flexible Skills Fund</li> <li>Contribute to reducing % WA population with no qualifications</li> <li>Contribute to increasing productivity through a more adaptive and resilient labour market</li> <li>Increase CR competitiveness through advanced digital skills</li> </ul>	<ul style="list-style-type: none"> <li>City Region Intelligence Hub</li> <li>Regional Skills Assessments and College ROAs</li> <li>Scottish and UK Government and agencies</li> <li>DWP</li> <li>Scottish Funding Council</li> <li>Enterprise and Skills Strategic Board: Strategic Plan</li> <li>Skills providers</li> <li>GCR Education Collaborative</li> </ul>	<ul style="list-style-type: none"> <li>Horizon scanning – early priority (2019)</li> <li>Integration and alignment of college ROAs, education and training – medium term (2020)</li> <li>Increase availability and take-up of advanced digital skills and career route ways – early priority (2019 and on-going)</li> <li>Increase understanding and introduction of meta skills in all vocational opportunities – early priority (2019 and ongoing)</li> <li>Regional skills investment and planning decisions- medium term (2020)</li> <li>Establish mechanism to review and update skills priorities – early priority (2019)</li> <li>City Region Flexible Skills Fund – early Priority (2019 and ongoing)</li> </ul>



Rationale	Detailed Actions	Impact	Key Partners and Linkages	Timescale
	<ul style="list-style-type: none"> <li>• Seek additional resources, including post-EU Structural Funds, in order to establish a regional Flexible Skills Investment Fund which can respond to future economic development opportunities and challenge</li> <li>• Establish GCR co-design and commissioning of skills and employability programmes</li> <li>• Seek to establish a Regional Skills Board or Review Panel to establish priorities and update SIP Action Plan</li> </ul>			



**PRIORITY ACTION AREA 7 – Review funding and other mechanisms to bring forward an action plan to promote greater education and skills alignment and collaboration at city region level, but also increase agility and adaptive resilience of the City Region skills system.**

Rationale	Detailed Actions	Impact	Key Partners and Linkages	Timescale
<ul style="list-style-type: none"> <li>• Incidence and take-up of degree and advanced qualifications in vocational skills impacted by digital destruction</li> <li>• Our CR skills system is constrained by existing funding mechanisms and is not as agile or resilient to meet new global skills needs</li> <li>• Funding is rarely directed at generic or meta skills</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct a full review of funding and other mechanisms prior to developing an action plan to increase the agility and adaptive resilience of the city region skills system.</li> <li>• Seek additional resources, including post-EU Structural Funds, in order to establish a regional Flexible Skills Investment Fund which can respond to future economic development opportunities and challenge</li> <li>• Work with our CR Colleges and Universities, funding and qualification agencies to introduce meta skills to all vocational programmes and qualifications and to develop an accreditation system for meta skills</li> <li>• Work with government, funding bodies and qualification bodies to establish and implement financial levers to promote more adaptive and resilient learning programmes and qualifications</li> </ul>	<ul style="list-style-type: none"> <li>• City Region Flexible Skills Fund</li> <li>• CR Skills System that is more agile, with adaptive resilience, to see off challenges and exploit opportunities emerging from global technological, economic and skills trends</li> <li>• Contribute to increased productivity and competitiveness of the CR</li> </ul>	<ul style="list-style-type: none"> <li>• Scottish and UK Governments</li> <li>• CR Colleges and Universities</li> <li>• Scottish Funding Council and SAAS</li> <li>• Scottish Qualifications Agency</li> <li>• Skills Development Scotland</li> <li>• Industry leaders and business support agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Incremental changes to existing learning programmes to increase range of adaptive and meta skills – early priority (2019 and ongoing)</li> <li>• Introduce financial levers for a more adaptive and resilient City Region skills system – long term (2021 and ongoing)</li> <li>• City Region Flexible Skills Fund – early Priority (2019 and ongoing)</li> </ul>

# Acknowledgements

## List of consultees

Department of Work and Pensions

Developing Young Workforce

East Dunbartonshire Council

East Renfrewshire Council

City of Glasgow College

City of Glasgow Council

Glasgow Caledonian University

Glasgow Chamber of Commerce

Glasgow Clyde College

Glasgow Colleges Regional Board

Glasgow Kelvin College

Greater Glasgow and Clyde NHS

Inverclyde Council

New College Lanarkshire

North Lanarkshire Council

Renfrewshire Council

Scottish Government

Skills Development Scotland

South Lanarkshire College

South Lanarkshire Council

University of Glasgow

University of Strathclyde

University of West of Scotland

West College Scotland

West Dunbartonshire Council

**WEST DUNBARTONSHIRE COUNCIL****Report by the Strategic Lead - Regulatory****Council: 14 February 2019**

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**Subject: Review of Planning Authority Scheme of Delegation****1. Purpose**

- 1.1** To seek approval of a revised Scheme of Delegation. .

**2. Recommendations**

- 2.1** That the Council agree that the proposed new scheme of delegation (Appendix 2) is referred to the Scottish Minsters for approval.

**3. Background**

- 3.1** The Local Government (Scotland) Act 1973 empowers local authorities to delegate a wide range of decisions to officers, including powers to determine certain planning applications. The Planning etc. (Scotland) Act 2006 introduced a positive requirement that each planning authority must prepare a specific scheme of delegation under which determination of certain types of planning application is delegated to officers. Secondary legislation requires that the scheme of delegation must be approved by the Scottish Ministers, and that planning authorities must review their scheme of delegation at least every five years.
- 3.2** The current scheme of delegation was agreed by the full Council on 30 October 2013 and approved by the Scottish Minsters on 6 January 2014.
- 3.3** The proposed new scheme of delegation was submitted to the Planning Committee on 19 December 2018 for their approval. The Planning Committee agreed that the proposed new scheme of delegation was appropriate for referral to Council.
- 4. Main Issues**
- 4.1** Since 2013 there have been no significant legislative changes which would require changes to the scheme of delegation. The new Planning Bill has just concluded stage 2 Parliamentary scrutiny with stage 3 to be completed in early 2019. Changes to the scheme of delegation may be required when the Planning Bill becomes law and secondary legislation is implemented.

- 4.2** In the meantime, a review of the existing scheme of delegation requires to take place given the requirement to review it within a 5 year time period. The main objectives of a scheme of delegation should be to maximise transparency and accountability balanced against speed and efficiency of decision making. The existing scheme of delegation is contained in Appendix 1. In 2017-18 90.6% of applications in the West Dunbartonshire Council area were determined under delegated powers which is a good balance between officer delegation and Committee involvement and reflects the national average for delegated decisions.
- 4.3** The new proposed scheme of delegation is contained in Appendix 2. It has been simplified and streamlined so it is much clearer of what requires to be determined by Planning Committee and Council. Major applications continue to be determined by Committee together with those subject to a formal objection by a statutory consultee, from a Community Council, from a neighbouring planning authority or from another Council Service. These applications will require to be determined by Committee whether the recommendation is approval or refusal, however the grounds of objection must be on planning grounds. Applications by Members of the Council, senior officers or by Planning and Building Standards staff continue to be dealt with by Committee in order to avoid any perceptions of impropriety. Added to the scheme of delegation is a request by an elected member for an application to be determined by Planning Committee if the Convenor and the appointed officer are in agreement and the elected member outlines the planning reasons why this application requires to be determined by Committee. Requests have been made in the past but this is now specified in the revised scheme of delegation.
- 4.4** The type of applications to be referred to and determined by Council is now specified in the scheme of delegation for National development and major developments which are significantly contrary to the adopted local development plan. In terms of objections from members of the public it is proposed to continue the present requirement whereby it is based on a significant body of objection rather than a specific number. This has worked effectively and provides an acceptable balance between the speed of decision making and ensure that planning operates against a context of making decisions at a local level. This allows the more major and contentious applications continue to be determined by Committee and allows the Council to maintain its good performance statistics whilst maintaining a good balance between the use of delegated powers and Committee applications. This is in keeping with the objectives of the Scottish Government and the Planning Performance Framework which encourages planning authorities to make maximum use of delegated powers, and to consider only the most important and contentious applications at the Planning Committee.
- 4.5** The hearing procedure contained in Appendix 3 has also been reviewed and no changes are proposed as the present hearing procedure works well as it allows the applicant and those making representation an opportunity to make the Committee either aware of their development and of issues and concerns.

## **5. People Implications**

**5.1** There are no people implications.

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

**6.1** There are no financial or procurement implications.

## **7. Risk Analysis**

**7.1** No risks have been identified.

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

**8.1** No equalities issues have been identified.

## **9. Consultation**

**9.1** No consultation is required.

## **10. Strategic Assessment**

**10.1** The proposed scheme of delegation aligns with the Council's strategic priorities.

**Peter Hessett**  
**Strategic Lead – Regulatory**  
**Date: 14<sup>th</sup> January 2019**

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**Person to Contact:** Pamela Clifford, Planning. Building Standards and Environmental Health Manager,  
Email: [pamela.clifford@west-dunbarton.gov.uk](mailto:pamela.clifford@west-dunbarton.gov.uk)

**Appendices:** Appendix 1: Existing scheme of delegation  
Appendix 2: Proposed scheme of delegation  
Appendix 3: Hearing Procedure

**Background Papers:** None.

**Wards Affected:** All wards



**West Dunbartonshire Council  
Planning Authority Scheme of Delegation**

Extract of Council Scheme of Delegation forming Planning Authority Scheme of Delegation, as required by Town and Country Planning (Schemes of Delegation and Local Review Procedure) (Scotland) Regulations 2013.

Approved by Full Council 30 October 2013  
Approved by Scottish Ministers 6 January 2014

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**Executive Director for Infrastructure and Regeneration**

**4. Planning**

**4.1 Development Management**

The Executive Director for Infrastructure and Regeneration shall appoint the “appointed officer” for such determinations, who shall be a member of the professional planning staff.

**4.1.1 Determinations except Local Developments**

- Planning Applications for development;
- Variations to planning permissions;
- Listed Building Consents;
- Conservation Area Consents;
- Advertisement applications;
- Tree Preservation Order applications to fell, lop or top trees covered by a confirmed Tree Preservation Order;
- Prior approval and notification applications;
- Certificates of Existing/Proposed Lawful Use or Development;
- Applications for Hazardous Substances Deemed Consent and Hazardous Substances Consent;
- Refusal on basis of insufficient information;
- Adding further conditions to applications determined by the Committee as a result of responses from statutory consultees;
- Initiating and confirming stopping up procedures where a planning consent has been granted;
- Screening and Scoping Opinions under the EIA regulations;
- Enforcement Actions

#### **4.1.2 Exceptions: Qualifications to Powers of Determination except Local Developments**

Delegated Powers shall not apply:-

- Where approval would involve a decision which is a significant departure from local or national policy or the emerging Development Plan; or
- Where approval would be contrary to a substantial body of objection, or an objection from a community council or a neighbouring planning authority; or
- Where approval would be against the strong recommendation of a statutory consultee; or
- Where the Executive Director considers new or significant issues are raised meriting determination at Committee.

#### **4.1.3 Determinations of Local Developments under S43A**

- Any application for planning permission and any application for consent, agreement or approval required by condition imposed on a grant of planning permission, being an application which meets the definition of local development.

#### **4.1.4 Exceptions: Qualifications to Powers of Determination Local Developments**

Delegated Powers shall not apply where:-

- the application has been made by or on behalf of an elected member of the Council, a member of the Senior Management Team of the Council, or a member of staff directly involved with the Council's Planning and Building Standards Service;
- the application is for local development which would be a significant departure from the statutory development plan, from other national or local policy, or from the emerging development plan;
- the application is subject to a substantial body of objection where the appointed officer is minded to grant permission;
- the application has been the subject of a formal objection from a Community Council, or from a neighbouring planning authority;
- the application has been subject to an objection from a statutory consultee or from another Council Service, and where the appointed officer is minded to grant permission;
- the application seeks to amend a condition or planning obligation which was itself imposed by the Planning Committee; or,
- the application, in the opinion of the appointed officer, raises new or significant issues meriting determination at Planning Committee



## **Appendix 2: Proposed Scheme of Delegation**

(extract applicable to Development Management)

### **Strategic Director for Transformation and Public Service Reform**

#### **4. Planning**

##### **4.1 Development Management**

The Strategic Director for Transformation and Public Service Reform shall appoint the “appointed officer” for such determinations, who shall be a member of the professional planning staff.

##### **4.2 Exceptions:**

**The following are subject to the exception of the categories of application which are for decision by elected members:**

**To be determined by the Council:**

- (a) National development as specified in the National Planning Framework
- (b) Major developments which are significantly contrary to the adopted local development plan

**To be determined by the Planning Committee of the Council**

- (a) Major developments as set out in the Schedule to the Town and Country Planning (Hierarchy of Developments) (Scotland) Regulations 2009;
- (b) Where application would involve a decision which is a significant departure from local or national policy or the emerging Development Plan;
- (c) Where application is subject to a substantial body of objection, or an objection from a statutory consultee, community council or a neighbouring planning authority or from another Council Service (all on planning grounds);
- (d) The application, in the opinion of the appointed officer, raises new or significant issues meriting determination at Planning Committee.

- (e) Where an elected member requests an application be determined by Planning Committee and this is agreed in consultation with the Convener of the Planning Committee and the appointed officer.
- (f) the application has been made by or on behalf of an elected member of the Council, a member of the Senior Management Team of the Council, or a member of staff directly involved with the Council's Planning and Building Standards Service;
- (g) the application seeks to amend a condition or planning obligation which was itself imposed by the Planning Committee.

### **To be determined by officers**

#### **Determinations:**

- Planning Applications for development;
- Variations to planning permissions;
- Applications for Listed Building Consent;
- Applications for Conservation Area Consent;
- Advertisement applications;
- Applications for Tree Consent to fell, lop or top trees covered by a confirmed Tree Preservation Order;
- Prior approval and notification applications;
- Certificates of Existing/Proposed Lawful Use or Development;
- Applications for Hazardous Substances Deemed Consent and Hazardous Substances Consent;
- Refusal on basis of insufficient information;
- Adding further conditions to applications determined by the Committee as a result of responses from statutory consultees;
- Initiating and confirming stopping up procedures where a planning consent has been granted;
- Screening and Scoping Opinion under the Environmental Impact Assessment (EIA) regulations;
- Applications with an EIA;
- Enforcement Actions;
- High Hedge Notices.

**WEST DUNBARTONSHIRE COUNCIL**

**PLANNING HEARING – PROCEDURE FOR PLANNING COMMITTEE**

Please also read notes overleaf.

Before the hearing begins the Planning and Building Standards Manager or representative will ask if the hearing procedure is understood by the participants.

Hearing begins

1. The Chair of the Committee will introduce the agenda item. The Planning and Building Standards Manager or representative will give details of the application.
2. The objectors and/or their agents will be asked to come forward and present their objections to committee in support of their written objection(s), in the order determined by the Chair of the Committee. Each objector will normally be given 5 minutes or such other period as the committee may agree. In cases where there are several objectors, the Chair will ask if there is a spokesperson for all interests.
3. Members of the Committee may ask questions of objector(s) and/or their agents on submissions made.

*Objectors will then return to the public gallery.*

4. The applicant and/or their agents will present their cases and will speak for a maximum of 5 minutes or such other period as the Committee may agree. If several objectors intend to address the Committee, the applicant will be given up to 15 minutes or such other period as the Committee may agree.
5. Members of the Committee may ask questions of the applicant(s) and/or their agents.

*Applicant and agent(s) will then return to the public gallery.*

6. At this stage the Planning and Building Standards Manager or representative will address the Committee and give appropriate clarification on any issues raised during the hearing.
7. Members of the Committee will be given the opportunity to ask questions/seek clarification of any planning issues.

Committee decision

8. Committee discussions, motions and decision.

9. The Chair of the Committee will report the decision of the Committee to those present and if necessary confirming the reason(s) for that decision.

### **NOTES**

- (1) You will only be able to address the Committee if you make written representations on the Planning Application (either objecting or in support) and responded to the recent letter from the Council's Administration Section. If you wish to speak at the hearing please make sure your name is recorded by the Administrative officer present or you will not be allowed to speak.
- (2) When you are called to speak, please move forward to the Committee table; if you are an objector, unless otherwise advised; after you have spoken and answered any questions please return to your seat in the public gallery.
- (3) Please present your points within the agreed time limits, which are to ensure all parties involved are given an opportunity to present their case.
- (4) All representations received in relation to an application are summarised in the Committee Report. No new issues or new information can be introduced during the Planning Hearing if they have not been previously stated in your letter(s) of objection.
- (5) Any documents or photographs referred to during the planning hearing should be submitted 7 days before the Planning Committee. No new information should be circulated during the Planning Committee meeting.
- (6) In your address, please avoid repeating points made in earlier submissions. You can indicate support for earlier comments and concentrate on any new points.
- (7) Where there are several objectors and they have raised similar objections a spokesperson should be appointed.
- (8) The Chair will direct the Hearing Process in accordance with the Hearing Procedure (overleaf).

**WEST DUNBARTONSHIRE COUNCIL**  
**Report by the Strategic Lead - Resources**  
**Council: 14 February 2019**

**Subject: General Services Budgetary Control Report to 31 December 2018  
(Period 9)**

**1. Purpose**

- 1.1** The purpose of this report is to advise on both the General Services revenue budget and the approved capital programme to 31 December 2018.

**2. Recommendations**

- 2.1** Council is asked to:

- i) note that the revenue account currently shows a projected annual favourable variance of £0.044m (0.02% of the total budget); and
- ii) note that the capital account shows that planned expenditure and resource for 2018/19 is lower than budgeted by £27.062m (32.32% of the budget), made up of £27.365m relating to project slippage, partially offset by £0.302m relating to an in year overspend.

**3. Background**

Revenue

- 3.1** At the meeting of West Dunbartonshire Council on 5 March 2018, Members agreed the revenue estimates for 2018/2019. A total net budget of £214.183m was approved for General Services.

- 3.2** Other movements which have affected the net budget are listed below, resulting in a budget being monitored of £214.523m:

	<b>£m</b>
<b>Original budget agreed</b>	214.183
Additional funding for Greenspace approved by Council in May 2018	0.270
Reversal of management adjustment in respect of Trade Union posts approved by Council in May 2018	0.050
Funding of lost equipment for Work Connect following the fire at Havoc Dumbarton (transfer from prudential reserve approved by Council in May 2018)	0.020
<b>Revised Budget</b>	<b>214.523</b>

- 3.3** Following the completion of the Annual Accounts 2017/18, an exercise was completed to identify recurring variances in all service areas. This has resulted in movement between services, which has now been incorporated into the report.

### Capital

- 3.4** At the meeting of Council on 5 March 2018, Members also agreed the updated 10 year General Services Capital Plan for 2018/2019 to 2025/26. The next three years from 2018/19 to 2020/21 have been approved in detail with the remaining years being indicative at this stage.
- 3.5** Since then, budget adjustments have taken place (through 2017/18 capital slippage and additional external funding), revising the project life budget to £332.414m, as follows:

	£m
<b>Budget Agreed March 2018</b>	<b>311.061</b>
Additional slippage carried forward from 2017/18	6.180
Additional funding for District Heating project approved at June Council	3.000
Additional grant funding from Scottish Government re Early Years	5.300
Additional grant funding from Strathclyde Partnership for Transport for works to A814, Balloch Station Park & Ride and Cycle Route Improvements at Alexandria Station	0.425
Funding from Lawn Tennis Association towards construction of 3 All Weather Tennis Courts at Argyll Park	0.040
Budget increased for OLSP Pitches approved at August Council	0.050
Funding from Transport Scotland re Electrical Vehicle Charging points	0.165
Additional budget re Exxon City Deal approved at November Council	6.153
Funding from Sports Scotland towards construction of 3 All Weather Tennis Courts at Argyll Park	0.040
<b>Revised Budget</b>	<b>332.414</b>

## **4. Main Issues**

### Revenue

- 4.1** The summary report at Appendix 1 currently identifies a projected annual favourable variance (underspend) of £0.044m (0.02% of the total budget) and service reports by Strategic Leads are attached as Appendix 2.
- 4.2** Notes on the projected annual variances in excess of £0.050m are highlighted and noted within Appendix 3, with additional information on action being taken to minimise or mitigate overspends where possible.
- 4.3** Agreed savings and management adjustments actioned within 2018/19 are monitored with current indications showing that of the total target being monitored (£1.097m) and £0.033m is currently projected not to be achieved.
- 4.4** The most recent budgetary control report to the Health and Social Care Partnership Board on 14 November 2018 showed a projected outturn with an adverse position of £0.487m. At this stage it is anticipated that management

within the HSCP will be taking appropriate action to minimise and reduce this projection by the financial year end. Therefore it is not expected that the Council will be required to contribute any additional funds to the HSCP within this financial year.

#### Capital

- 4.5** The current progress on the capital plan is shown in Appendices 5 to 8.
- 4.6** The overall programme summary report at Appendix 5 shows that planned expenditure and resource for 2018/19 is lower than budgeted by £27.062m (32.32% of the annual budget). This is made up of £27.365m relating to project slippage, partially offset by £0.302m relating to an in-year overspend.
- 4.7** Appendix 5 also provides both an analysis of the overall programme at each alert status and a summary budgetary control report. The tables at the top detail both the number of projects and the corresponding spend as a percentage of the overall programme currently at red, amber or green alert status for project life and the current year.
- 4.8** Appendix 6 details financial analysis of projects at red status, with additional information on action being taken to minimise or mitigate under or overspends where possible, while Appendix 7 provides an analysis of projects at green status where the variance is over £0.050m. Appendix 8 provides an analysis of resources where the variance is over £0.050m.
- 4.9** From the analysis within the appendices it can be seen that there are eight projects with material slippage, these are listed as follows:

<b>Project Name</b>	<b>Slippage (£m)</b>
New Early Years Funding	2.218
Vehicle Replacement	3.972
Posties Park Sports Hub	1.712
Local Economic Development	1,183
Queens Quay – Regeneration	1.824
Queens Quay District Heating Network	1.153
Regeneration Fund	1.635
Replace Elderly Care Homes and Day Care Centres	5.924

## **5. Option Appraisal**

- 5.1** No option appraisal was required for this report.

## **6. People Implications**

- 6.1** There are no people implications.

## **7. Financial and Procurement Implications**

- 7.1** The report notes the projected in-year financial position for both General Services revenue and capital budgets.

## **8. Risk Analysis**

### **8.1** The main risks are as follows:

- (a) The present variances should be viewed in the knowledge that there are a number of variable factors which could arise between now and 31 March and which could affect the year end results for both the revenue and capital budgets;  
and
- (b) As a consequence of current market conditions, capital receipts may either not be received or they may be less than anticipated.

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

### **9.1** No equalities impact assessment was required in relation to this report.

## **10. Environmental Sustainability**

### **10.1** No assessment of environmental sustainability was required in relation to this report.

## **11. Consultation**

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

## **12. Strategic Assessment**

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

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Stephen West  
Strategic Lead - Resources

Date: 17 January 2019

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**Person to Contact:** Gillian McNeilly, Finance Manager  
Council Offices, Garshake Road, Dumbarton  
Telephone: (01389) 737194  
E-mail: [gillian.mcneilly@west-dunbarton.gov.uk](mailto:gillian.mcneilly@west-dunbarton.gov.uk)

**Appendices:**

- Appendix 1 - Revenue Budgetary Control 2018/19  
– Corporate Summary
- Appendix 2 - Revenue Budgetary Control 2018/19  
– Strategic Lead Summaries
- Appendix 3 - Analysis of Revenue Variances over  
£50,000



- Appendix 4 - 2018/19 Savings and Management Adjustments Monitoring
- Appendix 5 - Overall Capital Programme Summary Financials
- Appendix 6 - Analysis of Projects at Red Status
- Appendix 7 - Analysis of Projects at Green Status over £50,000
- Appendix 8 - Analysis of Resources

**Background Papers:** Ledger output – period 9  
 General Services Revenue Estimates 2018/19  
 General Services 10 Year Capital Plan Update - Council 5  
 March 2018

**Wards Affected** All Wards



WEST DUNBARTONSHIRE COUNCIL  
REVENUE BUDGETARY CONTROL 2018/2019  
SUMMARY

APPENDIX 1

PERIOD END DATE 31 December 2018

Department Summary	Total Budget 2018/19	Spend to Date 2018/19	Projected Spend	Variance 2018/19		Annual RAG Status
	£000	£000	£000	£000	%	
Resources	6,362	13,447	6,341	(21)	0%	↑
Regulatory	2,622	1,728	2,443	(179)	-7%	↑
People & Technology	5,856	4,664	5,853	(3)	0%	↑
Communications, Culture and Community	5,795	3,958	5,679	(116)	-2%	↑
Education, Learning and Attainment	88,398	66,870	89,241	843	1%	↓
Environment and Neighbourhood	24,465	17,493	24,541	76	0%	↓
Housing and Employability	4,304	3,112	4,205	(99)	-2%	↑
Regeneration	(2,535)	(1,861)	(2,790)	(255)	10%	↑
Miscellaneous Services	9,337	6,458	9,540	203	2%	↓
Loan Charges	10,609	7,807	10,409	(200)	-2%	↑
Requisition (VJB)	718	539	718	0	0%	→
Requisition (SPT)	1,748	1,311	1,748	0	0%	→
Requisition (HSCP)	63,434	47,576	63,434	0	0%	→
Non GAE Allocation	(6,833)	(5,125)	(6,833)	0	0%	→
Contingency Fund	243	0	0	(243)	-100%	↑
Total Expenditure	214,523	167,975	214,529	6	0%	↓
Council Tax/CT Replacement Scheme	(33,448)	(25,532)	(33,498)	(50)	0%	↑
Revenue Support Grant/ NDR	(180,931)	(149,904)	(180,931)	0	0%	→
Use of Reserves	(144)	(108)	(144)	0	0%	→
Total Resources	(214,523)	(175,544)	(214,573)	(50)	0%	↑
Net Expenditure	(0)	(7,569)	(44)	(44)	-0.02%	↑

WEST DUNBARTONSHIRE COUNCIL  
REVENUE BUDGETARY CONTROL 2018/2019  
RESOURCES SUMMARY

APPENDIX 2

PERIOD END DATE

31 December 2018

Service / Subjective Summary	Total Budget 2018/19	Spend to Date 2018/19	Projected Spend	Variance 2018/19		Annual RAG Status
Service Summary	£000	£000	£000	£000	%	
Audit	203	296	201	(2)	-1%	↑
Central Administration Support	2,450	1,761	2,430	(20)	-1%	↑
Finance	1,422	1,224	1,444	22	2%	↓
Rent Rebates & Allowances	21	7,736	21	0	0%	→
Revenues & Benefits	2,117	1,705	2,085	(32)	-2%	↑
Finance Business Centre	305	189	286	(19)	-6%	↑
Cost of Collection of Rates	18	11	25	7	39%	↓
Cost of Collection of Council Tax	(771)	(209)	(761)	10	-1%	↓
Procurement	597	734	610	13	2%	↓
Total Net Expenditure	6,362	13,447	6,341	(21)	0%	↑

WEST DUNBARTONSHIRE COUNCIL  
REVENUE BUDGETARY CONTROL 2018/2019  
REGULATORY SUMMARY

APPENDIX 2

PERIOD END DATE

31 December 2018

Service / Subjective Summary	Total Budget 2018/19	Spend to Date 2018/19	Projected Spend	Variance 2018/19		Annual RAG Status
Service Summary	£000	£000	£000	£000	%	
Democratic and Registration Service	663	483	653	(10)	-2%	↑
Environmental Health/ Trading Standards	716	490	707	(9)	-1%	↑
Licensing	(175)	(167)	(182)	(7)	4%	↑
Legal Services	894	711	858	(36)	-4%	↑
Planning	524	211	407	(117)	-22%	↑
<b>Total Net Expenditure</b>	<b>2,622</b>	<b>1,728</b>	<b>2,443</b>	<b>(179)</b>	<b>-7%</b>	<b>↑</b>

WEST DUNBARTONSHIRE COUNCIL  
REVENUE BUDGETARY CONTROL 2018/2019  
PEOPLE AND TECHNOLOGY

APPENDIX 2

PERIOD END DATE

31 December 2018

Service / Subjective Summary	Total Budget 2018/19	Spend to Date 2018/19	Projected Spend	Variance 2018/19		Annual RAG Status
Service Summary	£000	£000	£000	£000	%	
Transactional Services	650	484	681	31	5%	↓
Human Resources (including risk)	1,202	814	1,167	(35)	-3%	↑
Information Services	3,642	3,116	3,644	2	0%	↓
Change Support	362	250	361	(1)	0%	↑
<b>Total Net Expenditure</b>	<b>5,856</b>	<b>4,664</b>	<b>5,853</b>	<b>(3)</b>	<b>0%</b>	<b>↑</b>

WEST DUNBARTONSHIRE COUNCIL  
REVENUE BUDGETARY CONTROL 2018/2019  
COMMUNICATIONS, CULTURE AND COMMUNITIES

APPENDIX 2

PERIOD END DATE

31 December 2018

Service / Subjective Summary	Total Budget 2018/19	Spend to Date 2018/19	Projected Spend	Variance 2018/19		Annual RAG Status
Service Summary	£000	£000	£000	£000	%	
Communications & Marketing	365	258	354	(11)	-3%	↑
Citizen Services	1,240	857	1,186	(54)	-4%	↑
Performance & Strategy	318	213	314	(4)	-1%	↑
Libraries, Museums, Culture	1,689	1,093	1,647	(42)	-2%	↑
Arts and Heritage	466	372	458	(8)	-2%	↑
Office Accommodation	1,421	924	1,463	42	3%	↓
Clydebank Town Hall	296	241	257	(39)	-13%	↑
<b>Total Net Expenditure</b>	<b>5,795</b>	<b>3,958</b>	<b>5,679</b>	<b>(116)</b>	<b>-2%</b>	<b>↑</b>

WEST DUNBARTONSHIRE COUNCIL  
REVENUE BUDGETARY CONTROL 2018/2019  
EDUCATION, LEARNING AND ATTAINMENT

APPENDIX 2

PERIOD END DATE

31 December 2018

Service / Subjective Summary	Total Budget 2018/19	Spend to Date 2018/19	Projected Spend	Variance 2018/19		Annual RAG Status
Service Summary	£000	£000	£000	£000	%	
Primary Schools	24,870	19,057	24,937	67	0%	↓
Secondary Schools	23,469	18,010	23,537	68	0%	↓
Specialist Educational Provision	13,721	9,934	14,465	744	5%	↓
Psychological Services	486	350	474	(12)	-2%	↑
Sport Development / Active Schools	559	(127)	559	0	0%	→
Early Education	7,879	4,518	7,858	(21)	0%	↑
PPP	14,746	13,165	14,742	(4)	0%	↑
Cultural Services	467	364	454	(13)	-3%	↑
Curriculum for Excellence	167	55	167	0	0%	→
Central Admin	159	275	190	31	20%	↓
Workforce CPD	350	237	301	(49)	-14%	↑
Performance & Improvement	445	312	452	7	2%	↓
Education Development	1,080	720	1,105	25	2%	↓
Raising Attainment - Primary	0	0	0	0	0%	→
Raising Attainment - Secondary	0	0	0	0	0%	→
Pupil Equity Fund	0	0	0	0	0%	→
Total Net Expenditure	88,398	66,870	89,241	843	1%	↓



WEST DUNBARTONSHIRE COUNCIL  
REVENUE BUDGETARY CONTROL 2018/2019  
ENVIRONMENT AND NEIGHBOURHOOD

APPENDIX 2

PERIOD END DATE

31 December 2018

Service / Subjective Summary	Total Budget 2018/19	Spend to Date 2018/19	Projected Spend	Variance 2018/19	Annual RAG Status	
Service Summary	£000	£000	£000	£000	%	
Transport, Fleet & Maintenance Services	(426)	(213)	(432)	(6)	1%	↑
Catering Services	3,988	2,736	3,974	(14)	0%	↑
Building Cleaning	1,415	1,041	1,390	(25)	-2%	↑
Building Cleaning PPP	(241)	(247)	(275)	(34)	14%	↑
Facilities Assistants	2,011	1,239	1,868	(143)	-7%	↑
Facilities Management	347	240	316	(31)	-9%	↑
Roads Operations	(930)	(607)	(952)	(22)	2%	↑
Roads Services	4,305	2,780	4,335	30	1%	↓
Grounds Maintenance & Street Cleaning Client	7,366	5,525	7,366	(0)	0%	↑
Outdoor Services	227	210	267	40	18%	↓
Leisure Management	3,218	3,509	3,238	20	1%	↓
Events	118	104	107	(11)	-9%	↑
Burial Grounds	(148)	(319)	(112)	36	-24%	↓
Crematorium	(910)	(481)	(872)	38	-4%	↓
Waste Services	6,939	5,041	7,099	160	2%	↓
CPP Investments	0	0	0	0	0%	→
Depots	0	0	0	0	0%	→
Ground Maintenance & Street Cleaning Trading A/c	(2,814)	(3,064)	(2,777)	37	-1%	↓
Total Net Expenditure	24,465	17,493	24,541	76	0%	↓

WEST DUNBARTONSHIRE COUNCIL  
REVENUE BUDGETARY CONTROL 2018/2019  
HOUSING AND EMPLOYABILITY

APPENDIX 2

PERIOD END DATE

31 December 2018

Service / Subjective Summary	Total Budget 2018/19	Spend to Date 2018/19	Projected Spend	Variance 2018/19		Annual RAG Status
Service Summary	£000	£000	£000	£000	%	
Working 4 U	2,753	1,981	2,702	(51)	-2%	↑
Communities	782	539	784	2	0%	↓
Homeless Persons	121	321	152	31	26%	↓
Private Sector housing	45	21	39	(6)	-13%	↑
Anti Social Behaviour	603	250	528	(75)	-12%	↑
<b>Total Net Expenditure</b>	<b>4,304</b>	<b>3,112</b>	<b>4,205</b>	<b>(99)</b>	<b>-2%</b>	<b>↑</b>

WEST DUNBARTONSHIRE COUNCIL  
REVENUE BUDGETARY CONTROL 2018/2019  
REGENERATION

APPENDIX 2

PERIOD END DATE

31 December 2018

Service / Subjective Summary	Total Budget 2018/19	Spend to Date 2018/19	Projected Spend	Variance 2018/19	Annual RAG Status
<b>Service Summary</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>
Housing Maintenance Trading A/c	(1,793)	(867)	(1,920)	(127)	7% ↑
Housing Asset and Investment	32	5	5	(27)	-84% ↑
Corporate Assets and Capital Investment Programme	(2,079)	(1,568)	(2,210)	(131)	6% ↑
Economic Development	338	115	339	1	0% ↓
Central Repairs & Maintenance	(56)	(68)	(63)	(7)	13% ↑
Private Sector Housing Grants	82	(133)	82	0	0% →
Consultancy Services	941	655	977	36	4% ↓
<b>Total Net Expenditure</b>	<b>(2,535)</b>	<b>(1,861)</b>	<b>(2,790)</b>	<b>(255)</b>	<b>10% ↑</b>

WEST DUNBARTONSHIRE COUNCIL  
REVENUE BUDGETARY CONTROL 2018/2019  
MISCELLANEOUS

APPENDIX 2

PERIOD END DATE

31 December 2018

Service / Subjective Summary	Total Budget 2018/19	Spend to Date 2018/19	Projected Spend	Variance 2018/19		Annual RAG Status
Service Summary	£000	£000	£000	£000	%	
Sundry Services	6,882	4,688	7,089	207	3%	↓
Members Allowances, etc	577	417	572	(5)	-1%	↑
CPP	27	18	27	0	0%	→
European Employability	510	383	510	0	0%	→
Chief Executive, Directors and Strategic Leads	1,341	952	1,342	1	0%	↓
<b>Total Net Expenditure</b>	<b>9,337</b>	<b>6,458</b>	<b>9,540</b>	<b>203</b>	<b>2%</b>	<b>↓</b>

YEAR END DATE

31 December 2018

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

#### Regulatory

Planning	524	407	(117)	-22%	↑
Service Description	This Service provides Building & Planning services				
Main Issues / Reason for Variance	The main reason for the favourable variance is income is higher than budgeted this year. This is a demand led budget and can fluctuate throughout the year.				
Mitigating Action	No action required				
Anticipated Outcome	Underspend is anticipated				

#### Communications, Culture & Community

Citizen Services	1,240	1,186	(54)	-4%	↑
Service Description	This service includes one stop shops and the contact centre				
Main Issues / Reason for Variance	The main reason for the variance is that there are currently vacancies sitting within the structure. The service is nearing the end of the bedding-in period of it's restructure. The restructure and also the adoption of additional functions such as Council Tax and Repairs has had an impact upon the service delivery.				
Mitigating Action	Impact on service delivery due to the vacancies held is monitored and action taken where appropriate				
Anticipated Outcome	Underspend is likely to be achieved				

#### Education , Learning and Attainment

Primary Schools	24,870	24,937	67	0%	↓
Service Description	This service area includes all Primary Schools.				
Main Issues / Reason for Variance	Property Costs are over budget due to higher than anticipated costs relating to non-domestic rates. Income from other agencies will be greater due to income from a staff secondment.				
Mitigating Action	Officers will continue to monitor the budget and every effort will be made to minimise the adverse variance.				
Anticipated Outcome	The overspend on rates will continue.				

Secondary Schools	23,469	23,537	68	0%	↓
Service Description	This service area includes all Secondary Schools.				
Main Issues / Reason for Variance	Property Costs are over budget due to higher than anticipated costs relating to non-domestic rates. Teacher costs are over budget due to the unfunded element in the teachers' pay award last year.				
Mitigating Action	Officers will continue to monitor the budget and every effort will be made to minimise the adverse variance.				
Anticipated Outcome	The overspend on rates will continue.				

YEAR END DATE

31 December 2018

Budget Details	Variance Analysis				RAG Status
	Total Budget	Projected Spend	Variance		
	£000	£000	£000	%	
Specialist Educational Provision	13,721	14,465	744	5%	↓
Service Description	This service area covers all ASN Services.				
Main Issues / Reason for Variance	Payments to Other Bodies are currently overspent due to more children being placed within daycare and residential placements . Reduction within income is due to fewer children being placed from outwith the Authority. These are all demand-led services and can fluctuate throughout the year.				
Mitigating Action	The requirement for Daycare and Residential Placements are demand-led services taken jointly with HSCP following a joint assessment of the best option for all concerned. The actual usage throughout the year will be reviewed regularly to identify where there is scope to reduce the number of placements. Currently investigating the capacity of transferring some of the external day care placements to internal facilities. This will be considered on a case by case basis.				
Anticipated Outcome	If current levels of demand continue then it is anticipated that the Daycare and Residential budgets will overspend though given recruitment challenges an underspend on employee costs should partly offset this. The recruitment process remains underway to ensure that children are fully supported with the staff required carrying out the range of teaching and leadership functions of the school. The favourable variance against employee costs has therefore fallen to almost half of the level reported earlier in the year. Accordingly, this will ensure a positive impact on outcomes.				

#### Environment and Neighbourhood

Facilities Assistants	2,011	1,868	(143)	-7%	↑
Service Description	This service provides Facility Assistants throughout WDC buildings				
Main Issues / Reason for Variance	There has been a reduction in Facilities Assistant costs for a variety of reasons - such as: rationalisation of schools estate and campus approach; timing of filling vacant posts; reduction in overtime due to less out of hours requests				
Mitigating Action	The vacancies have been managed throughout the year taking cognisance of demand from service users to ensure no impact on service delivery .				
Anticipated Outcome	Underspend will be achieved				

Waste Services	6,939	7,099	160	2%	↓
Service Description	Waste Collection and Refuse disposal services				
Main Issues / Reason for Variance	Estimated additional costs incurred resulting from the closure of Greenlight total £0.167m				
Mitigating Action	Managers will aim to re-provide services previously carried out by Greenlight in most efficient way possible				
Anticipated Outcome	An overspend is likely				

#### Housing and Employability

Working 4 U	2,753	2,702	(51)	-2%	↑
Service Description	This is the provision of Working 4u service				
Main Issues / Reason for Variance	This favourable variance is mainly due to vacant posts being held.				
Mitigating Action	No mitigating action required as variance is favourable.				
Anticipated Outcome	Underspend will be achieved				

YEAR END DATE

31 December 2018

Budget Details	Variance Analysis				RAG Status
	Total Budget	Projected Spend	Variance		
	£000	£000	£000	%	
Anti Social Behaviour	603	528	(75)	-12%	↑
Service Description	This is the provision of the anti social behaviour service within the Council area				
Main Issues / Reason for Variance	This favourable variance is due to vacant posts being held pending service restructure however does not impact on service delivery.				
Mitigating Action	No mitigating action required as variance is favourable.				
Anticipated Outcome	Underspend will be achieved				
Regeneration					
Housing Maintenance Trading A/c	(1,793)	(1,920)	(127)	7%	↑
Service Description	This service provides council housing maintenance				
Main Issues / Reason for Variance	There is a favourable variance within salaries due to a number of vacant posts.				
Mitigating Action	No mitigating action required as variance is favourable.				
Anticipated Outcome	A slight favourable variance is anticipated at this time.				
Corporate Assets and Capital Investment Programme	(2,079)	(2,210)	(131)	6%	↑
Service Description	This service provides asset and estate management				
Main Issues / Reason for Variance	The main reason for the underspend is due to staffing vacancies				
Mitigating Action	Managers working to fill current vacancies				
Anticipated Outcome	An underspend will be achieved				
Miscellaneous					
Sundry Services	6,882	7,089	207	3%	↓
Service Description	This service area budgets for non departmental specific costs such as pensions costs, external grants and elderly welfare payments, external audit fees and insurance costs. The service heading also holds a number of general savings options which have still to be fully allocated				
Main Issues / Reason for Variance	The likely payaward (now offered to staff) is higher than budgeted. There are also a number of vacant Care Home property charges now being charged to this account for NDR, water rates, gas and electricity. NDR relief has already been fully applied.				
Mitigating Action	Management will continue to monitor and maximise actions taken to achieve a level of savings, where appropriate				
Anticipated Outcome	An overspend is anticipated				
Other					
Loan Charges	10,609	10,409	(200)	-2%	↑
Service Description	This budget covers the servicing of the Council's external borrowing				
Main Issues / Reason for Variance	A favourable variance is anticipated due to a combination of the final level of capital borrowing required in 2017/18 & the projection of interest charges likely				
Mitigating Action	No mitigating action required as variance is favourable.				
Anticipated Outcome	Underspend will be achieved				
Contingency Fund	243	0	(243)	-100%	↑
Service Description	The contingency fund is used to accommodate externally influenced movements in service budgets				
Main Issues / Reason for Variance	The balance held in the contingency fund relates the completion of the recent recurring variance exercise				
Mitigating Action	No mitigating action required as variance is favourable.				
Anticipated Outcome	Underspend will be achieved				

YEAR END DATE

31 December 2018

Budget Details	Variance Analysis			
	Total Budget	Projected Spend	Variance	RAG Status
	£000	£000	£000	%
Council Tax	(33,448)	(33,498)	(50)	0% ↑
Service Description	This details amounts of income anticipated to be collected from residents in the form of Council tax			
Main Issues / Reason for Variance	Level of Council Tax charges are anticipated to be higher than budgeted due to the level of debt write off through sequestration, etc being less than anticipated, leading to a reduced level of bad debt provision top up			
Mitigating Action	No mitigating action required as variance is favourable.			
Anticipated Outcome	Underspend will be achieved			



**WEST DUNBARTONSHIRE COUNCIL**  
**MONITORING OF EFFICIENCIES AND MANAGEMENT ADJUSTMENTS 2018/19**

**Appendix 4**

Efficiency reference	Efficiency Detail	budgeted Amount £	Projection of Total Saved £	Projection of Total Not Saved £	Comment
SO29	Transfer cash payments by residents to the Post Office and PayPoint shops and stores.	7,500	7,500	-	
SO31	Increase Food Export Certificate Charges	25,000	25,000	-	
SO34	Review grants to voluntary organisations	50,000	50,000	-	
SO35	Reduce funding to strategic partner organisations	24,000	30,710	(6,710)	Saving allocation agreed at Committee higher than budgeted
MA	Remove post in legal	29,296	29,296	-	
MA	Training budget provision	10,000	10,000	-	
MA	Reduce post payroll	11,182	11,182	-	
MA	Charge IJB for internal audit work	10,000	10,000	-	
		<b>166,978</b>	<b>173,688</b>	<b>(6,710)</b>	

WEST DUNBARTONSHIRE COUNCIL  
GENERAL SERVICES CAPITAL PROGRAMME  
OVERALL PROGRAMME SUMMARY

APPENDIX 5

MONTH END DATE 31 December 2018

PERIOD 9

Project Status Analysis	Project Life Status Analysis				Current Year Project Status Analysis			
	Number of Projects at RAG Status	% Projects at RAG Status	Spend to Date £000	% Project Spend at RAG Status	Number of Projects at RAG Status	% Projects at RAG Status	Spend to Date £000	% Project Spend at RAG Status
Red								
Projects are forecast to be overspent and/or experience material delay to completion	42	43.3%	63,864	42.7%	42	43.3%	18,507	71.6%
Amber								
Projects are either at risk of being overspent and/or delay in completion (although this is unquantifiable at present) or the project has any issues that require to be reported at this time	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Green								
Projects are on target both in relation to overall budget and the forecast stages in the project life cycle and no issues are anticipated at this time	55	56.7%	85,797	57.3%	55	56.7%	7,328	28.4%
TOTAL EXPENDITURE	97	100%	149,661	100%	97	100%	25,835	100%

Project Status Analysis	Project Life Financials				Current Year Financials			
	Budget £000	Spend to Date £000	Forecast Spend £000	Forecast Variance £000	Budget £000	Spend to Date £000	Forecast Spend £000	Forecast Variance £000
Red								
Projects are forecast to be overspent and/or significant delay to completion	185,719	63,864	186,432	713	63,474	18,507	37,668	(25,806)
Amber								
Projects are either at risk of being overspent and/or delay in completion (although this is unquantifiable at present) or the project has any issues that require to be reported at this time	0	0	0	0	0	0	0	0
Green								
Projects are on target both in relation to overall budget and the forecast stages in the project life cycle and no issues are anticipated at this time	146,695	85,797	146,295	(400)	20,260	7,328	19,003	(1,256)
TOTAL EXPENDITURE	332,414	149,661	332,727	313	83,734	25,835	56,672	(27,062)

TOTAL RESOURCES	(332,414)	(149,661)	(332,727)	(313)	(83,734)	(25,835)	(56,672)	27,062
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NET EXPENDITURE	0	0	0	(0)	(0)	0	0	
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WEST DUNBARTONSHIRE COUNCIL  
GENERAL SERVICES CAPITAL PROGRAMME  
ANALYSIS OF PROJECTS AT RED ALERT STATUS

APPENDIX 6

MONTH END DATE

31 December 2018

PERIOD

9

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

1	Transformation of Infrastructure Libraries and Museums						
	Project Life Financials	421	0	0%	421	0	0%
	Current Year Financials	421	0	0%	200	(221)	-52%
	Project Description	To improve performance and efficiency of Council's Libraries and Cultural Services.					
	Project Lifecycle	Planned End Date	31-Mar-19	Forecast End Date	31-Mar-20		
	Main Issues / Reason for Variance						
	The capital project to transform the infrastructure of Libraries and Museums has slipped due to unplanned absences in the senior management team, and competing priorities within other Council teams supporting this project. Officers are disappointed the investment is not being made as planned but are committed to delivering this project successfully in 2019/20.						
Mitigating Action							
None available at this time.							
Anticipated Outcome							
Project will be delivered although will be later than originally planned.							

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

APPENDIX 6

MONTH END DATE

31 December 2018

PERIOD

9

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

2	OLSP - New Build						
	Project Life Financials	3,677	3,968	108%	4,054	377	10%
	Current Year Financials	177	468	264%	554	377	213%
	Project Description	Design and construction of new Secondary School in Bellsmyre, Dumbarton.					
	Project Lifecycle	Planned End Date	31-Mar-16	Forecast End Date	31-Jan-19		
	Main Issues / Reason for Variance						
	Project handed over and school opened on 25 October 2017, snagging process is complete and being reviewed by the Project Team. The contract for the demolition was awarded following the receipt of the full asbestos report (which was received in April 2018) however the contract sum of £0.420m is in excess of the remaining budget giving rise to an anticipated overspend on this element of the project £0.377m. Demolition is now complete and retentions on demolition are due January 2020.						
Mitigating Action							
None available at this time due to cost of demolition being in excess of budgetary provision.							
Anticipated Outcome							
New Build opened to pupils on 25 October 2017 in line with the programme, however due to the tender for the demolition being in excess of budgetary provision the project will report an overspend of £0.377m.							

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

APPENDIX 6

MONTH END DATE

31 December 2018

PERIOD

9

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

3	New Balloch Campus						
	Project Life Financials	16,464	16,350	99%	16,726	262	2%
	Current Year Financials	206	98	47%	469	262	127%
	Project Description	Construction of new primary school in Balloch to incorporate St Kessog's PS, Haldane PS and Jamestown PS and EE&CC).					
	Project Lifecycle	Planned End Date	28-Feb-19	Forecast End Date	31-Mar-19		
	Main Issues / Reason for Variance						
Tenders for the demolition of Haldane Primary School have been returned and were reported to the October 2018 tendering committee. Contract has been awarded and works commenced on site December 2018 and are due to be complete by March 2019. The project is reporting an anticipated overspend of £0.262m at this time and is expected to be financially complete by 31 March 2020.							
Mitigating Action							
Continue to meet with contractor monthly to review defect rectifications. Final account is concluded for the main works, however spend continues for the Haldane demolition.							
Anticipated Outcome							
Delivery of project greater than originally budgeted.							

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

APPENDIX 6

MONTH END DATE

31 December 2018

PERIOD

9

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

4

Early Years Early Learning and Childcare Funding						
Project Life Financials	8,522	2,019	24%	8,522	0	0%
Current Year Financials	3,383	380	11%	1,165	(2,218)	-66%
Project Description	Early learning and childcare funding awarded to West Dunbartonshire Council to facilitate the expansion in entitlement to funded ELCC to 1140 hours from August 2020.					
Project Lifecycle	Planned End Date	31-Mar-18	Forecast End Date	31-Mar-21		
Main Issues / Reason for Variance						
This budget relates to early learning and childcare funding awarded to West Dunbartonshire Council to facilitate the expansion in entitlement to funded ELCC to 1140 hours from August 2020. Expenditure of £1.165m is anticipated in 2018/19 with the main elements being £0.475m related to the early years element of the Dalmonach CE project, £0.240m for adaptations to Ferryfield EE&CC, £0.120m for works at Andrew Cameron, £0.120m for works at Levenvale, £0.096m for provision of ELCC at Braehead, and £0.07m for Whitecrook. Following care inspectorate engagement and analysis of need within West Dunbartonshire Council, the implementation plan has been approved. This includes various amendments to the original scope of works required and accordingly reprofiling of projects and spend resulting in project reprofiling of £2.218m.						
Mitigating Action						
None available at this time.						
Anticipated Outcome						
The project will be delivered but at a later date than originally planned.						

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	£000	£000	%	£000	£000	%

5	New Levenvale Primary School All Weather Pitch						
	Project Life Financials	250	2	1%	250	0	0%
	Current Year Financials	250	2	1%	150	(100)	-40%
	Project Description	New MUGA for St. Patricks Primary School and playground improvements.					
	Project Lifecycle	Planned End Date	31-Mar-19	Forecast End Date	30-Apr-19		
	Main Issues / Reason for Variance						
	Design works were finalised in April 2018 and there are ongoing discussions with legal and procurement to take the project to the next stage. Following a tendering exercise a preferred contractor has been identified and a report was submitted and approved at tendering committee in October 2018. Works are anticipated to commence on site end of January 2019 with a programme of approximately 10 weeks given an anticipated completion of mid April 2019.						
Mitigating Action							
Continue to monitor and liaise with legal and procurement and monitoring meetings in relation to spend will be ongoing.							
Anticipated Outcome							
Project to be delivered on budget but later than originally planned.							

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	£000	£000	%	£000	%

<b>6 Vehicle Replacement</b>						
Project Life Financials	4,012	0	0%	4,012	0	0%
Current Year Financials	4,012	0	0%	40	(3,972)	-99%
Project Description	Replacement of vehicles which have reached end of programmed lifespan (7 year heavy vehicles, 10 year light vehicles).					
Project Lifecycle	Planned End Date	31-Mar-19	Forecast End Date	31-Mar-20		
<b>Main Issues / Reason for Variance</b>						
The Contract Authorisation Report for the Provision of Heavy Goods Vehicles (HGV's) and Refuse Collection Vehicles (RCV's) and Associated Services was submitted to the Tendering Committee on 14 November 2018. The Contract Authorisation Report for the Provision of Passenger Buses and the Contract Authorisation Report for Light Commercial Vehicles and Cars will be submitted to a future Tendering Committee. Due to the vehicle build and delivery lead time associated with the HGV's, RCV's & Passenger Buses and the delivery lead time from the date of supply order placement for Light Commercial Vehicles and Cars it is anticipated that delivery and receipt of the 2018/19 scheduled replacement vehicles will be delayed to 2019/20. The Safe Stop installation programme is currently ongoing with 17 vehicles having had the Safe Stop system fitted (but not yet commissioned due to a technical issue which is currently being addressed) and 3 vehicles are pending for installation and commissioning. On this basis it is anticipated that there will be slippage to 2019/20 of £3.972m.						
<b>Mitigating Action</b>						
None available at this time due to build lead in times for HGV and buses.						
<b>Anticipated Outcome</b>						
Replacement of fleet later than anticipated.						



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	£000	£000	%	£000	£000

7	Allotment Development						
	Project Life Financials	400	0	0%	400	0	0%
	Current Year Financials	400	0	0%	37	(363)	-91%
	Project Description	To develop an allotment site.					
	Project Lifecycle	Planned End Date	31-Mar-19	Forecast End Date	30-Sep-19		
Main Issues / Reason for Variance							
<p>Proposed main site (Townend Road) is anticipated to cost £0.300m and was previously identified on the local plan for housing. This has resulted in an initial delay to the project while Estates marketed the site as such, however due to lack of demand for housing in this site it has now been agreed that the site can be used for allotments providing site investigation results are favourable and there is no contamination. Site investigation works are ongoing with results anticipated to be received in due course. If the site is deemed suitable as an allotment site, the local plan will have to be amended in April 2019 and community consultation will also be required - based on anticipated timescales it is likely that spend in 2018/19 will only be for consultancy fees of circa £0.020m. 2 further satellite sites have been identified and are estimated to cost £0.093m in total - again site investigation works are ongoing to determine the suitability of these sites for use as allotment developments and are due to be returned in due course. Results will determine if projects can go ahead and at this time spend of circa £0.010m is anticipated for professional fees only. At this time both the main site and satellite sites are anticipated to be completed in September 2019 with retentions due in September 2020, however these dates are subject to favourable site investigation results. Plans for a further mini site at Alexandria Library anticipated to cost approximately £0.007m are ongoing with Work Connect having commenced work on the smaller area of garden immediately behind the rear entrance to the library and have expressed interest in carrying out the remainder of the work. Officers have arranged to meet with Work Connect to discuss this further and an update will be provided when available. The Leamy Foundation have also been approached and they are keen to promote and maintain the site long-term as they envisage using it for community gardening activities with local organisations and schools.</p>							
Mitigating Action							
Ability to mitigate in is limited due to requirement for officers to assess site suitability with Environmental Health.							
Anticipated Outcome							
Development of allotments to take pressure off current 10 year waiting list.							

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	£000	£000	%	£000	£000

8 Community Capital Fund						
Project Life Financials	3,431	2,532	74%	3,609	178	5%
Current Year Financials	1,454	376	26%	1,035	(418)	-29%
Project Description	Upgrade and improve recreational facilities throughout West Dunbartonshire.					
Project Lifecycle	Planned End Date	31-Mar-17	Forecast End Date	31-Oct-19		
Main Issues / Reason for Variance						
Slippage relates to £0.288m for Inler Park Upgrade works, £0.080m for Balloch Park Slipway, £0.050m for Castlehill Upgrade MUGA. With regards to Inler Park, this project had an anticipated start date of February 2018 but was delayed due to engineering problems. Discussions have been ongoing with SEPA & Planning to come up with an engineering solution and is nearing conclusion. Tender was issued in September 2018 with works forecast to commence March 2019 and due to achieve physical completion by October 2019 with retentions due by October 2020. Balloch Park Slipway was anticipated to be complete in 2018/19 but due to limited resources it is now being rephased with the expectation to be complete early in 2019/20. Castlehill Upgrade to MUGA has been delayed following a meeting with procurement and consultancy services during which it became apparent that Specialist Sports Field Consultants would be required. Consultants were appointed to pull together tender documentation. Tenders have now been returned and contract awarded December 2018. Works anticipated to start by the end of January 2019 with a completion date expected early 2019/20.						
Mitigating Action						
Discussions are ongoing with SEPA & Planning to come up with engineering solution to mitigate flooding risk - these discussions re nearing completion, however further mitigation with regard to project slippage is limited to due to the nature of the works involved and the timescales of when this work is suited to being carried out.						
Anticipated Outcome						
Improved recreational facilities throughout WDC anticipated to be delivered slightly over budget and later than anticipated.						

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	£000	£000	%	£000	£000

9	Holm Park & Yoker Athletic FC						
	Project Life Financials	750	0	0%	750	0	0%
	Current Year Financials	750	0	0%	400	(350)	-47%
	Project Description	Develop a new 3G pitch to act as a home venue for Clydebank FC with extensive community access.					
	Project Lifecycle	Planned End Date	31-Mar-17	Forecast End Date	31-Jul-19		
	Main Issues / Reason for Variance						
	Design works were finalised in April 2018. Tender for the pitch works returned and contract awarded 21 November 2018. Pre start meeting took place 29 November 2018 and start on site thereafter.						
Mitigating Action							
Project progress will be monitored through regular site meetings.							
Anticipated Outcome							
Project to be delivered on budget but later than expected.							

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	£000	£000	%	£000	£000	%

10	Environmental Improvement Fund						
	Project Life Financials	1,690	973	58%	1,690	0	0%
	Current Year Financials	915	197	22%	663	(252)	-28%
	Project Description	This fund has been created to deliver environmental improvement projects for communities throughout West Dunbartonshire.					
	Project Lifecycle	Planned End Date	31-Mar-18	Forecast End Date	31-Aug-19		
	Main Issues / Reason for Variance						
	Due to the specialist nature of the work required for Mountblow 3G Pitch the Council has been required to engage the services of Specialist Sports Field Consultants who were required to pull together tender documentation. Tender was awarded in October 2018 with work due to commence by the end of January 2019. The revised physical completion date is August 2019 and retentions due in August 2020.						
Mitigating Action							
None available at this time.							
Anticipated Outcome							
Mountblow 3G pitch to be completed within available budget albeit later than anticipated.							

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	£000	£000	%	£000	£000	%

11	<b>Dalmonach CE Centre</b>						
	Project Life Financials	1,150	49	4%	1,150	(0)	0%
	Current Year Financials	1,110	9	1%	800	(310)	-28%
	Project Description	To create new community facilities with additional space for early years provisions.					
	Project Lifecycle	Planned End Date	31-Mar-18	Forecast End Date	31-Jul-19		
	<b>Main Issues / Reason for Variance</b>						
	The additional costs are related to early learning and childcare enhancements and will be funded from new early years funding advised in May 2018. Site set up took place 8 January 2019 and it is anticipated that the project will be physically complete end of July 2019.						
	<b>Mitigating Action</b>						
	Project being reported and monitored through WDC Leisure Management Meetings, Schools Estate Board Meetings and SAMG updates. Officers have assessed the required spend on the Early Years element of the project and there is expected to be sufficient capacity within the Scottish Government capital grant funding from Early Years to fund the Early Years element of this project.						
	<b>Anticipated Outcome</b>						
	To create a new community facilities with additional space for early years provisions, over original budget and later than first anticipated.						

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	£000	£000	%	£000	£000

12	Kilmaronock Cemetery Extension						
	Project Life Financials	225	8	4%	225	0	0%
	Current Year Financials	225	8	0%	25	(200)	-89%
	Project Description	Extension of existing cemetery at Kilmaronock.					
	Project Lifecycle	Planned End Date	31-Mar-18	Forecast End Date	31-Mar-20		
	Main Issues / Reason for Variance						
	The original planned project to extend the current cemetery is no longer viable due to soil depth and land being unsuitable. Another field adjacent to the church has been identified as potentially being suitable, however this land is currently owned by Church of Scotland. Estates have made contact with Church of Scotland and are awaiting response and permission to carry out site investigation works to see if the ground is suitable to be used for the cemetery extension.						
Mitigating Action							
Officers to engage with Church of Scotland regarding possible use of land in field adjacent to take the project forward.							
Anticipated Outcome							
To provide further burial space at Kilmaronock Cemetery although later than anticipated.							

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	£000	£000	%	£000	£000
					%

13	Posties Park Sports Hub - New sports hub to include Gym & running track					
Project Life Financials	1,802	133	7%	1,802	(0)	0%
Current Year Financials	1,742	73	4%	30	(1,712)	-98%
Project Description	Creation of a sports hub at Posties/Marinecraft to include a new changing pavilion/Gym, new all-weather 6 lane running track, conversion of blaze sports pitch to grass, new fencing, upgrade of existing floodlights and additional car parking. This combines the budget approved by the Council in February 2015 for Community Sports Facilities at Posties Park, draw down of budget from the generic sports facilities budget line and anticipated match funding from Sports Scotland.					
Project Lifecycle	Planned End Date	30-Sep-16	Forecast End Date	30-Apr-20		
Main Issues / Reason for Variance						
Initial cost estimates indicated a budget shortfall of £0.300m due to ground conditions meaning that the foundations had to be designed to be more substantial than first anticipated and decontamination that was required due to asbestos discovered on site, however value engineering exercises have been undertaken and designs are being amended. Tender has been issued and returns expected before the end 2018/19 with works due to commence early 2019/20. Physical completion is forecast by April 2020 and retentions of 5% due by April 2021. Limited spend of £0.030m anticipated in this financial year for professional fees.						
Mitigating Action						
Project will be tendered following value engineering exercise and design amendment.						
Anticipated Outcome						
Creation of sports hub later than first anticipated of December 2018 but now March 2020.						

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	£000	£000	%	£000	£000
					%

14	Vale of Leven Cemetery Extension						
	Project Life Financials	650	165	25%	650	0	0%
	Current Year Financials	490	4	1%	150	(340)	-69%
	Project Description	Extension of existing cemetery in Vale of Leven.					
	Project Lifecycle	Planned End Date	31-Mar-16	Forecast End Date	31-May-20		
	Main Issues / Reason for Variance						
	Difficulties in purchasing the preferred site resulted in early delays to this project. Site investigation works on the preferred site are now complete and the land was deemed suitable in October 2018. Estates and Legal are now working towards finalising negotiations for the land purchase to allow works to commence May 2019 and achieve physical completion by May 2020 with retentions due May 2021.						
Mitigating Action							
Opportunities to mitigate are limited due to ongoing discussions with regards to purchase of land.							
Anticipated Outcome							
A suitable site has been identified and is in the process of being purchased to provide a sustainable burial environment, the project will be delivered on budget albeit later than originally planned.							



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	£000	£000	%	£000	£000

15	<b>New Westbridgend Community Centre</b>				
	Project Life Financials	675	41	6%	675
	Current Year Financials	635	0	0%	4
	Project Description	New Westbridgend Community Centre.			(0)
	Project Lifecycle	Planned End Date	31-Mar-19	Forecast End Date	31-Mar-20
	<b>Main Issues / Reason for Variance</b>				
	The demolition of the old Community Centre was completed end of October 2017 with retentions paid October 2018. Meeting with newly constituted community group has taken place and once it has been confirmed that they are in a position to take over running the establishment officers will progress to the design of the new community centre. At this time it is expected that only demolition retention costs will occur in 2018/19 due to the delays in forming the group and therefore the difficulty faced in taking the project forward. Delay incurred due to changes to office bearers in community group and time required to take forward Oscar application.				
	<b>Mitigating Action</b>				
	None available at this time due to the difficulty in forming community group, and changing group members.				
	<b>Anticipated Outcome</b>				
	Project to be delivered later than anticipated due to difficulty in forming community group but still anticipated to deliver within budget.				

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	£000	£000	%	£000	£000	%

16	New Sports Changing Facility at Duntocher						
	Project Life Financials	300	0	0%	300	0	0%
	Current Year Financials	300	0	0%	150	(150)	-50%
	Project Description	New Sports Changing Facility at Duntocher.					
	Project Lifecycle	Planned End Date	31-Mar-19	Forecast End Date	31-May-19		
	Main Issues / Reason for Variance						
	Resource issues have delayed project commencement. Planning application to be submitted November 2018 with works to commence February 2019 and completion by May 2019 with retentions due May 2020.						
Mitigating Action							
Continue to liaise with consultancy services to take the project forward and prevent further delay.							
Anticipated Outcome							
New sports facility within budget but albeit later than first anticipated.							

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	£000	£000	%	£000	£000

17	Online Payment System for Education Establishments							
	Project Life Financials		52	0	0%	52	0	0%
	Current Year Financials		52	0	0%	0	(52)	-100%
	Project Description		Cashless Catering within Primary Schools.					
	Project Lifecycle		Planned End Date		31-Mar-18	Forecast End Date		31-Mar-20
	Main Issues / Reason for Variance							
	The Funding was allocated to roll out cashless catering in a number of primary schools which is being co-ordinated and led by Educational Services and the contract for the provision of online school payments was approved at the Tendering Committee on 15 November 2017. Due to the timescales for contract initiation it is wasn't possible to make progress in 2017/18 resulting in the budget being rephased into this financial year. The current position is that Education is progressing with the pilot of their Parentpay system. There however appears to be some issues in relation to integrating the Parentpay system with the existing CRB cashless modules. Until such time as this has been resolved there will be no further spend on rollout of the CRB system. At this time it is expected that the earliest that the integration may happen will be late 2018/19 therefore it is unlikely that there will be any spend on rollout of the Cashless catering module within this financial year resulting in the project being rephased to 2019/20.							
Mitigating Action								
None available at this time.								
Anticipated Outcome								
To provide payment system for schools within budget albeit later than first anticipated.								

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	£000	£000	%	£000	£000	%

18	Free School Meals						
	Project Life Financials	200	64	32%	200	0	0%
	Current Year Financials	138	1	1%	37	(101)	-73%
	Project Description	Provision of Capital Funding from Scottish Government to implement free school meal initiative.					
	Project Lifecycle	Planned End Date	31-Mar-18	Forecast End Date	31-Mar-20		
Main Issues / Reason for Variance							
Works to St Michael's/OLSP complete and St Ronan's/Lennox complete. Awaiting enabling costs for works to Christie Park and Gavinburn to allow confirmation as to what is to proceed caused delay. Costs now received and was hoped would progress during summer 2018 recess with works being scoped to fit allocated budget, however building services did not have resources to carry out works during summer recess so work will be carried out during term time where possible and Easter holidays in April 2019 resulting in further project delay and £0.101m being required to be rephased to 2019/20.							
Mitigating Action							
Opportunities to mitigate are limited due to need for work to be carried out around school holidays and building services resources. Officers will continue to discuss with both building services and facilities management to minimise further delay and look at other options should building services be unable to complete works.							
Anticipated Outcome							
Project completed within budget albeit later than anticipated.							

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	£000	£000	%	£000	£000	%

19	Auld Street Clydebank - Bond						
	Project Life Financials	400	212	53%	400	0	0%
	Current Year Financials	188	0	0%	0	(188)	-100%
	Project Description	Completion of roadworks associated with Auld Street housing development.					
	Project Lifecycle	Planned End Date	31-Mar-18	Forecast End Date	31-Mar-20		
	Main Issues / Reason for Variance						
	The timing of further works have been dependent on the progress of the builder on site, as the Council cannot proceed until the builder substantially completes his works. Currently awaiting confirmation of completion, after which the Council works can proceed. At this time it is anticipated works will be rephased to 2019/20.						
Mitigating Action							
None available due to dependency on 3rd party contractor.							
Anticipated Outcome							
Works complete within budget albeit later than anticipated.							

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	£000	£000	%	£000	£000

20	<b>Flood Risk Management</b>						
	Project Life Financials	757	82	11%	757	0	0%
	Current Year Financials	757	82	11%	450	(307)	-41%
	Project Description	Enhancement of drainage infrastructure to ensure compliance with Flood Risk Management Act 2009.					
	Project Lifecycle	Planned End Date	31-Mar-18	Forecast End Date		31-Oct-19	
	<b>Main Issues / Reason for Variance</b>						
	Contractor has been engaged to take on flood risk management. Renton Road installation of new drainage commenced in November 2018 with drainage works now partially complete and expected to fully complete in March 2019 at the same time as scheduled resurfacing. While flood modelling of River Leven and other projects are under construction along with works to improve water courses Balloch and Dumbarton. The project has been delayed due to SEPA restrictions in term of licencing and the time taken to award the Minor Civils contract which although is now in place resulted in approximately 10 to 12 weeks of lost time.						
	<b>Mitigating Action</b>						
	Ability to mitigate is limited due to time lost due to SEPA restrictions and delay to contractual arrangements.						
	<b>Anticipated Outcome</b>						
	Project completed within budget albeit later than anticipated.						

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	£000	£000	%	£000	£000
					%

21	Gruggies Burn Flood Prevention						
	Project Life Financials	15,000	178	1%	15,000	(0)	0%
	Current Year Financials	349	28	8%	100	(249)	-71%
	Project Description	Commission of Gruggies Flood Prevention Scheme.					
	Project Lifecycle	Planned End Date	31-Mar-18	Forecast End Date	31-Mar-22		
	Main Issues / Reason for Variance						
	Project design is ongoing as optioneering has produced alternative design solutions. Project yet to be tendered as discussions ongoing with consultants (these are taking longer than anticipated) and a Scottish Environment Protection Agency (SEPA) contractor to produce a buildability statement, however a Public Information Notice has been issued in October 2018 to facilitate shortlisting of qualified contractors. Ground investigation works were delayed due to Public Information Notice and now anticipated to commence in early 2019/20. Works are expected to take a few weeks following which officers will be in a position to take a design to tender in 2019/20. Project expected to complete in 2022 with retentions due in 2023.						
Mitigating Action							
Once consultants report has been delivered, further survey works will be procured. Revised report with updated methodology will give results to topographic survey and will determine next course of action.							
Anticipated Outcome							
Project delivered within budget although later than anticipated.							

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	£000	£000	%	£000	£000	%

22	Infrastructure - Roads						
	Project Life Financials	5,016	1,648	33%	5,016	0	0%
	Current Year Financials	5,016	1,648	33%	4,694	(322)	-6%
	Project Description	Infrastructure - Roads.					
	Project Lifecycle	Planned End Date	31-Mar-19	Forecast End Date	30-Jun-19		
	Main Issues / Reason for Variance						
	2018/19 budget near full allocation and works continue to progress through the year. Rephasing of £0.223 relates to resurfacing works on A814 that were anticipated to be complete before March 2019, however are now required to be rephased to 2019/20 due to works being carried out by Scottish Gas Networks beforehand. Remaining rephasing relates to works to footpaths in Dumbarton, Clydebank and Alexandria for which projects have not yet been identified.						
Mitigating Action							
None available.							
Anticipated Outcome							
Project completed later than anticipated.							



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	Budget	Spend to Date	Forecast Spend	Forecast Variance	
	£000	£000	%	£000	£000

23	<b>Protective overcoating to 4 over bridges River Leven</b>				
	Project Life Financials	540	0	0%	540
	Current Year Financials	270	0	0%	30
	Project Description	To overcoat 4 bridges over River Leven			0
	Project Lifecycle	Planned End Date	31-Mar-19	Forecast End Date	30-Jun-20
	<b>Main Issues / Reason for Variance</b>				
	Remedial work required to Bonhill Bridge, Dumbarton Bridge, Artizan Bridge and Footbridge from Renton to Vale of Leven Industrial Estate. Works delayed due to tender consultation requirement to ensure best value for money. Physical works anticipated to commence summer 2019 and fully complete by summer 2020. Expenditure expected in 2018/19 relates to preparation works required before physical works commence.				
	<b>Mitigating Action</b>				
	None available at this time.				
	<b>Anticipated Outcome</b>				
	Project will be delivered later than originally anticipated.				

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	£000	£000	%	£000	£000

24	Strathleven Park and Ride Car Park						
	Project Life Financials	285	0	0%	285	0	0%
	Current Year Financials	285	0	0%	178	(108)	-38%
	Project Description	Provision of additional car parking off Strathleven Place adjoining Church car Park. To be utilised as park and ride and overflow for town centre parking.					
	Project Lifecycle	Planned End Date	31-Mar-18	Forecast End Date	31-Mar-20		
	Main Issues / Reason for Variance						
	Works anticipated to commence late winter 2018/19 with over 50% of works expected to be complete by 31 March 2019.						
Mitigating Action							
None Required at this time.							
Anticipated Outcome							
Project completed within budget albeit later than anticipated.							

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	£000	£000	%	£000	£000	%

25	New Sports Changing Facility at Lusset Glen in Old Kilpatrick						
	Project Life Financials	150	0	0%	150	0	0%
	Current Year Financials	150	0	0%	0	(150)	-100%
	Project Description	New Sports Changing Facility at Lusset Glen in Old Kilpatrick					
	Project Lifecycle	Planned End Date	31-Mar-19	Forecast End Date	31-Jul-19		
	Main Issues / Reason for Variance						
	Project is currently at design phase and is anticipated to be delivered during 2019/20 due to work being carried out by Scottish Gas Networks. Gas pipe to be removed with plans ongoing for the removal. Removal will be followed by reinstatement works to the park which is anticipated to be complete by March 2019 (to be paid for by Scottish Gas Networks). Main work will commence May 2019 with completion by July 2019 with retentions due July 2020.						
Mitigating Action							
None available due to gas works being carried out.							
Anticipated Outcome							
Works to be carried out as planned.							

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	Budget	Spend to Date		Forecast Spend	Forecast Variance
	£000	£000	%	£000	£000

26	Mandatory 20mph Residential communities						
	Project Life Financials	500	5	1%	500	0	0%
	Current Year Financials	395	0	0%	30	(365)	-92%
	Project Description	Mandatory 20mph Residential communities.					
	Project Lifecycle	Planned End Date	31-Mar-20	Forecast End Date	31-Mar-20		
	Main Issues / Reason for Variance						
	The Scottish Government are currently reviewing 20mph legislation and officers are currently awaiting clarity from them before works can resume in 2018/19. This review is taking longer than anticipated with limited spend in 2018/19. It is anticipated on signage works that would be undertaken regardless of outcome of review. Currently this includes traffic management measures with signs and bollards works at Old Mill Road and Dalvait Road.						
Mitigating Action							
None available at this time as timing of review is out with Council control.							
Anticipated Outcome							
Project to be delivered within budget albeit later than first anticipated.							

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	Budget	Spend to Date		Forecast Spend	Forecast Variance
	£000	£000	%	£000	£000

27	Invest in "Your Community Initiative"						
	Project Life Financials	1,000	566	57%	1,000	(0)	0%
	Current Year Financials	565	131	23%	155	(410)	-73%
	Project Description	Capital budget to support the roll out of Your Community, an initiative designed to achieve coordinated service delivery in response to community need. This is complemented by community capacity building, empowering WD citizens to do more for their own communities (leading to less reliance on council). Also included is the implementation of participatory budgeting to support and build capacity in communities.					
	Project Lifecycle	Planned End Date	31-Mar-18	Forecast End Date	31-Mar-20		
Main Issues / Reason for Variance							
The main element of this budget relates to the Improvement Fund which is subject to the work of a tactical group who meets every 6 weeks and are working to identify suitable projects (the focus being on environmental projects in response to individual neighbourhood needs). There is also a review ongoing of the Your Community Initiative the aim of which is to streamline processes and deliver projects in a more timely fashion. Delay in spend is due to the fact that to date many of the improvements delivered via the Your Community approach have been funded from existing service budgets, resulting in insufficient spend from the Improvement Fund. Officers are actively researching investment opportunities in which this capital budget can be spent in the most beneficial way for the communities. Various proposals to utilise this budget are being presented and being evaluated at present to take the project forward.							
Mitigating Action							
Opportunities to mitigate have been limited due to the need to liaise with communities. The group continues to liaise with groups regularly to ensure funds are utilised for the benefit of the communities.							
Anticipated Outcome							
Full budget spend anticipated albeit later than originally planned.							

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	£000	£000	%	£000	£000	%

28

Pappert Woodland Wind Farm

Project Life Financials	6,900	37	1%	6,900	0	0%
Current Year Financials	169	6	0%	10	(159)	-94%
Project Description	Provision of new windfarm.					
Project Lifecycle	Planned End Date	31-Mar-21	Forecast End Date	31-Mar-21		
Main Issues / Reason for Variance						
The project team continues to explore partnership opportunities and consult with statutory consultees, however this is taking longer than anticipated due to land issues. A further meeting has taken place with WDC Planning to review options and further consult with statutory consultees.						
Mitigating Action						
Project team will continue to consult with Planning and other statutory consultees once revised scheme has been finalised.						
Anticipated Outcome						
Project completion generates savings in line with revised financial analysis.						

29

Oil to Gas Conversion (Braehead PS, Carleith PS & Hub CEC)

Project Life Financials	187	0	0%	187	0	0%
Current Year Financials	187	0	0%	0	(187)	-100%
Project Description	Oil to Gas Conversion (Braehead PS, Carleith PS & Hub CEC).					
Project Lifecycle	Planned End Date	31-Mar-19	Forecast End Date	31-Aug-19		
Main Issues / Reason for Variance						
Project has not progressed as originally planned due to a change in personnel and prioritisation of workload and resources. Works have to be completed during school closure so the project is being scoped in this financial year with works to be carried out during school summer recess in summer 2019.						
Mitigating Action						
None available at this time due to time required to fully scope project works.						
Anticipated Outcome						
Project will be delivered later than anticipated.						

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	Budget	Spend to Date	Forecast Spend	Forecast Variance	
	£000	£000	%	£000	%

30

Leisure Energy projects - air handling units, upgrade lighting, circulating pumps, and draught proofing						
Project Life Financials	277	36	13%	277	0	0%
Current Year Financials	244	4	1%	26	(218)	-89%
Project Description	Measures to be installed at both Meadow Centre & Vale of Leven Swimming Pool; new pool hall Air Handling Units, upgrade lighting, circulating pumps Vale of Leven Swimming Pool, internal and external lighting and draught proofing.					
Project Lifecycle	Planned End Date	31-Mar-18	Forecast End Date	31-Mar-20		
Main Issues / Reason for Variance						
<p>Main reason for variance is due to Air Handling Unit (AHU) upgrades at Meadow Centre/Vale Swimming Pool which is budgeted at £0.225m. This project was first delayed in 2017/18 due to an unsuccessful initial tender and higher priorities within the Procurement service in relation to other required procurement activities resulting in remaining budget of £0.244m required to be re-phased into 2018/19 from 2017/18. Following this first delay it was then anticipated that this work would be carried out in November 2018 with project completion anticipated in 2018/19 and retentions being required to be rephased into 2019/20. To facilitate this workstream a 2nd tender was issued in June 2018 based on historic specification however only 3 returns were received at end of July 2018 with only one bid being a legitimate bid which was over budget (the others being discounted - one due to timing of submission and incomplete status of the other). Officers have subsequently been liaising with the Leisure Trust regarding possible solutions ranging from just a refurbishment of the unit to mounting a unit outside as it has become apparent that installing an internal unit would have a detrimental effect on the operation of the centre due to the significant down time involved. To mounting the unit outside would require structural approval, planning approval and a building warrant (not to mention a new specification) thereby making it impossible to meet the deadline workings of end of November. Structural engineers have completed scheduled soil samples at The Meadow Centre and results have been received and confirmed the ground is suitable to build an external base for the required Air Handling Unit. Tenders to build the base were issued in January 2019 with returns expected in February 2019. A planning application is also due to be submitted which along with tender returns will take project to next stage. In addition to this in the interim, Officers will explore further preparatory work this financial year such including new isolating valves, as well the mentioned works to building of the concrete base for the unit.</p>						
Mitigating Action						
None available at this time as the tender return was over budget resulting in a new plan and specification/approval requirements.						
Anticipated Outcome						
To install air handling units, upgrade lighting, circulating pumps and draught proofing to improve energy efficiency in leisure centres. Project expected to deliver within budget albeit later than first anticipated.						

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	Budget	Spend to Date	Forecast Spend	Forecast Variance	
	£000	£000	%	£000	£000

31	<b>Installation of Solar Panels (OHR PS and Whitecrook PS)</b>				
	Project Life Financials	135	0	0%	135
	Current Year Financials	135	0	0%	0
	Project Description	Installation of Solar Panels (OHR PS and Whitecrook PS).			0
	Project Lifecycle	Planned End Date	31-Mar-19	Forecast End Date	30-Apr-20
	<b>Main Issues / Reason for Variance</b>				
	Project has not progressed as originally planned due to a change in personnel and prioritisation of workload and resources. Works are anticipated to start in spring 2019, following approval of planning application, and expected to complete in 2019/20.				
	<b>Mitigating Action</b>				
	None available at this time due to scoping and planning requirements.				
	<b>Anticipated Outcome</b>				
	Project will be delivered later than anticipated.				



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	£000	£000	%	£000	£000

32	Elevated Platforms (Building Services)						
	Project Life Financials	45	0	0%	45	0	0%
	Current Year Financials	45	0	0%	0	(45)	-100%
	Project Description	Elevated Platforms (Building Services).					
	Project Lifecycle	Planned End Date	31-Mar-19	Forecast End Date	31-Mar-20		
	Main Issues / Reason for Variance						
	Part of modernising the maintenance and repair service is continuous evaluation of how this and projects are delivered. Recently changes have been identified which may reduce the reliance on scaffolding being erected at some project sites by the external contractor, therefore reducing external scaffolding costs. While the project is scoped at this time it is anticipated that funds will be required to be rephased into 2019/20 when the project will progress.						
Mitigating Action							
None required at this time, however there is ongoing analysis of service delivery models to establish future needs and requirements.							
Anticipated Outcome							
Project will be delivered later than anticipated.							

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	£000	£000	%	£000	£000

33	<b>Upgrade Lighting (Alexandria CEC, Carleith PS, Dumbarton Library, WDAC &amp; Whitecrook PS)</b>				
	Project Life Financials	95	0	0%	95
	Current Year Financials	95	0	0%	0
	Project Description	Upgrade Lighting (Alexandria CEC, Carleith PS, Dumbarton Library, WDAC & Whitecrook PS)			0
	Project Lifecycle	Planned End Date	31-Mar-19	Forecast End Date	31-Aug-19
	<b>Main Issues / Reason for Variance</b>				
	Project has not progressed as originally planned due to a change in personnel and prioritisation of workload and resources. Project will be scoped in this financial year with works being rephased to 2019/20 when they are anticipated to commence in April starting at Alexandria CEC, Dumbarton Library and West Dumbarton Activity Centre, before progressing to Carleith and Whitecrook Primary School during the school summer recess.				
	<b>Mitigating Action</b>				
	None available at this time due to scoping requirements.				
	<b>Anticipated Outcome</b>				
	Project will be delivered later than anticipated.				

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	Budget	Spend to Date		Forecast Spend	Forecast Variance	
	£000	£000	%	£000	£000	%

34	Automatic Meter Readers					
	Project Life Financials	48	0	0%	48	00%
	Current Year Financials	48	0	0%	0	(48)-100%
	Project Description	Automatic Meter Readers.				
	Project Lifecycle	Planned End Date	31-Mar-19	Forecast End Date	31-Mar-20	
	Main Issues / Reason for Variance					
	Projects will be scoped in financial year 2019/20. Electricity AMRs need to be installed during school summer holidays as a power shut is required. Installation June/July 2019.					
Mitigating Action						
None required at this time.						
Anticipated Outcome						
Project will be delivered later than anticipated.						

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	£000	£000	%	£000	£000

35

Regeneration/Local Economic Development						
Project Life Financials	2,319	195	8%	2,022	(297)	-13%
Current Year Financials	2,319	195	8%	1,136	(1,183)	-51%
Project Description	Budget to facilitate the delivery of Regeneration throughout West Dunbartonshire , aligned to the Economic Strategy 2015-20. External funding will be sought to maximise opportunities for redevelopment of these sites.					
Project Lifecycle	Planned End Date	31-Mar-19	Forecast End Date	31-Jul-19		
Main Issues / Reason for Variance						
There are two main issues to report with this budget. The first relates to the St Eunan's project where the anticipated cost is less than previously reported estimates resulting in a projected underspend of £0.297m at this time - this underspend relates to the external grant funding from Green Infrastructure Fund so is not available for reallocation. This project also reports slippage of £0.553m due to the time taken to work through the legal and regulatory implications of an additional unanticipated conditions requested by Planning Committee, which has now been satisfied. Due to delay in executing the planning condition and with unrelated Scottish Water works required on-site the main works are now anticipated to commence in February 2019 with completion summer 2019 and retention payments due summer 2020. At this time it is anticipated that contract spend of £0.553m will be incurred in this financial year in addition to £0.040m for contaminated land fees and site investigation works with a balance of £0.553m being required to be carried forward to future years. The second issue which should be noted relates to the Mitchell Way development site where spend will not take place until developer planning approval is achieved. The Council is in discussions with Lidl as lead developer for the site and will progress the development over the next six months.						
Mitigating Action						
Opportunities to further mitigate the slippage at St Eunan's is limited due to the timing of main works.						
Anticipated Outcome						
Significant progress with transformational projects including Dumbarton Waterfront, strategic disposal sites, Alexandria town centre and further progress with implementing Charrette Action Plans.						

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	£000	£000	%	£000	£000	%

36

Queens Quay - Regeneration						
Project Life Financials	15,620	10,320	66%	15,620	0	0%
Current Year Financials	11,763	6,463	55%	9,939	(1,824)	-16%
Project Description	Queens Quay regeneration.					
Project Lifecycle	Planned End Date	30-Jun-18	Forecast End Date	30-Nov-19		
Main Issues / Reason for Variance						
This project has experienced delays compared to the original timetable in order to coordinate and deliver the benefits of New Clydebank Health Centre, Care Home, and District Heating, resulting in forecast end date being extended to November 2019 and £11.5m to be rephased into 2018/19 from 2017/18. However the spend related to these works is now well underway. Work on Quay walls is complete, with the exception of The District Heating Pumping Chamber which is progressing as planned. The remediation works around the care home site have now been completed and contractor is on site. Roads infrastructure works are now underway. Spend in 2018/19 is anticipated to be £9.939m with only works on Titan Boulevard and landscaping being the major items still outstanding.						
Mitigating Action						
A number of mitigating actions are being monitored through the risk register by the Management Group. Fortnightly meetings with the development partner take place to progress the project and make every attempt to reduce delays and slippage.						
Anticipated Outcome						
Regeneration of Clydebank Waterfront in line with budget, but delayed to co-ordinate with District Heating project.						

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	£000	£000	%	£000	£000

37	Exxon City Deal						
	Project Life Financials	34,050	1,118	3%	34,050	(0)	0%
	Current Year Financials	792	105	13%	300	(492)	-62%
	Project Description	As part of the City Deal project the WDC Exxon site at Bowling regeneration with alternative A82 route included.					
	Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date	31-Mar-24		
	Main Issues / Reason for Variance						
	Regular updates are provided at every Council meeting, with City Deal papers presented at each meeting. The main issues contained within the new Council's approved Outline Business Case are still valid, which include Exxon's remediation strategy, land transfer arrangements and issues relating to adjoining owners. Until Exxon remediation strategy is approved and land transfer arrangements are resolved, only limited work can be undertaken (e.g. EIA) As the remediation strategy is being led by ESSO Mobil, at this time it is difficult to determine when it will be approved. ESSO Mobil is still in discussions with SEPA and WDC-Environmental Health to agree several items before it can be approved, however the timescales of this is out with Council control. The project expenditure for 2018/19 was estimated to be £0.792m however this has now been revised to £0.300m due to a significant saving on the procurement of the Quay Walls tender and the lack of progress on the EIA as the remediation strategy has not been approved.						
	Mitigating Action						
	Contained within Risk register monitored by Exxon Management Board. Technical reviews are being carried between our consultant PBA and Exxon consultants WSP to assess the proposed remediation strategy and to review historical data and reports. WDC officers are engaged with EXXON representatives in order to assess any programme implications. EXXON is progressing with the discussions with the planning department and SEPA as well as providing any technical information required.						
	Anticipated Outcome						
	Delivery of the project on time and within the increased budget.						

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	£000	£000	%	£000	£000	%

38	Queens Quay District Heating Network						
	Project Life Financials	15,100	8,290	55%	15,100	0	0%
	Current Year Financials	10,153	6,944	68%	9,000	(1,153)	-11%
	Project Description	Queens Quay District Heating Network.					
	Project Lifecycle	Planned End Date	31-Mar-19	Forecast End Date	31-Jul-19		
	Main Issues / Reason for Variance						
	Project slippage is due to the delay on the appointment of the Energy Centre Operator (ECO) contractor as the returned tenders were unaffordable resulting in the need to secure additional funding from the Council to cover the Capital costs. An additional £3m of capital funding approved by Members at June Council, has been phased into 2019/20 and tender negotiations have been finalised and Letters of Intent have been issued. The project is currently running behind programme and is now anticipated to be physically complete by 31 July 2019, however an accelerated programme is in place which Officers are hopeful will help to minimise the delay now the ECO contractor has been appointed. The £6m grant funding has been fully spent which fulfils the grant conditions and protects this income resource. The first grant application of £0.711m was submitted end of May 2018 and has now been received. The second application was submitted start of December 2018 and has been received.						
Mitigating Action							
Further discussions are to take place to identify Value Engineering items which will identify savings. Once this work has been carried out, Project Board to decide next steps as required.							
Anticipated Outcome							
Project will be delivered over original budget but a recovery plan is in place to deliver no later than anticipated.							

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	£000	£000	%	£000	£000	%

39

Regeneration Fund						
Project Life Financials	12,400	0	0%	12,400	0	0%
Current Year Financials	1,850	0	0%	215	(1,635)	-88%
Project Description	Funding to implement major regeneration projects linked to community charrettes. (Created through underspend from Education)					
Project Lifecycle	Planned End Date	31-Mar-21	Forecast End Date	31-Mar-21		
Main Issues / Reason for Variance						
At this time it is anticipated that limited total spend of approximately £0.215m will be incurred in 2018/19 with all projects experiencing slippage as detailed below. It has been determined that the Bowling Basin project does not provide a sufficient return for either Scottish Canals or the Council to invest the necessary capital and the project is unlikely to progress as planned with a report being presented to November IRED committee confirming this. In relation to Dumbarton Charrette planned foreshore works have been delayed due to discovery of invasive species across the site. This has led to protracted discussions with the land owners regarding removal of invasive species. Works to improve public realm at Balloch Village Square - Tenders were returned end of September 2018 and approved in tendering committee in November 2018. At this time is anticipated that spend in this financial year will be £0.100m on Balloch Village Square which is anticipated to commence February 2019 and complete summer 2019 with slippage of £0.435m. Moss O'Balloch parking improvement works have now been completed at a cost of £0.065m. In relation to Clydebank Charrette A814 a report was presented to the August Planning Committee which was continued. It was presented to Planning Committee in November 2018 and approved. The procurement process has commenced and the scape framework is being considered as an appropriate route for delivery. At this time is in projected that only limited spend of approximately £0.050m will be incurred in this financial year for professional fees resulting in slippage of £0.450m.						
Mitigating Action						
Project complexity and the need to programme some works to avoid busy tourism periods and reliance on third parties means that mitigation is challenging.						
Anticipated Outcome						
Progress towards delivery of planned projects from Economic Development Strategy and Charrette Action Plans albeit later than originally anticipated.						



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	£000	£000	%	£000	£000

40	Purchase of 3 Welfare Units						
	Project Life Financials	78	0	0%	78	0	0%
	Current Year Financials	78	0	0%	0	(78)	-100%
	Project Description	At Council meeting on 30th August 2017 it was agreed to purchase 3 Welfare Units as a spend-to-save proposal.					
	Project Lifecycle	Planned End Date	31-Mar-19	Forecast End Date	31-Mar-20		
	Main Issues / Reason for Variance						
	Due to a change in requirements officers are not potentially now looking to buy mobile units rather than fixed units with options to come back to a future DLO project board. At this time it is anticipated that the project will be required to be rephased into 2019/20.						
Mitigating Action							
None required at this time.							
Anticipated Outcome							
Project will be delivered later than anticipated.							

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ANALYSIS OF PROJECTS AT RED ALERT STATUS

APPENDIX 6

MONTH END DATE

31 December 2018

PERIOD

9

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

41

Replace Elderly Care Homes and Day Care Centres						
Project Life Financials	27,463	14,818	54%	27,463	(0)	0%
Current Year Financials	8,146	1,019	13%	2,222	(5,924)	-73%
Project Description	Design and construction of replacement elderly care homes and day care centres in Dumbarton and Clydebank areas.					
Project Lifecycle	Planned End Date	31-Jan-19	Forecast End Date	30-Apr-20		
Main Issues / Reason for Variance						
Dumbarton Care Home achieved practical completion on 28 April 2017 with retention due April 2018, however this is yet to be released. WDC continue to work with Hub West and Morgan Sindall to agree statement of final account and close all outstanding matters such that the Making Good Defect Certificate can be issued and the final retention can be paid. This is anticipated at this time by end of February 2019. . With regards to Clydebank Care Home, CCG are now in full possession of the site with works progressing on programme. The remediation works are complete within the Clydebank Town Hall service yard and phase 1 of the adjacent care home development site is complete. Phase 2 of the remediation works will be satisfied with the completion of the care home build and will be subject to a further verification report. We have experienced a delay in the original programme and capital expenditure costs. As the project has now commenced on site there is greater certainty on the spend forecast. It is anticipated that works will be complete on site April 2020.						
Mitigating Action						
Due to the complexity of both the relationships and co-dependencies with other neighbouring projects being developed at the same time the ability to mitigate within the project scope of control is limited – corporately, mitigation rests with delivery of programmes for overall Queens Quay Masterplan and in particular District Heating System. Now that the contract has been awarded there will be greater control over the project and it's spend.						
Anticipated Outcome						
New Care home provision in Clydebank currently delayed as indicated by the overall forecast end date above.						

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

42	Direct Project Support						
	Project Life Financials	2,682	54	100%	2,874	192	7%
	Current Year Financials	2,682	54	100%	2,874	192	7%
	Project Description	Business support cost such as reallocation of architects and project support at year end					
	Project Lifecycle	Planned End Date	31-Mar-19	Forecast End Date	31-Mar-19		
	Main Issues / Reason for Variance						
	Based on final central support recharges for 2017/18 the budget looks to be under pressure if 2018/19 recharge is at a similar level.						
	Mitigating Action						
	Limited mitigating action due to year end central support reallocation.						
	Anticipated Outcome						
Direct project support costs allocated as appropriate.							

<b>TOTAL PROJECTS AT RED STATUS</b>						
Project Life Financials	185,719	63,864	34%	186,432	713	0%
Current Year Financials	63,474	18,507	29%	37,668	(25,806)	-41%

WEST DUNBARTONSHIRE COUNCIL  
GENERAL SERVICES CAPITAL PROGRAMME

APPENDIX 7

ANALYSIS OF PROJECTS AT GREEN ALERT STATUS WHERE CURRENT YEAR VARIANCE IS OVER £0.050M

MONTH END DATE

31 December 2018

PERIOD

9

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

1	ICT Modernisation						
	Project Life Financials	1,265	284	22%	1,265	0	0%
	Current Year Financials	1,265	284	22%	989	(276)	-22%
	Project Description	This budget is to facilitate ICT infrastructure and modernise working practices.					
	Project Lifecycle	Planned End Date	31-Mar-18	Forecast End Date	30-Jun-19		
	Main Issues / Reason for Variance						
	£0.276m rephasing is related to retention for ICT Modernisation which is being held until the final resilience test is completed successfully (this was anticipated in quarter 4 of 2018/19, but has now been delayed due to supplier availability has been rephased to 2019/20). Device replacement for Primary Schools has commenced in October. Replacement for end of life telephony was raised in October and implementation commenced. Project manager for upgrade to Windows 10 commenced in October 2018 with spend phased until the end of March 2019. Slippage into 2019/20 is aligned to expectation that some of the spend will span the financial year end due to project interdependencies.						
Mitigating Action							
The ability to mitigate is limited as retentions held until resilience test is successfully completed.							
Anticipated Outcome							
To update ICT systems within budget albeit later than first anticipated.							

ANALYSIS OF PROJECTS AT GREEN ALERT STATUS WHERE CURRENT YEAR VARIANCE IS OVER £0.050M

MONTH END DATE

31 December 2018

PERIOD

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

2	Aitkenbar PS, St Peters PS, Andrew Cameron EE&CC						
	Project Life Financials	10,636	10,317	97%	10,426	(210)	-2%
	Current Year Financials	460	141	31%	250	(210)	-46%
	Project Description	Design and construction of new co-located school to replace 3 separate establishments.					
	Project Lifecycle	Planned End Date	30-Nov-17	Forecast End Date	31-Jan-19		
	Main Issues / Reason for Variance						
	Final retention payment to contractor expected to be released late 2018/19, with a projected underspend of £0.210m subject to the satisfactory completion of defect works. Once all defects works are complete and repairs have been successfully monitored the retention will be released.						
Mitigating Action							
None required.							
Anticipated Outcome							
Delivery of project on programme and under budget.							

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

3	Clydebank Community Sports Hub						
	Project Life Financials	3,865	3,635	94%	3,865	(0)	0%
	Current Year Financials	2,386	2,210	93%	2,300	(86)	-4%
	Project Description	Creation of a community and sport hub.					
	Project Lifecycle	Planned End Date	31-Aug-19	Forecast End Date	30-Jun-19		
	Main Issues / Reason for Variance						
	Practical completion was achieved 26 October 2018 and facility became available for use. Slippage of £0.086m relates to maintenance costs which are allocated within the Capital funds for the pitches and landscaping which will be paid in 2019/20. Remaining slippage relates to expenditure that will be required in 2019/20.						
Mitigating Action							
None required at this time.							
Anticipated Outcome							
The project will be delivered in line with the programme and within secured funding.							

4	New Clydebank Leisure Centre						
	Project Life Financials	23,810	23,739	100%	23,738	(72)	0%
	Current Year Financials	432	361	84%	360	(72)	-17%
	Project Description	Provision of new leisure centre.					
	Project Lifecycle	Planned End Date	31-Mar-16	Actual End Date	31-Mar-17		
	Main Issues / Reason for Variance						
	Concluding final minor expenditure items currently and now forecasting an underspend of £0.072m.						
	Mitigating Action						
	None required at this time.						
	Anticipated Outcome						
Project delivered on time and within budget.							

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

5	Levensgrove Park - Restoration & Regeneration						
	Project Life Financials	3,639	1,951	54%	3,639	0	0%
	Current Year Financials	2,160	472	22%	2,025	(135)	-6%
	Project Description	Restoration and Regeneration of Levensgrove Park.					
	Project Lifecycle	Planned End Date	30-Aug-18	Forecast End Date	31-Jan-19		
	Main Issues / Reason for Variance						
	Early delays due to timescales involved in securing external funding which impacted the procurement timescales. The project started August 2017 and Pavilion is now complete and handed over. Minor works at the depot remain outstanding and are anticipated to be complete January 2019. The Retention payment of £0.135m is required to be rephased to 2019/20.						
Mitigating Action							
None available due to the requirement of Scottish Water and Scottish Power to finalise connections.							
Anticipated Outcome							
Project will be deliver later than originally anticipated.							

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

6	Sports Facilities Upgrades						
	Project Life Financials	126	0	0%	126	0	0%
	Current Year Financials	86	0	0%	30	(56)	-65%
	Project Description	Project is part of wider investment in sporting facilities and is dependent on match funding from Sport Scotland. Agreement in					
	Project Lifecycle	Planned End Date	31-Mar-18	Forecast End Date	31-Jan-20		
Main Issues / Reason for Variance							
The budget has been allocated for construction of 3 All weather tennis courts at Argyll Park. This project is estimated to cost £0.150m and it was hopeful that with application to The Lawn Tennis Association, match funding would be received, however following discussions with The Lawn Tennis Association in April 2018 they have only offered 25% funding. Match funding of 25% has been provided by Sports Scotland. Project has been tendered for specialist sports field consultants to develop designs for tender issue. Work anticipated to commence April 2019 and complete January 2020, with retentions then due January 2021, therefore budget on this project will be required to be rephased to future years.							
Mitigating Action							
None available at this time due to seeking external funding.							
Anticipated Outcome							
To deliver project within budget albeit later than first anticipated.							



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

7	A811 Infrastructure Works						
	Project Life Financials	1,500	949	63%	1,500	0	0%
	Current Year Financials	1,500	949	63%	1,425	(75)	-5%
	Project Description	A811 Infrastructure Works					
	Project Lifecycle	Planned End Date	31-Mar-19	Forecast End Date	31-Mar-19		
	Main Issues / Reason for Variance						
	Road reconstruction requirements spanning Drymen Road, Balloch to Kilmaronock Church have been identified with infrastructure improvement with new drainage - project underway in August 2018 and works progressing. Project is substantially complete and due to be fully complete March 2019. £0.075m of retentions are required to be rephased into 2019/20.						
	Mitigating Action						
	None required at this time.						
	Anticipated Outcome						
	Project will be delivered on time and within budget with slippage related to retention payments only.						

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

8	Integrated Housing Management System						
	Project Life Financials	624	303	48%	624	0	0%
	Current Year Financials	331	79	0%	401	70	21%
	Project Description	This is a budget to support the necessary development and on-going requirements of implementing the Council's Integrated Housing Management System.					
	Project Lifecycle	Planned End Date	31-Mar-17	Forecast End Date	31-Mar-19		
	Main Issues / Reason for Variance						
	The project has been delayed due to the time taken to finalise the contract documentation with the supplier and delays from incumbent system provider in the provision of access to Saffron data (delay in resolving ongoing issue, which was anticipated to be resolved in February 2018, however access to all necessary Saffron data is still unavailable, a minimum data set was provided in February to allow for Configuration of QL to commence. Access to Saffron data is still unavailable at this time and an action plan has been developed to ensure implementation for alternative methodology in order to access data. Legal have been involved in this process. Project has been rephased with an anticipated go-live date of late 2018/19. During 2017/18 it was estimated there would be a project life underspend of £0.070m in the general services element of the project, however as a result of the delay in completion of project, and staffing to be extended to 31 March 2019 in order to support implementation of new system, the full budget is required. This is resulting in an overspend of £0.070m in 2018/19 but project still to complete within project life budget.						
Mitigating Action							
Officers will continue to seek opportunities to mitigate any further delays to the project.							
Anticipated Outcome							
Project is to delivered in-line with rephased project timeline and within project life budget.							

WEST DUNBARTONSHIRE COUNCIL  
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ANALYSIS OF PROJECTS AT GREEN ALERT STATUS WHERE CURRENT YEAR VARIANCE IS OVER £0.050M

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

9	Office Rationalisation						
	Project Life Financials	21,702	21,246	98%	21,702	(0)	0%
	Current Year Financials	418	355	85%	518	100	24%
	Project Description	Delivery of office rationalisation programme.					
	Project Lifecycle	Planned End Date	22-Dec-18	Forecast End Date	30-Sep-19		
Main Issues / Reason for Variance							
New Dumbarton Office has been opened to staff from 21 May 2018. Historic Environment Scotland (HES) have contacted the Council regarding the remaining £0.050m of the Historic Environment Scotland Grant due and all documentation has been submitted, grant monies will be received this financial year. Defect works for Bridge Street commenced in September 2018, are now complete, and final payment will be made this financial year. Contractor was awarded following the December 2018 Tender Committee to carry out the demolition for Garshake. A programme for relocating the sub station at Garshake is in discussion with Scottish Power with demolition anticipated to commence mid-end January with a 32 week programme. The proposed archive location at Auchnacraig has not been deemed as suitable by Information Management representatives and Estates are preparing an options paper which may require additional funding.							
Mitigating Action							
None required at this time.							
Anticipated Outcome							
Project delivered later than anticipated.							

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ANALYSIS OF PROJECTS AT GREEN ALERT STATUS WHERE CURRENT YEAR VARIANCE IS OVER £0.050M

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

<b>TOTAL PROJECTS AT GREEN STATUS</b>						
<u>Project Life Financials</u>						
Project Life Financials	146,695	85,797	58%	146,295	(400)	0%
<u>Current Year Financials</u>						
Current Year Financials	20,260	7,328	36%	19,003	(1,256)	-6%

WEST DUNBARTONSHIRE COUNCIL  
GENERAL SERVICES CAPITAL PROGRAMME  
ANALYSIS OF RESOURCES WHERE CURRENT YEAR VARIANCE IS OVER £0.050M

APPENDIX 8

MONTH END DATE

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PERIOD

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

1	Resources Carried Forward						
	Project Life Financials	(964)	(199)	21%	(964)	0	0%
	Current Year Financials	(765)	0	0%	(475)	290	-38%
	Project Description	These are resources that have been received in previous years relating to ICT Modernisation, Insurance receipts, HRA contribution re Dalmuir works, Turnberry Homes, Posties Park Sports Hub and Auld Street Bond					
	Project Lifecycle	Planned End Date	31-Mar-18	Forecast End Date	31-Mar-20		
	Main Issues / Reason for Variance						
	Not all resources are anticipated to be required in 2018/19 and those that will require to be carried forward are ICT Modernisation (£0.036m), Keil School Planning Gain re Posties Park (£0.060m) and Gruggies Burn (0.194m) with the reasons for the under application of resources as detailed in the appropriate status updates						
Mitigating Action							
Mitigating actions are detailed within the appropriate status updates.							
Anticipated Outcome							
Application of resources held on balance sheet in 2018/19 as appropriate.							

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

2	Match Funding / Other Grants and Contributions						
Project Life Financials		(19,343)	(7,324)	38%	(18,902)	441	-2%
Current Year Financials		(10,784)	(319)	3%	(7,569)	3,215	-30%
Project Description		This is match funding from various bodies with the main funding being anticipated for Levensgrove Park, Posties Park and Clydebank Community Sports Hub					
Project Lifecycle		Planned End Date		31-Mar-19	Forecast End Date		31-Mar-20
Main Issues / Reason for Variance							
Main variance relates to an underachievement of income in 2018/19 related to Queens Quay district heating income accrual of £2.580m which will carry forward into 2019/20 due to level of spend anticipated in year. In addition to this income related to St Eunan's regeneration project is anticipated to be £0.358m less than anticipated due to the level of project spend being less than anticipated. The reason for the spend on these projects being less than anticipated is detailed on the red status project update.							
Mitigating Action							
Mitigating actions are detailed within the appropriate status updates.							
Anticipated Outcome							
Capital receipts received less than forecast							

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

3	Capital Receipts						
	Project Life Financials	(39,895)	(2,106)	5%	(39,737)	158	0%
	Current Year Financials	(10,264)	(52)	1%	(3,299)	6,965	-68%
	Project Description	These are capital receipts that are anticipated from sales of land and buildings both as part of the normal disposal programme and also as part of the business case investment in office rationalisation, new school building and new care home development					
	Project Lifecycle	Planned End Date	31-Mar-26	Forecast End Date	31-Mar-26		
	Main Issues / Reason for Variance						
	Capital receipt in year and anticipated to be less than budgeted due to market conditions						
	Mitigating Action						
	While market conditions are out with officers control all potential receipts will be explored.						
	Anticipated Outcome						
Capital receipts received less than forecast							

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

4	<b>Prudential Borrowing</b>						
	Project Life Financials	(119,728)	(99,385)	83%	(120,640)	(912)	1%
	Current Year Financials	(44,316)	(15,528)	35%	(28,132)	16,184	-37%
	Project Description	Prudential borrowing is long term borrowing from financial institutions that has been approved for the purposes of funding capital expenditure					
	Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date	31-Mar-26		
	<b>Main Issues / Reason for Variance</b>						
	Prudential borrowing in 2018/19 is likely to be less than budgeted due to programme re-phasing						
<b>Mitigating Action</b>							
Prudential borrowing is impacted by programme delivery therefore mitigating action is detailed in the red and amber analysis							
<b>Anticipated Outcome</b>							
While prudential borrowing requirement is likely to be less than budgeted in the current financial year this is anticipated to catch up over the programme life.							



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

5	CFCR						
	Project Life Financials	(2,716)	(656)	24%	(2,716)	0	0%
	Current Year Financials	(365)	0	0%	(275)	91	-25%
	Project Description	This is capital spend which is funded by revenue budgets					
	Project Lifecycle	Planned End Date	31-Mar-19	Forecast End Date	31-Mar-20		
	Main Issues / Reason for Variance						
	Slippage is due to lower CFCR being required in relation to the Wind Turbine project and the online payments for educational establishments due to the level of spend forecast in year						
Mitigating Action							
Mitigating actions are detailed within the appropriate status updates.							
Anticipated Outcome							
CFCR required will be less than anticipated in 2018/19							



## WEST DUNBARTONSHIRE COUNCIL

### Report by the Strategic Lead Housing and Employability

Council : 14 February 2019

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**Subject:     Housing Revenue Account Budgetary Control Report  
                 to 31 December 2018 (Period 9)**

#### **1.     Purpose**

- 1.1**     The purpose of the report is to provide members with an update on the financial performance to 31 December 2018 (Period 9) of the HRA revenue and capital budgets.

#### **2.     Recommendations**

- 2.1**     Members are asked to:

- i)       note the contents of this report which shows a projected favourable revenue variance of £0.061m (0.1%); and
- ii)      note the net projected annual position in relation to relevant capital projects which is highlighting a variance of £8.044m (24.6%) due to projected slippage of £8.637m (25.9%) and an overspend of £0.593m (-1.8%).

#### **3.     Background**

##### Revenue

- 3.1**     At the meeting of West Dunbartonshire Council on 5 March 2018, Members agreed the revenue estimates for 2018/2019 and a total budget of £42.508m.

##### Capital

- 3.2**     At the meeting of Council on 5 March 2018, Members also agreed the updated Capital Plan for 2018/19 which has been augmented by slippage from 2017/18 to produce a total planned spend for 2018/19 of £33.406m. The funding of this is shown within Appendix 6.

#### **4.     Main Issues**

##### Revenue Budget

- 4.1**     The current budgetary position for HRA Revenue is summarised in Appendix 1 with information regarding projected variances valued at greater than £50,000 being provided as Appendix 2. The analysis shows the projected variance for HRA Revenue is a surplus of £0.061m.

#### Capital Budget

- 4.2** The HRA capital summary position is shown in Appendix 3. Information on projects that are highlighted as being within the red and amber categories is provided in Appendices 4 to 5. A summary of anticipated resources is shown in Appendix 6. The analysis shows that for the in-year planned spend there is currently a projected in-year variance of £8.044m of which £8.637m relates to project slippage, £0.650m relates to an overspend and £0.057m relates to a small underspend.
- 4.3** From the analysis within the appendices it can be seen that there are four projects with forecast material slippage, as listed as follows:

<b>Project Name</b>	<b>Slippage (£m)</b>
<ul style="list-style-type: none"><li>• New house build</li></ul>	7.253
<ul style="list-style-type: none"><li>• Risk Street</li></ul>	0.500
<ul style="list-style-type: none"><li>• Doors/Window Component Renewal</li></ul>	0.500
<ul style="list-style-type: none"><li>• Projects to deliver housing policies/strategies (Buy Backs)</li></ul>	0.384

### **5. People Implications**

- 5.1** There are no people implications.

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

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

### **7. Risk Analysis**

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

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

- 8.1** The report is for noting and therefore no Equalities Impact Assessment was completed for this report.

### **9 Consultation**

- 9.1** The views of both Finance and Legal services have been requested on this report and both have advised there are neither any issues nor concerns with the proposal. As the report is for noting no further consultation is envisaged.

## **10. Strategic Assessment**

- 10.1** Proper budgetary control and sound financial practice are cornerstones of good governance and support Council and officers to pursue the five strategic priorities of the Council's Strategic Plan. This report forms part of the financial governance of the Council. This report is for noting and, therefore, does not directly affect any of the strategic priorities.

**Peter Barry**  
**Strategic Lead – Housing and Employability**  
**Date: 22 January 2019**

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**Person to Contact:** Janice Rainey - Business Unit Finance Partner (HEED),  
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**Appendices:** Appendix 1 - Budgetary Position (Revenue)  
Appendix 2 - Variance analysis (Revenue)  
Appendix 3 - Budgetary Position (Capital)  
Appendix 4 - Variance analysis Red Projects (Capital)  
Appendix 5 - Variance analysis Amber Projects (Capital)  
Appendix 6 - Resources (Capital)

**Background Papers:** None

**Wards Affected:** All

WEST DUNBARTONSHIRE COUNCIL  
HRA REVENUE BUDGETARY CONTROL 2018/2019

Appendix 1

PERIOD END DATE

31 December 2018

Subjective Summary	Total Budget 2018/19 £000	Spend to Date 2018/19 £000	Forecast Spend £000	Forecast Variance 2018/19 £000 %		Annual RAG Status
Employee Costs	4,409	3,115	4,435	26	1%	↓
Property Costs	1,795	1,260	1,623	(172)	-10%	↑
Transport Costs	101	53	83	(18)	0%	↑
Supplies, Services And Admin	379	240	336	(43)	-11%	↑
Support Services	2,668	1,900	2,596	(72)	-3%	↑
Other Expenditure	291	301	403	112	38%	↓
Repairs & Maintenance	11,693	7,929	11,764	71	1%	↓
Bad Debt Provision	1,060	795	1,060	0	0%	→
Void Loss (Council Tax/Lost Rents)	1,084	817	993	(91)	-8%	↑
Loan Charges	19,028	14,271	19,028	0	0%	→
<b>Total Expenditure</b>	<b>42,508</b>	<b>30,681</b>	<b>42,321</b>	<b>(187)</b>	<b>0%</b>	<b>↑</b>

House Rents	40,822	30,529	40,705	117	0%	↓
Lockup Rents	230	174	232	(2)	-1%	↑
Factoring/Insurance Charges	1,114	869	1,158	(44)	-4%	↑
Other rents	132	92	123	9	7%	↓
Interest on Revenue Balance	70	46	62	8	11%	↓
Miscellaneous income	140	66	102	38	27%	↓
<b>Total Income</b>	<b>42,508</b>	<b>31,776</b>	<b>42,382</b>	<b>126</b>	<b>0%</b>	<b>↓</b>

<b>Net Expenditure</b>	<b>0</b>	<b>(1,095)</b>	<b>(61)</b>	<b>(61)</b>
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MONTH END DATE

31 December 2018

PERIOD

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Budget Details		Variance Analysis			
Subjective Analysis	Budget	Forecast Spend	forecast Variance	RAG Status	
	£000	£000	£000	%	
<b>PROPERTY COSTS</b>	1,795	1,623	(172)	-10%	↑
<b>Service Description</b>					
This budget covers electricity, gas, rates, rents, cleaning and insurance costs.					
<b>Variance Narrative</b>					
<b>Main Issues</b>	The main reason for this favourable variance relates to a one year saving in respect of a provision for prior years unbilled electricity costs which is now not required.				
<b>Mitigating Action</b>	No mitigating action is required.				
<b>Anticipated Outcome</b>	A year end underspend is anticipated.				

Budget Details		Variance Analysis			
Subjective Analysis	Budget	Forecast Spend	forecast Variance	RAG Status	
	£000	£000	£000	%	
<b>SUPPORT SERVICES</b>	2,668	2,596	(72)	-3%	↑
<b>Service Description</b>					
This budget covers central support recharges to the HRA					
<b>Variance Narrative</b>					
<b>Main Issues</b>	A review of the support services allocation across all services was undertaken during 2017/18 to reflect the revised current service structures. This resulted in the amount to be recharged to the HRA to be less than budgeted. It is anticipated that a similar charge will occur in 18/19 which would result in a favourable variance.				
<b>Mitigating Action</b>	No mitigating action is required.				
<b>Actual Outcome</b>	A year end underspend is anticipated.				

Budget Details		Variance Analysis			
Subjective Analysis	Budget	Forecast Spend	forecast Variance	RAG Status	
	£000	£000	£000	%	
<b>OTHER EXPENDITURE</b>	291	403	112	38%	↓
<b>Service Description</b>					
This budget covers strategy expenditure as well as legal fees, bank charges, rent abatements, tenancy sustainment work and factor's commission					
<b>Variance Narrative</b>					
<b>Main Issues</b>	There are a number of reasons for this overspend, the main reasons being an increase in legal expenses (£12k) in relation to summons costs and monthly court fees, and an increase in rent abatements (£92k) due to void initiatives.				
<b>Mitigating Action</b>	No mitigation possible however management will ensure that this overspend will be offset by underspends within other areas within the HRA.				
<b>Anticipated Outcome</b>	An overspend will be incurred on this line.				

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Budget Details		Variance Analysis			
Subjective Analysis	Budget	Forecast Spend	forecast Variance	RAG Status	
	£000	£000	£000	%	
<b>REPAIRS &amp; MAINTENANCE</b>	11,693	11,764	71	1%	↓
<b>Service Description</b>					
This budget covers all repair and maintenance expenditure to houses and lockups					
<b>Variance Narrative</b>					
<b>Main Issues</b>	The main reason for this overspend relates to the increased cost of void repairs. Officers have been working on maximising the number of void properties brought up to acceptable standard for re-letting and also reducing the time between lets.				
<b>Mitigating Action</b>	Officers void working group meet regularly to review all void issues including repairs to maximise properties available to let while at same time considering costs involved in preparing properties.				
<b>Anticipated Outcome</b>	This is a large budget of £11.7m covering all HRA repairs and a great deal of the spend is demand led jobbing repairs. The spend can fluctuate each month so it may be possible that this budget will come back in on budget before year end.				

Budget Details		Variance Analysis			
Subjective Analysis	Budget	Forecast Spend	forecast Variance	RAG Status	
	£000	£000	£000	%	
<b>VOID LOSS</b>	1,084	993	(91)	-8%	↑
<b>Service Description</b>					
This budget covers the rents lost on void houses and lockups and the cost of council tax on void properties					
<b>Variance Narrative</b>					
<b>Main Issues</b>	An improvement in the number of void properties is reflected in a lower than anticipated void loss on rents (£70k) and on the associated cost of council tax (£21k).				
<b>Mitigating Action</b>	No mitigating action is required.				
<b>Anticipated Outcome</b>	A year end underspend is anticipated.				

Budget Details		Variance Analysis			
Subjective Analysis	Budget	Forecast Spend	forecast Variance	RAG Status	
	£000	£000	£000	%	
<b>HOUSE RENTS</b>	(40,822)	(40,705)	117	0%	↓
<b>Service Description</b>					
Rental income from houses					
<b>Variance Narrative</b>					
<b>Main Issues</b>	This budget is based on the expected numbers of stock available for rent and makes assumptions about when surplus stock will be removed from the letting pool. The rate of transfer of surplus stock from the letting pool has been higher than assumed in the budget.				
<b>Mitigating Action</b>	No mitigation possible - this is part of ongoing housing strategy and timescales will vary as properties become vacant. Any income shortfall will be contained within the overall HRA Budget.				
<b>Anticipated Outcome</b>	There will be a shortfall in rental income.				



WEST DUNBARTONSHIRE COUNCIL  
HRA CAPITAL PROGRAMME  
OVERALL PROGRAMME SUMMARY

APPENDIX 3

MONTH END DATE 31 December 2018

PERIOD 9

Project Status Analysis	Project Life Status Analysis				Current Year Project Status Analysis			
	Number of Projects at RAG Status	% Projects at RAG Status	Spend to Date £000	% Project Spend at RAG Status	Number of Projects at RAG Status	% Projects at RAG Status	Spend to Date £000	% Project Spend at RAG Status
Red								
Projects are forecast to be overspent and/or experience material delay to completion	2	7.4%	4,046	29.8%	2	7.4%	4,046	29.8%
Amber								
Projects are either at risk of being overspent and/or delay in completion (although this is unquantifiable at present) or the project has any issues that require to be reported at this time	3	11.1%	1,021	7.5%	3	11.1%	1,021	7.5%
Green								
Projects are on target both in relation to overall budget and the forecast stages in the project life cycle and no issues are anticipated at this time	22	81.5%	8,532	62.7%	22	81.5%	8,532	62.7%
TOTAL EXPENDITURE	27	100%	13,599	100%	27	100%	13,599	100%

Project Status Analysis	Project Life Financials				Current Year Financials					
	Budget £000	Spend to Date £000	Forecast Spend £000	Forecast Variance £000	Budget £000	Spend to Date £000	Forecast Spend £000	Forecast Variance £000	Slippage £000	Over/ (Under) £000
Red										
Projects are forecast to be overspent and/or significant delay to completion	95,753	4,046	96,403	650	12,946	4,046	6,343	(6,603)	(7,253)	650
Amber										
Projects are either at risk of being overspent and/or delay in completion (although this is unquantifiable at present) or the project has any issues that require to be reported at this time	13,797	1,020	13,797	0	3,786	1,020	2,402	(1,384)	(1,384)	0
Green										
Projects are on target both in relation to overall budget and the forecast stages in the project life cycle and no issues are anticipated at this time	77,649	8,532	77,592	(57)	16,674	8,532	16,617	(57)	0	(57)
TOTAL EXPENDITURE	187,199	13,598	187,792	593	33,406	13,598	25,362	(8,044)	(8,637)	593
TOTAL RESOURCES	187,199	13,598	187,792	593	33,406	13,598	25,362	(8,044)		
NET EXPENDITURE	0	0	0	0	0	0	0	0		

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

1	New house build						
	Project Life Financials	86,753	976	1%	86,753	0	0%
	Current Year Financials	10,446	976	9%	3,193	(7,253)	-69%
	Project Description	New house build					
	Project Lifecycle	Planned End Date	31-Mar-19	Forecast End Date	31-Mar-21		
Main Issues / Reason for Variance							
The most significant factor impacting on the variance, related in terms of the procurement exercise, carried out to appointment CCG (Scotland) as the main contractor to deliver the majority of the West Dunbartonshire Affordable Housing Supply Programme. An update on the programme and progress on each site was reported to the Housing and Communities Committee on the 6th February 2019.							
Mitigating Action							
Progress on this programme will be closely monitored on a regular basis and reported to the Housing and Communities Committee on a quarterly basis.							
Anticipated Outcome							
New build programme will be delivered in full and in advance of the March 2021 target date.							

2	Void House Strategy Programme						
	Project Life Financials	9,000	3,070	34%	9,650	650	7%
	Current Year Financials	2,500	3,070	123%	3,150	650	26%
	Project Description	Void House Strategy Programme					
	Project Lifecycle	Planned End Date	31-Mar-19	Forecast End Date	31-Mar-23		
	Main Issues / Reason for Variance						
	Despite the successful letting of many long-term voids in recent years, the remaining properties which have sat in abeyance for several years have required proportionately more work to bring them back into use.						
	Mitigating Action						
	Officers will continue to manage this programme in order to minimise the overspend.						
	Anticipated Outcome						
Projected to overspend by £0.650m.							

Project Life Financials	95,753	4,046	4%	96,403	650	1%
Current Year Financials	12,946	4,046	31%	6,343	(6,603)	-51%

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

**1 Non Traditional and Traditional Improvement Works (Risk St)**

Project Life Financials	3,211	2	0%	3,211	0	0%
Current Year Financials	1,200	2	0%	700	(500)	-42%
Project Description	Risk Street Over clad					
Project Lifecycle	Planned End Date	31-Mar-20	Forecast End Date	31-Mar-20		

**Main Issues / Reason for Variance**

This project is behind programme. Work on blocks 35 and 69 has been underway since mid December. The works programme indicates completion of these two by the end of March, therefore forecast has been reduced to reflect this position. £0.500m is required to be rephased into 2019-20.

**Mitigating Action**

Officers will work in conjunction with the contractor to progress works as much as possible and seek to accelerate spend, if possible, to mitigate the slippage.

**Anticipated Outcome**

Project to progress to maximise spend and officers will work with the contractor to maximise progress in efforts to minimise slippage.

**2 Doors/Window Component renewals**

Project Life Financials	7,500	588	8%	7,500	0	0%
Current Year Financials	1,500	588	39%	1,000	(500)	-33%
Project Description	Doors/Windows Component Renewals					
Project Lifecycle	Planned End Date	31-Mar-19	Forecast End Date	31-Mar-19		

**Main Issues / Reason for Variance**

Progress here is less than anticipated at this time as processes bed-in with new materials supplier, who was appointed this year. Recent activity progressing the survey and measure is showing improvement, however Building Services await the increase in supply to allow install. The forecast has been tentatively reduced to £1.000m at this stage until throughput increases.

**Mitigating Action**

Building Services are in close contact with the supplier to improve performance and in conjunction with capital team, are working to complete previous no-access addresses, where materials are already supplied. A revised address list has been provided to ensure sufficient addresses are available to allow workflow.

**Anticipated Outcome**

Work is underway and officers will work with the contractor to maximise spend in efforts to minimise slippage.

MONTH END DATE

31 December 2018

PERIOD

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

3 Projects to deliver housing policies/strategies (Buy Backs)

Project Life Financials	3,086	430	14%	3,086	0	0%
Current Year Financials	1,086	430	0%	702	(384)	-35%

Project Description This is a budget to undertake specific projects that will deliver housing policies/strategies, example: Ex local authority and mortgage to rent buy-back scheme

Project Lifecycle Planned End Date 31-Mar-19 Forecast End Date 31-Mar-19

**Main Issues / Reason for Variance**

The main objective of the Buy Back Scheme is to bring former council properties that were sold through the RTB scheme, back into council use. These properties must assist the council with reducing housing need on the waiting list and where appropriate assist with external capital works. For these reasons, any purchase is subject to stringent criteria to ensure accountability and value for money for existing tenants. With several key stakeholders involved, this does mean that there is potential for slippage. However, there is no shortage of suitable properties and plans are in place to ensure full spend next year.

**Mitigating Action**

Officers will work to maximise buy-backs, in an effort to increase spend and minimise slippage.

**Anticipated Outcome**

Budget unlikely to meet full spend. Officers will endeavour to maximise spend and minimise slippage. Remaining balance will be required to be rephased into 2019-20 for planned buy-backs unable to complete within the current financial year.

Project Life Financials	13,797	1,020	7%	13,797	0	0%
Current Year Financials	3,786	1,020	27%	2,402	(1,384)	-37%

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

1	<b>New Build Grant</b>						
	Project Life Financials	(38,534)	0	0%	(38,534)	0	0%
	Current Year Financials	(6,093)	0	0%	(4,982)	1,111	-18%
	Project Description	Grant to facilitate the building of new build housing					
	Project Lifecycle	Planned End Date	31-Mar-19	Forecast End Date	31-Mar-21		
<b>Main Issues / Reason for Variance</b>							
Reprofiling of the new house build program as reported to the Housing and Communities Committee on the 7th November, will result in changes to timing of Scottish Government Grant drawdown.							
<b>Mitigating Action</b>							
None required - timing issue only.							
<b>Anticipated Outcome</b>							
Further Scottish Government Grant drawdowns will be made in 19/20 to match expenditure.							

2	Prudential Borrowing						
	Project Life Financials	(121,527)	(13,594)	11%	(122,119)	(592)	0%
	Current Year Financials	(19,117)	(13,594)	71%	(12,189)	6,928	-36%
	Project Description	Prudential borrowing to finance capital expenditure not already funded from grants/contributions, revenue contributions or capital receipts					
	Project Lifecycle	Planned End Date	31-Mar-19	Forecast End Date	31-Mar-23		
	Main Issues / Reason for Variance						
	Prudential Borrowing is impacted by the both the total level of capital spend and the level of other capital resources. The level of prudential borrowing in 2018/19 and overall is likely to be less than anticipated for reasons identified within each project that shows re-phasing requirements in the red analysis.						
Mitigating Action							
Mitigating actions are detailed in the red analysis.							
Anticipated Outcome							
Prudential Borrowing overall likely to be less than anticipated.							

<b>TOTAL RESOURCES</b>						
Project Life Financials	(187,199)	(13,598)	7%	(187,792)	(592)	0%
Current Year Financials	(33,406)	(13,598)	41%	(25,362)	8,044	-24%